

**City of Kawartha Lakes
2023 Proposed Tax Levy Supported Operating Budget
Council Question and Answer**

	Member of Council	Page #	Question/Request	Answer
1	Smeaton	General	Where is the line item for training in division budgets?	<p>Training falls under the Materials category in all budgets.</p> <p>The glossary of Budget report categories is on page 243 through to 247 of the Budget book.</p>
2	Ashmore	General	Do we have a "rush fee" for applicants to receive expedited permits and planning application approvals?	<p>The City has a fee structure to expedite Zoning, Site Plan and Subdivision Compliance letters. This was established recognizing that land transactions/closings are often time sensitive and rely on this compliance confirmation. There is a nominal increased cost for quicker turnaround time (eg. \$250 for 2-day response vs \$114 for 10-day response for Zoning Compliance letters).</p> <p>There is no separate fee or process to expedite Pre-consultations and Planning Act applications.</p>
3	Warren	General	In general, can we get the unaudited actuals for 2022? Was there HR savings due to COVID?	<p>In 2020 and 2021 there were COVID savings in the wage and benefit area. However, 2022 salaries and wages are trending to be on budget with an estimated \$200,000 variance. The projected 2022 year end surplus is approximately \$3 Million. There are still entries outstanding from Staff and the annual audit may necessitate further adjustments.</p>

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4	Joyce	General	<p>Clerks and Treasury and Revenue & Taxation and Corporate Assets and Paramedic Services Salaries – this is one area that should be in lock-step with cost-of-living (COL) increases, yet many departments show increases in salaries higher than COL.</p> <p>But staff levels are the same since 2021, please explain.</p>	<p>Treasury: In 2021 a Junior Accountant position was removed and replaced with a Senior Accountant position. In 2022 an additional Finance Coordinator was created to support Human Services, fully funded by a provincial grant.</p> <p>Revenue and Taxation: Actual payroll costs for the Manager of Revenue and Taxation is apportioned to Revenue and Taxation and Utility Billing. This allocation had not previously been reflected in the budget calculations but has been rectified for 2023.</p> <p>Corporate Assets: Positions received market adjustments.</p>
5	LDBIA	General	<p>2022 budget \$32.5K, proposed \$40, and LDBIA \$70k is over 110% increase from 2022 to 2023.</p>	<p>The request for the increase to \$70K in this budget was made by the BIA through the 2023 budget process. This request is listed as an operating budget decision unit for council consideration, with background information and options.</p>
6	Perry	General	<p>The expanded/new waste water treatment plant for Fenelon is still in the long term financial plan for 2026, correct?</p>	<p>No, the project is not in the Long Term Financial Plan because it is not in the Water and Waste Water (WWW) rate study. While the project is in the Development Charge study, through the WWW rate study the project timing for financial planning purposes was pushed outside the 2031 planning horizon due to minimal growth and excess capacity at the plant. The scope and timing of the project will be reset through the ongoing WWW master plan.</p>
7	Warren	General	<p>Is there a report regarding energy savings through 3rd party investors?</p>	<p>There is no such report. The City previously entered into a contract with such a partner for small projects (approx. 10 years ago) with mixed results.</p>

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8	Smeaton	14.1	How was School Board taxation able to stay the same, yet had/ "needed" an increase last year of 8% or so?	School Board taxation is a flow through item for CKL (all tax levy received is transferred to the (4) School Boards) this budget has been the same for several years. The actual amount collected in 2022 is \$24.9 Million compared to 2019 when the City collected \$25.4 Million. The City does not set the tax rate as this is prescribed by the Province.
9	Joyce	14.1	I would like to see 2018, 2019 and 2020 actuals please. Coming from the private sector we always had past 4-year actuals.	Provided a Corporate Summary that includes 2018 to 2021 actuals with 2022 and 2023 budget (Attached).
10	Elmslie	14.1	Donations and other revenues have increased by \$715,688, what has changed?	The increase is predominantly for the sale of recyclables which increased \$700,000 over the 2022 budget. This is a result of the change in the market for this type of material. The market fell a few years ago and some commodities have recovered and therefore we are seeing improved revenues.
11	Elmslie	14.1	Interest income is increased by \$3,105,000 and restricted amounts are reduced by \$2,998,000 are these differences related?	No they are not related. The increase in interest is due to the rising interest rates in the market. This enables Staff to invest money at a higher rate of return. The restricted amounts earned are decreasing due to the Pandemic grant the City received in 2020 and 2021 to offset Pandemic expenses. These funds were utilized in 2021 and 2022 and therefore that source of funding is no longer available.
12	Joyce	15.1	Benefits – why has that jumped 32% over 2019 and 16% over 2021?	Between 2019 and 2023 the City's org chart complement has been right sized based on program needs. Increases have also been experienced in the compensation. As a result, employee benefits have direct correlation to the staff complement and thusly increased. Employee benefits include: OMERS, CPP, EI, Health Tax, and Group Benefits and each of these categories have increased between 2019 and 2023.

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13	Smeaton	15.1	"Licences"/ "Permits" – will these \$ figures/ numbers not increase with Short Term Rentals?	Licences / permits may increase as a revenue source, if STR's are licensed. Council to consider program options in Q2 2023.
14	Joyce	15.1	Corporate Training – Please explain the 75% over 2019 actuals.	During the pandemic years, we suspended much of the corporate training program. The City is investing in training to keep pace with technology and legislation. 2023 budget includes leadership development. Post-pandemic, we are returning to, and expanding, various corporate training and development programs for existing and newly-onboarded staff. In some areas, have funded certain expanded training and development as a recruitment and retention strategy.
15	Joyce	15.1	Advertising – 33% over 2019 (18% over 2021) – why such an increase for a not-for-profit corporation?	Two factors contributed to the increase: 1) An increased amount of advertising was required in 2020 and 2021 to communicate pandemic related information. For example, communicating public access to various City programs and services due to provincial mandates during shut downs and re-opening stages. 2) an increase in advertising rates due to market prices.
16	Joyce	15.1	Vehicle & Equipment Fuel – please tease apart Vehicle vs. Equipment Fuel – how much are these two components separately?	For 2021 and 2022 costs respectively, 52.8% and 52.6% was gas used to fuel traditional passenger vehicles and gas powered equipment, 40.3% and 39.6% was diesel used for commercial plated equipment such as plow trucks and 6.9% and 7.9% was dyed diesel used for non-plated equipment and construction equipment.

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17	Richardson	15.1	Increase in wages \$5,081,970 overall what percentage of increase is related to new hires, collective agreements and is there consideration for market adjustments in that total?	The \$5,081,970 increase in wages from 2022 to 2023 is made up of new position costs (approximately 40% of the increase), and committed annual salary and wage increases and market adjustments. Some new position costs are recoverable or partially recoverable through grant funding or program revenue.
18	Joyce	16.1	Protection materials – 55% over 2021 – why such an increase in 2-years?	There are two departments where the protection material budget has increased. Victoria Manor – As there is no longer any pandemic funding the Manor had to increase the budget to include anticipated costs of outbreaks and additional personal protection equipment. This accounts for approximately \$115,000 over the 2019 level. Paramedics – The paramedic service has incurred a significant increase in call volume since the pandemic occurred. In addition, medical supplies had an inflated cost since the pandemic happened. And finally the 2022 actual was over budget proving that the increase in call volume and inflated costs were the reality. It should be noted that the Community Paramedicine program was funded in 2022 and this would have increasing costs in this area with offsetting 100% funding.

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19	Joyce	16.1	Technology contracted services – yes we are in an ever more technological environment, 72% over 2019 (38% over 2021) – please explain.	<p>Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services</p> <p>Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System)</p> <p>Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.</p>
20	Joyce	16.1	Equipment Maintenance – 40% increase over 2019 (26% over 2021) – with KL catching up on fleet purchasing why is maintenance continuing to be so high?	<p>In years past, the fleet budget was underrepresented. Staff have been working to right-size the fleet budget in manageable increments. Investments in new capital are not to “catch up”, are required adherence to the City’s Fleet Policy. Some replacement parts for equipment have continued to see a 15-20% increase year over year with shipping also increasing 5-10%. Although we are procuring new fleet, the rest of our fleet continues to age and will have increased maintenance demands – leading to a stable maintenance demand as the average age of equipment remains relatively the same. In addition, throughout COVID, Fleet retained many vehicles as opposed to disposing of them in order to meet personal separation requirements. Fleet will be performing a right-sizing exercise in 2023 to review ability to dispose of older fleet.</p>

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21	Joyce	16.1	PW Contract Services – Please explain the 39% increase over 2021.	This number is a roll up of all tax based contractual requirements. The increase from 2022 to 2023 is 4%. In 2022, Roads right sized contracted services related to small diameter (less than 1.2m) culvert replacements to ensure we can stay ahead of the growing capital replacement program for road resurfacing. This right-sizing was the bulk of the cost change from 2021-2022.
22	Joyce	16.1	Environmental Contract Services – Please explain the 47% increase over 2019. (although only 7% higher than 2021 is noted)	From 2019 to 2023, there were many factors contributing to contract cost increases including contract renewals, commodity value changes, level of service changes (diversion), new programs and services (Leaf and Yard collection) and legislated directives (sampling, leachate collection).
23	Joyce	16.1	Equipment Rental – Please explain 52% increase over 2019. (although a 24% reduction from 2021 is noted)	The increase is related to a lease of Manor washer and dryers. It was determined to be less expensive to rent than purchase as repairs are included within the annual lease price. In addition, there is an expense for the lease of the Manor photocopier. In the past this has been included under another category and will be reallocated to here for 2023.
24	Perry	16.1	What is the total increase in all contracted services for the 2023 budget? How much more expensive are contracted hours than in-house, ballpark?	There is a 2.9% increase in contracted services in the 2023 budget over the 2022 budget. The majority of the increase in 2023 was for the garbage and recycling contracts that contributed to over 50% of the total increase of \$850,000. In regards to the cost of contracted services vs in house services it would be difficult to do an accurate assessment. With over 200 services provided by the City, there are a wide range of contracted services utilized by multiple departments. Staff have provided a response to contracted cost inquiries within the Q and A document for specific divisions where requested.

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25	Perry	23	Does the City recover all HST possible?	The City recovers HST paid in two different areas. The first area is through claiming input tax credits in the areas where revenue earned includes HST collectible. In these areas we get 100% recovery of the full HST paid. This would be primarily in the Community Services area. In all other areas of the municipality the City receives an HST rebate of 86.461% of the HST paid. The Accounts Payable system is set up to calculate these two separate recoveries. As well the City engages outside agencies to provide HST audits to ensure we are claiming the appropriate amount. These audits rarely result in any material changes to our HST rebates claimed.
26	Perry	23	Are grants applied for within departments and/or does the City have dedicated/specific grant-writing staff/expertise?	Operating grants are applied for within departments and with the assistance of Treasury staff to verify calculations. Capital grants are part of the job description for staff in the Capital Assets Division.
27	Warren	25	Can some of the interest income be set-up for a roads increase? Recognizing that some of this income comes from CHEST funds that can't be used.	The interest earned from CHEST funds stays within the CHEST fund reserves and can only be used for CHEST approved grants. The interest on this line is what the City earns on the Treasury managed short and medium term investment portfolios. Staff invest excess cash flow that occur at tax due dates in order to maximize earnings to fund the operating budget. The City has a robust investment portfolio of over \$50Million that is comprised of a combination of short term and medium term investments. The interest rate increase has caused a corresponding increase in this line item in the budget. Investment income has been used exclusively to fund operating expenses and therefore reduce the overall tax levy increase required. If it was committed to capital it would cause an increase in the tax levy.

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28	Richardson	25	Investment income has increased by 154% (\$3,647,647.) is this moved into a revenue stream and where has these total been allocated in the budget or considered part of the overall increase in revenue for 2023?	This revenue is in the Corporate area of the budget and is used as a revenue source to offset other increased costs in the overall budget.
29	Smeaton	39	Decrease in Parking revenue – \$26,000. Please explain further.	Forecasted decrease to reflect that ticket and permits fees are trending down from previous years (possibly due to pandemic, reduced travel and working from home).
30	Warren	39	What are the Parks & Rec Rental Fees and Facilities Rental & Leases revenue amounts in the CAO budget?	The CAO department includes the Realty Services division. Boat Docking Fee budget of \$31,500 is the responsibility of this division and this is what makes up the total Parks and Rec Rental Fees. As well Realty Services looks after various leases in the corporation. There is Agriculture Land leases, License Agreement Revenue and Bell Mobility Tower Leases in this figure.
31	Warren	39	Can we just use Staff for most of our questions re conflicts? Staff could use IC if needed. Does the taxpayer pay for the extra Integrity Commissioner's costs?	Staff and Council Members including the Mayor are not permitted to advise or give an opinion regarding a conflict of interest to another Council Member. Councillors seeking an opinion should either contact the IC or seek independent legal counsel. Staff can direct a Councillor to the related legislation but cannot provide an interpretation. Having an IC is a legislated requirement, the base contract fee includes questions/inquiries/advice for Council. Staff do not utilize the IC for advice. Additional costs are paid where investigations proceed.

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32	Perry	40	Please provide more information on the decrease in Contracted Professional Fees and General Contracted Services.	These line items are a rollup of programs within all divisions of the CAO department. Increases are explained where requested in subsequent questions. A decrease of \$50,000 is attributed to a one-time insurance audit completed in 2022.
33	Joyce	40	Staff/Board Training – Please explain 55% increase over 2019.	The increase is due to higher volume of new members on Council and Committees, orientation along with mandatory training. Actuals in pandemic years lower as some training suspended/changed. This budget typically increases at the beginning of each term of council.
34	Joyce	40	Advertising – Please explain 52% increase over 2019.	Advertising rates have increased since 2019 budget to cover statutory post election information and committee/board member recruitment.
35	Joyce	40	Professional Fees – Please explain 54% increase over 2019.	<p>Budgeted in 2019 was the base fee of the IC which has been stable, however the number of complaints processed has been on the rise which is over and above the base fee. The 2023 budgeted amount brings it in line with yearly actuals for the IC.</p> <p>Increase of \$36,000 for Short Term Rentals consultation services.</p> <p>Increase in By-law Services Division (\$50,000), dedicated to enforcement of the encroachment by-law.</p>
36	Joyce	45	Clerk’s Division- Materials supplies & services – Please explain 30% increase over 2019.	This budget fluctuates with significant increases in an election year. In all years, this base budget includes general office supplies, equipment, postage, printing, etc..

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37	Smeaton, Elmslie, Richardson	46	8 Full Time (By-Law Officers) – should we be increasing this number? The call volume is intense, and the Short Term Rentals are going to increase the call volume probably?	2022 saw the addition of a supervisory position which concluded a 5-year growth plan. Additional staff resources business plan is to be developed 2023. STR report will contain a request for supporting staff in licensing and/or MLE generally (officers and admin). Also underway, is review of complaint management system which will reduce regulations and complaint numbers by an anticipated 6%. (2053 occurrences in 2022 reduced to 1923 approx.) other efficiencies may be found.
38	Perry, Smeaton	47	MLEL - Please provide more information on the \$69,400 decline in fees, licences, and fines revenue.	Lottery Licensing (bingos, raffles, break open tickets) revenue generally was reduced due to cancelled events. Also down was taxi licensing, transient traders, refreshment vehicles licensing (reflection of the pandemic impact). Forecasted revenue for 2023 aligned with pandemic year actuals, anticipate some recovery in 2023, which will trigger a forecasted adjustment for revenue in 2024.
39	Joyce	47	MLEO - \$365K increase in salaries over 2019 but only one more staff added to the team. If we assume salary average is \$100K – the remaining \$265K means a 30% increase which appears rather high, please clarify.	Since 2019 one MLEO position has been created as well as a supervisor position. 2019 wages were forecasted to be \$947K while 2023 is \$1.084M – increase of \$110K over the 5-year period.
40	Warren	49	With an increase in Realty fees, can this be put in a reserve for infrastructure?	The revenue from the sale of land is already put in the Property Development Reserve which is used to finance the capital budget. The proceeds from the sale of surplus parkland is returned to the parkland reserve to fund park projects eligible through this funding source.

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41	Joyce	49	Legal - Material supplies & services – Please explain 32% increase over 2019.	This modest increase over 5-years reflects inflationary costs and changes to business practices throughout the pandemic (and continued) in our Provincial Offenses, Realty Services and Insurance/Risk Management.
42	Joyce	49	Legal - Contracted services – Please explain 50% increase over 2019.	There was an increase to external legal services used by the City Solicitor in the amount of \$50,000 in 2022 to line budget up with actual spend in 2018. That is a 17% increase to that budget line. The balance is an additional \$46,000 placed in the Realty Services – Registry Office fees budget line, to support the City in developing the Roads Database. The Roads Database will be completed by Realty Services in 2023, allowing that budget line to drop back down in 2024. Legal fees spent by POA have increased over 2019 actuals to fund two large prosecutions while running court at 100% capacity (for a 6 month period, running the courts at 200% capacity). This is a \$26,000 increase to that budget line.
43	Smeaton	52	There are no Arts listed in Department Priorities, nor are Canopy initiatives – where would these be found?	Arts would be found in the Economic Development portfolio. This listing does not detail the full priorities which are too many to list. This is just a high level overview. Canopy items falls within the Parks purview within Community Services and there are Special Projects and other budgets that oversee/lend to “canopy” and tree/greenspace initiatives.
44	Smeaton	54	Is the Cemetery Administrator one person for the entire COKL?	Yes, they act as the administrator for our 46 municipal (17 are active) cemeteries. There is also a Crew-Lead for Trails & Cemeteries and a seasonal/student crew to maintain.

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45	Smeaton	55	Library Services Budget being in Community Services - this was explained at Council, but will not be the case next year correct?	In prior years, the Library Services budget has been reflected in the Budget Book in the same depiction as City Departments. However, as the Library operates as an independent agency, reporting to it's own board, it is now reflected in the budget book as an external agency budget similar to the Conservation Authorities in Development Services to keep consistency. For 2023 budgets, Library budget summary is listed on p.67 of the budget book, and was overviewed by the Library to council at the Agencies/Boards/Committees meeting. In future budget years, will be listed like all other funded external groups.
46	Perry	56	Please provide more information on the \$423,093 increase in salaries/wages.	Approximately \$130,000 of this is the annual increase (2%) budgeted for wage increases through Bargaining Agreements and other annual increases. Some is representative of various pay equity action as required by legislation. Balance is a result of post pandemic service levels for 2023 getting back to normal and budgeting for the full compliment of staff.
47	Smeaton	56	Cemetery Sales – was it not suggested at Council that Cemetery sales are trending down not up? If so, Why are our projections an 8% increase?	Cemetery plot sales are relatively flat-lined and stagnant. Not trending up or down. However, if you look at 2021 actuals (\$151,267) and 2020 actuals (\$125,593) and 2019 actuals (\$108,113) staff are using previous years amounts to right-size the proposed budget.
48	Smeaton	56	Telephone and Office services – how did this division manage a decrease in spending?	The actual spending in this budget line has traditionally been under the budgeted amount. We continue to right-size the budgeted amount and for 2023 it more appropriately reflects previous year's actuals. Actual spending has remained consistent.

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49	Joyce	56	Advertising – Please explain the 32% increase over 2019.	The pandemic caused a shift in our approach to advertising and marketing. The updated advertising/marketing program has a stronger focus on digital campaigns and seasonal promotional pieces and less on larger scale print productions (Community Guide). There is still a revenue advertisement being realized in revenue with approximately 70% of expenses being offset. The \$19,400 2023 proposed expenditure is a \$7,500 decrease from 2022 budget.
50	Elmslie	57	Community Services Inter Department charges are increased by \$356,000, what has changed?	This full amount is all related to internal Fleet Charges which have increased in Community Services by \$375,744. This has a net zero impact on the budget bottom line and tax levy as it is offset and found within the revenue increase found in Fleet Interdepartmental Adjustments found on page 157.
51	Warren, Joyce	57	Please clarify Community services contract line item.	This represents a decrease of \$25,000 from 2022. They are projects which used to be budgeted for in Special Projects but were deemed non Capital in nature and are now classified as “City Wide Projects” and found within the Operating Budget. Examples are Trail Maintenance, Pool Upgrades, Fencing, Tree Replacements, etc.
52	Joyce	57	Land & Building rental – a drop of 16.6% from 2021, but a \$408K expense represents an increase of 258% over 2019, please clarify.	This is a result of the City beginning to lease 322 Kent St as a home base for the Public Works and Engineering & Corporate Assets Departments in 2020 and that expense being shown in the Community Services budget.

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53	Warren	59	Please clarify Community Services total revenue in 2021 of \$53,739.	<p>These are funds released from Powerlinks Reserve through Motion of Council. There is a corresponding offset in Transfers to External Organizations (15010.77750). Resolution was; 11.1.3 CS2021-008 Release of Fenelon Falls Powerlinks Funds CR2021-428 That Report CS2021-008, Release of Fenelon Falls Powerlinks Funds, be received; That \$14,739.00 be released from the Fenelon Falls Powerlinks Reserve Fund to the Fenelon Falls Horticultural Society for waterfront projects; That \$4,000.00 be released from the Fenelon Falls Powerlinks Reserve Fund to Kawartha Works Community Cooperative Inc. for the supply and installation of a bike repair station; and That \$35,000.00 be released from the Fenelon Falls Powerlinks Reserve Fund to the Powerlinks Committee for the purpose of a structural design of the Fenelon Falls Boardwalk area. As these requests are made during the actual year the funding is not budgeted for and only shows in Actuals. This is why not showing in 2022 or 2023.</p>
54	Joyce	61	Contracted Services (Parks & Rec) – Please explain the 36% increase over 2019.	<p>This increase from previous budgets includes the City-wide projects (\$354,500) now being budgeted for in the Operating Budget. This was previously (was moved in the 2022 budget) budgeted within Special Projects and was found in the Capital Budget. The remaining roughly \$85,000 (7%) increase is as a result of inflation and the various contractor inflations the City (industry) has realized over the past few years.</p>

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55	Smeaton	63	Please confirm - 9 Service Administrators total (including Levels 1-3) for Customer Service division?	Correct, there are 9 FT SA's. There is also 1570 PT hours as shown in the organization chart, and the manager position. They operate the 4 Service Centre locations and the Call Centre.
56	Perry	66	Please provide more information on the \$104,028 decline in contracted services.	We no longer contract mat services but instead are purchasing mats which resulted in a budget decrease of \$18,095. The biggest decrease is due to the "city wide" projects as they were reduced to be more reflective of previous year's actuals and are now located in the "Building Maintenance" section of the budget.
57	Joyce	66	Rents & Insurance (Building & Property) – Please explain the 256% increase over 2019.	This is a result of the City beginning to lease 322 Kent St as a home base for the Public Works and Engineering & Corporate Assets Departments in 2020 and that expense being shown in the Community Services budget.
58	Joyce	66	Building & Property - Salaries/benefits - \$224.4K increase over 2021 but staff levels are the same = a 34% increase, please clarify.	Staffing levels were not at the approved levels in 2021 due to COVID. Some positions were vacant and some staff were on leave or laid-off due to pandemic service levels. So expenditures in 2021 were not an accurate reflection. In 2020 actuals were \$744,487 and this did not reflect 12 months of the new Operations Supervisor position which raised the FTE of the Building & Property Division in 2020 by 1 and therefore did not see a 100% impact on actual expenditures. So there has been no increase in FTE since and the reflected increase in 2023 of \$39,180 is reflective of various payroll items.

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59	Joyce	67	There are no notes on staffing level changes. Salaries increased \$414.8K over 2021 (= 32% increase), please clarify.	This comparison is of the 2023 proposed budget vs 2021 actuals. Libraries were shut down during much of 2021 as a result of the pandemic, resulting in wage-related savings.
60	Smeaton	70	Could we please see the long range water meter replacement program projections to completion? Update on first year – ie., how many are there finished, and where?	The program is focused on the communities of Bobcaygeon and Fenelon Falls in 2023. A program update to council will be provided in 2023.
61	Smeaton	72	2 Full time meter readers – will this change with the water meter replacement? Or will new technology eventually end the meter reader altogether?	The 2 Full Time meter reader positions will be required with the water meter replacement program. Staff anticipate initiating the discovery phase of further technology advancements.
62	Smeaton	73	Graphic Information Systems Division – are there unexplored possibilities with Sir Sanford College here? Already existing?	Collaboration opportunities with Fleming College will continue to be explored, and have been utilized in past years (student projects/placements, for example).

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63	Joyce,	73	What is the value of the significant increase in software licensing noted?	<p>This note is no longer applicable. The Autodesk did not move forward. Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services</p> <p>Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System)</p> <p>Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.</p>
64	Joyce	73	Is the significant increase in software licensing under "Material & Equipment Charges" or under "Technology Contracted Services" ?	Software licensing is included under IT Technology Contracted Services.
65	Joyce	73	Why the significant increase in software licensing – are municipalities effectively being held hostage?	<p>Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services</p> <p>Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System)</p> <p>Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.</p>

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66	Perry	74	Please provide more information on the \$319,723 increase in tech contracted services.	<p>Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services</p> <p>Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System)</p> <p>Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.</p>
67	Joyce	77	Administration – Please explain 38% increase over 2021.	In 2022 an Internal Auditor position was added to Administration. In addition, 2 Float Admin Assistants (AAs) were added to assist all areas of the City (replacing a previous temporary admin pool).
68	Smeaton	78	4 Full Time Recruitment Partners – Please clarify this role.	The activity of recruitment is completed by 3 employees for 'City' positions and 1 employee for Victoria Manor specifically. Recruitment includes the necessary steps between job posting and job offer. Ie: sourcing candidates, job postings, resume screening, interviews and assessments, job offers, written offers, securing necessary documents (ie: diplomas or drivers license.) This also includes process improvements, programs such as increasing attraction rates, sourcing candidates in the appropriate job websites, hosting job fairs and partnering with colleges and universities.
69	Joyce	79	People Services – Please explain 42% increase over 2019. (although 9.5% over 2021 is noted)	People Services was restructured in 2022. In addition, we are seeing annual cost increases for WSIB.

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70	Joyce	79	People Services - Why has this division increased in staff from 15 FT in 2020 to 22 FT in 2023?	People Services was restructured in 2022 - converted 5 existing positions to align with current needs – 2 from CAO office. Added 5 new resources, one which is a dedicated resource to Victoria Manor.
71	Smeaton	80	3 Full time Communication, Marketing and Advertising Officers. Does this dovetail with Economic Development in any way?	Yes. The CAM division supports all City Departments to ensure the public are aware and informed of their programs and services. The CAM Officers support departments on a portfolio basis with each Officer assigned to several departments as the primary support. One CAM Officer and the CAM Manager support Economic Development with campaign development for workforce attraction and business expansion campaigns, social media oversight, website optimization, branding of various partnership programs and more.
72	Elmslie	87	IT, contracted services have increased by \$385,000, what has changed?	Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System) Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.

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73	Joyce	87	IT - Contracted Services – with a \$927.1K increase over 2021 are we not better to hire more staff in this area? (= 47% increase over 2021)	Two drivers to the increase in Contracted services; Software Maintenance (\$250k increase) and Other Contracted Services (\$66k) that includes 1) Cyber Security 2) Enterprise System Support (JDE) 3) Professional Services 4) Managed Services Software Maintenance has increased due upgrades and licensing for SharePoint online, and an additional 25 licenses purchased for JDE (Enterprise System) Cost for cyber security have increased since 2019 due to global cyber security threat landscape. Internal resources are limited and there is a need for these professional services.
74	Richardson	90	Continued work on Aggregate Policy Review, is there a timeline associated with this work?	The Aggregate Policy review has been on hold due to staffing shortages and focus on the Secondary Plan appeals. To be reactivated later in 2023.
75	Smeaton	91	8 full time Building Inspectors? Is this enough staff considering the Development going on?	This should be adequate if we are successful in our training, recruitment and retention of inspectors. With the recent addition of Building and Zoning Clerk positions, inspectors can focus more appropriately on inspection activity.

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76	Warren	93	Why are grants down federally and provincially from 2021?	This is related to timing of when grants are approved, the KL budget process, and upper level of government year end budget timelines (March 31). Only grants received in year are included in the budget. At the time of the 2022 budget submissions, grants for 2022 had not been confirmed. The 2021 figures show actual funds received. In 2022, funding was received including the KLSBEC, workforce development programs, workforce and business attraction campaigns, and digital main street.
77	Perry	94	Would transfers to external clients – conservation authorities – be the same now with the passage of Bill 23 reducing City use?	There needs to be further discussion with all conservation authorities once the true impact of the changes is worked through their operational systems. Theoretically, there should be some savings once this is quantified.
78	Smeaton	94	Transfer to Lake Simcoe Conservation – we’re a tiny piece of their 13 contributors. Yet our levy is the same. Is this incorrect?	The conservation authorities have given us their 2023 request. Municipal levies are formula-based and applied to overall base budget; special or area specific projects could warrant an additional levy. There has been a slight increase over the 2022 budget request. This annual contribution to LSRCA to-date has not materially changed.
79	Joyce	94	Operating Material & Supplies – Please explain the 40% increase over 2021.	There has been a substantial increase in planning applications that impact the postage, printing and copying expenses.
80	Joyce	94	Advertising – Please explain the 38% increase over 2021.	A portion of this relates to the Economic Development Welcome Home business and workforce attraction marketing campaign in 2022. This campaign was 50% funded by the Province of Ontario, however the provincial funding was received in 2022 and therefore is not shown in the 2022 grant budget line. The substantial increase in planning applications increases our advertising expenses.

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81	Joyce	97	Planning & Administration – only 12% increase over 2021 – is this enough given the rapid development being forecast?	The Planning Division has been short-staffed over the 2021 to 2023 period. We have added two positions and are hopeful that our recruitment efforts will bring the division to full staff complement. Should additional staff be needed, those requests will be made through future year budgets (based on actuals and development activity in the previous year and forecasted).
82	Perry	107	Please provide information on the \$106,964 increase in salaries/wages.	Represents a 3.98% increase from 2022. This is attributed to progression in the wage step grid, and cost of living increase.
83	Richardson	107	for 2023 each Division will now have their own Business Unit can you provide more detail how this will be reported in Engineering and Corporate Assets?	JDE code 18300 will be used solely for the administration staff and department general related items such as training, office supplies etc. Three new JDE codes will be set up for the three internal engineering divisions (i.e. Tech Services, Development Eng and Construction)
84	Perry	108	What are the interdepartmental charges?	For Engineering these interdepartmental charges relate to staff time charged to capital projects.
85	Joyce	108	Engineering + Assets + Admin + Services – Please explain 36% increase over 2021.	The increase from 2022 to 2023 is 4%. The 36% represents the 2021 actuals compared to the 2023 proposed budget. In 2021 we had a combination of vacancies as well as in influx of DAAP fees.
86	Joyce	108	Professional Fees – Please explain the 74% increase over 2021.	There is no increase from the 2022 to 2023 budget. The 74% is based on 2021 actuals to 2023 budget. In 2021 there was cost savings in consulting services for approx. \$30K, and unspent costs relating to the DC bylaw appeals for another \$30K. In addition there was an additional \$70K added to the budget in 2022 under professional services relating to the Asset Management Plan.

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87	Smeaton	110	Engineering Salaries, Wages and Benefits from 3 million to 600 000 – please clarify.	3 new business units were created, as a result wages previously identified under Administration have been reallocated to Engineering Services.
88	Richardson	110	Engineering & Administration Salaries, Wages & Benefits (2023 Budget \$592,425) there has been a up and down shift the last 3 years why has this change occurred and where is it reported moving forward?	The decrease is due to the creation of the new business units. Moving forward (in future budgets these business units will have past history identified).
89	Elmslie	111	There is no longer a grant line in Revenues?	The grant is municipal drainage – CD – has to do with split between Engineering admin and services. The Grant for Municipal Drains is shown on pages 107 and 110 of the budget book.
90	Elmslie	111	Are User charges at \$254,000 at the right level, do we have a figure for 2022?	In the 2023 Budget we have created additional business units to better monitor and track internal engineering divisional expenses, thus the reason it does not indicate a previous year amount. However, on page 110, in 2022 the budget for User Charges was \$223,500. \$254,000 is the right level for 2023.
91	Joyce	113	Corporate Assets – Pleas explain 43% increase over 2021.	The increase from 2022 to 2023 is 8%. The 43% represents to 2021 actuals compared to the 2023 proposed budget. In addition in 2021 there were contracted services for DC appeals that did not realize until 2022.
92	Smeaton	121	Paramedicine – if it was possible to increase from 4 FT would this align well with presentation from Chief? Basically, is 4 enough?	The 4 FTEs that are in the program are at full capacity. We are currently in recruitment for 4 additional FTEs. The Community Paramedic Program, including wages is 100% funded by the Province.
93	Joyce	121	FT staff levels are the same since 2020 – with ever increasing pressures here, should we not increase numbers of operational staff?	4 additional FT Paramedics were added in 2022 and included in the 2023 budget. We will be requesting 4 additional FT paramedics to align with the 'early stage' recommendations of the Paramedic Service Master Plan 2022-2026.

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94	Smeaton	122	Paramedics - \$500, 000 in grants. Are these Federal or Provincial grants?	Provincial. The Province funds approximately 50% of budgeted operating costs for the department. This value was higher than anticipated in last 2 years because we were able to recover 100% of COVID expenses. 'Total revenue' on page 122 shows both operating grant and COVID recovery. The 2022 actuals for Provincial grant was approximately \$5,761,128.
95	Warren	124	What are inter functional adjustments and the reasons for decreases in previous 2 years?	This line item is made up of Internal charges for 911 operations and the dispatch area of the KLPS budget. This is income to KLPS and expense to the Fire budget. These line items have not increased significantly over the past years. The transfer to capital for KLPS's capital budget has increased approximately \$130,000 from 2022. This offsets the revenue earned from the 911 and dispatch area and reduces the overall number to an expense in 2023.
96	Joyce	124	Material supplies & services – Please explain the 81% increase over 2021.	The 2021 year was a COVID pandemic year which resulted in training and development opportunities being put on hold. The 2023 year is expected to be back to normal with regards to training. In addition, software licensing fees have increased in this area from 2021. As well in this area we have a new 2023 Grant funded program with regards to Victims Services and the expenses for the program are recorded in this area (\$100K). Finally, Uniform/Supply expenses have increased in the 2023 budget (\$44K) as there has been a replacement of three officers and two special constables in 2023.
97	Elmslie	125	Due to car break ins we were considering upping contracted services to include the shoulder seasons?	The proposed \$53,000 budget for contracted services remains sufficient to actuals for requested contracted services from the OPP for the City.

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98	Perry	125	Please provide more information on why OPP expenses have gone down	Each year the OPP provides us with the City's allocation of their overall Province-wide budget. The overall budget for the Province is prorated based on number of households in the City versus the number of households in the entire province. Therefore, growth in other areas of the Province would factor into our portion of the overall budget and this could be the reason for the decrease. The OPP provided a breakdown of their budget during the external agency presentations. Staff have provided a copy of this budget breakdown in this package. In addition, Staff have provided a comparative summary of OPP budgets from 2021 to 2023 including a 2021 reconciliation.
99	Elmslie	125	OPP reduced by \$193,000, is this due to a reduced level of service?	It is a factor of the overall number of households in the Province vs number of households in the City of Kawartha Lakes. Growth in other areas of the Province in terms of households would therefore affect the City's bill. You will note in the attachments that our total number of households have not risen significantly from 2021 to 2023. (29,107 households in 2021 and 29,244 households in 2023 or a .47%)
100	Smeaton	132.1	Human Services - Why are Federal and Provincial grants on such a Downward trend? Is there an explanation? I would have expected these to be up with the current Human Services demands.	2022 was the end of the provincial Social Service Relief Funding (SSRF) that municipalities received as COVID relief, which supported pressures related to homelessness and housing during that time (2020 – 2022). As noted in the Humans Services budget presentation, \$7.5 M had been received through these one-time funds. As confirmed, given the recently received Ministry of Municipal Affairs and Housing (MMAH) 2023 funding allocations, Housing Services will see a 47% reduction over 2022.

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101	Joyce	132.1	Advertising – Please clarify massive increases over previous years.	This line item relates specifically to advertising for Victoria Manor Long-Term Care Home (LTCH), which equates to \$9,243 in 2023. There has been a 136% increase in advertising since 2019, with an overall five-year increase of \$5,319.78 of approximately \$1,064 per year increase. As noted in Human Services budget presentation, staff recruitment and retention continues as a budget pressure. That said, the need to be more strategic and purposeful recruitment efforts requires increased funding to support advertising and marketing (e.g. Indeed, LinkedIn, advertising and signage).
102	Warren	132.1	What is the time horizon for building a new facility?	A master capital planning process for Victoria Manor launched in late January 2023. Over the course of 2023 the capital planning analysis, review and recommendation process will occur. Updates will be brought forward to Council, with a projected final recommendation to come back early 2024. Review is intended to extend the current Manor lifecycle, while projected and funding a longer term future rebuild.
103	Perry	132.1	Please provide more information on the \$4,294,602 increase in revenue. Is this increased provincial funding?	In 2023, increases are noted within the Children’s Services provincial funding envelop, including the Canada-Wide Early Learning and Child Care program funding of \$2.8M. As well, an increase is projected within provincial funding for Victoria Manor related to the phased implementation of Direct Care supports for residents. At the same time, the elimination of Social Services Relief Funding for Housing and Pandemic Relief Funding for Long-Term Care influences the bottom line.

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104	Joyce	133.1	Protection Materials – Please explain the 75% increase over 2021.	Pandemic Funding from the Ministry of Long-Term Care (MLTC) covered personal protective equipment (PPE) during COVID at Victoria Manor, however in 2023 this funding has ended. In order to maintain and meet MLTC standards to ensure the health and safety of residents, family and staff, an increase to this budget line is required when outbreaks occur within the home.
105	Joyce, Perry	133.1	Professional Fees – Please explain 34% increase over 2021.	Professional fees include fees for service purchased to deliver programming within the department as per legislative requirements, contractual obligations, and/or situational expenditures for business operations. This includes and is not limited to audit fees, legal fees, consultant fees, contracted services, management fees, registered staff professional fees, staffing services, etc. Since 2021, an increase of \$364,434 spans across the department related to staffing vacancies and recruitment, service delivery gaps, and new requirements for program delivery e.g. nursing, allied health, social work, security, screening systems, building and facility costs, labour management, etc.
106	Joyce	133.1	General Contracted Services – Please explain the 35% increase over 2021.	For the entire department, general contracted services include expenditures related to facility administration and client administration of benefits provision. In 2023, facility costs and building maintenance expenditures for the full 68 Lindsay Street North building have been transferred from Community to Human Services, with a corresponding decrease. As well, annual contractual increase was realized for dental benefit administration for OW clients.

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107	Joyce	136	Ontario Works (OW) - Contracted Services – Please clarify massive increases from 2019 that continue to climb.	OW Contracted Services includes items related to cleaning, waste collection, alarm and security, building and grounds maintenance, client administration of benefits, etc. Since 2019, these contracted of services have increased \$76,728 (41%), approximately \$15.3K per year. Areas largest affected include contracted snowplowing, dental benefit administration, and costs associated with building maintenance and repair (heating, electrical, plumbing, elevator, etc.).
108	Joyce	136	Ontario Works - Materials Supplies & Services – Please explain the 46% increase over 2019.	2019 actual was \$185,261. The 2023 budget is \$224,850, thus showing a 21% (\$39,589) increase over 5 years. Given the changes and adjustments made in operations, work environment and service delivery over this time, including a three-year pandemic window, this isn't seen as a significant increase. 2023 will provide us with the opportunity to monitor service delivery expenditures as recovery from the pandemic normalizes related to mileage, training and development, office supplies, office equipment, photocopying, courier, postage, etc.
106	Elmslie	138.1	Child Services, does this include the new announcement on funding and increased spaces?	No. The announcement for Child Care spaces and expansion will proceed forward in 2023. Once our submission is reviewed, confirmation will be provided related to the space expansion and funding allocation.
110	Richardson	138.1	Grant money is up \$2,890,014 in our Childcare programs, does this align with the announcement on Feb 7th regarding 400 new child care spaces.	No. As per answer above, the announcement for expansion will come to fruition in 2023. The increase in child care funding relates to the Canada-Wide Early Learning and Child Care (CWELCC) program increase for 2023.

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111	Joyce	138.1	Childcare - Materials Supplies & Services – Please clarify massive increases from 2019 that continue to climb.	As noted above, the impact of COVID and the adjustments made to service delivery and operations significantly influenced these budget areas. Also noted, over the course of the last two years, the CWELCC program expansion launched, offsetting an increase to materials, supplies and services required to administer the program. Items expended to this area include training and development, professional fees, mileage, meals, fuel, postage, courier, office supplies, photocopying, office equipment, etc.
112	Warren	140.1	Victoria Manor, is the increase for grants the result of mandated 4 hours direct care?	Yes, proportionate increased funding is seen in each of the three envelopes related to LTCH funding – nursing and personal care; personal support services; and raw food – which relates to phasing in the implementation of achieving the four hours of direct care per resident by 2025 along with the enhancement of allied health services to support care delivery.
113	Smeaton	142	Homelessness System Coordinator – Please clarify this role.	This role is within the Human Services – Housing team. The scope of this role is to better coordinate the support needs of marginalized populations, including those who are homeless, those living in supportive housing and those living in Community Housing buildings.
114	Perry, Smeaton	144	Please provide information on the \$266,102 increase in salaries/wages	Over the course of 2022, recruitments and filling gaps due to lengthy staff vacancies and leaves influenced the actual budget. At the same time, approvals were received for a new Homelessness System Coordinator permanent position, which was filled in Q4 2022. Proportionate costs of a Supervisor position, now filled, are also included. These staff costs have been included in the 2023 projected budget, which offset the \$266,102 increase in the Homelessness Program.

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115	Warren	144	Homelessness, was the large grant COVID related? Was this a provincial or federal grant?	Yes, this is the Social Services Relief Funding (SSRF) that has ended in 2023 and significantly decreased over 2022.
116	Smeaton	149.1	Water and Wastewater – CPI increases to contracted services/ Could we please learn what these services are and why they are contracted?	The water and wastewater (WWW) division oversees the operation of all WWW systems. The largest contract is currently issued to OCWA for operation of facilities. The WWW budget starts on Page 164 of the budget book. There are also many other contracts (biosolids hauling, chemical procurement contracts, vac trucks, etc.) that are experiencing CPI and fuel surcharges.
117	Smeaton	149.1	Solid Waste budget – landfill diversion makes sense to me from Landfill Committee, but increase in recycling commodity pricing seems opposite to recent meeting involving new Legislation and changes to “Producer Pay” initiative. Could this modest increase please be explained?	The City currently receives revenue from recycling commodities. There has been significant swing in commodity values over the past few years. Several years ago we were paying to dispose of recyclables, where there is now value. Commodity pricing is independent of Producer Pay legislation.
118	Richardson	149.1	In Fleet how much of a % increase are we seeing in contractual ground maintenance, material & parts costs over year? 2023 is predicted to continue with higher inflation do we need to make changes in our strategic planning now. I believe Council will begin working on the new Strategic Plan for 2024-2027 with the new legislative changes, technologies and costs this update will be critical.	Fleet used to receive internal support from Parks for summer grounds maintenance and winter maintenance was performed by Fleet staff on overtime. These services cause a strain to delivery of other programs and/or resources have not been available to provide consistent service. As a result, Fleet has opted to modify delivery of these programs and have included budget for continuation of the services via contracted resources. We will continue to evaluate this service delivery and make necessary adjustments where beneficial. The budget increase is based on estimates to perform the work with contracted services. Through COVID common parts costs have seen a 15-20% increase over year while shipping has also increased 5-10% Inflation and general rising prices (far exceeding inflation) are having an impact across the City. PW has requested the support of the Corporate Asset Manager to ensure responsible fiscal sustainability of the Fleet program.

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119	Warren	149.1	What are donations and other revenue?	The amounts identified on Page 149.1 of the budget book are rolled up from all tax base revenues related to PW operational activity. The title is a generic budget heading. PW does not receive donations. Under the heading "Donations and Other Revenue", the \$1M revenue budget is specific to waste management for sale of recyclable commodities. The budget has increased significantly due to favourable commodity pricing at the time of budget preparation. The "Restricted Amounts Earned" heading is related to Pits and Quarries (\$160k) and Gas Tax revenue (\$700k).
120	Perry	150.1	Please provide information on the \$890,422 increase in salaries/wages	Page 150.1 represents a roll up of all salary and wage costs within the tax based Public Works portfolio. The costs included reflect collective agreement increases as well as new staffing requests such as the 6 staff requested for the internal ditching program, conversion of 4 transit drivers from part time to full time, a City wide supervisor and addition of an operator/labourer to address winter control needs. Page 155.1 you can see a corresponding reduction to contract, a portion of which represents an offset to contract costs in favour of the ditching program.
121	Perry	150.1	Please provide information on the \$540,778 reduction in general contracted services	The \$1,034,260 reduction in General Contracted Services on Page 150.1 is a net roll up of all changes within the tax base of PW Operations. It will include items such as reduction of contracted ditching costs, performing a couple previously contracted winter control secondary routes in-house and reduction in budget for winter control (in favour of a winter control reserve).

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122	Richardson	150.1	Vehicle & Equipment Fuel \$1,322,500 increase. Do we need to build extra into our contingency reserves regarding the increase in fuel cost across all departments? Just for curiosity sakes how many vehicles are currently in our fleet?	<p>PW Fleet budgets for and provides fuel to all departments, which is recovered from the operational charge out rates and/or recoveries for emergency services. Rates are set using fuel costs at the at the time of budgeting. Any shortage in budget would first come from the bottom line of the fleet budget then, if necessary from the Fleet Maintenance Contingency Reserve. PW would look to finance for guidance on appropriate corporate contingency sources and levels. Finance will be looking into the optimum balance in this reserve as part of the Reserve Strategy that is the next step in the Long Range Financial Plan.</p> <p>There are 466 units in PW-Fleet ranging from trailers to trucks to graders to steamers to chippers, amongst other equipment.</p>
123	Joyce	150.1	Operating Materials & Supplies – Please explain the 32% increase over 2021.	<p>Values on Page 150.1 reflect departmental rolled up budgets. There are many factors that contribute to the fluctuations in budget including service level changes, procurement of new contracts/services, COVID impacts on supply chain, new services, etc. There are numerous factors contributing to changes. The largest factor for 2023 is fuel.</p>
124	Joyce	150.1	Advertising – Please explain the 69% increase over 2021.	<p>The additional advertising funds requested in 2023 are to support the waste program, specifically to expand public education to achieve enhanced diversion goals and educate residents as we move to producer responsibility.</p>
125	Joyce	150.1	Professional Fees – Please explain the 20% increase over 2021.	<p>The City is part of many associations such as Ontario Public Transit Association, Ontario Good Roads Association, Association of Ontario Road Superintendents, Ontario Water Works Association and many others. Costs to remain part of these beneficial organization can rise along with the costs to maintain licensing for existing and incremental staff. Budgets presented are for known increases.</p>

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126	Joyce	151.1	Grounds Maintenance – Please clarify massive increase over 2021.	Fleet used to receive internal support from Parks for summer grounds maintenance and winter maintenance was performed by Fleet staff on overtime. These services cause a strain to delivery of other programs and/or resources have not been available to provide consistent service. As a result, Fleet has opted to modify delivery of these programs and have included budget for continuation of the services via contracted resources. We will continue to evaluate this service delivery and make necessary adjustments where beneficial.
127	Warren	155.A	Winter Control- How much is in reserves and are there any trends due to the change in climate?	The winter control reserve is a relatively new process staff have implemented. Staff plan to build the reserve over time to \$4.0M in order to enable reduction in winter control budgeting to an “average year”, while still being able to address costs for heavy winters. The reserve has a current balance of \$2,131,473.12. It is difficult to determine lasting trends. Staff perceive we have experienced an increase in freezing rain events and more severe storms.
128	Smeaton	155.1	Roads and Bridges – a \$4400 decrease from last year. Would this not increase with the Colborne Street Project and Jennings’s Creek?	This \$4,400 budget line is for user charges and fees. PW currently charges for load exemption review, entrance permits to existing property and oversize load permits. We are projecting a slight decrease in revenue in 2023 based on actuals. PW does not currently charge for road occupancy or closure permits. New development is not included in these fees and revenues.
129	Perry	157	Please provide information on the \$1,343,700 increase in materials, supplies & services.	This budget line encompasses several aspects of the Fleet operational budget. The bulk of this cost is an increase to fuel. At the time of budget preparation, Staff projected an increase of \$1,322,500 in fuel. Other adjustments are related to increases in fleet parts and supplies.

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130	Perry	157	Please provide information on the \$70,500 increase in contracted services	Fleet used to receive internal support from Parks for summer grounds maintenance and winter maintenance was performed by Fleet staff on overtime. These services cause a strain to delivery of other programs and/or resources have not been available to provide consistent service. As a result, Fleet has opted to modify delivery of these programs and have included budget for continuation of the services via contracted resources. We will continue to evaluate this service delivery and make necessary adjustments where beneficial.
131	Perry	157	What are the interfunctional adjustments (\$1,290,207)?;	In this case, interfunctional adjustments are primarily increased revenues related to charge out rates for new equipment and adjustments to rates for existing equipment based on increasing operational and capital costs. Primary impact is fuel. Rates are set in alignment with the Management Directive for fleet.
132	Smeaton	157	Fleet – Materials and Supplies. There is a 30% increase here – could this be broken down a little bit for us?	The bulk of the change to this line items is fuel with a projected increase of \$1,322,500.
133	Perry	159	Please provide information on the \$113,000 in transit contracted services	There is no change in contracted services budget for 2023. The bulk of the costs within this line is for contracted bus and shelter cleaning, however there are also minor costs for incidental such as bus towing and taxi service for shuttling drivers.

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134	Joyce	161	Waste - Contracted Services – Please explain 45% increase over 2019.	Waste has issued several new significant contract since 2019. The primary collection contract, the Material Recovery Contract, the Cogen (Generator) maintenance contract. They have also commenced several new diversion projects at the directions of Council such as mattress diversion, an expanded construction and demolition program, bulky plastic diversion and curbside collection of leaf and yard waste. All of these programs contribute to the increase in costs.
135	Perry	161	Please provide information on the \$536,127 increase in contracted services	There are several factors contributing to the increase in contracted services in the Waste program such as CPI and fuel adjustments to the collection contract (this is the bulk of the cost over \$431k), anticipate increased use of the Construction & Demolition diversion program, new pricing for site cover and increases to sampling and reporting. You will see there are many offsets to these increases resulting in a net decrease to the budget year over year.
136	Smeaton	161	Waste Management “Interfunctional Adjustments” – (\$180 000 increase). - Is this basically taking tax money from somewhere else and using it for a “non-tax supported” operation? In other words, Waste Water is really a “partially” tax supported operation – but on the books isn’t?	The increase in interfunctional adjustments is related to incremental fleet charges related to Waste Management. This budget is for waste management (tax base), not waste water (user rate).