

The Corporation of the City of Kawartha Lakes

AGENDA

SPECIAL COUNCIL MEETING

CC2017-35

Wednesday, December 13, 2017

Open Session Commencing at 9:00 a.m.

If Required: Thursday, December 14, 2017 Open Session Commencing at 9:00 a.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. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DISCLOSURE OF PECUNIARY INTEREST
4. PUBLIC INFORMATION

4.1 Presentations

4.1.1 CC2017-35.4.1.1

Ron Taylor, CAO
 Carolyn Daynes, City Treasurer
 Adam Found, Manager of Corporate Assets
 2018 Proposed Operating Budget

5. REPORTS

5.1 CORP2017-030

5 - 106

Carolyn Daynes, City Treasurer
 Adam Found, Manager of Corporate Assets
 Proposed 2018 Tax-Supported and Water and Wastewater Operating Budgets

Resolved That Report CORP2017-030, **Proposed 2018 Tax-Supported and Water and Wastewater Operating Budgets**, be received.

5.2 2018 Water and Wastewater Operating Budget

5.2.1 CC2017-35.5.2.1

Public Comments - Water and Wastewater Operating Budget

5.2.2 CC2017-35.5.2.2

Written Public Submissions - Water and Wastewater Operating Budget

5.2.3	CC2017-35.5.2.3	
	Bryan Robinson, Director of Public Works Carolyn Daynes, City Treasurer Adam Found, Manager of Corporate Assets Budget Overview and Extractions - Water and Wastewater Operating Budget	
5.2.4	CC2017-35.5.2.4	
	Adoption of the 2018 Water and Wastewater Operating Budget	
	Resolved That the 2018 Water and Wastewater Operating Budget, attached as Appendix B to Report CORP2017-030, be adopted; and	
	That the transfers to and from reserves, identified in Appendix D to Report CORP2017-030, be approved for the 2017 Water and Wastewater Operating Budget.	
5.3	2018 Tax-Supported Operating Budget	
5.3.1	CC2017-35.5.3.1	
	Public Comments - Tax-Supported Operating Budget	
5.3.2	CC2017-35.5.3.2	
	Written Public Submissions - Tax-Supported Operating Budget	
5.3.2.1	CC2017-35.5.3.2.1	107 - 233
	Mark Majchrowski, CAO Kawartha Conservation 2018 Preliminary Budget	
5.3.2.2	CC2017-35.5.3.2.2	234 - 235
	Dan Mathieson, Chair, Board of Directors Municipal Property Assessment Corporation (MPAC) Budget and Municipal Levy for 2018	
5.3.3	CC2017-35.5.3.3	
	Budget Overview and Extractions - Tax-Supported Operating Budget	
5.3.3.1	Mayor and Council and Office of the Chief Administrative Officer - Ron Taylor, CAO	

- 5.3.3.2 Community Services - Jenn Johnson, Manager of Parks, Recreation and Culture (Acting Director)
- 5.3.3.3 Corporate Services - Ron Taylor, CAO (Acting Director)
- 5.3.3.4 Development Services - Chris Marshall, Director
- 5.3.3.5 Engineering and Corporate Assets - Juan Rojas, Director
- 5.3.3.6 Fire Services - Mark Pankhurst, Chief
- 5.3.3.7 Paramedic Services - Keith Kirkpatrick, Chief
- 5.3.3.8 Human Services - Rod Sutherland, Director
- 5.3.3.9 Public Works - Bryan Robinson, Director
- 5.3.4 CC2017-35.5.3.4

Adoption of the 2018 Tax-Supported Operating Budget

Resolved That the 2018 Tax-Supported Operating Budget, attached as Appendix A to Report CORP2017-030, be adopted;

That the transfers to and from reserves identified in Appendix C to Report CORP2017-030, be approved for the 2017 Tax-Supported Operating Budget; and

That the 2016 tax-supported deficit remaining of \$393,358.00, be funded from the 2017 surplus in land sales.

- 6. CLOSED SESSION
- 7. MATTERS FROM CLOSED SESSION
- 8. CONFIRMING BY-LAW
- 9. ADJOURNMENT

The Corporation of the City of Kawartha Lakes

Council Report

Report Number CORP2017-030

Date: December 13th, 2017

Time: 9:00 a.m.

Place: Council Chambers

Ward Community Identifier: All Wards

Subject: Proposed 2018 Tax-Supported and Water and Wastewater Operating Budgets

Author Name and Title: Carolyn Daynes, City Treasurer and Adam Found, Manager of Corporate Assets

Recommendation(s):

RESOLVED THAT Report CORP2017-030, **Proposed 2018 Tax-Supported and Water and Wastewater Operating Budgets**, be received;

THAT the 2018 Tax-Supported Operating Budget, attached as Appendix A to Report CORP2017-030, be adopted;

THAT the 2018 Water and Wastewater Operating Budget, attached as Appendix B to Report CORP2017-030, be adopted;

THAT the transfers to and from reserves identified in Appendix C to Report CORP2017-030 be approved for the 2017 Tax Supported Operating Budget;

THAT the transfers to and from reserves identified in Appendix D to Report CORP2017-030 be approved for the 2017 Water and Wastewater Operating Budget; and

THAT the 2016 tax-supported deficit remaining of \$393,358 be funded from the 2017 surplus in land sales.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council meeting of July 11th, 2017, Council adopted the following resolution:

CR2017-644

Moved By Councillor Veale

Seconded By Councillor Miller

RESOLVED THAT Report CORP2017-020, **10-Year Financial Plan**, be received;

THAT the 10-Year Financial Plan, attached as Appendix B to Report CORP2017-020, be adopted as a guiding framework for future operating and capital budgets and the transition to long-term financial sustainability;

THAT a transitional increase in tax-supported debenture funding of \$25,000,000 be approved for the purpose of implementing the 10-Year Financial Plan, and be maintained and reported on separately from other debt until it is retired;

THAT the capital projects identified in Appendix C to Report CORP2017-020 be financed by this debenture whereby the resulting displaced tax levy and reserve financing is transferred to the Capital Reserve or another reserve as may be required; and

THAT the tax-supported Infrastructure Levy be collapsed into the General Tax Levy and the water and wastewater Infrastructure Levies be collapsed into their respective fixed user fees.

The proposed 2018 tax-supported and water and wastewater operating budgets, attached hereto as Appendix A and Appendix B, respectively, are the first to be developed within the framework set by this direction of Council. More generally, they are the first to be developed in alignment with a Corporate Strategic Plan, Asset Management Plan and Long-Term Financial Plan. Reflecting this direction and the capital budgets adopted by Council on October 31st, 2017, this report brings forward proposed 2018 operating budgets for consideration and approval by Council.

Rationale:

Based on the 2017 Asset Management Plan and the City's overall financial circumstances, the 10-Year Financial Plan provides a framework that guides the City's transition toward long-term asset and financial sustainability. Within this framework, Council adopted 2018 tax-supported and water/wastewater capital budgets on October 31st, 2017, taking a significant step toward this goal. Within the same framework, the next step is for Council to adopt corresponding

operating budgets, with deliberations set for December 13th, 2017 (and December 14th, 2017 if necessary).

The 10-Year Financial Plan addresses significant 2018-2019 non-inflationary operating pressures on the tax-supported side by spreading the aggregate tax-related impact over several years. This is facilitated by reweighting capital budget reliance away from the tax levy and toward the capital reserve on a transitional basis. As discussed in Council Report ENG2017-026, this reliance is phased out over several years as sustainable capital expenditure and tax levy support are phased in, after which the capital reserve is replenished to a sustainable level by the end of the planning horizon.

As a natural part of the budget development process, staff is tracking updates to the 10-Year Financial Plan. New operating initiatives, pressures and efficiencies identified by staff and Council, such as the increase in calcium chloride application on gravel roads, are being incorporated into the plan. The plan has been able to accommodate these adjustments within the originally-forecasted tax and user rate increases, reflecting the plan's flexibility and its overriding objective to provide for a prudent, stable and affordable path toward sustainability. Given the short- and long-term financial impacts of budget decisions, it is the intention of staff to update Council on the long-term financial plan annually after the adoption of budgets by Council.

Staff has worked extensively over the past several months to develop proposed 2018 operating budgets that align with the 10-Year Financial Plan, support the approved 2018 capital budgets and most effectively address the City's ongoing and anticipated operating and capital needs. The following operating budget highlights are worth mentioning:¹

Proposed 2018 Tax-Supported Operating Budget Highlights

- Management of \$5.5M in various non-inflationary operating pressures, including \$2.1M to address underfunding of winter control and calcium chloride application and \$221,200 for OMPF grant reduction
- Incorporation of the \$2.9M annual repayment of the \$25M transitional debenture issued to facilitate the 10-Year Financial Plan
- Retirement of the \$393,358 remaining of the 2016 operating deficit with proceeds from the sale of surplus municipal property in 2017 (currently, land sales total \$1,135,695 with a budget of \$640,000, generating a surplus of 495,695)

¹ As compared to the CAO's cover letter to Council dated November 10th, 2017, these highlights have been revised to reflect the City Treasurer's memo to Council dated November 14th, 2017 and the unanticipated reduction in the Ontario Municipal Partnership Fund (OMPF) grant.

- Relief of \$541,000 due to operational efficiencies in various areas
- Relief of \$1.3M due to finalization of the Ontario Works upload and unanticipated savings in other areas
- Contribution of \$2.6M to the capital reserve
- Full implementation of the Council-approved Non-Emergency Fleet Policy, with all capital replacement revenue (\$3.1M in 2018) going to the Public Works Fleet Reserve
- Completion of Phase 1 of 2 of building the sustainable annual contribution to the Fire Fleet Reserve (\$1.1M in 2018 and \$1.8M planned for 2019 onward, subject to inflationary increases)
- Tax increase of 3.9% as compared to the originally forecasted 4.5% in the 10-Year Financial Plan

Proposed 2018 Water/Wastewater Operating Budget Highlights

- Contributions of \$1.3M and \$1.1M to the water and wastewater capital reserves, respectively
- User rate increase of 3.0% as compared to the originally-forecasted 4.0% in the 10-Year Financial Plan

Common to both proposed operating budgets is accelerated contributions to capital reserves as compared with the 10-Year Financial Plan, providing greater security and flexibility than was originally anticipated.

Other Alternatives Considered:

As the proposed 2018 operating budgets align with the 10-Year Financial Plan and best meet the City's operating needs and service levels, staff is recommending Council adopt these budgets.

Subsequent to the original release of the proposed 2018 operating budgets on November 10th, 2017, two unanticipated developments occurred:

1. Human Services Revision: In a memo to Council dated November 14th, 2017 the City Treasurer advised of an increase of \$209,900 in tax support required for the 2018 Human Services program.
2. Ontario Municipal Partnership Fund (OMPF) Reduction: On November 20th, 2017, the Ontario Ministry of Finance advised that the City's OMPF grant will be reduced by \$221,200 in 2018.

Together, these unanticipated developments result in \$431,100 of increased pressure on the tax levy, raising the projected tax increase from 3.5% to 3.9%. The proposed 2018 tax-supported operating budget attached to this report reflects these latest developments.

Furthermore, Appendix F to this report contains extractions for the Proposed 2018 Operating Budget identified to date by Council or councillors to be brought forward as decision units for budget deliberations.

Financial/Operation Impacts:

The 10-Year Financial Plan sets out the expected financial impacts of aligning future operating and capital budgets with the municipal service levels established by Council and/or legislation. Since the proposed operating budgets align with this plan, the related financial impacts have already been accounted for. A summary of reserves and reserve funds, showing 2017 balances and 2018 approved capital-related and proposed operating-related transfers, is attached as Appendix E.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The recommendations of this report align with the following goals of the Corporate Strategic Plan:

- Goal 1 – A Vibrant and Growing Economy: An effective operating budget helps support municipal services that are essential for a prosperous and growing economy.
- Goal 2 – An Exceptional Quality of Life: An effective operating budget helps support municipal services that are essential for the quality of life of residents.
- Goal 3 – A Healthy Environment: An effective operating budget helps support municipal services that are essential for a healthy environment.

Consultations:

Senior Management Team

Attachments:

Appendix A: Proposed 2018 Tax-Supported Operating Budget



Proposed 2018
Tax-Supported Operæ

Appendix B: Proposed 2018 Water and Wastewater Operating Budget



Proposed 2018
Water and Wastewat

Appendix C: Transfers to and from Reserves for 2018 Tax-Supported Operating Budget



Transfers to and
from Reserves for 20

Appendix D: Transfers to and from Reserves for 2018 Water and Wastewater Operating Budget



Transfers to and
from Reserves for 20

Appendix E: Reserve and Reserve Fund Summary: 2017 Balances and 2018 Budget Impact



Reserve and
Reserve Fund Summa

Appendix F: Extractions for Proposed 2018 Operating Budget



Extractions and
Decision Units for Pro

Department Head E-Mail: rtaylor@kawarthalakes.ca

Department Head: Ron Taylor, CAO and Acting Director of Corporate Services

2018 Proposed Operating Budget

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Public Works

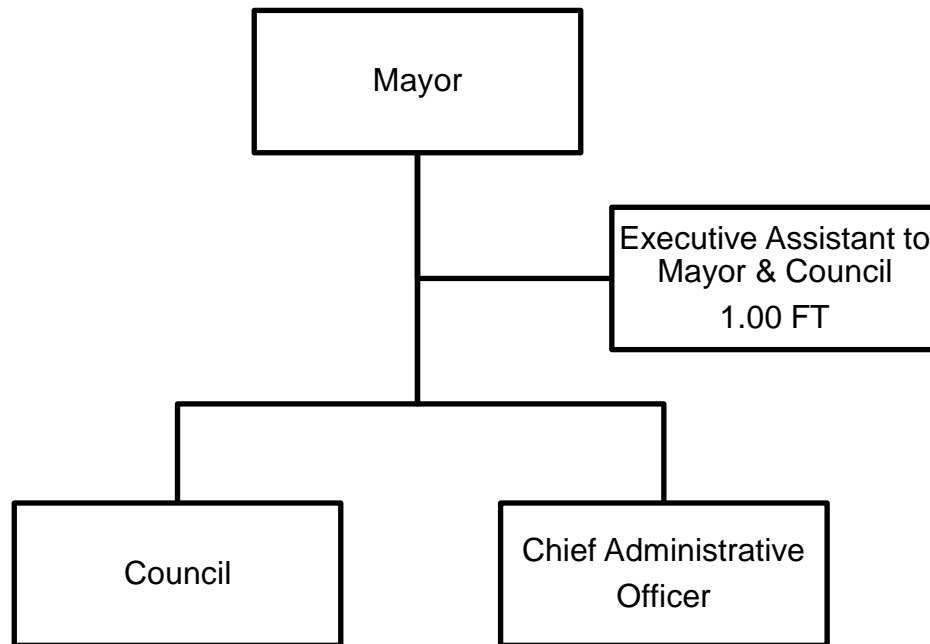
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2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Corporate Items				
Corporate Items	\$ (88,882,956)	\$ (92,774,344)	\$ (95,366,114)	\$ (2,591,770)
Summary Corporate Items	(88,882,956)	(92,774,344)	(95,366,114)	(2,591,770)
Mayor and Council				
Mayor and Council	725,503	810,358	811,089	731
Summary Mayor and Council	725,503	810,358	811,089	731
CAO				
Chief Administrative Office	396,943	777,302	643,145	(134,157)
Clerks	1,560,710	1,706,687	1,812,750	106,063
Legal	2,604,318	2,423,895	3,146,166	722,271
Summary CAO	4,561,971	4,907,884	5,602,061	694,177
Community Services				
Community Services - Administration	511,201	369,540	453,489	83,949
Building and Property	1,716,480	1,514,026	1,803,193	289,167
Cemeteries	78,583	135,936	154,620	18,684
Customer Services	1,033,517	958,671	726,290	(232,381)
Library Services	1,629,675	1,753,390	1,853,131	99,741
Parks, Recreation and Culture	5,032,176	5,687,342	6,118,447	431,105
Summary Community Services	10,001,632	10,418,905	11,109,170	690,265

2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Corporate Services				
Corporate Services General	386,508	386,427	395,450	9,023
Communications, Advertising and Marketing	305,704	347,410	404,735	57,325
Financial Services	619,105	-	-	-
Human Resources	2,157,439	1,986,600	2,477,794	491,194
Information Technology	2,065,680	2,192,381	2,773,406	581,025
Revenue and Procurement	336,336	723,343	714,474	(8,869)
Treasury	779,402	982,395	969,513	(12,882)
Summary Corporate Services	6,650,174	6,618,556	7,735,372	1,116,816
Development Services				
Building Department	1,671	-	-	-
Conservation Authority	1,527,741	1,112,571	1,345,424	232,853
Economic Development	760,391	1,047,939	1,186,142	138,203
Geographic Information	280,997	283,774	295,048	11,274
Planning and Development	1,110,252	1,313,990	1,263,562	(50,428)
Summary Development Services	3,681,051	3,758,274	4,090,176	331,902
Engineering and Corporate Assets				
Airport	75,834	11,218	49,992	38,774
Corporate Assets	257,094	262,809	267,905	5,096
Engineering	1,448,405	1,550,777	1,406,634	(144,143)
Summary Engineering and Corporate Assets	1,781,334	1,824,804	1,724,531	(100,273)
Emergency Services				
Fire Rescue Services	7,468,914	7,077,724	7,903,450	825,726
Paramedic Services	4,368,386	4,557,109	4,550,494	(6,615)
Kawartha Lakes Police	7,866,922	7,914,945	8,267,239	352,294
OPP	8,152,821	8,738,634	8,562,018	(176,616)
Summary Emergency Services	27,857,043	28,288,412	29,283,201	994,789

2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Human Services				
Contributions to Organizational Health Care	1,870,588	1,925,619	1,970,267	44,648
Child Care Programs	486,420	494,560	493,029	(1,531)
Homelessness Program	467,106	467,106	467,106	-
Housing	4,171,809	4,003,187	3,910,429	(92,758)
Ontario Works Delivery	1,793,647	1,868,327	1,860,864	(7,463)
Ontario Works Programs	673,856	485,707	106,155	(379,552)
Nurse Practitioner	104,596	106,698	106,698	-
Victoria Manor	627,670	1,005,875	856,852	(149,023)
Community Social Investment Fund	130,308	130,300	130,300	-
Summary Human Services	10,326,000	10,487,379	9,901,700	(585,679)
Public Works				
Public Works - Administration	1,140,234	1,222,544	564,977	(657,567)
Fleet	493,008	625,047	643,530	18,483
Roads and Bridges	18,476,057	19,584,612	23,174,552	3,589,940
Transit	761,095	610,267	716,553	106,286
Waste Management	3,727,844	3,617,302	4,071,942	454,640
Summary Public Works	24,598,238	25,659,772	29,171,554	3,511,782
Total	1,299,990	-	4,062,740	4,062,740

Corporate Items				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Tax Revenues	\$ (100,176,580)	\$ (103,247,822)	\$ (104,943,689)	\$ (1,695,867)
Grants	(12,097,091)	(12,246,077)	(12,686,461)	(440,384)
Other Revenues	(2,982,877)	(2,164,783)	(3,358,673)	(1,193,890)
User Charges, Licenses & Fines	(28,210)	(40,000)	(40,000)	-
Prior Years (Surplus) Deficit	(1,359,913)	-	-	-
Total Revenue	(116,644,670)	(117,698,682)	(121,028,823)	(3,330,141)
Expenses				
Salaries, Wages and Benefits	626,817	(1,215,000)	(900,000)	315,000
Materials, Supplies & Services	87,322	482,277	901,700	419,423
Contracted Services	115,467	15,000	15,000	-
Rents & Insurance Expenses	1,635	-	-	-
Interest on Long Term Debt	704,069	773,937	1,484,036	710,099
Debt, Lease & Financial	4,881,955	5,413,094	7,350,060	1,936,966
Transfer to External Clients	1,632,522	1,558,600	1,558,600	-
Interfunctional Adjustments	19,711,927	17,896,430	15,253,313	(2,643,117)
Total Expenses	27,761,715	24,924,338	25,662,709	738,371
Tax Support Required	(88,882,956)	(92,774,344)	(95,366,114)	(2,591,770)



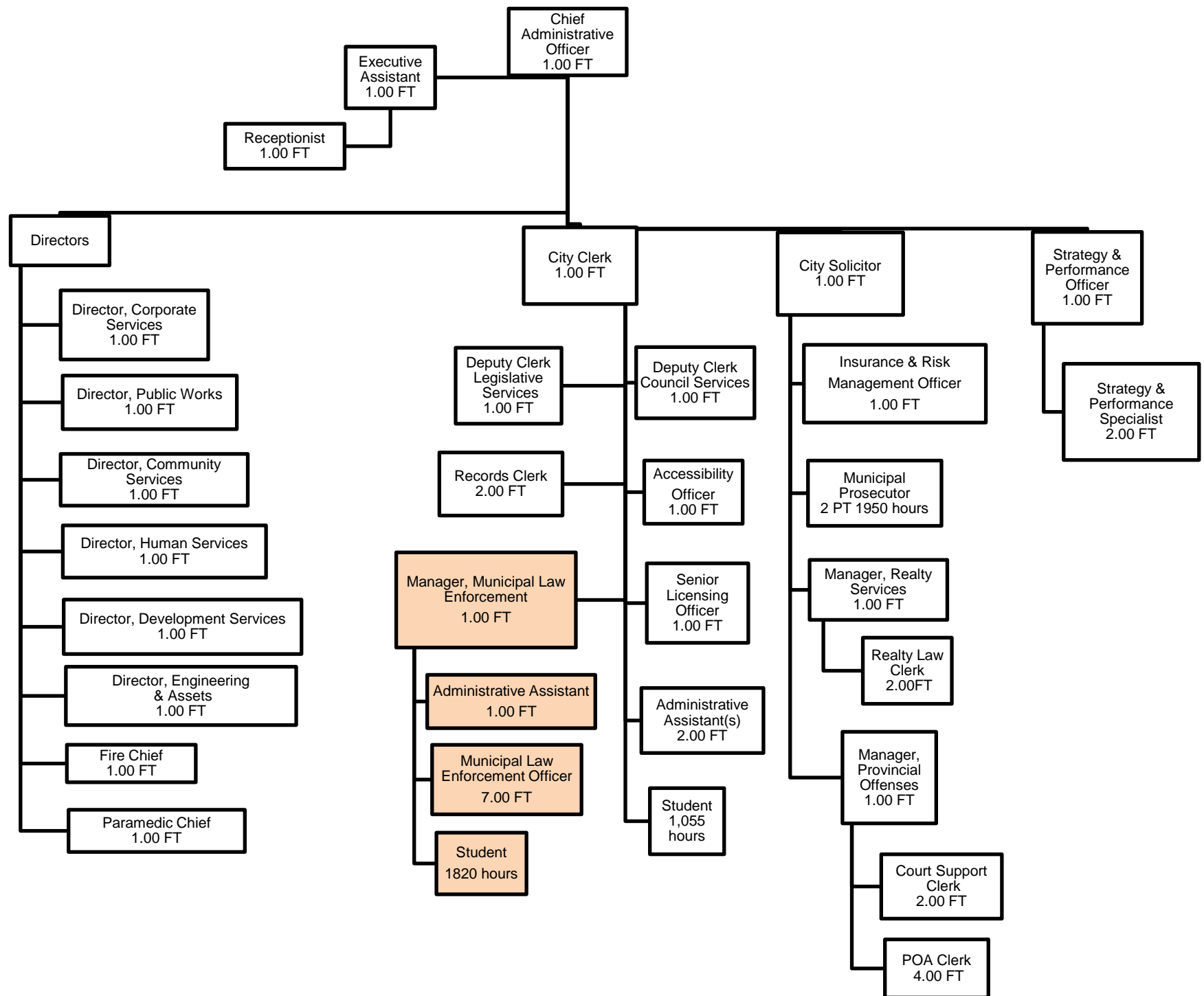
Mayor and Council

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 651,652	\$ 718,858	\$ 731,089	\$ 12,231
Materials, Supplies & Services	73,808	91,000	80,000	(11,000)
Interfunctional Adjustments	43	500	-	(500)
Total Expenses	725,503	810,358	811,089	731
Tax Support Required	725,503	810,358	811,089	731

Office of the Chief Administrative Officer

Budget to priorities

- Implementation of the 2016-2019 City Strategic Plan
- Implementation of the 2018 Municipal Election, including implementation of Ward boundary changes, Council composition and applicable Provincial legislation changes
- Continued review and rationalization of City lands, buildings and spaces
- Development and implementation of the City's Healthy Environment Plan
- Development and execution of the Electronic Document Management Program
- Proactive sale of surplus lands and buildings to invest back in future capital projects



Office of the CAO - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Clerk	19.6	9.6	10
Legal	13	13	-
Strategy and Performance	3	3	-
Total	39.6	29.6	10

Type	2018	2017
Full-time	37	28
Part-time	1	1
Seasonal	-	-
Students	1.6	0.6
Project/contract	-	-
Total	39.6	29.6
Non Union Positions	13	12
Unionized Positions	26.6	17.6
Total	39.6	29.6

Office of the Chief Administrative Officer

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (373,608)	\$ -	\$ -	\$ -
Total Revenue	(373,608)	-	-	-
Expenses				
Salaries, Wages and Benefits	731,019	737,675	596,183	(141,492)
Materials, Supplies & Services	82,722	84,750	87,600	2,850
Contracted Services	1,220	5,000	10,000	5,000
Rents & Insurance Expenses	1,102	1,400	1,400	-
Interfunctional Adjustments	(45,512)	(51,523)	(52,038)	(515)
Total Expenses	770,551	777,302	643,145	(134,157)
Tax Support Required	396,943	777,302	643,145	(134,157)

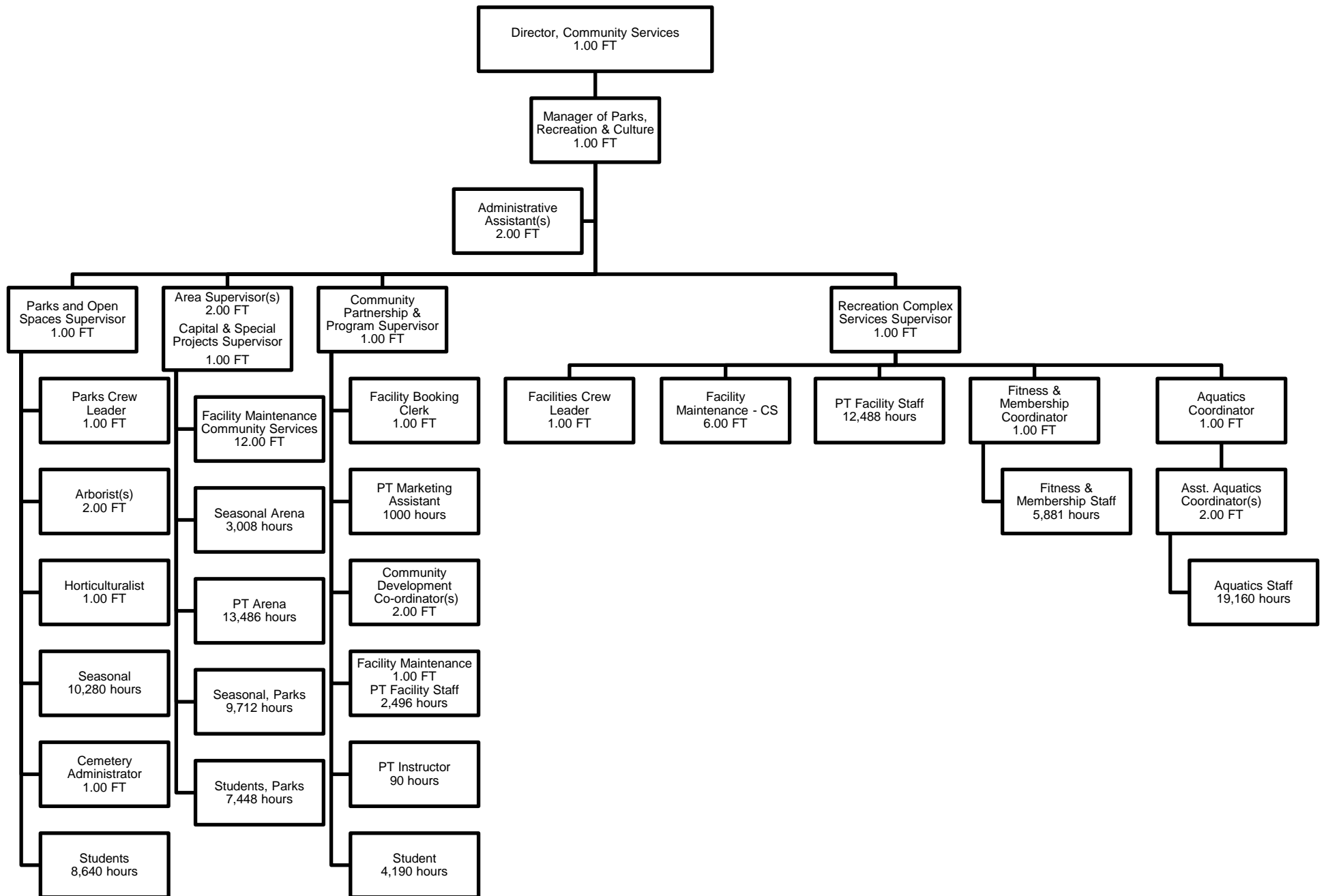
Clerks				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Transfer from Reserve	\$ -	\$ (5,176)	\$ (11,353)	\$ (6,177)
User Charges, Licenses & Fines	(467,292)	(475,927)	(369,427)	106,500
Total Revenue	(467,292)	(481,103)	(380,780)	100,323
Expenses				
Salaries, Wages and Benefits	1,499,682	1,613,662	1,586,634	(27,028)
Materials, Supplies & Services	164,949	196,400	299,350	102,950
Contracted Services	160,651	148,900	331,900	183,000
Rents & Insurance Expenses	3,556	5,500	5,500	-
Transfer to External Clients	78,176	110,000	110,000	-
Interfunctional Adjustments	120,988	113,328	(139,854)	(253,182)
Total Expenses	2,028,001	2,187,790	2,193,530	5,740
Tax Supported Required	1,560,710	1,706,687	1,812,750	106,063

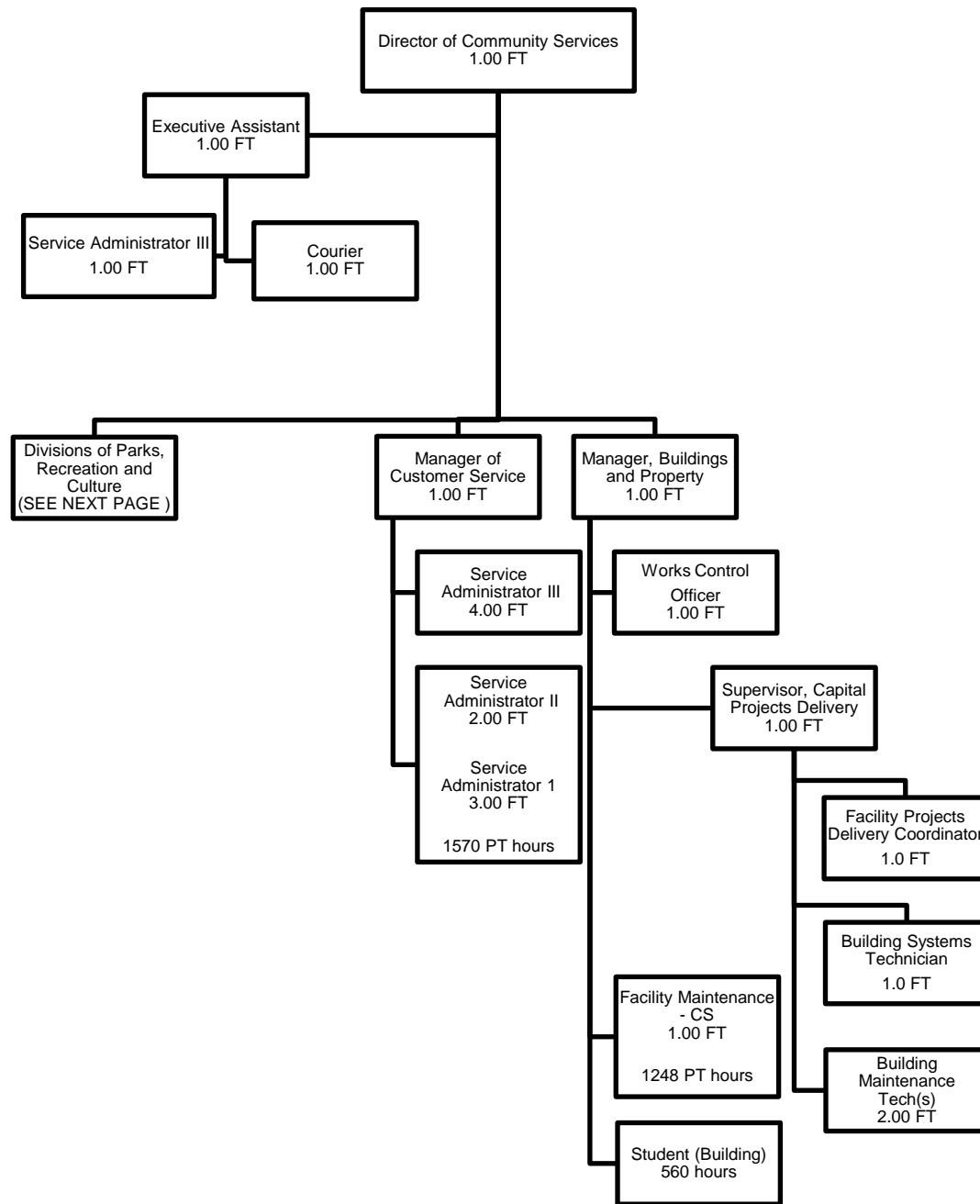
Legal				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenues				
Other Revenues	\$ (58,930)	\$ -	\$ -	\$ -
User Charges, Licenses & Fines	(2,927,012)	(2,951,898)	(2,915,648)	36,250
Total Revenues	(2,985,942)	(2,951,898)	(2,915,648)	36,250
Expenses				
Salaries, Wages and Benefits	1,063,799	1,109,794	1,136,190	26,396
Materials, Supplies & Services	138,316	101,300	104,550	3,250
Contracted Services	658,352	521,800	584,300	62,500
Rents & Insurance Expenses	3,005,434	3,230,000	3,230,700	700
Debt, Lease & Financial	26,732	27,500	27,500	-
Transfer to External Clients	526,119	580,000	580,000	-
Interfunctional Adjustments	171,507	(194,601)	398,574	593,175
Total Expenses	5,590,260	5,375,793	6,061,814	686,021
Tax Support Required	2,604,318	2,423,895	3,146,166	722,271

Community Services

Budget to priorities

- Implement Arena Capital Plan
- Complete Council policy updates and reviews
- Implement Bobcaygeon Beach Trailer Park Development
- Finalize Customer Service Standards
- Support the achievement of the City's Strategic Plan





Community Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Building and Property	8.9	8.9	-
Customer Service	10.9	10.9	-
Parks, Recreation and Culture	88.11	88.11	-
Total	111.91	111.91	-

Type	2018	2017
Full-time	63	63
Part-time	27.82	27.82
Seasonal	11	11
Students	10.09	10.09
Total	111.91	111.91
Non Union Positions	12	12
Unionized Positions	99.91	99.91
Total	111.91	111.91

Community Services Administration				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (27,200)	\$ -	\$ -	\$ -
Other Revenues	(18,500)	-	-	-
Total Revenue	(45,700)	-	-	-
Expenses				
Salaries, Wages and Benefits	331,655	320,215	402,825	82,610
Materials, Supplies & Services	15,407	7,900	7,900	-
Contracted Services	3,051	30,650	30,650	-
Rents & Insurance Expenses	195,954	1,000	1,000	-
Interfunctional Adjustments	10,833	9,775	11,114	1,339
Total Expenses	556,901	369,540	453,489	83,949
Tax Support Required	511,201	369,540	453,489	83,949

Building and Property

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (68,762)	\$ (97,542)	\$ (92,742)	\$ 4,800
Total Revenue	(68,762)	(97,542)	(92,742)	4,800
Expenses				
Salaries, Wages and Benefits	413,030	527,624	704,932	177,308
Materials, Supplies & Services	667,664	587,320	613,937	26,617
Contracted Services	625,629	530,025	611,585	81,560
Rents & Insurance Expenses	1,244	1,600	1,600	-
Interfunctional Adjustments	77,675	(35,001)	(36,119)	(1,118)
Total Expenses	1,785,242	1,611,568	1,895,935	284,367
Tax Support Required	1,716,480	1,514,026	1,803,193	289,167

Cemeteries				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (20,483)	\$ (5,000)	\$ (5,000)	\$ -
User Charges, Licenses & Fines	(94,292)	(100,535)	(100,535)	-
Total Revenue	(114,775)	(105,535)	(105,535)	-
Expenses				
Salaries, Wages and Benefits	91,708	146,889	162,073	15,184
Materials, Supplies & Services	11,081	16,157	17,657	1,500
Contracted Services	90,438	96,425	98,425	2,000
Debt, Lease & Financial	97	-	-	-
Interfunctional Adjustments	34	(18,000)	(18,000)	-
Total Expenses	193,358	241,471	260,155	18,684
Tax Support Required	78,583	135,936	154,620	18,684

Customer Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (7,733)	\$ (1,800)	\$ (41,800)	\$ (40,000)
Total Revenue	(7,733)	(1,800)	(41,800)	(40,000)
Expenses				
Salaries, Wages and Benefits	1,054,983	971,322	777,654	(193,668)
Materials, Supplies & Services	25,800	25,400	27,300	1,900
Contracted Services	-	3,000	3,000	-
Rents & Insurance Expenses	20,885	22,000	22,000	-
Interfunctional Adjustments	(60,419)	(61,251)	(61,864)	(613)
Total Expenses	1,041,250	960,471	768,090	(192,381)
Tax Support Required	1,033,517	958,671	726,290	(232,381)

Library Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (203,741)	\$ (208,833)	\$ (214,133)	\$ (5,300)
Other Revenues	(92,629)	(83,060)	(84,020)	(960)
User Charges, Licenses & Fines	(28,356)	(22,825)	(18,700)	4,125
Total Revenue	(324,727)	(314,718)	(316,853)	(2,135)
Expenses				
Salaries, Wages and Benefits	1,264,465	1,355,578	1,406,254	50,676
Materials, Supplies & Services	475,405	461,105	492,930	31,825
Contracted Services	192,380	198,722	213,650	14,928
Rents & Insurance Expenses	21,752	48,873	53,350	4,477
Interfunctional Adjustments	400	3,830	3,800	(30)
Total Expenses	1,954,402	2,068,108	2,169,984	101,876
Tax Support Required	1,629,675	1,753,390	1,853,131	99,741

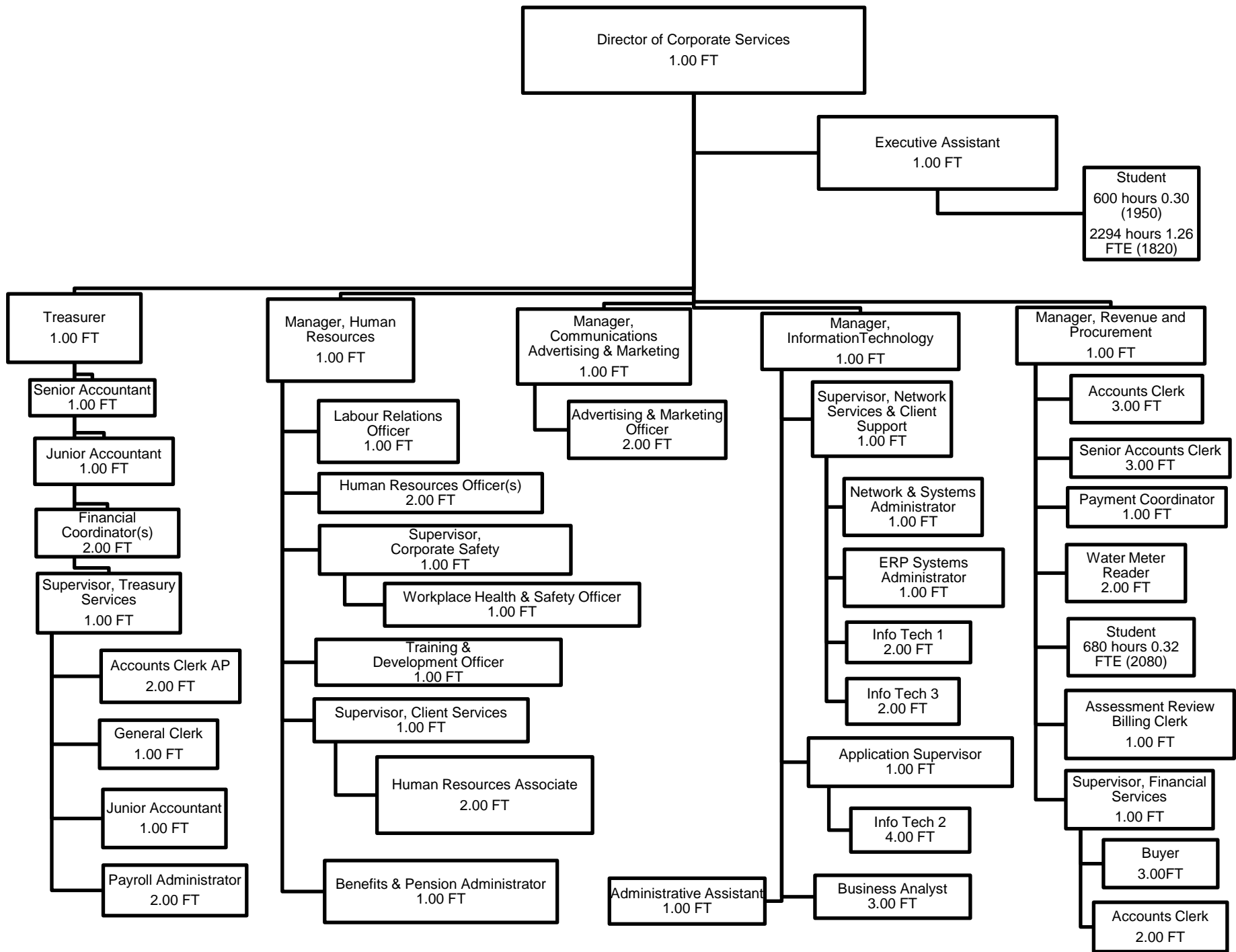
Parks, Recreation and Culture

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (49,793)	\$ (69,700)	\$ (69,700)	\$ -
Other Revenues	(443,850)	(326,800)	(321,100)	5,700
User Charges, Licenses & Fines	(3,772,207)	(3,856,202)	(3,637,242)	218,960
Total Revenue	(4,265,850)	(4,252,702)	(4,028,042)	224,660
Expenses				
Salaries, Wages and Benefits	4,587,005	4,856,158	5,050,156	193,998
Materials, Supplies & Services	2,940,542	2,319,868	2,368,538	48,670
Contracted Services	1,407,032	1,814,303	1,835,803	21,500
Rents & Insurance Expenses	7,827	2,500	2,500	-
Debt, Lease & Financial	57,978	50,050	50,050	-
Transfer to External Clients	5,500	238,000	188,000	(50,000)
Interfunctional Adjustments	292,142	659,165	651,442	(7,723)
Total Expenses	9,298,026	9,940,044	10,146,489	206,445
Tax Support Required	5,032,176	5,687,342	6,118,447	431,105

Corporate Services

Budget to priorities

- Execution of the comprehensive Human Resources Strategy
- Development and execution of the Communications, Marketing and Advertising Strategy
- Ongoing refinement and execution of the 5/10 Year Budget Strategy
- Fiscal Resource Management through effective and strategic debt and cash management practices
- Implementation and optimization of new enterprise resource planning system
- Review of Vendor Management Program
- Implementation of e-bidding and vendor self service



Corporate Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	3.56	3.56	-
Human Resources	11	11	-
Treasury	12	12	-
Revenue and Procurement	17.32	17.32	-
Information Technology	17	17	-
Communications	3	3	-
Financial Services	-	-	-
Total	64	64	-

Type	2018	2017
Full-time	62	62
Part-time	-	-
Seasonal	-	-
Students	1.88	1.88
Total	63.88	63.88
Non Union Positions	22	22
Unionized Positions	41.88	41.88
Total	63.88	63.88

Corporate Services General

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 335,413	\$ 331,727	\$ 339,750	\$ 8,023
Materials, Supplies & Services	51,020	54,700	55,700	1,000
Interfunctional Adjustments	75	-	-	-
Total Expenses	386,508	386,427	395,450	9,023
Tax Support Required	386,508	386,427	395,450	9,023

Communications, Advertising and Marketing

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (42,961)	\$ (35,000)	\$ -	\$ 35,000
Total Revenue	(42,961)	(35,000)	-	35,000
Expenses				
Salaries, Wages and Benefits	211,241	244,348	270,135	25,787
Materials, Supplies & Services	136,597	133,562	118,100	(15,462)
Contracted Services	828	4,500	16,500	12,000
Total Expenses	348,665	382,410	404,735	22,325
Tax Support Required	305,704	347,410	404,735	57,325

Financial Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (25,513)	\$ -	\$ -	\$ -
Total Revenue	(25,513)	-	-	-
Expenses				
Salaries, Wages and Benefits	619,197	-	-	-
Materials, Supplies & Services	27,984	-	-	-
Interfunctional Adjustments	(2,563)	-	-	-
Total Expenses	644,618	-	-	-
Tax Support Required	619,105	-	-	-

Human Resources				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (276)	\$ (33,056)	\$ -	\$ 33,056
Total Revenue	(276)	(33,056)	-	33,056
Expenses				
Salaries, Wages and Benefits	2,428,739	2,217,712	2,558,181	340,469
Materials, Supplies & Services	214,750	260,200	297,200	37,000
Contracted Services	161,496	220,600	235,600	15,000
Rents & Insurance Expenses	5,791	11,500	11,500	-
Interfunctional Adjustments	(653,060)	(690,356)	(624,687)	65,669
Total Expenses	2,157,715	2,019,656	2,477,794	458,138
Tax Support Required	2,157,439	1,986,600	2,477,794	491,194

Information Technology				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (25,000)	\$ (1,782)	\$ -	\$ 1,782
User Charges, Licenses & Fines	(844)	-	-	-
Total Revenue	(25,844)	(1,782)	-	1,782
Expenses				
Salaries, Wages and Benefits	1,129,140	1,299,509	1,495,076	195,567
Materials, Supplies & Services	60,502	56,210	93,545	37,335
Contracted Services	1,327,090	1,391,422	1,631,500	240,078
Interfunctional Adjustments	(425,209)	(552,978)	(446,715)	106,263
Total Expenses	2,091,523	2,194,163	2,773,406	579,243
Tax Support Required	2,065,680	2,192,381	2,773,406	581,025

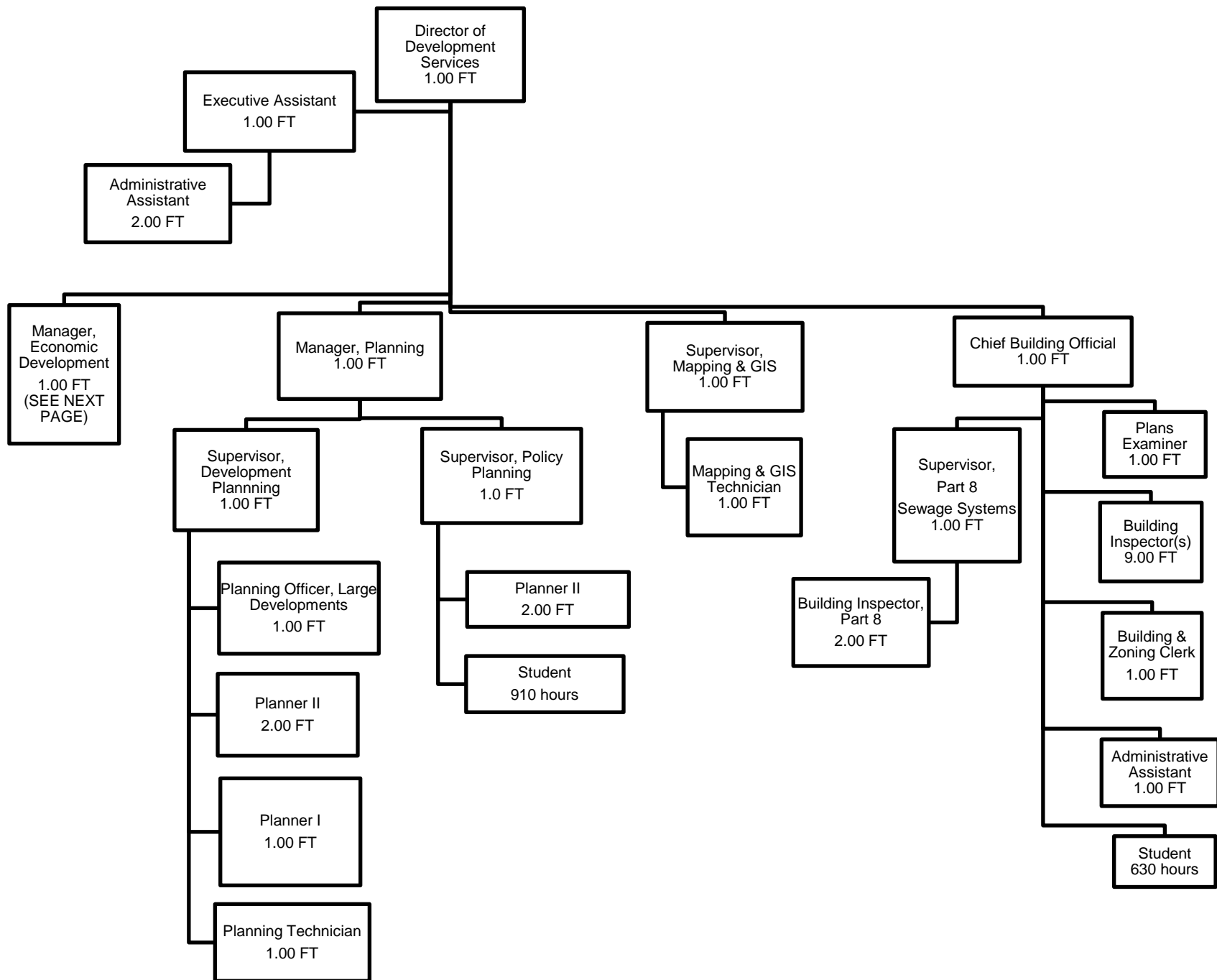
Revenue and Procurement				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (752,262)	\$ (629,300)	\$ (677,000)	\$ (47,700)
Total Revenue	(752,262)	(629,300)	(677,000)	(47,700)
Expenses				
Salaries, Wages and Benefits	885,468	1,351,889	1,324,663	(27,226)
Materials, Supplies & Services	312,094	389,175	518,450	129,275
Contracted Services	189,134	111,300	90,000	(21,300)
Rents & Insurance Expenses	3,708	5,000	2,500	(2,500)
Debt, Lease & Financial	79,315	33,600	33,600	-
Interfunctional Adjustments	(381,121)	(538,321)	(577,739)	(39,418)
Total Expenses	1,088,598	1,352,643	1,391,474	38,831
Tax Support Required	336,336	723,343	714,474	(8,869)

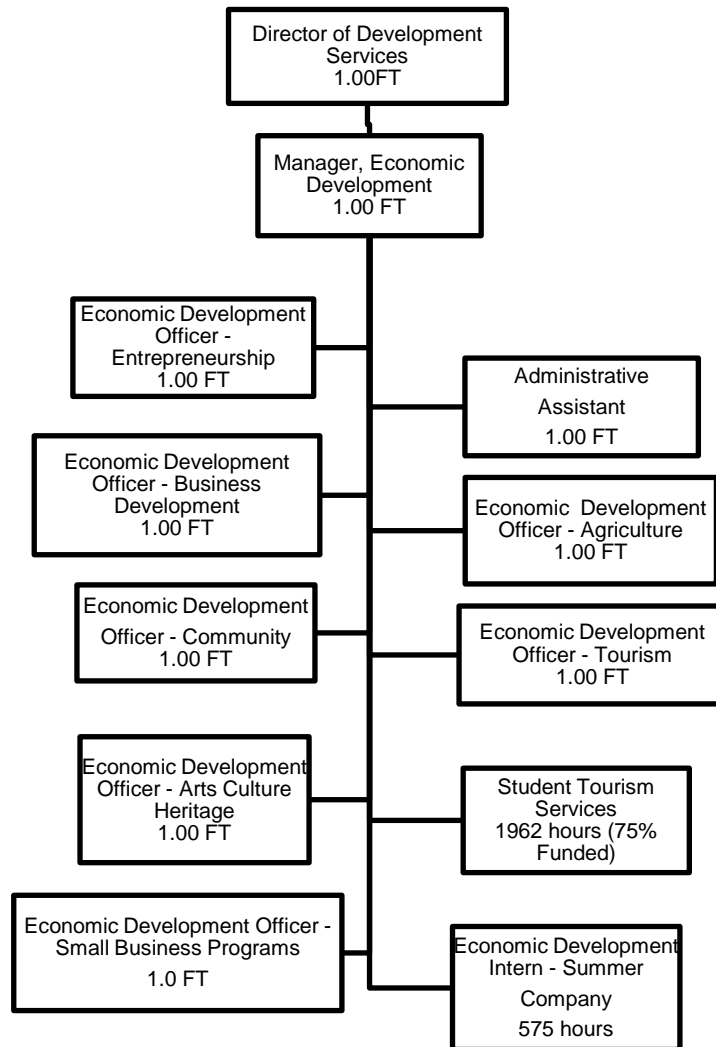
Treasury				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (7,337)	\$ -	\$ -	\$ -
Other Revenues	(109)	-	-	-
Total Revenue	(7,446)	-	-	-
Expenses				
Salaries, Wages and Benefits	808,794	939,048	991,333	52,285
Materials, Supplies & Services	27,470	12,100	20,950	8,850
Contracted Services	93,798	183,805	105,000	(78,805)
Rents & Insurance Expenses	3,112	4,500	-	(4,500)
Debt, Lease & Financial	70	250	250	-
Interfunctional Adjustments	(146,396)	(157,308)	(148,020)	9,288
Total Expenses	786,848	982,395	969,513	(12,882)
Tax Support Required	779,402	982,395	969,513	(12,882)

Development Services

Budget to priorities

- Ontario Municipal Board (OMB) 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
- Implement the Zoning By-law Consolidation Project
- Implement a comprehensive Economic Development Strategy
- Implement the Arts, Culture and Heritage Program
- Administer the Mandatory Sewage System Maintenance Inspection Program for private on-site sewage systems, phase two in 2017
- Integration of City's Enterprise JD Edwards Enterprise Resource Planning System with GIS
- Release of new GIS website with publicly accessible maps, map services and GIS open data services





Development Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Planning	10.5	10.5	-
Mapping and GIS	2	2	-
Building	16.35	16.35	-
Municipal Law Enforcement	0	10	-10
Economic Development	10.4	10.4	-
Total	43.25	53.25	-10

Type	2018	2017
Full-time	41	50
Part-time	-	-
Seasonal	-	-
Students	1.95	2.95
Project/contract	0.3	0.3
Total	43.25	53.25
Non Union Positions	17	18
Unionized Positions	26.25	35.25
Total	43.25	53.25

Building Department				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (1,594,409)	\$ (1,587,901)	\$ (1,989,380)	\$ (401,479)
Total Revenue	(1,594,409)	(1,587,901)	(1,989,380)	(401,479)
Expenses				
Salaries, Wages and Benefits	1,096,282	1,312,044	1,402,376	90,332
Materials, Supplies & Services	41,376	64,600	126,600	62,000
Contracted Services	63,681	2,470	-	(2,470)
Interfunctional Adjustments	394,741	208,787	460,404	251,617
Total Expenses	1,596,079	1,587,901	1,989,380	401,479
Tax Support Required	1,671	-	-	-

Conservation Authority

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ -	\$ (140,895)	\$ (140,895)	\$ -
Total Revenue	-	(140,895)	(140,895)	-
Expenses				
Transfer to External Clients	1,527,741	1,253,466	1,486,319	232,853
Total Expenses	1,527,741	1,253,466	1,486,319	232,853
Tax Support Required	1,527,741	1,112,571	1,345,424	232,853

Economic Development				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (325,658)	\$ (283,129)	\$ (163,640)	\$ 119,489
Other Revenues	(131,702)	(49,300)	(236,171)	(186,871)
User Charges, Licenses & Fines	(2,862)	(4,700)	600	5,300
Total Revenue	(460,221)	(337,129)	(399,211)	(62,082)
Expenses				
Salaries, Wages and Benefits	779,275	838,763	952,348	113,585
Materials, Supplies & Services	272,812	410,305	476,005	65,700
Contracted Services	167,594	136,000	156,000	20,000
Rents & Insurance Expenses	611	-	1,000	1,000
Transfer to External Clients	-	-	-	-
Interfunctional Adjustments	321	-	-	-
Total Expenses	1,220,612	1,385,068	1,585,353	200,285
Tax Support Required	760,391	1,047,939	1,186,142	138,203

Geographic Information

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 182,210	\$ 178,834	\$ 190,108	\$ 11,274
Materials, Supplies & Services	11,330	8,400	8,400	-
Contracted Services	87,456	96,540	96,540	-
Total Expenses	280,997	283,774	295,048	11,274
Tax Support Required	280,997	283,774	295,048	11,274

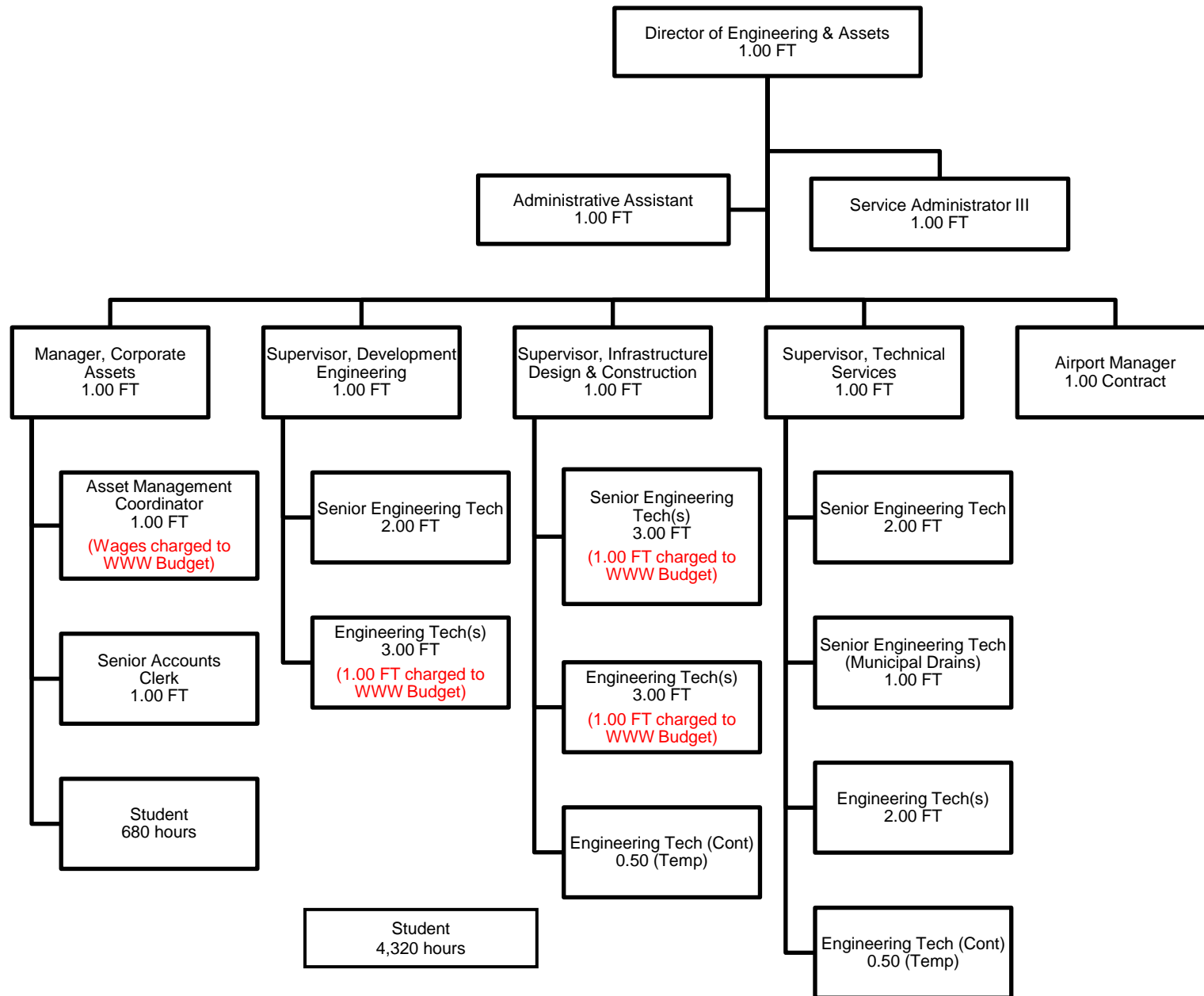
Planning and Development

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (343,088)	\$ (547,944)	\$ (585,800)	\$ (37,856)
User Charges, Licenses & Fines	(11,659)	(9,000)	(9,000)	-
Total Revenue	(354,747)	(556,944)	(594,800)	(37,856)
Expenses				
Salaries, Wages and Benefits	1,230,002	1,306,743	1,440,151	133,408
Materials, Supplies & Services	77,798	98,000	100,300	2,300
Contracted Services	163,185	467,000	317,000	(150,000)
Rents & Insurance Expenses	1,738	2,700	3,000	300
Debt, Lease & Financial	742	500	1,000	500
Interfunctional Adjustments	(8,466)	(4,009)	(3,089)	920
Total Expenses	1,464,999	1,870,934	1,858,362	(12,572)
Tax Support Required	1,110,252	1,313,990	1,263,562	(50,428)

Engineering and Corporate Assets

Budget to Priorities

- Develop and maintain the City's Asset Management Strategy and Asset Management Plan (AMP)
- 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



Engineering and Corporate Assets - Personnel Breakdown

Division	2018	2017	Difference
Administration	3	3	-
Corporate Assets	3.37	3.37	-
Engineering	22.1	22.1	-
Total	28.47	28.47	-

Type	2018	2017
Full-time	25	25
Part-time	-	-
Seasonal	-	-
Students	2.47	2.47
Temporary	1	1
Project/contract	-	-
Total	28.47	28.47
Non Union Positions	5	5
Unionized Positions	23.47	23.47
Total	28.47	28.47

Airport				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ -	\$ (8,457)	\$ -	\$ 8,457
User Charges, Licenses & Fines	(351,718)	(454,718)	(346,760)	107,958
Total Revenue	(351,718)	(463,175)	(346,760)	116,415
Expenses				
Salaries, Wages and Benefits	6,526	5,000	-	(5,000)
Materials, Supplies & Services	167,695	209,700	169,150	(40,550)
Contracted Services	177,560	185,946	155,448	(30,498)
Rents & Insurance Expenses	8,693	8,700	7,216	(1,484)
Debt, Lease & Financial	5,840	5,000	10,000	5,000
Interfunctional Adjustments	61,239	60,047	54,938	(5,109)
Total Expenses	427,553	474,393	396,752	(77,641)
Tax Support Required	75,834	11,218	49,992	38,774

Corporate Assets

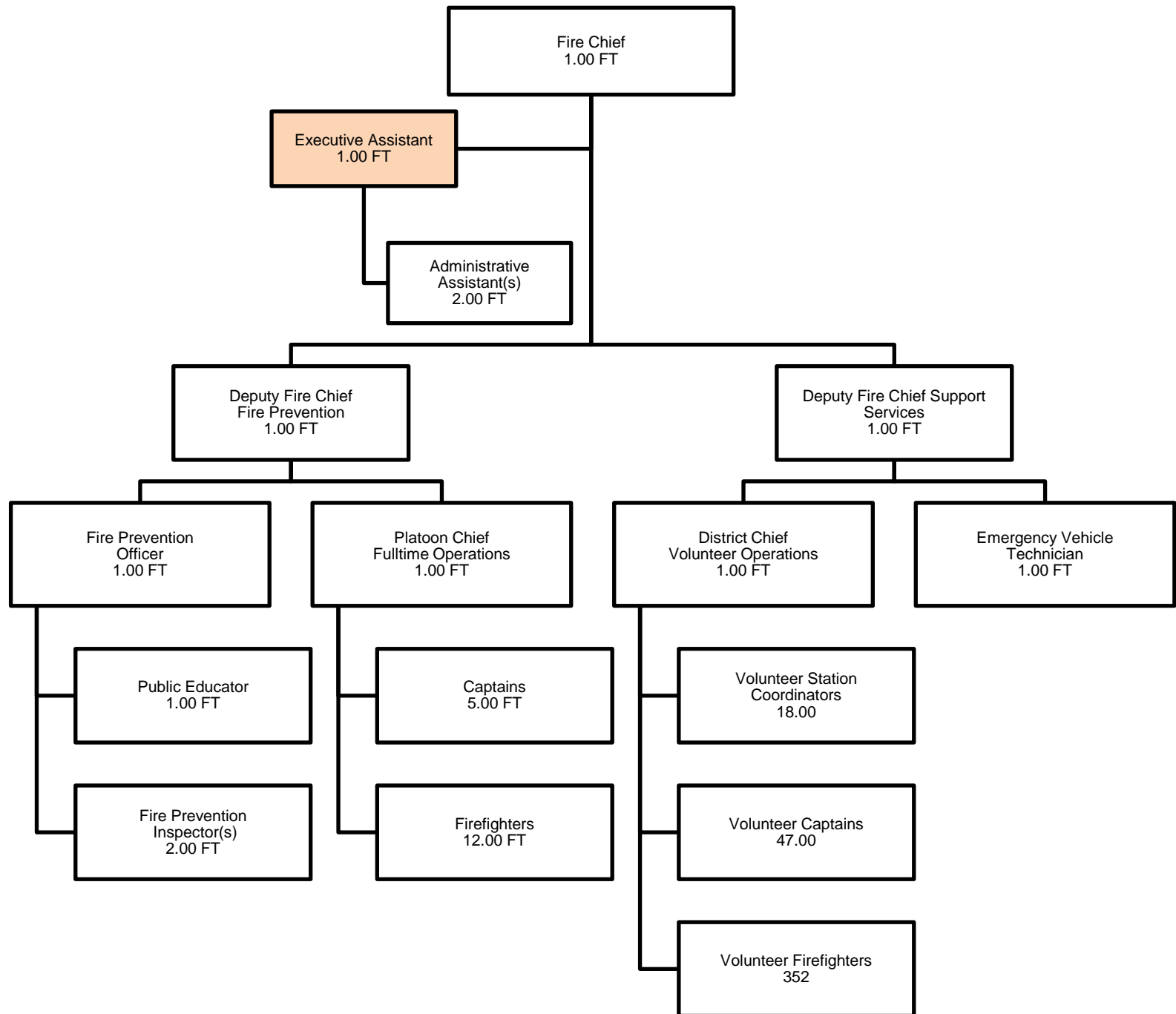
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (9,163)	\$ (110,930)	\$ (70,000)	\$ 40,930
User Charges, Licenses & Fines	-	(80,000)	-	80,000
Total Revenue	(9,163)	(190,930)	(70,000)	120,930
Expenses				
Salaries, Wages and Benefits	187,116	284,124	283,580	(544)
Materials, Supplies & Services	3,991	15,900	18,900	3,000
Contracted Services	75,150	213,500	164,700	(48,800)
Interfunctional Adjustments	-	(59,785)	(129,275)	(69,490)
Total Expenses	266,257	453,739	337,905	(115,834)
Tax Support Required	257,094	262,809	267,905	5,096

Engineering				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (47,234)	\$ (49,649)	\$ (50,449)	\$ (800)
Other Revenues	(58,212)	-	(13,200)	(13,200)
User Charges, Licenses & Fines	(169,836)	(139,300)	(152,425)	(13,125)
Total Revenue	(275,282)	(188,949)	(216,074)	(27,125)
Expenses				
Salaries, Wages and Benefits	1,351,714	2,330,927	2,390,154	59,227
Materials, Supplies & Services	37,684	65,000	70,700	5,700
Contracted Services	239,411	113,700	50,000	(63,700)
Debt, Lease & Financial	26,907	-	-	-
Interfunctional Adjustments	67,971	(769,901)	(888,146)	(118,245)
Total Expenses	1,723,688	1,739,726	1,622,708	(117,018)
Tax Support Required	1,448,405	1,550,777	1,406,634	(144,143)

Fire Rescue Service

Budget Priorities

- Provide Fire Service response in compliance with the National Fire Protection Association 1720 standard.
- Meet the legislated requirements of the Fire Protection and Prevention Act.
- Complete the Master Fire Plan.
- Complete implementation of recommendations from the Core Service Review.
- SCBA Replacement Project – Multi-year project – Committee is developing project specifications.
- Maintain essentials requirement of the Emergency Management and Civil Protection Act.
- Meet the minimum requirements of the Fire Protection and Prevention Act through fire prevention programs, public education programs and code and standards enforcement.
- Development of 5/10 year capital and operating plan.
- Fleet and building management - 51 fire trucks and 20 stations.
- Complete the Bethany Fire Station build.



Fire Rescue Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	5.5	0.50
Prevention	4	4	-
Fire Area Rated Services	20	20	-
Total	30	29.5	0.50

Type	2018	2017
Full-time	30	29.5
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	30	29.5
Non Union Positions	5	4.5
Unionized Positions	25	25
Total	30	29.5

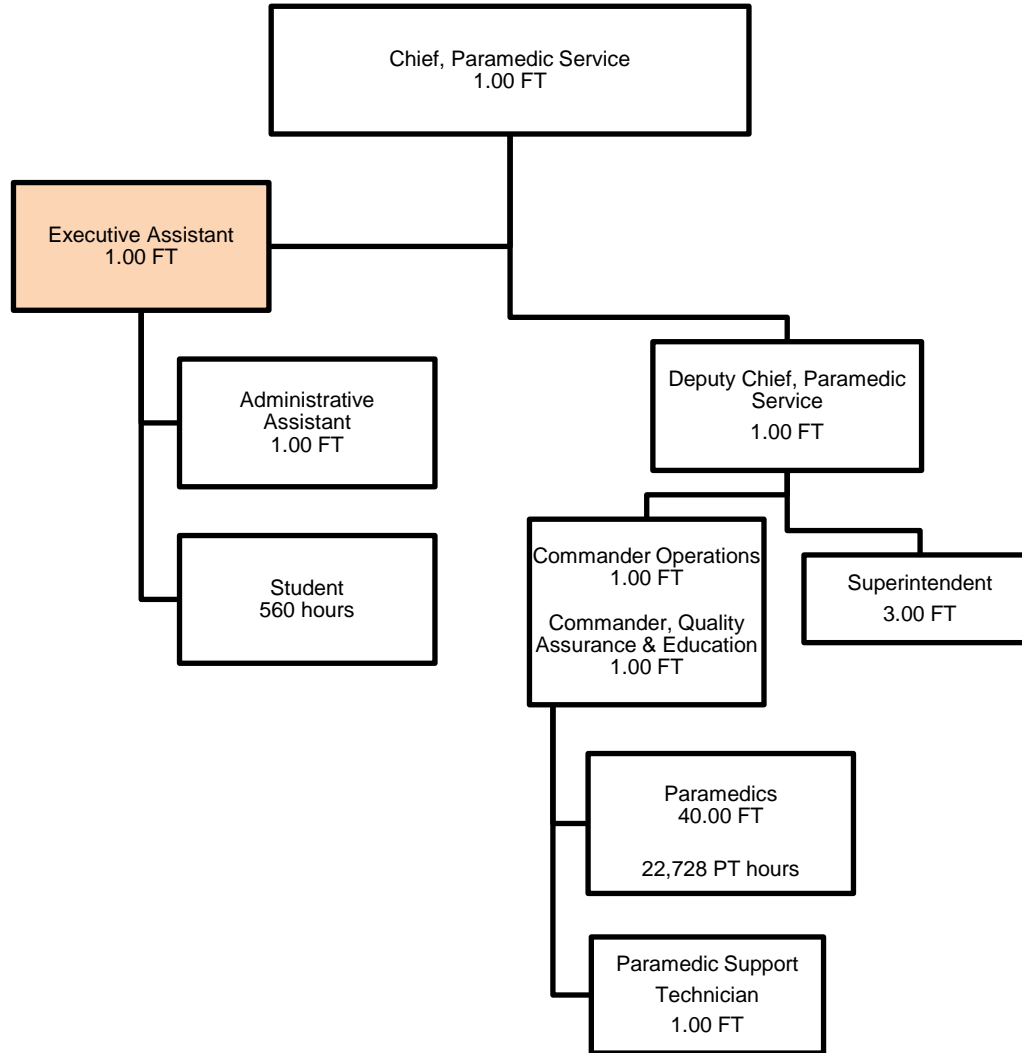
Fire Rescue Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (26,605)	\$ (45,000)	\$ (15,000)	\$ 30,000
Other Revenues	(36,962)	(250,131)	(17,000)	233,131
User Charges, Licenses & Fines	(148,900)	(194,700)	(148,900)	45,800
Total Revenue	(212,466)	(489,831)	(180,900)	308,931
Expenses				
Salaries, Wages and Benefits	5,385,644	5,184,459	5,276,946	92,487
Materials, Supplies & Services	611,111	731,808	618,659	(113,149)
Contracted Services	583,936	588,750	530,000	(58,750)
Rents & Insurance Expenses	48,818	53,438	47,338	(6,100)
Debt, Lease & Financial	5,955	-	-	-
Transfer to External Clients	108,116	75,000	75,000	-
Interfunctional Adjustments	937,801	934,100	1,536,407	602,307
Total Expenses	7,681,381	7,567,555	8,084,350	516,795
Tax Support Required	7,468,914	7,077,724	7,903,450	825,726

Paramedic Services

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 2011 resulting in staff fatigue and response time challenges



Paramedic Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	9.3	8.8	0.50
Operations	51.4	51.4	-
Total	60.7	60.2	0.50

Type	2018	2017
Full-time	50	49.5
Part-time	10.4	10.4
Seasonal	-	-
Students	0.3	0.3
Project/contract	-	-
Total	60.7	60.2
Non Union Positions	8	7.5
Unionized Positions	52.7	52.7
Total	60.7	60.2

Paramedics				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (4,279,548)	\$ (4,444,756)	\$ (4,644,147)	\$ (199,391)
Other Revenues	(8,127)	-	-	-
User Charges, Licenses & Fines	(619)	-	-	-
Total Revenue	(4,288,294)	(4,444,756)	(4,644,147)	(199,391)
Expenses				
Salaries, Wages and Benefits	7,379,670	7,323,844	7,354,178	30,334
Materials, Supplies & Services	693,811	493,878	667,882	174,004
Contracted Services	478,437	429,000	517,000	88,000
Rents & Insurance Expenses	5,209	6,693	7,400	707
Transfer to External Clients	(822,579)	74,400	74,400	-
Interfunctional Adjustments	922,131	674,050	573,781	(100,269)
Total Expenses	8,656,679	9,001,865	9,194,641	192,776
Tax Support Required	4,368,386	4,557,109	4,550,494	(6,615)

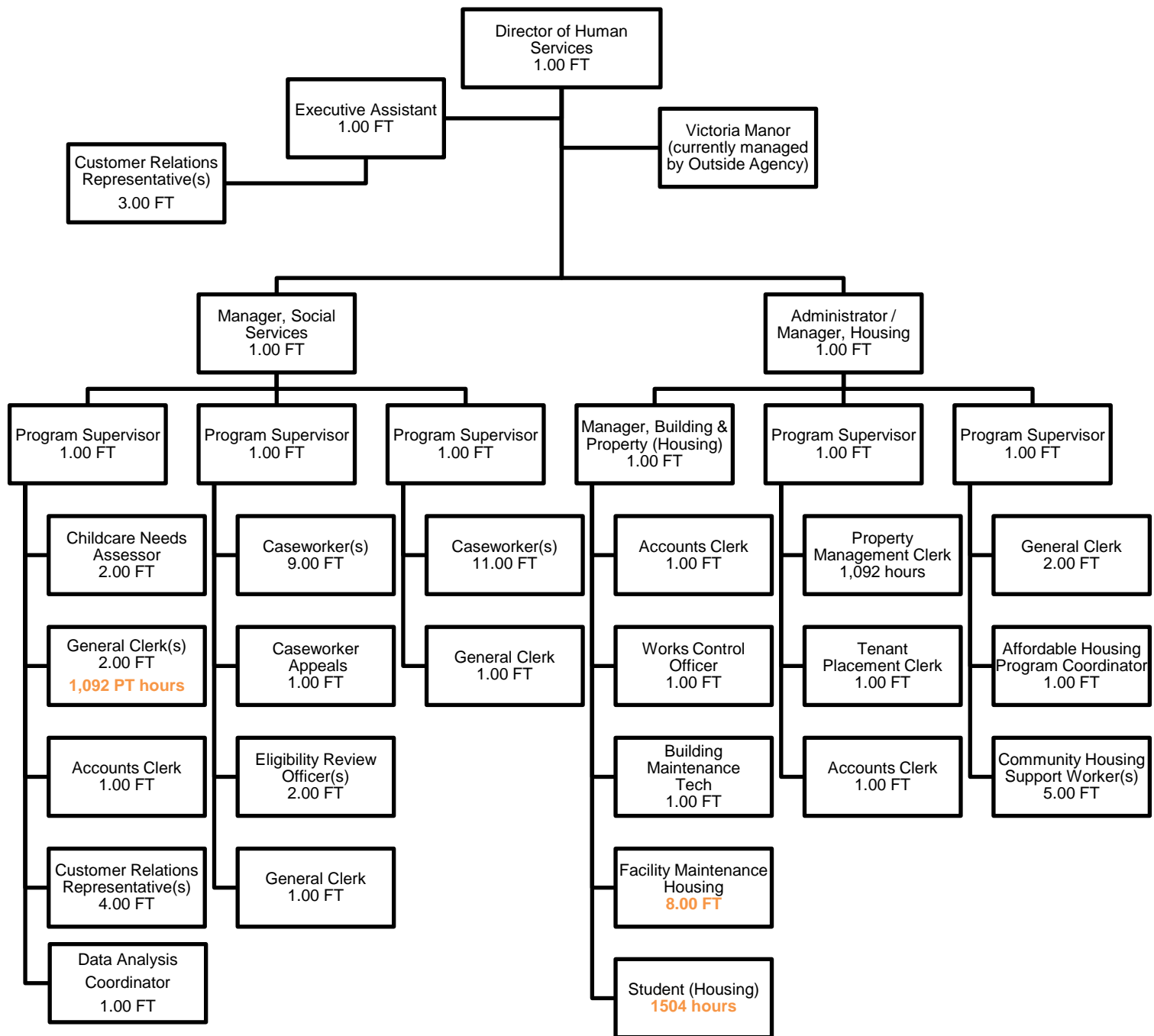
Kawartha Lakes Police				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (927,773)	\$ (953,696)	\$ (1,047,709)	\$ (94,013)
Other Revenues	(174,921)	(275,600)	(41,500)	234,100
User Charges, Licenses & Fines	(180,115)	(211,083)	(191,531)	19,552
Total Revenue	(1,282,809)	(1,440,379)	(1,280,740)	159,639
Expenses				
Salaries, Wages and Benefits	8,245,884	8,261,453	8,579,564	318,111
Materials, Supplies & Services	488,966	541,779	549,721	7,942
Contracted Services	395,834	439,492	493,186	53,694
Rents & Insurance Expenses	12,328	49,800	45,725	(4,075)
Interfunctional Adjustments	6,718	62,800	(120,217)	(183,017)
Total Expenses	9,149,731	9,355,324	9,547,979	192,655
Tax Support Required	7,866,922	7,914,945	8,267,239	352,294

Ontario Provincial Police (OPP)				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (239,796)	\$ -	\$ -	\$ -
Total Revenue	(239,796)	-	-	-
Expenses				
Materials, Supplies & Services	8,000	7,804	7,804	-
Contracted Services	8,384,618	55,000	55,000	-
Transfer to External Clients	-	8,675,830	8,499,214	(176,616)
Total Expenses	8,392,617	8,738,634	8,562,018	(176,616)
Tax Support Required	8,152,821	8,738,634	8,562,018	(176,616)

Human Services

Budget to priorities

- The upload of Ontario Works regular benefits will be complete, with the Province paying 100% of regular social assistance benefit costs in 2018
- Effective January 2018 the City will assume administration responsibilities for the new Ontario Early Years Child and Family Centre (CFC). Using 100% provincial funding, the City is responsible for funding and contract management of the CFC.
- Housing Help has a continued focus on the goals of 10-Year Housing and Homelessness Plan goals and will be conducting a comprehensive mid-point review of the Plan in 2018.
- New and continued Federal and Provincial investments in Affordable Housing are anticipated, with projects being developed in anticipation of funding.
- Victoria Manor continues to focus on overall quality improvement initiatives and employee engagement. The application for redevelopment of Victoria Manor will be finalized for submission to the Ministry of Health and Long-Term Care.



Human Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	5	2	3
Social Services	39.6	42	-2.4
Housing	26.32	26.96	-0.64
Total	70.92	70.96	-0.04

Type	2018	2017
Full-time	69	70
Part-time	1.2	0.6
Seasonal	-	-
Students	0.72	0.36
Project/contract	-	-
Total	70.92	70.96
Non Union Positions	10	10
Unionized Positions	60.92	60.96
Total	70.92	70.96

Contributions to Organizational Health Care				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (142,000)	\$ -	\$ -	\$ -
Total Revenue	(142,000)	-	-	-
Expenses				
Transfer to External Clients	1,958,088	1,825,619	1,870,267	44,648
Interfunctional Adjustments	54,500	100,000	100,000	-
Total Expenses	2,012,588	1,925,619	1,970,267	44,648
Tax Support Required	1,870,588	1,925,619	1,970,267	44,648

Child Care Programs				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (5,960,503)	\$ (6,104,087)	\$ (7,271,686)	\$ (1,167,599)
Other Revenues	(22,214)	(250,000)	(250,000)	-
Total Revenue	(5,982,717)	(6,354,087)	(7,521,686)	(1,167,599)
Expenses				
Salaries, Wages and Benefits	343,736	428,548	498,463	69,915
Materials, Supplies & Services	3,363	13,260	11,250	(2,010)
Rents & Insurance Expenses	19,859	19,450	22,141	2,691
Transfer to External Clients	6,089,289	6,369,461	6,436,153	66,692
Interfunctional Adjustments	12,889	17,928	1,046,708	1,028,780
Total Expenses	6,469,137	6,848,647	8,014,715	1,166,068
Tax Support Required	486,420	494,560	493,029	(1,531)

Homelessness Program

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (1,357,774)	\$ (1,452,721)	\$ (1,557,569)	\$ (104,848)
Total Revenue	(1,357,774)	(1,452,721)	(1,557,569)	(104,848)
Expenses				
Salaries, Wages and Benefits	3,707	-	-	-
Debt, Lease & Financial	(1,786)	-	-	-
Transfer to External Clients	1,645,668	1,919,827	2,024,675	104,848
Interfunctional Adjustments	177,291	-	-	-
Total Expenses	1,824,880	1,919,827	2,024,675	104,848
Tax Support Required	467,106	467,106	467,106	-

Housing				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (2,331,486)	\$ (5,466,659)	\$ (4,261,058)	\$ 1,205,601
Other Revenues	(91,128)	(100,077)	(130,458)	(30,381)
Total Revenue	(2,422,614)	(5,566,736)	(4,391,516)	1,175,220
Expenses				
Salaries, Wages and Benefits	1,515,067	1,485,418	1,494,920	9,502
Materials, Supplies & Services	95,644	63,205	16,850	(46,355)
Contracted Services	22,649	25,100	1,049,378	1,024,278
Rents & Insurance Expenses	20,319	26,151	10,000	(16,151)
Transfer to External Clients	2,759,825	5,813,812	4,119,583	(1,694,229)
Interfunctional Adjustments	2,180,919	2,156,237	1,611,214	(545,023)
Total Expenses	6,594,423	9,569,923	8,301,945	(1,267,978)
Tax Support Required	4,171,809	4,003,187	3,910,429	(92,758)

Ontario Works Delivery				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (3,804,546)	\$ (4,071,366)	\$ (4,287,766)	\$ (216,400)
User Charges, Licenses & Fines	(10,200)	-	-	-
Total Revenue	(3,814,746)	(4,071,366)	(4,287,766)	(216,400)
Expenses				
Salaries, Wages and Benefits	3,422,388	3,391,684	3,585,047	193,363
Materials, Supplies & Services	245,155	131,600	168,778	37,178
Contracted Services	63,969	30,110	36,250	6,140
Rents & Insurance Expenses	373,679	386,743	386,743	-
Transfer to External Clients	980,089	1,286,000	1,286,000	-
Interfunctional Adjustments	523,114	713,556	685,812	(27,744)
Total Expenses	5,608,393	5,939,693	6,148,630	208,937
Tax Support Required	1,793,647	1,868,327	1,860,864	(7,463)

Ontario Works Programs				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (13,856,531)	\$ (15,696,136)	\$ (14,908,800)	\$ 787,336
User Charges, Licenses & Fines	(3,107)	(363,724)	(65,000)	298,724
Total Revenue	(13,859,638)	(16,059,860)	(14,973,800)	1,086,060
Expenses				
Transfer to External Clients	14,533,494	16,545,567	15,079,955	(1,465,612)
Total Expenses	14,533,494	16,545,567	15,079,955	(1,465,612)
Tax Support Required	673,856	485,707	106,155	(379,552)

Nurse Practitioner				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Contracted Services	\$ 104,596	\$ 106,698	\$ 106,698	\$ -
Total Expenses	104,596	106,698	106,698	-
Tax Support Required	104,596	106,698	106,698	-

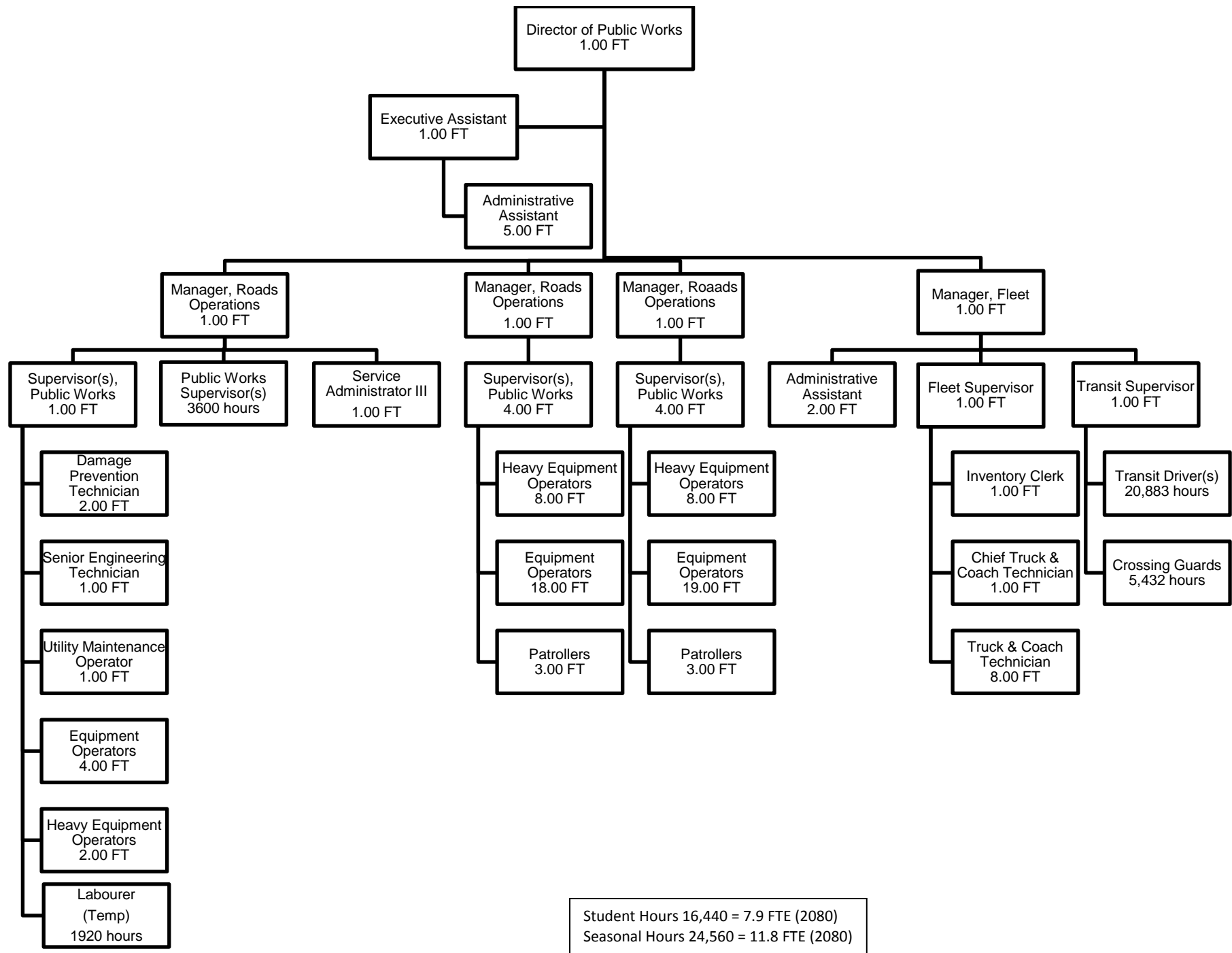
Victoria Manor				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (7,676,566)	\$ -	\$ -	\$ -
Other Revenues	(11,308)	(5,125)	-	5,125
User Charges, Licenses & Fines	(3,620,177)	(11,324,322)	(11,820,178)	(495,856)
Total Revenue	(11,308,050)	(11,329,447)	(11,820,178)	(490,731)
Expenses				
Salaries, Wages and Benefits	9,000,988	36,725	37,159	434
Materials, Supplies & Services	1,612,628	-	-	-
Contracted Services	969,690	12,128,942	12,470,216	341,274
Rents & Insurance Expenses	10,700	-	-	-
Debt, Lease & Financial	20,584	-	-	-
Interfunctional Adjustments	321,131	169,655	169,655	-
Total Expenses	11,935,720	12,335,322	12,677,030	341,708
Tax Support Required	627,670	1,005,875	856,852	(149,023)

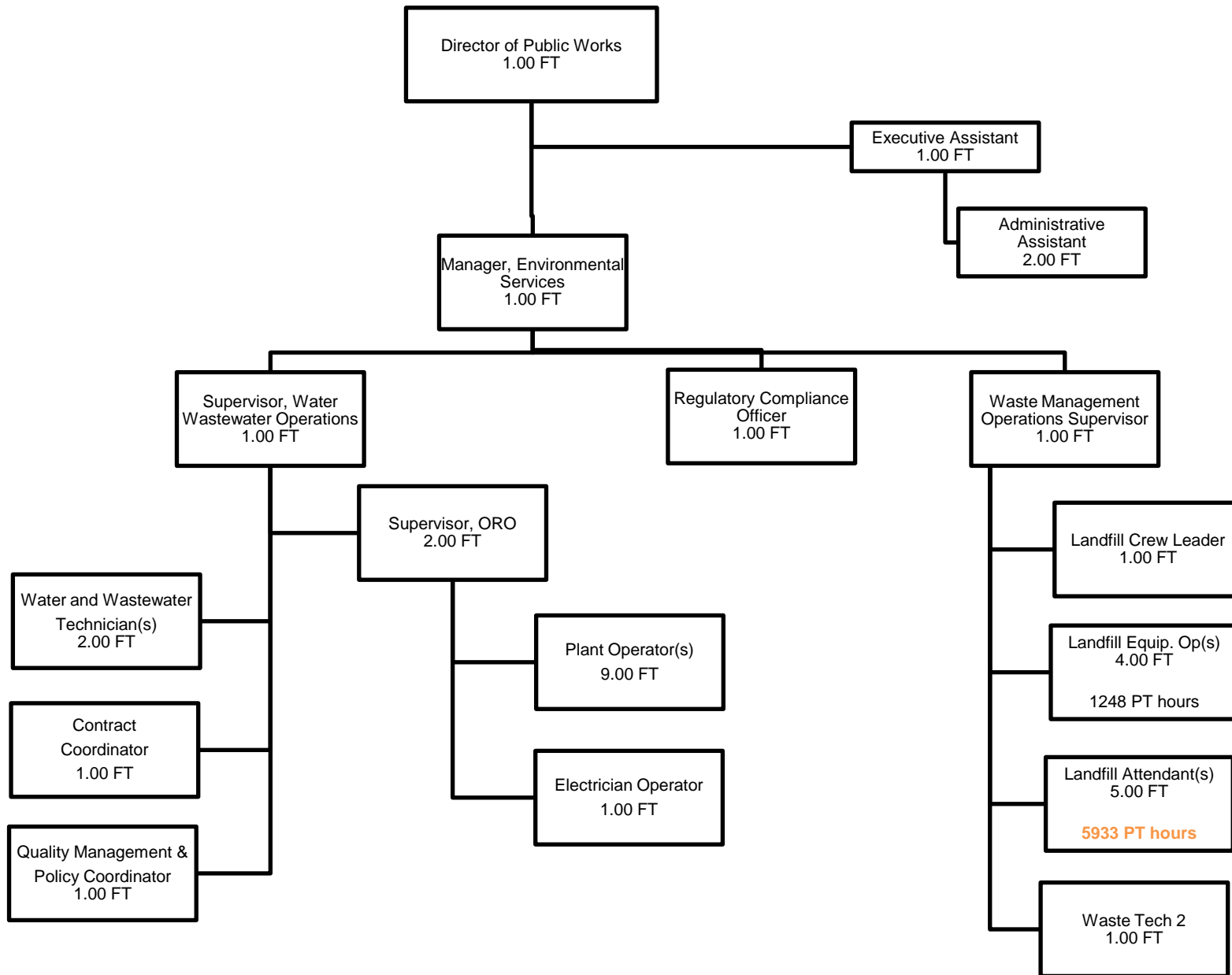
Community Social Investment Fund				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (43,436)	\$ (43,444)	\$ (43,444)	\$ -
Total Revenue	(43,436)	(43,444)	(43,444)	-
Expenses				
Transfer to External Clients	173,744	173,744	173,744	-
Total Expenses	173,744	173,744	173,744	-
Tax Support Required	130,308	130,300	130,300	-

Public Works

Budget to priorities

- Adherence to established level of service
- Enhanced investment and focus on road maintenance
- Drive efficiency and consistency in Winter Control through continuing improvement
- Annual revision and update of the Fleet Management Directive
- Completion of Transit Master Plan and implementation of associated recommendations
- Continual review of Water and Wastewater Operations to determine options to address long term financial sustainability
- Continued waste diversion efforts in accordance with the Integrated Waste Management Strategy





Public Works Raods - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	6	-
Fleet	27.95	27.95	-
Operations	106.14	106.14	-
Solid Waste	15.4	15	0.40
Total	155.49	155.09	0.40

Type	2018	2017
Full-time	117	117
Part-time	17.85	17.45
Seasonal	11.8	11.8
Students	7.9	7.9
Project/Contract	0.94	0.94
Total	155.49	155.09
Non Union Positions	19.8	19.8
Unionized Positions	135.69	135.29
Total	155.49	155.09

Public Works W&W Management - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Water	16	16	-
Total	20	20	-

Type	2018	2017
Full-time	20	20
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	20	20
Non Union Positions	4	4
Unionized Positions	16	16
Total	20	20

Public Works - Administration

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (53,718)	\$ (13,334)	\$ -	\$ 13,334
Total Revenue	(53,718)	(13,334)	-	13,334
Expenses				
Salaries, Wages and Benefits	823,418	715,402	262,622	(452,780)
Materials, Supplies & Services	312,157	266,002	131,000	(135,002)
Rents & Insurance Expenses	-	-	171,355	171,355
Interfunctional Adjustments	58,378	254,474	-	(254,474)
Total Expenses	1,193,952	1,235,878	564,977	(670,901)
Tax Support Required	1,140,234	1,222,544	564,977	(657,567)

Fleet				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Ontario Grants - Operating	\$ (15,953)	\$ -	\$ -	\$ -
User Charges, Licenses & Fines	(322,204)	(20,000)	(90,000)	(70,000)
Total Revenue	(338,157)	(20,000)	(90,000)	(70,000)
Expenses				
Salaries, Wages and Benefits	918,193	1,034,284	1,062,811	28,527
Materials, Supplies & Services	1,958,917	1,973,535	2,048,000	74,465
Contracted Services	1,568,096	1,051,446	1,534,500	483,054
Rents & Insurance Expenses	3,164	-	-	-
Interfunctional Adjustments	(3,617,206)	(3,414,218)	(3,911,781)	(497,563)
Total Expenses	831,165	645,047	733,530	88,483
Tax Support Required	493,008	625,047	643,530	18,483

Roads and Bridges

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (142,032)	\$ (195,000)	\$ (190,000)	\$ 5,000
Other Revenues	(59,349)	(287,450)	(160,000)	127,450
User Charges, Licenses & Fines	(180,503)	(67,500)	(122,800)	(55,300)
Total Revenue	(381,883)	(549,950)	(472,800)	77,150
Expenses				
Salaries, Wages and Benefits	5,781,705	6,843,200	7,621,292	778,092
Materials, Supplies & Services	4,046,480	2,519,074	4,200,848	1,681,774
Contracted Services	5,939,053	6,354,920	6,706,147	351,227
Debt, Lease & Financial	738	-	-	-
Interfunctional Adjustments	3,089,965	4,417,368	5,119,065	701,697
Total Expenses	18,857,940	20,134,562	23,647,352	3,512,790
Tax Support Required	18,476,057	19,584,612	23,174,552	3,589,940

Transit				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (628,854)	\$ (641,028)	\$ (641,028)	\$ -
Other Revenues	(630,508)	(683,807)	(683,807)	-
User Charges, Licenses & Fines	(158,764)	(201,500)	(185,250)	16,250
Total Revenue	(1,418,126)	(1,526,335)	(1,510,085)	16,250
Expenses				
Salaries, Wages and Benefits	794,956	843,769	912,310	68,541
Materials, Supplies & Services	31,152	15,850	39,650	23,800
Contracted Services	148,481	220,455	138,650	(81,805)
Interfunctional Adjustments	1,204,632	1,056,528	1,136,028	79,500
Total Expenses	2,179,221	2,136,602	2,226,638	90,036
Tax Support Required	761,095	610,267	716,553	106,286

Waste Management				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (1,115,371)	\$ (1,065,342)	\$ (1,051,142)	\$ 14,200
Other Revenues	(314)	(233,000)	(3,000)	230,000
User Charges, Licenses & Fines	(2,588,237)	(2,884,600)	(2,840,550)	44,050
Total Revenue	(3,703,922)	(4,182,942)	(3,894,692)	288,250
Expenses				
Salaries, Wages and Benefits	1,316,340	1,286,446	1,349,557	63,111
Materials, Supplies & Services	136,201	181,248	478,669	297,421
Contracted Services	5,468,384	5,880,483	5,487,391	(393,092)
Debt, Lease & Financial	796	-	-	-
Transfer to External Clients	8,286	-	93,000	93,000
Interfunctional Adjustments	501,760	452,067	558,017	105,950
Total Expenses	7,431,766	7,800,244	7,966,634	166,390
Tax Support Required	3,727,844	3,617,302	4,071,942	454,640

2018 Water and Wastewater Proposed Operating Budget

2018 Water and Wastewater Proposed Operating Budget				
Water and Wastewater Summary	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Water and Wastewater Administration	2,757,046	2,044,876	2,801,636	756,760
Water Systems	(1,749,049)	(1,347,375)	(1,820,840)	(473,465)
Wastewater Systems	(1,115,068)	(697,501)	(980,796)	(283,295)
	(107,071)	-	-	-
Water and Wastewater By System				
Water and Wastewater Administration:				
Water and Wastewater Administration	2,757,046	2,044,876	2,801,636	756,760
Water Systems:				
Lindsay Water Treatment Plant	(3,497,732)	(3,489,957)	(4,085,923)	(595,966)
Lindsay Thornhill Reservoir	37,095	210,161	225,744	15,583
Lindsay - Verulam Tank	1,901	31,526	159,368	127,842
Lindsay - Oakwood Reservoir	(72,074)	(105,368)	23,204	128,572
Omeme - Victoria Glen	95,756	62,573	72,482	9,909
Emily Birch Point	144,665	184,736	153,453	(31,283)
Fenelon Falls	136,937	99,303	122,710	23,407
Southview Estates	217,913	216,039	184,158	(31,881)
Mariposa - Sonya	1,124,245	110,220	179,715	69,495
Mariposa - Canadiana Shores	(123,446)	401,773	117,858	(283,915)
Mariposa - Woods of Manilla	(40,449)	67,464	75,513	8,049
Mariposa Estates	35,505	163,933	252,113	88,180
Mariposa - Pleasant Point	(57,963)	72,132	132,660	60,528
Mariposa - Kings Bay	(63,191)	67,438	75,136	7,698
Eldon - Western Trent	166,704	185,528	192,514	6,986
Norland	304,780	318,013	313,017	(4,996)
Kinmount	262,460	272,166	279,243	7,077
Woodville	31,986	37,564	51,465	13,901
Bobcaygeon	(553,271)	(509,569)	(596,640)	(87,071)

2018 Water and Wastewater Proposed Operating Budget

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (40,483)	\$ -	\$ -	\$ -
Other Revenues	(254,795)	(230,581)	(584,068)	(353,487)
User Charges, Licenses & Fines	(19,105,087)	(19,715,306)	(20,650,294)	(934,988)
Total Revenue	(19,400,365)	(19,945,887)	(21,234,362)	(1,288,475)
Expenses				
Salaries, Wages and Benefits	1,617,844	1,547,693	1,739,615	191,922
Materials, Supplies & Services	909,101	1,405,297	1,400,700	(4,597)
Contracted Services	9,423,025	8,701,040	8,763,971	62,931
Rents & Insurance Expenses	104,978	-	-	-
Interest on Long Term Debt	1,644,191	1,718,684	1,899,702	181,018
Debt, Lease & Financial	3,012,777	3,437,575	3,838,687	401,112
Interfunctional Adjustments	2,581,378	3,135,598	3,591,687	456,089
Total Expenses	19,293,294	19,945,887	21,234,362	1,288,475
Tax Support Required	(107,071)	-	-	-

Account	Reserve	Amount
1.32045	Capital Reserve - Uncommitted	2,606,141
1.32045	Capital Reserve - 10 Year Plan	421,839
1.32045	Capital Reserve - Haul Route	817,090
1.32070	Fleet -Public Works	3,101,697
1.32070	Fleet - Fire	1,100,000
1.32235	City Wide Parking Reserve	(11,353)
3.24115	Transit Gas Tax Reserve	(683,807)
3.24140	Development Charges	(922,054)
1.32265	Area Rate Stabilization Reserve	(222,230)
1.32065	Fenelon Falls Powerlink	40,000
1.32090	Contingency Reserve - Insurance	50,000
1.32090	Contingency Reserve - Engineering	148,000
1.32090	Contingency Reserve - Asset Management	41,990
1.32090	Contingency Reserve - Agriculture	8,750
1.32035	Property Development Reserve	600,000
1.32255	Election Reserve	(210,000)
1.32225	Kawartha Lakes Police Reserve	(30,000)
3.24105	DOOR Program Reserve	(100,233)
3.24135	Parkland in Lieu Reserve	(100,000)
3.24085	Lindsay Tree Levy	(5,000)
1.32270	Forestry and Trail Reserve	40,000
3.24060	Forbert Pool	(8,000)
1.32095	Cemetery Capital	4,000
1.32025	Children's Services Reserve	(250,000)
1.32215	Doctor Recruitment Reserve	100,000
1.32245	Working Capital Reserve	169,655
1.32205	Building Reserve	158,370
1.32075	Atlas Reserve	4,000
1.32080	Economic Development Reserve	(53,650)
1.32085	Pits and Quarries Reserve	(97,000)
		<u>6,718,205</u>

Account	Reserve	Amount
3.24140 Water and Sewer DC's		(574,068)
1.32050 Water Infrastructure Reserve		1,086,179
1.32030 Sewer Infrastructure Reserve		1,304,979
		<u>1,817,090</u>

RESERVES AND RESERVE FUNDS 2017 BALANCES AND 2018 PROJECTIONS

CORP2017-030-APPENDIX E

Reserve Name	Closing Balance 2017	2018 Capital	2018 Operating	Closing Balance 2018
Infrastrucuture Reserves:				
Public Works Fleet Reserve	1,792,317.50	(3,045,000.00)	4,201,697.00	2,949,014.50
Forestry and Trail Reserve	156,986.00	(50,000.00)	40,000.00	146,986.00
Cemetery Capital Reserve	50,024.75	-	4,000.00	54,024.75
Capital projects reserve	27,399,822.80	(14,610,697.00)	3,996,546.00	16,785,671.80
Pits and Quarries Gravel Reserve	459,720.36	-	(97,000.00)	362,720.36
Sewer Infrastructure Renewal Reserve	1,228,453.65	(782,721.00)	1,086,179.00	1,531,911.65
Water Infrastructure Renewal Reserve	916,395.49	(490,421.00)	1,304,979.00	1,730,953.49
City Wide Parking Reserve	11,352.58	-	(11,352.58)	-
	32,015,073.13	(18,978,839.00)	10,525,048.00	23,561,282.13
Rate Reserves:				
OPP Rate Stabilization Reserve	185,574.62	-	-	185,574.62
HR Rate Stabilization Reserve	343,805.02	-	-	343,805.02
9-1-1 Atlas reserve	13,916.99	-	4,000.00	17,916.99
KL Police	127,598.06	-	(30,000.00)	97,598.06
Election reserve	260,776.83	-	(210,000.00)	50,776.83
Area Rate Stabilizaiton Reserve	222,230.00	-	(222,230.00)	-
DOOR Reserve	1,972,789.27	-	(100,233.00)	1,872,556.27
Doctor Recruitment Reserve	108,000.00	-	100,000.00	208,000.00
Amalgamation Debt Retirement Reserve	303.26	-	-	303.26
Social Service Program Reserve	255,833.45	-	-	255,833.45
Children's Service Reserve	1,331,518.42	-	(250,000.00)	1,081,518.42
Building Reserve	741,182.62	-	158,370.00	899,552.62
Property Development Reserve	335,017.37	-	600,000.00	935,017.37
	5,898,545.91	-	49,907.00	5,948,452.91

Contingency Reserve

General Contingency Reserve	2,631,470.34	-	248,740.00	2,880,210.34
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Economic Development

Tourism Info Centre Reserve	100,000.00	-		100,000.00
Business Incubator Reserve	205,813.10	-		205,813.10
Council Economic Development Reserv	423,242.59	-	(53,650.00)	369,592.59
	729,055.69	-	(53,650.00)	675,405.69

City Working Capital

City Working Capital Reserve	2,535,975.41	-	169,655.00	2,705,630.41
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Development Charges

City DC	(7,946,761.30)	(3,016,142.00)	2,503,878.00	(8,459,025.30)
Emily Park 5%	104,004.86			104,004.86
Ops Park 5%	18,450.26			18,450.26
Bexley Park 5%	30,895.23			30,895.23
City Wide Park 5%	134,907.91	(100,000.00)		34,907.91
Transit Dedicated Gas Tax	336,313.26	(240,000.00)	(42,779.00)	53,534.26
Infrastructure Dedicated Gas Tax	328,406.68	(4,674,600.00)	4,451,877.00	105,683.68
Grant Island-Fenelon Twp	29,339.76			29,339.76
Subdivider for Water-Emily	11,521.83			11,521.83
Tree Levy-Lindsay	49,237.87		2,000.00	51,237.87
A Smith Bequest - for garden at arena	24,916.69			24,916.69
Cenotaph Fund - used for arena garden	13,988.24			13,988.24
M Cronin Estate-Woodville Hall	8,847.75			8,847.75
	(6,855,930.96)	(8,030,742.00)	6,914,976.00	(7,971,696.96)

Former Municipal

BV-H.Wilkinson Bobc Library don.	1,413.19			1,413.19
BV-pool-Dike and Downey Estate	180,892.70		2,000.00	182,892.70
SM-Heritage Park	8,353.00			8,353.00
	<u>190,658.89</u>	-	<u>2,000.00</u>	<u>192,658.89</u>

Other Reserves:

Lindsay Chest Fund	19,207,082.19			19,207,082.19
Bobcaygeon Chest Fund	2,852,903.23			2,852,903.23
Woodville Chest Fund	210,152.98			210,152.98
Omeme Chest Fund	279.58			279.58
Fenelon Falls Chest Fund	184,960.02			184,960.02
Kirkfield Chest Fund	115,768.01			115,768.01
Fenelon Falls Powerlinks Reserve	230,309.31		40,000.00	270,309.31
Social Committee reserve	9,650.77			9,650.77
Lindsay Heritage Reserve(LACAC)	8,765.41			8,765.41
Anne Langton Reserve	1,428.69			1,428.69
Social Housing staff benefits rsrv	216,282.75			216,282.75
	<u>23,037,582.94</u>	-	<u>40,000.00</u>	<u>23,077,582.94</u>

TOTAL RESERVES	<u>60,182,431.35</u>	<u>(27,009,581.00)</u>	<u>17,896,676.00</u>	<u>51,069,526.35</u>
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Total Proposed Tax Reserves	Appendix C	6,718,205.00
Total Proposed WWW Reserves	Appendix C	1,817,090.00
Total Projections of Gas Tax Grants, DC's and Parkland In Lieu-Note 1		<u>9,361,381.00</u>
		<u>17,896,676.00</u>

Note 1:

Development Charges	4,000,000.00
Parkland In Lieu	100,000.00
Infrastructure Gas Tax	4,451,877.00
Transit Gas Tax	641,028.00
Tree Levy	7,000.00
Manor Grant	151,476.00
Forbert Pool Interest	10,000.00
	<u>9,361,381.00</u>

Extractions and Decision Units for 2018 Proposed Operating Budget			
	Requester	Department Lead	Consideration
1	Council Resolution	CAO/Clerks (MLEO)	<p>CR2016-377. Moved By Councillor Breadner, Seconded By Councillor Veale</p> <p>RESOLVED THAT the CAO be instructed to investigate the costs, process and implications associated with contracting out animal control and parking of Municipal Law Enforcement Services at the current service levels, and report back to Council by the end of 3rd quarter 2016 CARRIED</p> <p>Staff initiated review/discussions with BIA (parking) and Humane Society (animal control services). BIA wrote to Council, dated June 9, 2016 expressing an interest in by-law enforcement in BIA area, and would participate in discussions of these services being contracted to them. Staff reported back to Council re: animal control services, and continued to work with BIA re: parking. BIA wrote to Council, dated February 23, 2017 reiterating interest in by-law enforcement in BIA area, and noted once all costs associated with parking in BIA are provided, that they believe they could provide a comparable level of enforcement, at a cost savings to the City. Staff worked with the BIA parking subcommittee to initiate a BIA parking pilot project in the summer of 2017, utilizing 2 dedicated student resources to downtown enforcement and parking counts. Pilot project ended September 2017.</p> <p>In order to consider resources to parking enforcement in the downtown BIA in 2018, staff is recommending a budget of \$20,000 be added to MLEO, to be provided to the BIA for focused parking enforcement resources. This cost is equivalent to the cost of the 2017 pilot project. It is recommended that this committed contribution be budgeted in 2018 and 2019 to allow the BIA to deliver a two-year enforcement pilot and they could report back to Council on program success for future budget considerations. Providing this added enforcement resource to downtown Lindsay will:</p> <ul style="list-style-type: none"> • Allow the BIA to enforce in peak periods at their discretion and target specific parking issues locally • Give the BIA a committed budget to deliver preferred parking enforcement • Reduce targeted downtown parking resources in the City to redeploy staff elsewhere to maintain overall by-law service levels • The BIA has provided additional correspondence to the City, dated November 30, 2017, requesting among other things, \$35,000 in annual funding for parking enforcement.
2	Council Resolution	Community Services	<p>8.1.1 CC2017-26.8.1.1 Wayne Hutchinson Beverley Jeeves</p> <p>Fenelon Falls Museum Board Presentation and Financial Update Wayne Hutchinson and Beverley Jeeves, on behalf of Maryboro Lodge - Fenelon Falls Museum, provided Council with an overview of events and programs held by the Museum over the past year as well as upcoming events. They noted that the facility is becoming a community hub and tourist attraction and runs on limited secure funding. They requested that Council consider adding the cost of Maryboro Lodge's water, propane and electricity, currently totaling approximately \$7,500.00 annually, into the Community Services 2018 budget. Mr. Hutchinson and Ms. Jeeves responded to questions from Council members. CR2017-803</p> <p>FF Museum \$7500 is not currently within the 2018 Operating Budget.</p> <p>RESOLVED THAT the presentation by Wayne Hutchinson and Beverley Jeeves, regarding the Fenelon Falls Museum Board Presentation and Financial Update and the correspondence from The Fenelon Falls Museum, be received and referred to the 2018 operating budget process for consideration.</p>
3	CKL Board of Members of KRCA	Development Services	<p>Eliminate funding for KRCA Board member per diem payments for meetings. Recommend reducing the CKL 2018 budget contribution to KRCA by \$6,000, the equivalent cost for payment of meeting per diem payments to 9 Board members annually.</p> <p>KRCA response/information - The net effect of this change would reduce the levy apportionment of the other municipalities. To accommodate this consideration would require the budget files and budget document to be updated and a recirculation of a revised budget to all municipalities. This, or other mechanisms to address this objective would be a Board decision. We have suggested a review of per diem practices to gain better insight, which could inform future budget discussions.</p>

December 6th, 2017

The Mayor and Members of Council
City of Kawartha Lakes
26 Francis Street, P.O. Box 9000
Lindsay, Ontario K9V 5R8

RE: Kawartha Conservation 2018 Preliminary Budget

Dear Mayor Letham and Members of Council,

We are pleased to provide our 2018 Preliminary Budget, supported in principle by our Board of Directors, for a 30 day review period. The document outlines the conservation programs and projects proposed for delivery in 2018 in accordance with the Strategic Plan, and associated funding requirements.

The scope of operating programs has been maintained at the previous years' service levels, however, the continued rise in operating costs along with the need to implement changes resulting from Bill 148, Fair Workplaces, Better Jobs Act, 2017 continue to place pressure on our budget. An overall 3.75% increase in municipal levy of \$55,550 is required to support the operating expenditures.

This is shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Natural Resources and Forestry. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the (CVA) apportionment year over year. Information on apportionment can be found on page 11.

Our request for Operating Levy is \$925,940, an increase of \$31,303 or 3.5%. In addition, we are requesting \$12,048 to support General Benefiting Projects and we have proposed Special Projects totalling \$417,100 for your consideration of funding. The total funding request for 2018 is \$1,355,088

In addition, the City of Kawartha Lakes final payment for the debt retirement amount for 2018 for the Administration Building is \$60,000, the same amount as in 2017. The budget for the Risk Management Official is set at \$115,500 as per the Municipal Agreement. We are also pleased to conduct the update to the Agricultural Drain Classification Report at \$75,000.

Our Board of Directors will hold a weighted vote on the 2018 Preliminary Operating Budget and associated municipal levies on January 17th, 2018. Special projects proceed based on municipal funding approvals.

KAWARTHA CONSERVATION
277 Kenrei Road, Lindsay, ON K9V 4R1
705.328.2271 Fax 705.328.2286
KawarthaConservation.com

Our Watershed Partners:

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan

On a special note, we respect the direction from Council to develop a multi-year strategic plan to address lake management plan implementation. While we have made progress on this front, such as through the hosting of a successful Stewardship Summit in June which was focused on understanding community needs and potential projects, we have not moved as far forward as we anticipated on this implementation plan. The complexity of this endeavor was highlighted when discussing implementation with our community partners, agencies and stakeholders and internally amongst the staff. We want to ensure that the plan is appropriately focused with activities geared towards both willing and able partners. This plan will require more community consultation to ensure implementation will meet their needs, and this in turn will ensure the best use of municipal investment for the long term. A multi-stakeholder Task Force, which was a key outcome of our Community Advisory Panel, will be developed to create the preferred implementation plan.

To this end, we would like to reaffirm our commitment to provide an implementation plan, which we look forward to sharing with the City of Kawartha Lakes in the spring of 2018. We respectfully request continued support of the Lake Management Plan Implementation project to continue the forward momentum gained.

The budget document is provided electronically in digital format. It is intended to be printed as a two sided document. While scrolling through online, you will see pages left blank. If you would prefer hard copies of the document please contact Kate McMullen, kmcmullen@kawarthaconservation.com or extension 210.

If you have any questions, or if we can provide further information, please do not hesitate to contact me at extension 215 or Wanda Stephen, Director, Corporate Services, extension 226.

Yours truly



Mark Majchrowski
Chief Administrative Officer

Cc: Mr. Ron Taylor, CAO
Mr. Chris Marshall, Director of Development Services
Ms. Cathie Ritchie, Clerk
Ms. Carolyn Daynes, Treasure
Mr. Pat Dunn, Director Kawartha Conservation
Mr. Gord Miller, Director Kawartha Conservation
Mr. Isaac Breadner Director Kawartha Conservation

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**KAWARTHA
CONSERVATION**

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2018 Preliminary Budget Information for Member Municipalities



**KAWARTHA
CONSERVATION**

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Vision

A sustainable watershed with clean and abundant water and natural resources assured for future generations.

Governance

The municipalities within the boundaries of the watershed govern Kawartha Conservation through a Board of Directors comprised of nine representatives. Directors are responsible for making decisions as a collective working for the benefit of the whole watershed. They act as liaisons between their municipalities and Kawartha Conservation.

2017 Board of Directors

CHAIR

Ted Smith
Township of Brock, Region of Durham

VICE CHAIR

Peter Raymond
Municipality of Trent Lakes

DIRECTORS

Isaac Breadner
City of Kawartha Lakes

Pat Dunn
City of Kawartha Lakes

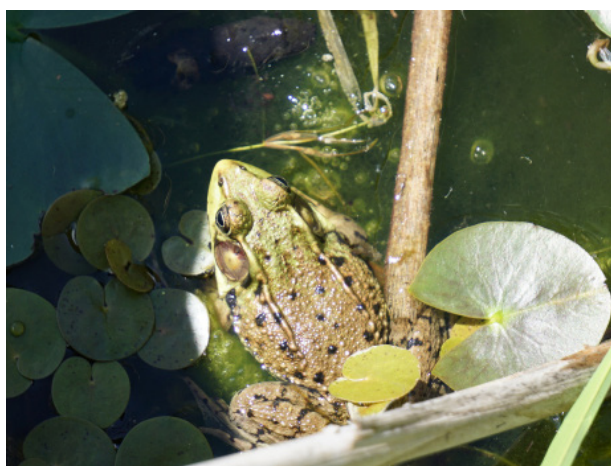
Ron Hooper
Municipality of Clarington, Region of Durham

Don Kett
Township of Scugog, Region of Durham

Jordan Landry
Township of Cavan Monaghan

Gord Miller
City of Kawartha Lakes

Tom Rowett
Township of Scugog, Region of Durham



Member Municipalities

City of Kawartha Lakes
Region of Durham

- Township of Scugog
- Municipality of Clarington
- Township of Brock

Municipality of Trent Lakes
Township of Cavan Monaghan



Protect

Keep people, property, and communities safe from natural hazards such as flooding and erosion.

Conserve & Restore

Conserve and restore a healthy resilient environment.

Discover

Develop greater scientific knowledge of the watershed that advances decision making.

Connect & Collaborate

Engage our watershed partners to foster relationships.

Optimize Service

Focus on customer and business service excellence and optimize performance.

2018 Preliminary Budget

2018 Preliminary Budget

The 2018 Operating and Special Projects Budget is developed and reviewed in detail by our Board of Directors, and it was approved for circulation to our municipal partners for comments on November 29, 2017.

The 2018 operating expenditure budget is organized into business units and each department is intended to reflect all associated costs.

A 3.75% increase in municipal levy, \$55,550, is needed to support the operating expenditures. The operating levy is shared by the municipal partners based on an apportionment percentage supplied to us by the Ministry of Natural Resources and Forestry.

The projects budget is organized by General Benefiting Projects and Special Benefiting Projects. The municipal levy for General Benefiting Projects is shared by the municipal partners based on the same apportionment percentage as the operating levy. Special Benefiting Projects are funded by the benefiting municipality/municipalities.

2018 Preliminary Budget Municipal Levy – Summary

	Proposed 2018 Operating Levy	Proposed 2018 General Projects Levy	Proposed 2018 Special Projects Levy	Total Proposed 2018 Municipal Levy	Total 2017 Municipal Levy	Levy Increase
City of Kawartha Lakes	\$925,940	\$12,048	\$417,100	\$1,355,088	\$1,301,737	\$53,351
Region of Durham	\$537,236	\$6,990	\$133,900	\$678,126	\$645,156	\$32,970
Municipality of Trent Lakes	\$68,593	\$893	\$8,900	\$78,386	\$77,159	\$1,227
Township of Cavan Monaghan	\$5,331	\$69	\$100	\$5,500	\$5,098	\$402
Total	\$1,537,100	\$20,000	\$560,000	\$2,117,100	\$2,029,150	\$87,950

2018 Preliminary Operating Budget

Municipal Operating Levy

The Operating Levy is shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Natural Resources and Forestry. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the CVA apportionment year over year.

	2017 Apportionment Percentage	2018 Apportionment Percentage	2017 Operating Levy	2018 Operating Levy	Increase	% Increase
City of Kawartha Lakes	60.3852%	60.2394%	\$ 894,637	\$ 925,940	\$ 31,303	3.50%
Region of Durham	34.7377 %	34.9512 %	\$ 514,656	\$ 537,236	\$ 22,580	4.39%
Municipality of Trent Lakes	4.5330%	4.4625%	\$ 67,159	\$ 68,593	\$ 1,435	2.14%
Township of Cavan Monaghan	0.3441%	0.3468%	\$ 5,098	\$ 5,331	\$ 233	4.57%
Total	100%	100%	\$ 1,481,550	\$ 1,537,100	\$ 55,550	

Municipal Projects Levy

Projects are developed to implement priorities within our Strategic Plan and in response to municipal concerns. The projects address strategic plan directions and issues identified by our board of directors, municipal leaders, senior municipal staff, and community stakeholders. We use municipal funds to leverage grant opportunities whenever possible.

General Benefiting

General Benefiting projects have a watershed wide benefit and the levy is shared by the municipal partners on the same apportionment percentage as the operating levy. Projects for 2018 include Drinking Water Source Protection (fully funded), website redesign and digitization of corporate records.

Summary of General Benefiting Projects:	2017 Approved General Benefiting Levy	2018 Proposed General Benefiting Levy
City of Kawartha Lakes	-	\$ 12,048
Region of Durham	-	\$ 6,990
Municipality of Trent Lakes	-	\$ 893
Township of Cavan Monaghan	-	\$ 69
		\$ 20,000

Special Benefiting

Special Benefiting projects are designed to meet the needs or concerns of a specific municipality and thus directly benefit the individual municipality. The benefiting municipality funds the projects. Projects for 2018 continue our work to complete and implement Lake Management Plans, conduct floodplain mapping and acquire updated Digital Imagery through a South Central Ontario collaborative project.

Summary of Special Benefiting Projects:	2017 Approved Special Benefiting Levy	2018 Proposed Special Benefiting Levy
City of Kawartha Lakes	\$ 407,100	\$ 417,100
Region of Durham	\$ 130,500	\$ 133,900
Municipality of Trent Lakes	\$ 10,000	\$ 8,900
Township of Cavan Monaghan	-	\$ 100
	\$ 547,600	\$ 560,000

Budget Process

On October 25th the Board of Directors received a staff report on the budget pressures projected for 2018 and passed a resolution that the budget guidelines be approved in principle for further deliberation. On November 29th, 2017 the Preliminary Budget, with adjustments, Information for Member Municipalities, was approved for circulation to our watershed municipalities for comments. The Board of Directors will vote on the budget and associated municipal operating levy on January 17th, 2018.

Budget Vote

Directors of the Board will vote on the budget and levy using a weighted vote based on the Current Value Assessment levy apportionment formula.

The provincial regulation governing the weighted votes does not permit an individual municipality to have a weighted vote in excess of 50% of the weighting unless that municipality has more than 50% of the members on the Board of Directors.

The weighted vote is distributed amongst Directors as follows:

City of Kawartha Lakes

1st of 3 representatives	16.6667%
2nd of 3 representatives	16.6667%
3rd of 3 representatives	16.6666%

Region of Durham

1st of 4 representatives	10.9880%
2nd of 4 representatives	10.9880%
3rd of 4 representatives	10.9880%
4th of 4 representatives	10.9880%

Municipality of Trent Lakes

1 representative	5.6117%
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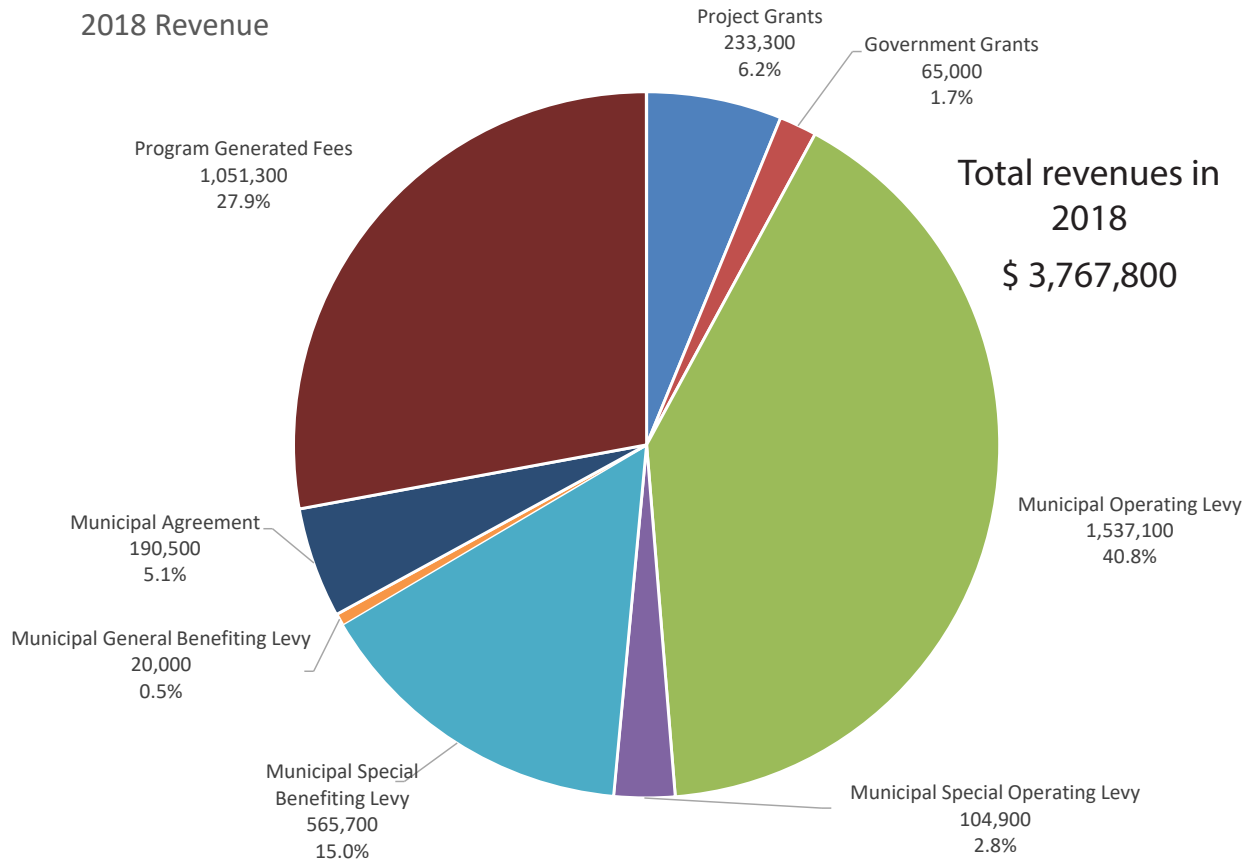
Township of Cavan Monaghan

1 representative	.4361%
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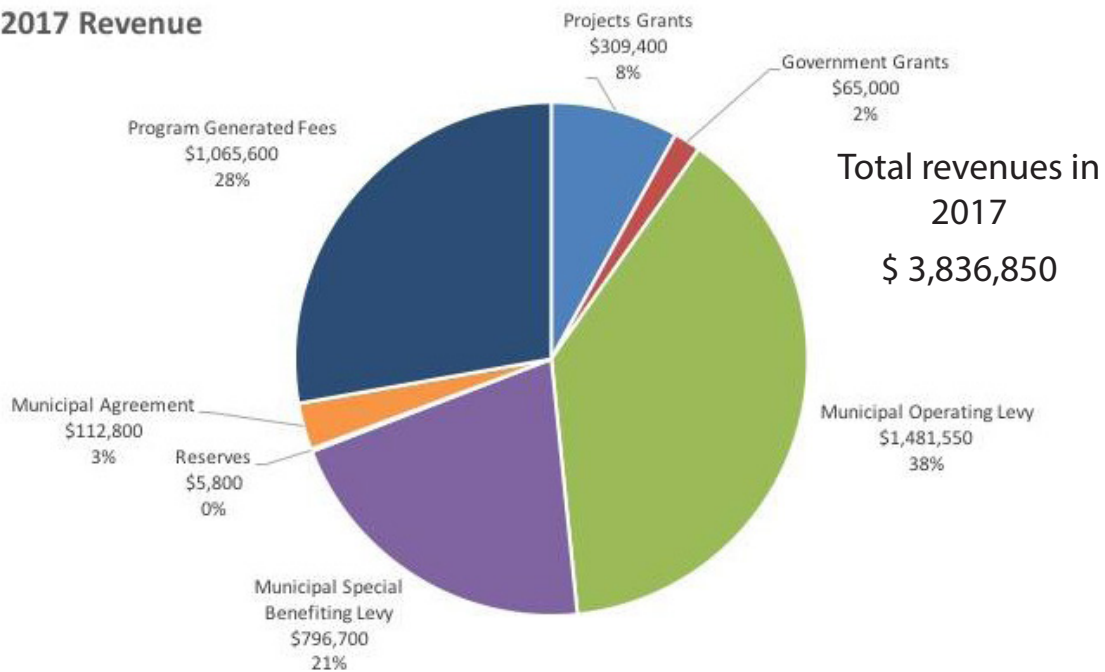
A weighted majority of 51% carries the vote.

Sources of Revenue

2018



2017 Revenue



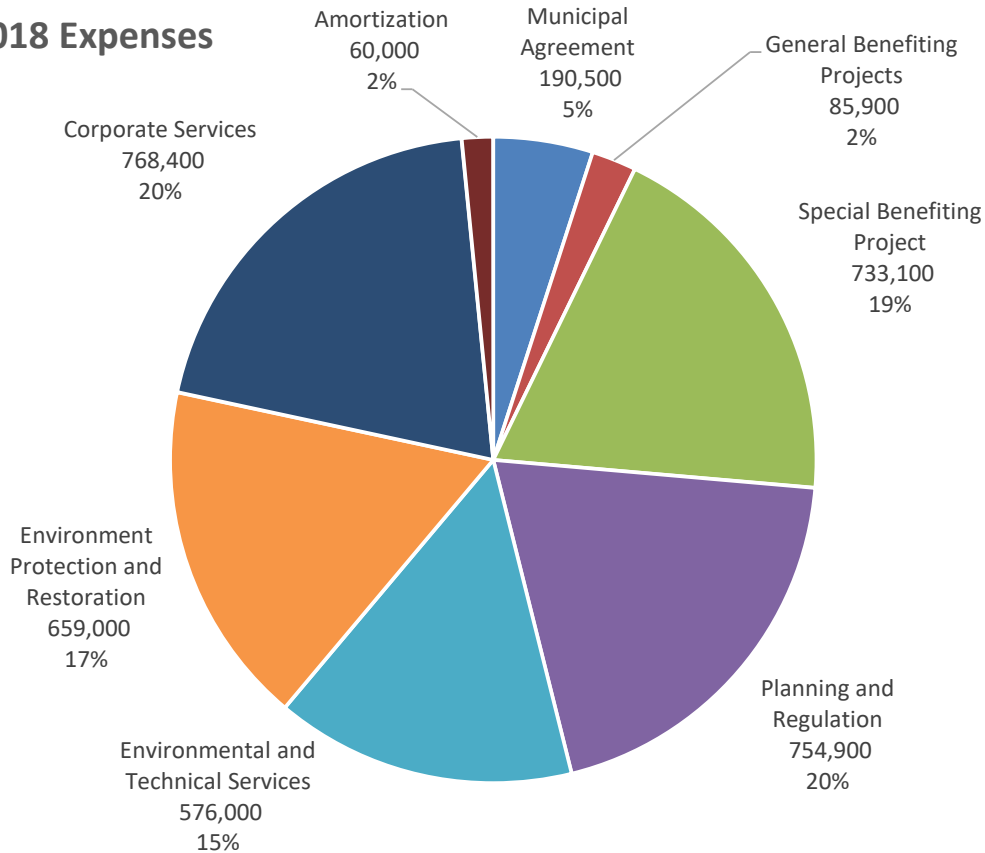
Expenditures

2018

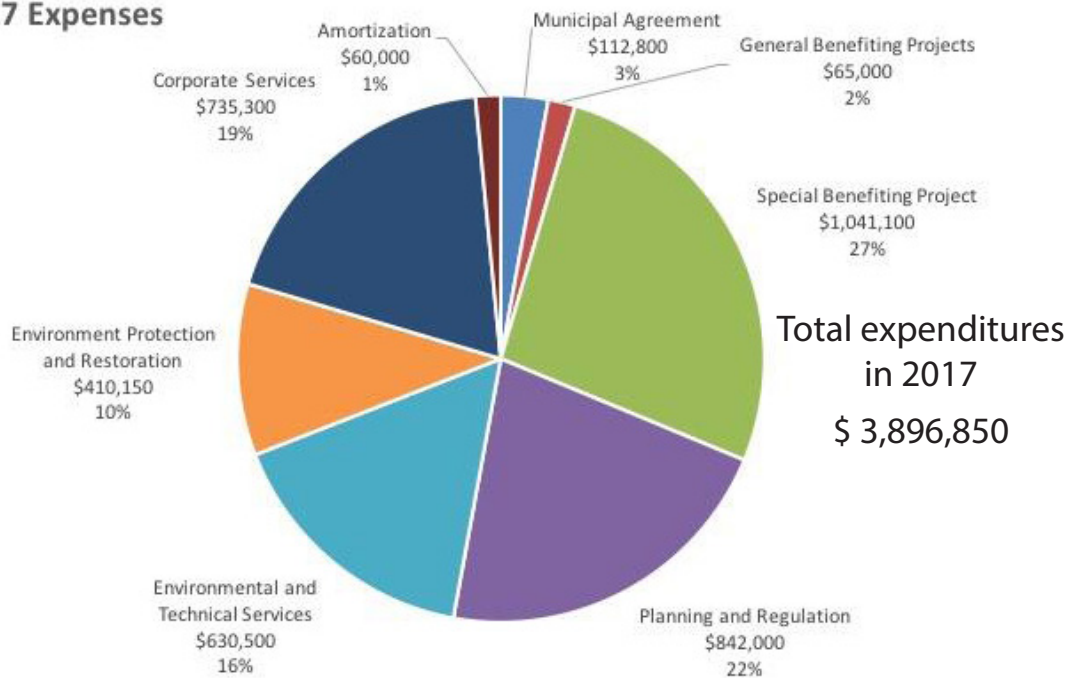
Total expenditures in 2018

\$ 3,827,800

2018 Expenses



2017 Expenses



Total expenditures
in 2017

\$ 3,896,850

KAWARTHA CONSERVATION
2018 Preliminary Budget

Draft

STATEMENT OF REVENUE AND EXPENDITURES

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
REVENUE				
Municipal levy				
Operating	\$ 1,424,850	\$ 1,481,550	1,537,100	\$ 55,550
Special operating - Region of Durham	-	71,100	104,900	33,800
General benefiting capital	-	-	20,000	20,000
Special benefiting projects	731,669	725,600	565,700	(159,900)
	2,156,519	2,278,250	2,227,700	(50,550)
Municipal Agreements				
CKL, Risk Management Official, Clean Water Act	86,100	112,800	115,500	2,700
CKL, Agricultural Drain Classification	-	-	75,000	75,000
	86,100	112,800	190,500	77,700
Program Generated Revenue				
Planning and Regulations				
Planning and permitting fees	256,196	250,000	290,000	40,000
Large scale fill permits	6,272	300,000	160,000	(140,000)
Municipal Agreement project management, RMO	23,502	18,600	18,800	200
	285,970	568,600	468,800	(99,800)
Environmental and Technical Services				
Technical services	21,162	11,500	14,500	3,000
MNRF transfer payment	59,503	50,000	50,000	-
Municipal Agreement project management, Ag drain	-	-	60,500	60,500
	80,665	61,500	125,000	63,500
Environmental Protection and Restoration				
Conservation Areas	74,444	65,600	114,300	48,700
Stewardship services	29,124	16,000	25,100	9,100
Conservation Education	32,794	-	65,000	65,000
	136,362	81,600	204,400	122,800
Corporate Services				
Fees and services	14,810	8,800	8,000	(800)
Special Projects management	287,785	415,900	310,100	(105,800)
Special Projects				
Drinking Water Source Protection	61,609	65,000	65,900	900
Grants, Durham special projects	25,040	14,500	13,900	(600)
Grants, CKL special projects	246,984	219,900	147,500	(72,400)
Grants, Trent Lakes special projects	-	10,000	6,000	(4,000)
	333,633	309,400	233,300	(76,100)
Other				
Amortization of deferred capital contribution	25,791	-	-	-
TOTAL REVENUE	\$ 3,407,635	\$ 3,836,850	\$ 3,767,800	\$ (69,050)

**KAWARTHA CONSERVATION
2018 Preliminary Budget**

Draft

STATEMENT OF REVENUE AND EXPENDITURES

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
EXPENDITURES				
Operations				
Planning and Regulations	\$ 577,081	\$ 842,000	\$ 754,900	\$ (87,100)
Environmental and Technical Services	603,378	630,500	576,000	(54,500)
Environmental Protection and Restoration	426,118	410,150	659,000	248,850
Corporate Services	724,036	735,300	768,400	33,100
Amortization of tangible capital assets	80,157	60,000	60,000	-
Vehicle pool	(9,755)	(25,000)	(25,000)	-
	<u>2,401,015</u>	<u>2,652,950</u>	<u>2,793,300</u>	<u>140,350</u>
Projects				
General Benefiting DWSP	61,609	65,000	65,900	900
General Benefiting	-	-	20,000	20,000
Special Benefiting	914,470	1,041,100	733,100	(308,000)
	<u>976,079</u>	<u>1,106,100</u>	<u>819,000</u>	<u>(287,100)</u>
Municipal Agreements				
CKL Risk Management Official	86,100	112,800	115,500	2,700
CKL Agricultural Drain Classification	-	-	75,000	75,000
	<u>86,100</u>	<u>112,800</u>	<u>190,500</u>	<u>77,700</u>
Appropriations to Reserves				
Vehicle and equipment pool		25,000	25,000	-
TOTAL EXPENDITURES	\$ 3,463,194	\$ 3,896,850	\$ 3,827,800	\$ (69,050)
Net Surplus (Deficit) from operations	\$ (55,559)	\$ (60,000)	\$ (60,000)	\$ -

Planning and Regulation

Planning

Conservation Authorities have been delegated the responsibility of commenting on behalf of the Province of Ontario on planning matters related to natural hazards (Section 3.1 of the Provincial Policy Statement, 2014).

In addition, Conservation Authorities provide plan review advice with respect to the health of watersheds including the Management of water and natural heritage resources. By providing these properties we protect against the loss of life, property damage and social disruption, and encourage the responsible management and protection of environmentally sensitive areas for future generations, while ensuring compliance with provincial legislation at the local level.

Permitting

Kawartha Conservation administers the Section 28 Regulation of the Conservation Authorities Act. Ontario Regulation 182/06, the regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses regulates development in relation to river and stream valleys, steep slopes, watercourses, floodplains, and wetlands, plus the respective allowances that are associated with each feature.

The main objectives of the regulation are to ensure public safety and protect property from damage caused by natural hazards, protect watershed health by preventing pollution and damage to sensitive environmental areas such as wetland, shorelines, and watercourses, and promote long term sustainability of the watershed.

Enforcement

Conservation Staff are responsible for regular monitoring of development activities impacting on natural regulated features, following up on public and municipal complaints regarding any potential violations and obtaining regulatory compliance through compliance agreements or judicial methods as pertains to Section 28 of the Conservation Authorities Act and associated specific Ontario Regulation 182/06.

Planning & Permitting

Program & Program Type

- Comments on Planning Act Applications and Municipal Plans from member municipalities (R, L, S).
- Permitting in accordance with Provincial legislation (O.Reg. 182/06) (R).
- Preconsultation meetings (internal & external with Municipal partners) (L, A).
- Mapping of Natural systems and hazards for municipal planning documents (L, A).

Value

- Ensure compliance with Provincial and Federal legislation.
- Supports all municipal partners in achieving their strategic direction .
- Protect quality of life associated with healthy lakes and productive sport fishing and recreation opportunities.
- Sustainable and resilient communities.
- Community safety and security.
- Promote coordinated planning.

Benefit

- Saves municipal time, effort and potential costs of OMB Hearings regarding compliance with Provincial legislation.
- Environmental expertise on behalf of municipal partners saves municipalities time and costs of hiring external consultants.
- Protects the natural capital value of wetlands and forests which reduce long-term costs of flood protection and to climate change resilience.
- Protects the investment of homebuilders and developers.
- Reduces liability associated with unsafe structures.
- Decreases future emergency response costs resulting from flooding.
- Decreases liability associated with improper sediment controls.
- Avoids cost of re-investment by ensuring infrastructure optimally designed.

Strategic Plan Link

Kawartha Conservation

- Provide exemplary customer service
- Be transparent and accountable
- Connect and collaborate
- Protect

City of Kawartha Lakes

- Strategic goal (A healthy environment); 3.1.4:

Develop and execute Low Impact Development (LID) Standards for the City; 3.1.6: Protect & enhance water quality; 3.1.8: Protect natural features and functions; 3.2.1: Update the City's community preparedness plan (by working with community partners to address both natural hazards, including flooding and erosion as well as man-made hazards and threats to community safety and security); and, E1.1.2: Finalize and execute the City's Core Services Review

Region of Durham

- Healthy Environment & Sustainable Communities (Protect, enhance and restore the natural environment and build resilient, safe communities that are supported by reliable, affordable transportation systems and services; C.2 (Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.); C.5 (Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning).

Scugog Township

- Strategic Direction #5 (Natural Environment) Promote low impact and green development; Work with other stakeholders to maintain a healthy Lake Scugog; Recognize and promote the role of Scugog's countryside (agriculture, Greenbelt, Oak Ridges Moraine and other significant features); Maintain and grow tree cover within Township; Support and implement environmental sustainable policies.

Municipality of Trent Lakes

- Increasing Pressures: Planning Legislation changes (new Provincial Policy Statement, Source water protection, Official Plan Review and Zoning

By-law Review).

Township of Cavan Monaghan

- Goal 4: Engage residents and stakeholders in community issues and interests; Strategic Objective: Enable greater local awareness and interest in the issues impacting the future of the municipality.

Brock Township

- Strategic Goal: Healthy, Safe, Sustainable Communities (Healthy Connected Communities Explore opportunities to advance walkability, livability, active transportation and community connections. Explore transportation opportunities and, in particular, links to other communities, as well as the creation of natural linkages (trails, natural heritage system linkages, etc.).

Municipality of Clarington

- Strategic Priority #6 (Enhance access to our unique environment); 6.1) Adopt updated natural heritage preservation policies in the Official Plan; 6.2) Collaborate with community organizations and other stakeholders and partners wishing to advance this priority through events; 6.4) Continue the development of parkland along the waterfront trails to connect our community to the waterfront; 6.5) Prioritize and build additional trails.

Regulation Enforcement

Program & Program Type

- Regular investigations into potential violations from Public complaints (R, L).
- Remediation Agreements in accordance with Provincial legislation (O.Reg. 182/06) (R).
- Focus on preventing illegal placement of potentially contaminated fill and damage to wetlands and watercourses (L, A).

Value

- Ensure compliance with Provincial and Federal legislation.
- Supports all municipal partners with environmental expertise .
- Community safety and security.
- Promote coordinated agency collaboration.
- Quality of life.

Benefit

- Saves municipal time, effort and potential costs of court Hearings and litigation regarding compliance with Provincial legislation.
- Environmental expertise on behalf of municipal partners saves municipalities time and costs of hiring external consultants.
- Multiple jurisdictions promoting compliance activities and reducing time to obtain positive compliance outcomes.
- Promotes lawful behaviour which reduces enforcement effort in the long term.
- Protects the natural capital value of wetlands and forests which reduce long-term costs of flood protection and to climate change resilience.
- Protects landowners' investment in property and structures.

Strategic Plan Link

Kawartha Conservation

- Provide exemplary customer service
- Be transparent and accountable
- Connect and collaborate
- Optimize Service
- Protect

City of Kawartha Lakes

- Strategic goal (A healthy environment); 3.1.6: Protect & enhance water quality; 3.1.8: Protect natural features and functions.

Region of Durham

- Healthy Environment & Sustainable Communities (Protect, enhance and restore the natural environment and build resilient, safe communities that are supported by reliable, affordable transportation systems and services; C.2 (Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.)

Municipality of Clarington

- Strategic Priority #6 (Enhance access to our

Strategic Plan Link, Cont'd

unique environment); 6.1) Adopt updated natural heritage preservation policies in the Official Plan.

Scugog Township

- Strategic Direction #5 (Natural Environment) Promote low impact and green development; Work with other stakeholders to maintain a healthy Lake Scugog; Recognize and promote the role of Scugog's countryside (agriculture, Greenbelt, Oak Ridges Moraine and other significant features); Support and implement environmental sustainable policies.

Municipality of Trent Lakes

- Increasing Pressures: Planning Legislation changes (new Provincial Policy Statement, Source water protection, Official Plan Review and Zoning By-law Review).

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**KAWARTHA CONSERVATION
2018 Preliminary Operating Budget
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PLANNING AND REGULATION

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Sources of Revenue				
Municipal operating levy	\$ 314,613	\$ 273,400	\$ 286,100	\$ 12,700
Planning and permitting fees	256,196	250,000	290,000	40,000
Large scale fill permits	6,272	300,000	160,000	(140,000)
Municipal agreement, RMO	23,502	18,600	18,800	200
	<u>\$ 600,583</u>	<u>\$ 842,000</u>	<u>\$ 754,900</u>	<u>\$ (87,100)</u>
PLANNING				
Expenditures				
Direct labour	\$ 321,967	\$ 411,400	\$ 425,700	\$ 14,300
Overhead	30,875	28,800	30,600	1,800
Legal	3,461	2,000	2,000	-
Consulting & engineering	32,979	45,000	50,000	5,000
Supplies & equipment	45,249	10,440	10,400	(40)
Professional development	411	2,500	2,500	-
Travel	3,101	4,100	4,100	-
	<u>438,043</u>	<u>504,240</u>	<u>525,300</u>	<u>21,060</u>
REGULATION ENFORCEMENT				
Expenditures				
Direct labour	72,966	77,000	77,900	900
Overhead	7,719	7,200	7,700	500
Legal	44,613	23,000	25,000	2,000
Consulting & engineering	2,993	5,000	3,000	(2,000)
Fill permit compliance costs	6,272	220,000	110,000	(110,000)
Supplies & equipment	2,355	1,560	2,000	440
Professional development	89	500	500	-
Travel	2,031	3,500	3,500	-
	<u>139,038</u>	<u>337,760</u>	<u>229,600</u>	<u>(108,160)</u>
	<u>\$ 577,081</u>	<u>\$ 842,000</u>	<u>\$ 754,900</u>	<u>\$ (87,100)</u>

Watershed Management

Environmental Information Services

This program area provides support to many of our programs and projects by managing data in a spatial context and developing maps for various internal and external requirements. All information is stored in our Geographical Information System (GIS) and is available to help make informed and timely resource management decisions.

Environmental Monitoring Services

Municipal planning and watershed planning and management requires a baseline measure for determining watershed health and evaluating the effectiveness of actions taken on the landscape to improve the environment. We maintain a core watershed monitoring network, including water quality and quantity for both surface and ground water. This enables us to identify issues requiring attention, early on, while gauging the effectiveness of current planning practices. Collaboration and the pooling of resources assist with the coordination of program delivery, while combining expertise and experience to ensure consistency and cost efficiency. We partner with provincial ministries, such as the Ministry of the Environment and Climate Change, Ministry of Natural Resources and Forestry, local volunteer groups, Fleming College, Trent University, local high schools and agencies such as the Conservation Authorities Moraine Coalition – a grouping of nine conservation authorities.

Flood & Water Level Monitoring

Flood forecasting and warning is a fundamental responsibility delegated to conservation authorities by the Province since 1984. We fulfill this duty by monitoring water levels, precipitation, and watershed conditions. Our activities also include the preparation and maintenance of flood contingency and flood response plans, daily monitoring of water levels and precipitation, assessment of potential flood threats, communication with municipalities and the community, and participation in municipal flood response activities when required.

Environmental Information Services

Program & Program Type

- GIS and mapping (A)
- Staff and Public web mapping sites (A)
- Provision of data (A)
- Supporting Planning and Regulation staff, operating programs and special projects, Source Water Protection, Flood Plain Mapping (L, A)
- Mapping services for third parties (A)

Value

- Consistent, informed decision making to meet legislative requirements.
- Enabler for excellent customer service.
- Information availability promotes autonomy for our clients.
- Personalized mapping services tailored to client needs.
- Enables clear understanding of complex information.
- Easy, digestible information.

Benefit

- Provide environmental information in a visual, digital format – provides a solid basis to facilitate efficient, effective and critical decisions.
- Ensure consistency and currency of information, saving time and minimizing effort required to initiate work.
- Digital mapping of our regulation limit saves the building community time and effort in preparing applications and streamlines the development process.
- Liaise with municipalities on data sharing opportunities to save staff time and ensure better decision making, reducing time to respond to client requests.
- Mapping products help the public/stakeholders/municipalities and other organizations understand environmental information in a clear, concise and tangible manner saving time and money.
- Provision of information online to the community saves staff time responding to requests to general inquiries and provides the community with instant access to required resources.

Strategic Plan Link

Kawartha Conservation

- Remain the 'go-to' organization in the watershed for science and research based information and data.
- Complete Floodplain mapping projects for priority flood damage centres.
- Optimize Customer Service by investing in technology to enhance business service delivery, for

example CA Maps.

- Supports all main themes of the strategic plan.

City of Kawartha Lakes

- Strategic goal (A healthy environment); 3.1.6: Protect & enhance water quality; 3.1.8: Protect natural features and functions; 3.2.1: Update the City's community preparedness plan (by working

Strategic Plan Link, Cont'd

with community partners to address both natural hazards, including flooding and erosion as well as man-made hazards, and threats to community safety and security); and, E1.1.2: Finalize and execute the City's Core Services Review.

Region of Durham

- Healthy Environment & Sustainable Communities: Protect, enhance and restore the natural environment and build resilient, safe communities that are supported by reliable, affordable transportation systems and services; C.2: Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and
- Environmentally sensitive areas; C.5: Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.

Scugog Township

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Municipality of Trent Lakes

- Increasing Pressures: Planning Legislation chang-

es (new Provincial Policy Statement, Source Water Protection, Official Plan Review and Zoning By-law Review).

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- Goal 4: Engage residents and stakeholders in community issues and interests; Strategic Objective: Enable greater local awareness and interest in the issues impacting the future of the municipality.

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Municipality of Clarington

- Strategic Priority #6 (Enhance access to our unique environment); 6.1) Adopt updated natural heritage preservation policies in the Official Plan; 6.2) Collaborate with community organizations and other stakeholders and partners wishing to advance this priority through events; 6.4) Continue the development of parkland along the waterfront trails to connect our community to the waterfront; 6.5) Prioritize and build additional trails.

Environmental Monitoring Services

Program & Program Type

- Ground water program: including the Provincial Groundwater Monitoring Network (PGMN), stream temperature, low water / base flow ground watering (A, L).
- Surface water quality programs such as, chemical and biological programs including the Provincial Surface Water Quality Monitoring Network (PWQMN) (A, L).
- Watershed Report Card (A).
- Natural Heritage – supports Provincial Policy Statement (2014), under the Planning Act (A, L).

Value

- Water monitoring identifies threats to human health and ensures safe drinking water.
- Monitoring for healthy lakes and streams supports high quality recreational opportunities including sport fishing, boating and quality of life.
- Build resilience mechanisms in the face of ongoing climate change.
- Provide opportunities for citizen and youth engagement in the long-term health of their lakes.
- Ensure compliance with Provincial and Federal legislation.
- Foster multi-partner engagement and momentum to improve our lakes for the community and all lake users.

Benefit

- Healthy lakes and the environment are important community assets, drawing tourists, new residents, and businesses.
- Programs that leverage provincial and federal resources reduces the costs of services provided.
- We provide scientific support to municipalities who have responsibilities pertaining to federal and provincial acts, reducing the cost required to acquire expertise independently.
- Collect flow data to provide the basis for engineering assessments related to culverts and other water crossing infrastructure, saving municipal and developer time and effort.
- Facilitation of a network of 'Citizen Scientists', creating efficiencies and saving staff effort to obtain information.
- Academic collaborations and projects to expand on current findings or to address science gaps and sustain the Kawartha Lakes, facilitating high cost leveraging opportunities.
- Provide technical expertise for construction projects on sediment and erosion control, decreasing costs to remove sediment loading in municipal infrastructure and the environment.
- Identify sensitive areas on the landscape to inform development applications in support of provincial planning legislation ensuring development costs are reduced.
- Develop ecosystem health benchmarks for water quality and aquatic life as a means of measuring the health of environmental features over time; and to reduce long term restoration costs and build resilience.
- Protect the natural capital value of wetlands and forests, which reduce long-term costs of flood protection and to foster climate change resilience.
- Provide specialized expertise and presentations upon requests to various municipal working groups, saving time and effort in obtaining information and enabling decision making.
- Programs assist in the identification of environ-

Benefit, Cont'd

mental features of legislative interest saving time and consultant fees while streamlining the

development process.

Examples of Applicable Legislation Informing Program Scope

Greenbelt Plan, Ministry of Municipal Affairs and Housing, 2005:

- 3.2.3 Water Resource System Policies
- 3.2.4 Key Natural Heritage Features and Key Hydrologic Features Policies

Provincial Policy Statement, under the Planning Act, 2014:

- 2.1 Natural Heritage
- 2.2 Water
- 2.2.1 – Planning authorities shall protect, improve or restore the quality and quantity of water by:
 - a) using the watershed as the ecologically

meaningful scale...

c) identifying water resource systems consisting of ground water features, hydrologic functions, natural heritage features and areas, and surface water features

e) implementing necessary restrictions on development and site alteration to:

1 – protect municipal drinking water supplies and designated vulnerable areas; and

2) protect, improve or restore vulnerable surface and ground water, sensitive surface water features and sensitive ground water features and their hydrologic functions.

Oak Ridges Moraine Conservation Plan, 2002 Places to Grow Act, 2005

Strategic Plan Link

Kawartha Conservation

- Protect – keep people, property and communities safe from natural hazards such as flooding and erosion.
- Kawartha Conservation Climate Change Strategy, June 2016.
- Implement Lake Management Plans, Climate Change and Stewardship Strategies.
- Development greater scientific knowledge of the watershed that advances decision making.

City of Kawartha Lakes

- Strategic goal (A healthy environment); 3.1.8: Protect natural features and functions; 3.2.1: Update the City's community preparedness plan (by working with community partners to address both natural hazards, including flooding and erosion as well as man-made hazards and threats to community safety and security).

- Supports CKL Integrated Community Sustainability Plan - W4A, ie. Develop groundwater mapping and tracking system. Status: Essential.

Region of Durham

- Natural Environment Sector - Enhance natural capital and build climate resilience in the natural environment. "Community Climate Adaptation Plan, 2016."

Municipality of Trent Lakes

- Contributes to corporate vision - "Building on our superlative natural assets of land and water, and in a sustainable manner, develop a community that reflects the needs for both permanent and seasonal residents, provides a safe and enjoyable quality of life and provides economic opportunities."

Flood & Water Level Monitoring

Program & Program Type

- Flood Forecasting and Warning (R).
- Ontario Low Water Response (R).
- Development of climate change programming (A).

Value

- Keep people, property and communities safe from natural hazards such as flooding and erosion.
- Assist municipalities design and implement climate change strategies to ensure urban and agricultural resilience and adaptation.

Benefit

- Provide professional hydrological assistance for municipal staff with emergency planning, forecasting and response.
- Maintain a 24 hour flood warning system to provide critical, time-sensitive information about potential flood events and assist in emergency response.
- Reduce risks and liability.
- Monitoring and early response to drought scenarios enables the implementation of conservation efforts, reducing both time and monetary-costs associated with inadequate water supply.

Applicable Legislative Context

Delegation by Ministry of Natural Resources and Forestry to Conservation Authorities for Flood Forecasting and Warning activities, (1984) and flood and drought responsibilities (Emergency Response Plan, 2013).

Strategic Plan Link

Kawartha Conservation

- Protect – keep people, property and communities safe from natural hazards such as flooding and erosion.
- Kawartha Conservation Climate Change Strategy, June 2016.

City of Kawartha Lakes

- Strategic goal (A healthy environment); 3.1.8:

Protect natural features and functions; 3.2.1: Update the City's community preparedness plan (by working with community partners to address both natural hazards, including flooding and erosion as well as man-made hazards and threats to community safety and security).

Region of Durham

- "Emergency Management Office, Risk Specific Plan – Flooding"; "Community Climate Adapta-

Strategic Plan Link, Cont'd

tion Plan, 2016.”

Municipality of Trent Lakes

- Contributes to corporate vision - “Building on our superlative natural assets of land and water, and

in a sustainable manner, develop a community that reflects the needs for both permanent and seasonal residents, provides a safe and enjoyable quality of life and provides economic opportunities.”

KAWARTHA CONSERVATION
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ENVIRONMENTAL AND TECHNICAL SERVICES

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Sources of Revenue				
Municipal operating levy	\$ 582,216	\$ 619,000	\$ 511,500	\$ (107,500)
MNRF transfer payment		50,000	50,000	-
Technical Services fees	9,314	4,000	7,000	3,000
Employment grants	11,848	7,500	7,500	-
	<u>\$ 603,378</u>	<u>\$ 680,500</u>	<u>\$ 576,000</u>	<u>\$ (104,500)</u>
Expenditures				
WATERSHED MANAGEMENT				
Direct labour	\$ 225,743	\$ 158,500	\$ 95,800	\$ (62,700)
Overhead	15,438	14,400	7,700	(6,700)
Supplies	3,307	1,200	1,000	(200)
Professional development	2,686	1,500	1,000	(500)
Travel	509	600	400	(200)
	<u>247,683</u>	<u>176,200</u>	<u>105,900</u>	<u>(70,300)</u>
ENVIRONMENTAL INFORMATION SERVICES				
Direct labour	62,354	65,800	69,800	4,000
Overhead	7,719	7,200	7,700	500
Supplies & equipment	925	2,400	2,400	-
Technology and data management	4,707	8,800	8,800	-
Professional development	1,085	1,000	1,000	-
Travel	112	400	400	-
	<u>76,902</u>	<u>85,600</u>	<u>90,100</u>	<u>4,500</u>
ENVIRONMENTAL MONITORING SERVICES				
Direct labour	133,658	211,500	225,300	13,800
Seasonal labour	12,831	15,000	15,000	-
Overhead	15,438	14,400	15,300	900
Supplies & equipment	3,991	3,000	3,000	-
Technology and data management	-	-	-	-
Professional development	1,231	3,000	3,000	-
Travel	857	1,000	1,000	-
Oak Ridges Moraine Alliance	2,500	2,500	2,500	-
Surface water monitoring	3,631	10,600	7,000	(3,600)
Groundwater monitoring	6,406	7,500	5,500	(2,000)
	<u>180,543</u>	<u>268,500</u>	<u>277,600</u>	<u>9,100</u>
FLOOD AND WATER LEVEL MONITORING				
Direct labour	86,311	87,400	89,200	1,800
Overhead	7,719	7,200	7,700	500
Supplies, equipment, gauge maintenance	1,366	1,800	1,800	-
Stream gauge utilities	428	700	600	(100)
Ontario Low Water Response	136	500	500	-
Professional development	1,110	1,100	1,100	-
Travel	1,180	1,500	1,500	-
	<u>98,250</u>	<u>100,200</u>	<u>102,400</u>	<u>2,200</u>
	<u>\$ 603,378</u>	<u>\$ 630,500</u>	<u>\$ 576,000</u>	<u>\$ (54,500)</u>

Environmental Protection & Restoration

Conservation Areas

Kawartha Conservation owns over 800 hectares of natural areas which includes Ken Reid Conservation Area, Durham East Cross Forest, Pigeon River Headwaters and Windy Ridge Conservation Area, and manages another 440 hectares of sensitive habitat Fleetwood Creek Natural Area, Dewey's Island and the Tuckerman Property (Adjacent to Windy Ridge). Our conservation areas provide green spaces for local communities, including schools and special interest groups. Visitors have places to enjoy the outdoors while discovering the natural world around them. This program area strives to ensure these public areas are maintained at the standard required for safe public use.

Stewardship

The Stewardship program works in partnership with community groups and other organizations to accomplish stewardship goals, which are focused on activities that promote water quality protection and sustainable environmental practices. This program is delivered by working with public and private landowners to enhance property resource management with respect to water quality and quantity improvements, and by the implementation of recommendations from fisheries, lake and storm water and other management plans.

Education

The Education program is designed to provide a variety of educational and engagement opportunities to all members in our community. The goals of conservation education are linked to our strategic plan and our lake and watershed management plans. We strive to provide excellence in our curriculum and community programs.

Leaders in Integrated
Watershed Management



Conservation Areas

Program & Program Type

- Conservation Area Management (A).
- Land Securement (A).
- Administrative Building Maintenance (A).
- Conservation Area Enforcement (L).

Value

- Conservation Areas build a sense of place for our community contributing to local pride and community investment.
- Conservation Areas provide a place where active lifestyles are supported, valued and promoted.
- Conservation Areas protect our natural heritage while providing access to quality greenspace.
- Conservation Areas provide important habitat for wildlife.

Benefit

- Conservation Areas contribute to the tourism 'branding' of our community making our destination more appealing to travellers.
- Increases the appeal of our communities from a tourism perspective which results in more tourism money being spent within our community.
- The natural landscapes and restoration projects on CA lands provide economical improvements to our resilience in the face of climate change.
- Enforcement activities decrease our risk exposure caused by trespassers and unlawful activity which saves time and decreases potential lawsuits.
- Our properties promote a healthy lifestyle which helps to reduce the cost pressures on health and aging services in the community.
- Provide opportunities for partnerships and investment from foundations, other levels of government, and other organizations to develop and improve the infrastructure and tourism value of our properties.
- Foundation and community investment leverages municipal contributions reducing the cost of maintenance and capital costs for our properties.

Strategic Plan Link

Kawartha Conservation

- Implement the Kawarthas Naturally Connected natural heritage system
- Connect people with nature
- Conserving our natural heritage
- Advance eco health across the watershed
- Conserve and Restore

City of Kawartha Lakes

- Goal 3.1.6 Protect & enhance water quality - by

managing properties with key aquatic features such as cold water streams, headwaters, and wetlands.

- Goal 3.1.8 Protect natural features and functions – through land securement and management of invasive species at risk habitats on our properties.

Township of Scugog

- Strategic Direction #5 Recognize and promote the role of Scugog's country side and significant features - by managing conservation area properties for natural as well as agricultural significance.

Strategic Plan Link, Cont'd

- Strategic Direction #5 Maintain and grow tree cover within the Township – by managing forest plantations in conservation areas and by planting additional trees in open spaces when appropriate.

Township of Brock

- Strategic Goal “Support a Healthy, safe, sustainable community” – Conservation Areas provide access to walkable trails that support a healthy lifestyle.

Municipality of Clarington

- New Actions 6.1 Adopt updated natural heritage preservation policies – Conservation areas have master plans that link to natural heritage plans including the Oak Ridges Moraine Conservation Plan.

Municipality of Trent Lakes

- Shoreline Protection Program – Many Conservation Areas protect sections of shoreline on lakes, wetlands, and rivers which provide opportunities to demonstrate wise shoreline stewardship to area residents.

Stewardship

Program & Program Type

- Reforestation (A).
- Native plant distribution (A).
- Stewardship Strategy (A).
- Lake Management Plan implementation (A).

Value

- Stewardship programs ensure the local agricultural community is supported and empowered.
- Stewardship programs empower private land-owners to take positive action on their own properties.
- Stewardship projects create a safer and more attractive community.
- Stewardship projects improve our quality of life.

Benefit

- Provide economical and efficient low impact development projects that improve water quality and support infrastructure longevity and save money.
- Stewardship programs invest in new demonstration sites throughout our Municipalities.
- Increase investment from foundations, other levels of government, and other organizations in the stewardship projects that promote healthy landscapes, healthy waters, and healthy communities.
- Reduces the workload of Municipal Staff to oversee, coordinate, and implement projects.
- Increases community participation and the dissemination of information regarding private land stewardship with reduced impact on municipal staff time.
- Improved water quality results in a greater local investment in property values and tourism draw.
- Agricultural grants provided to farmers help leverage private stewardship actions and investment.
- Improved fish habitat supports our local tourism economy, attracting anglers and their families.

Strategic Plan Link

Kawartha Conservation

- Lake Management Plan Implementation.
- Implement the Stewardship Strategy.
- Embrace innovative technologies and creative solutions to manage our natural resources.
- Improving the health, safety, and vitality of our communities.
- Complete and help implement the Nogies Creek Waterway.

City of Kawartha Lakes

- Goal #3.1.4 Develop and execute Low Impact Development – our urban stewardship program Bluescaping provides municipal demonstration sites as well as promotes LID to private landowners.
- Goal #3.1.6 Protect and Enhance water quality – our stewardship focus on key areas within the Lake Management Plans where on the ground action can improve local water quality.
- Goal #3.1.7 Protect prime agricultural land (support the sector) – agricultural incentive program provides financial assistance to agricultural producers wishing to implement projects.
- Goal #3.1.8 Protect natural features and functions – our demonstration sites protect our local lakes, beaches, and rivers.

Township of Scugog

- Strategic Direction #5 Promote low impact and green development - our urban stewardship program Bluescaping provides municipal demon-

stration sites as well as promotes LID to private landowners.

- Strategic Direction #5 - work with stakeholders to maintain a healthy Lake Scugog - our shoreline demonstration sites include volunteer groups and other interest groups in designing and implementing projects to enhance water quality on Lake Scugog.
- Strategic Direction #5 - maintain and grow tree cover within township – our tree seedling distribution program promotes reforestation on private lands.

Municipality of Clarington

- New Actions # 6.2 Collaborate with community organizations and stakeholders – our stewardship programs engage local volunteers and landowners to encourage private land stewardship investment as well as provide information and incentive to landowners.

Township of Brock

- Strategic goal “Support a healthy, safe, sustainable community” – our stewardship programs provide a variety of opportunities for landowners to develop sustainable property management options for rural, urban, and shoreline properties.

Municipality of Trent Lakes

- Shoreline Protection Program – our shoreline stewardship program supports private shoreline naturalization projects.

Conservation Education

Program & Program Type

- Outdoor Education Program (A).
- Summer Camp Program (A).
- Community Engagement Program (A).

Value

- Conservation Education provides the community with the opportunity to deepen their relationship with nature.
- Conservation Education creates a sense of place within the community.
- Accessible programming ensures that all members of our community are given the chance to connect with nature in a way that is meaningful for them.

Benefit

- Encourages investment from foundations and local community members, providing a revenue stream to cover expenses.
- Conservation Education programs provides an economical option for local families to send their kids to camp.
- Community hike program provides opportunities for visitors to engage in activities during their stay, increasing the length of their stay and the money they spend in our community.
- Provides area schools with an affordable outdoor education option that reduces the amount of time our children spend on a bus to reach this type of programming, and creates local jobs that support the local economy.
- Conservation Education is a revenue generating program.

Strategic Plan Link

Kawartha Conservation

- Provide exemplary customer service.
- Connect people with nature.
- Educating and Sharing.
- Expand partnerships with universities and colleges.
- Advance eco health across the watershed.
- Expand partnerships with local school boards.

City of Kawartha Lakes

- Goal #2.2 Improved wellness and wellbeing & community health – Our educational programs promote an active lifestyle that improves health

and wellbeing within our community.

Township of Scugog

- Strategic Direction #6 Community Engagement – our educational programs offer community hikes and seminars designed to engage all members of our community.

Municipality of Clarington

- New Actions #5 Promote Resident Engagement - our educational programs offer community hikes and seminars designed to engage all members of our community.

KAWARTHA CONSERVATION
2018 Preliminary Operating Budget
OPERATIONS

Draft

ENVIRONMENTAL PROTECTION AND RESTORATION REVENUE

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Sources of Revenue				
Conservation Area Employment grants	\$ 11,847	\$ 7,500	\$ 7,500	\$ -
Conservation Areas User fees	7,962	8,000	8,000	-
Conservation Areas Parking fees	18,622	19,000	20,000	1,000
Conservation Area Agricultural rent	13,010	12,000	12,000	-
Reserve funds, Windy Ridge	-	5,800	6,800	1,000
Fleetwood Creek cost recovery	-	7,500	7,500	-
Property management fees Fleetwood	8,560	5,800	5,800	-
Property management fees East Cross Forest	14,443	-	46,700	46,700
	74,444	65,600	114,300	48,700
Stewardship product sales	13,597	5,000	8,800	3,800
Stewardship tree seedling sales	15,527	11,000	16,300	5,300
	29,124	16,000	25,100	9,100
Education grants	24,984	-	40,500	40,500
Education user fees	7,810	-	24,500	24,500
	32,794	-	65,000	65,000
Municipal funds, Region of Durham	89,144	103,200	104,900	1,700
Municipal operating levy	200,612	328,550	349,700	21,150
	289,756	431,750	454,600	22,850
	\$ 426,118	\$ 513,350	\$ 659,000	\$ 145,650

KAWARTHA CONSERVATION
2018 Preliminary Operating Budget

OPERATIONS

ENVIRONMENTAL PROTECTION AND RESTORATION EXPENDITURES

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
PROTECTION & RESTORATION MANAGEMENT				
Direct labour	\$ -	\$ 95,100	\$ 125,300	\$ 30,200
Overhead	-	7,200	7,700	500
Supplies	-	500	500	-
Professional development	-	500	500	-
Travel	-	200	200	-
	-	103,500	134,200	30,700
CONSERVATION AREAS				
Direct labour	59,600	63,100	133,800	70,700
Seasonal labour	57,965	53,000	15,000	(38,000)
Overhead	23,156	14,400	22,900	8,500
Supplies	1,511	2,000	2,000	-
Brochures and publications	-	-	800	800
Professional development	474	1,100	1,100	-
Travel	914	500	500	-
Ken Reid Conservation Area	39,288	47,950	48,100	150
Pigeon River Headwaters Conservation Area	3,845	11,900	11,900	-
Windy Ridge Conservation Area	5,015	5,800	6,800	1,000
Fleetwood Creek Natural Area	14,443	7,500	7,500	-
Durham East Cross Forest Conservation Area	89,144	103,200	104,900	1,700
Dewey's Island	32	300	200	(100)
	295,387	310,750	355,500	44,750
STEWARDSHIP				
Direct labour	68,993	76,700	78,800	2,100
Overhead	7,719	7,200	7,700	500
Supplies and equipment	918	1,700	1,700	-
Products for resale	5,610	-	-	-
Professional development	1,029	1,500	1,500	-
Tree seedling program	10,849	11,000	13,600	2,600
Travel	112	1,000	1,000	-
	97,050	99,100	104,300	5,200
CONSERVATION EDUCATION				
Direct labour	21,760	-	40,600	40,600
Seasonal labour	-	-	8,100	8,100
Overhead	-	-	5,900	5,900
Supplies and equipment	10,642	-	9,400	9,400
Travel	1,279	-	1,000	1,000
	33,681	-	65,000	65,000
	\$ 426,118	\$ 513,350	\$ 659,000	\$ 145,650

KAWARTHA CONSERVATION
2018 Preliminary Operating Budget
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SCHEDULE OF CONSERVATION AREAS

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
<i>Ken Reid Conservation Area</i>				
Road and parking lot maintenance	\$ 10,169	\$ 12,000	\$ 12,000	\$ -
Vehicle usage	1,079	1,500	1,500	-
Equipment usage	4,726	5,000	5,000	-
Supplies and small tools	9,771	10,350	8,500	(1,850)
Infrastructure repair and maintenance	11,144	15,000	17,000	2,000
Utilities	2,343	4,000	4,000	-
Property taxes	57	100	100	-
	<u>39,289</u>	<u>47,950</u>	<u>48,100</u>	<u>150</u>
<i>Pigeon River Headwaters Conservation Area</i>				
Road and parking lot maintenance	-	1,000	1,000	-
Vehicle usage	1,031	1,400	1,400	-
Equipment usage	217	1,000	1,000	-
Supplies and small tools	484	1,350	1,000	(350)
Infrastructure repair and maintenance	1,558	6,500	6,800	300
Property taxes	555	650	700	50
	<u>3,845</u>	<u>11,900</u>	<u>11,900</u>	<u>-</u>
<i>Windy Ridge Conservation Area</i>				
Road and parking lot maintenance	916	-	1,000	1,000
Vehicle usage	757	1,000	1,000	-
Equipment usage	192	350	400	50
Supplies and small tools	593	950	700	(250)
Infrastructure repair and maintenance	2,141	3,000	3,200	200
Property taxes	416	500	500	-
	<u>5,015</u>	<u>5,800</u>	<u>6,800</u>	<u>1,000</u>
<i>Fleetwood Creek Natural Area</i>				
Property management	8,560	5,800	5,800	-
Road and parking lot maintenance	250	-	300	300
Vehicle usage	772	800	800	-
Equipment usage	150	100	200	100
Supplies and small tools	389	800	400	(400)
Infrastructure repair and maintenance	4,322	-	-	-
	<u>14,443</u>	<u>7,500</u>	<u>7,500</u>	<u>-</u>
<i>Dewey's Island</i>				
Travel and equipment	32	300	200	(100)

KAWARTHA CONSERVATION
2018 Preliminary Operating Budget
SPECIAL OPERATING PROGRAM

Draft

Region of Durham

DURHAM EAST CROSS FOREST CONSERVATION AREA	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Sources of Revenue				
Region of Durham special operating levy	\$ 68,600	\$ 70,400	\$ 72,200	\$ 1,800
Grants and other sources of revenue	-	14,500	-	(14,500)
Deferred revenue	20,544	18,300	32,700	14,400
	\$ 89,144	\$ 103,200	\$ 104,900	\$ 1,700
Direct labour	\$ 22,752	\$ 18,000	\$ 4,200	\$ (13,800)
In-house expertise	11,045	16,000	37,200	21,200
Security	22,621	28,000	24,400	(3,600)
Infrastructure and supplies	18,058	20,000	17,500	(2,500)
Travel	2,531	2,400	2,500	100
Equipment usage	221	1,000	1,100	100
Property taxes	3,812	8,500	8,500	-
Administration fee	8,104	9,300	9,500	200
	\$ 89,144	\$ 103,200	\$ 104,900	\$ 1,700

*Durham East Cross Forest is considered to be
an operating program funded solely by the
Region of Durham effective in 2017*

Corporate Services

Corporate Services supports each of the departments and the organization as a whole by providing administrative support, coordination, policy development and implementation, program direction and development, strategic and business planning and Board support including agendas and minutes.

Finance, Budget, Audit

This area of business provides financial leadership and support to the organization through financial direction, reporting and management. All accounting processes, financial statements, and audits are conducted and prepared through strict adherence to the Canadian public sector accounting standards. Ongoing scrutiny and analysis contributes to effective and efficient processing, and adherence to applicable legislation. We produce internal financial statements and reports regularly for our leadership team and the Board of Directors.

Human Resources, Health & Safety

Human Resources provide comprehensive services and advice to all departments in the areas of legislative compliance, recruitment, orientation, on-boarding, talent management, metrics reporting, performance management, employment grants and policies and procedures. Within the Health and Safety function, education and training continue to be a focus to create a culture of safety in our organization. We continue to invest resources to produce an effective and progressive Health and Safety program and ensure compliance with the Occupational Health and Safety Act.

Infrastructure, Asset Management, Information & IT Management

Assets include land, buildings, information technology infrastructure, vehicles, and equipment. The Corporate Services team provides support in managing, maintaining, replacing, and monitoring risk and liability issues. This business area also includes the management of corporate records involving soft and hard copies along with the proper retention and destruction criteria as well as the implementation of the Information Management System (IMS). This system enables timely responses to client requests, helps us to meet MFIPPA obligations, and improves search capabilities. Hardware and software for the computer network, including system support and security, are a function of this division.

Corporate Communications

Corporate communications helps ensure organization transparency and accountability to our Board of Directors, Municipal partners, staff and the watershed community, while representing our organization in a strong, positive manner that is consistent with our vision, mission and focus. This business area also supports all of our programs, projects and services through the development and implementation of communication plans. Some of the regular services and products provided include: strategic communication guidance, plan development and implementation, media relations, image and brand management, website development and maintenance, and photography management.

Corporate Services

Program & Program Type

- Administration and Client Services, program to meet operational needs including the Board of Directors (R) (A).
- Human Resources, Health and Safety (L).
- Finance, Budget, Audit (L).
- Record Management (L).
- Technology Infrastructure, a program appropriate to support the functions of the organization (A).
- Insurance, Asset Management, Risk Assessments (L).
- Facilities Management (L).

Value

- Oversee and provide direction to business operations.
- Provide support and essential services to all department areas.
- Ensure compliance with Provincial and Federal legislation as well as the Conservation Authorities Act.
- Minimize risks and liabilities.
- Protection of corporate records.
- Provide a safe, accessible work environment and retain professional expertise.
- Meet the requirements of financial reporting to member municipalities and provincial & federal governments.
- Provide customer services.
- Advance information technology to ensure uninterrupted services for our clientele.

Benefit

Administration and Client Services

- Provide client services to the Board of Directors including the preparation of agendas and minutes with adequate information to allow for decision making that is in the best interest of the organization to service the needs of the municipalities and residents.
- Leadership and direction improves business performance to achieve efficiencies and produce valued products cost effectively.
- Policy development and implementation maintains efficient operations and reduces staff time and effort.
- Corporate services programs reduce time for other department management and staff.

Human Resources, Health and Safety

- Adherence to employment legislation prevents fines and litigation saving time and money.

- Recruitment and retention of professional experts to deliver the programs reduces costs associated with continuous hiring and orientation.
- Policies and direction provide for more productive teams, improved morale, enhanced performance and improved retention saving time and money.

Finance, Budget, Audit

- Meeting legislative requirements for reporting and payments to various government levels avoids costs of penalties.
- Timely information to make decisions to avoid budget overruns and determine areas for savings and revenue generation.
- Financial reporting provides transparency and accountability.

Record Management

- Protection of the corporate records is necessary

Benefit, Cont'd

to operational efficiencies and legislative requirements thus saving time, effort and costs associated with the recovery or re-creation of information.

Technology Infrastructure

- Implementation of technological advancements and up to date software saves staff time and reduces overall costs.

Insurance, Asset Management, Risk Assessments

- The inventory of assets and replacement schedule saves time and costs due to lost or damaged assets ensuring productivity within the organization

- Insurance and risk assessments protect the organization from loss and litigation, saving money.

Facilities Management

- Maintaining our infrastructure ensures a safe workplace avoiding injuries and increased costs associated with WSIB claims.
- Avoid accidents or injuries to the public and any associated costs.
- A clean, well-maintained facility is important to staff productivity and output.

Additional Applicable Legislation

- Employment Standards Act.
- Occupational Health & Safety Act.
- Ontario Human Rights Code.
- Accessibility for Ontarians with Disabilities Act.
- Legislation by Canada Revenue Agency.
- Canada Not For Profit Corporations Act.
- Municipal Freedom of Information and Protection of Privacy Act.
- Public Service Accounting Board.
- Regulations of the Ontario Building Codes.

Strategic Plan Link

Kawartha Conservation

- Attract and retain a skilled workforce, utilize our talent management program to succession plan and build professional leaders.
- Perform Value for Service Review to general sustainable revenues and create efficiencies.
- Develop performance metrics standards to focus organizational performance and accountability
- Implement Asset Management Plan.
- Invest in Technology to enhance business service delivery.
- Find methods to collaborate and share services with neighbouring conservation authorities.
- Expand partnerships with universities and colleges.

Municipalities

- Mirroring similar strategic goals of partner municipalities.

City of Kawartha Lakes

- Strategic Enablers.
- Responsible Fiscal Resource Management: E1.1.
- Effective Human Resources Management: E2.1, E2.2.

- Service Excellence: E3.1, E3.2, E3.3.
- Efficient Infrastructure and Asset Management: E4.1, E4.2.

Township of Scugog

- Strategic Direction:
 - #2 Financial Sustainability such as pursuing alternative revenue sources and conducting
 - Core Service Review.
 - #4 Municipal Services such as implementing modern technologies to improve productivity and customer service.
 - Pursuing customer service excellence opportunities and encouraging staff development and training to achieve service excellence

Township of Brock

- Service Excellence.
- Connect With Others.
- Share Our Success.

Municipality of Clarington

- #2.2 Investigate putting in place an ongoing evaluation where specific services are identified and systematically reviewed to determine the most efficient and effective way to provide them.

Strategic Plan Link, Cont'd

- 2.3 Review opportunities for joint capital and/or operations with School Boards, Regional Government and other public agencies.

Township of Cavan Monaghan

- Action 2.
- Ensure that the Township's Management is both accountable and measured for successful outcomes. Initiate the development of 4 year departmental business plans that establishes:

- Departmental core values.
- Resource requirements associated with long term priorities that will be reviewed annually as part of the budgeting/business planning process.
- Performance measures and success indicators.

Municipality of Trent Lakes

- Succession planning
- Organizational review

Corporate Communications

Program & Program Type

- Corporate Communications supports corporate functions including all internal departments, Board of Directors and Foundation (A).
- Critical communication for flood and low water warnings and advisories including planning and Lake Management Planning (L).
- Supports all departmental communications both internal and external (A).
- Manages all website functions, content and updates (A).
- Develops and executes strategic social media across multiple platforms to expand reach of critical information (A).

Value

- Critical to the success of strategic initiatives, goals and actions.
- Ensures corporate image is professional which attracts professional employees as a preferred employer.
- Builds relationships with community.
- Provide consistent messaging to avoid confusion
- Provides crisis communication when an event occurs that threatens the public.
- Produce communication strategies specific to project objectives and outcomes.
- Attracts volunteers and donors and engages the community to attend conservation areas and events.
- Supports the Foundation communication needs.
- Promotes, encourages and supports education and understanding of nature and the environment to the community.
- Maintain and develop relationships with municipal partners and staff through targeted communications.

Benefit

- Reduces effort, time and cost associated with communication needs of all departments and project leaders.
- Contributes to public safety with the potential to save lives and reduce property damage costs.
- Contributes to new sources of revenue through donations, parking fees and demand for children's education programs.
- Increased community engagement attracts volunteers to accomplish projects and save staff time and project costs.
- Professional corporate image reduces the cost of staff turnover and recruitment.
- Consistent, open and transparent communication creates an understanding and respect for corporation and reduces time and effort associated with continual misunderstandings.
- Promote information and knowledge transfer.
- Develops and executes a plan for greater earned media coverage, increasing profile and positive recognition of Kawartha Conservation and the member municipalities.

Strategic Plan Link

Communications and Marketing supports the Strategic Goals and Enablers of the 2017-2021 Kawartha Conservation Strategic Plan in their entirety under the five themes of:

- Protect
- Conserve
- Discover
- Optimize Service
- Collaborate

City of Kawartha Lakes

- Goal 1: A Vibrant and Growing Economy. Communications and Marketing aligns with Objective 1.2: Better marketing and improved community visibility by promoting our conservation areas, day visits, trail use, health and wellness as well as promoting the value of green space to local residents including the GTA.
- Goal 2: An Exceptional Quality of Life. Communications and Marketing aligns with, and supports, Objectives 2.1: A more culturally vibrant community promoting culture, arts and heritage, and 2.2:

Improved Wellness, Well-Being and Community Health, through promotion of walkable trails, particularly at Ken Reid Conservation Area, and developing and launching campaigns (Healthy Hikes, Step Into Nature) to lead to a more active and healthy lifestyle by community residents throughout our watershed.

- Goal 3: A Healthy Environment. Communications and Marketing supports the City of Kawartha Lakes 3.1: A healthier environment Strategic Plan objective through promoting, sharing and informing residents and visitors about opportunities and strategies to protect and enhance water quality, protect natural features and functions, and others.

Township of Scugog

- Communications and Marketing supports Strategic Direction #5 – Natural Environment - of the Township of Scugog Strategic Plan, by working with other stakeholders to maintain a healthy Lake Scugog.

KAWARTHA CONSERVATION
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CORPORATE SERVICES

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Sources of Revenue				
Municipal operating levy	\$ 711,229	\$ 726,500	\$ 760,400	\$ 33,900
Investment income	7,865	3,500	6,000	2,500
Donations	2,003	-	-	-
Recovery long term debt interest	4,942	5,300	2,000	(3,300)
	<u>\$ 726,039</u>	<u>\$ 735,300</u>	<u>\$ 768,400</u>	<u>\$ 33,100</u>
Expenditures				
CORPORATE SUPPORT				
Direct labour	\$ 550,049	\$ 561,100	\$ 589,600	28,500
Overhead	30,875	28,800	30,600	1,800
Directors per diems and expenses	21,097	20,000	15,000	(5,000)
Supplies	17,841	19,000	22,000	3,000
Travel	4,141	4,000	4,000	-
Interest on long term debt	4,943	5,300	2,000	(3,300)
	<u>632,759</u>	<u>642,200</u>	<u>667,200</u>	<u>25,000</u>
CORPORATE COMMUNICATIONS				
Direct labour	78,686	81,000	81,000	-
Overhead	7,719	7,200	7,600	400
Supplies and publications	2,348	2,500	3,000	500
Technology, software and licences	-	-	4,700	4,700
Annual report design and print	-	-	2,000	2,000
Professional development	1,273	1,000	1,500	500
Travel	273	400	400	-
Strategic plan process, design and print	978	1,000	1,000	-
	<u>91,277</u>	<u>93,100</u>	<u>101,200</u>	<u>8,100</u>
	<u>\$ 724,036</u>	<u>\$ 735,300</u>	<u>\$ 768,400</u>	<u>\$ 33,100</u>

KAWARTHA CONSERVATION
2018 Preliminary Operating Budget

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OPERATIONS

Schedule of OVERHEAD

	Audited Actual 2016	Budget 2017	Budget 2018	Variance to 2017 Budget
Administration building utilities	\$ 16,160	\$ 20,000	\$ 18,000	\$ (2,000)
Administration building maintenance	33,816	24,000	24,000	-
Office equipment	(3,942)	5,000	3,000	(2,000)
Telephone & internet	5,815	7,000	8,000	1,000
Audit and legal	8,758	8,500	8,700	200
Banking fees and interest	5,322	4,500	5,500	1,000
Insurance	27,952	28,000	29,000	1,000
Conservation Ontario membership	21,473	23,000	24,000	1,000
IT/IMS support services	32,691	21,000	31,000	10,000
Human Resources & Safety	6,331	3,000	2,000	(1,000)
	\$ 154,376	\$ 144,000	\$ 153,200	\$ 9,200
Distributed to departments:				
Planning and Regulations	20% \$	28,800	\$ 30,600	\$ 1,800
Regulation Enforcement	5% \$	7,200	7,700	500
Environmental Technical Services	5%	14,400	7,700	(6,700)
Environmental Information Services	5%	7,200	7,700	500
Environmental Monitoring Services	10%	14,400	15,300	900
Flood and Water Level Monitoring	5%	7,200	7,700	500
Protection and Restoration Services	5%	7,200	7,700	500
Conservation Areas	15%	14,400	22,900	8,500
Stewardship	5%	7,200	7,700	500
Corporate Support Services	20%	28,800	30,600	1,800
Corporate Communications	5%	7,200	7,600	400
	100% \$	144,000	\$ 153,200	\$ 9,200

Proposed Special Projects General Benefiting, 2018

General benefiting special projects are those projects considered to be watershed-wide and benefiting all municipalities.

	2018 Municipal Levy	2018 Total Project Cost
Drinking Water Source Protection	\$ -	\$ 65,000
Website Design and Update	\$ 5,000	\$ 5,000
Digitization of Corporate Records	\$ 15,000	\$ 15,000
Total Contributions	\$ 20,000	\$85,000

Proposed General Benefiting Project

Drinking Water Source Protection

Purpose

To help implement a multi-barrier approach to strengthen the protection of municipal drinking water sources, through the support of actions required to implement source protection planning. A Source Protection Plan is based on threat assessments of groundwater and surface water quality and quantity. Activities support the Source Protection Committee, Source Protection Authority and stakeholders in the implementation of the Source Protection Plans.

Benefits

Source Protection Committee (SPC) representatives include one-third municipal, and two-thirds of local stakeholders, including economic sectors (agriculture, industry and commerce) and environmental, rural and urban property owners. The Committee is responsible for the development of an effective and proactive approach to protect municipal drinking water sources through policy development, detailed in a local Source Protection Plan. The plan uses a preventative planning approach to actively manage development and activities around municipal water supply source areas. Our work has been fully funded by the Ministry of the Environment.

Background and detail

In response to Justice O'Connor's recommendations in the Report of the Walkerton Inquiry, Ontario's Clean Water Act was released in 2006. The Act requires Source Protection Plans be developed on a local watershed basis by a local committee comprised of a variety of stakeholders known as a Source Protection Committee.

The best available science, technical data and local knowledge has been used by the SPC to make decisions in the interest of the long-term protection of safe and healthy drinking water sources. Our local SPC has since developed the terms of reference guiding the overall work, the assessment report (September, 2014) identifying the science behind source protection planning, and the source protection plan (effective Jan 1, 2015) outlining the policies to protect water supply. The current challenge is the implementation of the plans, which includes an annual reporting component. The implementation of policies in the source protection plan form the next phase in the planning cycle. Activities include the update of planning policies (Official Plans, Zoning by-Laws), emergency management plans, and the development of risk management plans, which will reduce the likelihood of an activity on the landscape impacting the municipal water supplies.

Deliverables

- Assist municipalities in the implementation of the Source Protection Plan
- Respond to inquiries regarding the plan and deliver communications and education services
- Conduct annual reporting requirements specified in the plan
- Provide management of source water related information and data
- Update assessment report science and plan policy updates as needed

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget
GENERAL BENEFITING PROJECT

Draft

DRINKING WATER SOURCE PROTECTION PLAN

	Audited Actual 2016	Budget 2017	Budget 2018
Sources of Revenue			
Regional Transfer funds	\$ 58,077	\$ 65,000	\$ 65,900
Expenditures			
Direct labour	\$ 21,785	\$ 21,000	\$ 39,200
In-house expertise	26,475	34,000	17,000
Project admin fee	5,280	6,500	6,000
Travel	1,294	500	700
Supplies & equipment	3,243	3,000	3,000
	\$ 58,077	\$ 65,000	\$ 65,900

General Benefitting

Website Redesign

This project will allow Kawartha Conservation to initiate municipal, community and staff consultation to build the framework for a new user-friendly corporate website with two priority focuses:

- Enable customers to quickly, easily and efficiently find the information they need, and utilize online services provided with a particular aim to improve planning and permitting services.
- Promote our conservation areas and natural areas as an economic development and tourism initiative to support the overall tourism and development initiatives of our municipal partners.

The Website Redesign project is projected to span three years, with initial work starting in 2018, followed by substantial work in following years (\$40,000 in 2019, \$20,000 in 2020).

Digitization of Corporate Records

This project will focus on 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. 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 improved access and transport of information.

The digitization of corporate records is projected to be an ongoing project to transfer our paper files to a digital format for the next five years.

KAWARTHA CONSERVATION
2018 Preliminary Project Budget
GENERAL BENEFITING PROJECTS

Draft

		Audited Actual 2016	Budget 2017	Budget 2018
Website design and update		\$ -	\$ -	\$ 5,000
Digitization of corporate records		-	-	15,000
		\$ -	\$ -	\$ 20,000
Apportionment share:				
City Kawartha Lakes	60.2394	\$ -	\$ -	\$ 12,048
Region of Durham	34.9512	-	-	6,990
Municipality of Trent Lakes	4.4625	-	-	893
Cavan Monaghan	0.3468	-	-	69
		\$ -	\$ -	\$ 20,000
	100.0000			

The budgets for the above projects are for the services of consultants and professionals to prepare reports and provide services.

Proposed Special Benefiting Projects Region of Durham, 2018

The following special projects are brought forward for consideration by the Region of Durham. These projects are undertaken only upon municipal approval and financial support.

	2018 Municipal Levy	2018 Total Project Cost
Watershed Plan Implementation	\$ 133,900	\$ 147,800

Proposed Special Benefiting Project, Region of Durham Watershed Plan Implementation 2018

This program implements recommendations for high priority objectives identified within the Lake Scugog Environmental Management Plan (endorsed in 2010), Oak Ridges Moraine Watershed Plans (endorsed in 2012) and the Port Perry Stormwater Management Plan, endorsed in 2014. In addition, the Kawartha Conservation Climate Change Strategy, endorsed by the Board of Directors in 2016, recommends a wide range of adaptation and mitigation activities that also support watershed plan implementation.

The maintenance of a healthy aquatic environment, recreational opportunities and waterfront, with enhanced stormwater management, are critical to the economic and social well-being of Lake Scugog and the Port Perry area. Implementation activities are geared to the improvement of water quality and the sustainability of natural heritage features. They are categorized into major groupings of activities as identified below:

1. Stewardship and Natural Heritage
2. Scugog WATER fund
3. Water Quality Monitoring
4. Lake Scugog Enhancement

Stewardship and Natural Heritage

Effectively engaging residents and the community will result in targeted stewardship activities, such as:

- Long-term management of sediment input and 30-35% reduction of annual nutrient input to public waterbodies from a variety of urban, rural and shoreline sources.
- Limiting the proliferation of invasive species that have become a significant threat to all natural areas within southern Ontario, which are now impacting certain agricultural lands, structures (Japanese knotweed) and, with species such as giant hogweed and wild parsnip, human health.
- Reforestation and Natural Heritage enhancement. The total forest cover in the Lake Scugog watershed represents 24.8% of the watershed area - below the 30% cover recommendation within the Great Lakes Areas of Concern (Environment Canada, 2004) and the Durham Region Official Plan (2008). In addition, the Region of Durham has identified a target of five million trees to be planted over 10 years to mitigate climate change impact.
- Implementing the BlueScape Program (supported by Eco-Action and Royal Bank of Canada Blue Water funding). This program was initiated in 2015 to promote lot level runoff management, water conservation, and climate change adaptation measures within urban areas.

Urban deliverables for 2018 include

- Continued implementation of the BlueScape program including the completion of the William's Creek demonstration site.
- Continued technical support for community rain garden projects.
- Ongoing participation in the planning and implementation of TD Tree Day reforestation projects with more than 250 trees to be planted.
- Community engagement through community events and workshops to promote and support private land stewardship

Rural deliverables for 2018 include

- Continued support for rural landowners to connect them with the 50 Million tree program.
- Continued support of small scale reforestation projects through our seedling distribution program. Local

distribution through the Willow Tree Farm location has increased program participation in recent years.

Shoreline deliverables for 2018

- Follow-up on Blue Canoe outreach activities from 2017.
- Provide relevant lot level information materials to Real Estate agencies to share with new landowners.
- Provide technical support to private landowners wishing to improve their shorelines.
- Continued community engagement through event and workshop coordination and participation.
- Development and distribution of a Managing Aquatic Plants information kit for shoreline owners and lake users.

Scugog WATER Fund

Since 2007, the Scugog Water and Terrain Environmental Restoration (WATER) Fund has assisted over 95 landowners with small financial incentives in support of various water quality projects. Deliverables for 2018 include:

- Continue to promote the program and provide 'seed funding' to support water quality projects.
- Work with the Fund Advisory Committee to identify new project possibilities and expand our reach into the agricultural community.
- Continue to provide support for community and private BlueScape projects throughout the urban landscape.

Watershed Quality Monitoring - Lake Scugog and Major Oak Ridges Morain Tributaries

Research and monitoring activities conducted for watershed planning purposes provided detailed baseline information on water quality and quantity for Lake Scugog and watershed tributaries. This annual project maintains a basic level of monitoring, providing a basis for evaluating implementation activities, identifying hotspots for future stewardship priorities, and providing recommendations for landuse planning.

Deliverables for 2018

- Conduct five rounds of water quality sampling on Lake Scugog at six open water sampling stations and 12 rounds of water quality sampling on Oak Ridges Moraine tributaries with inputs to the lake.
- In 2018, we are adding William's Creek, and urban tributaries in Port Perry.
- Measure flow volumes of East Cross Creek and Layton River – monthly rating curve measurements and maintenance.

Lake Scugog Enhancements

The purpose of this project is to provide technical and project management support to the Working Group for a Healthy Lake Scugog as they consider options to revitalize Port Perry Bay, in conjunction with a constructed wetland to improve urban storm water treatment. Proposed strategies involve a combination of activities such as dredging, creating a berm and wetland, and aquatic plant harvesting.

These activities will involve environmental assessment processes, public input, and permitting.

A contract was awarded to GHD Consulting to investigate options, develop a project plan, and lead the public consultation process. A draft conceptual design was unveiled in the fall of 2016 for public review and input, and an open house in late 2017, with further work being undertaken by GHD in response to recommended project refinements.

Deliverables For 2018

- Provide ongoing science and technical support in addition to project management services, in collaboration with the Township of Scugog.
- Oversee GHD Consulting for investigating options, developing of a project plan, and leading the public consultation process including a Municipal Class Environmental Assessment, Basic Impact Analysis (as necessary for Parks Canada and DFO fisheries authorization).
- Conducting additional biological/ecological surveys required to satisfy various permitting criteria for managing ecological impacts (e.g. Species at Risk, fisheries habitat).
- Ongoing scientific and technical support to obtain permits for the project.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget
SPECIAL BENEFITING PROJECTS

Draft

Region of Durham	Audited Actual 2016	Budget 2017	Budget 2018
WATERSHED IMPLEMENTATION PROJECTS			
Sources of Revenue-Stewardship programs			
Special project funding, Region of Durham	\$ 78,757	\$ 130,500	\$ 74,700
Grants, Provincial	11,423		8,000
Grants, other	16,582	14,500	5,400
Landowner contributions			500
	<u>\$ 106,762</u>	<u>\$ 145,000</u>	<u>\$ 88,600</u>
Expenditures-Stewardship programs			
Direct labour	\$ 32,293	22,900	14,600
In-house expertise	25,800	33,100	28,000
Supplies & professional fees	11,293	18,000	9,600
Project contractor	-	-	6,000
Landowner grants	26,546	24,000	20,000
Communications	149	3,400	400
Travel	3,388	5,500	2,000
Project administration fee	7,293	9,300	8,000
	<u>\$ 106,762</u>	<u>\$ 116,200</u>	<u>\$ 88,600</u>
Sources of Revenue-Science and Technical			
Special project funding, Region of Durham	\$ 81,180		\$ 59,200
Expenditures-Science and Technical			
Direct labour	9,160	500	1,000
In-house expertise	12,425	17,500	33,800
Supplies & professional fees	45,983	4,500	2,100
Communications	-	-	500
Travel	1,051	3,100	3,400
Lab costs	5,181	-	13,000
Project administration fee	7,380	3,200	5,400
	<u>\$ 81,180</u>	<u>\$ 28,800</u>	<u>\$ 59,200</u>
PROJECT TOTAL	<u>\$ 187,942</u>	<u>\$ 145,000</u>	<u>\$ 147,800</u>

Proposed Special Benefiting Projects City of Kawartha Lakes, 2018

The following special projects are brought forward for consideration by the City of Kawartha Lakes. These projects are undertaken only with municipal approval and financial support.

	2018 Municipal Levy	2018 Total Project Cost
Lake Management Plans - Page 83	\$ 68,000	\$ 73,700
Lake Management Plans- Implementation - Page 87	\$ 165,600	\$ 244,100
Floodplain Mapping Study - Page 93	\$ 173,500	\$ 242,500
Digital Imagery Acquisition - Page 97	\$ 10,000	\$13,000
Total Contributions	\$ 417,100	\$ 573,300

Agreements

Risk Management Official - Page 101	\$ 115,500	\$ 115,500
Municipal Drain Classification - Page 105	\$ 75,000	\$ 75,000

NOTE: 2018 is the last year for the City of Kawartha Lakes Debt Retirement for the Administration Building set at \$60,000. The debt will be retired in 2019.

Proposed Special Benefiting Project, City of Kawartha Lakes

Lake Management Plans 2018

Purpose

Lake Management Planning for significant lakes is a key strategic priority for the City of Kawartha Lakes, given their economic and environmental significance. Lake Management Plans provide crucial information on the health of our major lakes. This information is used to assist in land use planning and identifying strategic stewardship priorities.

Background and detail

In 2009, the City of Kawartha Lakes and Kawartha Conservation began a 9-year monitoring program that would result in comprehensive lake management plans for Sturgeon, Balsam, Cameron, Canal, Mitchell, Pigeon, Head and Shadow Lakes.

Comprehensive monitoring of water quality, quantity, shoreline inventories and biotic parameters have been undertaken for each of these water bodies and surrounding watersheds.

The process combines the watershed studies, community input from stakeholders, and the strategic goals of the municipality to facilitate the development of comprehensive recommendations for priority lake management planning with projects and implementation.

This planning process has fostered community participation through the development of three committees:

- Community Advisory Panel
- Science and Technical Committee
- Executive Liaison Group

To date, the Sturgeon, Balsam, Cameron, Canal, Mitchell Lake and Four Mile Lake Management Plans have been completed and endorsed by the Board.

Deliverables

- Finalize the Lake Plans for the following lakes: Pigeon, Head, Shadow - through receiving stakeholder and municipal endorsement.
- Produce a summary document combining key technical information from each lake management plan to act as a primary resource for municipal planners
- Consolidate 9-years of data into WISKI centralized database.
- 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 as plan development evolves into plan implementation.
- Work with the CKL to initiate a study to summarize the economic impact and contributions of a healthy lake environment.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget

Draft

City of Kawartha Lakes	Audited		
	Actual	Budget	Budget
LAKE MANAGEMENT PLANS, Kawartha Lakes	2016	2017	2018
Sources of Revenue			
Special project funding, City of Kawartha Lakes	\$ 192,100	\$ 121,400	\$ 68,000
Deferred revenue	-	-	5,700
	<u>\$ 192,100</u>	<u>\$ 121,400</u>	<u>\$ 73,700</u>
Direct labour	\$ 55,394	\$ 12,000	\$ 2,500
In-house expertise	79,545	79,000	63,500
Communications	1,544	800	-
Supplies	31,506	13,100	300
Travel	6,647	5,400	700
Project administration fee	17,464	11,100	6,700
	<u>\$ 192,100</u>	<u>\$ 121,400</u>	<u>\$ 73,700</u>

Proposed Special Benefiting Project, City of Kawartha Lakes

Lake Management Plan Implementation 2018

Purpose

This project implements recommendations to achieve high priority objectives identified within several lake management plans – Lake Scugog Environmental Management Plan (2010), Sturgeon Lake Management Plan (2014), Balsam Lake Management Plan (2015), and Cameron Lake management Plan (2015), Canal and Mitchell Lake Management Plans (2016) and Four Mile Lake Management Plan (2017) with Pigeon, Head and Shadow Lakes pending.

Healthy lakes are essential to the economic and social wellbeing of the entire City of Kawartha Lakes community. Seasonal and year round residents located within the shoreline communities contribute significantly to the municipal tax base, as well as to local businesses. The Kawartha Lakes, in their entirety, are considered to be the second largest recreational fisheries in the province, as well as one of the highest ranking tourist destinations.

Implementation activities are geared to the improvement of lake health and water quality with a focus on supporting the sustainability of this economic driver in our community. Activities are categorized into three major groupings identified below:

- Stewardship
- Urban and Rural Infrastructure
- Research and Monitoring

Stewardship

Stewardship programs are designed to implement the key elements within the lake management plans in Kawartha Lakes. Ensuring the sustainability of our lakes requires the informed management of private lands including urban, rural, agricultural, and shoreline properties. Kawartha Conservation continues to see an increase in the requests from communities for support services related to water quality concerns.

Urban deliverables for 2018

- Continued implementation of the BlueScope program including the completion of a storm water runoff project at Omemee Beach.
- Completion of a rain garden implementation in Fenelon Falls.
- Continued technical support for community rain garden projects.
- Ongoing participation in the planning and implementation of TD Tree Day reforestation projects with more than 250 trees to be planted.
- Community engagement through events and workshops to promote and support private land stewardship.

Agricultural and Rural deliverables for 2018

- Continued delivery of the Kawartha Lakes Farmland Stewardship Fund to assist landowners with the implementation of agricultural BMP's.
- Continued delivery of an Agricultural water quality habitat restoration project in partnership with the Ministry of Natural Resources and private landowner(s).
- Continued support of small scale reforestation projects through our seedling distribution program

- particularly in sub-watersheds that do not meet forest cover benchmarks.
- Continue to facilitate technical support to landowners wishing to participate in the 50 Million Trees program.

Shoreline deliverables for 2018

- Develop and begin implementation of a shoreline enhancement project at Centennial Beach to address ongoing pressures from Canada Geese populations and increased E-coli readings at the public beach.
- Collaborate with City of Kawartha Lakes staff on the development of a restoration strategy for the Bobcaygeon Beach and trailer park that will combine shoreline and BlueScaping components to address the elevated E-coli readings in soil and water tests.
- Provide relevant lot level information materials to real estate agencies to share with new landowners.
- Provide technical support to private landowners wishing to improve their shorelines.
- Continued community engagement through event and workshop coordination and participation.
- Distribution of a Managing Aquatic Plants information kit for shoreline owners and lake users.

Urban and Rural Infrastructure

Sustainable, ongoing development is a priority for local municipalities. The movement of sediments from construction and 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 the long-term health of our lakes and rivers when developing or improving properties or public works.

Deliverables for 2018

- Develop and deliver training session(s) for Drainage Superintendents on sedimentation and erosion control measures
- Develop and deliver training and specifically for Municipal Staff on erosion and sedimentation control measures, permitting basics, application processes, shoreline works, and greening construction options.
- Develop and deliver multi-partner technology and training opportunities within our development community that focus on erosion and sedimentation control measures, permitting basics, application processes, shoreline works, and greening construction options.

Research and Monitoring

Research and monitoring activities conducted for the lake management plans provide baseline information on water quality and quantity. Based on this data collected, during the lake management planning process, we have identified several areas where more specific information is required in order to make effective stewardship recommendations: accurate information regarding near shore areas on our lakes, point source contamination identification, and site specific data collection on public beach areas.

Near Shore deliverables for 2018

- Bi-weekly sampling chemical, biological and physical parameters of lake water quality, up to 20 sites per lake.
- Provide training and support of 'Citizen Scientists' on proper sampling protocols

Determining Point Source Contaminant Input Deliverables for 2018

- Sampling water quantity and quality during high and low flow events for tributaries within the watershed. (Priority tributaries include Reforestation Creek, McLaren's Creek, and Jennings Creek).
- Analysis of data to inform stewardship project design and implementation.

Bond Beach Assessment deliverables for 2018

- Daily E-coli sampling conducted on 5 sites from June to August.
- Weekly water chemistry sampling on 5 sites from June to August.
- Weekly E-coli transection sampling conducted on beach sand to determine the source of E-coli contamination from June to August.

We respect the direction from Council to develop a multi-year strategic plan to address lake management plan implementation. While we have made progress on this front, such as through the hosting of a successful Stewardship Summit in June which was focused on understanding community needs and potential projects, we have not moved as far forward as we anticipated on this implementation plan. We want to ensure that the plan is appropriately focused with activities geared towards both willing and able partners. This plan will require more community consultation to ensure implementation will meet their needs, and this in turn will ensure the best use of municipal investment for the long-term. A multi-stakeholder Task Force, which was a key outcome of our Community Advisory Panel, will be developed to create the preferred implementation plan. We look forward to sharing this with City of Kawartha Lakes Council in the spring of 2018.

**KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget**

Draft

City of Kawartha Lakes			
LAKE MANAGEMENT PLANS, IMPLEMENTATION	Audited Actual 2016	Budget 2017	Budget 2018
Sources of Revenue-Stewardship programs			
Special project funding, CKL	\$ 67,190	\$ 85,200	\$ 64,700
Grants, Federal	11,423	141,150	-
Grants, Provincial	190,474	21,400	65,000
Grants, other	12,640	27,500	6,500
	<u>281,727</u>	<u>275,250</u>	<u>136,200</u>
Expenditures-Stewardship programs			
Direct labour	60,350	41,440	19,000
In-house expertise	33,880	37,300	35,400
Supplies and events	12,679	20,200	16,400
Communications	538	9,450	-
Landowner agricultural grants	159,685	117,950	50,000
Contractor services	-	18,800	1,000
Travel	3,500	4,860	2,000
Project administration fee	11,095	25,250	12,400
	<u>281,727</u>	<u>275,250</u>	<u>136,200</u>
Sources of Revenue-Science and Technical			
Special project funding, CKL	\$ 12,618	\$ 72,700	\$ 100,900
Fees and sponsors	-	12,000	7,000
	<u>12,618</u>	<u>84,700</u>	<u>107,900</u>
Expenditures-Science and Technical			
Direct labour	2,070	15,250	14,700
In-house expertise	2,975	25,600	46,500
Professional development	780	-	2,500
Supplies	375	33,400	6,500
Laboratory fees	3,698	-	18,200
Communications	-	-	1,400
Professional fees	967	-	1,500
Travel	606	2,850	6,800
Project administration fee	1,147	7,600	9,800
	<u>\$ 12,618</u>	<u>\$ 84,700</u>	<u>\$ 107,900</u>
PROJECT TOTAL	\$ 294,345	\$ 359,950	\$ 244,100

Proposed Special Benefiting Project

Floodplain Mapping Study

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. Proactively managing 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, and minimizing non-point source water pollution are also important. 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.

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

- Establishment of a Technical Committee comprised of representatives from City of Kawartha Lakes, Kawartha Conservation and a Technical Staff from Ganaraska Conservation Authority to guide the mapping studies;
- Development of a Peer Review process and Terms of Reference for each study area;
- Collection of floodplain elevation data for flood damage sub-watersheds through the use of digital elevation model based on LiDAR mapping;
- 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.);
- Hydrologic and Hydraulic Modeling to generate the 1-zone (and 2-zone where applicable) in the Regional (or 1 in 100 year) flood event; and,
- GIS production of maps for floodplains.

Project Timeline

Early Years (2012-2014): This multi-year project commenced in 2012, with the Conservation Authority assisting the City in preparing specifications and an RFP for the procurement of LiDAR, a high-precision, radar-based mapping for the 10 flood damage centres. Survey work began on the highest priority study area, the Ops #1 Drain / Jennings Creek in Lindsay. Hydrologic and hydraulic models were developed. Field survey work was also completed for Sinister Creek, Fenelon Falls North and South Tributaries and started for Omemee East Tributary, Emily Creek and Bobcaygeon Tributary. Floodplain mapping was developed and approved for Ops #1 Drain / Jennings Creek. This followed extensive consultation with the development community given the extent of both existing and proposed development in various floodplain areas, the commercial area upstream of Hwy 7 and the development lands east of Hwy 35 respectively. The development community advocated that policies be developed concurrently with the approval of the regulatory floodplain to facilitate development.

More Recently (2015-2017): Floodplain mapping was developed for Sinister Creek (incl. public consultation). Background review, field survey and modelling work for the Omemee East and Fenelon Falls North tributaries were completed, with floodplain mapping completed for the Fenelon North Tributary. Draft mapping, public consultation and Board approval of final floodplain mapping for the Omemee East tributary was completed in 2016. The team contributed to the City of Kawartha Lakes' National Disaster Mitigation Program (NDMP) funding application for floodplain mapping in the Burnt River study area (50% matched funding). In 2017, Federal funding contributions (through NDMP) allowed the commencement of technical works and mapping of the Burnt River study area – to be completed in March 2018. In addition, 2017 also saw the successful NDMP funding (matched by the City of Kawartha Lakes) for works to commence in 2018 for Mariposa Brook Flood Plain Study.

Looking Forward (2018-2020): Work on Dunsford Creek/Emily Creek and Bobcaygeon Tributary is to be completed by early 2018. Subsequently, complete Floodplain Mapping for 4 Watersheds (the Burnt River, Mariposa Brook- Little Britain, McLaren's Creek, and Fenelon Falls South) will be undertaken including, Hydrologic and Hydraulic Modeling, public consultation, complete peer review of modeling results, preparation of floodplain maps and Conservation Authority Board approval of Regulatory mapping for all 4 Watersheds.

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.

**KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget**

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City of Kawartha Lakes

FLOOD PLAIN MAPPING FLOOD DAMAGE CENTRES - CKL	Audited Actual 2016	Budget 2017	Budget 2018
Sources of Revenue			
Special project funding, City of Kawartha Lakes	\$ 187,085	\$ 127,800	\$ 173,500
Grant - NDMP	-	69,400	69,000
	187,085	197,200	242,500
Expenditures			
Direct labour	59,331	50,700	90,000
In-house expertise	11,375	9,400	11,200
Supplies	5,209	10,650	11,000
Communications	1,595	1,000	1,000
Professional services	90,936	104,450	105,000
Travel	1,631	2,500	2,900
Project administration fee	17,008	18,500	21,400
	\$ 187,085	\$ 197,200	\$ 242,500

Proposed Special Benefiting Project, City of Kawartha Lakes

Digital Imagery Acquisition Project

City of Kawartha Lakes

Background

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 for the entire City of Kawartha Lakes and portions of the Municipality of Trent Lakes and Township of Cavan Monaghan that lies 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 project will be divided over 2018/2019.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget

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Shared cost Digital Imagery Acquisition		Audited Actual 2016	Budget 2017	Budget 2018
City of Kawartha Lakes	3939 km	\$ -	\$ -	\$ 10,000
Trent Lakes	566 km	-	-	2,900
Cavan Monaghan	16 km	-	-	100
		\$ -	\$ -	\$ 13,000

Note: the project has been divided over two years for the CKL. An additional \$10,000 will be required in 2019 for completion.

Special Project

City of Kawartha Lakes, Municipal Agreement

Risk Management Official

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 2017 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. Risk management plans will need to be negotiated with landowners, which will address 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 comprised of public works staff and staff at Kawartha Conservation.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget
SPECIAL BENEFITING AGREEMENT

Draft

City of Kawartha Lakes Risk Management Official CLEAN WATER ACT, PART IV, ENFORCEMENT	Audited Actual 2016	Budget 2017	Budget 2018
Sources of Revenue			
City of Kawartha Lakes, agreement	\$ 86,101	\$ 112,800	\$ 115,500
Expenditures			
Direct labour	\$ 56,625	\$ 86,200	\$ 87,800
In-house expertise	17,790	10,000	10,000
Supplies	4,015	3,100	3,200
Technology and data management	354	3,000	3,100
Travel	1,605	1,900	2,600
Administration fee	5,712	8,600	8,800
	\$ 86,101	\$ 112,800	\$ 115,500

Special Project

City of Kawartha Lakes, Municipal Agreement, Municipal Agricultural Drain Classification - Update

Background

Municipal agricultural drains are an integral component of the CKL rural infrastructure, requiring routine maintenance to ensure effective drainage of crop production areas. Maintenance activities are undertaken within regulated features, particularly watercourses (with fish habitat) and wetlands. Fish habitat downstream from permitted work activities are 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 with several changes to managing municipal drains through this period including construction of new drains, natural changes in the sensitivity of watercourses and wetlands, changes in land use policies, changes to the classification process, and increased tile drainage, among others. Given that CKL places a priority on facilitating timely municipal drainage works, an update to the classification project is required 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 Kawartha Conservation.
- Ongoing coordination between CKL drainage staff and Kawartha Conservation technical and planning staff.

KAWARTHA CONSERVATION
2018 - 2022 Preliminary Special Project Budget
SPECIAL BENEFITING AGREEMENT

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City of Kawartha Lakes	Audited			
AGRICULTURAL DRAIN CLASSIFICATION	Actual	Budget	Budget	
	2016	2017	2018	
Sources of Revenue				
City of Kawartha Lakes, agreement	\$ -	\$ -	\$ -	75,000
Expenditures				
Direct labour	-	-	\$	8,000
In-house expertise	-	-		54,000
Supplies	-	-		3,500
Travel	-	-		3,000
Administration fee	-	-		6,500
	\$ -	\$ -	\$ -	75,000

Proposed Special Benefiting Projects Municipality of Trent Lakes, 2018

The following special projects are brought forward for consideration by the Municipality of Trent Lakes. These projects are undertaken only with municipal approval and financial support.

	2018 Municipal Levy	2018 Total Project Cost
Shoreline Outreach and Stewardship - Page 111	\$ 6,000	\$ 12,000
Digital Imagery Acquisition Project - Page 115	\$2,900	\$ 13,000
Total Contributions	\$ 8,900	\$ 25,000

Proposed Special Benefiting Projects, Municipality of Trent Lakes Shoreline Outreach and Stewardship

Background and Detail

Stewardship programs are designed to implement the key elements within the lake management plans. Ensuring the sustainability of our lakes requires informed management of private lands including urban, rural, agricultural, and shoreline properties. Kawartha Conservation continues to see an increase in the requests from communities for support services related to water quality concerns.

Rural deliverables for 2018 include

- Continued support of small scale reforestation projects through our seedling distribution program particularly in subwatersheds that do not meet forest cover benchmarks.
- Continue to facilitate technical support to landowners wishing to participate in the 50 Million Trees program.

Shoreline deliverables for 2018 include

- Follow-up on the outreach from the Blue Canoe project in 2017.
- Provide relevant lot level information materials to Real Estate agencies to share with new landowners.
- Provide technical support to private landowners wishing to improve their shorelines.
- Continued community engagement through event and workshop coordination and participation.
- Distribution of Managing Aquatic Plants information kits for shoreline owners and lake users.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget

Draft

Municipality of Trent Lakes

	Audited Actual 2016	Budget 2017	Budget 2018
SHORELINE OUTREACH & STEWARDSHIP			
Sources of Revenue			
Special project funding, Trent Lakes	\$ 7,043	\$ 10,000	\$ 6,000
Grants, other	7,500	10,000	6,000
	14,543	20,000	12,000
Expenditures			
Direct labour	10,464	9,700	5,000
In-house expertise	980	6,200	3,900
Supplies	1,035	700	800
Communications	38	850	400
Travel	704	750	800
Project administration fee	1,322	1,800	1,100
	\$ 14,543	\$ 20,000	\$ 12,000

Proposed Special Benefiting Project, Municipality of Trent Lakes Digital Imagery Acquisition Project

Background

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 for the entire City of Kawartha Lakes and the portions of Municipality of Trent Lakes and Township of Cavan Monaghan that lies 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 project will be divided over 2018/2019.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget

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Shared cost Digital Imagery Acquisition		Audited Actual 2016	Budget 2017	Budget 2018
City of Kawartha Lakes	3939 km	\$ -	\$ -	\$ 10,000
Trent Lakes	566 km	-	-	2,900
Cavan Monaghan	16 km	-	-	100
		\$ -	\$ -	\$ 13,000

Note: the project has been divided over two years for the CKL. An additional \$10,000 will be required in 2019 for completion.

Proposed Special Benefiting Projects

Municipality of Cavan Monaghan

The following special projects are brought forward for consideration by the Municipality of Cavan Monaghan. These projects are undertaken only with municipal approval and financial support.

	2018 Municipal Levy	2018 Total Project Cost
Digital Imagery Acquisition Project - Page 121	\$100	\$ 13,000

Proposed Special Benefiting Project, Municipality of Cavan Monaghan

Digital Imagery Acquisition Project

Background

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 for the entire City of Kawartha Lakes and the portions of Municipality of Trent Lakes and Township of Cavan Monaghan that lies 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 project will be divided over 2018/2019.

KAWARTHA CONSERVATION
2018 Preliminary Special Project Budget

Draft

Shared cost Digital Imagery Acquisition		Audited Actual 2016	Budget 2017	Budget 2018
City of Kawartha Lakes	3939 km	\$ -	\$ -	\$ 10,000
Trent Lakes	566 km	-	-	2,900
Cavan Monaghan	16 km	-	-	100
		\$ -	\$ -	\$ 13,000

Note: the project has been divided over two years for the CKL. An additional \$10,000 will be required in 2019 for completion.

Kawartha Conservation

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MUNICIPAL PROPERTY ASSESSMENT CORPORATION

December 5, 2017

To: Heads of Council of Municipal Billing Partners

From: Dan Mathieson, Chair, MPAC Board of Directors

Subject: Budget and Municipal Levy for 2018

On behalf of the Municipal Property Assessment Corporation (MPAC), I would like to advise you that the Board of Directors has approved the corporation's 2018 budget in support of their 2017-2020 Strategic and Financial Plan. The approved levy increase for 2018, is 2.65% which is consistent with the levy increase approved for 2017.

The Board's approval of the 2018 budget and municipal levy will allow MPAC to invest in its core operations to deliver the new Service Level Agreement (SLA). The jointly developed SLA establishes fair, meaningful and achievable performance standards for assessment services that municipalities and taxpayers rely on most. Our investment will also support the new Assessment Review Board (ARB) process and continue to build and maintain its service delivery model.

With this approval, the Board is committed to ensuring MPAC continues to best serve their municipal partners and the property owners of Ontario, while providing the support their employees need to deliver the highest standards of service and expertise.

Assessment Roll Stability & Predictability

Looking towards 2018, the requirement for MPAC to support and respond to the ARB's commitment to improve the appeals process played a critical role in the Board's review. Next year, the ARB will continue implementing a strategy to eliminate backlogs and complete appeals within the assessment cycle which will have a direct impact on MPAC's staffing and resources. We believe the work undertaken by the ARB will continue to support stability and predictability in Ontario's property assessment and taxation system.

A stable and predictable assessment base is important to the Board and the initiatives implemented for the 2016 Assessment Update, such as disclosure, pre-roll discussions and the extensive outreach activities, is a reflection of our commitment. Taking this approach forward and building on it for the 2020 Assessment Update will require the establishment of a reserve fund. This requirement is also reflected in the 2018 budget.

Office of the Chair c/o Municipal Property Assessment Corporation
1340 Pickering Parkway, Suite 101, Pickering, Ontario L1V 0C4
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In 2018, MPAC will continue to introduce the SLA to municipalities across the province. The annual budget reflects the need for the right number of senior valuation staff in field to meet the demands of our workload, programs to ensure the quality and consistency of our data, and continued growth to build our pool of accredited valuation professionals.

The levy amount for each municipality is determined by the levy formula contained within the *MPAC Act* and will be finalized following the delivery of the 2017 Assessment Roll. Municipalities can expect to receive additional details in December with final statements sent in January 2018.

Questions about MPAC's 2018 budget and municipal levy should be directed to Rose McLean, President and Chief Administrative Officer, or Carla Y. Nell, Vice-President, Municipal and Stakeholder Relations.

Yours truly,



Dan Mathieson
Chair, MPAC Board of Directors

Copy Chief Administrative Officers, Chief Financial Officers, Clerks & Treasurers of Municipal
Billing Partners
MPAC Board of Directors
Rose McLean
Carla Y. Nell