



Kawartha Lakes 2020 Budget and Business Plan

Types of Budgets

Operating

- Ongoing delivery of 200+ day to day services

Capital

- One time in nature
- Results in the creation of or improvement to an asset

Special Projects

- One time in nature
- Does not result in the creation of or improvement to an asset

Types of Budgets – Support



2020 Proposed Budget: \$305.1M



Your tax dollars at work

The municipality delivers more than 200 services across four areas of focus:



A Healthy
Environment



A Vibrant and
Growing Economy



An Exceptional
Quality of Life



Good Government

[See all 200 services provided](#)

A Healthy Environment – 33 services



- 1 Ensure municipal drinking water sources are protected
- 2 Develop and adhere to the Drinking Water Quality Management Standard (DWQMS)
- 3 Manage and administer the municipality's Asbestos Management Plan
- 4 Treat and deliver clean, safe drinking water across 21 water systems
- 5 Treat, collect and discharge wastewater across 6 wastewater systems
- 6 Oversee source water protection for private sewage systems
- 7 Province private On-Site Part 8 Sewage System Assessments
- 8 Provide tile drainage loan program to property owners
- 9 Manage curbside waste collection for over 40,000 households
- 10 Manage curbside recycling collection (blue and green bins)
- 11 Manage five active landfills and 11 closed landfills
- 12 Provide free residential drop off of scrap metal
- 13 Collect and manage household hazardous waste
- 14 Offer leaf and yard waste collection (spring/fall)
- 15 Offer mattress recycling
- 16 Offer construction and demolition recycling
- 17 Operate and maintain the Lindsay/Ops landfill gas generator
- 18 Collect large item pickup at curbside
- 19 Offer Environmental Roundup Days
- 20 Manage and administer the municipality's Energy Management Plan
- 21 Maintain and manage more than 9,800 acres of forest, including the annual timber harvest
- 22 Manage the urban tree program
- 23 Provide feedback to policies on renewable energy fill
- 24 Provide engineering expertise to Kawartha Conservation for Flood Plain Mapping
- 25 Provide guidance in various policy and regulatory initiatives with Provincial and Conservation Authority partners
- 26 Repair and maintain all Capital assets (buildings, fleet, equipment and infrastructure worth more than \$3.2 billion)
- 27 Utility Services - Provide utility meter reading, maintenance, installation and Utility Locates to prevent damage
- 28 Oversee management of Water Treatment Plants
- 29 Repair main breaks and conduct regular flushing
- 30 Repair and maintain manholes and fire hydrants
- 31 Provide septage services
- 32 Maintain established municipal drains and coordinate new drain construction on behalf of landowners
- 33 Execute nine Lake Management Plans in partnership with Kawartha Conservation and landowners to keep lakes clean and healthy

[See all 200 services provided](#)

Good Government – 70 services



Good Government

- 34 Manage municipal budget in accordance with the Public Service Accounting Board requirements (more than \$250 million in operating, capital, water and waste water budgets)
- 35 Maintain asset management database of infrastructure including replacement costs and timing
- 36 Regularly update the long term financial plan
- 37 Develop and track progress of the Strategic Plan
- 38 Provide open and transparent communication with members of the public, media and all stakeholders
- 39 Develop and oversee all Council Policies and Management Directives
- 40 Present municipal priorities and issues to other levels of government to ensure policy and funding needs are heard
- 41 Maintain strong working relationships with all government, non-profit and community agencies to ensure the needs of stakeholders are met
- 42 Provide the Continuous Improvement Program
- 43 Ensure all records and the use of private information are stored and retained as required.
- 44 Provide support to Council and ensure Council agendas and minutes are published in a timely and accessible manner
- 45 Support Council Committees, Boards and Task Forces
- 46 Court administration and prosecutions
- 47 Respond to litigation, claims and provide advice
- 48 Selling, leasing and licensing City owned land and purchasing of land
- 49 Establish risk management policies, oversee procedures, manage claims
- 50 Livestream Council meetings on YouTube
- 51 Provide timely and relevant information on all municipal services online (www.kawarthalakes.ca)
- 52 Offer residents the option to pull municipal information of interest onto their mobile device via mobile app Pingstreet
- 53 Conduct the municipal election
- 54 Process Freedom of Information Requests
- 55 Manage property tax, utility billing and accounts receivable
- 56 Identify properties for tax sale and facilitate sales
- 57 Administer leases for municipal facilities
- 58 Conduct audit and evaluate results for all financial accounts, ensure policies and procedures are compliant with applicable legislation and regulations
- 59 Administer vendor performance management program
- 60 Manage various municipal funding programs such as 50/50 Capital Partnership, CDPF, CHEST, Powerlinks, Wilson Estate

[See all 200 services provided](#)

Good Government – 70 services continued

- 61 Administration and prosecution of non-criminal provincial offences and municipal by-law offences within the City of Kawartha Lakes and the County of Haliburton.
- 62 Recruit, onboard, manage and develop employees to minimize turnover, maximize productivity and succession-plan
- 63 Manage labour relations, grievances, arbitrations/contract negotiations for all unions representing over 1300 employees
- 64 Investigate internal complaints (violence, harassment, Human Rights)
- 65 Provide programs that promote and enhance Health and Safety
- 66 Administer payroll, leaves, benefits and accommodations
- 67 Administer orientation of all new employees, ongoing development and training
- 68 Manage enterprise systems and applications to ensure efficient operations
- 69 Maintain boundary roads according to agreements with neighbouring municipalities
- 70 Process permits for entrance, oversize/overweight load, road occupancy and road closures
- 71 Stockpile sufficient materials for winter maintenance (sand and salt) and maintain storage structures
- 72 Provide winter maintenance operations on 5400 lane kilometres of roads
- 73 Provide winter sidewalk maintenance
- 74 Provide 24/7 road patrol (winter)
- 75 Snow removal from downtowns
- 76 Conduct winter drainage activities
- 77 Routine road patrol (class 1-5 roads)
- 78 Maintain and inspect street lights
- 79 Maintain and inspect traffic lights
- 80 Provide traffic control warrants and studies
- 81 Install and maintain safety road signs
- 82 Install guard rails
- 83 Maintain gravel pit
- 84 Paint lines and symbols on roads
- 85 Maintain bridges and culverts
- 86 Mow roadside grass
- 87 Provide noxious weed control
- 88 Roadside brushing and tree removal
- 89 Provide ditching to all roads
- 90 Street sweeping
- 91 Dust control on gravel roads (calcium chloride)
- 92 Gravel road grading and shoulder rehabilitation
- 93 Inspect and repair roads, sidewalks and curbs
- 94 Maintain catch basins
- 95 Provide road patching to potholes and cracks (cold and hot mix)
- 96 Replace guide posts
- 97 Pick up debris on roadway
- 98 Maintain Seasonal Level of Service and Limited Service Roads
- 99 Administer the Adopt a Road Program
- 100 Purchase, maintenance and repair of more than 400 vehicles and equipment
- 101 Oversee all driver and operator licenses
- 102 Fuel purchase, management and tracking for municipal fleet
- 103 Oversee management of the municipal airport



Good Government

A Vibrant and Growing Economy – 41 services



- 104 Process Planning Act applications and resolve related appeals
- 105 Provide engineering review of designs to ensure compliance for with provincial and municipal guidelines, by-laws, and standards for (pre-consultation, minor variance, consent, re-zoning, site plan, subdivision)
- 106 Provide engineering review and provincial ministry review for all storm, sanitary, and stormwater management approvals
- 107 Provide engineering review of the design implementation for site plans (site inspections as coordinated through Planning Division, as well as, cost estimate review, servicing connection review and inspection, sediment and erosion controls inspections, stormwater management review, etc.)
- 108 Provide engineering review of the design implementation for subdivisions (pre-construction meetings, continuing construction meetings, acceptance and assumption inspections, regular field inspections, cost estimate reviews for multiple security reduction requests, review of and inspection of servicing connections, review of and inspection of watermain commissioning, review of sediment and erosion controls, review of stormwater management, including updates to the on-going operation and maintenance for compliance prior to assumption, review of input for municipal asset registry, preparation of assumption reports to Council/Committee, etc.)
- 109 Review and approve subdivision agreements and site plan agreements
- 110 Plan, design and build all new municipal capital projects (buildings, roads, bridges, arenas, parks, etc)
- 111 Provide mapping services to staff and stakeholders
- 112 Provide coordination for the utilities working within the municipality
- 113 Develop municipal engineering requirements, guidelines, templates, and standards for development processes
- 114 Provide zoning and site plan compliance requests
- 115 Develop and monitor policy and by-laws related to future growth and community development
- 116 Provide planning and development information on various processes
- 117 Oversee the process for severance, rights-of way, easements and other changes to property boundaries
- 118 Issue patio licence agreements
- 119 Issue liquor licences and extensions
- 120 Issue building permits
- 121 Issue permits for private septic systems and swimming pools
- 122 Develop sign-by law and issue permits
- 123 Issue business and related licenses (lottery, taxi, business, etc.)
- 124 Issue permits and registration of Accessory Dwelling Units
- 125 Issue Heritage Permit Applications
- 126 Process applications from farmers for livestock kills
- 127 Oversee the process for fence disputes
- 128 Ensure the Ontario Building Code is enforced for public and environmental safety
- 129 Enhance tourism through marketing initiatives (www.explorekawarthalakes.com)
- 130 Oversee Kawartha Choice Farm Fresh marketing program for local food producers
- 131 Provide small business start-up consultations and learning opportunities
- 132 Provide business consultation for existing and growing businesses
- 133 Provide business training and development
- 134 Stimulate business attraction and relocation
- 135 Work closely with the agricultural sector to support and advocate for growth opportunities and removal of barriers
- 136 Offer business development programs to benefit the retail sector
- 137 Maintain directory of tourism businesses and offer business related development opportunities
- 138 Foster cohesiveness, business development and data collection among Arts, Culture and Heritage Sector Businesses
- 139 Develop, expand and promote the Arts & Heritage Trail
- 140 Actively market and promote emerging specialized engineering and manufacturing sector opportunities
- 141 Administer the Million Dollar Makeover program
- 142 Revitalize downtowns in partnership with communities
- 143 Build collaborative networks with local organizations to build the economy
- 144 Manage public parking and issue tickets

Exceptional Quality of Life – 58 services



145	Oversee community emergency management program including training and public education		External Defibrillators (AED) in strategic locations throughout the community
146	Maintain all fire stations, maintain and manage all fleet and equipment	162	Provide CPR education
147	Perform maintenance on fire trucks and set aside capital dollars for future replacement	163	Community Paramedicine Referral Program
148	Educate the public on fire safety and prevention	164	Provide Paramedic Student Placement
149	Provide Door-to-Door Smoke Alarm and Carbon Monoxide Program	165	Provide Community Care non-urgent transport
150	Enforce the Fire Code	166	Manage the dispatch centre
151	Provide Simplified Fire Risk Assessments	167	Evaluate future needs for station capacity and coverage area
152	Facilitate weekly firefighter training for more than 300 volunteer firefighters and staff	168	Pick up, house and reunite stray dogs with owners
153	Issue permits to hold a public display of fireworks	169	Administer dog licences
154	Issue open air burn permits	170	Investigate complaints of by-law infractions
155	Attend public events for education and awareness of safety protocol	171	Manage burial services, sale of lots, record retention and maintenance for active cemeteries
156	Respond to paramedic, fire, rescue and medical 911 calls, monitor call out times, complete post call reports	172	Contribute to safe and well-kept neighbourhoods by investigating and enforcing the Property Standards By-Law
157	Provide hazardous material recovery and specialized rescue	173	Investigate complaints related to noise, animals and parking and enforce applicable municipal by-laws
158	Respond to medical calls, monitor call out times and complete post call reports	174	Provide door-to-door public transit service for people with physical and or functional disabilities (LIMO Transit)
159	Transport of critical care patients of heart attacks and strokes to centres of excellence	175	Provide bus services within Lindsay (Lindsay Transit provides over 100,000 rides per year)
160	Provide Primary and Advanced Care prehospital care		
161	Public Access Defibrillation (PAD) program to place Automated		

[See all 200 services provided](#)

Exceptional Quality of Life – 58 services continued



176	Provide Public Library services with traditional and digital programming for all ages (books, magazines, periodicals, etc.)	191	Operate 166-bed long term care home (Victoria Manor)
177	Maintain and provide public use and rental of 11 arena facilities	192	Provide community agency programs for poverty reduction and community participation programs (primarily for children of low income families)
178	Maintain and provide public use and rental of 18 community centres/halls	193	Provide doctor recruitment incentives to recruit doctors through Kawartha Lakes Health Care Initiative
179	Maintain and provide public use and rental of 55 sports fields	194	Provide Nurse Practitioner funding, administered by Victorian Order of Nurses
180	Maintain and manage two municipal trailer parks	195	Offer customer service requests of popular transactions through four municipal service centres
181	Maintain more than 135 municipal parks (services include grass cutting, horticulture programs and waste collection)	196	Call centre with support during business hours, and after hours municipal emergency support line
182	Provide safe, clean and well maintained public facilities such as beaches, boat launches, docks, splash pads, sport courts and skate parks.	197	Provide online service requests and information via municipal website
183	Maintain and manage rentals and programming at two recreation centres and swimming pools	198	Connect with the public via social media channels
184	Offer summer day camps for a variety of ages and interests	199	Online engagement platform, Jump In, Kawartha Lakes offers convenient public participation on municipal projects and issues
185	Plan, coordinate and fund special events such as Concerts in the Park and the Lindsay Milk Run.	200	Issue marriage licences and officiate marriage ceremonies
186	Make quality child care available by administering fee subsidies to families and operating funding for child care agencies	201	Issue burial permits
187	Administer Health Unit funding	202	Ensure accessible access to all members of the public to municipal buildings, online services and documents
188	Develop and oversee homelessness prevention programs and supports including emergency shelter		
189	Program delivery and employment supports of Ontario Works		
190	Provide administration for non-profit housing providers, including Kawartha Lakes Haliburton Housing Corp. which provides almost 700 units of affordable housing.		

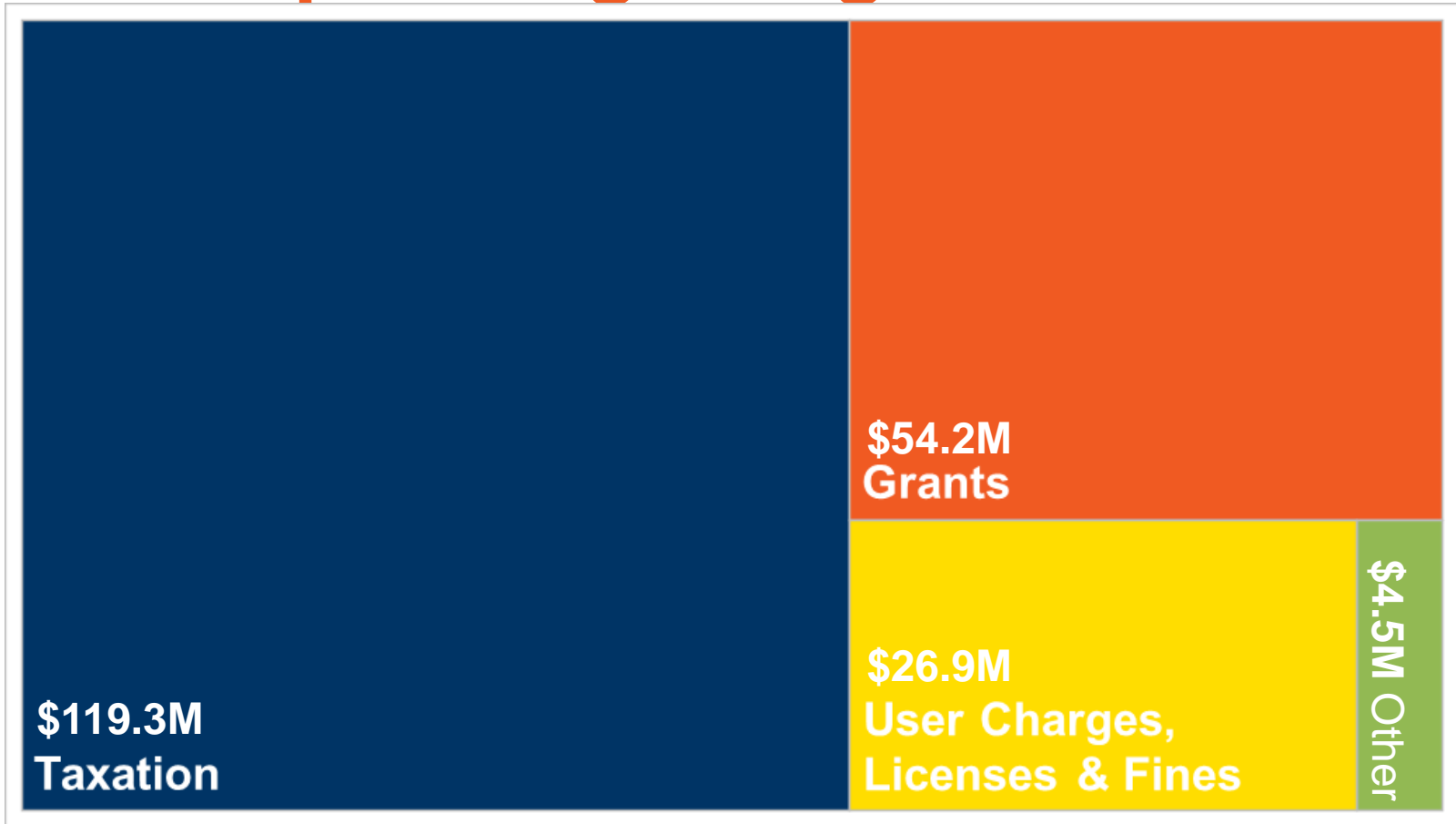
[See all 200 services provided](#)



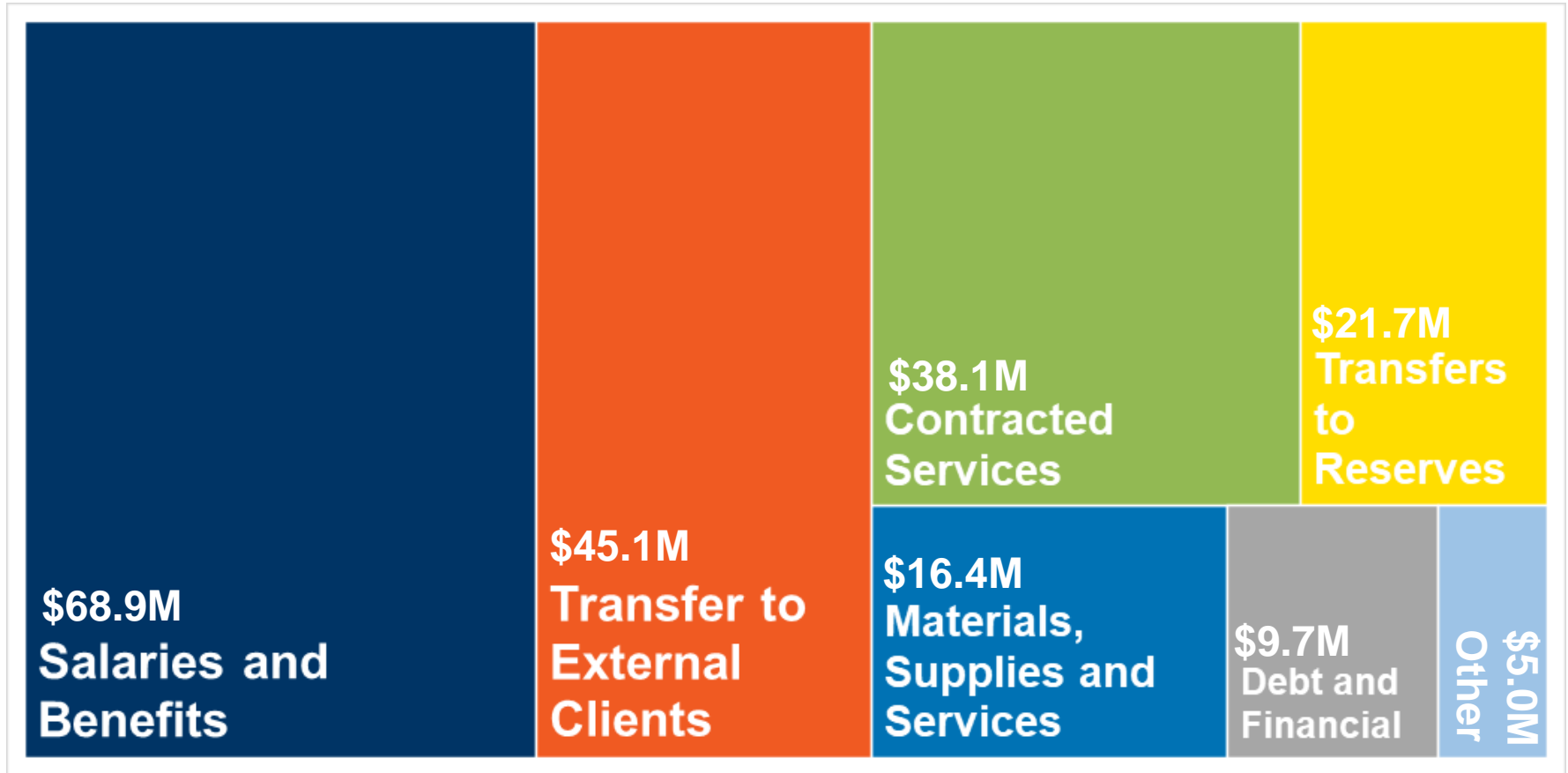
Operating Budget



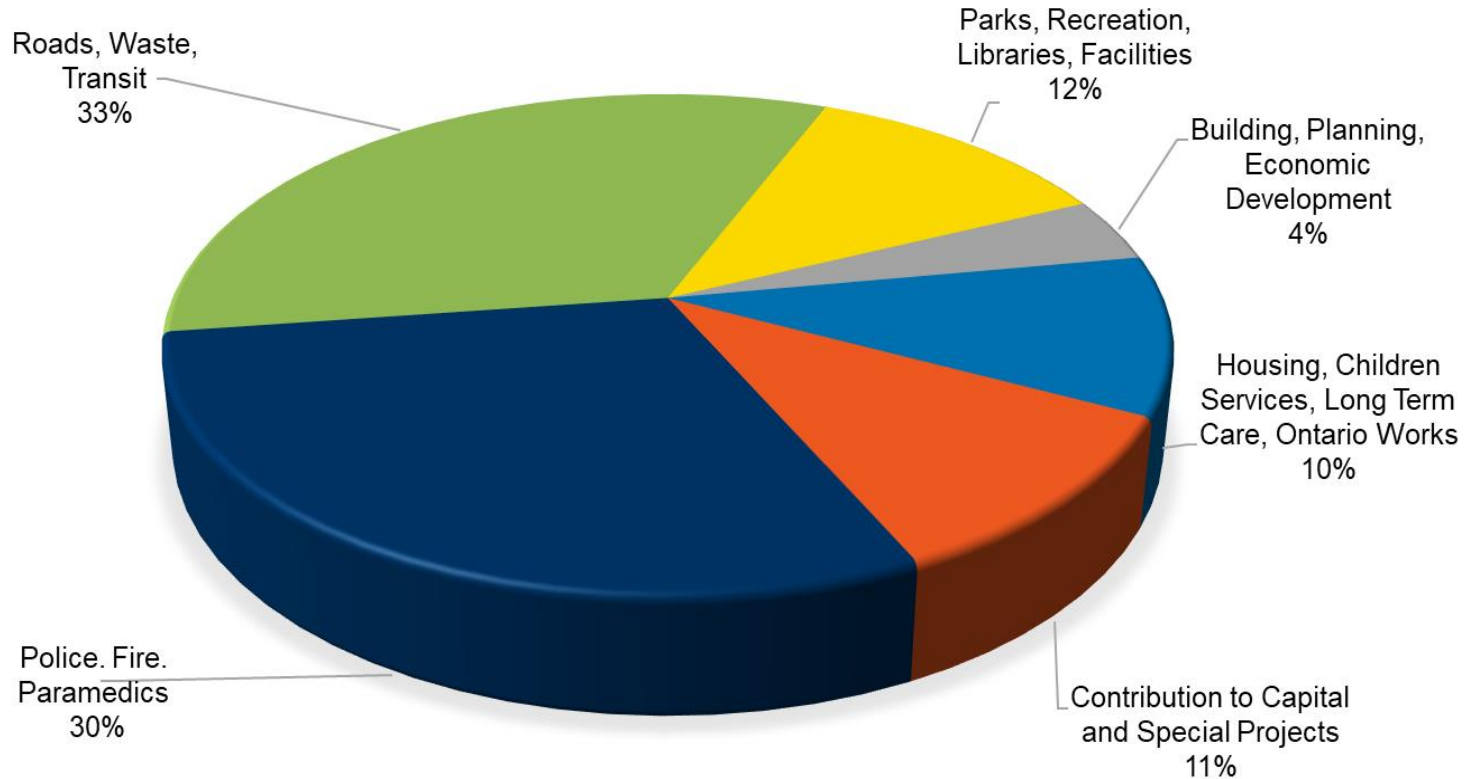
2020 Operating Budget \$204.9M



2020 Operating Budget: \$204.9M

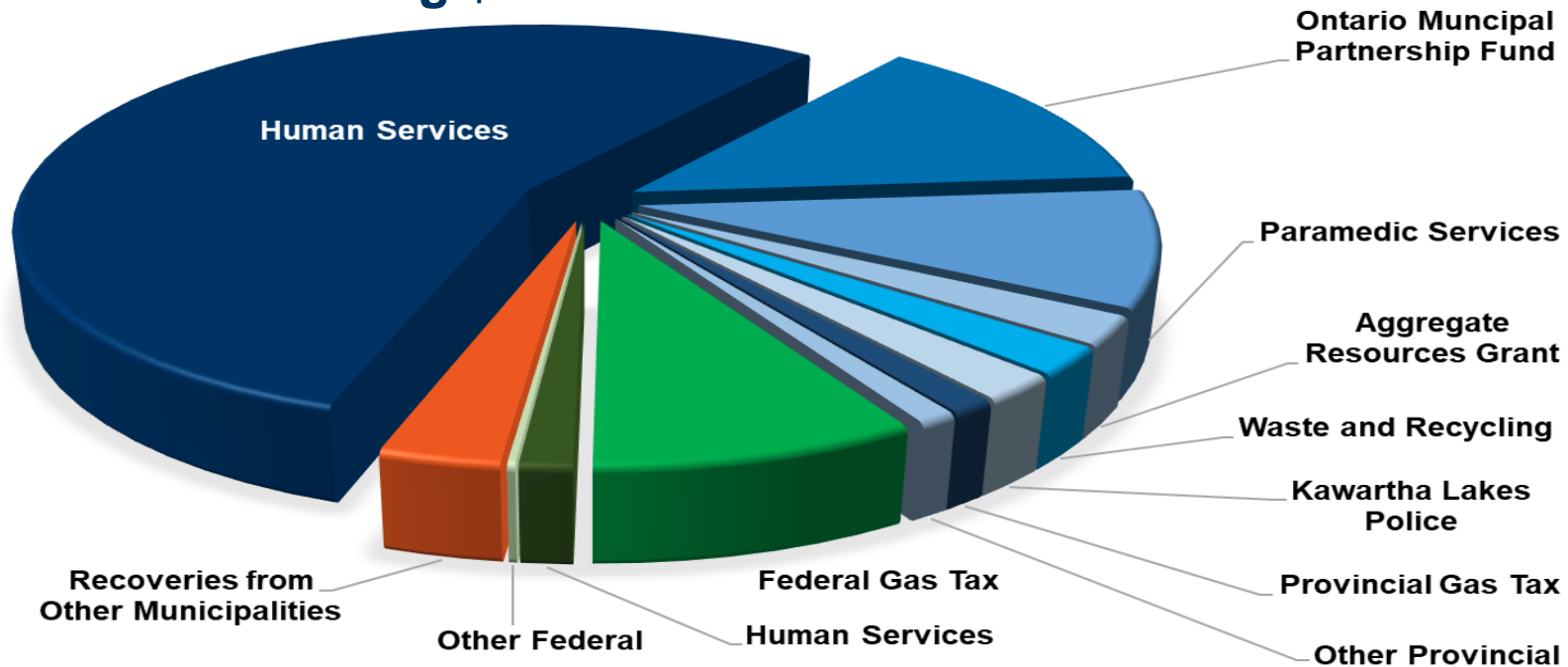


Where Do \$119.3M in Tax Dollars Go?



Grant Funding: \$54.2M

Provincial Funding \$46.9M



Federal Funding \$5.5M

Impact of Anticipated Provincial Funding Reductions

Paramedic Services	\$426,220
Childcare Services	\$205,159
Police Services	\$443,000
Health Unit	<u>\$167,687</u>
Total Known Reductions	\$1,242,066
Tax Levy Equivalent	1.1%

Operating Budget Mandate

On June 11, 2019, Council approved:

- **That** all external City Agencies and Boards, funded in whole or in part by the tax levy, be advised and notified that the City's funding level for 2020 will not exceed the 2019 contribution level; and
- **That** staff be directed to bring forward 2 proposed budgets for 2020.
 - As per the long term financial plan approved by Council.
 - 0% tax support operating budget increase over 2019 from each department.

Operating Budget

Proposed Operating Budget
recommends a **3.93%** tax levy increase



Operating Budget

Key Drivers:

Transfer to Capital Reserves increase	\$2.35 M
Transfer from Reserves decrease	\$1.75M
Salaries and Benefits increase	\$0.93M
Winter Maintenance increase	\$0.83M
Waste Management increase	\$0.30M
Assessment Growth increase	<u>(\$1.70M)</u>
Net Tax Levy Increase (3.93%)	<u>\$4.50M</u>

Operating Budget – What isn't included

Draft Budget proposed **±7%** tax levy increase

Budget Amendments:

Reduced Employee Benefits	\$0.6M
Reduced Waste Contract Provision	\$0.1M
Reduced Special Project Funding	\$1.0M
Removed provision for future reductions to OMPF	\$1.0M
Removed Provincial funding cuts to Paramedic Services	\$0.4M
Removed Provincial funding cuts to Childcare Services	<u>\$0.2M</u>
Total	<u>\$3.3M</u>

Getting the Budget to Zero

- Staff has been asked to provide Council with options to reduce the budget to a zero percent tax levy increase
- Most of the options will have service level impacts to the Community and Corporation





New Bethany Fire Station



New Logie Street Park



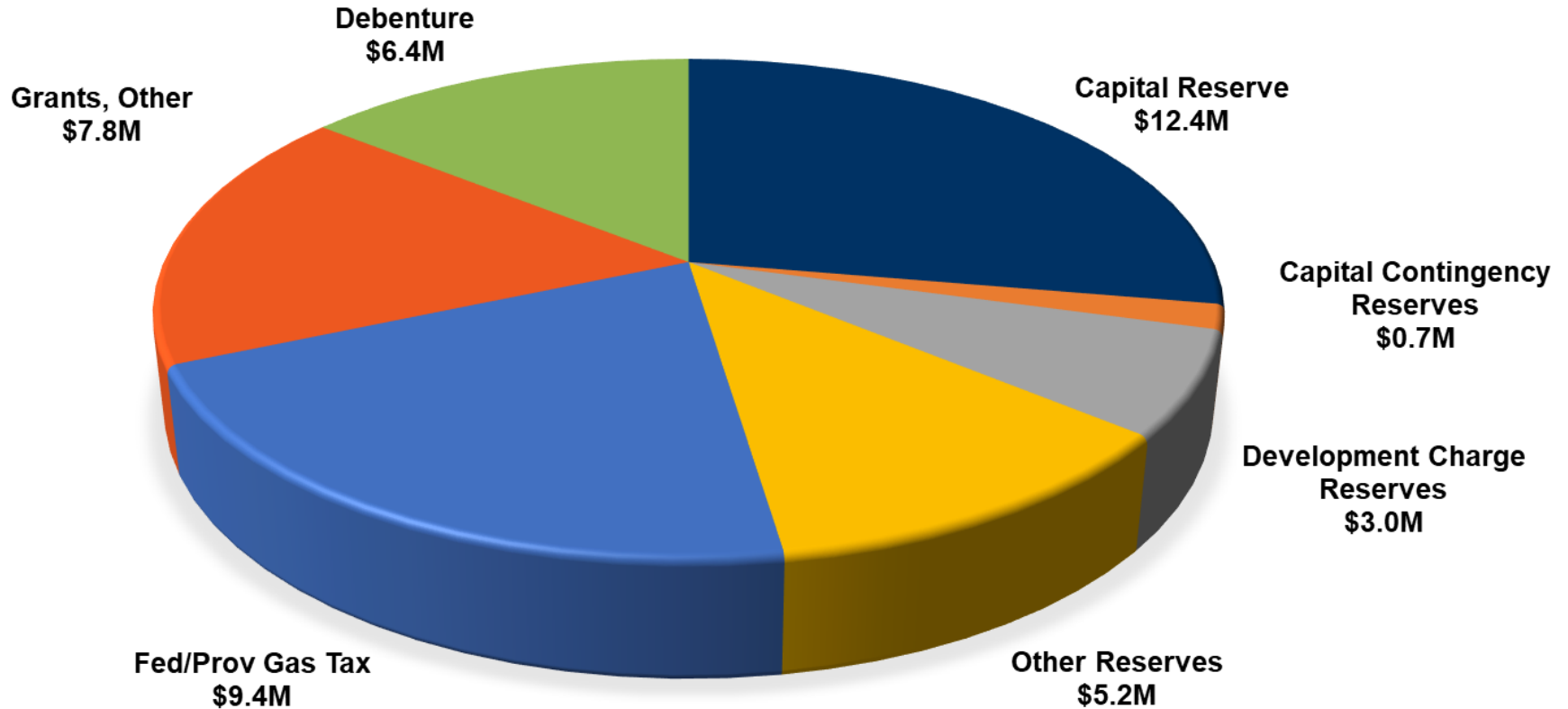
Accessible Council Chambers



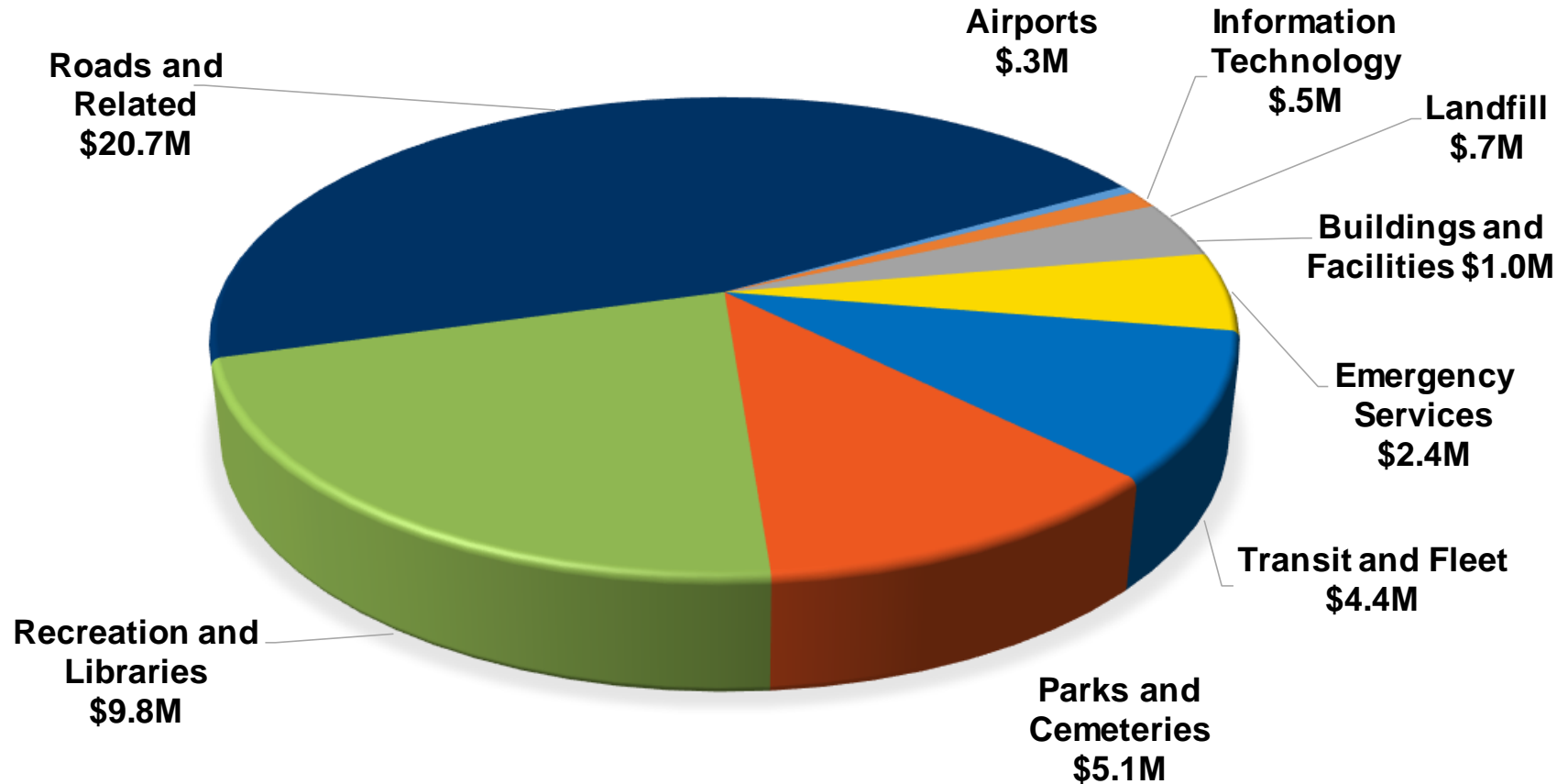
Road rehabilitation

Capital Budget

Capital Budget: \$44.9M



Capital Budget: \$44.9M



Capital Budget

On June 11, 2019 Council approved:

- **That** up to \$2,000,000 of additional Federal Gas Tax funds be committed to enhance the Roads Capital Program in 2020; and
- **That** staff include up to an additional \$2,000,000 of roads projects in the proposed 2020 capital budget to accelerate our roads program for Council consideration.

Capital Budget

Draft Capital Budget far exceeded the available funding in the Capital Reserve

Key reasons:

- Financial Plan anticipated higher tax levy increases
- Financial plan anticipated greater contributions to the capital reserve
- Capital program was accelerated / increased
- Operating Pressures exceeded forecast

Capital Budget

To align the 2020 Capital Budget with the Financial Plan:

Key Adjustments:	
Increased Contribution to the Capital Reserve	\$2.3M
Staff recommended project deferral	\$9.1M
Use of One-Time Federal Gas Tax (to support roads)	\$4.6M
Special debenture: Bobcaygeon Beach Park	\$4.0M
Special debenture: Ops Arena replacement	<u>\$1.9M</u>
Total Amendments	<u>\$21.9M</u>

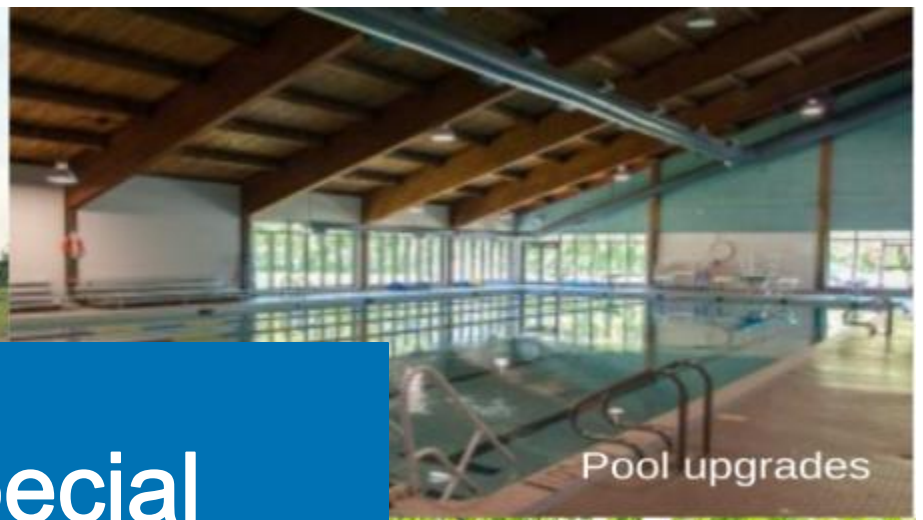
Capital Budget Highlights

- Bobcaygeon Beach Park
- Ops Arena Replacement
- Kent St and Colborne St reconstruction
- Reconstruction / Resurfacing of 130km of roads





Playground inspection/repair



Pool upgrades



Broadband network

Special Projects



Tree replacement, trail maintenance

Special Projects Budget

During the 2019 budget deliberations, Council requested that commencing with the 2020 budget that the Special Projects, previously included in the Operating Budget, be reported as a separate budget.

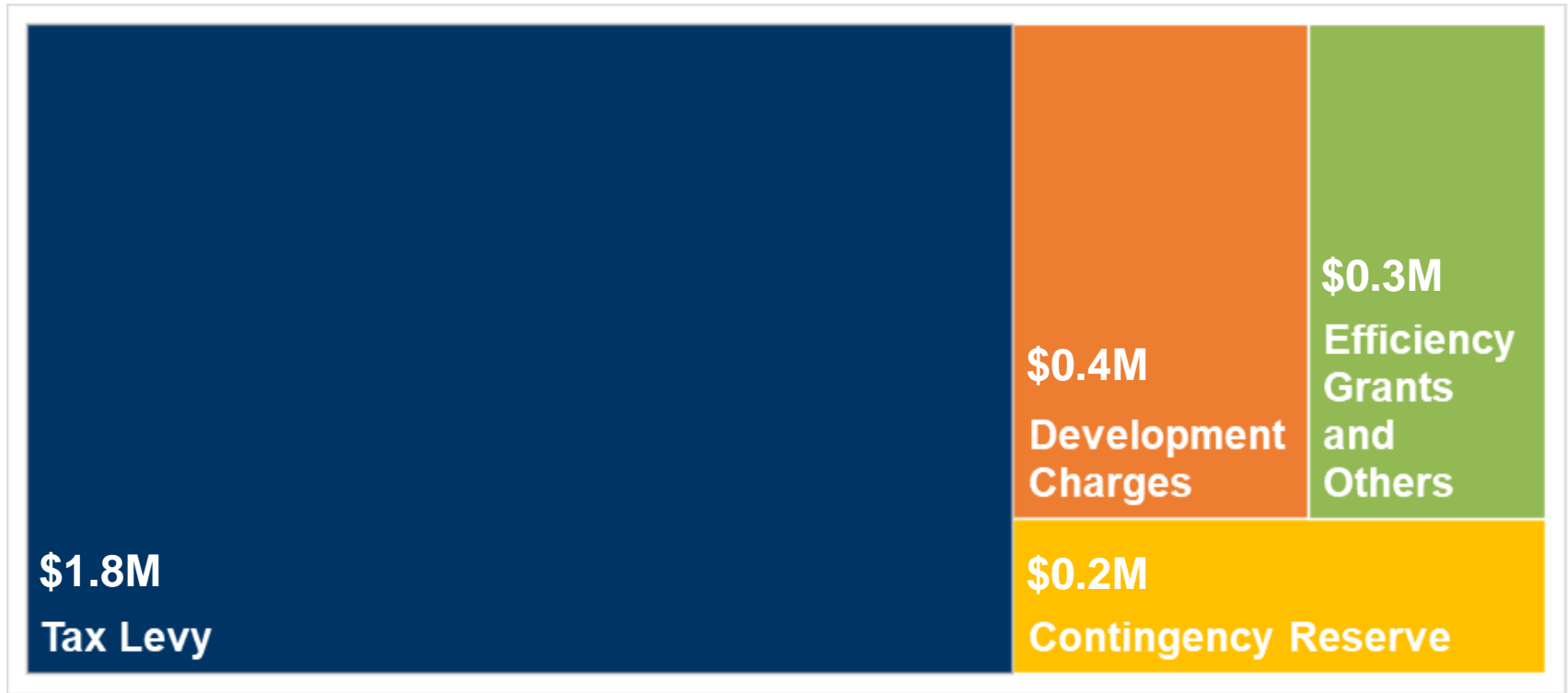
Special Projects Budget

- The Provincial Government provided one-time efficiency funding of \$750,000
- The funding is unconditional, but it is intended to help modernize service delivery and reduce costs through investment in projects

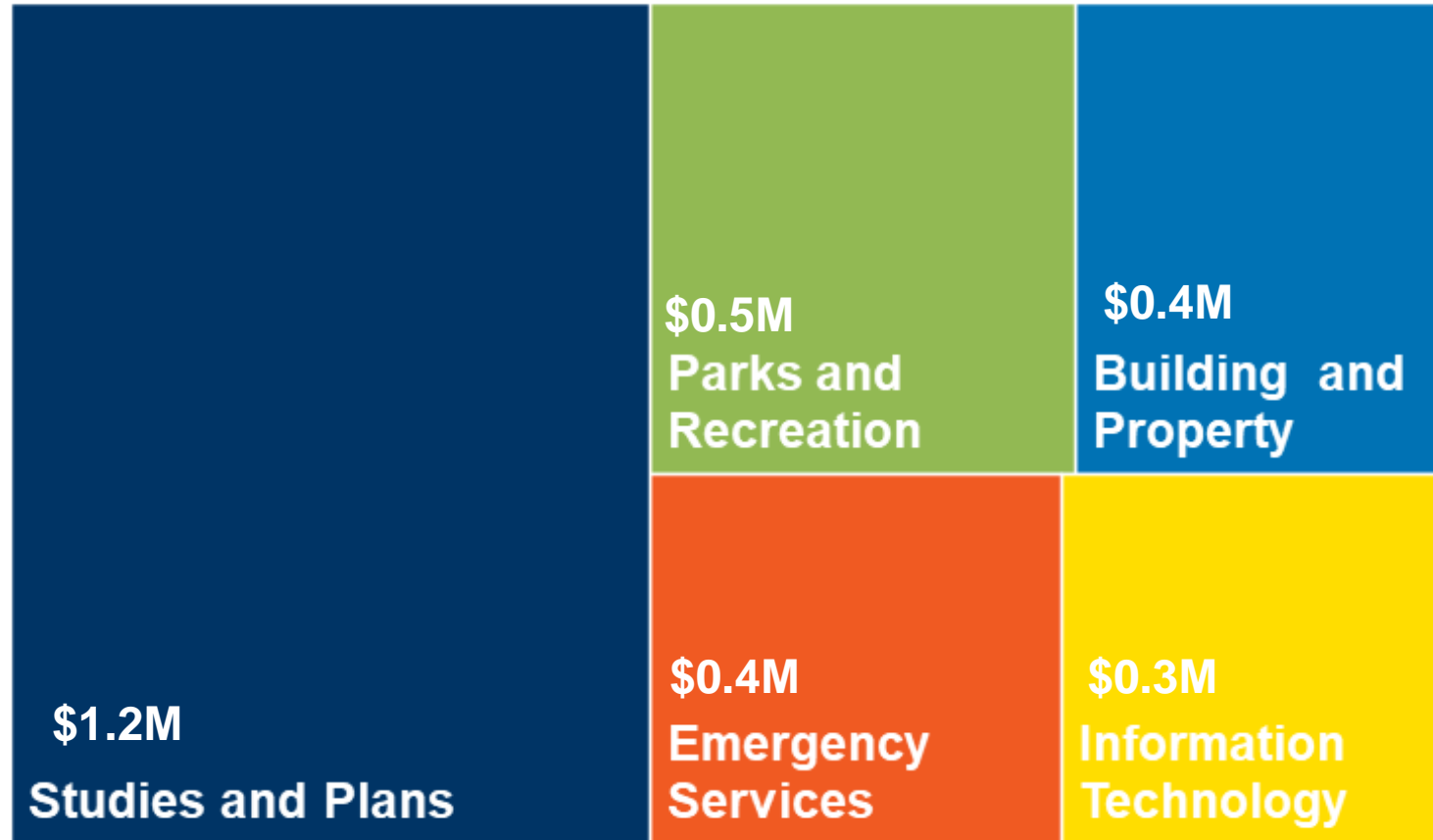
Special Projects Budget

- Tax levy support to the Special Project budget exceeded available funding by \pm \$1.0M
- Staff deferred \$700K to Decision Units
- Utilized \$300K of Efficiency Funding

Special Project Budget: \$2.8M



Special Projects Budget: \$2.8M



Special Project Budget Highlights

- Investment in Mobile Broadband initiative with Eastern Ontario Rural Network (EORN)
- Technology and applications for enhanced efficiency
- Studies and Plans

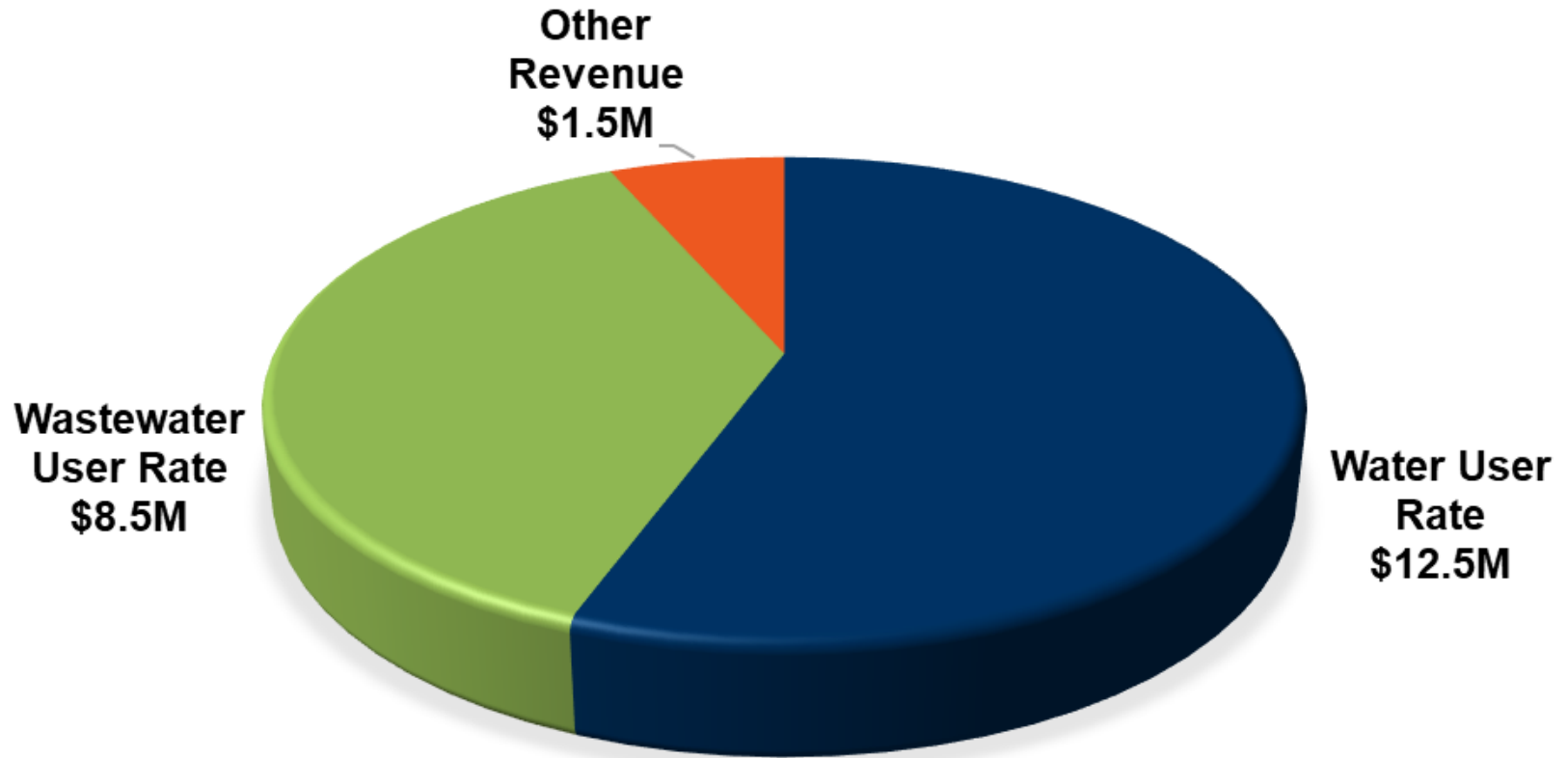


Water and Wastewater Budget

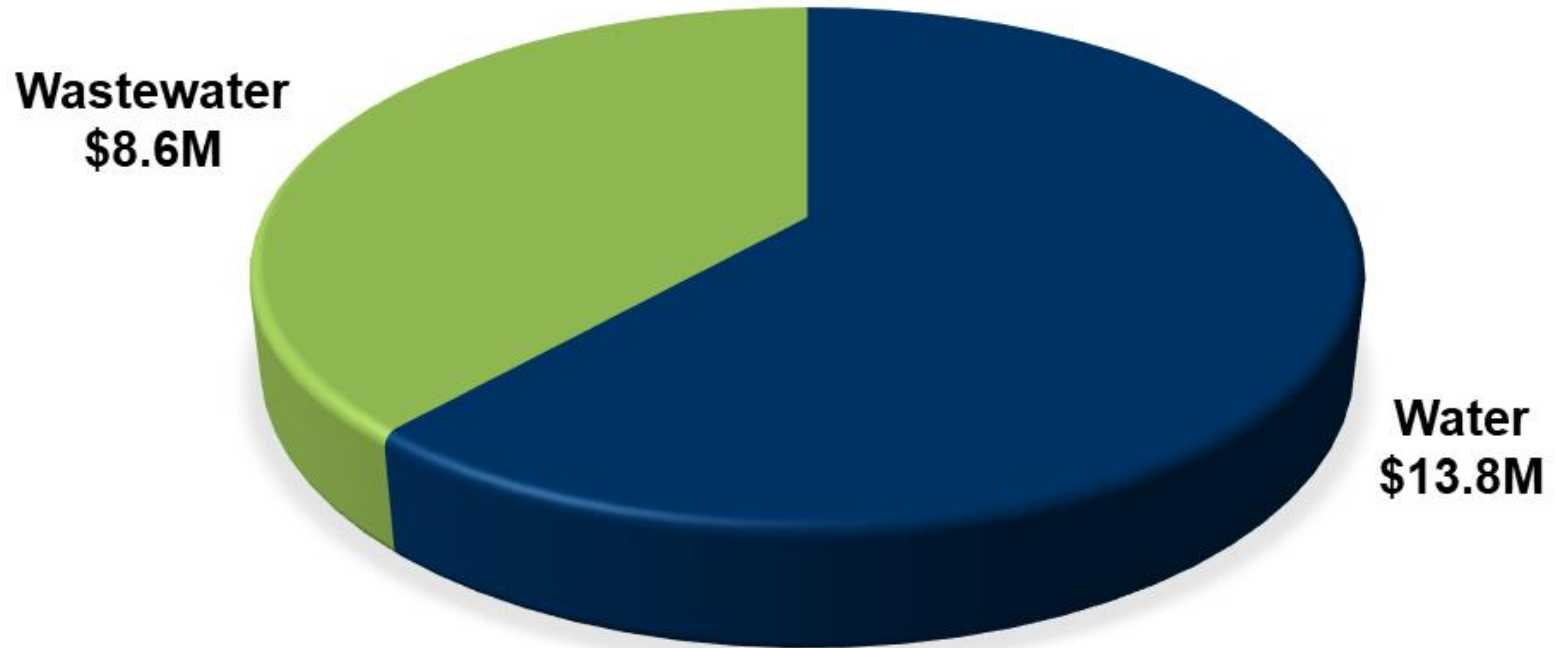


New pumping station completed in 2019

Water and Wastewater Operating: \$22.5M



Water and Wastewater Operating: \$22.5M



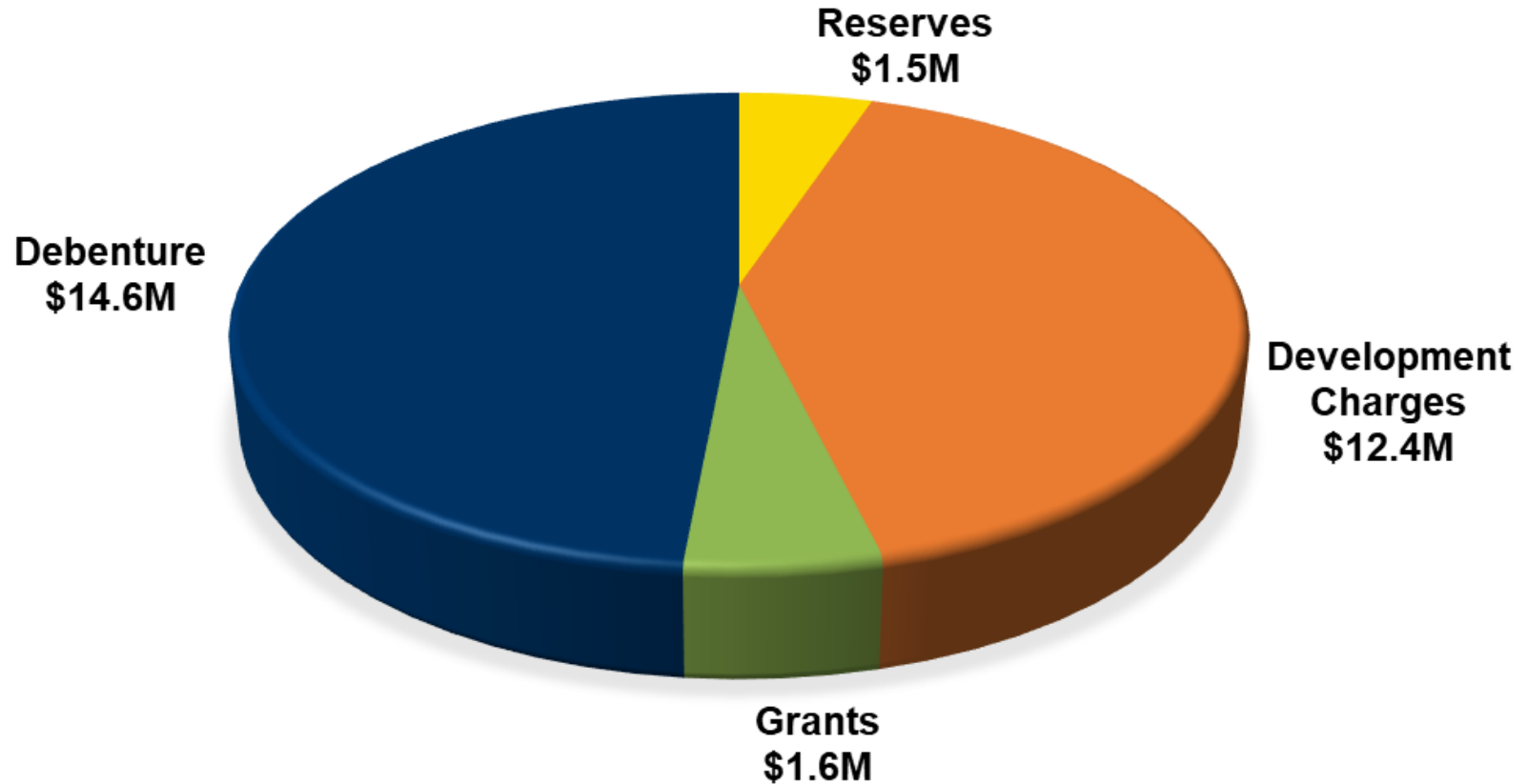
Water and Wastewater Budget

Proposed 2020 User Rates

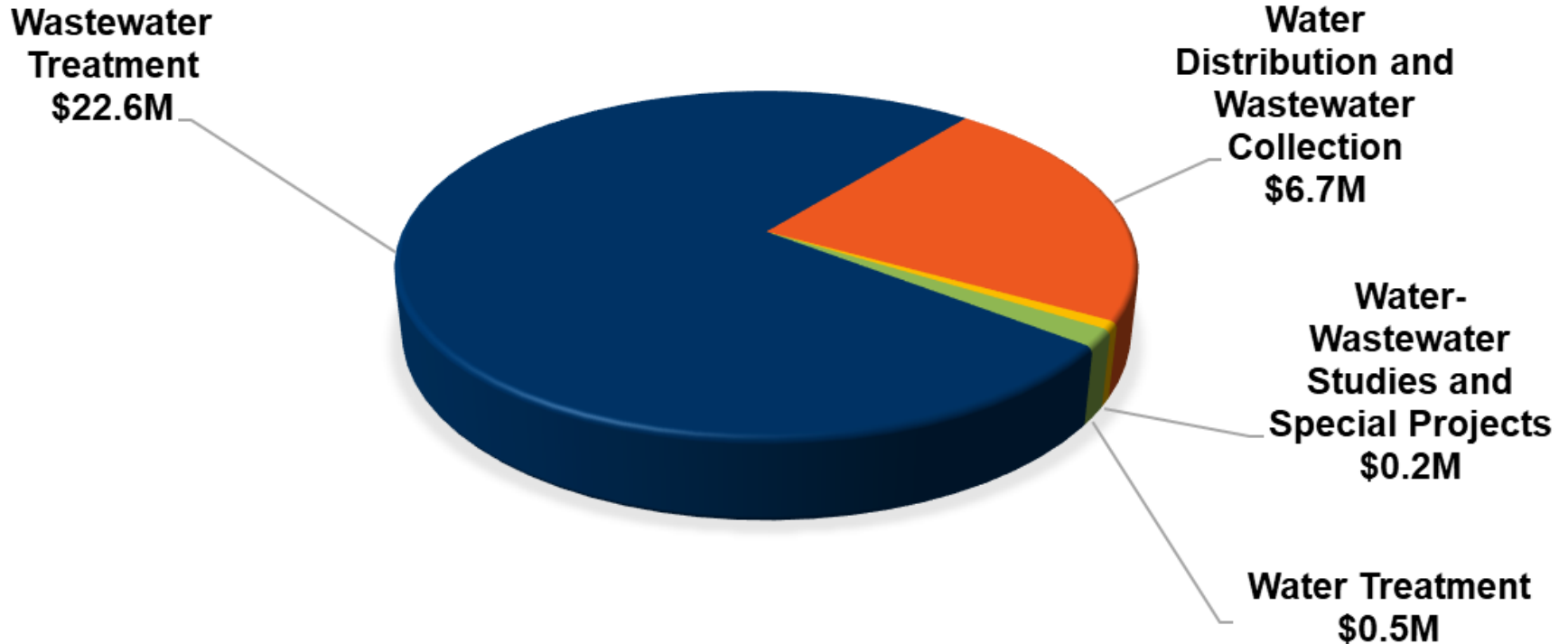
	2019 Rates	2020 Rates	Change
Water			
Fixed Monthly Rate	\$30.56	\$31.17	\$0.61
Consumption Rate (m ³)	\$2.72	\$2.72	\$ -
Wastewater			
Fixed Monthly Rate	\$29.56	\$29.86	\$0.30
Consumption Rate (m ³)	\$1.4606	\$1.4606	\$ -

Annual increase for Water and Wastewater \$10.92

Water and Wastewater Capital Budget: \$30M



Water and Wastewater Capital Budget: \$30M



Next Steps

- November 19 Council questions and extractions for Capital budget due
- November 26 and 27 deliberation and approval of:
 - Tax Supported Capital Budget
 - Special Projects Budget
 - Water and Wastewater Operating and Capital Budget

Next Steps

- December 3 and 5, deliberation and approval of:
 - Operating Budget

Follow along with the budget process



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