

The Corporation of the City of Kawartha Lakes

AGENDA

SPECIAL COUNCIL INFORMATION MEETING

CC2017-28

Tuesday, October 17, 2017

Open Session Commencing at 1:00 p.m.

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

MEMBERS:

Mayor Andy Letham

Councillor Isaac Breadner

Councillor Pat Dunn

Councillor Doug Elmslie

Councillor Gord James

Councillor Gerard Jilesen

Councillor Brian S. Junkin

Councillor Rob Macklem

Councillor Mary Ann Martin

Councillor Gord Miller

Councillor Patrick O'Reilly

Councillor John Pollard

Councillor Kathleen Seymour-Fagan

Councillor Heather Stauble

Councillor Stephen Strangway

Councillor Andrew Veale

Councillor Emmett Yeo

Accessible formats and communication supports are available upon request.

1.	<u>CALL TO ORDER</u>	
2.	<u>ADOPTION OF AGENDA</u>	
3.	<u>DISCLOSURE OF PECUNIARY INTEREST</u>	
4.	<u>PUBLIC INFORMATION</u>	
4.1	Presentations	
4.1.1	CC2017-28.4.1.1	4 - 4
	<u>Timed Appointment: 1:00 p.m.</u> Kawartha Lakes-Haliburton Housing Corporation Annual General Meeting	
4.1.2	CC2017-28.4.1.2	5 - 42
	Hope Lee, CEO Kawartha Lakes-Haliburton Housing Corporation 2018 Proposed Budget	
4.1.3	CC2017-28.4.1.3	43 - 45
	John Hagarty, Chief of Police Don Thomas, Chair Kawartha Lakes Police Services Board 2018 Proposed Budget	
4.1.4	CC2017-28.4.1.4	46 - 84
	Mark Majchrowski, CAO Wanda Stephen, Director, Corporate Services Kawartha Conservation 2018 Proposed Budget	
4.1.5	CC2017-28.4.1.5	85 - 93
	Stephen Podolsky Charlie McDonald Lindsay Downtown Business Improvement Area 2018 Proposed Budget	

4.1.6	CC2017-28.4.1.6	94 - 109
	<p>Diane Lansdell, Acting Chief Librarian Jamie Morris, Chair Carolyn Daynes, Treasurer Kawartha Lakes Public Library Board 2018 Proposed Budget</p>	
4.1.7	CC2017-28.4.1.7	110 - 114
	<p>Doug Erlandson, Chair Kawartha Lakes Municipal Airport Board 2018 Proposed Budget</p>	
4.1.8	CC2017-28.4.1.8	115 - 115
	<p>Mary Catherine Masciangelo, Director, Corporate Services Haliburton, Kawartha, Pine Ridge District Health Unit Correspondence Regarding 2018 Proposed Budget</p>	
4.1.9	CC2017-28.4.1.9	116 - 124
	<p>Susan McKinnon, Manager, Budgets and Business Analysis Lake Simcoe Region Conservation Authority Correspondence Regarding 2018 Proposed Budget</p>	
5.	<u>REPORTS</u>	
6.	<u>CLOSED SESSION</u>	
7.	<u>MATTERS FROM CLOSED SESSION</u>	
8.	<u>CONFIRMING BY-LAW</u>	
9.	<u>ADJOURNMENT</u>	

KAWARTHA LAKES-HALIBURTON HOUSING CORPORATION

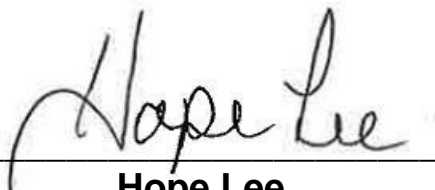
NOTICE OF AN ANNUAL GENERAL MEETING OF THE SHAREHOLDER

**Tuesday, October 17, 2017
Commencing at 1:00 p.m.**

**Council Chambers
City Hall
26 Francis Street, Lindsay, Ontario K9V 5R8**

The purposes of the meeting are:

- 1. To receive the report of the Auditor;**
- 2. To receive and approve the audited financial statements for 2016;**
- 3. To appoint the Auditor for 2017; and**
- 4. To appoint the members of the Board of Directors effective January 1, 2018.**

A handwritten signature in cursive script, reading "Hope Lee", is positioned above a horizontal line.

**Hope Lee
Corporate Secretary
October 4, 2017**

2018 Budget Request



October 17, 2017



KLH
Housing
Corp.

We consistently aim for improvement

- Selling older homes in order to build new communities
- Adding more much needed affordable housing options
- Embracing Performance Management & Lean Six Sigma
 - Improving resources
 - Improving process
- Prioritizing Energy Efficiency
 - Programs, incentives and rebates
 - Capital projects

Selling Older Homes

- Overall approval to sell our 64 single and semi detached units
- Sales started in 2014
- Net sale proceeds used toward specific new communities

Year	Number Sold	Average Sale
2014	7	\$155,714
2015	18	\$155,444
2016	7	\$187,849
2017	4	\$232,250

Single Homes built in the 1950's



Semi Detached Homes built in the 1960's



Building New Communities

Occupancy Year	Location	Total # of Units	# Replacing Sales	Net New Units
2013	Haliburton (WP Phase 1)	24	0	24
2015	Lindsay (Devan Court)	29	18	11
2017	Minden (Pinegrove Place)	12	0	12
2018	Lindsay (Flynn Gardens)	16	9	7
2018	Lindsay (Bond by the River)	12	9	3
2019	Lindsay (Housing & Office Space)	24	0	24
2019	Haliburton (WP Phase 2)	12	0	12
		129	36	93

4977 County Rd. 21, Haliburton, 2013



1 Devan, Lindsay 2015



57 Parkside, Minden 2017



Improving Resources

- 2015
 - Following a vacancy in May, blended two positions (Maintenance Supervisor, Capital Projects blended into Manager, Building & Property – Housing)
 - Annualized savings of approximately \$89,000
 - Resulted in better coordination between operating and capital without impact to either program

Improving Resources

- 2016
 - Following a Facility Maintenance position vacancy in November, replaced with contracted services
 - Annualized saving of approximately \$32,000
 - Utilized City's existing cleaning contract

Improving Resources

- 2017
 - Contracted services versus hiring a part time facilities maintenance position to cover new property in Minden
 - Annualized expense of \$15,600 versus staffing cost of approximately \$27,000

Improving Process

- Changes to overtime expense
 - 2015 change to on call system
 - Calls directed to managers versus union staff
 - Eliminated standby expense
 - Decreased volume of times staff attend a call
 - 2016 change to weather call outs
 - Level of service established for snow
 - Manager makes call whether staff go out

Year	2013	2014	2015	2016
Overtime Expense	\$47,419	\$31,320	\$13,590	\$7,744

Improving Process

- Restructured resources in order to have facilities maintenance staff working 7 days a week
- Restructured resources to maximize time at locations versus time spent driving to locations
- Assigned one staff to be a “move out specialist” in order to create consistency and reduce turnover time
- Purchased technology to improve how work is assigned and completed in the system

Maintaining Our Older Communities

- KLHHC's portfolio is soon to total 734 units
 - New Energy Efficient Units, built on a self-sustaining model
 - Sale of older homes less efficient units (36 of possible 64 to date)
 - Largest portion of stock is within older apartment buildings which are less feasible to sell and which continue to cost more and more to operate
 - Majority of capital plan targets replacements that reduce operating costs and that focus on energy

71 Melbourne St., Lindsay, 1972



111 William St., Lindsay 1974



123 Need St., Bobcaygeon, 1975



8 James St., Omemee, 1976



20 Sussex St., Lindsay, 1976



40 Francis St., Fenelon Falls, 1976



610 Mountain, Haliburton 1978



19 Hamilton St., Lindsay - 1982



92 Albert St., Lindsay, 1985



45 Durham St., Lindsay, 1986



45 St. Patrick, Lindsay, 1991



48 St. Paul, Lindsay, 1991



Participation in Energy Programs, Incentives & Rebates

- Hydro
 - Analysis for benefits between LAS program versus multi residential rebates available through standard time of use
 - Debt Retirement Charge exception equates to a \$38,000 savings annually
- Gas
 - Participating in Housing Service Corporation bulk program
- Green Saver Program (completed late 2015)
 - No charge replacement for energy efficient appliances, pipe wrap, shower heads, light bulbs
 - Estimated saving of \$40,000 annually

Energy Efficiency

- Completed energy audit and implemented audit recommendations
- Monitor funding opportunities
- Monitor high utilities bills
 - Repair causes (dripping taps, toilet running, dirty filters)
 - Education tenants

Energy Efficiency – Capital Projects

- Changed common lighting to LED in early 2016, estimated annualized savings is \$20,000
- October 2016, Demtroy pilot (system to control wattage to electric baseboard heaters), estimated annualized saving is \$18,000, estimated one time rebate on capital expense of \$24,000
- Replaced 140 hot water heaters with new

A Snap Shot of the Last Four Years

	2013	2014	2015	2016
Subsidy	\$2,617,535	\$2,517,168	\$2,628,901	\$2,628,901
Rental Revenue	\$2,937,346	\$3,014,196	\$3,113,318	\$3,369,384
Other Revenue	\$112,730	\$165,24	\$148,783	\$162,084
Micro Fit Revenue	\$18,480	\$16,337	\$18,644	\$18,929
Total Revenue	\$5,686,091	\$5,712,945	\$5,909,646	\$6,179,298
Administration	\$1,315,023	\$1,339,518	\$1,380,661	\$1,323,302
Bad Debt	\$27,661	\$30,086	\$53,194	\$10,835
Insurance	\$219,076	\$218,162	\$229,168	\$212,500
Maintenance	\$535,399	\$491,550	\$414,011	\$455,642
Municipal Taxes	\$868,979	\$894,557	\$917,467	\$944,691
Utilities	\$1,642,893	\$1,733,434	\$1,796,428	\$1,859,804
Mortgages & Debentures	\$777,623	\$823,087	\$822,043	\$819,463
Reserves	\$145,903	\$151,880	\$167,433	\$14,894
Total Expenses	\$5,532,557	\$5,682,274	\$5,780,405	\$5,641,132
Surplus	\$153,533	\$30,671	\$129,241	\$538,166

24 new units
added

Replaced 18 units,
added 11 new units

Make the right move

Items that Contributed to the 2016 Surplus

- Administration:
 - Process review and improvements
- Utilities
 - Sale of older homes replaced with more energy efficient
 - Incentive programs
- Mortgage & Debenture
 - Timing of setting up debenture for Devan Court

Considerations Going Forward

- Hydro savings will continue with provincial announcements in 2017
- Continue to explore other efficiencies
- Continued variances from year to year as sales of older properties and the occupancy of new communities occur
 - Increases in rental revenue
 - New but lower expenses
- Updated Building Condition assessments underway in order to develop an Asset Management Plan in 2018

2018 Budget Considerations

- Increased rental revenue as another 40 units are occupied in 2018
- New units are self sustaining model
- Impact of administrative improvements being made
 - Reduced number of positions, service level continued
- Impact of utility savings
 - Provincial direction to decrease hydro rates
 - Focus on energy saving projects, tenant education, etc
- End of mortgage for older property
- Ability to contribute toward the capital reserve, without an increase to the subsidy request
 - To contribute toward capital replacement projects in existing buildings
 - To contribute toward future new developments

2018 Subsidy Request

- Board commitment to contribute \$150,000 of the 2016 surplus toward 2018 and 2019 in order to reduce the operating subsidy request to the City
- The 2018 subsidy request to the City (operating and capital combined) represents an overall decrease of \$623,344

2018 Operating Request to the City

	2015	2016	2017	2018	\$ Variance	% Variance
Operating Subsidy	\$2,628,901	\$2,628,901	\$2,728,895	\$1,917,050	-\$811,845	-70%
Capital Subsidy	\$931,883	\$839,946	\$732,057	\$920,558	\$188,501	22%
Total Subsidy	\$3,560,784	\$3,468,847	\$3,460,952	\$2,837,608	-\$623,344	-48%

	2015	2016	2017	2018
Number of Units	705	698	706	734

Looking Ahead

- Continued development activities including regeneration and affordable housing funding opportunities
- Continued collaboration with partners to help support tenants with special needs
- Continued approach to improved performance

Thank You

Questions

Police Services Board

2018 Budget Estimate

October 17th, 2017



Cost Object Group Description	2017 Approved Budget	2018 Proposed Budget	2018 Budget Variance \$	2018 Budget Variance %
POLICE GRANTS/FEES	(188,750)	(194,268)	(5,518)	2.84%
POLICE ADMINISTRATION	627,430	701,683	74,253	10.58%
EXECUTIVE POLICE ADMINISTRATION	609,780	622,676	12,896	2.07%
POLICE SERVICE BOARD	51,550	61,550	10,000	16.25%
POLICE OPERATIONS	5,100,698	5,316,707	216,009	4.06%
CIB PROJECTS	29,750	29,750	-	0.00%
RECORD/CLERK ADMINISTRATION	313,088	321,590	8,502	2.64%
COMMUNICATIONS	804,890	879,627	74,736	8.50%
POLICE TRAINING	38,075	36,270	(1,805)	-4.98%
POLICE VEHICLES	117,810	113,485	(4,325)	-3.81%
CORRECTIONS ADMINISTRATION	5,000	5,000	-	0.00%
CORRECTIONAL INSTITUTION UNIT	0	0	(0)	0.00%
COURT SECURITY	243,368	195,327	(48,041)	-24.60%
9-1-1 OPERATIONS	39,643	49,166	9,523	19.37%
POLICE SERVICES TOTAL WITH CAPITAL	7,792,333	8,138,563	346,230	4.25%

Salary & All Employee Benefits = 3.7%

	Salary	All Employee Benefits
POLICE ADMINISTRATION	1,920	4,272
EXECUTIVE POLICE ADMINISTRATION	9,277	2,000
POLICE OPERATIONS	51,070	135,000
RECORD/CLERK ADMINISTRATION	2,273	5,771
COMMUNICATIONS	50,061	12,000
COURT SECURITY	13,984	13,709
	128,584	172,753
Total Budget Impact		301,337
Percentage of Budget	8,138,563	3.70%

City of Kawartha Lakes Special Project Submission



**KAWARTHA
CONSERVATION**

Discover • Protect • Restore

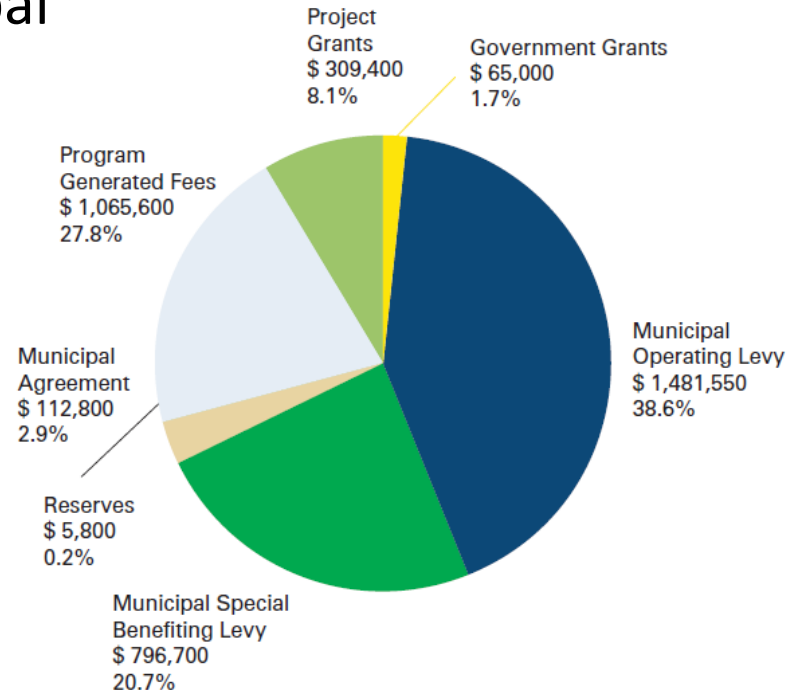
Mark Majchrowski
Chief Administrative Officer

October 17, 2017

2018 Budget

- Our budget consists of municipal contributions:

- Levy component
- Special project levy
- Service Agreement or other funding commitment
- General benefiting projects



- Budget is further supported by various government and project grants and program generated fees



2018 Budget

- Operating Levy and General Benefiting Levy components will be discussed and approved by our Board before a notice of the levy will be circulated
- Other projects are undertaken as part of a service agreement or other funding commitment
 - Risk Management Official Services (\$115,500)
 - Municipal Drain Report Update (\$75,000)
 - Administrative Building (\$60,000 –year 5 of 5)



Proposed General Benefiting Projects

- Projects are initiatives that will be of benefit to all member municipalities within our watershed
- Projects will be discussed by our Board of Directors in their budget deliberations
- Three proposed projects fit this category
 - Digitization of corporate records
 - Digital imagery project
 - Development of a new corporate website



Special Project Levy Request

- The Special Project Levy request is the focus of this presentation
 - Projects are geared to assist with municipal needs and investment in the community
 - Projects align well with the City's Strategic Plan

Projects	Levy Request		
	2016	2017	2018
Lake Management Plans	\$ 204,000	\$ 121,400	\$ 68,000
Lake Management Plan Implementation	\$ 142,000	\$ 157,900	\$ 165,600
Floodplain Mapping	\$ 207,000	\$ 127,800	\$ 173,500
TOTAL	\$ 553,000	\$ 407,100	\$ 407,100

Special Project Levy Request

Lake Management Planning

- Lake Management Planning has been the flagship environmental program for the City
- City is being recognized as a progressive municipality interested in long-term sustainability of its lakes
- Multiple stakeholders are identified as implementers, moving from plan to action

Year	CKL Funding	Grants & Other	Project Value
2017	\$ 121,400	\$ 20,400	\$ 141,800
2018	\$ 68,000	\$ 20,400	\$ 88,400

*2018 concludes the benchmark project to establish Lake Management Plans for the Kawartha Lakes. Plans for completion include Shadow, Pigeon, Head, and Four Mile Lakes



Special Project Levy Request

Lake Management Plan Implementation

- Implementation takes our findings from the LMPs and translates them into action
- The intent of the actions is to improve the long range sustainability and economic value of our lakes
- Community partners are key to success

Year	CKL Funding	Grants & Other	Project Value
2017	\$ 157,900	\$ 182,500	\$ 340,400
2018	\$ 165,600	\$ 128,400	\$ 294,000

Lake Management Plan Implementation

Management Strategy and Implementation Projects	Project Value	Grants and Other	CKL Funding
Stewardship	\$149,100	\$84,400	\$64,700
<ul style="list-style-type: none"> Best management practices on agricultural lands Promoting naturalized shorelines BlueScape program – addressing urban and rural stormwater 		Canal & Mitchell; Balsam, Cameron, Sturgeon LMPs All LMPs Focus on Pigeon LMP; applicable to all LMPs	
Urban and Rural Infrastructure	\$25,000		\$25,000
<ul style="list-style-type: none"> Improving erosion and sediment control practices 		All LMPs	
Research and Monitoring	\$119,900	\$44,000	\$75,900
<ul style="list-style-type: none"> Near shore sampling program Identification of E. coli sources – Bond St. Beach Determining point source contamination on tributaries 		Sturgeon LMP Cameron LMP Pigeon, Sturgeon LMPs	
Total	\$294,000	\$128,400	\$165,600

Special Project Levy Request

Flood Plain Mapping

- Safeguarding the community and enabling better planning for emergency response
- Enables responsible development decision making

Year	CKL Funding	Grants & Other	Project Value
2017	\$ 127,800	\$ 73,720	\$ 201,520
2018	\$ 173,500	\$ 73,300	\$ 246,800

2018 Budget: Moving Forward

- We will continue develop a multi-year proposal to provide clarity around a 5-year budget forecast for both operating budgets and special project requests
- This forecast will be provided in our 2018 budget
- We greatly appreciate the support that the municipality has provided





KAWARTHA CONSERVATION

Discover • Protect • Restore

KAWARTHA CONSERVATION

Budget 2018

Overview of Special Project Capital and Municipal Specific Initiatives

Presented to the
City of Kawartha Lakes



Table of Contents

Executive Summary	3
Conservation Authority Mandate.....	4
City of Kawartha Lakes Special Projects Proposal	6
Lake Management Plans.....	7
Lake Management Plan Implementation.....	10
Flood Plain Mapping.....	16
City of Kawartha Lakes Service Agreements and Other.....	20
City of Kawartha Lakes – Risk Management Official Services	21
City of Kawartha Lakes Municipal Drain Report Update	23
Administration Building Loan Repayment	24
General Benefiting.....	26
Digitization of Corporate Records	27
Digital Imagery Project	27

Executive Summary

Kawartha Conservation is a watershed-based, non-profit organization established in 1979 by the municipalities within our watershed under the Ontario Conservation Authorities Act. We are one of 36 conservation authorities operating in Ontario and a member of Conservation Ontario.

Balancing environmental capacity and human need, we manage natural resource features that are essential for sustaining water quality and quantity, through watershed planning, stewardship, environmental monitoring and research, and management of conservation and natural areas.

Our programs and services are focused within the natural boundaries of the Kawartha watershed, which extend from Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast – a total of 2,563 square kilometres.

These natural boundaries overlap the six municipalities that govern Kawartha Conservation through representation on our Board of Directors. Our municipal partners include the City of Kawartha Lakes, the Township of Scugog, the Township of Brock, the Municipality of Clarington, the Municipality of Trent Lakes, and the Township of Cavan Monaghan.

Conservation Authority Mandate

Conservation Authorities, created in 1946 by an Act of the Provincial Legislature, are mandated to ensure the conservation, restoration and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.

Objectives

- ensure that Ontario's rivers, lakes and streams are properly safeguarded, managed and restored;
- protect, manage and restore Ontario's woodlands, wetlands and natural habitat;
- develop and maintain programs that will protect life and property from natural hazards such as flooding and erosion;
- provide opportunities for the public to enjoy, learn from and respect Ontario's natural environment.

Protect, manage and restore Ontario's woodlands, wetlands and natural habitat

Because what we do on land is reflected in our water and land ecosystems, Conservation Authorities develop programs that protect natural resources and promote watershed stewardship practices that lead to healthy, sustainable communities and industries.

Ensure that Ontario's rivers, lakes and streams are properly safeguarded, managed and restored

Conservation Authorities protect, restore and effectively manage impacts on Ontario's water resources. Conservation Authorities also provide advice and counsel to a wide variety of agencies, landowners, businesses, and all levels of government on the responsible management of water.

Develop and maintain programs that will protect life and property from natural hazards such as flooding and erosion

Conservation Authorities work in partnership with municipalities to protect life and property through the development of programs and services that minimize or prevent the impact of natural disasters such as flooding and erosion.

Provide opportunities for the public to enjoy, learn from and respect Ontario's natural environment

Through the lands they manage and own, as well as the educational programs they deliver, Conservation Authorities provide opportunities for people to understand and appreciate the value of their natural environment as well as the social and economic benefits of protecting that environment.

This 2018 budget submission meets both the mandate of Kawartha Conservation and the current, ongoing and future needs of the City and its communities identified through the strategic plans of both organizations. A 5-year 2018-2022 projection will be provided in our 2018 budget.

This document focuses on municipal spending projects and initiatives as described below under the headings Special Projects and Service Agreements.

City of Kawartha Lakes Special Projects Proposal

Population levels throughout the Kawartha watershed will continue to rise, and with that comes an increase demand for programs and services that are provided by Kawartha Conservation.

The essential work to support the Kawartha Watershed and the City of Kawartha Lakes infrastructure, people, lake and rivers can be found in three special project areas:

1. Lake Management Plans
2. Lake Management Plan Implementation
3. Flood Plain Mapping

Lake Management Plans

2018, Year 9 of 9

Purpose

Lake Management Planning for large and significant lakes within the City of Kawartha Lakes is a key strategic priority for the municipality, given their economic and environmental significance. 2018 is the final year of a multi-year project and several Lake Plans have been completed and endorsed (Sturgeon, Balsam and Cameron, Canal and Mitchell), or nearing completion (Pigeon, Four Mile, Head and Shadow).

Science-based, lake management planning is fundamental to understanding the pressures on our lakes and determining priorities for management activities. Supported and endorsed by both municipal councils and the science community, these lake plans have facilitated over \$830,000 in direct funding from external sources for plan implementation, with in-kind support valued at over \$220,000 across the watershed since 2005.

Background and detail

The planning process involves lake and watershed studies, in conjunction with strategic partnerships across all areas of interest to facilitate plan development, with recommendations and priorities for implementation. Comprehensive monitoring of water quality, water quantity, shoreline inventory, and biotic parameters has been undertaken over three years for each lake, their surrounding watersheds and their tributaries.

Each plan involves contributions from volunteers, lake associations, First Nations, and a wide range of agencies, colleges and universities. Program governance consists of three committees; a Community Advisory Panel, Science and Technical Committee, and an Executive Liaison Group.

Project objectives

- Implement and maintain - for the study duration, ending in 2017 - comprehensive water quality and water quantity sampling networks for each lake to provide a scientific basis to identify current and potential threats/stressors, hotspots, evaluate trends and key management issues, and identify options for priority actions.
- Provide a current and baseline scientific basis to support and inform municipal Official Plan documents and by-laws within the City of Kawartha Lakes.
- Design and implement management activities to maintain or achieve Provincial Water Quality Objectives for all lake tributaries and the lakes, as well to reduce beach closures and create greater confidence in the lake health in general.

- Protect and improve water quality for all uses, including as a source of water for domestic uses.
- Foster community participation in the project and understanding of the Kawartha Lakes, their natural and historic heritage, and human impacts.
- Develop and coordinate the necessary partnerships for effective collaboration on all aspects of the planning process and plan implementation.
- Promote a greater dialogue and understanding of issues, conflicting needs, visions and resource uses.
- Identify specific items for ongoing monitoring advanced university research, such as quantifying phosphorus input from the near shore zone; identifying specific sources of E.coli; considering impacts of climate change and invasive species.

Deliverables:

- Finalize the Lake Plans and Technical Background Reports for the following lakes: Pigeon, Four Mile, Head, Shadow, through stakeholder and municipal endorsement.
- Files to be harmonized into one uniform, uploadable format. Kawartha Conservation has purchased a license agreement for a data management tool (WISKI), and will input eight years of data into this centralized, easily accessed data base, greatly improving efficiencies in quality control and quality assurance of data. The management tool will also allow for improved data sharing opportunities with municipal partners, agencies and post secondary institutions.
- Summarize into one document the key technical information for each lake, thereby identifying major threats and management priorities. This single report will be a resource for municipal planners and other lake stakeholders, providing the basis for policy and planning decisions.
- Host meetings of three key lake plan implementation advisory groups: Community Advisory Panel, Science and Technical Committee, and Executive Liaison Group.
- Meet directly, on a routine basis, with lake associations and others stakeholders to ensure their priorities and expectations for their lake are met.
- Identify the economic impact contributions of a healthy lake environment.

Budget Proposed for 2018

Advisory Committees in-kind	\$20,400
City of Kawartha Lakes support requested	
	\$68,000

Overall value of project \$88,400

Funded by:

City of Kawartha Lakes \$ 68,000

Five Year Outlook

This is the last year of this benchmark project to characterize and outline recommendations for each of the Kawartha Lakes.

The Lake Scugog Management Plan was completed in 2010 and will be due for an update in future years.

Lake Management Plan Implementation

This proposal is respectfully submitted and intended to be responsive to the City of Kawartha Lakes Council's concerns for budget containment and a collaborative approach into the future for the implementation of the recommendations from the Kawartha Lakes Management Plans. We believe this proposal is a responsible submission that ensures program continuity, enables external grants and donations to be realized, enables our uniquely skilled core staff expertise to be retained to carry on the program and other important environmental work on behalf of the city, and allows adequate time for the City and Kawartha Conservation to come together in 2018 to discuss the future scope, model of delivery, and cost of the program.

Projects are designed to implement several site specific activities outlined in the approved lake management plans, continue monitoring to tell us how we are doing, and address critical data gaps necessary to further determine priority stewardship opportunities to improve water quality in our lakes and streams.

This proposal does not include Communications and Outreach activities such as the Blue Canoe, Youth Education programs, and Strategic Planning initiatives, which are identified in the Lake Management Plans as major implementation themes.

We recognize for this program to be successful, it will require a number of partners to take hold of the recommendations and implement initiatives identified. These projects are aligned to enable partnership development and initiate plan implementation and activities identified as within our scope of influence, demonstrating to the community and stakeholders the need to put the Lake Management Plans into action.

Stewardship

Informed management of shoreline, urban and rural private properties is a necessity if we are to achieve long term lake health and watershed sustainability. These projects will demonstrate good landscape practices on highly visible properties around the lakes, and provide landowners and property managers with the technical support required for this to become normal practice.

A municipal allocation is requested to provide staff support as well as a certain level of actual project funding to enable the leverage of special project funds from a variety of potential funding partners, such as the Ontario Ministry of Agriculture, Food and Rural Affairs; Ministry of Natural Resources and Forestry, Species at Risk, Ministry of Environment and Climate Change, Fisheries and Ocean's Canada as well as community volunteers.

Enabling Best Management Practices on Agricultural Lands

Science based lake management plans leveraged over \$300,000 from the Ontario Ministries of Agriculture, Food and Rural Affairs, Natural Resources and Forestry, and Environment and Climate Change over three years, ending in March 2018. Over \$250,000 has been allocated to CKL farmers to support environmental improvement projects on their properties, with farm business owners contributing a minimum of 25% of the total project cost. These funds in turn support local businesses through the purchase of supplies and services. Municipal investment will be leveraged with provincial funding to provide ongoing support for agricultural stewardship projects.

OMAFRA	\$35,000
MNRF – LSHRP	12,000
ECC – Environmental Damages	10,000
Landowner Contributions (cash and in-kind)	12,500
City of Kawartha Lakes support requested	\$22,900

Overall value of project \$92,400

Beach Improvement and Promoting Naturalized Shorelines

Developing a culture of shoreline property management suitable for lake health and maintenance of water quality requires an attitudinal shift that evolves over time. In the past few years, we have worked with municipal staff to utilize CKL waterfront properties as demonstration areas, developed solid relationships with local associations and key community residents, and stimulated a range of ‘innovators’ within the shoreline community.

This project involves planning and implementation support for naturalization of municipal properties, collaborating with real estate professionals and the CKL Environmental Advisory Committee to provide information packages to new shoreline owners, and provides ongoing technical support for community partners and individual landowners.

In 2018 we propose a municipal demonstration site at the Centennial Beach site on Cameron Lake. While this was the site of some restoration in 2016, monitoring has indicated that the project needs some additional attention and management to ensure its success. Staff and volunteers will build upon the existing work by adding more mature plant stock and enhancing the restriction of Canada Geese along the community beach site.

TD Friends of the Environment	\$2,000
Great Lakes Guardian community Fund	6,000
Community Volunteers In kind	1,800
City of Kawartha Lakes support requested	\$21,400

Overall value of project \$31,200

Managing Urban and Lake Community Storm Water and Seasonal Runoff

The BlueScape program promotes and demonstrates low impact development features, emphasizing runoff management and water conservation for urban landscapes. This includes a wide range of lot level activities (e.g. rain barrels, downspout disconnection, rain gardens), urban runoff landscaping, demonstration sites, landowner workshops, managing/replenishing urban forests and enhancing their resistance to climate change, and outreach to school groups and urban residents. Working with granting foundations, a demonstration site at the Omemee beach is being proposed to address the invasive phragmites plant along the shoreline. This plan will also address community concerns about water access, and manage runoff from the parking lot into the river.

TD Friends of the Environment	\$2,500
Great Lakes Guardian Community Fund	2,000
Community Volunteer Planting day	600
City of Kawartha Lakes support requested	\$20,400

Overall value of project \$25,500

Urban and Rural Infrastructure

Improving Erosion and Sediment Control Practices

Sustainable, ongoing development is a priority for local municipalities. The movement of sediments from construction/development sites to local watercourses has significant long-term impacts, including filling in shallow shorelines, smothering fish habitat, increased aquatic

vegetative growth, water pollution, and poor aesthetics. Establishing effective erosion and sediment control management is a priority recommendation in all Lake, Watershed, and Stormwater Management Plans. Sediment and erosion control planning and staff expertise is critical to ensuring long-term health of our lakes and rivers when developing or improving properties or public works.

Effective erosion and sediment control planning involves collaboration between municipalities, contractors, conservation authorities, and other construction partners and reduces construction delays while protecting the local environment. The purpose of this project is to develop local expertise within our development community and organize multi-partner technology and training opportunities focused on sediment and erosion controls, permit basics and application processes; shoreline works; sediment and erosion controls; greening construction.

Fisheries and Oceans Canada has expressed interest in providing support for this project by supporting development of technical expertise and working with Fleming College for applicable curriculum development.

City of Kawartha Lakes support requested	\$25,000	Overall value of project \$25,000
---	-----------------	--

Research and Monitoring

With the Kawartha Lakes increasingly a destination of choice for retirees and visitors from the GTA, the impacts of pressures from cumulative development and other factors (e.g. invasive species, climate change, emerging contaminants) must be determined and managed. Accurate information pertaining to shoreline, urban and rural private properties is a necessity for the design of effective stewardship activities and planning policies to maintain long-term lake health and watershed sustainability.

Watershed planning and ongoing, priority monitoring provides the most comprehensive, current water quality information for the Kawartha Lakes and their tributaries, while establishing situation benchmarks for each lake. This allows us to determine lake responses to the various factors impacting our lakes.

Near Shore Sampling Program

The '*nearshore area*' is a transition zone being directly influenced by shoreline factors (urban and shoreline community development, septics and human waste management, agriculture, and specific shoreline alteration), as well as watershed inputs. The primary data gap that exists in each

of the completed Lake Management Plans is the lack of comprehensive near shore water quality data (chemical and biological). The data collected in near shore areas can act as an early warning indicator for the lakes and identify “problem areas” or “hot spots” of degraded water quality and threats to human and animal health. Our Near Shore Sampling program works with Citizen Scientists to help collect data on a regular basis. Engaging the community will build understanding of water quality issues and encourage stewardship program uptake.

Citizen Scientist in-kind contribution	\$15,000
University of Ontario Institute of Technology	\$7,000
City of Kawartha Lakes support requested	\$36,300

Overall value of project \$58,300

Bond Street Beach Assessment Project, Fenelon Falls

Bond Street Beach is a significant public beach experiencing frequent postings due to high E. coli concentrations. The need to provide safe recreational swimming opportunities is essential to community health and the health of our tourism industry. This project will attempt to determine the point source for the E. coli via sampling a transect beginning upstream of the beach including both water and sand samples. Additional investigation into the water and wind currents will assist in identifying the dynamics of E. coli within this river channel beach ecosystem. This sampling regime will be specifically focused on identifying sources rather than just presence of E-coli and is designed to complement the weekly Health Department’s sampling. This project is in partnership with the Haliburton, Kawartha, Pine Ridge District Health Unit.

Haliburton, Kawartha, Pine Ridge Health Unit in-kind	\$22,000
City of Kawartha Lakes support requested	\$19,600

Overall value of project \$41,600

Lake management plans identified high priority lake tributaries that consistently input high nutrient and sediment concentrations, with plans recommending the identification of specific point sources for these inputs. This activity will undertake comprehensive water quality sampling and flow volume measurements on these tributaries to identify specific sites and causes of water quality degradation. Decreasing nutrient and sediment loading into lakes will improve localized water quality in addition to overall lake health – i.e. maintaining high water quality, property values, aesthetics and recreational opportunities, combined with less degradation of fish spawning sites due to sedimentation.

City of Kawartha Lakes support requested	\$20,000
---	-----------------

Overall value of project \$20,000

SUMMARY	Project Value	Grants and Other	City of Kawartha Lakes Funding
Stewardship	\$149,100	\$84,4000	\$64,700
<ul style="list-style-type: none"> • BMP on Agricultural Lands • Promoting Naturalized Shorelines • BlueScape Program 			
Urban and Rural Infrastructure	\$25,000		\$25,000
<ul style="list-style-type: none"> • Erosion & Sediment Control 			
Research and Monitoring	\$119,900	\$44,000	\$75,900
<ul style="list-style-type: none"> • Near Shore Sampling Project • Identification of E-coli Sources • Determining Point Source Contamination 			
Total Lake Management Plan Implementation	\$294,000	\$128,400	\$165,600

Flood Plain Mapping

Purpose

Kawartha Conservation proposes to continue floodplain mapping for 10 priority flood prone sub-watersheds in the City of Kawartha Lakes, to assist in planning future growth and development, and inform the City's Emergency Management Plans.

Project Background and Detail

One of the most effective ways to avoid damage to property and to ensure personal safety during a flooding event is by taking preventative measures to ensure floodplains, or portions of floodplains, are maintained in their natural state, and to proactively manage land use and development to protect the integrity and functionality of floodplains along with the benefits they provide, such as flood storage capacity, conveyance of stormwater runoff, minimizing non-point source water pollution, etc. Changes in land use, intensification of development/infrastructure, and changes in climate patterns (e.g. intensity/frequency of precipitation events) can have a significant impact on floodplain characteristics and their functionality in mitigating flooding hazards.

Up-to-date floodplain mapping for the regulatory flood standard is important to municipalities in planning future growth and development in settlement areas, and is especially important in planning for flood emergencies.

Floodplains in the City of Kawartha Lakes are currently being managed using a one-zone approach that prohibits development within the entire floodplain. In most cases, the floodplain mapping for the Regional or 1 in 100 year flood event is nonexistent or out-of-date. While the City has initiated several studies recently in the context of advancing future development and infrastructure planning in Lindsay, most updating is done on a site by site basis by the development industry when advancing new development applications; however, this is inefficient and costly, and can result in delays in approvals.

The protection of property and public safety from the threat of flooding hazards is a provincial land use policy requirement under the Provincial Policy Statement, and, accordingly, flood hazards (floodplains) must be protected from the adverse impacts of development in municipal land use documents.

Benefits

- **Land Use/ development planning** – Prevent flood damage for future development.
- **Emergency management planning** – Identify flood hazard and high-risk areas (public safety and at risk private and public property assets).

Components of the Floodplain Mapping Study

1. Identification of priorities for floodplain mapping sub-watersheds that are at risk or prone to flooding or have had historical record of flooding and their existing and potential for development.
2. Establishment of a Technical Committee comprised of representatives from City of Kawartha Lakes, Kawartha Conservation and a Technical Advisor from Ganaraska Conservation Authority to guide the mapping studies
3. Development of a Peer Review process and Terms of Reference
4. Collection of floodplain elevation data for flood damage sub-watersheds through the use of digital elevation model based on LiDAR mapping
5. On the ground surveys to verify the accuracy of the digital elevation model, collect watercourse sectional profiles and measure man-made infrastructure (culverts, bridges, etc.)
6. Hydrologic and Hydraulic Modeling to generate the 1-zone (and 2-zone where applicable) in the Regional or 1 in 100 year flood event
7. GIS production of maps for floodplains.

Project Timeline

The multi-year project commenced in 2012, with the Conservation Authority assisting the City in preparing specifications and an RFP for the procurement of LiDAR, for the 10 flood damage centres. To date 4 of the 10 projects have completed which includes Ops #1 Drain /Jennings Creek, Sinister Creek, Fenelon Falls North Tributary and Omemee East Tributary. Up to date flood plain mapping, flood lines and engineer reports were created for each of these studies.

The team contributed to the City of Kawartha Lakes' National Disaster Mitigation Program funding application for floodplain mapping in the Burnt River (Fall 2016 Start) and Mariposa (Fall 2017 Start) study area (50% matched funding by City of Kawartha Lakes) and received \$133,000 (Burnt River) and \$92,000 (Mariposa).

More recently, in 2017, Dunsford Creek and Bobcaygeon Tributary are projected to be completed by end of 2017. The majority of Burt River flood plain mapping study will be completed in 2017 and

finalized in 2018. Mariposa Brook is to be started fall of 2017. The team just submitted for NDMP funding for Fenelon Falls South and McLarens Creek and are awaiting news on successful applications early 2018.

Looking Forward (2018-2020): Complete Burnt River flood plain mapping early 2018. A majority of Mariposa Brook - Little Britain, McLarens Creek, and Fenelon Falls South undertaken in 2018 and set to be completed in 2019.

Project Management: The project is being managed in-house by Kawartha Conservation staff. The main engineering lead will be via Ganaraska Region Conservation Authority. The project is also guided by a Technical Committee consisting of representatives from the City of Kawartha Lakes, Kawartha Conservation, Ganaraska Region Conservation Authority, and Ministry of Transportation, as necessary. All methodologies and final outcomes are evaluated by an independent peer review.

Committee in-kind	\$4,300
NDMP Funding	69,000
City of Kawartha Lakes Support Requested	\$173,500

Overall value of project \$246,800

KAWARTHA CONSERVATION

Budget 2018

Presented to the
City of Kawartha Lakes

MUNICIPAL AGREEMENTS



City of Kawartha Lakes Service Agreements and Other

The City of Kawartha Lakes and Kawartha Conservation have an existing Memorandum of Understanding with respect to Part IV Enforcement of the Clean Water Act and anticipate another agreement to undertake and update the Municipal Drain Classification report.

Both of these are funded through Municipal budgets and departments outside of Kawartha Conservation's special project levy request.

The Risk Management Official, Clean Water Act, Part IV Enforcement is funded through the City's Department of Public Works while costs associated with the Municipal Drain Classification MOU are funded through the City's legal department, under the CAO.

The Admin Building project was a General Benefitting project which was completed in December 2013. The cost were shared between all municipal partners based on the apportionment percentages. The CKL requested to pay their share, \$263,975, over a 5 year period. An amount of \$60,000 is advanced each year to meet the debt repayment obligations on the mortgage against our property.

City of Kawartha Lakes – Risk Management Official Services

Clean Water Act, Part IV, Enforcement

Purpose

Help implement a multi-barrier approach to strengthen the protection of municipal drinking water sources, by implementation of source protection plan policies requiring a risk management official (RMO) as per the Clean Water Act. A Source Protection Plan is based on threats assessments of groundwater and surface water quality on a site specific and watershed scale. Activities support the City of Kawartha Lakes specifically in implementation of plan policies requiring a risk management plan and providing information for planning/building applications for development where the activity or land use could impact upon municipal drinking water supplies. The Trent Source Protection Plan was approved in 2014 with an effective implementation date of January 2015.

Benefits

Source Protection Plans were developed by Source Protection Committee (SPC) representatives composed of one-third municipal representatives, and the other two-thirds composed of local stakeholders in the economic sectors (agriculture, industry and commerce) and environmental, rural and urban property owners. Plan policies are designed in the best interests of a community, and are required to be implemented for the long-term protection of safe and healthy drinking water sources. Risk Management Plans and developing the land in a suitable way will be required surrounding water supply system. This is a proactive method of ensuring contamination risks are reduced and expensive clean-up costs can be averted.

Deliverables

This project to date has involved the establishment of a risk management office and the development of plans with landowners designed to eliminate risks to municipal water supply systems, as delegated by the City of Kawartha Lakes through agreement. Policies and procedures have been developed to guide implementation activities. Activities in 2018 will continue to focus on the negotiation and establishment of risk management plans, issuing notices to proceed with an activity under the Planning Act and Building Code Act and reporting.

Risk Management Plans have been prioritized to focus on agricultural and residential fuel oil and must be developed within 5 years. A total of approximately 125 risk management plans will need to be negotiated with landowners, which will address approximately 200 threats to community drinking water supply systems. Risk management plans ensure that activities that pose a potential threat to municipal drinking water supply systems are adequately managed, such as by

improvements to infrastructure, changes in process and handling of chemicals and ensuring spill containment measures are in place. Activities of the Risk Management Official are guided by a Project Oversight Committee comprising public works staff and staff at Kawartha Conservation.

Proposed Budget 2018

Project Cost	\$115,500
--------------	-----------

Funded by:

City of Kawartha Lakes **2018**

Public Works Department \$115,500

Outlook

This project through agreement with the City of Kawartha Lakes is an ongoing project that addresses the mandatory municipal responsibilities outlined in the Clean Water Act. It is anticipated that this agreement will continue and resourcing will be revisited on an annual basis to address the needs of the program.

City of Kawartha Lakes Municipal Drain Report Update

Background

Municipal agricultural drains are a part of the City of Kawartha Lakes rural infrastructure and require routine maintenance to ensure effective drainage of agricultural production areas. Maintenance activities are undertaken within regulated features, particularly watercourses (with fish habitat) and wetlands, with fish habitat downstream from permitted work activities at risk due to insufficient sedimentation safeguards. In the early 2000's, CKL partnered with KRCA and DFO to undertake a drain classification project whereby all drains were field sampled and characterized to streamline the approval process for maintenance works.

More than 15 years have passed and there have been several changes to managing municipal drains through this period, including: the construction of new drains, changes in the sensitivity of watercourses and wetlands, changes in land use policies, changes to the classification process, increased tile drainage, among others. Given that CKL places a priority on undertaking timely municipal drainage works, an update to the classification project is needed to expedite the approval process.

This is proposed as a 1-year project that requires an integrated effort among Kawartha Conservation technical and planning staff, and collaboration with drainage-related and planning staff at the municipality.

Deliverables

- Project report and data files summarizing reclassification of 55 drains within CKL.
- Field sampling of 160 sites along drains that were previously sampled in 2002.
- Classification of several new drains constructed since 2002.
- A standardized protocol to streamline the drain maintenance approval process.
- Integration and sharing of drain data, and records including engineering reports between CKL and KC.
- Ongoing coordination between CKL drain staff and Kawartha Conservation technical and planning staff.

Municipal Support

Project Cost	\$75,000
--------------	----------

Funded by:

City of Kawartha Lakes, Legal Division

Administration Building Loan Repayment

The Admin Building project was a General Benefitting project which was completed in December 2013. The cost was shared between all municipal partners based on the apportionment percentages. The CKL requested to pay their share, \$263,975, over a 5 year period. We secured a mortgage on our property for the amount owing by the CKL in the amount of \$263,975 on behalf of the City.

The City of Kawartha Lakes advances to us \$60,000 to make the mortgage payments that total just over \$57,000 annually. We apply the excess funds each year against the mortgage as an annual “anniversary payment” to reduce interest costs.

There are 60 mortgage payments which started in May, 2014. Kawartha Conservation’s final mortgage payment will be April 2019. When the City advances to us the \$60,000 in the 2018 budget, the amount is prepaid for the period May 2018 to April 2019. Your payments to us are be complete in your 2018 budget year.

KAWARTHA CONSERVATION

Budget 2018

Presented to the
City of Kawartha Lakes

PROPOSED GENERAL BENEFITING



General Benefiting

General benefiting projects are approved by the Kawartha Conservation Board of Directors for initiatives that will be of benefit to all member municipalities with the watershed.

The costs of the projects are apportioned to the respective member municipalities.

There are three projects that fit this category in 2018, which will be discussed by the Kawartha Conservation Board of Directors in their budget deliberations.

The following highlights the proposed projects that will be the focus of discussion.

- Digitization of Corporate Records
- Digital Imagery Project
- Development of New Corporate Website

Digitization of Corporate Records

Document conversion is the process of converting paper documents into digital format. As technology improves more and more companies are moving to paperless offices to preserve these documents. Benefits of shifting to digitized documents will allow for easy storage, retrieval, updating and how we access and transport information. This project will support an independent contractor digitizing all corporate records over a five year period. In conjunction with our Information Management System the digitization of these hard copy files will help contribute to faster processing of planning applications and can provide both parties with instant copies of important documents.

	2018
Total Project Cost	\$15,000
City of Kawartha Lakes support requested	\$9,000

Outlook: Project will be completed over a five year period to 2022.

Digital Imagery Project

The Digital Imagery Acquisition project for South Central Ontario (SCOOP) will provide Kawartha Conservation high resolution, leaf off, multi-spectral imagery flown in spring of 2018 that is accurate to approximately 50cm “on the ground” resolution. Kawartha Conservation will look to acquire approximately 4900 square kilometres of imagery that includes the entire of City of Kawartha Lakes and the portion of Municipality of Trent Lakes that falls within our watershed boundary. Digital Imagery products are used daily in our business, including operating programs (in all management department areas and in past capital projects, such as Ecological Land Classification and generic regulations. This product will also be useful for drinking source water protection purposes. This project will be divided over 2018/2019.

	2018
Total Project Cost	\$15,000
City of Kawartha Lakes support requested	\$12,000

Outlook: Anticipated cost for 2019 are \$10,000 with a City of Kawartha Lakes contribution of \$8,000.

Development of New Corporate Website

Much like the City of Kawartha Lakes recent migration to a new user-friendly, modern, efficient and effective municipal website, this project will permit Kawartha Conservation to undertake municipal, community and staff consultation to build the framework for a new user-friendly corporate website with two priority focuses: 1. Put an upfront focus on planning and permitting, so customers are able to quickly, easily and efficiently find the information they need, download appropriate documents, pay for fees online, etc., and 2. Promote Kawartha Conservation's conservation areas and natural areas as an economic development and tourism initiative to support the overall goals of the City of Kawartha Lakes tourism and development initiatives. Research has shown that communities with ample greenspace, conservation areas, and trail systems create a much higher quality of life for residents and visitors; the proposed new site would support the City's efforts to attract those individuals, families and businesses that are seeking that quality of life.

	2018
Total Project Cost	\$5,000
City of Kawartha Lakes support requested	\$3,000

Outlook: Funds in 2018 of \$5,000 represent the initiation of the multi-year project with an anticipated requirement of \$36,000 split between 2019 and 2020 to complete the project.



LINDSAY DOWNTOWN

STYLE + FLAVOUR + LIFE

2018 Budget
January 1, 2018 – December 31, 2018

Lindsay Downtown Business Improvement Association
Budget 2018

PRESENTED BY:

Charlie McDonald
Chair - LDBIA

Stephen Podolsky
Vice Chair - LDBIA

Jillian Tider
Secretary/Treasurer

Tana N. Torch
General Manager



Lindsay Downtown Business Improvement Association
Budget 2018

2018 TAX LEVY

\$140,000.00

2018 CPDF

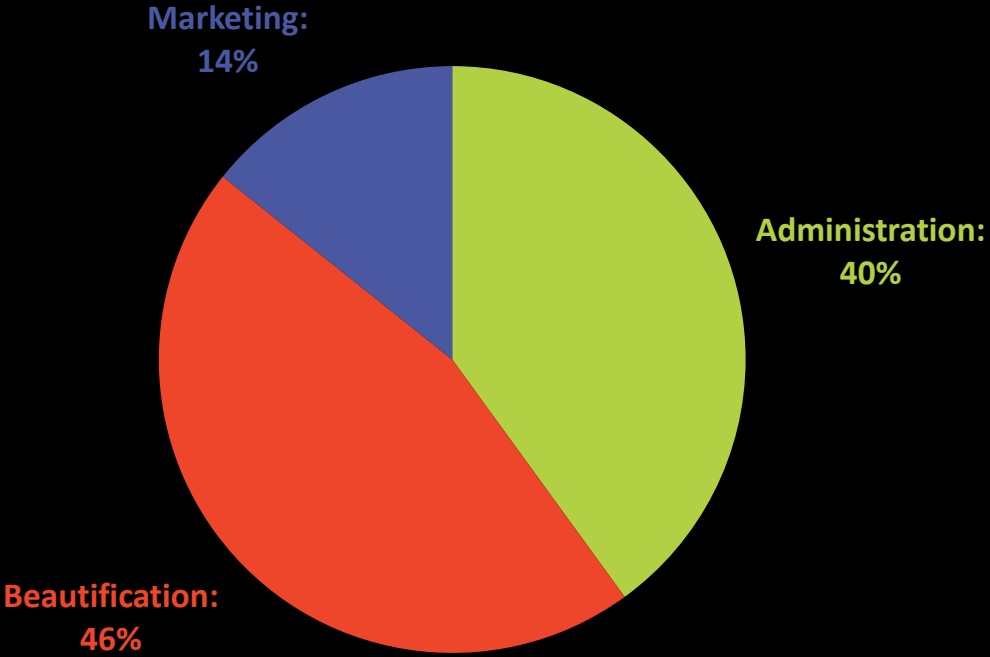
\$35,000.00

TOTAL: \$175,000.00



ALLOCATION OF EXPENSES

Committee/Office	Amount
Administration	\$70,000.00
Beautification	\$45,000.00
CPDF	\$35,000.00
Sub-Total:	\$80,000.00
Marketing	\$25,000.00
TOTAL:	\$175,000.00



BREAKDOWN OF ALLOCATIONS



LINDSAY DOWNTOWN
BUSINESS IMPROVEMENT ASSOCIATION

BUDGET 2018 PLANNED EXPENSES

Planned Expenses	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YEAR	
ADMINISTRATION														
Wages	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 50,400.00	
Receiver General	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 12,600.00	
	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 63,000.00	
	SUBTOTAL:												\$ 63,000.00	
Office Costs														
Insurance	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00	
Membership Fees	\$ 650.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650.00	
Office Supplies	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 58.00	\$ 608.00	
Telephone	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.25	\$ 104.00	\$ 104.00	\$ 104.00	\$ 104.00	\$ 1,250.00	
Training/Courses	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00	
Utilities	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 116.00	\$ 1,392.00	
	\$ 3,470.25	\$ 320.25	\$ 320.25	\$ 320.25	\$ 320.25	\$ 320.25	\$ 320.25	\$ 320.25	\$ 320.00	\$ 320.00	\$ 320.00	\$ 328.00	\$ 7,000.00	
	SUBTOTAL:												\$ 7,000.00	
	TOTAL:												\$ 70,000.00	
BEAUTIFICATION														
Contract Fees	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 20,800.00	
Home Hardware	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00	
Flowers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	
Other Initiatives	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 18,600.00	
	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ 3,600.00	\$ 3,600.00	\$ 43,600.00	\$ 3,600.00	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ 80,000.00	
	TOTAL:												\$ 80,000.00	
MARKETING														
Advertisement	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 351.50	\$ 551.50	\$ 551.50	\$ 351.50	\$ 4,618.00	
Donations	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 480.00	
Events	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 18,000.00	
Gift Cards	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00	
Website	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 33.50	\$ 402.00	
	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,050.00	\$ 2,250.00	\$ 2,250.00	\$ 2,050.00	\$ 25,000.00	
	TOTAL:												\$ 25,000.00	
GRAND TOTAL:														\$ 175,000.00

ADMINISTRATION OVERVIEW

BUDGET - \$70,000.00

- **PAYROLL**

- Payroll and Receiver General Payroll Taxes contribute to 90% of the overall Administrative Budget for 2018.
- June – December 2018 shows an increase in Payroll and Receiver General Payroll Taxes which contribute to an overlap of Current General Manager Tana N. Torch and returning General Manager Melissa McFarland (Maternity Leave). Ms. Torch's contract will be potentially be extended to December 2018 to continue with marketing, events, parking and membership initiatives.

- **OFFICE COSTS**

- The remaining 10% of administrative allocated funds are divided into the following five (5) categories:
 - Membership Fees – OBIAA and Lindsay Chamber of Commerce
 - Office Supplies – ie. Printer Ink, paper, pens etc.
 - Telephone
 - Training Courses – Professional Development, Workshops, Networking and Promotion
 - Utilities - ie. Internet and Hydro



BEAUTIFICATION OVERVIEW

BUDGET - \$80,000.00 (\$45,000 – Levy and \$35,000 CPDF)

- **FLOWERS – IE. Hanging Baskets, summer flowers and winter greenery**
 - 50% of the Beautification budget is allocated to hanging baskets, summer flowers and winter greenery.
 - All projects are tendered
- **OTHER RELATED FEES**
 - The remaining 50% of the budget is broken-down into the following categories:
 - Contract Fees – Spring weeding, watering, general maintenance of the Downtown
 - Maintenance Supplies – ie. Fertilizer, hoses, garbage bags etc.
 - Projects/New Purchases – ie. New Benches, bench Legs, signage, urns, garbage bins, cigarette disposal units, flags etc.



MARKETING OVERVIEW

BUDGET - \$25,000.00

- **EVENTS**

- 72% of the Marketing Budget is dedicated to fully running or partnering in events that will promote and encourage tourism within the Lindsay Downtown geographical area.

Current BIA Scheduled Events for 2018

- Sounds of the Street (Every Saturday, July – August)
- Christmas on Kent (November 17, 2018)
- Shop, hop & Wine Walk (November 30th, 2018)

- **Potential Partnered Events**

- The Amazing Habitat Race – Habitat for Humanity Kawartha Lakes Project
- Artapalooza

- **OTHER RELATED INITIATIVES**

- The remaining 28% of the budget is broken-down into the following categories:
 - Advertisement – ie. Exploring Lindsay, Kawartha Lakes Map, Lindsay Curling Club etc.
 - Donations/Gift Cards – Supporting Downtown Events. Ie. Pride in the Park, Fleming College etc.
 - Website – Website/survey fees



Lindsay Downtown Business Improvement Association
Budget 2018

Thank You



LINDSAY DOWNTOWN

STYLE • FLAVOUR • LIFE

**Kawartha Lakes
Public Library**

2018 Operating Budget

Presentation to City Council

17 October 2017



Presentation Outline

- Library Overview.
- Some Usage Numbers
- Significant Developments in 2017
- Strategic Priorities for 2018
- 2018 Budget Request

Library Overview:

Our Library System

- 14 branches open a total of 320 hrs/wk.
- 7 Full-time Staff
 - CEO, Area Coordinators (2), Library Specialist (3), Administration Assistant.
- 29 Part-Time Branch Staff (14.74 FTE)
- 9 Student Pages (3.05 FTE)

Usage Numbers

	2016	To Aug. 2016	To Aug. 2017
Items Circulated	452,189	301,642	321,282
E-books / audiobooks	66,240	43,883	61,742
Branch Visits	232,955	161,393	155,227
Questions Answered	19,369	13,623	11,855
# of Programs	1,599	1,091	1,099
Program Attendance	15,777	11,252	11,357
Computer Users	53,878	33,899	36,330

2017 Developments: Service Review Follow-through

Closure of Carden branch

2017 Developments: Service Review Follow-through

Dunsford branch

- Background
- Decision and implications

2017 Developments: Service Review Follow-through

Omemee Relocation

Other Developments

- MOU (Memorandum of Understanding) with City

Other Developments

- New Leadership

Strategic Priorities for 2018 (and implications for Budget)

1. Increase residents' use of libraries and of library resources through promotion and community engagement.
2. Ensure a solid foundation for next Board and next Strategic Plan.

2018 Library Budget - Overview

2018 LIBRARY BUDGET	2017 Approved Budget	2018 Proposed Budget	Change from 2017 Budget
Revenues			
Grants (Federal & Provincial)	(\$208,833.00)	(\$214,133.00)	(\$5,300.00)
User Fines and Fees	(\$22,825.00)	(\$18,700.00)	\$4,125.00
Development Charges	(\$63,000.00)	(\$63,000.00)	\$0.00
Donations and Services	(\$20,060.00)	(\$21,020.00)	(\$960.00)
TOTAL REVENUES	(\$314,718.00)	(\$316,853.00)	(\$2,135.00)
Expenditures			
Staffing	\$1,377,803.00	\$1,436,854.00	\$59,051.00
Library Operations	\$143,702.00	\$167,000.00	\$23,298.00
Telecommunications	\$36,930.00	\$54,210.00	\$17,280.00
Collections & Library Supplies	\$350,750.00	\$350,750.00	\$0.00
Rents and Leases	\$24,873.00	\$25,350.00	\$477.00
Electronic Resources	\$103,000.00	\$103,000.00	\$0.00
Other Expenses	\$3,830.00	\$3,800.00	(\$30.00)
Computer Hardware/Software	\$27,220.00	\$29,020.00	\$1,800.00
TOTAL EXPENSES	\$2,068,108.00	\$2,169,984.00	\$101,876.00
NET BUDGET	\$1,753,390.00	\$1,853,131.00	\$99,741.00

2018 Library Budget - Revenue

2018 LIBRARY BUDGET	2017 Approved Budget	2018 Proposed Budget	Change from 2017 Budget
Revenues			
Grants (Federal & Provincial)	(\$208,833.00)	(\$214,133.00)	(\$5,300.00)
User Fines and Fees	(\$22,825.00)	(\$18,700.00)	\$4,125.00
Development Charges	(\$63,000.00)	(\$63,000.00)	\$0.00
Donations and Services	(\$20,060.00)	(\$21,020.00)	(\$960.00)
TOTAL REVENUES	(\$314,718.00)	(\$316,853.00)	(\$2,135.00)

- Grants:
 - Public Library Operating Grant \$178,733
 - Service Ontario Grant \$5,100
 - Improving Library Digital Services \$30,300
- User Fines and Fees – Refinement of budget to match actual results

2018 Library Budget - Expenditures

2018 LIBRARY BUDGET	2017 Approved Budget	2018 Proposed Budget	Change from 2017 Budget
Expenditures			
Staffing	\$1,377,803.00	\$1,436,854.00	\$59,051.00
Library Operations	\$143,702.00	\$167,000.00	\$23,298.00
Telecommunications	\$36,930.00	\$54,210.00	\$17,280.00
Collections & Library Supplies	\$350,750.00	\$350,750.00	\$0.00
Rents and Leases	\$24,873.00	\$25,350.00	\$477.00
Electronic Resources	\$103,000.00	\$103,000.00	\$0.00
Other Expenses	\$3,830.00	\$3,800.00	(\$30.00)
Computer Hardware/Software	\$27,220.00	\$29,020.00	\$1,800.00
TOTAL EXPENSES	\$2,068,108.00	\$2,169,984.00	\$101,876.00

Staffing Costs – increase relates to Pay Equity

Library Operations – increase relates to marketing and promotion activities

Telecommunications – refinement of budget to match actual results

2018 Library Budget - Overview

2018 LIBRARY BUDGET	2017 Approved Budget	2018 Proposed Budget	Change from 2017 Budget
TOTAL REVENUES	(\$314,718.00)	(\$316,853.00)	(\$2,135.00)
TOTAL EXPENSES	\$2,068,108.00	\$2,169,984.00	\$101,876.00
NET BUDGET	\$1,753,390.00	\$1,853,131.00	\$99,741.00

2018 Library Net Budget Request is **\$1,853,131**

Increase over last year is **\$99,741(5.7%)**

Increase in Wages makes up 4.3% of this increase leaving a net increase to operations of approximately 1.4%

Thank you

Jamie Morris,
Chair, Library Board

Diane Lansdell,
Acting CEO & Chief Librarian

Carolyn Daynes,
Treasurer

2018 Library Budget Request

Questions?

Airport 2018 Operating Budget

Douglas Erlandson
Chair KLMA Board

October 17, 2017



Airport Budget – Overview

Operating Revenue	347,000
Operating Expenses	397,000
<hr/>	
Loss	50,000

Airport – Operating Revenue

Ramp Parking Fees	14,040	18 aircraft @\$65 per month
T-Hanger Rentals	82,200	10 aircraft @\$325 per month; 8 @ \$450
Facility Rentals	56,770	Restaurant, Flying School, Big Hanger
Fuel Sales	193,750	125,000 litres @ \$1.55 per litre
Total Revenue	346,760	

Airport – Operating Expenses

Telecommunications	2,400	
Office Supplies	500	
Hydro	10,000	
Fuel (Aviation)	153,750	125,000 litres @\$1.23 per
Management Contract	144,948	Inc. Grass Cutting and Snow Removal.
Building Maintenance & Repair	8,000	
Grounds Maintenance	2,500	
Insurance	7,216	
Bank Service Charges	5,000	
Water Treatment	5,000	
Internal Charges (debenture)	44,938	New T-Hanger
Property Taxes	10,000	
Marketing / Promotion	2,500	
Total Expenses	396,752	

Airport Budget – Summary

Operating Revenue	347,000
Operating Expenses	397,000
<hr/>	
Loss	50,000



September 21, 2017

Ron Taylor
Chief Administrative Officer
City of Kawartha Lakes
P.O. Box 9000
26 Francis St
Lindsay ON K9V 5R8

RECEIVED

SEP 27 2017

OFFICE OF THE CAO
CITY OF KAWARTHA LAKES

RE: 2018 Budget

Dear Mr. Taylor

Thank you for your letter dated July 14, 2017 addressed to Dr. Noseworthy, which was reviewed by the Board of Health at today's meeting.

The Board requested that I respond to you to advise that as we have yet to receive our approved 2017 allocation from the Ministry of Health and Long-Term Care, it is very difficult for us to anticipate what our 2018 needs will be at this time.

We will attempt to meet the timelines outlined in your letter, subject to us having information with respect to our 2017 provincial allocation by that time.

Please contact me if you have any questions.

Sincerely

BOARD OF HEALTH FOR THE HALIBURTON, KAWARTHA,
PINE RIDGE DISTRICT HEALTH UNIT

Mary Catherine Masciangelo, MIR, SPHR
Director, Corporate Services

MC/ed

Cc: Mark Lovshin, Chair, Board of Health
Dr. Lynn Noseworthy, Medical Officer of Health

PROTECTION · PROMOTION · PREVENTION



HEAD OFFICE

200 Rose Glen Road
Port Hope, Ontario L1A 3V6
Phone · (905) 885-9100
Fax · (905) 885-9551



BRIGHTON OFFICE

Box 127
35 Alice Street
Brighton, Ontario K0K 1H0
Phone · (613) 475-0933
Fax · (613) 475-1455



HALIBURTON OFFICE

Box 570
191 Highland Street, Unit 301
Haliburton, Ontario K0M 1S0
Phone · (705) 457-1391
Fax · (705) 457-1336



LINDSAY OFFICE

108 Angeline Street South
Lindsay, Ontario K9V 3L5
Phone · (705) 324-3569
Fax · (705) 324-0455

From: Susan McKinnon [<mailto:S.McKinnon@lsrca.on.ca>]
Sent: Thursday, October 05, 2017 12:30 PM
To: Carolyn Daynes
Subject: LSRCA 2018 Budget Submission

Good Afternoon Carolyn,

Please find attached our preliminary budget submission for 2018 and a five year outlook.

Below is a list of potential budget pressures:

1. The proposed increase to our 2018 General Levy budget is for COLA and step only.
2. The proposed increase to our 2018 Special Capital Programs is also for COLA and step only.
3. We are submitting a request for \$2,411 to fund our Scanlon Creek Operating Center Renovation. With the continued and anticipated future growth in the Lake Simcoe Watershed LSRCA expects program and service levels to also experience growth in order to respond to the changing needs and pressures put on the environment by growth related activities. To keep pace with this growth and the related service requirements, LSRCA has forecasted continued growth as an organization over the next 5 to 10 years. We currently house staff at our Administrative Office in Newmarket and at our Scanlon Creek Operations Centre. We undertook a minor renovation of Scanlon Creek Operations Centre interior in 2014 in order to provide a satellite Operations Centre, similar in function to the Administrative Office in Newmarket; this allowed us to move overflow staff to the Operations Centre. Currently Scanlon Creek Operations Centre is home to 25 staff representing the Conservation Land Division and the Education and Outreach Program. The Administrative Office is at capacity; however the Scanlon Creek Operations Centre has the potential for additional office space if additional renovations of \$602,000 are completed. We are seeking funding assistance of \$2,411 from you to support these additional renovations. Please see the attached business case which provides details for the proposed renovation.

Regards,
Susan

Susan McKinnon

Manager, Budgets and Business Analysis

Lake Simcoe Region Conservation Authority

120 Bayview Parkway,

Newmarket, Ontario L3Y 3W3

905-895-1281, ext. 262 | 1-800-465-0437

s.mckinnon@LSRCA.on.ca | www.LSRCA.on.ca

Twitter: @LSRCA

Facebook: LakeSimcoeConservation

The information in this message (including attachments) is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the Municipal Freedom of Information and Protection of Privacy Act and by the Personal Information Protection Electronic Documents Act. If you have received this message in error, please notify the sender immediately and delete the message without making a copy. Thank you.

SUMMARY SPECIAL CAPITAL and OPERATING LEVY

As updated for the City of Kawartha on October 5, 2017

	2017 Requested	2018 Proposed
SPECIAL CAPITAL PROGRAM FUNDING PRIORITIES		
Watershed Studies and Strategies		
Basin Wide Management	1,519	1,475
Watershed Planning	6,764	6,764
Water Risk Management		
Flood Management and Warning		
Natural Hazard Mapping	279	279
Forecasting and Warning	768	743
Water Management/Restoration		
Urban Restoration	2,167	2,167
Water Science and Monitoring		
Water Response	686	669
Ground Water	533	523
Ecological Management		
Restoration and Regeneration		
Land Owner Environmental Assistance Program (LEAP)	2,167	2,167
Ecosystem Science and Monitoring		
Surface Water Quality	565	551
Open Lake Monitoring	953	930
Natural Heritage Mapping	475	452
Greenspace Services		
Management	1,912	1,927
Corporate		
Governance		
Lake Simcoe Protection Plan	1,016	997
Human Resource Management		
Accessibility for Ontarians with Disabilities Act (AODA)	50	50
Information Management		
Program Information Management	4,000	4,000
Financial Management		
Asset Management - Vehicles and Equipment	374	359
TOTAL SPECIAL CAPITAL LEVY	24,228	24,053
TOTAL General Levy	15,320	15,139
TOTAL Special Operating Levy	0	0
TOTAL Business Case - Scanlon Creek Operating Center Renovation	0	2,411
TOTAL 2017 Budget (Levies, approved projects and business cases)	39,548	41,603

✓

Funded in 2017

2018 CVA adjustments have been applied

BUSINESS CASE FOR SCANLON CREEK OPERATIONS CENTRE RENOVATION PROJECT

Presented to the City of Kawartha Lakes

Budget 2018



TABLE OF CONTENTS

Executive Summary.....	3
Situational Analysis	3
Project Description	4
Critical Assumptions.....	5
Risk Assessment	5
Implementation Timeline	5
Cost/Benefit Analysis	5
Cost Comparisons	6
Performance Measures.....	7
Conclusions and Recommendations.....	7

EXECUTIVE SUMMARY

The Scanlon Creek Operations Centre (formerly the Outdoor Education Centre) is a 16,500 square foot single storey building with basement originally constructed in 1978, with additions to the dormitories completed in the 1990's. With a change in organizational size and staffing needs, LSRCA undertook a minor renovation of the building interior in 2014 in order to provide a satellite Operations Centre, similar in function to the Administrative Office in Newmarket. Currently the Scanlon Creek Operations Centre is home to 25 staff (permanent fulltime and contract) representing the Conservation Land Division and the Education and Outreach Program.

To keep pace with the anticipated growth throughout the Lake Simcoe watershed and the related service requirements LSRCA has forecasted continued growth as an organization over the next 5 – 10 years. To accommodate this growth it is necessary to provide more space for staff to operate out of – space that is highly functional, energy efficient and accessible to clients.

In September 2016 LSRCA retained the services of an architectural firm to begin the process of developing conceptual designs to complete the renovations at the Operations Centre. With the conceptual design now complete LSRCA is moving forward with detailed design and construction documentation development with the anticipation that final renovations can be completed by June 2018.

This submission seeks funding assistance to support the complete renovation of the Scanlon Creek Operations Centre. Project management and coordination will be undertaken by existing LSRCA staff, with architectural services and construction provided by outside contractors.

SITUATIONAL ANALYSIS

The Scanlon Creek Operations Centre (formerly the Outdoor Education Centre) is a single storey building with basement originally constructed in 1978, with additions to the dormitories completed in the 1990's. This 16,500 square foot building was originally used to provide environmental education programs for elementary school groups with facilities to accommodate instruction, dining, dormitory, staff, administration and support program areas.

With a change in organizational size and staffing needs, LSRCA undertook a minor renovation of the building interior in 2014 in order to provide a satellite Operations Centre, similar in function to the Administrative Office in Newmarket. Currently the Scanlon Creek Operations Centre is home to 25 staff (permanent fulltime and contract) representing the Conservation Land Division and the Education and Outreach Program.

With the continued and anticipated future growth in the Lake Simcoe watershed LSRCA expects program and service level to also experience growth in order to respond to the changing needs and pressures put on the environment by growth related activities. To keep pace with this growth and the related service requirements LSRCA has forecasted continued growth as an organization over the next 5 – 10 years. To accommodate this growth it is necessary to provide more space for staff to operate out of – space that is highly functional, energy efficient and accessible to clients.

PROJECT DESCRIPTION

In September 2016 LSRCA retained the services of an architectural firm to begin the process of developing conceptual designs to complete the renovations to transform the facility into a high functioning office and Operations Centre capable of accommodating a wide range of LSRCA staff from the Administrative Office in Newmarket, which is currently at capacity.

With the conceptual design now complete LSRCA is moving forward with detailed design and construction documentation development with the anticipation that final renovations can be completed by June 2018. When the final renovations are complete the Scanlon Creek Operations Centre will accommodate 60 – 70 staff, including amenities such as meeting rooms, wet and dry labs, equipment and file storage, and lunch room, as well as updated energy efficient mechanical systems.

Project Component	Component Cost	Status	Funding Required
Assessment and Concept Design	\$17,430	Complete	\$0
Design Development and Construction Documentation	\$58,615	Underway	\$0
Construction Administration	\$33,463	Underway	\$0
Demolition	\$73,470	Not Started	\$0
Architectural Components	\$494,196	Not Started	\$0
Structural	\$66,000	Not Started	\$0
Mechanical	\$390,000	Not Started	\$190,000
Electrical	\$185,000	Not Started	\$185,000
Contingency	\$227,039	Not Started	\$227,039
Total Cost	\$1,545,213	Total Funding Required	\$602,039

CRITICAL ASSUMPTIONS

Population levels throughout the Lake Simcoe watershed will continue to rise, and with that comes an increase demand for programs and services that are provided by LSRCA. These new requirements and pressures will place LSRCA in a position to acquire more staffing resources, develop new programs and services, enhance environmental monitoring levels, and expand watershed wide science and research. As LSRCA resource requirements increase, so does the need for space to accommodate staff and provide suitable workspace.

RISK ASSESSMENT

The risks of LSRCA not completing the Operations Centre renovation are;

- Loss of opportunity to maintain service levels of programs and services due to inadequate space resources
- Non-compliance with health and safety legislation and AODA standards with regards to building management
- Continued deterioration of a valuable corporate asset

IMPLEMENTATION TIMELINE

It is proposed that the construction phase of this renovation project will commence during the Fall/Winter of 2017, with an anticipated completion date of June 2018.

COST/BENEFIT ANALYSIS

This project benefits the residents of the Lake Simcoe watershed through LSRCA's ability to maintain service levels of vital programs and projects that are essential to the health of the Lake Simcoe watershed environment.

The building is structurally sound and will provide services for LSRCA in the form of program delivery and office space for many more years by investing in a complete building renovation.

It is anticipated that the renovations will:

- reduce current operating costs by updating/replacing existing mechanical, plumbing and electrical systems
- reduce potential liabilities that could arise in the absence of up to date mechanical and plumbing systems
- enhance the asset value and services
- improve occupant productivity and satisfaction
- optimize the life-cycle economic performance of the building
- reduce the current environmental footprint of the building through updated mechanical, plumbing and electrical systems
- bring the existing Operations Centre into compliance with AODA standards

COST COMPARISONS

As part of the assessment to develop this business case LSRCA staff compared costing for complete renovation against leasing office space in York Region, Durham Region and Simcoe County. The chart below summarizes these comparisons.

OPTION	COST	COMMENTS
Renovation of Existing Operations Centre	\$1,545,213	<ul style="list-style-type: none"> • Renovation cost is approx. \$100 per sq. ft.
Commercial Lease – Yonge and Davis, Newmarket (14,000 sq. ft.)	\$287,000 annually	<ul style="list-style-type: none"> • Lease rate is \$20.50 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings
Commercial Lease – Wellington St., Aurora (5,000 sq. ft.)	\$108,600 annually	<ul style="list-style-type: none"> • Lease rate is \$21.72 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements
Commercial Lease – Leslie Street, Newmarket (15,435 sq. ft.)	\$538,372 annually	<ul style="list-style-type: none"> • Lease rate is \$34.88 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings
Commercial Lease – Holland Street W., Bradford (3,713 sq. ft.)	\$112,318 annually	<ul style="list-style-type: none"> • Lease rate is \$30.25 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements
Commercial Lease – Brock Street W., Uxbridge (5,618 sq. ft.)	\$84,270 annually	<ul style="list-style-type: none"> • Lease rate is \$15.00 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements

As the chart above illustrates the most economical and fiscally responsible approach is the complete renovation of the Scanlon Creek Operations Centre. With an anticipated lifespan of between 20-25 years the investment in renovations will pay off within 3 – 5 years based on current lease rates for comparable space.

PERFORMANCE MEASURES

- Success of LSRCA programs and services delivered as a result of the building being completely renovated will provide a measurement of the value of the work.
- Expanded and/or enhanced programs and services developed as a result of a highly functioning Operations Centre.
- Better program integration amongst various Divisions/Departments as a result of placing teams together in a strategic manner.
- The length of the life-cycle obtained from the building will demonstrate the value of the renovation work completed.

CONCLUSIONS AND RECOMMENDATIONS

The value and usefulness of the Scanlon Creek Operations Centre as an asset to continue to utilize over the next 20 – 25 years hinges on a complete renovation in order to provide functional space for a growing organization. A series of facility assessments that have been completed in recent years indicate that the building is sound and with some investment in the mechanical, electrical and plumbing systems, as well as renovating the interior to provide functional space for staff and program resources LSRCA anticipates that growth in the organization can be accommodated within the Operations Centre.

It is recommended that the complete renovation of the Scanlon Creek Operations Centre continue as described in the business case and that this project be supported in the 2018 budget request of which the City of Kawartha Lake's share is \$2,411.

