

2025 Mayor's Budget

Kawartha Lakes
Jump In



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Kawartha Lakes is committed to complying with the Accessibility for Ontarians with Disabilities Act (AODA) in order to create a barrier-free Ontario. We are committed to the four core principles of dignity, independence, integration and equal opportunity. We support the full inclusion of persons as set out in the Canadian Charter of Rights and Freedoms and the AODA. If this document is required in an alternate format, please contact accessibility@kawarthalakes.ca.

Mayor's Message – 2025 Budget

Dear Residents of Kawartha Lakes,

I'm pleased to present our 2025 Budget, a balanced approach that upholds our commitment to **community safety, well-being, and sustainable growth**. This budget responsibly addresses our strategic priorities as we continue to grow, ensuring Kawartha Lakes remains a welcoming, resilient, and supportive community for all.

This year, under the Strong Mayor powers, I established a Budget Committee to ensure Councillors had the opportunity to provide input from start to finish. Many thanks to Committee members for thoughtfully addressing the needs of all constituents and working with Council to create a budget that serves our entire community.

The 2025 Budget prioritizes **emergency services** with key investments in police personnel to respond to increased call levels; four new Paramedics and the design of a new Paramedics headquarters and fleet centre for enhanced care across the municipality. The Fire Service will gain a dedicated role for emergency preparedness and a District Chief of Volunteer Operations to ensure 24/7 community coverage.

Well-being is at the heart of our priorities, and everyone deserves a safe place to live. We are investing $15 million this year to begin construction on 65 new affordable housing units in Fenelon Falls and Minden, aligned with our Housing Pledge. Our commitment to housing and social services remains strong, with funding directed towards organizations supporting vulnerable residents, expanded childcare spaces, and the Integrated Wellness Hub, set to open in 2025, offering comprehensive support for those dealing with mental health, addictions and homelessness.

Growth benefits all residents, and we have invested funds from developers and property owners in the Capital Budget, at an unprecedented $128 million. These funds support essential repairs, such as the restoration of the historic Old Gaol Museum, Oakwood and Lindsay library branches, and Coronation Hall, to name a few. Alongside modernization projects, we are investing in infrastructure upgrades and expansionary projects for roads and bridges to accommodate our increased traffic and service needs.

We have also embraced **digital modernization** to make services more efficient and accessible. Our investments in technology will ensure that Kawartha Lakes continues to work smarter to serve our community better.

In summary, this budget sets out a total increase of 6.2% comprised of a 3% general tax levy increase, a 1.7% average for city-wide policing, and a 1.5% infrastructure levy. I'm proud of our city's progress, and I'm confident that this budget will pave the way for a stronger, more connected Kawartha Lakes.



Sincerely,

D. J. F. Elmslie

Doug Elmslie,
Mayor of Kawartha Lakes

Opportunity • Community • Naturally

Background



Highlights and Assumptions of the 2025 Budget

The City of Kawartha Lakes 2025 budget targeted a 4.5% tax increase as per the Long Term Financial Plan (LTFP). However, the Mayor's budget includes a 6.2% tax increase comprising 3% for general operations, 1.7% to address unanticipated pressures in police services, and 1.5% for continued support of the dedicated capital levy.

Council endorsed the 2022 Long Term Financial Plan as the guiding strategy, however, it is increasingly challenging to maintain the 4.5% target. The municipality is impacted by the global economy and the impacts of a post Covid pricing market. Therefore, staff will bring forward an updated LTFP in 2025 that is reflective of current priorities and revenue and expenditure assumptions to build a financially sustainable plan.

Budget Committee:
The Budget Committee met over the months of August, September and October; and they endorsed the 2025 Budget to the Mayor mid October.

Presentation to Council:
Once the budget was endorsed by the Budget Committee, it was presented to the Mayor. The Mayor presented the Budget to Council and amendments to the Mayor's Recommended Budget included:

1. Amendment to add an additional, unanticipated $427,000 funding from the Ontario Municipal Partnership Fund (OMPF) to reduce the tax levy from 3.4% to 3.2%.
2. Amendment to the funding structure for a fire services tanker truck in order to reduce the tax levy to from 3.2% to 3%.
3. On December 5, 2024, Council received relief from the province in the amount of $1.4 million for OPP costs. This reduced the average city-wide increase from 2.2% to 1.7% for policing.

Priorities and Highlights

Keeping Taxes Affordable

This budget is designed to address significant inflation, growth pressures, new legislation, rising borrowing costs, staffing needs, and an unpredictable global economy—all while keeping taxes as affordable as possible.

Enhancing Community Safety and Emergency Services

Our Police Services are experiencing higher demand, adding $3.3 million to the tax levy, largely due to returning to pre-pandemic call volumes and serving a growing population. Investments in Paramedic and Fire Services ensure that our expanding community remains safe and well-protected.

Investment in Health and Well-Being

We are dedicating $15 million toward 65 new affordable housing units, fulfilling 10% of our Housing Pledge. The creation of a seven-day Integrated Wellness Hub will support those facing mental health challenges, addictions, homelessness, and food insecurity. We're also expanding childcare access by aiming for 200 additional licensed spaces in 2025 and addressing gaps in primary healthcare with funding for after-hours clinics, nurse practitioners, and family doctor recruitment.

Growth Benefits All

New development across Kawartha Lakes has expanded the tax base by over $255 million in 2024, generating $2.7 million in tax revenue. Future projects, including single-family, high-density, and commercial developments, are expected to bring in an estimated tax revenue of $3 million in 2025. As of now, we're on track to meet two-thirds of our 2024 housing target of 542 new units, with even stronger projections for 2025.

Unprecedented Capital Budget for a Growing Community

We are committed to maintaining existing facilities while using development charges to fund new facilities for our expanding population. Our $128 million Capital Budget is a record investment, covering facilities, roads, bridges, and more to meet the needs of our growing community. Details are in the Capital Budget section.

Impact to Property Owners

The 2025 budget originally targeted a 4.5% increase in alignment with the Long-Term Financial Plan (LTFP). However, the Mayor's Budget includes a 6.2% tax increase comprising 3% for general operations, 1.7% to address unanticipated pressures in police services, and 1.5% for continued support of the dedicated capital levy. For property owners, this translates to an annual tax increase of about $150 based on the average home assessed at $264,000.

Looking Ahead

The 2022 LTFP remains our strategic guide, though global economic shifts and post-pandemic market impacts make the 4.5% target more challenging to meet. A refreshed LTFP, reflecting current priorities and revised fiscal, will be introduced in 2025 to build a sustainable long-term financial plan.

Municipal Property Assessment Corporation (MPAC)

The Ontario government has continued the postponement of a province-wide property assessment update that has been paused since 2021. As a result, the MPAC updates remain on hold and property assessments for the 2025 taxation year will continue to be based on the fully phased-in January 1, 2016 values.

The City has included an estimate of $3 million supplemental tax revenue from growth, which depends on the rate of building completion. Staff will continue to monitor and measure the City's growth with our partner MPAC.

Capital Budget

The 2025 Capital budget will see an investment of approximately $128 million. This includes $68.5 million investment in the state of good repair assets, and $59.8 million in expansionary projects.

A total investment of $52.4 million (41%) is being made in the road network through capital programs such as Bridges and Culverts, Urban/Rural Reconstruction, Urban/Arterial Resurfacing, Rural Resurfacing, Gravel Resurfacing, and Lifecycle Management

The City's road network spans a total of 2,791 km, primarily within a rural setting, with areas of urban and semi-urban development.

According to the 2021 Roads Needs Study (RNS), the City's existing road network had an average structural adequacy rating of 71.5%. This was an improvement of 6% from the 2016 RNS rating of 67.5%.

The Roads Needs Study is performed every five years, with the next study expected for 2026. With the above-noted investment in the annual roads capital program, the City will continue to improve the health of the road network beyond the 71.5% adequacy rating, addressing and prioritizing critical needs and maintaining the roads in a state of good repair.

The City commenced the 2024 Capital Budget process with a tax-supported capital deferral list of approximately $87 Million and has been working on a plan to phase out the deferral list within the next three years.

The 2025 Budget builds on the plan and invests $27.2 Million in deferred projects.

Forecasted Elimination of 2024 Deferred Tax-Supported Capital Needs

Year	Expenditure (2025$)	Share of Total	Comments
2024	22,934,000	22.82%	Included in Approved 2024 Tax-Supported Capital Budget
2025	27,082,000	26.95%	Included in 2025 Tax-Supported Capital Budget
2026	32,233,000	32.08%	Included in long-term capital forecast
2027	18,238,000	18.15%	Included in long-term capital forecast
Total	**100,487,000**	**100.00%**	

History

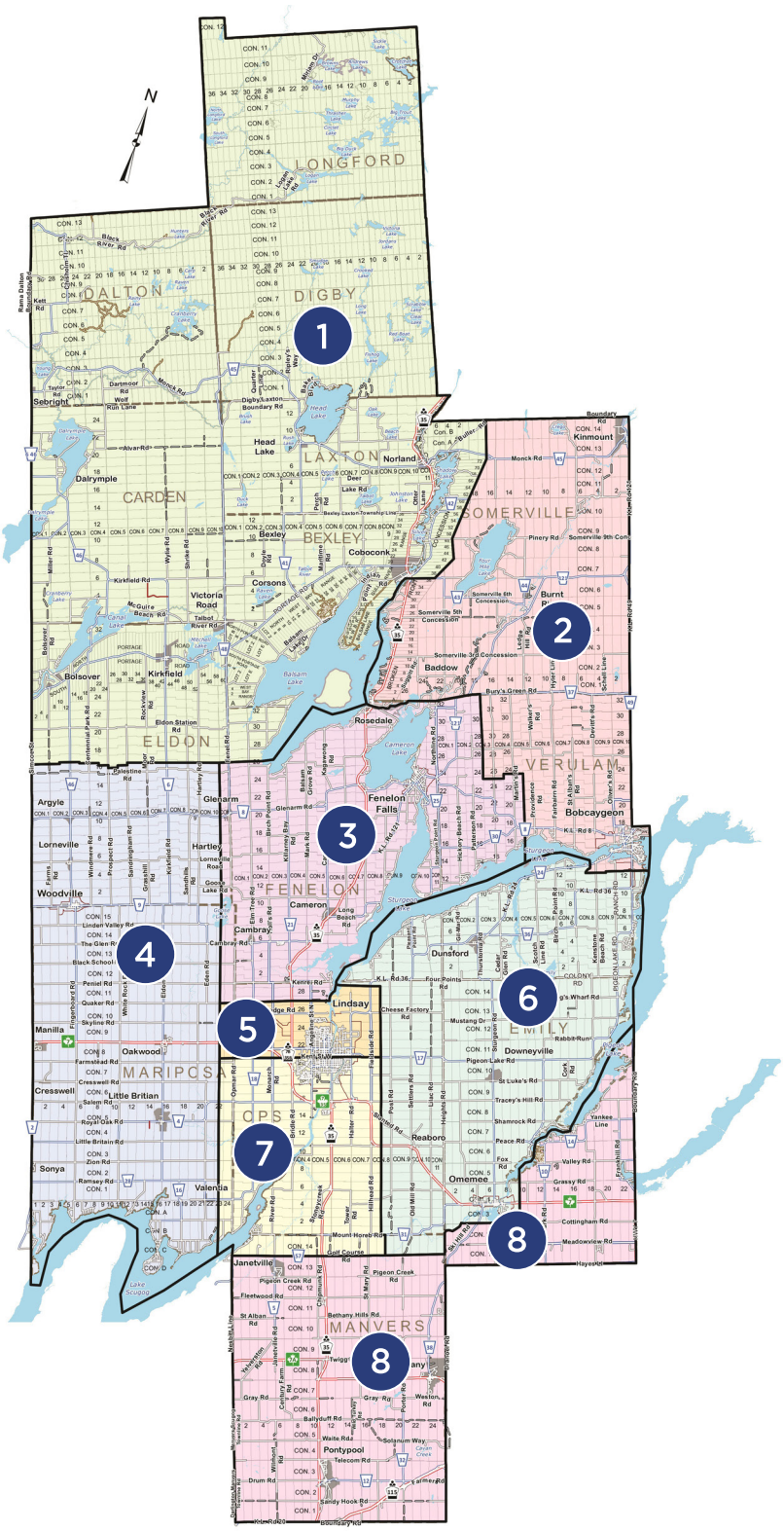
The City of Kawartha Lakes was established in 2001 after the amalgamation of all the municipalities in the former Victoria County. Kawartha Lakes is the second largest single-tier municipality in Ontario by geography and boasts many unique communities, abundant green spaces, and a strong agricultural heritage.

Located only 90 minutes from Toronto, Kawartha Lakes offers cottage country charm coupled with the vibrancy of a growing and welcoming region. With over 250 lakes and rivers winding through its towns, trails and farmland, there are many opportunities for exploration.

As its population continues to grow, Kawartha Lakes is evolving into something bigger – a place of opportunity. Its culture complements its economy and today it is seeing more growth than ever before.

We are committed to our Vision of ‘thriving and growing communities within a healthy and natural environment’.

Ward Map


N
LONGFORD
DALTON
DIGBY
1
LAXTON
CARDEN
SOMERVILLE
BEXLEY
2
ELDON
VERULAM
3
FENELON
4
5
6
MARIPOSA
OPS
EMILY
7
8
MANVERS
8

2025 Budget Guiding Principles

These four principles outline the foundation for the work of staff:

- **Fiscally Responsible** – We are focused on delivering core services by managing our finances with the highest level of responsibility to ensure every dollar is spent wisely, prioritized for maximum community benefit and accounted for with full transparency. We think broadly to balance the needs of our rural and urban communities, working proactively and innovating to keep services affordable for a sound financial future.
- **Open and Transparent** – We operate in an open, accessible and transparent manner and continue to enhance how we inform, engage and listen to residents and community partners. Performance measures ensure we stay on track and remain accountable for results
- **Partner and Collaborate** – We work to strengthen relationships with all community partners to collaborate on projects and services. We support innovation, look for opportunities to advance common goals and work with all levels of government to maximize 'one taxpayer' investments.
- **Service Excellence** – We serve Kawartha Lakes with pride, seeking to understand and meet the needs of those we serve within our available resources. We are committed to accessible, timely, knowledgeable, courteous, fair and equitable service. We value feedback and use what we learn to Make it Better.



Community engagement

Strategic Priorities

The 2024-2027 Kawartha Lakes Strategic Plan is the municipality's roadmap, which outlines the priorities for the coming years.

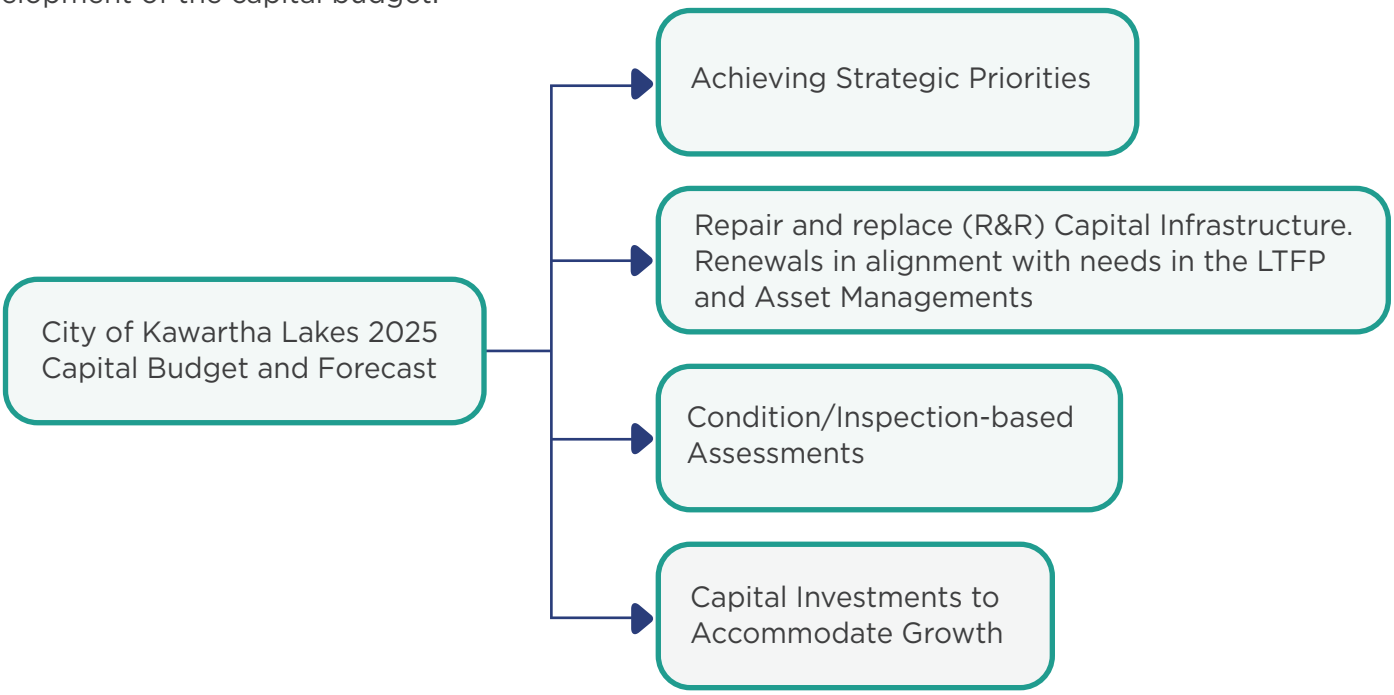
Several goals and actions have been outlined in each of the four Strategic Priority Areas:



Supporting this work are the corporate values of Accountability, Respect and Teamwork.

For the complete Strategic Plan, please visit www.kawarthalakes.ca/strategicplan.

Following the principles and priorities above, the City creates its capital budget strategy to guide investments to ensure residents' needs are being met. Below are the outcomes that guide the development of the capital budget:



Note: Capital Investments to Address Growth - At the time of this 2025 Capital Budget, studies are underway to determine the servicing needs associated with the growth impacts. Therefore, the three to five-year long-term plan may be subject to change once these costs are identified and quantified.

Corporate Planning Hierarchy



2025 Budget Process



1 Budget preparation

The Budget Committee takes direction from the Mayor, and hears from staff, Boards and Agencies of Council about their requirements.



2 Draft Budget presented to Mayor

The Budget Committee prepares a draft Budget for the Mayor to review and comment on.



3 Public input

Public input on the draft budget is welcome at an evening meeting. Education on the budget is provided.



4 Council deliberation

Mayor presents the Budget to Council for deliberation. The Mayor can veto Council's amendments during a defined period of time.



5 Mayor's veto period

Once the Mayor's period to veto any amendments has passed, the Budget as adopted by Council is final.



6 Final budget published

Mayor's Budget Book published.

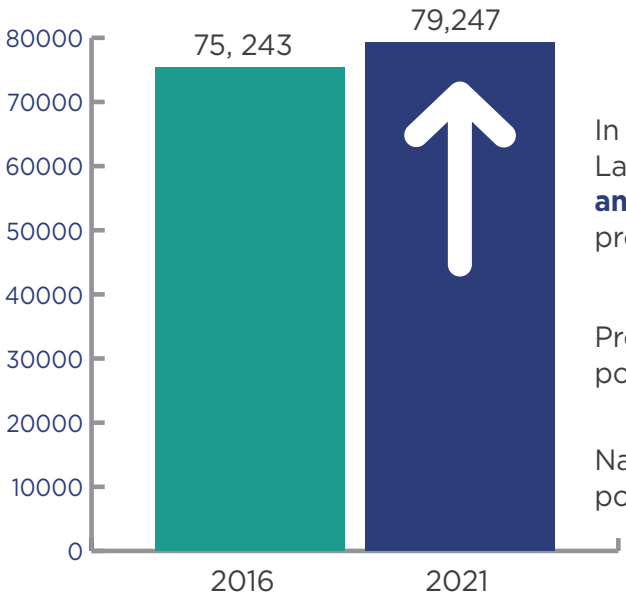


Demographics

Kawartha Lakes Population

(as per Statistics Canada Population 2021 and 2016 censuses and chart)

The City is currently working to plan for the Provincial growth target of approximately 100,000 residents by the year 2031.



In 2021, the enumerated population of Kawartha Lakes (City), was 79,247, which represents **an increase of 5.1% from 2016**. This compares to the provincial average of 5.8% and the national average of 5.2%.

Provincial population rank: **33**

National population rank: **76** of 4,831.

The land area of Kawartha Lakes (City) is **3,033.66 square kilometres** and the population density was **26.1 people per square kilometre.**

In 2021, there were **32,708 private dwellings** occupied in Kawartha Lakes (City), which represent **an increase of 5.2%** from 2016.

Growth Statistics

(as per City of Kawartha Lakes Building Department)

Number of Permits Issued in Kawartha Lakes

Permits	2023	5 year average (2018-2022)	+/- vs. 5 year average
New Dwellings and Replacement Dwellings	312	285	9.47%
Residential (all other types)	447	474	(5.74)%
Commercial	49	50	(2.78)%
Industrial	20	13	58.73%
Institutional	37	39	(5.61)%
Agricultural	58	71	(18.77)%

Dollar Value of Construction in Kawartha Lakes (in millions)

Permits	2023	5 year average (2018-2022)	+/- vs. 5 year average
New Dwellings and Replacement Dwellings	142.1	126	12.78%
Residential (all other types)	30.7	29.3	4.78%
Commercial	22.8	4.8	375.00%
Industrial	12.7	11.8	7.63%
Institutional	4.7	14.5	(67.59)%
Agricultural	8.1	7.5	8.00%

Dwelling Types in Kawartha Lakes

Dwelling Type	2023
Singles (cottages included)	227
Semis	2
Towns	29
Apartments	0
Additional Residential Units (ARUs)	34
Total	292

Economic Profile

With an **expected growth of 117,000 people and 39,000 jobs by 2051**, Kawartha Lakes, located just 90 minutes northeast of Toronto, offers a variety of beautiful communities, 250 lakes and rivers, and dozens of charming towns that are nestled along 600 km of trails. **Kawartha Lakes is an exceptional place for the diverse mix of over 7,513 businesses that have established themselves and call it home.**

Kawartha Lakes boasts a robust labour force, supported by Fleming College Frost Campus with access to the Centre for Advancement of Water and Wastewater Technologies (CAWT) and the Centre for Innovative Aquaculture Production (CIAP). Additionally, the municipality benefits from the nearby Fleming College Sutherland and Haliburton Campuses, Trent University, Durham College, Ontario Tech University, and key industries such as agriculture, manufacturing, tourism, innovation, and culture, making it ripe with opportunity.

Statistics:

Top 5 sectors by industry (source: economic analysis)



Top 5 sectors by occupation (source: economic analysis)



Population
(source: Economic analysis)
2021: **79,247**
2051: **117,000**

Median age:
(source: Economic analysis)
Kawartha Lakes **49 years old**
Ontario **41 years old**

Median employment income:
Kawartha Lakes **$41,373**
Ontario **$43,942**

Unemployment rate:
Kawartha Lakes **5%**
Ontario **5.4%**

Participation rate:
Kawartha Lakes **57.7%**
Ontario **66%**

Number of jobs (2022):
27,675 (increase 1,124 between 2012-2022)



There are approximately **50% more workers in Kawartha Lakes** across industries and occupations compared to available jobs within the City of Kawartha Lakes.

This surplus of labour suggests that Kawartha Lakes provides a significant amount of labour to external communities to fulfill labour demands.

Number of businesses
(June 2023):

Total: **7,513**
1-9 employees: **1,703**
10-49 employees: **407**
50+ employees: **68**
Those without employees: **5,335**
Of businesses with at least one employee, **78.2%** had fewer than 10 employees.

Our Facilities:



Plans Relating to Growth

The City develops plans and completes reports and studies to improve and support the Kawartha Lakes community. These documents provide staff with specific goals and actions to achieve those goals.

All the following plans have also been reviewed and help inform the Budget. For a copy of each of the plans, please visit www.kawarthalakes.ca/plans.

Official Plan

The Official Plan identifies new housing, industry, building and retail that can be developed, identifies protected lands and assists in development of roads, watermains, sewers, parks and schools. The Official Plan also includes secondary plans for Bobcaygeon, Fenelon Falls, Lindsay, Omemee and Woodville.

Master Fire Plan

The Master Fire Plan for Kawartha Lakes Fire Rescue Service (KLFRS) reviews and identifies current and probable community fire risks and needs over the next 10 years. The plan examines and researches all aspects of KLFRS operations including planning, fire prevention, training and education, communications, apparatus and equipment, maintenance, human resources, station suitability (accommodations) and locations, budgets and large-scale emergency preparedness.

Lindsay Transit Master Plan

The Lindsay Transit Master Plan reviews and identifies improvements to service reliability and accessibility, expand transit's reach within the City where supported by a sound business case and identify alternatives to improve upon the existing routes and route network design. A 10 year transit asset management plan was also developed.

Public Library Strategic Plan

The Public Library Strategic Plan provides a road map to address the Library service requirements of residents by providing direction regarding facilities, services, programs, technology, staffing and resources to continue to meet future needs.

Municipal Accessibility Master Plan

The Municipal Accessibility Master Plan addresses the accessibility of services to help improve inclusion across the City benefiting all residents, visitors and employees.

Roads Depot Master Plan

The Roads Depot Master Plan reviews the current network design of Roads and Fleet Maintenance Depots and assesses their ability to meet the growing demand efficiently and effectively for services and legislative requirements over the next twenty-five years.

Housing and Homelessness Plan

The Housing and Homelessness Plan established priorities for housing and homelessness services based on targeted consultations and research. The Plan addresses the current and future housing needs.

Master Plans and Strategies

- 5 Year Children's Services Plan
- Active Transportation Master Plan
- Asset Management Plan
- Corporate Communications Strategy
- Cultural Master Plan
- Customer Experience Strategy
- Diversity, Equity and Inclusion Action Plan
- Economic Development Strategy
- Growth Management Plan
- Information Technology Strategic Plan
- Integrated Community Sustainability Plan
- Integrated Waste Management Strategy
- Kawartha Lakes Agriculture and Food Action Plan
- Long Term Financial Plan 2022-2031
- Municipal Housing Pledge and Target
- Paramedic Service Master Plan
- Parking Strategy
- Parks and Recreation Strategic Plan
- People Strategy
- Social Services Plan
- Trails Master Plan
- Transportation Master Plan
- Victoria Manor Facility Master Plan
- Water and Wastewater Master Servicing Plan

2025 Capital Budget Overview





Expansionary and State-of-Good-Repair

A capital budget is a plan focused on investing in constructing new or maintaining existing infrastructure and assets in a state of good repair, to provide services to our residents for their safe use and enjoyment. The budget is used as financial communication of stakeholders' decision making on future strategy, priorities and constraints faced by the municipality. It is also used as a tool to help guide and manage the City's finances to align investment decisions with objectives, and with the needs of residents. This is subject to change depending on the economic environment, financial constraints and change of stakeholder priorities. The municipality is required by provincial law to balance its budget on an annual basis through adequate funding for operating and capital expenditures.

Capital projects consist of two categories:

Expansionary

Investment in new or existing capital assets that will benefit future and current residents of the City of Kawartha Lakes due to an increase in population size. For example, increased road network capacity that will benefit service delivery to current and future population.

State-of-Good-Repair

Investment in existing capital assets to maintain the current functionality, condition, life span and/or use. For example, rehabilitation of an existing pool to ensure it meets current standards and provides reliable service for the public to use.

Process Involved in Capital Budgeting



Gathering of Information and developing Budget Strategy: The current capital process begins where the prior cycle ends. Several components are considered:

- Council and legislation determine service levels
- Service strategies and asset management plans translate service levels into state-of-good-repair capital needs
- Service master plans and development charge studies translate service levels into growth-related capital needs
- Capital budgets implement long-term financial plans on an annual basis

During the year, organizational stakeholders gather critical information based on data driven evidence for needs assessment. This informs the capital budgeting cycle. Finance Executive and the Senior Management Team review the information derived from the components listed above and this information informs the annual capital budget strategy.



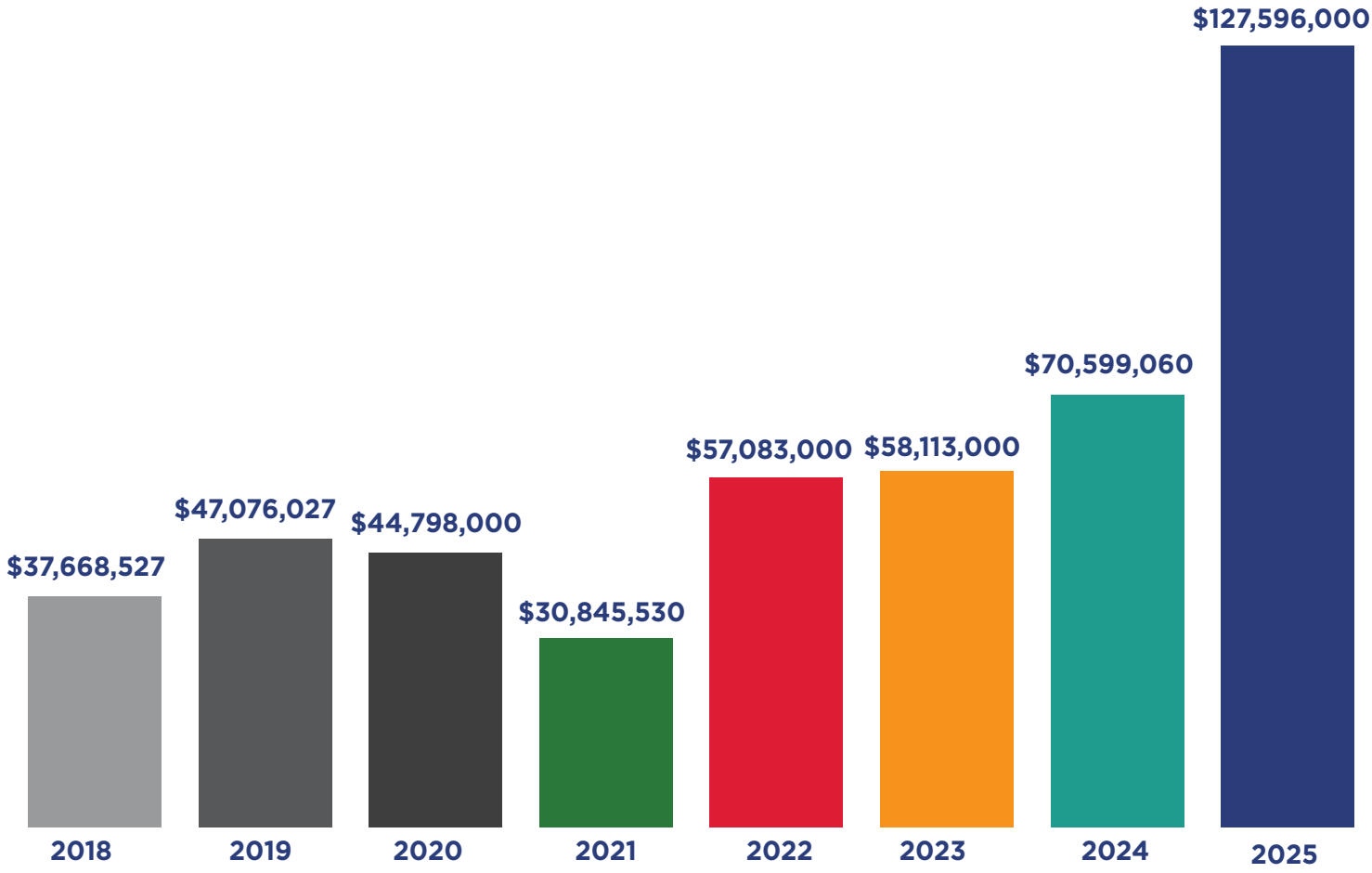
Update Long Term Financial Plan (LTFP): After gathering critical information and developing a budget strategy recommendation, an updated interim Long Term Financial Plan is presented to Council to ensure strategy and asset investments are aligned within the financial strategic direction. This step is historically completed in quarter 2 of the fiscal year prior to the development of the budget. In 2024, this has been done in alignment with the 2025 Capital Budget timelines. Long term financial plans match forecasted capital needs with financing strategies.



Deliver Strategy and Financial Plan: Finance Executive, Corporate Assets and stakeholders across the organization turn attention to delivering the strategy set in a financial plan. Project costing, budget, forecast development and project submissions including high level business cases are completed during this stage. This process requires intensive collaborative effort with constant feedback to ensure the budget allows departments to deliver on the City's commitments to residents while ensuring the plan is adhering to the guidance set in the strategy. Finance Executive oversees this work.

Capital Budget Trend

Tax-Supported Capital Budget Totals for 2018-2025



Asset Management Plan

In 2022, the City completed and approved the Asset Management Plan (AMP) for Core Assets. That plan assessed the state of the City's core assets (state of infrastructure for roads, storm and water wastewater assets), how the City manages those core assets (life cycle strategies), how well those actions are working (service levels) and how much it will cost to maintain these core assets to provide City services (capital investment planning, forecasting, risk and funding gaps). The plan was prepared and adopted in accordance with Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17).

The City's Asset Management Plan informed the development of this draft capital budget by identifying state of good repair capital investment needs based on asset condition and age, service levels, required lifecycle treatments and risk-criticality and priority measures. In June 2024, the City extended the Asset Management Plan to non-core assets such as facilities, landfills and parks. In June 2025 the City must submit a comprehensive Asset Management Plan to the Province.

2025 Significant Project Highlights

1. City Hall Campus Block Site Beautification

The City Hall Campus Block includes the Olde Gaol property, People Services Building and City Hall. This project will improve parking and traffic flow, provide pedestrian paths of travel, create an outdoor ceremony space and wedding ceremony/rental space and create green space buffers. The front entrance to City Hall will be given a better identity and wayfinding signage will be improved. This project aims to provide cohesion for the block as a whole through design to integrate the three properties.

Strategic Priority Alignment:

An Exceptional Quality of Life

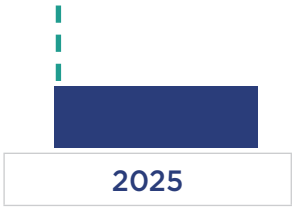
- Maintain community hubs such as parks, buildings and active spaces for social, healthy interactions

Good Government

- Ensure municipal assets are well maintained and well managed

Timeline:

Step 1: Construction
(Spring 2025 to Fall 2025)



Total Budget Requested: $510,000

Total Budget Requested 2025: $510,000

Capital Financing:

Funding Source	2025
Debenture	$124,000
Asset Management Reserve	$386,000

2. New Affordable Housing — Murray Street Project, Fenelon Falls

This affordable housing project on Murray Street in Fenelon Falls features a 2-storey, 30-unit wood-frame building with 16 one-bedroom units (4 barrier free), 12 two-bedroom units and 2 three-bedroom units. The building will also feature a laundry room, a common area with a kitchen and service areas, and parking. This Kawartha Lakes-Haliburton Housing (KLH) project is a private public partnership with generous support from multiple municipal governments.

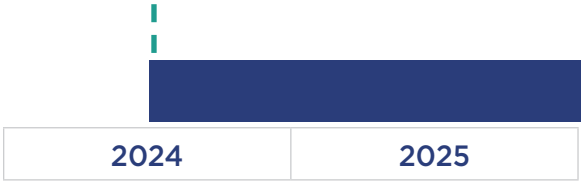
Strategic Priority Alignment:

An Exceptional Quality of Life — Increase affordable and attainable housing

- Meet the targets outlined in our Municipal Housing Pledge
- Encourage intensification, and providing the full continuum of housing types, including ownership and purpose-built rentals

• Timeline:

Step 1: Construction
(August 2024 to expected occupancy in December 2025)



Capital Financing:

Funding Source	2025
Debenture	6,100,000



Construction site of 70 Murray Street, Fenelon Falls

3. Lindsay Trail System — Jennings Creek Development Area

This trail section is a major component in the initiative to connect Lindsay through a multi-use trail system (Lindsay Loop). This growth-related project will see the development of a formalized, natural trail within the woodlot area along Jennings Creek to connect Angeline St. N. to the Victoria Rail Trail Corridor (VRTC) and across the creek into Springdale Gardens.

Strategic Priority Alignment:

A Healthy Environment

- Protect and preserve natural areas including greenspaces, waterways, parks, trails and farmland

An Exceptional Quality of Life

- Expand trails and active transportation to promote physical activity and a healthy lifestyle

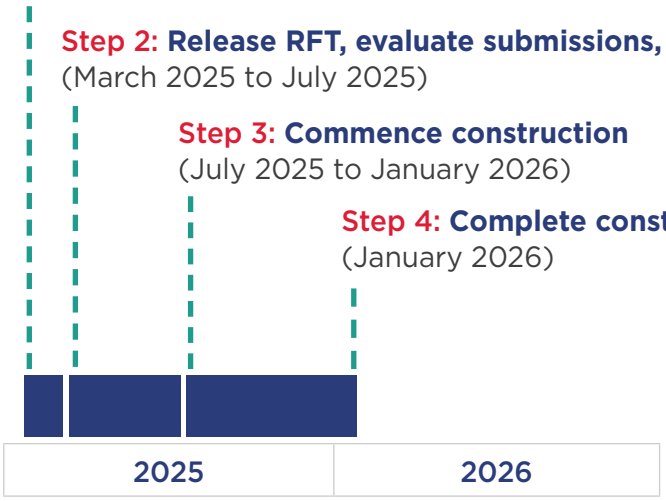
Timeline:

Step 1: Prepare Request for Tender (RFT)
(February 2025 to March 2025)

Step 2: Release RFT, evaluate submissions, award project
(March 2025 to July 2025)

Step 3: Commence construction
(July 2025 to January 2026)

Step 4: Complete construction
(January 2026)



Total Budget Requested: $537,000

Total Budget Requested 2025: $537,000

Capital Financing:

Funding Source	2025
DC Reserve	483,300
Asset Management Reserve	53,700

4. Omemee Arena Ice Pad System

This refurbishment project is to modernize the community centre using eco-friendly materials and energy-efficient design to minimize environmental impact. The infrastructure within the Emily-Omemee Community Centre, including the arena pad, boards and plant components, are well beyond the expected lifecycle and need to be replaced. Accessibility elements within this facility are also lacking and/or non-existent. Where possible this project will introduce or upgrade amenities to a more modern state, with accessibility and environmental efficiency in the forefront. This project has been given early-start approval.

Strategic Priority Alignment:

Good Government
- Ensure municipal assets are well maintained and well managed

A Vibrant and Growing Economy
- Promote Kawartha Lakes as a tourism destination

An Exceptional Quality of Life
- Maintain community hubs such as parks, buildings and active spaces for social, healthy interactions

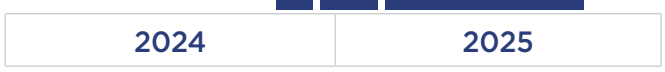
Timeline:

Step 1: Prepare Request for Tender (RFT)
(November 2024 to December 2024)

Step 2: Release RFT, evaluate submissions, award project
(December 2024 to March 2025)

Step 3: Commence construction
(March 2025 to September 2025)

Step 4: Complete construction
(September 2025)



Total Budget Requested: $2,900,000

Total Budget Requested 2025: $2,900,000

Capital Financing:

Funding Source	2025
Debenture	2,900,000

5. Asphalt Resurfacing — City of Kawartha Lakes (CKL) Road 38

CKL Road 38 (Ski Hill Road) from Highway 7 to Highway 7A will receive asphalt resurfacing as part of the Urban/Arterial Resurfacing program in the 5-Year Roads Plan.

Strategic Priority Alignment:

Good Government

- Ensure municipal assets are well maintained and well managed
- Secure and advocate for provincial and federal government funding for municipal infrastructure and service delivery needs, and critical community infrastructure and project investments

A Vibrant and Growing Economy

- Optimize existing transportation infrastructure (roads, bridges, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)

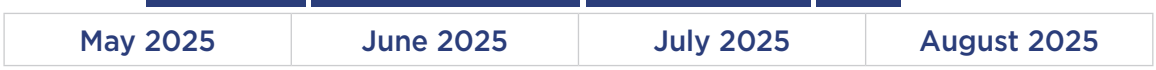
Timeline:

Step 1: Mobilization and Preparation
(May 15, 2025 to June 2, 2025)

Step 2: Full Depth Reclamation with Expanded Asphalt Stabilization
(June 2, 2025 to July 1, 2025)

Step 3: Surface Asphalt Placement
(July 1 , 2025 to July 22, 2025)

Step 4: Restoration
(July 22, 2025 to August 5, 2025)



Total Budget Requested: $5,156,000

Total Budget Requested 2025: $5,156,000

Capital Financing:

Funding Source	2025
Asset Management Reserve	403,000
Other Municipality/Owner	2,578,000
Haul Routes Reserve	1,100,000
CCBF Grant	1,075,000

6. Road Widening — Colborne Street West, Lindsay

Colborne Street West from Highway 35 to Charles Street will increase to 4 lanes including dedicated turn lanes at the intersections with Highway 35, McKay Avenue, and St. Joseph Road. This growth-related road upgrade was identified in the Transportation Master Plan and Development Charge Study for road widening and underground infrastructure upgrades.

Strategic Priority Alignment:

Good Government

- Ensure municipal assets are well maintained and well managed

A Vibrant and Growing Economy

- Optimize existing transportation infrastructure (roads, bridges, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)

Timeline:

Step 1: Tender/Request for Quotation (RFQ)
(January 1, 2025 to January 31, 2025)

Step 2: Construction — Roads
(May 1, 2025 to October 31, 2025)

Step 3: Construction — Water/Wastewater
(May 1, 2025 to October 31, 2025)

Step 4: Surface Asphalt Works
(May 1, 2026 to August 31, 2026)



Total Budget Requested: $6,200,000

Total Budget Requested 2025: $6,200,000

Capital Financing:

Funding Source	2025
DC Reserve	4,960,000
Debenture	1,240,000

7. New Affordable Housing — Gull River Project, Minden

The Gull River affordable housing project in Minden is a two-storey new build of 35 residential units, 11 one-bedroom and 24 two-bedroom units in six six-plexes. This Kawartha Lakes-Haliburton Housing (KLH) project is a private public partnership with generous support from multiple municipal governments.

Timeline:

- Final site plan approval has been granted and a full building permit is imminent
- Construction start dependent on tender results and qualification for CMHC Affordable Housing Fund forgivable loan and low-cost financing

Capital Financing:

Funding Source	2025
Debenture	8,500,000

Strategic Priority Alignment:

An Exceptional Quality of Life — Increase affordable and attainable housing

- Meet the targets outlined in our Municipal Housing Pledge
- Encourage intensification, and providing the full continuum of housing types, including ownership and purpose-built rentals



Conceptual image of the Gull River Project

8. Fire Service — Platform Aerial Truck

The Platform Aerial Truck provides an aerial ladder device that is mechanically operated and extendable and is designed to provide vertical reach for rapid response, ventilation, extinguishment and rescue operations. As identified in the Fire Master Plan and the Fire Modernization Review, the platform aerial truck is required to replace a recently retired unit. The aerial unit is critical for emergency response.

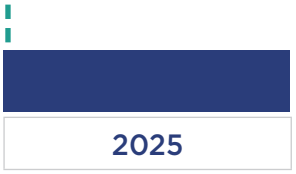
Strategic Priority Alignment:

Good Government

- Ensure municipal assets are well maintained and well managed

Timeline:

Step 1: Request for Information (RFI) or Request for Proposal (RFP)
(January 2025, end December 2025)



Total Budget Requested: $2,488,000

Total Budget Requested 2025: $2,488,000

Capital Financing:

Funding Source	2025
Debenture	2,488,000

9. Paramedic Service Headquarters and Fleet Centre

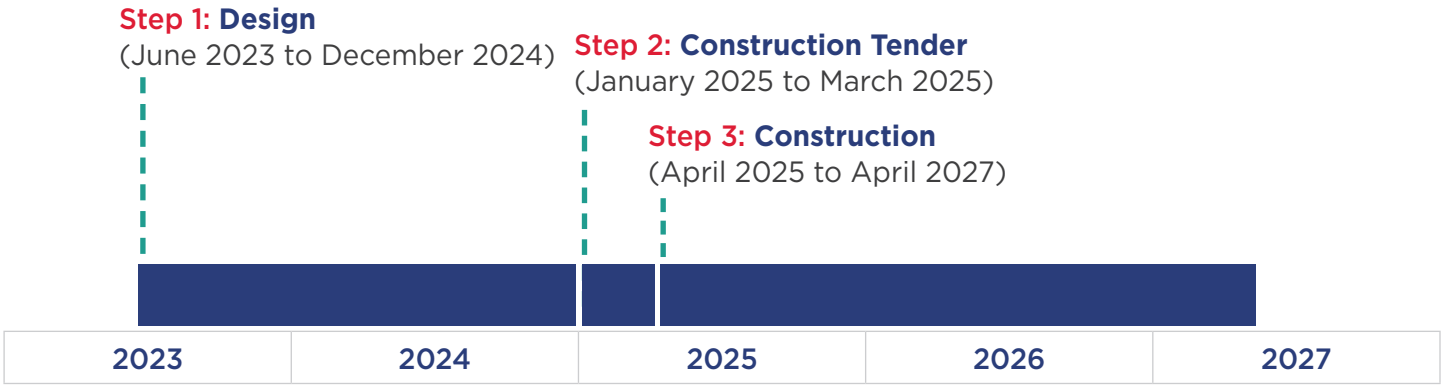
The Paramedic Service Headquarters and Fleet Centre will consolidate 7 of the existing 11 paramedic stations as well as serving as a backup facility for Police and Fire dispatch. The new facility will significantly enhance operational efficiency and provide the capacity needed to meet the projected long-term demand for ambulance services.

Strategic Priority Alignment:

A Vibrant and Growing Economy
- Improve and expand critical and transformational infrastructure

An Exceptional Quality of Life
- Support and expand innovative emergency service programs

Timeline:



Total Budget Requested: $50,000,000

Total Budget Requested 2025: $21,500,000

Capital Financing:

Funding Source	2025
DC Reserve	7,525,000
Debenture	13,402,500
Capital Contingency Reserve	572,500
Community Paramedic LTC Grant	200,000

10. Lake Dalrymple Bridge Replacement

The Lake Dalrymple Bridge located on Kirkfield Road north of Brechin Road is in need of replacement as per structural assessment.

Strategic Priority Alignment:

Good Government
- Ensure municipal assets are well maintained and well managed

A Vibrant and Growing Economy
- Optimize existing transportation infrastructure (roads, bridge, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)

Timeline:

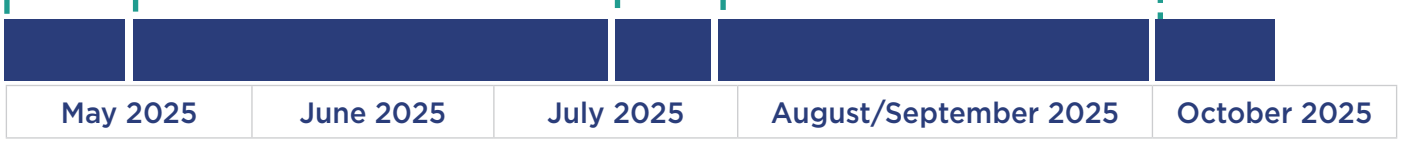
Step 1: Mobilization and Preparation
(May 1, 2025 to May 15, 2025)

Step 2: Road Works
(May 15, 2025 to July 15, 2025)

Step 3: Bridge Removal
(July 15, 2025 to July 25, 2025)

Step 4: Bridge Works
(July 25, 2025 to October 1, 2025)

Step 5: Restoration
(October 1, 2025 to October 15, 2025)



Total Budget Requested: $4,760,000

Total Budget Requested 2025: $4,760,000

Capital Financing:

Funding Source	2025
Debenture	4,760,000

11. Resurfacing of City of Kawartha Lakes (CKL) Road 41

Replacement of culverts, ditching, base repair and resurfacing of CKL Road 41 from CKL Road 48 to CKL Road 45. This road has been identified as requiring a high frequency of maintenance so resurfacing is required.

Strategic Priority Alignment:

Good Government

- Ensure municipal assets are well maintained and well managed
- Secure and advocate for provincial and federal government funding for municipal infrastructure and service delivery needs, and critical community infrastructure and project investments

A Vibrant and Growing Economy

- Optimize existing transportation infrastructure (roads, bridges, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)

Timeline:

Step 1: Prepwork
(May 2025 to June 2025)

Step 2: Resurfacing
(June 2025 to September 2025)



Total Budget Requested: $1,400,000

Total Budget Requested 2025: $700,000

Capital Financing:

Funding Source	2025
Asset Management Reserve	280,000
OCIF Grant	420,000

12. Somerville Landfill

The Somerville Landfill's current active cell is expected to reach its operational capacity in 2026. A new cell is required to be constructed in 2025 to provide new capacity for continued landfill operations at this site.

Strategic Priority Alignment:

A Healthy Environment
- Increase waste diversion and resource recovery

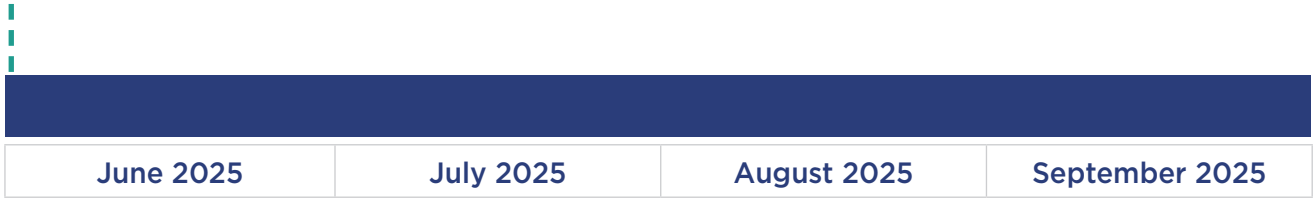
Good Government
- Ensure municipal assets are well maintained and well managed

Timeline:

Step 1: Construction
(June 2025 to September 2025)

Step 2: Contract Administration, Inspection and Staff Time
(June 2025 to September 2025)

Step 3: Contingency
(June 2025 to September 2025)



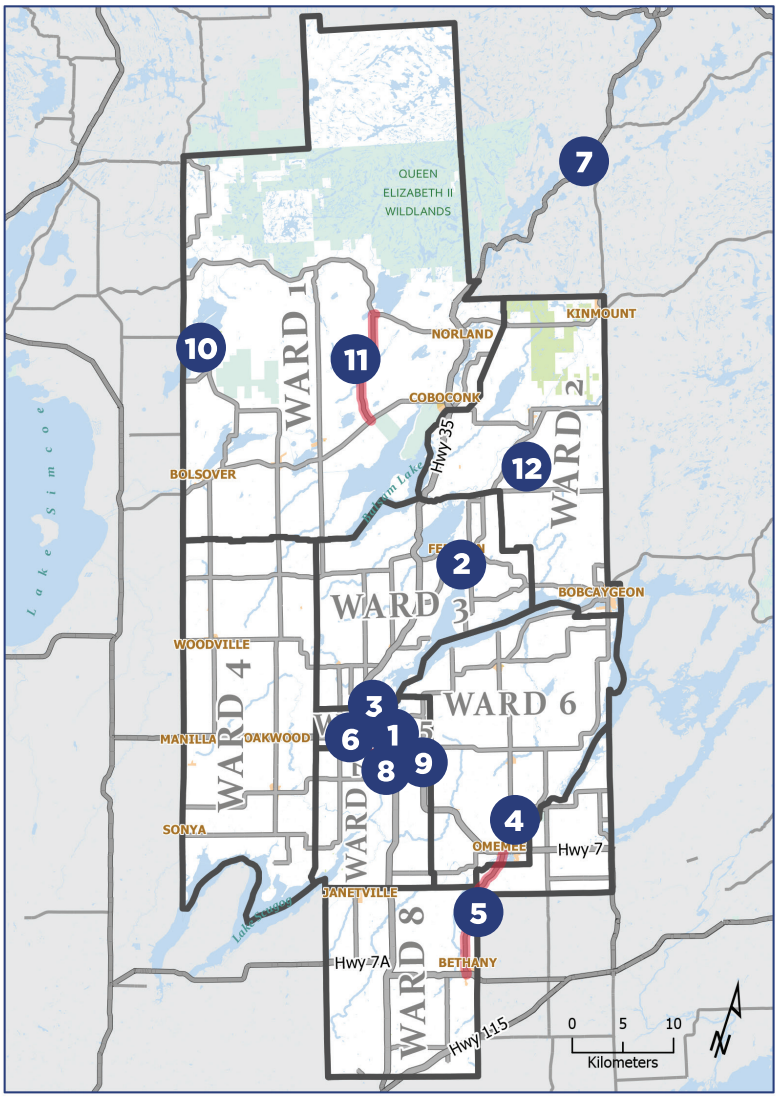
Total Budget Requested: $1,800,000.00

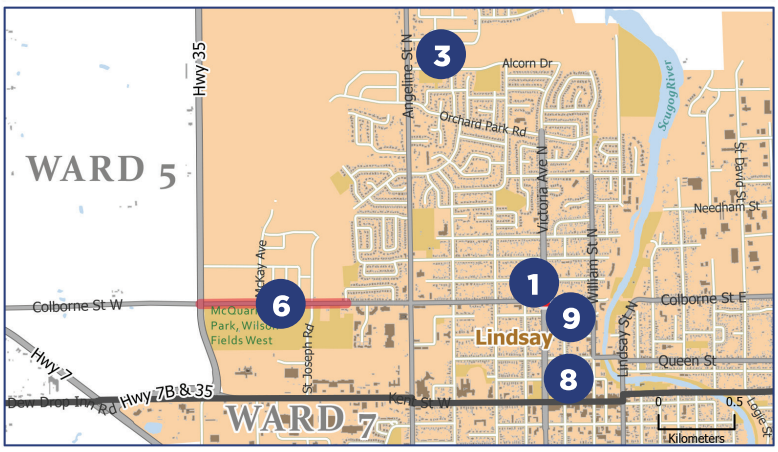
Total Budget Requested 2025: $1,800,000.00

Capital Financing:

Funding Source	2025
Debenture	$1,800,000

2025 Significant Project Map





Project Name

1. City Hall Campus Block Site Beautification
2. New Affordable Housing – Murray Street Project, Fenelon Falls
3. Lindsay Trail System – Jennings Creek Development Area
4. Omemee Arena Ice Pad System
5. Asphalt Resurfacing – CKL Road 38
6. Road Widening – Colborne Street West, Lindsay
7. New Affordable Housing – Gull River Project, Minden
8. Fire Service – Platform Aerial Truck
9. Paramedic Service Headquarters and Fleet Centre
10. Lake Dalrymple Bridge Replacement
11. Resurfacing of CKL Road 41
12. Somerville Landfill

MSM: SRQ-7784

Map produced by GIS Group on: September 2024. Data obtained under license. Reproduction without permission is prohibited. This map is illustrative only. Do not rely on it as being a precise indicator of privately or publicly owned land, routes, locations or features, nor as a guide to navigation

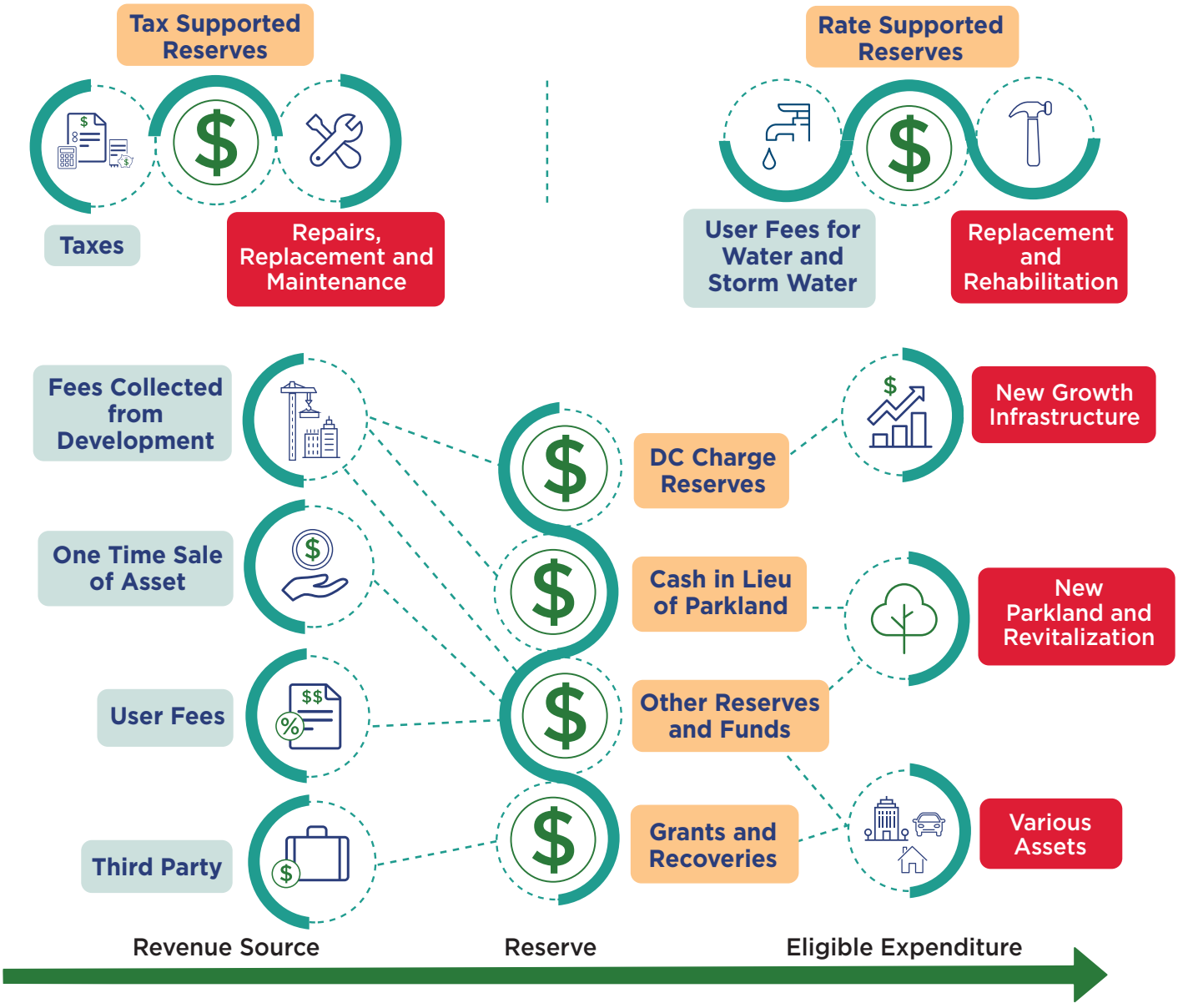
Financing Sources

Reserves and Reserve Funds are established through resolution of council, City By-Law or as a result of statute or legislation to provide funding flexibility, manage operations uncertainty, operations uncertainty, and ensure long term financial stability for the City. They play a key role in the municipality's finances and provide a strong indicator of our financial health.

The municipality's long term financial planning principle is to review the financial position of the Reserves and Reserve Funds on a regular basis to ensure appropriate levels and financial sustainability to support the Asset Management Plan. Staff will continue to inform and report to Council regularly on the adequacy of the municipality's Reserves and Reserve Funds.

Council continues to build capital sustainability to fund the annual capital budget through the dedicated capital levy. This dedicated capital levy is financed by cumulative tax increases of 1.5% per annum from 2022 to 2031.

Financing Sources Breakdown



Financing Sources Descriptions:

Tax Supported Reserves

Tax Supported Reserves are used to fund the renewal of existing assets of City-owned infrastructure or to acquire new assets for which growth funding sources are not available. Project examples include facilities, roads, parks assets, and replacement of fleet vehicles and equipment. These reserves are primarily funded by property taxes collected by the municipality from taxpayers of Kawartha Lakes.

These reserves are built up by the transfer of tax dollars through the Operating Budget.

The reserves that make up the tax supported category for the scope of capital budget financing are the following:

- Asset Management Reserve
- Fleet Reserves
- Capital Contingency Reserve

Reserve Funds

Water/Wastewater Rate Supported

These reserves are funded by user fees charged for the consumption of water and wastewater services. They are used to fund the renewal of capital assets such as water treatment plants, wastewater treatment plants, pumping stations, reservoirs, watermains and sanitary sewers.

Cash in Lieu of Parkland

This reserve funds the purchase of new parkland, park amenities and the revitalization of existing park assets. This revenue is collected from new development and is prescribed in its use is prescribed by the Planning Act.

Development Charges

Development charges are fees levied on development to recover the costs of growth-related capital needs. The Development Charges Reserve Fund is governed by legislation, and monies in can be spent only on eligible growth-related capital needs.

Other Reserves and Reserve Funds

Other reserves have sources of financing for specific purposes that were established to aid in financial stability for the municipality. Some reserves that fall into this category include:

- Tax Rate Stabilization
- Winter Control Stabilization

Canada Community Building Fund (CCBF)

This is a federal grant that trickles down to municipalities. The CCBF provides predictable, long-term, stable funding for Canadian municipalities to help build and revitalize public infrastructure while creating jobs and long-term prosperity.

There is flexibility for the municipality to select how this funding is allocated based upon 19 project categories: Public transit, wastewater infrastructure, drinking water, solid waste management, community energy systems, local roads and bridges, capacity building, highways, local and regional airports, short-line rail, short sea-shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sports, recreation and fire halls.

Other Financing Sources

There are financing sources provided by external parties that are either obligatory or discretionary. These revenue streams are provided due to legislative or contractual obligations. These include grants and recoveries.

2025 Tax Supported Capital Budget



2025 Tax-Supported Capital Expenditure

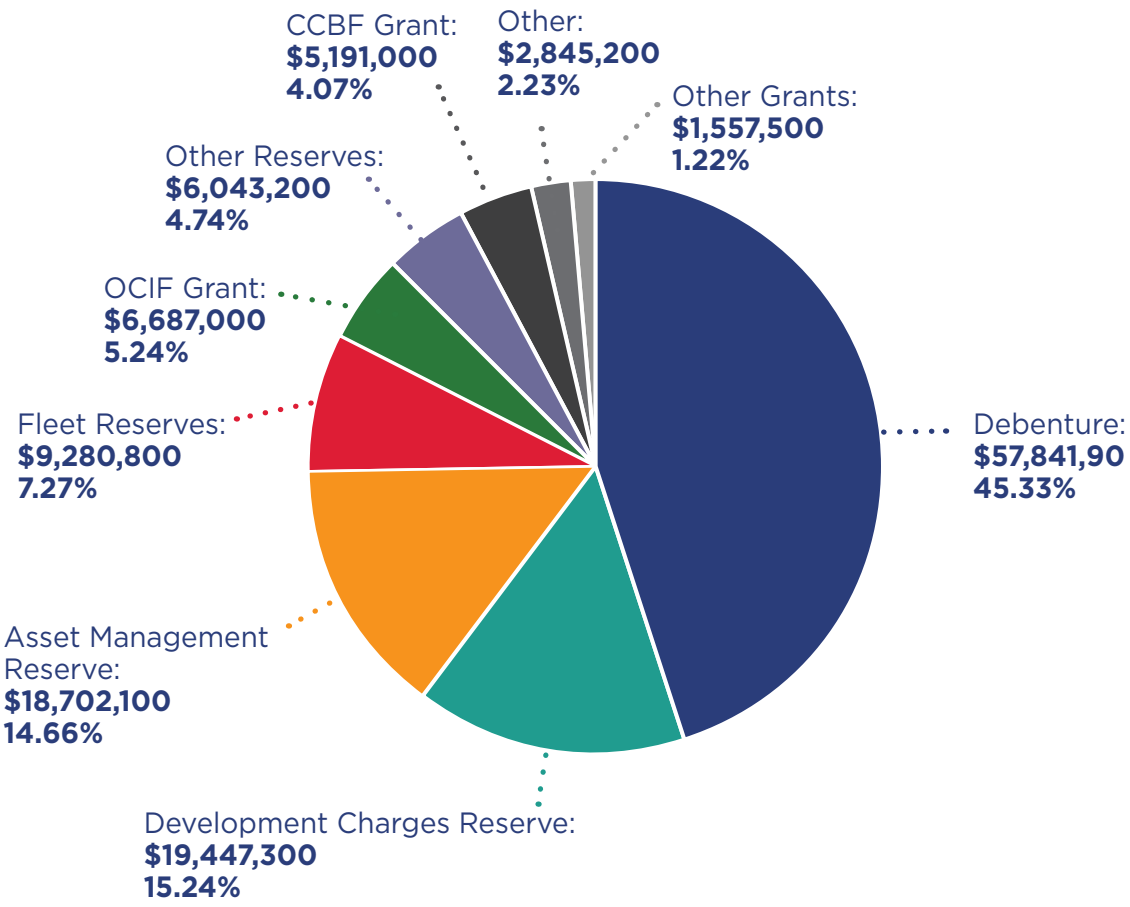
Roads and Bridges:
$52,568,000

Facilities and Siteworks:
$56,350,000

Fleet and Equipment:
$18,678,000

Total 2025 Capital Expenditure: **$127,596,000**

2025 Tax-Supported Capital Financing



Total 2025 Capital Financing: **$127,596,000**

Summary of Tax-Supported Capital Budget

JDEID	Program Title	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Fleet Reserves	Financing from Other Reserves	Financing from CCBF Grant	Financing from OCIF Grant	Financing from Other Grants	Financing from Debenture	Financing from Other	Financing Total
9992501	Multiyear Capital Projects	39,100,000	1,425,000	7,660,000	0	572,500	0	420,000	0	29,022,500	0	39,100,000
9832501	Bridges and Culverts	11,149,000	302,000	1,400,000	0	0	465,000	1,011,000	0	7,971,000	0	11,149,000
9832502	Urban/Rural Reconstruction	19,182,000	1,133,000	7,694,400	0	67,000	1,576,000	0	0	8,499,400	212,200	19,182,000
9832503	Urban/Arterial Resurfacing	8,364,000	1,536,000	0	0	1,100,000	3,150,000	0	0	0	2,578,000	8,364,000
9832504	Rural Resurfacing	6,891,000	2,816,000	0	0	0	0	4,075,000	0	0	0	6,891,000
9832505	Gravel Resurfacing	2,139,000	2,139,000	0	0	0	0	0	0	0	0	2,139,000
9832506	Lifecycle Management	2,362,000	1,181,000	0	0	0	0	1,181,000	0	0	0	2,362,000
9832507	Sidewalks	466,000	466,000	0	0	0	0	0	0	0	0	466,000
9832508	Traffic Signals and Streetlights	1,175,000	185,000	990,000	0	0	0	0	0	0	0	1,175,000
9832509	Parking Lots	140,000	31,900	108,100	0	0	0	0	0	0	0	140,000
9872501	Airport Siteworks and Facilities	3,305,000	100,100	211,900	0	2,193,000	0	0	0	800,000	0	3,305,000
9972501	Landfill Siteworks and Facilities	3,020,000	170,000	0	0	0	0	0	0	2,850,000	0	3,020,000
9972502	Landfill Equipment	0	0	0	0	0	0	0	0	0	0	0
9912501	Roads, Fleet and Transit Facilities	610,000	599,800	0	0	10,200	0	0	0	0	0	610,000
9942501	Transit Siteworks	0	0	0	0	0	0	0	0	0	0	0
9942502	Public Works Fleet	8,433,000	0	365,000	7,362,500	98,000	0	0	607,500	0	0	8,433,000
9282501	Information Technology Systems	1,949,000	1,218,600	0	0	80,400	0	0	650,000	0	0	1,949,000
9322501	Fire Facilities	1,528,000	1,528,000	0	0	0	0	0	0	0	0	1,528,000
9322502	Fire Fleet and Equipment	6,382,000	691,700	20,300	3,777,000	0	0	0	0	3,477,000	0	6,382,000
9382501	Paramedic Facilities	0	0	0	0	0	0	0	0	0	0	0
9382502	Paramedic Fleet and Equipment	588,000	128,600	120,000	25,300	14,100	0	0	300,000	0	0	588,000
9422501	Police Fleet and Equipment	581,000	58,000	12,000	0	511,000	0	0	0	0	0	581,000
9692501	Victoria Manor	728,000	0	5,400	0	722,600	0	0	0	0	0	728,000
9532501	Administrative Facilities and Libraries	2,540,000	1,453,000	0	0	60,000	0	0	0	1,027,000	0	2,540,000
9502501	Parks Siteworks and Facilities	3,302,000	841,800	860,200	0	550,000	0	0	0	995,000	55,000	3,302,000
9502502	Recreation Facilities	3,418,000	480,600	0	0	37,400	0	0	0	2,900,000	0	3,418,000
9502503	Parks and Recreation Equipment	160,000	160,000	0	0	0	0	0	0	0	0	160,000
9502504	Cemetery Siteworks and Facilities	84,000	57,000	0	0	27,000	0	0	0	0	0	84,000
Total		**127,596,000**	**18,702,100**	**19,447,300**	**9,280,800**	**6,043,200**	**5,191,000**	**6,687,000**	**1,557,500**	**557,841,900**	**2,845,200**	**127,596,000**

State-of-Good-Repair Capital Projects

JDE ID	Program Title	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Fleet Reserves	Financing from Other Reserves	Financing from CCBF Grant	Financing from OCIF Grant	Financing from Other Grants	Financing from Debenture	Financing from Other	Financing Total
9992501	Multiyear Capital Projects	2,865,000	1,425,000	0	0	0	0	420,000	0	1,020,000	0	2,865,000
9832501	Bridges and Culverts	9,749,000	302,000	0	0	0	465,000	1,011,000	0	7,971,000	0	9,749,000
9832502	Urban/Rural Reconstruction	9,444,000	502,200	936,400	0	0	746,000	0	0	7,259,400	0	9,444,000
9832503	Urban/Arterial Resurfacing	8,364,000	1,536,000	0	0	1,100,000	3,150,000	0	0	0	2,578,000	8,364,000
9832504	Rural Resurfacing	6,891,000	2,816,000	0	0	0	0	4,075,000	0	0	0	6,891,000
9832505	Gravel Resurfacing	2,139,000	2,139,000	0	0	0	0	0	0	0	0	2,139,000
9832506	Lifecycle Management	2,362,000	1,181,000	0	0	0	0	1,181,000	0	0	0	2,362,000
9832507	Sidewalks	410,000	410,000	0	0	0	0	0	0	0	0	410,000
9832508	Traffic Signals and Streetlights	75,000	75,000	0	0	0	0	0	0	0	0	75,000
9832509	Parking Lots	140,000	31,900	108,100	0	0	0	0	0	0	0	140,000
9872501	Airport Siteworks and Facilities	1,462,000	100,100	211,900	0	800,000	0	0	0	350,000	0	1,462,000
9972501	Landfill Siteworks and Facilities	1,140,000	90,000	0	0	0	0	0	0	1,050,000	0	1,140,000
9972502	Landfill Equipment	0	0	0	0	0	0	0	0	0	0	0
9912501	Roads, Fleet and Transit Facilities	200,000	189,800	0	0	10,200	0	0	0	0	0	200,000
9942501	Transit Siteworks	0	0	0	0	0	0	0	0	0	0	0
9942502	Public Works Fleet	6,688,000	0	0	6,080,500	0	0	0	607,500	0	0	6,688,000
9282501	Information Technology Systems	364,000	363,600	0	0	400	0	0	0	0	0	364,000
9322501	Fire Facilities	1,528,000	1,528,000	0	0	0	0	0	0	0	0	1,528,000
9322502	Fire Fleet and Equipment	5,976,000	587,700	20,300	1,591,000	0	0	0	0	3,477,000	0	5,976,000
9382501	Paramedic Facilities	0	0	0	0	0	0	0	0	0	0	0
9382502	Paramedic Fleet and Equipment	468,000	128,600	0	25,300	14,100	0	0	300,000	0	0	468,000
9422501	Police Fleet and Equipment	532,000	58,000	0	0	474,000	0	0	0	0	0	532,000
9692501	Victoria Manor	728,000	0	5,400	0	722,600	0	0	0	0	0	728,000
9532501	Administrative Facilities and Libraries	2,540,000	1,453,000	0	0	60,000	0	0	0	1,027,000	0	2,540,000
9502501	Parks Siteworks and Facilities	1,151,000	601,000	0	0	550,000	0	0	0	0	0	1,151,000
9502502	Recreation Facilities	3,418,000	480,600	0	0	37,400	0	0	0	2,900,000	0	3,418,000
9502503	Parks and Recreation Equipment	160,000	160,000	0	0	0	0	0	0	0	0	160,000
9502504	Cemetery Siteworks and Facilities	84,000	57,000	0	0	27,000	0	0	0	0	0	84,000
Total		**68,878,000**	**16,215,500**	**1,282,100**	**7,696,800**	**3,795,700**	**4,361,000**	**6,687,000**	**907,500**	**25,054,400**	**2,578,000**	**68,878,000**

Expansionary Capital Projects

JDE ID	Program Title	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Fleet Reserves	Financing from Other Reserves	Financing from CCBF Grant	Financing from OCIF Grant	Financing from Other Grants	Financing from Debenture	Financing from Other	Financing Total
9832503	Urban/Arterial Resurfacing	0	0	0	0	0	0	0	0	0	0	0
9832504	Rural Resurfacing	0	0	0	0	0	0	0	0	0	0	0
9832505	Gravel Resurfacing	0	0	0	0	0	0	0	0	0	0	0
9832506	Lifecycle Management	0	0	0	0	0	0	0	0	0	0	0
9832507	Sidewalks	56,000	56,000	0	0	0	0	0	0	0	0	56,000
9832508	Traffic Signals and Streetlights	1,100,000	110,000	990,000	0	0	0	0	0	0	0	1,100,000
9832509	Parking Lots	0	0	0	0	0	0	0	0	0	0	0
9872501	Airport Siteworks and Facilities	1,843,000	0	0	0	1,393,000	0	0	0	450,000	0	1,843,000
9972501	Landfill Siteworks and Facilities	1,880,000	80,000	0	0	0	0	0	0	1,800,000	0	1,880,000
9972502	Landfill Equipment	0	0	0	0	0	0	0	0	0	0	0
9912501	Roads, Fleet and Transit Facilities	410,000	410,000	0	0	0	0	0	0	0	0	410,000
9942501	Transit Siteworks	0	0	0	0	0	0	0	0	0	0	0
9942502	Public Works Fleet	1,745,000	0	365,000	1,282,000	98,000	0	0	0	0	0	1,745,000
9282501	Information Technology Systems	1,585,000	855,000	0	0	80,000	0	0	650,000	0	0	1,585,000
9322501	Fire Facilities	0	0	0	0	0	0	0	0	0	0	0
9322502	Fire Fleet and Equipment	406,000	104,000	0	302,000	0	0	0	0	0	0	406,000
9382501	Paramedic Facilities	0	0	0	0	0	0	0	0	0	0	0
9382502	Paramedic Fleet and Equipment	120,000	0	120,000	0	0	0	0	0	0	0	120,000
9422501	Police Fleet and Equipment	49,000	0	12,000	0	37,000	0	0	0	0	0	49,000
9692501	Victoria Manor	0	0	0	0	0	0	0	0	0	0	0
9532501	Administrative Facilities and Libraries	0	0	0	0	0	0	0	0	0	0	0
9502501	Parks Siteworks and Facilities	2,151,000	240,800	860,200	0	0	0	0	0	995,000	55,000	2,151,000
9502502	Recreation Facilities	0	0	0	0	0	0	0	0	0	0	0
9502503	Parks and Recreation Equipment	0	0	0	0	0	0	0	0	0	0	0
9502504	Cemetery Siteworks and Facilities	0	0	0	0	0	0	0	0	0	0	0
Total		**58,718,000**	**2,486,600**	**18,165,200**	**1,584,000**	**2,247,500**	**830,000**	**0**	**650,000**	**32,487,500**	**267,200**	**58,718,000**

2025 Tax Supported Capital Projects Detail

9992501 Multiyear Capital Projects

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

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Debenture	Financing from Capital Contingency Reserve	Financing from OCIF Grant	Financing Total
953230301	Olde Gaol Museum Envelope	Design; Restoration	State-of-Good-Repair	0	400,000	400,000	0	0	0	0	400,000
938240101	Paramedic Headquarters and Fleet Centre	Construction	Expansionary	35%	21,500,000	0	7,525,000	13,402,500	572,500	0	21,500,000
953240113	Oakwood Library Envelope	Restoration	State-of-Good-Repair	0	260,000	0	0	260,000	0	0	260,000
950240125	Centennial Trailer Park Roads, Electrical Systems and Docks	Replacement; Upgrade	State-of-Good-Repair	0	295,000	295,000	0	0	0	0	295,000
953250116	Omemee Service Centre and Coronation Hall Envelope	Restoration	State-of-Good-Repair	0	460,000	0	0	460,000	0	0	460,000
953250117	Fenelon Falls Library	Renovation	State-of-Good-Repair	0	300,000	0	0	300,000	0	0	300,000
938250209	Ambulances (6)	Replacement	State-of-Good-Repair	0	450,000	450,000	0	0	0	0	450,000
938250210	Ambulance and Equipment (1)	Acquisition	Expansionary	100%	135,000	0	135,000	0	0	0	135,000
910250120	Murray St. Housing (Fenelon Falls)	Construction	Expansionary	0	6,100,000	0	0	6,100,000	0	0	6,100,000
910250121	Highway 35 Housing (Minden)	Construction	Expansionary	0	8,500,000	0	0	8,500,000	0	0	8,500,000
983250425	CKL Rd. 41 - CKL Rd. 48 to CKL Rd. 45	Resurfacing	State-of-Good-Repair	0	700,000	280,000	0	0	0	420,000	700,000
Total				**0**	**39,100,000**	**1,425,000**	**7,660,000**	**29,022,500**	**572,500**	**420,000**	**39,100,000**

9992501 Supplementary Information for Multiyear Capital Projects

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

JDE ID	Project	Scope, Source and or Rationale
953230301	Olde Gaol Museum Envelope	Restoration of stone, brick, chimney, stairs etc.; multiyear 2023-2032 for $4,000,000 total.
938240101	Paramedic Headquarters and Fleet Centre	Consolidation and expansion of facility space as per Paramedic Master Plan; multiyear 2024-2026 for $50,000,000 total.
953240113	Oakwood Library Envelope	Restoration of brick, stairs and other facility envelope elements; multiyear 2024-2025 for $520,000 total.
950240125	Centennial Trailer Park Roads, Electrical Systems and Docks	Construction of roadways, upgrade of electrical systems, replacement of docks; multiyear 2024-2026 for $760,000 total.
953250116	Omemee Service Centre and Coronation Hall Envelope	Restoration of the facility's envelope with attention given to heritage features; multiyear 2025-2026 for $920,000 total.
953250117	Fenelon Falls Library	Renovation and upgrade of library interior; multiyear 2025-2026 for $600,000 total.
938250209	Ambulances (6)	Clustered replacement resetting asset lifecycles to address supply chain delays; multiyear 2025-2026 for $1,920,000 total.
938250210	Ambulance and Equipment (1)	Growth-related acquisition aligned with clustered replacement strategy; multiyear 2025-2026 for $570,000 total.
910250120	Murray St. Housing (Fenelon Falls)	Construction of social housing as per Housing Master Plan; multiyear 2025-2026 for $12,200,000 total.
910250121	Highway 35 Housing (Minden)	Construction of social housing as per Housing Master Plan; multiyear 2025-2026 for $17,000,000 total.
983250425	CKL Rd. 41 - CKL Rd. 48 to CKL Rd. 45	Resurfacing due to premature asset failure; multiyear 2025-2026 for $1,400,000 total.

9832501 Bridges and Culverts

Construction, rehabilitation, replacement and upgrade of bridges, major culverts and similar structures. Based on legislated structural assessments, Transportation Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Debenture	Financing from CCBF Grant	Financing from OCIF Grant	Financing Total
983250101	Mustang Road Bridge (B100033)	Design	State-of-Good-Repair	0	62,000	22,000	0	0	40,000	0	62,000
983250102	Kinnear's (Fenel Road) Bridge (B300020)	Design	State-of-Good-Repair	0	156,000	66,000	0	0	90,000	0	156,000
983250103	Main Street Bridges (B100025 and B100034)	Design	State-of-Good-Repair	0	125,000	50,000	0	0	75,000	0	125,000
983250104	King Street Bridge Expansion Joints (B100018)	Design; Replacement	State-of-Good-Repair	0	650,000	0	0	650,000	0	0	650,000
983250105	Chisolm Trail Bridge (B06715)	Replacement	State-of-Good-Repair	0	1,148,000	0	0	1,148,000	0	0	1,148,000
983250106	Lake Dalrymple Bridge (B06535)	Replacement	State-of-Good-Repair	0	4,760,000	0	0	4,760,000	0	0	4,760,000
983250107	Elm Tree Road Bridge (B100021)	Rehabilitation	State-of-Good-Repair	0	1,800,000	0	0	789,000	0	1,011,000	1,800,000
983250108	Various Non-Structural Bridge Components	Repair	State-of-Good-Repair	0	312,000	122,000	0	0	190,000	0	312,000
983250109	Fingerboard Road Culvert (C300051)	Design	State-of-Good-Repair	0	62,000	22,000	0	0	40,000	0	62,000
983250110	Mark Road Culvert (C300044)	Design	State-of-Good-Repair	0	50,000	20,000	0	0	30,000	0	50,000
983250111	Hunter Street Culvert (C90032)	Replacement	State-of-Good-Repair	0	624,000	0	0	624,000	0	0	624,000
983250112	Somerville 3rd Concession Bridge	EA; Design	Expansionary	100%	1,400,000	0	1,400,000	0	0	0	1,400,000
Total				**0**	**11,149,000**	**302,000**	**1,400,000**	**7,971,000**	**465,000**	**1,011,000**	**11,149,000**

9832501 Supplementary Information for Bridges and Culverts

JDE ID	Project	Scope, Source and or Rationale
983250101	Mustang Road Bridge (B100033)	Design for replacement as per structural assessment.
983250102	Kinnear's (Fenel Road) Bridge (B300020)	Design for replacement as per structural assessment.
983250103	Main Street Bridges (B100025 and B100034)	Design for rehabilitation as per structural assessment.
983250104	King Street Bridge Expansion Joints (B100018)	Design and replacement of expansion joints due to premature asset failure.
983250105	Chisolm Trail Bridge (B06715)	Replacement as per structural assessment.
983250106	Lake Dalrymple Bridge (B06535)	Replacement as per structural assessment.
983250107	Elm Tree Road Bridge (B100021)	Rehabilitation due to premature asset failure.
983250108	Various Non-Structural Bridge Components	Repairs to various non-structural bridge components not performed by Public Works.
983250109	Fingerboard Road Culvert (C300051)	Design for replacement as per structural assessment.
983250110	Mark Road Culvert (C300044)	Design for replacement as per structural assessment.
983250111	Hunter Street Culvert (C90032)	Design for replacement as per structural assessment.
983250112	Somerville 3rd Concession Bridge	EA and design for construction as per Fenelon Falls Second Crossing EA.

9832502 Urban/Rural Reconstruction

Reconstruction of roadways, typically in settlement areas, including upgrades to urbanize road right-of-ways and support growth and development. Based on 5-Year Roads Capital Plan, Transportation Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Debenture	Financing from Other Municipality /Owner	Financing from Property Reserve	Financing from CCBF Grant	Financing Total
983250201	Victoria Ave. - Kent St. to Peel St.	Design	State-of-Good-Repair	10%	120,000	43,000	12,000	0	0	0	65,000	120,000
983250202	Kent St. - Victoria Ave. to Jane St.	Design	State-of-Good-Repair	10%	100,000	35,000	10,000	0	0	0	55,000	100,000
983250203	Bradley St. and Bob Brown Way (All Sections)	Design	State-of-Good-Repair	0	80,000	30,000	0	0	0	0	50,000	80,000
983250204	Bobcaygeon Roads Bound by Front, Head, Duke and Main Streets	Design	State-of-Good-Repair	10%	620,000	227,000	62,000	0	0	0	331,000	620,000
983250205	Dunn St. - Balaclava St. to CKL Rd. 49	Design	State-of-Good-Repair	10%	158,000	57,200	15,800	0	0	0	85,000	158,000
983250206	Elliot St. - CKL Rd. 121 to Clifton St.	Utility Relocation	State-of-Good-Repair	10%	300,000	110,000	30,000	0	0	0	160,000	300,000
983250207	Canal St. - Sherwood St. to CKL Rd. 36	Reconstruction	State-of-Good-Repair	10%	3,287,000	0	328,700	2,958,300	0	0	0	3,287,000
983250208	Glenelg St. - Lindsay St. to Victoria Ave.	Reconstruction	State-of-Good-Repair	10%	2,028,000	0	202,800	1,825,200	0	0	0	2,028,000
983250209	Pottinger St. - Victoria Ave. to West End	Reconstruction	State-of-Good-Repair	10%	2,751,000	0	275,100	2,475,900	0	0	0	2,751,000
983250210	Colborne St. - Highway 35 to Charles St.	Reconstruction; Expansion	Expansionary	80%	6,200,000	0	4,960,000	1,240,000	0	0	0	6,200,000
983250211	Colborne St./Angeline St. Intersection	Preparation	Expansionary	95%	1,340,000	0	1,273,000	0	0	67,000	0	1,340,000
983250212	Helen St./Duke St. Intersection	Upgrade	Expansionary	95%	300,000	15,000	285,000	0	0	0	0	300,000
983250213	Somerville 3rd Concession - Highway 35 to CKL Rd. 121	EA; Design	Expansionary	80%	300,000	60,000	240,000	0	0	0	0	300,000
983250214	Westlake Ct. - Cameron Rd. to South End	Construction	Expansionary	0	770,000	269,000	0	0	101,000	0	400,000	770,000
983250215	Birch Cres. - Cedartree Ln. to Cedartree Ln.	Construction	Expansionary	0	828,000	286,800	0	0	111,200	0	430,000	828,000
Total				**0**	**19,182,000**	**1,133,000**	**7,694,400**	**8,499,400**	**212,200**	**67,000**	**1,576,000**	**19,182,000**

9832502 Supplementary Information for Urban/Rural Reconstruction

JDE ID	Project	Scope, Source and or Rationale
983250201	Victoria Ave. - Kent St. to Peel St.	Design for reconstruction as per Downtown Parking Strategy and to complement recent downtown Lindsay reconstruction.
983250202	Kent St. - Victoria Ave. to Jane St.	Design for reconstruction to facilitate cast iron watermain grant and to complement future improvements to Kent St. from Angeline St. to Highway 35.
983250203	Bradley St. and Bob Brown Way (All Sections)	Design for reconstruction as per 5-Year Roads Capital Plan and AMP.
983250204	Bobcaygeon Roads Bound by Front, Head, Duke and Main Streets	Design for reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study.
983250205	Dunn St. - Balaclava St. to CKL Rd. 49	Design for reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study.
983250206	Elliot St. - CKL Rd. 121 to Clifton St.	Design for reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study.
983250207	Canal St. - Sherwood St. to CKL Rd. 36	Reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study.
983250208	Glenelg St. - Lindsay St. to Victoria Ave.	Reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study and to facilitate cast iron watermain grant.
983250209	Pottinger St. - Victoria Ave. to West End	Reconstruction as per 5-Year Roads Capital Plan, AMP and DC Study and to facilitate cast iron watermain grant.
983250210	Colborne St. - Highway 35 to Charles St.	Reconstruction and expansion as per Transportation Master Plan and DC Study.
983250211	Colborne St./Angeline St. Intersection	Reconstruction and expansion as per Transportation Master Plan and DC Study.
983250212	Helen St./Duke St. Intersection	Improvement aligned with traffic signal installation and as per Transportation Master Plan and DC Study.
983250213	Somerville 3rd Concession - Highway 35 to CKL Rd. 121	Environmental Assessment (EA) and design for reconstruction and expansion as per Fenelon Falls Second Crossing EA.
983250214	Westlake Ct. - Cameron Rd. to South End	Construction due to default of developer; partial cost recovery from developer's securities.
983250215	Birch Cres. - Cedartree Ln. to Cedartree Ln.	Construction due to default of developer; partial cost recovery from developer's securities.

9832503 Urban/Arterial Resurfacing

Resurfacing and upgrade of urban, collector and arterial roadways. Based on 5-Year Roads Capital Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Other/ Municipality	Financing from Other Municipality /Owner	Financing from Haul Reserve	Financing from CCBF Grant	Financing Total
983250301	Kent St. - 75m West of Angeline St. to Highway 35	Resurfacing	State-of-Good-Repair	0	1,400,000	400,000	0	0	0	1,000,000	0	1,400,000
983250302	CKL Rd. 14 - CKL Rd. 7 to CKL Rd. 10 (Emily Park Rd.)	Resurfacing	State-of-Good-Repair	0	1,500,000	425,000	0	0	0	1,075,000	0	1,500,000
983250303	CKL Rd. 38 - Highway 7 to Highway 7A	Resurfacing	State-of-Good-Repair	0	5,156,000	403,000	0	2,578,000	1,100,000	1,075,000	0	5,156,000
983250304	CKL Rd. 503 - Bobcaygeon Rd. to CKL Rd. 121	Resurfacing	State-of-Good-Repair	0	84,000	84,000	0	0	0	0	0	84,000
983250305	Manvers Dr. - CKL Rd. 5 to Janet Dr.	Resurfacing	State-of-Good-Repair	0	94,000	94,000	0	0	0	0	0	94,000
983250306	Janet Dr. - Manvers Dr. to CKL Rd. 8	Resurfacing	State-of-Good-Repair	0	73,000	73,000	0	0	0	0	0	73,000
983250307	William Ave. - Manvers Dr. to Janet Dr.	Resurfacing	State-of-Good-Repair	0	22,000	22,000	0	0	0	0	0	22,000
983250308	Arbour Ct. - Janet Dr. to End	Resurfacing	State-of-Good-Repair	0	35,000	35,000	0	0	0	0	0	35,000
Total				**0**	**8,364,000**	**1,536,000**	**0**	**2,578,000**	**1,100,000**	**3,150,000**	**0**	**8,364,000**

9832503 Supplementary Information for Urban/Arterial Resurfacing

JDE ID	Project	Scope, Source and or Rationale
983250301	Kent St. - 75m West of Angeline St. to Highway 35	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250302	CKL Rd. 14 - CKL Rd. 7 to CKL Rd. 10 (Emily Park Rd.)	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250303	CKL Rd. 38 - Highway 7 to Highway 7A	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250304	CKL Rd. 503 - Bobcaygeon Rd. to CKL Rd. 121	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250305	Manvers Dr. - CKL Rd. 5 to Janet Dr.	Resurfacing advanced from beyond 5-Year Roads Capital Plan.
983250306	Janet Dr. - Manvers Dr. to CKL Rd. 8	Resurfacing advanced from beyond 5-Year Roads Capital Plan.
983250307	William Ave. - Manvers Dr. to Janet Dr.	Resurfacing advanced from beyond 5-Year Roads Capital Plan.
983250308	Arbour Ct. - Janet Dr. to End	Resurfacing advanced from beyond 5-Year Roads Capital Plan.

9832504 Rural Resurfacing

Resurfacing and upgrade of paved rural roadways and paving of gravel roadways. Based on 5-Year Roads Capital Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from OCIF Grant	Financing Total
983250401	River Rd. - McGill Dr. to 4.6km North of McGill Dr.	Resurfacing	State-of-Good-Repair	0	789,000	316,000	0	473,000	789,000
983250402	Galloway Rd. - Highway 7 to Beers Rd.	Resurfacing	State-of-Good-Repair	0	53,000	53,000	0	0	53,000
983250403	Farmers Rd. - Porter Rd. to Glamorgan Rd.	Resurfacing	State-of-Good-Repair	0	532,000	213,000	0	319,000	532,000
983250404	Ballyduff Rd. - Highway 35 to Manvers/Scugog Townline	Resurfacing	State-of-Good-Repair	0	1,047,000	419,000	0	628,000	1,047,000
983250405	Lotus Rd. - Ballyduff Rd. to 300m North of Ballyduff Rd.	Resurfacing	State-of-Good-Repair	0	52,000	21,000	0	31,000	52,000
983250406	Bethel Rd. - Highway 7 to 800m North of Highway 7	Resurfacing	State-of-Good-Repair	0	137,000	55,000	0	82,000	137,000
983250407	Valley Rd. - Frankhill Rd. to Scenic Hill Rd.	Resurfacing	State-of-Good-Repair	0	189,000	76,000	0	113,000	189,000
983250408	Cadillac Rd. - Frankhill Rd. to End	Resurfacing	State-of-Good-Repair	0	170,000	68,000	0	102,000	170,000
983250409	Mallard Bay Rd. - Boundary Rd. to West End	Resurfacing	State-of-Good-Repair	0	395,000	158,000	0	237,000	395,000
983250410	Cedarview Dr. - Mallard Bay Rd. to North End	Resurfacing	State-of-Good-Repair	0	172,000	69,000	0	103,000	172,000
983250411	Balsam Grove Rd. - CKL Rd. 8 to Civic Address 957	Resurfacing	State-of-Good-Repair	0	512,000	205,000	0	307,000	512,000
983250412	Whispi Shore Rd. - CKL Rd. 17 to 500m South of CKL Rd. 17	Resurfacing	State-of-Good-Repair	0	86,000	34,000	0	52,000	86,000
983250413	Meadowview Rd. - CKL Rd. 10 to 1.6km East of CKL Rd. 10	Resurfacing	State-of-Good-Repair	0	275,000	110,000	0	165,000	275,000
983250414	Washburn Island Rd. - CKL Rd. 16 to Hillside Rd.	Resurfacing	State-of-Good-Repair	0	249,000	100,000	0	149,000	249,000
983250415	Shelley Dr. - Washburn Island Rd. to Washburn Island Dr.	Resurfacing	State-of-Good-Repair	0	129,000	52,000	0	77,000	129,000
983250416	Verna Dr. - Washburn Island Rd. to Bowen Rd.	Resurfacing	State-of-Good-Repair	0	103,000	41,000	0	62,000	103,000
983250417	Allens Lane - Bowen Rd. to End	Resurfacing	State-of-Good-Repair	0	43,000	43,000	0	0	43,000
983250418	Rosie Rd. - Bowen Rd. to Wakeford Rd.	Resurfacing	State-of-Good-Repair	0	77,000	31,000	0	46,000	77,000
983250419	Wakeford Rd. - Bowen Rd. to South End	Resurfacing	State-of-Good-Repair	0	184,000	74,000	0	110,000	184,000
983250420	Scugog Rd. - Cottage Rd. to Star Blvd.	Resurfacing	State-of-Good-Repair	0	158,000	63,000	0	95,000	158,000
983250421	Port Hover Rd. - CKL Rd. 28 to Algonquin Rd.	Resurfacing	State-of-Good-Repair	0	283,000	113,000	0	170,000	283,000
983250422	Valentia Rd. - CKL Rd. 28 to CKL Rd. 4	Resurfacing	State-of-Good-Repair	0	733,000	293,000	0	440,000	733,000
983250423	Lightning Point Rd. - Highway 35 to South Fork Dr.	Resurfacing	State-of-Good-Repair	0	223,000	89,000	0	134,000	223,000
983250424	Bury's Green Rd. - CKL Rd. 49 to Devitts Rd.	Resurfacing	State-of-Good-Repair	0	300,000	120,000	0	180,000	300,000
Total				**0**	**6,891,000**	**2,816,000**	**0**	**4,075,000**	**6,891,000**

9832504 Supplementary Information for Rural Resurfacing

JDE ID	Project	Scope, Source and or Rationale
983250401	River Rd. - McGill Dr. to 4.6km North of McGill Dr.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250402	Galloway Rd. - Highway 7 to Beers Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250403	Farmers Rd. - Porter Rd. to Glamorgan Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250404	Ballyduff Rd. - Highway 35 to Manvers/Scugog Townline	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250405	Lotus Rd. - Ballyduff Rd. to 300m North of Ballyduff Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250406	Bethel Rd. - Highway 7 to 800m North of Highway 7	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250407	Valley Rd. - Frankhill Rd. to Scenic Hill Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250408	Cadillac Rd. - Frankhill Rd. to End	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250409	Mallard Bay Rd. - Boundary Rd. to West End	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250410	Cedarview Dr. - Mallard Bay Rd. to North End	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250411	Balsam Grove Rd. - CKL Rd. 8 to Civic Address 957	Resurfacing advanced from 2027 in 5-Year Roads Capital Plan.
983250412	Whispi Shore Rd. - CKL Rd. 17 to 500m South of CKL Rd. 17	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250413	Meadowview Rd. - CKL Rd. 10 to 1.6km East of CKL Rd. 10	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250414	Washburn Island Rd. - CKL Rd. 16 to Hillside Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250415	Shelley Dr. - Washburn Island Rd. to Washburn Island Dr.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250416	Verna Dr. - Washburn Island Rd. to Bowen Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250417	Allens Lane - Bowen Rd. to End	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250418	Rosie Rd. - Bowen Rd. to Wakeford Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250419	Wakeford Rd. - Bowen Rd. to South End	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250420	Scugog Rd. - Cottage Rd. to Star Blvd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250421	Port Hover Rd. - CKL Rd. 28 to Algonquin Rd.	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250422	Valentia Rd. - CKL Rd. 28 to CKL Rd. 4	Resurfacing as per 5-Year Roads Capital Plan and AMP.
983250423	Lightning Point Rd. - Highway 35 to South Fork Dr.	Resurfacing advanced from 2027 in 5-Year Roads Capital Plan.
983250424	Bury's Green Rd. - CKL Rd. 49 to Devitts Rd.	Resurfacing advanced from 2027 in 5-Year Roads Capital Plan.

9832505 Gravel Resurfacing

Resurfacing and upgrade of gravel roadways. Based on Gravel Resurfacing Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
983250501	Elm Tree Rd. - West End to Valentia Rd.	Resurfacing	State-of-Good-Repair	0	24,000	24,000	0	24,000
983250502	Cricket Hollow Rd. - Valentia Rd. to Opmar Rd.	Resurfacing	State-of-Good-Repair	0	47,000	47,000	0	47,000
983250503	Cresswell Rd. - Eldon Rd. to Bush Rd.	Resurfacing	State-of-Good-Repair	0	81,000	81,000	0	81,000
983250504	Davidson Rd. - Little Britain Rd. to North End	Resurfacing	State-of-Good-Repair	0	14,000	14,000	0	14,000
983250505	Bush Rd. - Cresswell Rd. to Salem Rd.	Resurfacing	State-of-Good-Repair	0	36,000	36,000	0	36,000
983250506	Taylor's Rd. - Cresswell Rd. to Highway #7	Resurfacing	State-of-Good-Repair	0	69,000	69,000	0	69,000
983250507	Sand Bar Rd. - Elm Tree Rd. to North End	Resurfacing	State-of-Good-Repair	0	32,000	32,000	0	32,000
983250508	Waite Rd. - Highway #35 to East End	Resurfacing	State-of-Good-Repair	0	41,000	41,000	0	41,000
983250509	Solanum Way - West End to Porter Rd.	Resurfacing	State-of-Good-Repair	0	30,000	30,000	0	30,000
983250510	Ballyduff Rd. - 1.3 Km East of Porter Rd. to East End	Resurfacing	State-of-Good-Repair	0	51,000	51,000	0	51,000
983250511	Gray Rd. - Yelverton Rd. to Century Farm Rd.	Resurfacing	State-of-Good-Repair	0	93,000	93,000	0	93,000
983250512	Gray Rd. - West End to Highway #35	Resurfacing	State-of-Good-Repair	0	16,000	16,000	0	16,000
983250513	Gray Rd. - Wild Turkey Rd. to Porter Rd.	Resurfacing	State-of-Good-Repair	0	113,000	113,000	0	113,000
983250514	Skyline Rd. - Simcoe St. to CKL Rd. 46	Resurfacing	State-of-Good-Repair	0	83,000	83,000	0	83,000
983250515	Quaker Rd. - Simcoe St. to Eldon Rd.	Resurfacing	State-of-Good-Repair	0	203,000	203,000	0	203,000
983250516	Quaker Rd. - Eden Rd. to Opmar Rd.	Resurfacing	State-of-Good-Repair	0	51,000	51,000	0	51,000
983250517	Eden Rd. - Quaker Rd. to The Glen Rd.	Resurfacing	State-of-Good-Repair	0	133,000	133,000	0	133,000
983250518	Opmar Rd. - Cricket Hollow Rd. to Cambray Rd.	Resurfacing	State-of-Good-Repair	0	295,000	295,000	0	295,000
983250519	Orange Corners Rd. - Meadowview Rd. to Highway #7	Resurfacing	State-of-Good-Repair	0	84,000	84,000	0	84,000
983250520	South Mountain Rd. - Blanchard's Rd. to Portage Rd.	Resurfacing	State-of-Good-Repair	0	38,000	38,000	0	38,000
983250521	Raven Lake Rd. - South Mountain Rd. to North End	Resurfacing	State-of-Good-Repair	0	26,000	26,000	0	26,000
983250522	Lakeview Cottage Rd. - Balsam Lake Dr. to South End	Resurfacing	State-of-Good-Repair	0	40,000	40,000	0	40,000
983250523	Dorosz Lane - Bexley/Laxton Township Line to South End	Resurfacing	State-of-Good-Repair	0	14,000	14,000	0	14,000
983250524	Bexley/Laxton Township Line - CKL Rd. 41 to Otter Lane	Resurfacing	State-of-Good-Repair	0	198,000	198,000	0	198,000
983250525	Hilton's Point Rd. - Beechnut Rd. to Acorn Rd.	Resurfacing	State-of-Good-Repair	0	87,000	87,000	0	87,000
983250526	Hilton's Point Rd. N. - Acorn Rd. to Perry Lane	Resurfacing	State-of-Good-Repair	0	81,000	81,000	0	81,000
983250527	Sugar Bush Rd. - Hilton's Point Rd. to North End	Resurfacing	State-of-Good-Repair	0	38,000	38,000	0	38,000
983250528	Laxton Township 8th Line - Monck Rd. to Hilton's Point Rd.	Resurfacing	State-of-Good-Repair	0	43,000	43,000	0	43,000
Total				**0**	**2,139,000**	**2,139,000**	**0**	**2,139,000**

(continued) 9832505 Gravel Resurfacing

Resurfacing and upgrade of gravel roadways. Based on Gravel Resurfacing Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
983250529	Beechnut Rd. - Hilton's Point Rd. to North End	Resurfacing	State-of-Good-Repair	0	7,000	7,000	0	7,000
983250530	Laxton Township 10th Line - Highway #35 to North End	Resurfacing	State-of-Good-Repair	0	22,000	22,000	0	22,000
983250531	Miriam Dr. - Longford Rd. to 1.8 Km East of Longford Rd.	Resurfacing	State-of-Good-Repair	0	40,000	40,000	0	40,000
983250532	Laxton/Lutterworth Boundary Rd. - West End to East End	Resurfacing	State-of-Good-Repair	0	4,000	4,000	0	4,000
983250533	Elliot Falls Rd. - Highway #35 to East End	Resurfacing	State-of-Good-Repair	0	5,000	5,000	0	5,000
Total				**0**	**2,139,000**	**2,139,000**	**0**	**2,139,000**

9832505 Supplementary Information for Gravel Resurfacing

JDE ID	Project	Scope, Source and or Rationale
983250501	Elm Tree Rd. - West End to Valentia Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250502	Cricket Hollow Rd. - Valentia Rd. to Opmar Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250503	Cresswell Rd. - Eldon Rd. to Bush Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250504	Davidson Rd. - Little Britain Rd. to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250505	Bush Rd. - Cresswell Rd. to Salem Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250506	Taylor's Rd. - Cresswell Rd. to Highway #7	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250507	Sand Bar Rd. - Elm Tree Rd. to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250508	Waite Rd. - Highway #35 to East End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250509	Solanum Way - West End to Porter Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250510	Ballyduff Rd. - 1.3 Km East of Porter Rd. to East End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250511	Gray Rd. - Yelverton Rd. to Century Farm Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250512	Gray Rd. - West End to Highway #35	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250513	Gray Rd. - Wild Turkey Rd. to Porter Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250514	Skyline Rd. - Simcoe St. to CKL Rd. 46	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250515	Quaker Rd. - Simcoe St. to Eldon Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250516	Quaker Rd. - Eden Rd. to Opmar Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250517	Eden Rd. - Quaker Rd. to The Glen Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250518	Opmar Rd. - Cricket Hollow Rd. to Cambray Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.

(continued) 9832505 Supplementary Information for Gravel Resurfacing

JDE ID	Project	Scope, Source and or Rationale
983250519	Orange Corners Rd. - Meadowview Rd. to Highway #7	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250520	South Mountain Rd. - Blanchard's Rd. to Portage Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250521	Raven Lake Rd. - South Mountain Rd. to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250522	Lakeview Cottage Rd. - Balsam Lake Dr. to South End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250523	Dorosz Lane - Bexley/Laxton Township Line to South End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250524	Bexley/Laxton Township Line - CKL Rd. 41 to Otter Lane	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250525	Hilton's Point Rd. - Beechnut Rd. to Acorn Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250526	Hilton's Point Rd. N. - Acorn Rd. to Perry Lane	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250527	Sugar Bush Rd. - Hilton's Point Rd. to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250528	Laxton Township 8th Line - Monck Rd. to Hilton's Point Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250529	Beechnut Rd. - Hilton's Point Rd. to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250530	Laxton Township 10th Line - Highway #35 to North End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250531	Miriam Dr. - Longford Rd. to 1.8 Km East of Longford Rd.	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250532	Laxton/Lutterworth Boundary Rd. - West End to East End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.
983250533	Elliot Falls Rd. - Highway #35 to East End	Resurfacing as per Gravel Resurfacing Plan for 2021-2030.

9832506 Lifecycle Management

Capital interventions aimed at managing and optimizing road lifecycles. Based on 5-Year Roads Capital Plan, AMP and other sources. Promotes the minimization of lifecycle costs and sustaining of good road conditions.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from OCIF Grant	Financing Total
983250601	Asphalt Rejuvenation	Lifecycle Management	State-of-Good-Repair	0	270,000	135,000	0	135,000	270,000
983250602	Crack Sealing	Lifecycle Management	State-of-Good-Repair	0	230,000	115,000	0	115,000	230,000
983250603	Drainage Improvements	Lifecycle Management	State-of-Good-Repair	0	244,000	122,000	0	122,000	244,000
983250604	Local Asphalt Paving	Lifecycle Management	State-of-Good-Repair	0	630,000	315,000	0	315,000	630,000
983250605	Slurry Sealing	Lifecycle Management	State-of-Good-Repair	0	988,000	494,000	0	494,000	988,000
Total				**0**	**2,362,000**	**1,181,000**	**0**	**1,181,000**	**2,362,000**

9832506 Supplementary Information for Lifecycle Management

JDE ID	Project	Scope, Source and or Rationale
983250601	Asphalt Rejuvenation	Maintain and extend road lifecycles; road sections to be determined by staff post-winter.
983250602	Crack Sealing	Maintain and extend road lifecycles; road sections to be determined by staff post-winter.
983250603	Drainage Improvements	Maintain and extend road lifecycles; road sections to be determined by staff post-winter.
983250604	Local Asphalt Paving	Maintain and extend road lifecycles; road sections to be determined by staff post-winter.
983250605	Slurry Sealing	Maintain and extend road lifecycles; road sections to be determined by staff post-winter.

9832507 Sidewalks

Construction, replacement and upgrade of sidewalks not captured by road reconstruction. Based on annual Sidewalk Inspection Program, Accessibility Plan, considerations relating to risk exposure and accessibility and other sources..

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
983250701	Queen St. - South Water St. to Nightingale Rd.	Replacement; Upgrade	State-of-Good-Repair	0	43,000	43,000	0	43,000
983250702	Queen St. - Colborne St. to #3 Queen St.	Replacement; Upgrade	State-of-Good-Repair	0	26,000	26,000	0	26,000
983250703	Monck Rd. - CKL Rd. 121 to Dickson St.	Replacement	State-of-Good-Repair	0	34,000	34,000	0	34,000
983250704	Huron St. - Ridout St. to Russell St.	Replacement	State-of-Good-Repair	0	10,000	10,000	0	10,000
983250705	Henry St. - Adelaide St. to 92m West of Adelaide St.	Replacement	State-of-Good-Repair	0	39,000	39,000	0	39,000
983250706	Queen St. - Caroline St. to St. Paul St.	Replacement	State-of-Good-Repair	0	39,000	39,000	0	39,000
983250707	Queen St. - St. Paul St. to St. Patrick St.	Replacement	State-of-Good-Repair	0	81,000	81,000	0	81,000
983250708	Queen St. - St. Patrick St. to St. Peter St.	Replacement	State-of-Good-Repair	0	83,000	83,000	0	83,000
983250709	Highway 35 - Intersection of Monck Rd. / Highway 35	Replacement	State-of-Good-Repair	0	24,000	24,000	0	24,000
983250710	George St. - Rutland St. to Omemee Beach	Replacement	State-of-Good-Repair	0	31,000	31,000	0	31,000
983250711	John St. - Coulter Dr. to 150m South of Coulter Dr.	Construction	Expansionary	0	56,000	56,000	0	56,000
Total				**0**	**466,000**	**466,000**	**0**	**466,000**

9832507 Supplementary Information for Sidewalks

JDE ID	Project	Scope, Source and or Rationale
983250701	Queen St. - South Water St. to Nightingale Rd.	Coboconk. East side. Lifecycle replacement of 103m of sidewalk and installation of rail. Upgrade from asphalt to concrete.
983250702	Queen St. - Colborne St. to #3 Queen St.	Fenelon Falls. South side. Lifecycle replacement of 62m of sidewalk. Upgrade from asphalt to concrete.
983250703	Monck Rd. - CKL Rd. 121 to Dickson St.	Kinmount. North side. Lifecycle replacement of 80m of sidewalk.
983250704	Huron St. - Ridout St. to Russell St.	Lindsay. East side. Lifecycle replacement of 24m of sidewalk.
983250705	Henry St. - Adelaide St. to 92m West of Adelaide St.	Lindsay. North side. Lifecycle replacement of 92m of sidewalk.
983250706	Queen St. - Caroline St. to St. Paul St.	Lindsay. North side. Lifecycle replacement of 94m of sidewalk.
983250707	Queen St. - St. Paul St. to St. Patrick St.	Lindsay. South side. Lifecycle replacement of 192m of sidewalk.
983250708	Queen St. - St. Patrick St. to St. Peter St.	Lindsay. North side. Lifecycle replacement of 197m of sidewalk.
983250709	Highway 35 - Intersection of Monck Rd. / Highway 35	Norland. East side. Lifecycle replacement of 36m of sidewalk north of intersection and 20m of sidewalk south of intersection.
983250710	George St. - Rutland St. to Omemee Beach	Omemee. East side. Lifecycle replacement of 73m of sidewalk.
983250711	John St. - Coulter Dr. to 150m South of Coulter Dr.	Pontypool. East Side. 150m extension of existing sidewalk to Coulter Dr.

9832508 Traffic Signals and Streetlights

Installation, upgrade and replacement of traffic signals and streetlights and related infrastructure not captured by reconstruction. Based on Transportation Master Plan, AMP, Energy Management Plan and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
983250801	East St./Cedartree Lane/Duke St. Traffic Signal	Installation	Expansionary	90%	400,000	40,000	360,000	400,000
983250802	Colborne St./St. Joseph Rd. Traffic Signal	Installation	Expansionary	90%	350,000	35,000	315,000	350,000
983250803	Colborne St./McKay Ave. Traffic Signal	Installation	Expansionary	90%	350,000	35,000	315,000	350,000
983250804	Miscellaneous Traffic Signal Components	Improvement	State-of-Good-Repair	0	75,000	75,000	0	75,000
Total				**0**	**1,175,000**	**185,000**	**990,000**	**1,175,000**

9832508 Supplementary Information for Traffic Signals and Streetlights

JDE ID	Project	Scope, Source and or Rationale
983250801	East St./Cedartree Lane/Duke St. Traffic Signal	Installation as per DC Study and or growth-related needs.
983250802	Colborne St./St. Joseph Rd. Traffic Signal	Installation as per DC Study and or growth-related needs.
983250803	Colborne St./McKay Ave. Traffic Signal	Installation as per DC Study and or growth-related needs.
983250804	Miscellaneous Traffic Signal Components	Improvements to miscellaneous traffic signal components.

9832509 Parking Lots

Construction, upgrade and replacement of municipal parking lots. Based on Downtown Parking Strategy, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
983250901	Ridout St. and Russell St. E. Parking Lots	Resurfacing	State-of-Good-Repair	0	140,000	31,900	108,100	140,000
Total				**0**	**140,000**	**31,900**	**108,100**	**140,000**

9832509 Supplementary Information for Parking Lots

JDE ID	Project	Scope, Source and or Rationale
983250901	Ridout St. and Russell St. E. Parking Lots	Lindsay. Lifecycle resurfacing of parking lot.

9872501 Airport Siteworks and Facilities

Construction, rehabilitation, renovation, replacement and upgrade of airport facilities and related siteworks. Based on Airport Business Plan, Airport Capital Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Capital Contingency Reserve	Financing from Debenture	Financing Total
987250101	Main Apron	Resurfacing	State-of-Good-Repair	0	312,000	100,100	211,900	0	0	312,000
987250102	Runway 13/31	Resurfacing	State-of-Good-Repair	0	1,150,000	0	0	800,000	350,000	1,150,000
987250103	Runway 03/21	Upgrade	Expansionary	0	1,843,000	0	0	1,393,000	450,000	1,843,000
Total				**0**	**3,305,000**	**100,100**	**211,900**	**2,193,000**	**800,000**	**3,305,000**

9872501 Airport Siteworks and Facilities

JDE ID	Project	Scope, Source and or Rationale
987250101	Main Apron	Lifecycle resurfacing of airport's main apron.
987250102	Runway 13/31	Resurfacing of paved runway; former multiyear project accumulated funds of $800,000 over 2020-2024.
987250103	Runway 03/21	Upgrade of runway to paved surface; former multiyear project accumulated funds of $1,393,000 over 2020-2024.

9972501 Landfill Siteworks and Facilities

Construction, rehabilitation, renovation, replacement and upgrade of landfill facilities, cells, internal roadways, non-facility structures and related siteworks. Based on Integrated Waste Management Strategy, AMP and other sources..

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Capital Contingency Reserve	Financing from Debenture	Financing Total
997250101	North Mariposa Landfill Cover	Rehabilitation	State-of-Good-Repair	0	250,000	0	0	250,000	0	250,000
997250102	Fenelon Landfill Weigh Scale	Design; Replacement	State-of-Good-Repair	0	800,000	0	0	800,000	0	800,000
997250103	Lindsay St. N. Landfill Leachate Collection Electrical System	Upgrade	State-of-Good-Repair	0	90,000	90,000	0	0	0	90,000
997250104	Laxton Landfill Cover	Design	Expansionary	0	80,000	80,000	0	0	0	80,000
997250105	Somerville Landfill Cell 2D	Construction	Expansionary	0	1,800,000	0	0	1,800,000	0	1,800,000
Total				**0**	**3,020,000**	**170,000**	**0**	**2,850,000**	**0**	**3,020,000**

9972501 Supplementary Information for Landfill Siteworks and Facilities

JDE ID	Project	Scope, Source and or Rationale
997250101	North Mariposa Landfill Cover	Final cover rehabilitation as per regulatory requirements.
997250102	Fenelon Landfill Weigh Scale	Weigh scale is in disrepair and in need of replacement.
997250103	Lindsay St. N. Landfill Leachate Collection Electrical System	Upgrades required to maintain electrical system functionality.
997250104	Laxton Landfill Cover	Final cover rehabilitation as per regulatory requirements.
997250105	Somerville Landfill Cell 2D	Expansion required for continuity of service.

9972502 Landfill Equipment

Acquisition, rehabilitation, replacement and upgrade of non-fleet landfill equipment. Based on Integrated Waste Management Strategy, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
997250201	None for 2025							
Total								**-**

9972502 Supplementary Information for Landfill Equipment

JDE ID	Project	Scope, Source and or Rationale
997250201	None for 2025	

9912501 Roads, Fleet and Transit Facilities

Construction, rehabilitation, renovation, replacement and upgrade of roads, fleet and transit facilities and related siteworks. Based on Roads Operations Master Plan, Transit Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Capital Contingency Reserve	Financing Total
991250101	Coboconk Fleet Depot Hoist and Related Equipment	Replacement	State-of-Good-Repair	0	200,000	189,800	0	10,200	200,000
991250102	Fuel Tanks at Various Roads Operations Depots	Installation	Expansionary	0	410,000	410,000	0	0	410,000
Total				**0**	**610,000**	**599,800**	**0**	**10,200**	**610,000**

9912501 Supplementary Information for Roads, Fleet and Transit Facilities

JDE ID	Project	Scope, Source and or Rationale
991250101	Coboconk Fleet Depot Hoist and Related Equipment	Equipment is in need of replacement to maintain functionality.
991250102	Fuel Tanks at Various Roads Operations Depots	Installation of fuel tanks at various roads operations depots to improve fuel availability and attain efficiencies in fleet operations.

9942501 Transit Siteworks

Installation, rehabilitation, replacement and upgrade of transit stops, shelters and related siteworks. Based on Transit Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
994250101	None for 2025							
Total								-

9942501 Supplementary Information for Transit Siteworks

JDE ID	Project	Scope, Source and or Rationale
994250101	None for 2025	

9942502 Public Works Fleet

Acquisition, rehabilitation, replacement and upgrade of fleet equipment managed by the Fleet and Transit Division. Based on Fleet Policy, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Public Works Fleet Reserve	Financing from Building Reserve	Financing from ICIP Grant	Financing Total
994250201	ATVs (2)	Replacement	State-of-Good-Repair	0	50,000	0	0	50,000	0	0	50,000
994250202	Backhoes (2)	Replacement	State-of-Good-Repair	0	580,000	0	0	580,000	0	0	580,000
994250203	Buses (5)	Replacement	State-of-Good-Repair	0	1,000,000	0	0	392,500	0	607,500	1,000,000
994250204	Cars / SUVs (3)	Replacement	State-of-Good-Repair	0	147,000	0	0	147,000	0	0	147,000
994250205	Ice Resurfacers (1)	Replacement	State-of-Good-Repair	0	141,000	0	0	141,000	0	0	141,000
994250206	Loaders (2)	Replacement	State-of-Good-Repair	0	796,000	0	0	796,000	0	0	796,000
994250207	Medium Duty Trucks (1)	Replacement	State-of-Good-Repair	0	118,000	0	0	118,000	0	0	118,000
994250208	Pickup Trucks (3)	Replacement	State-of-Good-Repair	0	219,000	0	0	219,000	0	0	219,000
994250209	Sidewalk Machines (1)	Replacement	State-of-Good-Repair	0	236,000	0	0	236,000	0	0	236,000
994250210	Tandem Axle Plow Trucks (5)	Replacement	State-of-Good-Repair	0	1,905,000	0	0	1,905,000	0	0	1,905,000
994250211	Tractors (2)	Replacement	State-of-Good-Repair	0	81,000	0	0	81,000	0	0	81,000
994250212	Trailers / Floats (4)	Replacement	State-of-Good-Repair	0	126,000	0	0	126,000	0	0	126,000
994250213	Vans (3)	Replacement	State-of-Good-Repair	0	309,000	0	0	309,000	0	0	309,000
994250214	Water Tanks (1)	Replacement	State-of-Good-Repair	0	45,000	0	0	45,000	0	0	45,000
994250215	Forestry Trucks (1)	Replacement	State-of-Good-Repair	0	175,000	0	0	175,000	0	0	175,000
994250216	Brushing Equipment and Other Attachments	Replacement	State-of-Good-Repair	0	760,000	0	0	760,000	0	0	760,000
994250217	Pickup Trucks for Parks and Recreation (4)	Acquisition	Expansionary	100%	292,000	0	292,000	0	0	0	292,000
994250218	Pickup Trucks for Building and Property (4)	Acquisition	Expansionary	0	292,000	0	0	292,000	0	0	292,000
994250219	Pickup Trucks / SUVs for Roads Operations (2)	Acquisition	Expansionary	0	146,000	0	0	146,000	0	0	146,000
994250220	Pickup Trucks for Fleet and Transit (2)	Acquisition	Expansionary	0	146,000	0	0	146,000	0	0	146,000
994250221	Pickup Trucks for Engineering (2)	Acquisition	Expansionary	50%	146,000	0	73,000	73,000	0	0	146,000
994250222	Water Trucks for Parks and Recreation (1)	Replacement; Upgrade	Expansionary	0	150,000	0	0	150,000	0	0	150,000
994250223	Lawn Tractors for Roads Operations and Fleet and Transit (4)	Acquisition	Expansionary	0	120,000	0	0	120,000	0	0	120,000
994250224	Trailers for Roads Operations (2)	Acquisition	Expansionary	0	40,000	0	0	40,000	0	0	40,000
994250225	Crane Service Trucks for Fleet and Transit (1)	Acquisition	Expansionary	0	315,000	0	0	315,000	0	0	315,000
994250226	Cars / SUVs for Building Services (2)	Acquisition	Expansionary	0	98,000	0	0	0	98,000	0	98,000
Total				**0**	**8,433,000**	**0**	**365,000**	**7,362,500**	**98,000**	**607,500**	**8,433,000**

9942502 Supplementary Information for Public Works Fleet

JDE ID	Project	Scope, Source and or Rationale
994250201	ATVs (2)	Lifecycle replacement as per Fleet Policy and AMP.
994250202	Backhoes (2)	Lifecycle replacement as per Fleet Policy and AMP.
994250203	Buses (5)	Lifecycle replacement as per Fleet Policy and AMP. Like-new buses to be purchased from the City of Peterborough.
994250204	Cars / SUVs (3)	Lifecycle replacement as per Fleet Policy and AMP.
994250205	Ice Resurfacers (1)	Lifecycle replacement as per Fleet Policy and AMP.
994250206	Loaders (2)	Lifecycle replacement as per Fleet Policy and AMP.
994250207	Medium Duty Trucks (1)	Lifecycle replacement as per Fleet Policy and AMP.
994250208	Pickup Trucks (3)	Lifecycle replacement as per Fleet Policy and AMP.
994250209	Sidewalk Machines (1)	Lifecycle replacement as per Fleet Policy and AMP.
994250210	Tandem Axle Plow Trucks (5)	Lifecycle replacement as per Fleet Policy and AMP.
994250211	Tractors (2)	Lifecycle replacement as per Fleet Policy and AMP.
994250212	Trailers / Floats (4)	Lifecycle replacement as per Fleet Policy and AMP.
994250213	Vans (3)	Lifecycle replacement as per Fleet Policy and AMP.
994250214	Water Tanks (1)	Lifecycle replacement as per Fleet Policy and AMP.
994250215	Forestry Trucks (1)	Lifecycle replacement as per Fleet Policy and AMP.
994250216	Brushing Equipment and Other Attachments	Lifecycle replacement as per Fleet Policy and AMP.
994250217	Pickup Trucks for Parks and Recreation (4)	Growth-related acquisition to address increased need for service.
994250218	Pickup Trucks for Building and Property (4)	Acquisition to address service realignment and or attain efficiencies.
994250219	Pickup Trucks / SUVs for Roads Operations (2)	Acquisition to address service realignment and or attain efficiencies.
994250220	Pickup Trucks for Fleet and Transit (2)	Acquisition to address service realignment and or attain efficiencies.
994250221	Pickup Trucks for Engineering (2)	Growth-related acquisition to meet increased need for service; acquisition to address service realignment and or attain efficiencies.
994250222	Water Trucks for Parks and Recreation (1)	Replacement of heavy-duty pickup truck with tandem-axle truck to provide service enhancement.
994250223	Lawn Tractors for Roads Operations and Fleet and Transit (4)	Acquisition to address service realignment and or attain efficiencies.
994250224	Trailers for Roads Operations (2)	Acquisition to provide service enhancement.
994250225	Crane Service Trucks for Fleet and Transit (1)	Acquisition to address service realignment and or attain efficiencies.
994250226	Cars / SUVs for Building Services (2)	Growth-related acquisition to meet increased need for service; financed by building fees charged to development.

9282501 Information Technology Systems

Acquisition, upgrade and replacement of IT systems and related equipment. Based on IT Strategy, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from NG-911 Grant	Financing from Victoria Manor Reserve	Financing from Contingency Reserve	Financing Total
928250101	Client Hardware	Replacement	State-of-Good-Repair	0	64,000	63,600	0	0	0	400	64,000
928250102	Data Communications Hardware	Replacement	State-of-Good-Repair	0	300,000	300,000	0	0	0	0	300,000
928250103	Scanner and Mobile Printers for Records and Licensing	Acquisition	Expansionary	0	35,000	35,000	0	0	0	0	35,000
928250104	Security Cameras at Victoria Manor	Installation	Expansionary	0	80,000	0	0	0	80,000	0	80,000
928250105	Various IT Hardware for Fire Training Centre and Fire Halls	Acquisition	Expansionary	0	170,000	170,000	0	0	0	0	170,000
928250106	WiFi Systems at Various Facilities	Acquisition	Expansionary	0	150,000	150,000	0	0	0	0	150,000
928250107	Secondary Storage Area Network	Expansion	Expansionary	0	150,000	150,000	0	0	0	0	150,000
928250108	Fibre Optic Network	Expansion	Expansionary	0	1,000,000	350,000	0	650,000	0	0	1,000,000
Total				**0**	**1,949,000**	**1,218,600**	**0**	**650,000**	**80,000**	**400**	**1,949,000**

9282501 Supplementary Information for Information Technology Systems

JDE ID	Project	Scope, Source and or Rationale
928250101	Client Hardware	Standard lifecycle replacement.
928250102	Data Communications Hardware	Standard lifecycle replacement.
928250103	Scanner and Mobile Printers for Records and Licensing	Acquisition for service enhancement and or improved functionality.
928250104	Security Cameras at Victoria Manor	Installation for improved security.
928250105	Various IT Hardware for Fire Training Centre and Fire Halls	Acquisition for service enhancement and or improved functionality.
928250106	WiFi Systems at Various Facilities	Acquisition for service enhancement and or improved functionality.
928250107	Secondary Storage Area Network	Expansion to maintain functionality and meet increased storage needs.
928250108	Fibre Optic Network	Extension of fibre optic network to new Paramedic Headquarters and secondary 911 server therein for all emergency services.

9322501 Fire Facilities

Construction, rehabilitation, renovation, replacement and upgrade of Fire Service facilities and related components and siteworks. Based on Fire Master Plan, AMP, fire insurance rating needs and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
932250101	Norland Fire Hall	Design	State-of-Good-Repair	0	500,000	500,000	0	500,000
932250102	Kinmount Fire Hall	Renovation	State-of-Good-Repair	0	250,000	250,000	0	250,000
932250103	Ops Fire Hall Training Room	Renovation	State-of-Good-Repair	0	10,000	10,000	0	10,000
932250104	Lindsay Fire Hall Roof	Replacement	State-of-Good-Repair	0	208,000	208,000	0	208,000
932250105	Janetville and Norland Fire Halls Bunker Gear Racks	Replacement	State-of-Good-Repair	0	30,000	30,000	0	30,000
932250106	Fenelon Falls and Bobcaygeon Fire Halls Kitchenettes	Renovation	State-of-Good-Repair	0	30,000	30,000	0	30,000
932250107	Bobcaygeon, Burnt River, Carden, Dunsford and Woodville Fire Halls Roofs	Rehabilitation	State-of-Good-Repair	0	45,000	45,000	0	45,000
932250108	Dunsford and Woodville Fire Halls Washrooms	Renovation	State-of-Good-Repair	0	45,000	45,000	0	45,000
932250109	Bobcaygeon and Dunsford Fire Halls Windows and Doors	Replacement	State-of-Good-Repair	0	90,000	90,000	0	90,000
932250110	Woodville and Ops Fire Halls HVAC Systems	Replacement; Upgrade	State-of-Good-Repair	0	85,000	85,000	0	85,000
932250111	Kirkfield and Ops Fire Halls Lighting	Replacement; Upgrade	State-of-Good-Repair	0	30,000	30,000	0	30,000
932250112	Kirkfield and Cameron Fire Halls Interior Finishes	Replacement; Upgrade	State-of-Good-Repair	0	45,000	45,000	0	45,000
932250113	Fenelon Falls and Cameron Fire Halls Façades	Replacement	State-of-Good-Repair	0	70,000	70,000	0	70,000
932250114	Ops Fire Hall and Fire Training Centre Wells	Replacement	State-of-Good-Repair	0	90,000	90,000	0	90,000
Total				**0**	**1,528,000**	**1,528,000**	**0**	**1,528,000**

9322501 Supplementary Information for Fire Facilities

JDE ID	Project	Scope, Source and or Rationale
932250101	Norland Fire Hall	Design for replacement as facility is in such disrepair that additional investment in it is uneconomical.
932250102	Kinmount Fire Hall	Standard capital work to maintain asset functionality and lifecycles.
932250103	Ops Fire Hall Training Room	Standard capital work to maintain asset functionality and lifecycles.
932250104	Lindsay Fire Hall Roof	Standard capital work to maintain asset functionality and lifecycles.
932250105	Janetville and Norland Fire Halls Bunker Gear Racks	Standard capital work to maintain asset functionality and lifecycles.
932250106	Fenelon Falls and Bobcaygeon Fire Halls Kitchenettes	Standard capital work to maintain asset functionality and lifecycles.
932250107	Bobcaygeon, Burnt River, Carden, Dunsford and Woodville Fire Halls Roofs	Standard capital work to maintain asset functionality and lifecycles.
932250108	Dunsford and Woodville Fire Halls Washrooms	Standard capital work to maintain asset functionality and lifecycles.
932250109	Bobcaygeon and Dunsford Fire Halls Windows and Doors	Standard capital work to maintain asset functionality and lifecycles.
932250110	Woodville and Ops Fire Halls HVAC Systems	Standard capital work to maintain asset functionality and lifecycles.
932250111	Kirkfield and Ops Fire Halls Lighting	Standard capital work to maintain asset functionality and lifecycles.
932250112	Kirkfield and Cameron Fire Halls Interior Finishes	Standard capital work to maintain asset functionality and lifecycles.
932250113	Fenelon Falls and Cameron Fire Halls Façades	Standard capital work to maintain asset functionality and lifecycles.
932250114	Ops Fire Hall and Fire Training Centre Wells	Standard capital work to maintain asset functionality and lifecycles.

9322502 Fire Fleet and Equipment

Acquisition, rehabilitation, replacement and upgrade of Fire Service fleet and equipment. Based on Master Fire Plan, AMP, fire insurance rating needs and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Fire/ Paramedic Fleet Reserve	Financing from Debenture	Financing Total
932250201	Platform Aerial Truck	Replacement	State-of-Good-Repair	0	2,488,000	0	0	0	2,488,000	2,488,000
932250202	Pumper Truck	Replacement	State-of-Good-Repair	0	1,357,000	0	0	1,357,000	0	1,357,000
932250203	Tanker Truck	Replacement	State-of-Good-Repair	0	1,439,000	0	0	150,000	1,289,000	1,439,000
932250204	Pickup Truck	Replacement	State-of-Good-Repair	0	84,000	0	0	84,000	0	84,000
932250205	Extrication Equipment	Replacement	State-of-Good-Repair	14%	145,000	124,700	20,300	0	0	145,000
932250206	Bunker Gear and Helmets	Replacement	State-of-Good-Repair	0	208,000	208,000	0	0	0	208,000
932250207	Miscellaneous Fire Equipment	Replacement	State-of-Good-Repair	0	120,000	120,000	0	0	0	120,000
932250208	Polar 75 Ice Water Equipment	Replacement	State-of-Good-Repair	0	19,000	19,000	0	0	0	19,000
932250209	Portable Pumps	Replacement	State-of-Good-Repair	0	43,000	43,000	0	0	0	43,000
932250210	Telecommunications Equipment	Replacement	State-of-Good-Repair	0	48,000	48,000	0	0	0	48,000
932250211	Defibrillators	Replacement	State-of-Good-Repair	0	25,000	25,000	0	0	0	25,000
932250212	Pickup Trucks (2)	Acquisition	Expansionary	0	168,000	0	0	168,000	0	168,000
932250213	SUV	Acquisition	Expansionary	0	84,000	0	0	84,000	0	84,000
932250214	ATV Equipment	Acquisition	Expansionary	0	50,000	0	0	50,000	0	50,000
932250215	Decontamination Equipment	Acquisition	Expansionary	0	49,000	49,000	0	0	0	49,000
932250216	Marine Equipment	Acquisition	Expansionary	0	55,000	55,000	0	0	0	55,000
Total				**0**	**6,382,000**	**691,700**	**20,300**	**1,893,000**	**3,777,000**	**6,382,000**

9322502 Supplementary Information for Fire Fleet and Equipment

JDE ID	Project	Scope, Source and or Rationale
932250201	Platform Aerial Truck	Replacement of aerial truck removed from the Asset Management Plan by Council as per CR2019-048.
932250202	Pumper Truck	Replacement as per lifecycle and shuttle insurance rating needs.
932250203	Tanker Truck	Replacement as per lifecycle and shuttle insurance rating needs.
932250204	Pickup Truck	Replacement as per lifecycle needs.
932250205	Extrication Equipment	Replacement and upgrade of extrication equipment; growth-related need.
932250206	Bunker Gear and Helmets	Lifecycle replacement of bunker gear and helmets to meet legislated and NFPA standards.
932250207	Miscellaneous Fire Equipment	Lifecycle replacement of fire hoses, saws, axes, pike poles and similar fire equipment.
932250208	Polar 75 Ice Water Equipment	LIfecycle replacement of polar 75 ice water rescue platforms.
932250209	Portable Pumps	Lifecycle replacement of portable pumps used for fire suppression.
932250210	Telecommunications Equipment	Lifecycle replacement of pagers, mobile radios and similar telecommunications equipment.
932250211	Defibrillators	Lifecycle replacement of various defibrillators.
932250212	Pickup Trucks (2)	Acquisition to support new positions.
932250213	SUV	Acquisition to support new positions.
932250214	ATV Equipment	Equipment, such as wildland firefighting pumps, wheeled stretchers etc. needed to respond to emergencies.
932250215	Decontamination Equipment	Ongoing acquisitions to address risk to health and safety.
932250216	Marine Equipment	Equipment, such as water rescue suits, underwater search equipment etc. needed to respond to emergencies.

9382501 Paramedic Facilities

Construction, rehabilitation, renovation, replacement and upgrade of Paramedic Service facilities and related components and siteworks. Based on Paramedic Service Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
938250101	None for 2025							
Total								-

9382501 Supplementary Information for Paramedic Facilities

JDE ID	Project	Scope, Source and or Rationale
938250101	None for 2025	

9382502 Paramedic Fleet and Equipment

Acquisition, rehabilitation, replacement and upgrade of Paramedic Service fleet and equipment. Based on Paramedic Service Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Ministry of HLTC Grant	Financing from Capital Contingency Reserve	Financing from Fire / Paramedic Fleet Reserve	Financing Total
938250201	Paramedic Vehicle Intelligence Devices	Upgrade	State-of-Good-Repair	0	54,000	0	0	54,000	0	0	54,000
938250202	Body Armour (5)	Replacement	State-of-Good-Repair	0	8,000	0	0	8,000	0	0	8,000
938250203	Powerload Systems (2)	Replacement	State-of-Good-Repair	0	78,000	0	0	78,000	0	0	78,000
938250204	Stretchers (2)	Replacement	State-of-Good-Repair	0	69,000	0	0	69,000	0	0	69,000
938250205	Powered Air Purifying Respirators (10)	Replacement	State-of-Good-Repair	0	25,000	0	0	25,000	0	0	25,000
938250206	Response Bags (20)	Replacement	State-of-Good-Repair	0	104,000	38,000	0	66,000	0	0	104,000
938250207	Emergency Response Unit (1)	Replacement	State-of-Good-Repair	0	130,000	90,600	0	0	14,100	25,300	130,000
938250208	Administrative Vehicle (1)	Acquisition	Expansionary	100%	120,000	0	120,000	0	0	0	120,000
Total				**0**	**588,000**	**128,600**	**120,000**	**300,000**	**14,100**	**25,300**	**588,000**

9382502 Supplementary Information for Paramedic Fleet and Equipment

JDE ID	Project	Scope, Source and or Rationale
938250201	Paramedic Vehicle Intelligence Devices	Upgrades required to Paramedic Service fleet, as support for 2G and 3G telecommunications devices is being phased out.
938250202	Body Armour (5)	Lifecycle replacement as per AMP.
938250203	Powerload Systems (2)	Lifecycle replacement as per AMP.
938250204	Stretchers (2)	Lifecycle replacement as per AMP.
938250205	Powered Air Purifying Respirators (10)	Lifecycle replacement as per AMP.
938250206	Response Bags (20)	Lifecycle replacement as per AMP.
938250207	Emergency Response Unit (1)	Lifecycle replacement as per AMP.
938250208	Administrative Vehicle (1)	Growth-related acquisition to meet increased need for service.

9422501 Police Fleet and Equipment

Acquisition, rehabilitation, replacement and upgrade of Kawartha Lakes Police Service fleet and equipment. Based on Kawartha Lakes Police Service Operational Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from KLPS Capital Reserve	Financing Total
942250101	Office Furniture	Replacement	State-of-Good-Repair	0	123,000	0	0	123,000	123,000
942250102	Marked Vehicles (2)	Replacement	State-of-Good-Repair	0	177,000	0	0	177,000	177,000
942250103	Radios	Replacement	State-of-Good-Repair	0	174,000	0	0	174,000	174,000
942250104	Court Security Radios	Replacement	State-of-Good-Repair	0	58,000	58,000	0	0	58,000
942250105	Computers and Printers	Acquisition	Expansionary	0	37,000	0	0	37,000	37,000
942250106	Map System	Upgrade	Expansionary	100%	12,000	0	12,000	0	12,000
Total				**0**	**581,000**	**58,000**	**12,000**	**511,000**	**581,000**

9422501 Supplementary Information for Police Feet and Equipment

JDE ID	Project	Scope, Source and or Rationale
942250101	Office Furniture	Lifecycle replacement to maintain asset functionality and service levels.
942250102	Marked Vehicles (2)	Lifecycle replacement to maintain asset functionality and service levels.
942250103	Radios	Lifecycle replacement to maintain asset functionality and service levels.
942250104	Court Security Radios	Lifecycle replacement to maintain asset functionality and service levels; financed by Asset Management Reserve to reflect general-rated nature of these assets.
942250105	Computers and Printers	Acquisitions to address growth-related pressures and increases in staffing.
942250106	Map System	Upgrade to map system to account for community growth and development.

9692501 Victoria Manor

Construction, acquisition, rehabilitation, renovation, replacement and upgrade of Victoria Manor and related components, siteworks and equipment. Based on Victoria Manor Facility Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Victoria Manor Reserve	Financing from Capital Contingency Reserve	Financing Total
969250101	Building Envelope Exterior	Rehabilitation	State-of-Good-Repair	0	70,000	0	5,400	59,600	5,000	70,000
969250102	Parking Lot and Lanes	Resurfacing	State-of-Good-Repair	0	298,000	0	0	298,000	0	298,000
969250103	Loading Dock and Walkway	Replacement	State-of-Good-Repair	0	122,000	0	0	122,000	0	122,000
969250104	Loading Dock Retaining Wall	Replacement	State-of-Good-Repair	0	23,000	0	0	23,000	0	23,000
969250105	Walk-In Refrigerator Cooling System	Replacement	State-of-Good-Repair	0	92,000	0	0	92,000	0	92,000
969250106	Terraced Roofs	Rehabilitation	State-of-Good-Repair	0	15,000	0	0	15,000	0	15,000
969250107	Hot Water Tank	Replacement	State-of-Good-Repair	0	8,000	0	0	8,000	0	8,000
969250108	Exterior Lighting	Replacement; Upgrade	State-of-Good-Repair	0	50,000	0	0	50,000	0	50,000
969250109	Exterior and Garden Walkways	Resurfacing	State-of-Good-Repair	0	50,000	0	0	50,000	0	50,000
Total				**0**	**728,000**	**0**	**5,400**	**717,600**	**5,000**	**728,000**

9692501 Supplementary Information for Victoria Manor

JDE ID	Project	Scope, Source and or Rationale
969250101	Building Envelope Exterior	Replacement of deficient bricks and repointing of bricks as needed to address deterioration.
969250102	Parking Lot and Lanes	Resurfacing of all parking lot and lanes to address deterioration and lifecycle needs.
969250103	Loading Dock and Walkway	Replacement of loading dock and adjacent covered walkway to address deterioration and lifecycle needs.
969250104	Loading Dock Retaining Wall	Replacement of the loading dock retaining wall to address asset failure and lifecycle needs.
969250105	Walk-In Refrigerator Cooling System	Replacement and relocation to exterior of cooling system for the walk-in refrigerator to address lifecycle needs.
969250106	Terraced Roofs	Rehabilitation of terraced roofs and related balconies to address leaks and deterioration.
969250107	Hot Water Tank	Replacement of hot water tank to address lifecycle needs.
969250108	Exterior Lighting	Replacement of exterior lighting and underground wiring, in coordination with parking lot resurfacing, to address lifecycle needs; upgrade to LED lighting.
969250109	Exterior and Garden Walkways	Resurfacing of all exterior and garden walkways to address deterioration and lifecycle needs.

9532501 Administrative Facilities and Libraries

Construction, rehabilitation, renovation, replacement and upgrade of administrative facilities and libraries and related components and siteworks. Based on Library Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from KLPS Capital Reserve	Financing from Debenture	Financing Total
953250101	Kawartha Lakes Police Service Facility Interior	Renovation	State-of-Good-Repair	0	60,000	0	0	60,000	0	60,000
953250102	City Hall, People Services, and Olde Gaol Block	Beautification	State-of-Good-Repair	0	510,000	423,000	0	0	87,000	510,000
953250103	Development Services Facility Envelope	Restoration	State-of-Good-Repair	0	290,000	0	0	0	290,000	290,000
953250104	Development Services Facility Washrooms	Design	State-of-Good-Repair	0	75,000	75,000	0	0	0	75,000
953250105	Lindsay Library HVAC System	Replacement	State-of-Good-Repair	0	400,000	0	0	0	400,000	400,000
953250106	Lindsay Library Windows	Restoration	State-of-Good-Repair	0	250,000	0	0	0	250,000	250,000
953250107	Various Facility HVAC Systems	Upgrade	State-of-Good-Repair	0	180,000	180,000	0	0	0	180,000
953250108	Various Facility Security and Access Systems	Upgrade	State-of-Good-Repair	0	90,000	90,000	0	0	0	90,000
953250109	Various Facility Lighting Fixtures	Upgrade	State-of-Good-Repair	0	95,000	95,000	0	0	0	95,000
953250110	Various Facility Kitchens	Upgrade	State-of-Good-Repair	0	60,000	60,000	0	0	0	60,000
953250111	Various Facility Roofs	Restoration	State-of-Good-Repair	0	125,000	125,000	0	0	0	125,000
953250112	Various Facility Washrooms	Upgrade	State-of-Good-Repair	0	60,000	60,000	0	0	0	60,000
953250113	Various Facility Finishes	Upgrade	State-of-Good-Repair	0	60,000	60,000	0	0	0	60,000
953250114	Various Facility Automation Systems	Upgrade	State-of-Good-Repair	0	100,000	100,000	0	0	0	100,000
953250115	Various Facility Windows and Doors	Replacement	State-of-Good-Repair	0	185,000	185,000	0	0	0	185,000
Total				**0**	**2,540,000**	**1,453,000**	**0**	**60,000**	**1,027,000**	**2,540,000**

9532501 Supplementary Information for Administrative Facilities and Libraries

JDE ID	Project	Scope, Source and or Rationale
953250101	Kawartha Lakes Police Service Facility Interior	Standard capital work to maintain asset functionality and lifecycles.
953250102	City Hall, People Services, and Olde Gaol Block	Standard capital work to maintain asset functionality and lifecycles.
953250103	Development Services Facility Envelope	Standard capital work to maintain asset functionality and lifecycles.
953250104	Development Services Facility Washrooms	Standard capital work to maintain asset functionality and lifecycles.
953250105	Lindsay Library HVAC System	Standard capital work to maintain asset functionality and lifecycles.
953250106	Lindsay Library Windows	Standard capital work to maintain asset functionality and lifecycles.
953250107	Various Facility HVAC Systems	Standard capital work to maintain asset functionality and lifecycles.
953250108	Various Facility Security and Access Systems	Standard capital work to maintain asset functionality and lifecycles.
953250109	Various Facility Lighting Fixtures	Standard capital work to maintain asset functionality and lifecycles.
953250110	Various Facility Kitchens	Standard capital work to maintain asset functionality and lifecycles.
953250111	Various Facility Roofs	Standard capital work to maintain asset functionality and lifecycles.
953250112	Various Facility Washrooms	Standard capital work to maintain asset functionality and lifecycles.
953250113	Various Facility Finishes	Standard capital work to maintain asset functionality and lifecycles.
953250114	Various Facility Automation Systems	Standard capital work to maintain asset functionality and lifecycles.
953250115	Various Facility Windows and Doors	Standard capital work to maintain asset functionality and lifecycles.

9502501 Parks Siteworks and Facilities

Construction, installation, rehabilitation, renovation, replacement and upgrade of parks facilities, siteworks and related infrastructure. Based on Parks Master Plans, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Parkland Reserve	Financing from Wilson Estate	Financing from Debenture	Financing Total
950250101	Wilson Estate Capital Projects	To Be Determined	Expansionary	0	110,000	55,000	0	0	55,000	0	110,000
950250102	50/50 Community Program	To Be Determined	Expansionary	0	83,000	83,000	0	0	0	0	83,000
950250103	Birch Point Beach Amenities (Balsam Lake)	Upgrade	State-of-Good-Repair	0	16,000	16,000	0	0	0	0	16,000
950250104	Robinglade and Swain Boat Launches (Lake Scugog)	Replacement	State-of-Good-Repair	0	182,000	182,000	0	0	0	0	182,000
950250105	Carden Community Centre Park Playground Structure	Replacement	State-of-Good-Repair	0	83,000	83,000	0	0	0	0	83,000
950250106	Ops Ballpark and Coboconk Ballpark	Resurfacing	State-of-Good-Repair	0	73,000	73,000	0	0	0	0	73,000
950250107	Centennial Trailer Park Sport Court	Rehabilitation	State-of-Good-Repair	0	57,000	57,000	0	0	0	0	57,000
950250108	Centennial Trailer Park Beach	Rehabilitation	State-of-Good-Repair	0	53,000	53,000	0	0	0	0	53,000
950250109	Centennial Trailer Park Storage Area Fencing	Replacement	State-of-Good-Repair	0	37,000	37,000	0	0	0	0	37,000
950250110	Omemee Beach Park Shoreline and Parking Lot	Rehabilitation; Upgrade	State-of-Good-Repair	0	650,000	100,000	0	550,000	0	0	650,000
950250111	Jennings Creek Parkland System - Sylvester Park	Redevelopment	Expansionary	100%	205,000	0	205,000	0	0	0	205,000
950250112	Lindsay Trail System - Jennings Creek Development Area	Development	Expansionary	90%	537,000	53,700	483,300	0	0	0	537,000
950250113	Verulam Centennial Park	Redevelopment	Expansionary	0	338,000	0	0	0	0	338,000	338,000
950250114	Fenelon Township Park	Redevelopment	Expansionary	0	208,000	0	0	0	0	208,000	208,000
950250115	Superior Road Trail Head	Development	Expansionary	90%	191,000	19,100	171,900	0	0	0	191,000
950250116	Wilson Fields Storage Bins	Installation	Expansionary	0	30,000	30,000	0	0	0	0	30,000
950250117	Centennial Park Centralized East Docks	Installation	Expansionary	0	449,000	0	0	0	0	449,000	449,000
Total				**0**	**3,302,000**	**841,800**	**860,200**	**550,000**	**55,000**	**995,000**	**3,302,000**

9502501 Supplementary Information for Parks Siteworks and Facilities

JDE ID	Project	Scope, Source and or Rationale
950250101	Wilson Estate Capital Projects	Projects to be determined by the Wilson Estate Trust.
950250102	50/50 Community Program	Projects to be determined based on applications received from community groups.
950250103	Birch Point Beach Amenities (Balsam Lake)	Minor upgrade to beach amenities to meet expected service levels.
950250104	Robinglade and Swain Boat Launches (Lake Scugog)	Continuance of program to replace, rehabilitate and upgrade municipal boat launches.
950250105	Carden Community Centre Park Playground Structure	Lifecycle replacement as per inspection results and AMP.
950250106	Ops Ballpark and Coboconk Ballpark	Lifecycle resurfacing to maintain service levels.
950250107	Centennial Trailer Park Sport Court	Lifecycle rehabilitation to maintain service levels.
950250108	Centennial Trailer Park Beach	Lifecycle rehabilitation to maintain service levels.
950250109	Centennial Trailer Park Storage Area Fencing	Lifecycle replacement to maintain service levels.
950250110	Omemee Beach Park Shoreline and Parking Lot	Rehabilitation and upgrade of parking lot and shoreline, leaving space for a future splash pad.
950250111	Jennings Creek Parkland System - Sylvester Park	Redevelopment and expansion of parks to meet growth-related needs as per DC Study.
950250112	Lindsay Trail System - Jennings Creek Development Area	Development of new trails to meet growth-related needs as per the Trails Master Plan.
950250113	Verulam Centennial Park	Redevelopment of park to meet growth-unrelated increase in need for service.
950250114	Fenelon Township Park	Redevelopment of park to meet growth-unrelated increase in need for service.
950250115	Superior Road Trail Head	Development of new trails to meet growth-related needs as per the Trails Master Plan.
950250116	Wilson Fields Storage Bins	Installation to meet growth-unrelated increase in need for service.
950250117	Centennial Park Centralized East Docks	Installation to meet growth-unrelated increase in need for service.

9502502 Recreation Facilities

Construction, rehabilitation, renovation, replacement and upgrade of arenas, pools, community centres and other recreation facilities and related systems, components and siteworks. Based on Arenas Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Debenture	Financing from Capital Contingency Reserve	Financing from M. Cronin Estate Reserve	Financing Total
950250201	Burnt River Community Centre Electrical Service	Replacement	State-of-Good-Repair	0	21,000	21,000	0	0	0	0	21,000
950250202	Dalton Community Centre Furnace and Tank	Replacement	State-of-Good-Repair	0	16,000	16,000	0	0	0	0	16,000
950250203	Bobcaygeon Arena C2 Compressor and M1 Motor	Replacement	State-of-Good-Repair	0	78,000	78,000	0	0	0	0	78,000
950250204	Lindsay Recreation Complex C2 and C3 Compressors	Replacement	State-of-Good-Repair	0	104,000	104,000	0	0	0	0	104,000
950250205	Lindsay Recreation Complex Washrooms	Renovation	State-of-Good-Repair	0	16,000	16,000	0	0	0	0	16,000
950250206	Lindsay Recreation Complex Large Pool Filter	Rehabilitation	State-of-Good-Repair	0	21,000	21,000	0	0	0	0	21,000
950250207	Omemee Arena Ice Pad System	Replacement	State-of-Good-Repair	0	2,900,000	0	0	2,900,000	0	0	2,900,000
950250208	Victoria Park Armoury Boilers	Replacement	State-of-Good-Repair	0	62,000	62,000	0	0	0	0	62,000
950250209	Woodville Town Hall Park	Rehabilitation	State-of-Good-Repair	0	75,000	37,600	0	0	27,300	10,100	75,000
950250210	Oakwood Arena Ice Pad System	Design	State-of-Good-Repair	0	100,000	100,000	0	0	0	0	100,000
950250211	Various Arena Refrigeration Pipes	Replacement	State-of-Good-Repair	0	25,000	25,000	0	0	0	0	25,000
Total				**0**	**3,418,000**	**480,600**	**0**	**2,900,000**	**27,300**	**10,100**	**3,418,000**

9502502 Supplementary Information for Recreation Facilities

JDE ID	Project	Scope, Source and or Rationale
950250201	Burnt River Community Centre Electrical Service	Standard capital work to maintain asset functionality and lifecycles.
950250202	Dalton Community Centre Furnace and Tank	Standard capital work to maintain asset functionality and lifecycles.
950250203	Bobcaygeon Arena C2 Compressor and M1 Motor	Standard capital work to maintain asset functionality and lifecycles.
950250204	Lindsay Recreation Complex C2 and C3 Compressors	Standard capital work to maintain asset functionality and lifecycles.
950250205	Lindsay Recreation Complex Washrooms	Standard capital work to maintain asset functionality and lifecycles.
950250206	Lindsay Recreation Complex Large Pool Filter	Standard capital work to maintain asset functionality and lifecycles.
950250207	Omemee Arena Ice Pad System	Standard capital work to maintain asset functionality and lifecycles.
950250208	Victoria Park Armoury Boilers	Standard capital work to maintain asset functionality and lifecycles.
950250209	Woodville Town Hall Park	Standard capital work to maintain asset functionality and lifecycles.
950250210	Oakwood Arena Ice Pad System	Standard capital work to maintain asset functionality and lifecycles.
950250211	Various Arena Refrigeration Pipes	Standard capital work to maintain asset functionality and lifecycles.

9502503 Parks and Recreation Equipment

Acquisition, rehabilitation, replacement and upgrade of non-fleet parks and recreation equipment. Based on AMP and other sources..

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing Total
950250301	Fitness and Exercise Equipment	Replacement	State-of-Good-Repair	0	35,000	35,000	0	35,000
950250302	Aquatic Programming Equipment	Replacement	State-of-Good-Repair	0	21,000	21,000	0	21,000
950250303	Arena and Community Hall Furniture	Replacement	State-of-Good-Repair	0	21,000	21,000	0	21,000
950250304	Arena Cleaning Equipment	Replacement	State-of-Good-Repair	0	10,000	10,000	0	10,000
950250305	Parkland Furniture	Replacement	State-of-Good-Repair	0	52,000	52,000	0	52,000
950250306	Small and Miscellaneous Parks Equipment	Replacement	State-of-Good-Repair	0	21,000	21,000	0	21,000
Total				**0**	**160,000**	**160,000**	**0**	**160,000**

9502503 Supplementary Information for Parks and Recreation Equipment

JDE ID	Project	Scope, Source and or Rationale
950250301	Fitness and Exercise Equipment	Continuance of regular rotation and replacement of fitness and exercise equipment.
950250302	Aquatic Programming Equipment	Equipment for public and leisure swimming programs.
950250303	Arena and Community Hall Furniture	Arena and community hall furniture such as chairs, tables and refuse cans.
950250304	Arena Cleaning Equipment	Arena floor scrubbers, vaccum cleaners, buffers and other cleaning equipment.
950250305	Parkland Furniture	Picnic tables, benches, refuse cans and similar assets for parks.
950250306	Small and Miscellaneous Parks Equipment	Trimmers, pressure washers, blowers, ice edgers and similar assets for parks.

9502504 Cemetery Siteworks and Facilities

Construction, rehabilitation, renovation, replacement and upgrade of cemetery facilities, siteworks, columbaria and related assets. Based on AMP and other sources.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Capital Contingency Reserve	Financing Total
950250401	Fencing and Gates	Replacement	State-of-Good-Repair	0	21,000	21,000	0	0	21,000
950250402	Internal Roadways	Rehabilitation	State-of-Good-Repair	0	21,000	21,000	0	0	21,000
950250403	Monuments	Restoration	State-of-Good-Repair	0	42,000	15,000	0	27,000	42,000
Total				**0**	**84,000**	**57,000**	**0**	**27,000**	**84,000**

9502504 Supplementary Information for Cemetery Siteworks and Facilities

JDE ID	Project	Scope, Source and or Rationale
950250401	Fencing and Gates	Replacement and installation of cemetery fencing and gates.
950250402	Internal Roadways	Rehabilitation and upgrade of internal cemetery roadways.
950250403	Monuments	Replacement, restoration, preservation and stabilization of monuments as required by Cemeteries Act.

9102501 Housing Facilities

Construction, acquisition, rehabilitation, renovation, replacement and upgrade of social housing and related components and siteworks for Kawartha Lakes-Haliburton Housing Corporation. Based on Housing Master Plan, AMP and other sources.

JDE ID	Project	Primary Treatment/Activity	Primary Type	DC Share	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from CMHC Grant	Financing from Debenture	Financing Total
910250101	Elevators and Lifts	Rehabilitation; Upgrade	State-of-Good-Repair	0	1,179,000	0	0	353,700	825,300	1,179,000
910250102	Hot Water Heaters	Replacement; Upgrade	State-of-Good-Repair	0	600,000	0	0	180,000	420,000	600,000
910250103	HVAC Systems	Replacement; Upgrade	State-of-Good-Repair	0	400,000	0	0	120,000	280,000	400,000
910250104	Parking Lots and Lanes	Replacement; Upgrade	State-of-Good-Repair	0	800,000	0	0	240,000	560,000	800,000
910250105	Kitchens	Renovation; Upgrade	State-of-Good-Repair	0	1,960,000	0	0	588,000	1,372,000	1,960,000
910250106	Bathrooms	Renovation; Upgrade	State-of-Good-Repair	0	2,474,000	0	0	742,200	1,731,800	2,474,000
910250107	Lighting and Electrical Systems	Replacement; Upgrade	State-of-Good-Repair	0	3,700,000	0	0	1,110,000	2,590,000	3,700,000
910250108	Roofs	Replacement; Upgrade	State-of-Good-Repair	0	530,000	0	0	159,000	371,000	530,000
910250109	Exterior Walls	Rehabilitation; Upgrade	State-of-Good-Repair	0	221,000	0	0	66,300	154,700	221,000
910250110	Fencing	Replacement; Upgrade	State-of-Good-Repair	0	133,000	0	0	39,900	93,100	133,000
910250111	Exterior Doors	Replacement; Upgrade	State-of-Good-Repair	0	253,000	0	0	75,900	177,100	253,000
910250112	Domestic Water Systems	Replacement; Upgrade	State-of-Good-Repair	0	127,000	0	0	38,100	88,900	127,000
910250113	Common Area Finishes and Fixtures	Rehabilitation; Upgrade	State-of-Good-Repair	0	1,259,000	0	0	377,700	881,300	1,259,000
910250114	Unit Restoration	Rehabilitation; Upgrade	State-of-Good-Repair	0	1,680,000	0	0	504,000	1,176,000	1,680,000
910250115	Foundations	Rehabilitation; Upgrade	State-of-Good-Repair	0	7,000	0	0	2,100	4,900	7,000
910250116	Balconies	Rehabilitation; Upgrade	State-of-Good-Repair	0	100,000	0	0	30,000	70,000	100,000
910250117	Life Safety Systems	Replacement; Upgrade	State-of-Good-Repair	0	57,000	0	0	17,100	39,900	57,000
910250118	Attic Insulation	Installation; Upgrade	State-of-Good-Repair	0	340,000	0	0	102,000	238,000	340,000
910250119	Building Access Systems	Installation; Upgrade	State-of-Good-Repair	0	700,000	0	0	210,000	490,000	700,000
Total				**0**	**16,520,000**	**0**	**0**	**4,956,000**	**11,564,000**	**0**

9102501 Supplementary Information for Housing Facilities

JDE ID	Project	Scope, Source and or Rationale
910250101	Elevators and Lifts	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250102	Hot Water Heaters	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250103	HVAC Systems	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250104	Parking Lots and Lanes	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250105	Kitchens	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250106	Bathrooms	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250107	Lighting and Electrical Systems	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250108	Roofs	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250109	Exterior Walls	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250110	Fencing	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250111	Exterior Doors	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250112	Domestic Water Systems	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250113	Common Area Finishes and Fixtures	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250114	Unit Restoration	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250115	Foundations	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250116	Balconies	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250117	Life Safety Systems	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250118	Attic Insulation	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.
910250119	Building Access Systems	For Council's and public information only; projects already approved by KLHHC Board and Council as per Report HS2023-010.

2025 Early Starts

2025 Capital Projects Provided Early-Start Approval ($)

Project	Primary Treatment/Activity	Expenditure	Financing from Asset Management Reserve	Financing from DC Reserve	Financing from Public Works Fleet Reserve	Financing from ICIP Grant	Financing from Debenture	Financing Total
Ambulances (6)	Replacement	450,000	450,000	0	0	0	0	21,000
Ambulance and Equipment (1)	Acquisition	135,000	0	135,000	0	0	0	21,000
Buses (5)	Replacement	1,000,000	0	0	392,500	607,500	0	0
King St. Bridge Expansion Joints	Design; Replacement	650,000	0	0	0	0	650,000	0
Emily-Omemee Arena Ice Pad System	Replacement	2,900,000	0	0	0	0	2,900,000	0
Somerville 3rd Concession Bridge	Environmental Assessment; Design	1,400,000	0	1,400,000	0	0	0	42,000
Total		**6,535,000**	**450,000**	**1,535,000**	**392,500**	**607,500**	**3,550,000**	**84,000**

2025 Special Projects Budget



Special Projects Overview

The special projects budget was initiated in 2020 to accommodate operating projects that take more than one year to complete.

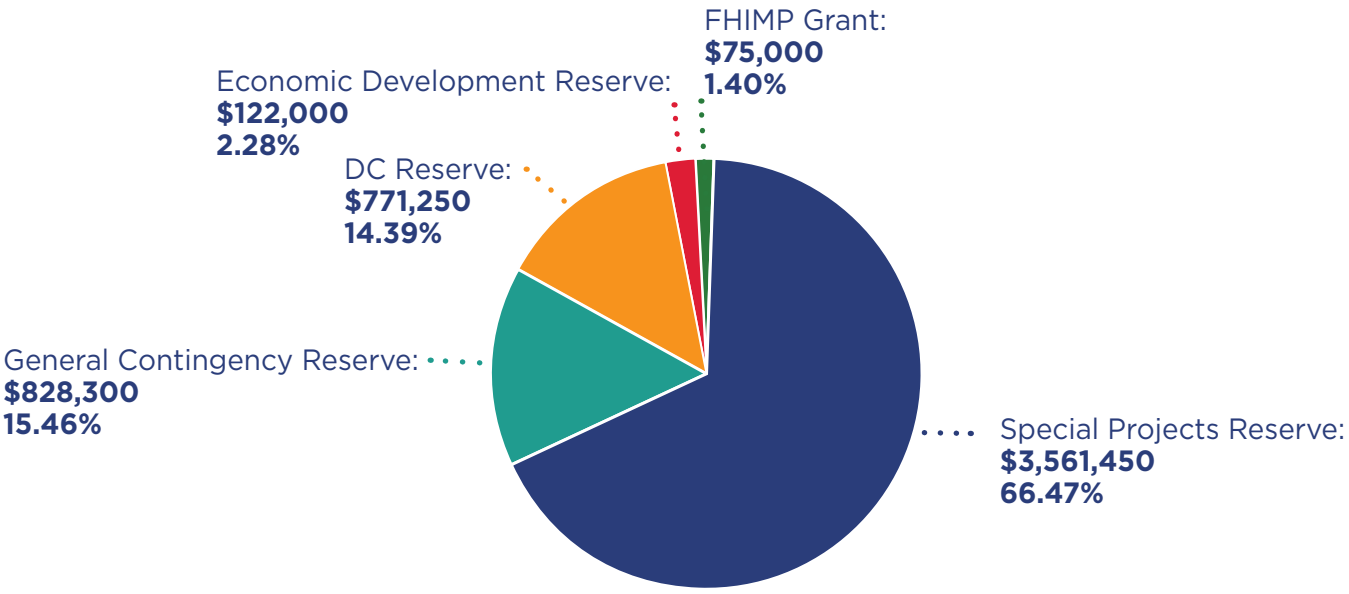
Special projects typically encompass studies, plans and strategies, appeals and other significant operating initiatives that are one-time in nature and do not result in the acquisition or improvement of capital assets.

The 2025 transfer to Special Projects Reserve in this Operating Budget is $3 Million.

2025 Special Projects Summary

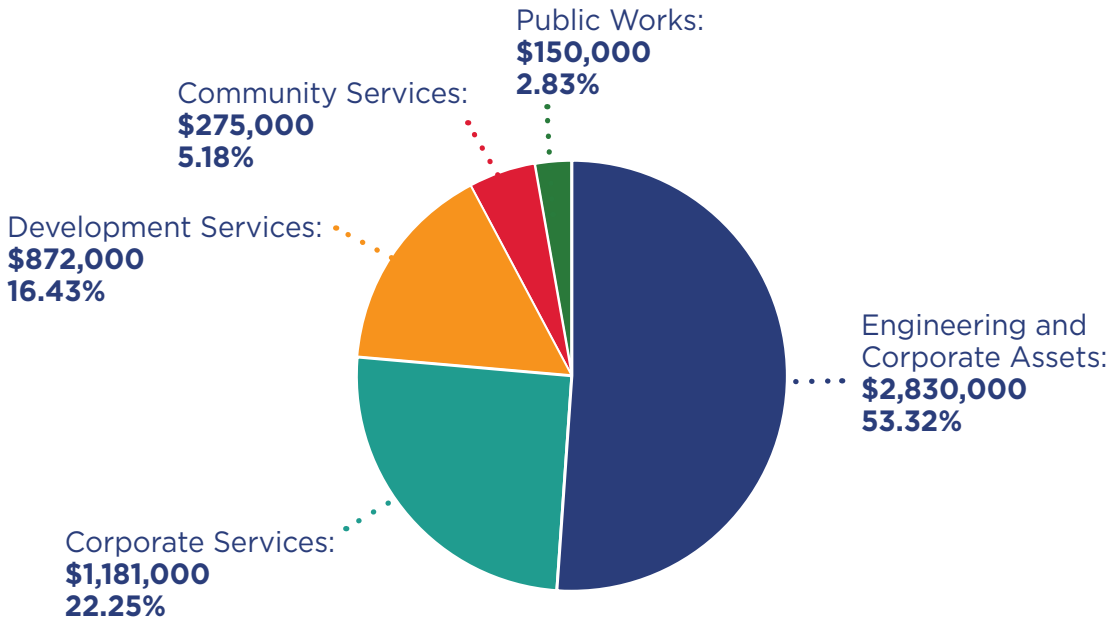
Department / Division	Special Projects Reserve	DC Reserve	General Contingency Reserve	Economic Development Reserve	Flood Hazard Identification and Mapping Program (FHIMP) Grant	Total
Office of the CAO	50,000	0	0	0	0	50,000
Engineering and Corporate Assets	2,482,800	330,000	17,200	0	0	2,830,000
Public Works	150,000	0	0	0	0	150,000
Corporate Services	679,900	0	501,100	0	0	1,181,000
Community Services	68,750	206,250	0	0	0	275,000
Planning	0	235,000	310,000	0	75,000	620,000
Economic Development	130,000	0	0	122,000	0	252,000
Total	**3,561,450**	**771,250**	**828,300**	**122,000**	**75,000**	**5,358,000**

2025 Special Projects Financing by Source



Total 2025 Special Projects Financing: **$5,358,000**

2025 Special Projects Expenditure by Department



Total 2025 Special Projects Expenditure: **$5,358,000**

2025 Special Projects Budget

Special projects are specific and distinct tax-supported operating initiatives that are typically (i) not capitalizable into a tangible asset owned by the City, (ii) more than one year in duration, and (iii) best budgeted and managed in a manner similar to the approach taken with capital projects.

Office of the CAO

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	25th Anniversary Commemoration	$50,000 in each of 2025 and 2026.	0%	50,000	50,000	0	0	0	0	50,000

Engineering and Corporate Assets

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	Stormwater Master Plan	$500,000 in each of 2025 and 2026.	18.0%	500,000	410,000	90,000	0	0	0	500,000
	Thurstonia Drainage Study	Determine drainage needs in Thurstonia.	0%	250,000	250,000	0	0	0	0	250,000
	Municipal Drains	Meet Drainage Act obligations.	0%	80,000	80,000	0	0	0	0	80,000
	Solid Waste Environmental Assessment	$2,000,000 in each of 2025-2029.	12.0%	2,000,000	1,742,800	240,000	17,200	0	0	2,000,000

Public Works

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	Fleet Depot Security Systems	Installation of various security systems.	0	90,000	90,000	0	0	0	0	90,000
	Fleet Depot Drive On Technology	Inspection and emission packages; WIFI installation.	0	60,000	60,000	0	0	0	0	60,000

Corporate Services

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	Municipal Websites	Renewal and redesign of City's websites.	0	400,000	150,000	0	250,000	0	0	400,000
	Enterprise System Expansion	Expansion and improvement to system capability.	0	365,000	165,000	0	200,000	0	0	365,000
	JDE System Expansion	Expansion and improvement to system capability.	0	205,000	196,700	0	8,300	0	0	205,000
	GIS Expansion	Expansion and improvement to system capability.	0	31,000	31,000	0	0	0	0	31,000
	Software System Acquisitions	Various software system acquisitions.	0	180,000	137,200	0	42,800	0	0	180,000

Community Services

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	Library Master Plan	Existing plan is dated 2008.	75.0%	75,000	18,750	56,250	0	0	0	75,000
	Parks Master Plan	Consolidate and replace existing plans.	75.0%	200,000	50,000	150,000	0	0	0	200,000

Planning

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
921240101	Official Plan Review / Update	$75,000 in 2024; $150,000 in each of 2025-2027.	50.0%	150,000	0	75,000	75,000	0	0	150,000
	Urban Zoning By-law Review / Update	$50,000 in 2025; $150,000 in 2026.	50.0%	50,000	0	25,000	25,000	0	0	50,000
	Commercial Lands Supply Study	$50,000 in each of 2025 and 2026.	100.0%	50,000	0	50,000	0	0	0	50,000
	Natural Heritage Systems Study	$60,000 in each of 2025 and 2026.	50.0%	60,000	0	30,000	30,000	0	0	60,000
	Agricultural Land Evaluation and Review Study	$60,000 in each of 2025 and 2026.	50.0%	60,000	0	30,000	30,000	0	0	60,000
	Secondary Plans / Aggregate Policy Study	$50,000 in each of 2025 and 2026.	50.0%	50,000	0	25,000	25,000	0	0	50,000
	Rural Zoning By-law Appeals	$50,000 in each of 2025 and 2026.	0	50,000	0	0	50,000	0	0	50,000
	Flood Hazard Identification and Mapping	Use of LiDAR to conduct flood plain mapping.	0	150,000	0	0	75,000	0	75,000	150,000

Economic Development

JDE ID	Project by Department / Division	Scope, Source and or Rationale	DC Share	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	Cultural Master Plan	Guide future investments in cultural services.	0	54,000	0	0	0	54,000	0	54,000
	Downtown Revitalization Plans	Existing plans require regular updates.	0	68,000	0	0	0	68,000	0	68,000
	Signage Strategy	Standards for municipal boundary and community signage.	0	80,000	80,000	0	0	0	0	80,000
	Indigenous Relations Framework	$50,000 in each of 2025 and 2026.	0	50,000	50,000	0	0	0	0	50,000

Total - Special Projects Budget Summary with Funding Sources	Expense	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve	Financing from Economic Development Reserve	Financing from FHIMP Grant	Financing Total
	5,358,000	**3,561,540**	**771,250**	**828,300**	**122,000**	**75,000**	**5,358,000**

2025 Early Starts

2025 Special Projects Provided Early-Start Approval ($)

Project	Primary Treatment/Activity	Expenditure	Financing from Special Projects Reserve	Financing from DC Reserve	Financing from General Contingency Reserve
Municipal Websites	Renewal and Redesign of City's Websites	400,000	150,000	250,000	0
Total		**400,000**	**150,000**	**250,000**	**392,500**

2025 Operating Budget Overview



Overview

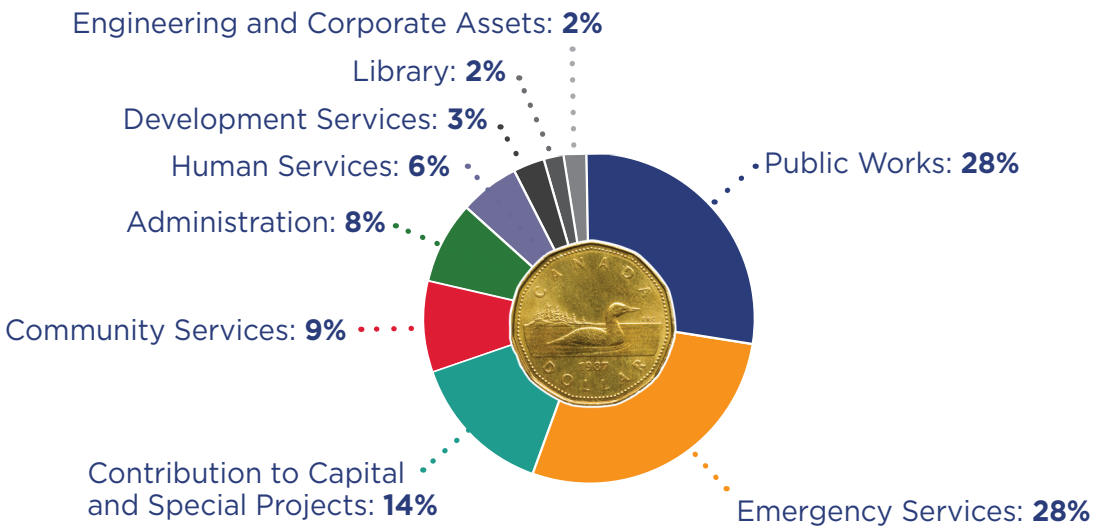
What is an Operating Budget?

The City creates an operating budget to plan for the day-to-day service delivery that residents rely on, such as road repair, winter snow plowing, fire rescue services, parks maintenance, etc.

The Municipal Act stipulates that municipalities cannot budget for a deficit. This makes the annual budgeting process important to ensure services and initiatives are planned and carried out in a financially responsible manner. A component of this Operating Budget, slightly more than $17.4 Million, includes a transfer to the Asset Management reserve to finance the Capital Budget.

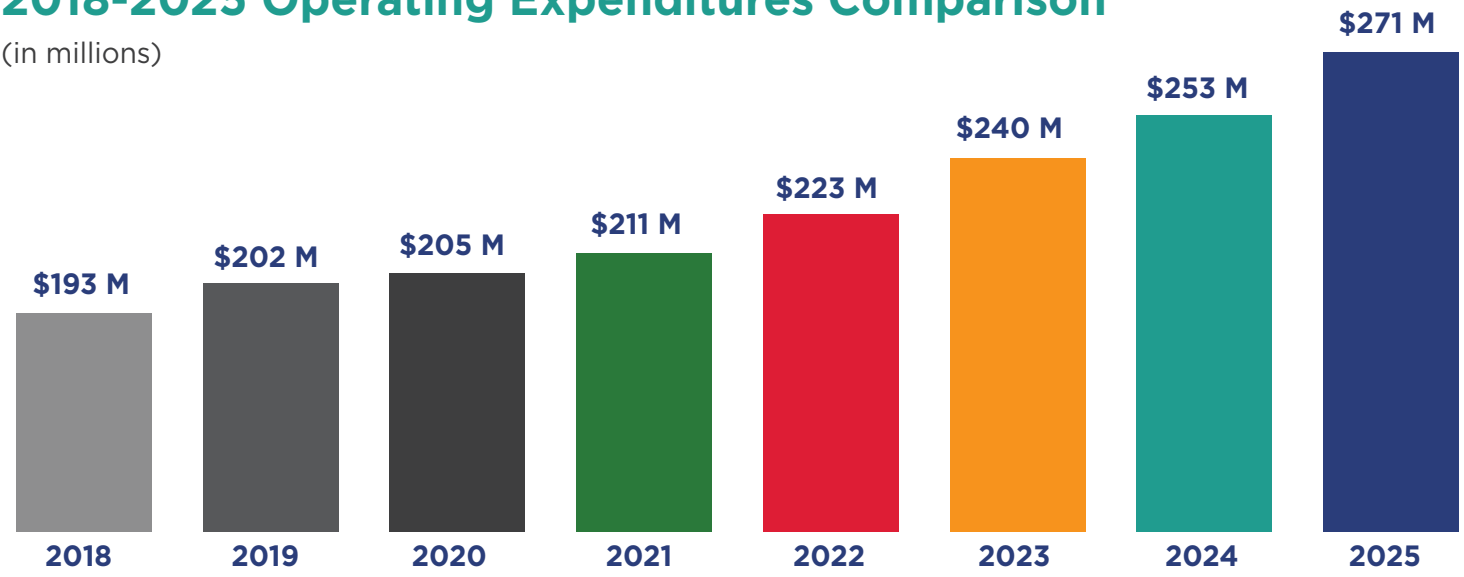
It is important to note that $27 Million of this budget is raised for the school board and the municipality submits this amount directly to them (15% of the 2025 tax levy).

Where Tax Dollars Go



2018-2025 Operating Expenditures Comparison

(in millions)



2025 Operating Budget Summary

Revenue

Tax Revenues	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Taxation	(137,799,943)	(146,009,980)	(160,057,459)	(14,014,490)
School Board Taxation	(25,524,892)	(26,905,000)	(26,905,000)	0
School Board Payments	25,524,892	26,905,000	26,905,000	0
Total - Revenue	**(137,799,943)**	**(146,009,980)**	**(160,057,459)**	**(14,014,490)**

Grants	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Federal Grants	24,239	(585,166)	(415,290)	169,876
Provincial Grants	(68,077,663)	(69,732,596)	(76,825,674)	(7,093,078)
Recovery-Other Municipalities	(2,004,313)	(2,156,876)	(2,664,286)	(507,410)
Total - Grants	**(70,057,737)**	**(72,474,638)**	**(79,905,250)**	**(7,430,612)**

Other Revenues	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Interest Income	(3,198,811.39)	(4,600,000.00)	(3,100,000.00)	1,500,000.00
Penalties & Interest on Taxes	(1,640,880.21)	(1,750,000.00)	(1,700,000.00)	50,000.00
Restricted Amounts Earned	(2,134,127.95)	(5,276,646.00)	(2,083,797.00)	(44,453.00)
Donations & Other Revenue	(1,451,945.71)	(907,404.00)	(736,537.00)	170,867.00
Total - Other Revenues	**(8,425,765.26)**	**(12,534,050.00)**	**(7,620,334.00)**	**1,676,414.00**

User Charges, Licenses and Fines	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Admission/Tickets/Fares	(209,712)	(190,619)	(209,750)	(19,131)
Registration Fees	(1,321,555)	(1,145,550)	(1,312,000)	(166,450)
Service Fees	(2,021,589)	(2,021,515)	(2,069,374)	(47,859)
Finance Services	(402,402)	(452,500)	(501,000)	(48,500)
Police Services Fees	(51,967)	(40,750)	(40,050)	700
Parks & Rec Rental Fees	(2,735,726)	(2,391,295)	(2,854,450)	(463,155)
Facilities Rental & Leases	(951,091)	(708,147)	(908,589)	(200,442)
Manor Residents Revenue	(3,821,879)	(4,063,046)	(4,394,607)	(331,561)
Waste Management User Fees	(3,225,643)	(3,453,740)	(3,392,000)	61,740
Water User Fees	(56,540)	(230,000)	(180,000)	50,000
Licenses	(288,340)	(568,000)	(613,500)	(45,500)
Permits	(3,192,569)	(2,595,116)	(3,272,100)	(676,984)
Fines	(71,561)	(69,500)	(78,800)	(9,300)
POA Fines	(1,243,729)	(1,727,335)	(1,760,000)	(32,665)
Sales	(2,245,106)	(908,250)	(891,700)	16,550
Cemetery Sales	(205,592)	(160,500)	(190,600)	(30,100)
Advertising Sales	(34,009)	(20,500)	(28,475)	(7,975)
Other Recoveries	(1,887,299)	(1,168,936)	(1,239,368)	(70,432)
Total - User Charges, Licenses and Fines	**(23,966,308)**	**(21,915,299)**	**(23,936,363)**	**(2,021,064)**

Prior Years (Surplus) Deficit	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
	(4,564,419)	0	0	0

Total Revenue	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
	(244,814,172)	**(252,933,967)**	**(271,519,406)**	**(21,789,752)**

Expenses

Salaries, Wages and Benefits	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Salaries and Wages	71,248,024	80,258,863	84,171,229	3,912,366
Employer Paid Benefits	21,373,988	23,447,726	25,545,906	2,098,180
Total - Salaries, Wages and Benefits	**92,622,012**	**103,706,589**	**109,717,135**	**6,010,546**

Materials, Supplies and Services	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Staff/Board Training & Expense	1,322,707.01	1,185,571.00	1,292,077.00	106,506.00
Corporate Training	51,281.28	345,000.00	293,750.00	(51,250.00)
Council Expenses	41,019.78	50,500.00	63,100.00	12,600.00
Telephone & Office Services	838,175.19	1,058,268.00	1,057,400.00	(868.00)
Postage, Printing, Office Supp	1,093,086.15	1,148,898.00	974,616.00	(174,282.00)
Operating Materials & Supplies	2,270,444.23	2,539,850.00	2,666,175.00	126,325.00
Advertising and Promotion	582,974.82	667,924.00	536,781.00	(131,143.00)
Utilities & Fuels	4,239,642.49	4,127,353.00	4,198,111.00	70,758.00
Vehicle & Equipment Fuel	2,715,427.77	3,579,914.00	3,053,685.00	(526,229.00)
Material & Equipment Charges	5,803,891.75	5,579,046.00	5,663,631.00	84,585.00
Protection Materials	611,663.23	840,723.00	596,477.00	(244,246.00)
Capital Out of Operations	564,212.73	128,500.00	323,274.00	194,774.00
Total - Materials, Supplies and Services	**20,134,526.43**	**21,251,547.00**	**20,719,077.00**	**(532,470.00)**

Contracted Services	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Professional Fees	6,726,136	5,219,520	5,015,876	(203,644)
Technology Contracted Serv	2,556,533	3,246,477	3,687,816	441,339
General Contracted Services	13,719,893	11,999,720	12,397,197	397,477
Equipment Maintenance	621,837	762,953	1,051,825	288,872
PW Contracted Services	1,579,132	2,016,180	2,048,960	32,780
Environmental Contract Serv	6,576,298	4,724,147	4,680,838	(43,309)
Protection Contracted Serv	162,900	139,150	143,375	4,225
Community Services Contract	375,684	354,500	375,375	20,875
Building Maintenance	1,267,689	1,639,682	1,435,309	(204,373)
Grounds Maintenance	1,468,109	1,373,702	1,459,247	85,545
Cemetery Grounds Contracted	21,539	0	12,000	12,000
Total - Contracted Services	**35,075,749**	**31,476,031**	**32,307,818**	**831,787**

Rents and Insurance Expenses	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Land And Building Rental	1,124,530	852,339	1,063,334	210,995
Equipment Rental	110,283	115,570	109,905	(5,665)
Insurance	3,066,128	3,209,500	3,212,000	2,500
Total - Rents and Insurance Expenses	**4,300,941**	**4,177,409**	**4,385,239**	**207,830**

Interest on Long Term Debt	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Debenture Interest	1,522,024	1,628,130	1,825,969	197,839
Total - Interest on Long Term Debt	**1,522,024**	**1,628,130**	**1,825,969**	**197,839**

Debt, Lease and Financial	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Debenture Principal	7,360,896	7,604,840	7,728,915	124,075
Financial Charges	250,960	279,096	267,416	(11,680)
Tax Adjustments	993,453	757,000	802,766	45,766
Total - Debt, Lease and Financial	**8,605,309**	**8,640,936**	**8,799,097**	**158,161**

Transfer to External Clients	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Transfer to Agencies	49,207,058	53,908,767	59,649,765	5,740,998
MPAC Fees	1,357,959	1,384,500	1,412,190	27,690
Total - Transfer to External Clients	**50,565,016**	**55,293,267**	**61,061,955**	**5,768,688**

Interfunctional Adjustments	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Interfunctional Adjustments	1,276,558	1,787,049	3,276,855	1,489,806
Municipal Taxes	259,125	224,000	255,965	31,965
Transfers to Reserves	27,630,473	24,749,009	29,170,296	7,533,209
Total - Interfunctional Adjustments	**29,166,155**	**26,760,058**	**32,703,116**	**9,054,980**

Total Expenses	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
	241,991,733	**252,933,967**	**271,519,406**	**21,697,361**

Tax Support Required	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
	(2,822,440)	**0**	**0**	**0**



Strategic Staffing Investments

Preparing for Growth and Sustainability

As a municipal public service provider, our almost 1500 employees are critical in delivering all of the local services and programs our residents rely on. At the same time, we are facing unprecedented forecasted growth for the next several years. We are committed to retaining, attracting and expanding our talent base through ongoing, affordable and sustainable investments in our people.

We are targeting our immediate investments in growth readiness and response, affordable housing, emergency services and preparedness, and community health, safety and well-being. Recent and ongoing collective bargaining with our unions have resulted in newly ratified contracts, reflecting our collective commitment to fair compensation and workplace stability for employees. These contracts balance fiscal responsibility with competitive wages and benefits, ensuring municipality services are maintained, and growth pressures are managed.

The gross salaries, wages and benefits in the 2025 Budget is $109.7 Million. This represents 40% of the City's overall Operating Budget.

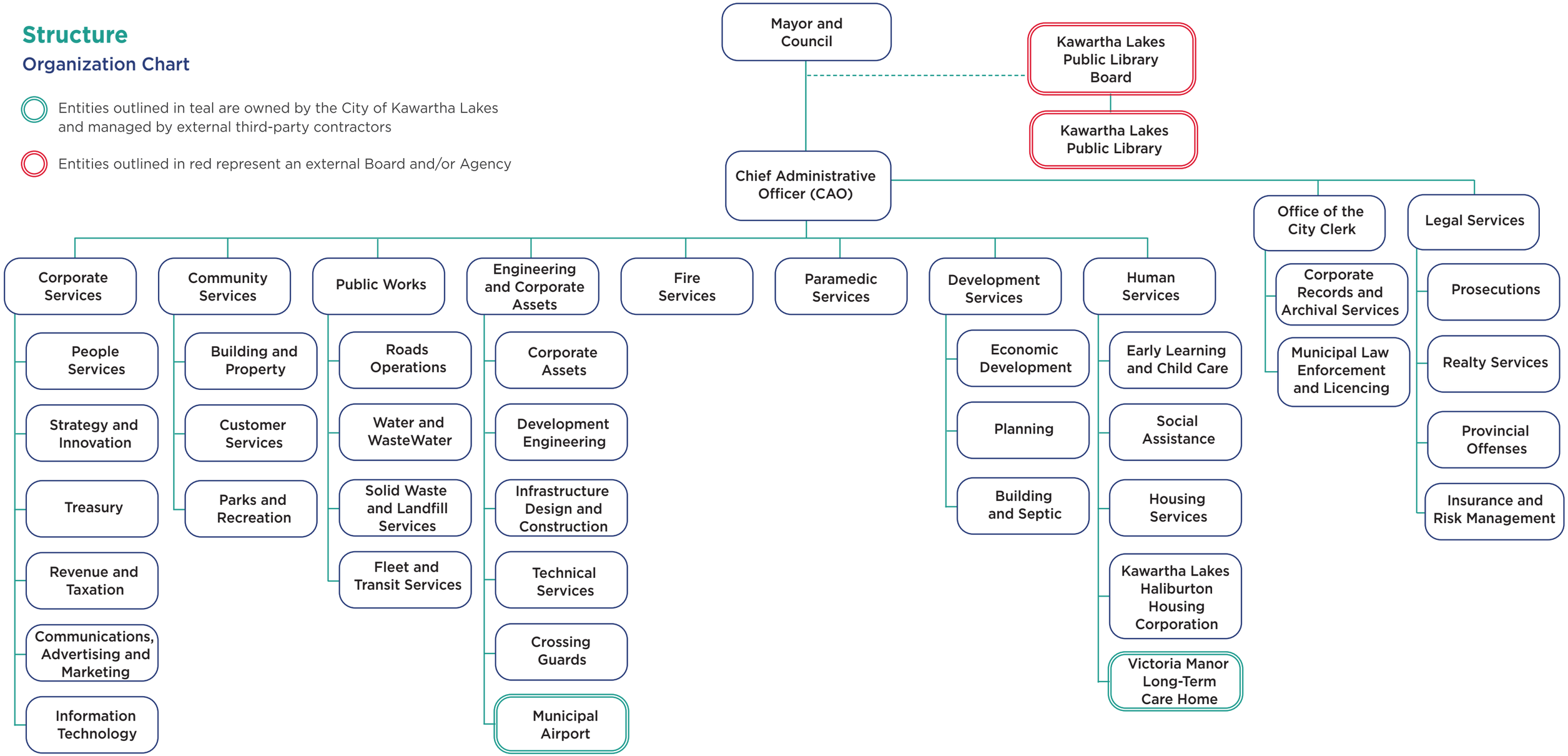
Staffing

Structure

Organization Chart

Entities outlined in teal are owned by the City of Kawartha Lakes and managed by external third-party contractors

Entities outlined in red represent an external Board and/or Agency



Staffing Complement

Office of the CAO	Approved 2023	Approved 2024	Approved 2025
Administration	2	2	2
Office of the City Clerk	7	7	7
Corporate Records and Archival Services	3	4	4
Municipal Law Enforcement and Licencing	17	17	17
Legal Services	2	2	3
Prosecutions	2	3	3
Realty Services	4	4	4
Provincial Offences	7	8	8
Insurance and Risk Management	1	1	1
Total — Office of the CAO	**45**	**48**	**49**

Corporate Services	Approved 2023	Approved 2024	Approved 2025
Administration	3	3	3
People Services	22	24	25
Strategy and Innovation	3	3	3
Treasury	16	16	18
Revenue and Taxation	12	14	17
Communications, Advertising and Marketing	3	3	4
Information Technology	19	21	23
Total — Corporate Services	**78**	**84**	**93**

Community Services	Approved 2023	Approved 2024	Approved 2025
Administration	3	3	3
Building and Property	12	12	13
Customer Services	12	12	12
Parks and Recreation	47	53	55
Total — Community Services	**74**	**80**	**83**

Public Works	Approved 2023	Approved 2024	Approved 2025
Administration	11	11	11
Roads Operations	108	120	121
Water and Wastewater	18	18	18
Solid Waste and Landfill Services	14	14	14
Fleet and Transit Services	20	25	27
Total — Public Works	**171**	**188**	**191**

Engineering and Corporate Assets	Approved 2023	Approved 2024	Approved 2025
Administration	3	3	3
Corporate Assets	3	3	3
Development Engineering	7	8	8
Infrastructure Design and Construction	8	9	11
Technical Services	7	7	7
Total — Engineering and Corporate Assets	**28**	**30**	**32**

Fire Services	Approved 2023	Approved 2024	Approved 2025
Administration	5	5	6
Fire Services	28	31	32
Total — Fire Services	**33**	**36**	**38**

Paramedic Services	Approved 2023	Approved 2024	Approved 2025
Administration	4	4	4
Paramedic Services	65	69	73
Total — Paramedic Services	**69**	**73**	**77**

Development Services	Approved 2023	Approved 2024	Approved 2025
Administration	6	6	6
Economic Development	11	11	12
Planning	13	13	14
Building and Septic	23	23	25
Total — Development Services	**53**	**53**	**57**

Human Services	Approved 2023	Approved 2024	Approved 2025
Administration	4	4	4
Early Learning and Child Care	12	12	12
Social Assistance	28	29	29
Housing Services	25	28	31
Kawartha Lakes Haliburton Housing Corporation (KLHHC)	15	15	17
Total — Human Services	**84**	**88**	**93**

Kawartha Lakes Library	Approved 2023	Approved 2024	Approved 2025
Administration	4	5	5
Public Service and Programming	5	7	7
Total — Kawartha Lakes Library	**9**	**12**	**12**

2025 Operating Budget Summary by Department

Detail Summary by Department

Corporate Items	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Corporate Items	(126,076,802)	(131,850,770)	(142,029,500)	(10,178,730)
Total - Corporate Items	**(126,076,802)**	**(131,850,770)**	**(142,029,500)**	**(10,178,730)**

Mayor and Council	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Mayor and Council	649,432	664,284	688,262	23,978
Total - Mayor and Council	**649,432**	**664,284**	**688,262**	**23,978**

Chief Administrative Officer (CAO)	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
CAO Administration	603,962	471,509	523,003	36,494
Office of the City Clerk	1,056,433	1,291,027	1,374,427	83,400
Municipal Law Enforcement and Licensing	1,168,588	1,468,396	1,518,249	49,853
Legal Services	4,569,261	4,539,656	4,646,881	107,225
Total - CAO	**7,398,244**	**7,770,588**	**8,062,560**	**291,972**

Community Services	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Community Services Administration and Courier Services	425,085	425,436	475,700	50,264
Customer Services	912,207	881,952	888,821	6,869
Parks and Recreation	7,049,978	8,435,519	8,506,482	70,963
Building and Property	3,592,744	2,930,481	3,208,347	277,866
Total - Community Services	**11,980,014**	**12,673,388**	**13,079,350**	**405,962**

Corporate Services	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Corporate Services Administration	368,471	511,604	536,579	24,975
People Services	4,100,457	3,175,895	3,807,767	631,872
Communications, Advertising and Marketing	632,452	543,433	585,444	42,011
Information Technology	3,446,708	4,256,895	4,425,859	168,964
Treasury	1,502,502	1,537,221	1,820,562	283,341
Strategy and Innovation	12,797	467,775	444,044	(23,731)
Revenue and Taxation	515,888	476,949	585,466	108,517
Total - Corporate Services	**10,579,274**	**10,969,772**	**12,205,721**	**1,235,949**

Development Services	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Planning and Administration	1,669,684	1,785,496	2,063,567	278,071
Economic Development	1,672,151	1,996,980	2,013,894	16,914
Building Services	0	0	0	0
Total - Development Services	**3,341,835**	**3,782,476**	**4,077,461**	**294,985**

Engineering and Corporate Assets	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Engineering and Administration	588,542	661,555	653,946	(7,609)
Corporate Assets	339,146	327,187	273,465	(53,722)
Development Engineering	(399,905)	302,953	384,020	81,067
Infrastructure Design and Construction	262,216	177,131	229,674	52,543
Technical Services	579,704	497,461	530,438	32,977
Crossing Guards	172,690	152,200	179,364	27,164
Municipal Airport	112,162	102,050	161,950	59,900
Total - Engineering and Corporate Assets	**1,654,556**	**2,220,537**	**2,412,857**	**192,320**

Emergency Services	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Fire Rescue Services	9,666,129	11,346,263	12,019,496	673,233
Paramedic Services	6,398,079	6,777,052	7,346,033	568,981
Total - Emergency Services	**16,064,208**	**18,123,315**	**19,365,529**	**1,242,214**

Human Services	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Human Services Administration	491,471	669,561	667,968	(1,593)
Social Services	2,460,767	2,746,606	3,088,251	341,645
Housing Services	2,184,941	2,434,320	3,150,353	716,033
Victoria Manor	982,406	2,523,186	2,598,882	75,696
Total - Human Services	**6,119,584**	**8,373,673**	**9,505,454**	**1,131,781**

Public Works	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Public Works-Administration	428,893	346,260	374,232	27,972
Roads Operations	30,119,251	32,097,096	33,760,493	1,663,397
Solid Waste and Landfill Services	6,090,701	4,952,540	5,523,563	571,023
Fleet Services	1,025,071	52,619	125,427	72,808
Transit Services	1,204,348	1,357,830	1,677,547	319,717
Total - Public Works	**38,868,264**	**38,806,345**	**41,461,262**	**2,654,917**

Agencies, Boards and Committees	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
Kawartha Lakes Haliburton Housing Corporation (KLHC)	2,778,131	3,222,589	3,781,454	558,865
Kawartha Lakes Police Services	9,677,850	10,266,219	12,283,677	2,017,458
Kawartha Lakes OPP	8,066,837	8,125,660	8,272,485	146,825
Kawartha Lakes Library	2,116,653	2,340,456	2,410,670	70,214
Conservation Authorities	1,489,295	1,584,535	1,655,724	71,189
Haliburton, Kawartha, Pine Ridge District Health Unit	2,328,524	2,444,955	2,518,304	73,349
Kawartha Lakes Health Care Initiative	76,804	117,643	121,172	3,529
Lindsay Downtown BIA	(40,876)	240,492	0	(240,492)
VON Canada-Ontario	105,735	123,843	127,558	3,715
Total - Agencies, Boards and Committees	**26,598,952**	**28,466,392**	**31,171,044**	**2,704,652**

Total - Detail Summary by Department	Actual 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable
	(2,822,440)	**0**	**0**	**0**

2025 Operating Budget



Corporate Items Overview

Corporate Items Revenues

Tax Revenues

Tax Revenue is comprised of General tax levy, Area Rate tax levy, Infrastructure levy and Supplemental tax levies. The municipality generates approximately 60% of revenue to fund operations from property taxes. Property taxes are separated into two segments:

- General levy is applied to all municipal tax properties and
- Area rate levies are applied to those properties benefiting from the service. These include: policing and transit.

Supplementary property taxes are budgeted based upon projected new assessments for new building and development, as well as, improvements to property or changes in the use of the land that were unknown at the final 2023 Assessment Roll in December.

The 2025 Dedicated Infrastructure levy is $4.3 Million. This levy supports the transfer to the Asset Management Reserve contribution of $17.4 Million.

School Board Taxation

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

Grants

Two major grants are received in the Corporate Items area.

Grants	Actual 2023	Budget 2024	Budget 2025	% Change from 2024 Budget
The Ontario Municipal Partnership Fund (OMPF)	$7,638,000	$7,555,200	$8,365,200	5.07%
Aggregate Resources	$985,034	$990,500	$1,000,000	0.96%

Ontario Municipal Partnership Fund (OMPF)

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

Assessment Equalization Grant – Provides funding to Municipalities with limited property assessment.

Northern Communities Grant – Provides funding to all northern Municipalities in recognition of their unique challenges.

Rural Communities Grant – Provides funding to rural Municipalities, to rural farming communities, in recognition of their unique challenges.

Northern and Rural Fiscal Circumstances Grant - Provides additional, targeted funding to northern and rural Municipalities based on their fiscal circumstances.

Transitional Assistance – Ensures a guaranteed level of support to Municipalities based on their 2015 OMPF allocation.

Aggregate Resources Fee

The City of Kawartha Lakes receives an annual levy from The Ontario Aggregate Resources Corporation (TOARC) based upon tonnes extracted from the Municipality in the amount of 12 cents per tonne. This fund aids in cost recovery of road repairs resulting from wear on the haul routes. The Aggregate fees received are transferred to the City Capital Contingency Reserve and utilized as a funding source for road repairs and maintenance on these haul routes.

Interest Income

As part of strong fiscal management practices, cash is invested in short and long term investments such as Guaranteed Investment Certificates and Bank bonds. The municipality's investment policy adheres to the guidelines of the Municipal Act. The Bank of Canada has been significantly reducing interest rates in 2024 and rate adjustments may continue in 2025. At the time of writing this document, the interest rate is at 3.25%, down from 5% at the end of 2023. Interest income is estimated to be $3.1 Million.

Interest Income	Actual 2023	Budget 2024	Budget 2025	% Change from 2024 Budget
	$3,198,811	$4,600,000	$3,100,000	(32.61%)

Corporate Items Expenditures

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

Debenture Principle and Interest Repayment

The City utilizes debenture financing for major capital projects. Increases in debt impact the Operating tax support required to fund infrastructure projects identified in the Long-Term Financial Plan. The 2025 debt repayment is greater than the 2024 budget by approximately $300,000, and therefore, $179,004 in Debenture Stabilization reserve funding has been utilized to mitigate this increase.

The 2024 ending balance in the Debenture Stabilization Reserve will be approximately just over $260,000 for utilization in future years.

The Municipal Property Assessment Corporation (MPAC)

MPAC provides assessment services to all Municipalities in Ontario. The cost of the service is based on the Municipality's proportion of the MPAC budget. This is an annual mandatory charge, outside the control of the Municipality to influence.

General Expenditures

Miscellaneous one-time costs that are known during budget development and are not applicable to a specific program area.

Inter-Functional Adjustments

Interfunctional adjustments address two outcomes.

Firstly, they transfer costs between departments, where one department/division is providing support to another department/division, ie. fleet charges. The second outcome for interfunctional adjustments is to allocate tax supported administrative and corporate costs to departments that have an alternate source of funding other than tax, ie. grant funding.

The costs associated with supporting these divisions (i.e. People Services, Information Technology, etc.) are allocated through an interfunctional adjustment to optimize these alternate funding sources.

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

- Water and Wastewater budget
- Kawartha Lakes Haliburton Housing Corporation
- Capital fund
- Trust fund
- Legacy C.H.E.S.T. fund

Capital Tax Levy

As stated earlier in this document, the capital program is funded by tax support through an annual reserve transfer. The transfer to the Asset Management Reserve has increased to approximately $17.4 Million in 2025 to fund the City's Long Term Financial Plan.

Transfer to Reserve

The reserve items are made up of transfers to the Capital, Contingency and Haul Route Reserves. The reserve budget in 2025 continues to support the City's long-term strategy to build up reserves. The 2024 Transfer to Reserve is comprised of the following:

- Asset Management Reserve $17.4 Million
- Capital Contingency Reserve - Haul Route $1 Million
- Capital Contingency Reserve - Affordable Housing $500,000
- Fenelon Powerlink Reserve $210,000
- Public Works Fleet Reserve $6.3 Million
- Fire Services Fleet Reserve $2 Million
- Primary Care Recruitment Reserve $302,000
- Human Resources Stabilization Reserve $400,000
- General Contingency Reserve - Insurance $500,000

These reserves allow flexibility in the approved budget and to finance any unforeseen needs.

2025 Budget Overview (Corporate Items)

2025 Corporate Items Operating Budget

Revenue

Tax Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Taxation	(130,534,532)	(137,320,134)	(143,505,199)	(145,484,688)	99%	(158,067,211)	(12,582,523)	9%
School Board Taxation	(25,126,086)	(25,524,892)	(25,647,349)	(26,905,000)	95%	(26,905,000)	0	0%
Payments in Lieu of Taxes	(249,466)	(240,841)	(7,052)	(233,790)	3%	(260,642)	(26,852)	11%
Amounts Added to Tax Bill	(205,325)	(238,967)	(319,089)	(291,502)	109%	(297,639)	(6,137)	2%
Total - Tax Revenues	**(156,115,410)**	**(163,324,835)**	**(169,478,689)**	**(172,914,980)**	**98%**	**(185,530,492)**	**(12,615,512)**	**7%**

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	0	(65,000)	0	0	0%	0	0	0%
Provincial Grants	(8,353,729)	(8,623,034)	(4,942,157)	(8,545,700)	58%	(9,365,200)	(819,500)	10%
Total - Grants	**(8,353,729)**	**(8,688,034)**	**(4,942,157)**	**(8,545,700)**	**58%**	**(9,365,200)**	**(819,500)**	**10%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interest Income	(2,076,109)	(3,194,521)	(1,455,204)	(4,600,000)	32%	(3,100,000)	1,500,000	(33%)
Penalties and Interest on Taxes	(2,095,297)	(1,640,880)	(765,208)	(1,750,000)	44%	(1,700,000)	50,000	(3%)
Restricted Amounts Earned	(1,123,389)	(979,379)	0	(961,894)	0%	(942,637)	19,257	(2%)
Donations and Other Revenue	(106,545)	(194,885)	(347,552)	(35,000)	993%	(30,000)	5,000	(14%)
Total - Other Revenues	**(5,401,340)**	**(6,009,666)**	**(2,567,965)**	**(7,346,894)**	**35%**	**(5,772,637)**	**1,574,257**	**(21%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Sales	24,795	122,871	0	0	0%	0	0	0%
Other Recoveries	(334,714)	(374,270)	(421,173)	(230,000)	183%	(210,000)	20,000	(9%)
Total - User Fees, Licenses and Fines	**(309,920)**	**(251,399)**	**(421,173)**	**(230,000)**	**183%**	**(210,000)**	**20,000**	**(9%)**

Prior Years (Surplus) Deficit	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Total - Prior Years (Surplus) Deficit	**(7,052,718)**	**(4,564,419)**	**(2,822,440)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,204,406	(765,558)	0	2,100,000	0%	0	(2,100,000)	(100%)
Employer Paid Benefits	44,027	54,263	0	(100,000)	0%	0	100,000	(100%)
Total - Salaries, Wages and Benefits	**1,248,433**	**(711,295)**	**0**	**2,000,000**	**0%**	**0**	**(2,000,000)**	**(100%)**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	424	0	0	0	0%	0	0	0%
Telephone and Office Services	4,615	2,891	737	0	0%	0	0	0%
Postage, Printing, Office Supplies	378,004	117,491	4,565	0	0%	0	0	0%
Operating Materials and Supplies	35,160	2,613	0	0	0%	0	0	0%
Advertising and Promotion	1,116	7,562	7,078	0	0%	0	0	0%
Utilities and Fuels	6,930	7,294	3,545	7,000	51%	7,500	500	7%
Material and Equipment Charges	63,958	0	0	0	0%	0	0	0%
Protection Materials	8,688	0	0	0	0%	0	0	0%
Total - Materials, Training, Services	**498,895**	**137,851**	**15,926**	**7,000**	**228%**	**7,500**	**500**	**7%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	580,016	283,366	44,683	0	0%	0	0	0%
Technology Contracted Service	56,094	0	0	0	0%	0	0	0%
General Contracted Services	36,716	0	0	0	0%	0	0	0%
PW Contracted Services	7,714	0	0	0	0%	0	0	0%
Environmental Contract Service	838	0	0	0	0%	0	0	0%
Building Maintenance	0	0	17	0	0%	0	0	0%
Total - Contracted Services	**681,379**	**283,366**	**44,700**	**0**	**0%**	**0**	**0**	**0%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	7,123	9,813	5,570	0	0%	0	0	0%
Total - Rents and Insurance	**7,123**	**9,813**	**5,570**	**0**	**0%**	**0**	**0**	**0%**

Interest on Long Term Debt	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Debenture Interest	1,721,707	1,522,024	805,269	1,628,130	49%	1,825,969	197,839	12%
Total - Interest on Long Term Debt	**1,721,707**	**1,522,024**	**805,269**	**1,628,130**	**49%**	**1,825,969**	**197,839**	**12%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Debenture Principal	7,734,324	7,360,896	3,761,254	7,604,840	49%	7,728,915	124,075	2%
Financial Charges	9,805	10,004	6,033	10,000	60%	10,000	0	0%
Tax Adjustments	49,599	993,453	318,656	757,000	42%	802,766	45,766	6%
Total - Debt, Lease and Financial	**7,793,727**	**8,364,353**	**4,085,943**	**8,371,840**	**49%**	**8,541,681**	**169,841**	**2%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organizations	1,151,652	1,460,665	608,201	365,000	167%	0	(365,000)	(100%)
Donation to Community Groups	0	0	0	0	0%	514,000	514,000	0
BIA Expenses	(161,086)	19,994	226,341	240,492	94%	248,119	7,627	3%
MPAC Fees	1,362,842	1,357,959	692,694	1,384,500	50%	1,412,190	27,690	2%
Total - Transfer to External Clients	**2,353,408**	**2,838,617**	**1,527,235**	**1,989,992**	**77%**	**2,174,309**	**184,317**	**9%**

School Board Payments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
English Public School Payment	22,962,189	23,423,474	16,942,187	24,325,000	70%	24,325,000	0	0%
English Separate School Payment	2,071,756	2,017,304	1,993,369	2,500,000	80%	2,500,000	0	0%
French Public School Payment	46,144	25,030	6,300	50,000	13%	50,000	0	0%
French Separate School Payment	45,997	59,083	59,270	30,000	198%	30,000	0	0%
Total - School Board Payments	**25,126,086**	**25,524,892**	**19,001,126**	**26,905,000**	**71%**	**26,905,000**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(407,477)	(675,420)	(331,700)	(626,967)	53%	(611,126)	15,841	(3%)
Fleet Internal Operating Charge	1,181,574	1,086,908	1,353,895	1,320,351	103%	(689,480)	(2,009,831)	(152%)
Municipal Taxes	50,266	51,741	53,578	54,000	99%	54,800	800	1%
Transfers to Reserves	16,529,465	18,287,826	19,782,367	15,777,950	125%	20,640,156	4,862,206	31%
Total - Interfunctional Adjustments	**17,353,829**	**18,751,055**	**20,858,141**	**16,525,334**	**126%**	**19,394,350**	**2,869,016**	**17%**

Total - Corporate Items Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	(120,448,530)	**(126,117,678)**	**(133,888,513)**	**(131,610,278)**	**102%**	**(142,029,520)**	**(10,419,242)**	**8%**



Mayor and Council

Who?

As a single-tier municipality, Kawartha Lakes is governed by City Council consisting of the Mayor and one councillor from each of the City's eight wards. Residents elect members of Council to serve four-year terms in office. Council elects a Deputy Mayor each year.

What?

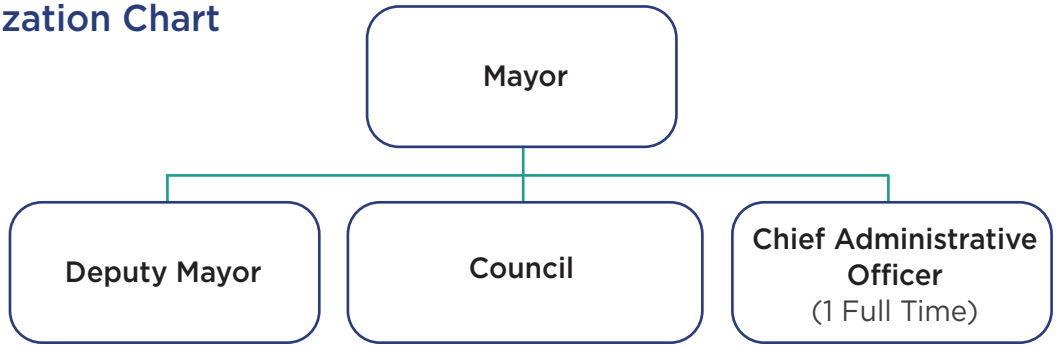
Council makes decisions to help ensure the services offered by the municipality meet the needs of the community. Council annually adopts the municipal budget to ensure the fiscal balance of the municipality, allocating appropriate resources and services to meet the needs of the community. Council establishes and approves policy to guide municipal operations and administration, and establishes service levels.

How?

Council governs the municipality, deciding on by-laws and policies that deal with issues concerning the community and act as stewards for their ward and constituents. To ensure accountability and transparency, Council meetings are open to the public and live streamed on YouTube.

Structure

Organization Chart



2024 Accomplishments

- Approved the consolidated Rural Zoning By-Law which replaced outdated standards and regulations between areas
- Approved the Kawartha Lakes 2024-2027 Strategic Plan which sets the direction for the municipality
- Invested in Primary Care Services, including After-Hours Clinics to ensure continued access for municipal residents
- Hosted the International Plowing Match and Rural Expo promoting Kawartha Lakes as a great place to live, work and play
- Established a Roads Task Force and a Budget Committee providing Council involvement and oversight for these areas
- Enacted Secondary Plans for Bobcaygeon, Fenelon Falls, Omemee and Lindsay

2025 Priorities

- Expansion of public transportation with connection to GO Transit
- Completion of the Summit Wellness Centre in Coboconk, a hub for community health and community space for northern Kawartha Lakes
- Develop and implement the municipality's Climate Change Strategy
- Continue implementing the Community Safety and Well-Being Plan
- Complete and implement the City's Growth Management Strategy (GMS) and supporting Servicing and Transportation Master Plans

Current Councillor Contact Information



Mayor Doug Elmslie
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delmslie@kawarthalakes.ca



Councillor Emmett Yeo (Ward 1)
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eyeo@kawarthalakes.ca



Councillor Pat Warren, Ward 2
705-324-9411 ext. 3802
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Councillor Mike Perry (Ward 3)
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Councillor Dan Joyce (Ward 4)
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Councillor Eric Smeaton* (Ward 5)
705-324-9411 ext. 3805
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Councillor Ron Ashmore (Ward 6)
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rashmore@kawarthalakes.ca



Deputy Mayor Charlie McDonald
Councillor (Ward 7)
705-324-9411 ext. 3807
cmmcdonald@kawarthalakes.ca



Councillor Tracy Richardson (Ward 8)
705-324-9411 ext. 3808
trichardson@kawarthalakes.ca

* resigned as of November 1, 2024

Mayor and Council Department Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	515,772	527,372	255,745	535,009	48%	545,706	10,697	2%
Employer Paid Benefits	63,658	64,764	30,823	68,075	45%	66,356	(1,719)	(3%)
Total - Salaries, Wages and Benefits	**579,430**	**592,136**	**286,568**	**603,084**	**48%**	**612,062**	**8,978**	**1%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	222	23	0	0	0%	0	0	0
Council Expenses	33,053	41,020	28,599	50,500	57%	63,100	12,600	25%
Telephone and Office Services	319	1,598	324	500	65%	500	0	0
Postage, Printing, Office Supplies	359	79	4	200	2%	100	(100)	(50%)
Advertising and Promotion	7,755	14,575	4,190	10,000	42%	12,500	0	25%
Total - Materials, Training, Services	**41,708**	**57,295**	**33,117**	**61,200**	**54%**	**76,200**	**12,500**	**25%**

Total - Mayor and Council Department Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	621,138	**649,432**	**319,686**	**664,284**	**48%**	**688,262**	**21,478**	**4%**



Chief Administrative Officer (CAO)

Who?

The Office of the Chief of Administrative Officer (CAO) is comprised of the CAO and administration staff, Office of the City Clerk, Municipal Law Enforcement and Licensing and Legal Services.

What?

The CAO provides overall direction to staff, leads the senior management team, and is responsible to Council for the efficient management of the municipal administration.

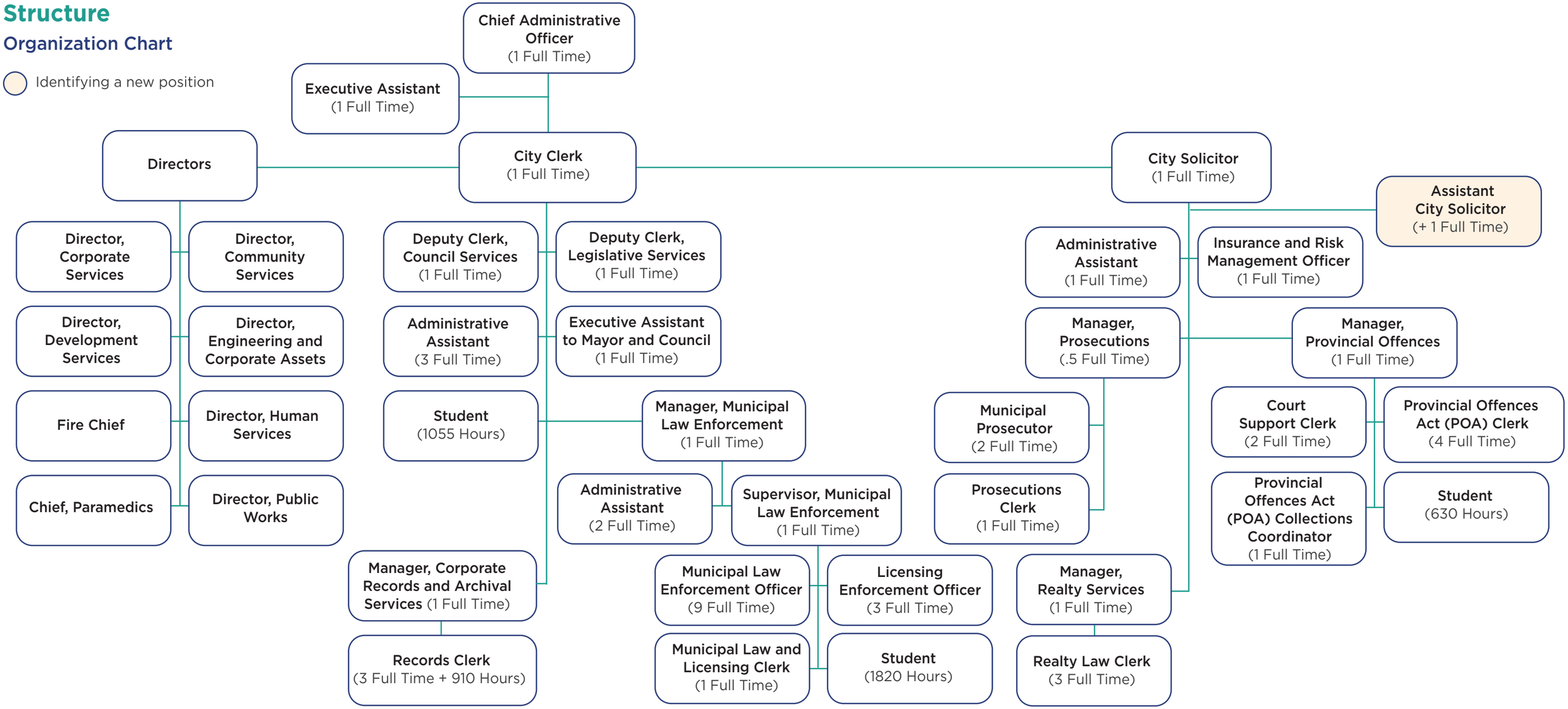
How?

The Office of the CAO provides advice to Council, leadership to senior staff and the municipality's departments, ensuring compliance with legislation.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown: Department

Full Time Staff

2024: 48
2025: 49

Additional Hours

2024: 910
2025: 1,885

Student Hours

2024: 3,505
2025: 3,505

Director's salaries, wages, benefits and headcounts are captured in the Department's operating budgets. In some cases director's salaries can be captured and divided between the divisions within a department.

Chief Administrative Officer (CAO) Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable/ Unfavourable)	Budget % Variance
Revenue	0	0	0	0	0	0%
Grants	170,322	(65,103)	(878)	(11,000)	(10,122)	1153%
User Fees, Licenses and Fines	(2,470,763)	(3,842,940)	(2,905,235)	(3,298,949)	(393,714)	14%
Total - Revenue	**(2,300,441)**	**(3,908,043)**	**(2,906,113)**	**(3,309,949)**	**(403,836)**	**14%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable/ Unfavourable)	Budget % Variance
Salaries, Wages and Benefits	4,082,526	4,316,243	4,931,402	5,726,033	794,631	16%
Materials, Training, Services	392,086	416,558	435,800	393,835	(41,965)	(10%)
Contracted Services	1,223,585	1,153,522	1,033,900	983,650	(50,250)	(5%)
Rents and Insurance	3,168,742	3,107,777	3,266,750	3,277,500	10,750	0%
Debt, Lease and Financial	31,969	78,665	30,500	37,600	7,100	23%
Transfer to External Clients	311,200	318,738	340,000	327,000	(13,000)	(4%)
Interfunctional Adjustments	352,901	1,914,783	638,349	626,891	(11,458)	(2%)
Total - Expenses	**9,563,009**	**11,306,286**	**10,676,701**	**11,372,509**	**695,808**	**7%**

Total - CAO Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	7,262,568	**7,398,244**	**7,770,588**	**8,062,560**	**291,972**	**4%**



Administration Division

Overview

Provides support across the various functions under the CAO's Office, performing the administrative activities and procedures necessary for the Department's operational needs. Serves as liaison between City Council and the City's administration, and acts as a City ambassador and liaison to upper levels of government, external partners and stakeholders

2024 Accomplishments

- Development and Council approval of the Kawartha Lakes 2024-2027 Strategic Plan, setting the direction for the municipality for the next four years
- Developed the City's Housing Pledge implementation plan to realize the municipality's housing supply target of 6500 new homes by 2031

2025 Priorities

- Review of the Council policies for this term of Council
- Preparation and planning for the 25 Anniversary of the City of Kawartha Lakes (January 1, 2026)
- Advance Strategic Plan priorities, with members of the Senior Management Team, in the areas of: Long Term Financial Plan and Asset Management, Customer Experience and Digital Transformation, and Municipal Housing Pledge

Personnel Breakdown

Full Time Staff

2024: 2
2025: 2

Administration Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	519,644	400,325	157,100	300,886	52%	350,708	49,822	17%
Employer Paid Benefits	109,423	93,614	38,649	76,429	51%	85,227	8,798	12%
Total - Salaries, Wages and Benefits	**629,067**	**493,939**	**195,749**	**377,315**	**52%**	**435,935**	**58,620**	**16%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	14,799	10,091	6,874	18,750	37%	16,450	(2,300)	(12%)
Corporate Training	11,440	10,893	0	5,000	0%	3,750	(1,250)	(25%)
Telephone and Office Services	1,263	1,270	415	2,600	16%	1,950	(650)	(25%)
Postage, Printing, Office Supplies	5,281	3,020	2,646	5,350	49%	3,550	(1,800)	(34%)
Advertising and Promotion	58,751	112,361	66,384	85,000	78%	85,000	0	0%
Capital Out of Operations	2,273	3,509	6,818	5,000	136%	5,000	0	0%
Total - Materials, Training, Services	**93,806**	**141,143**	**83,137**	**121,700**	**68%**	**115,700**	**(6,000)**	**(5%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	0	0	5,000	0%	3,750	(1,250)	(25%)
Total - Contracted Services	**0**	**0**	**0**	**5,000**	**0%**	**3,750**	**(1,250)**	**(25%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	1,351	1,351	113	1,750	6%	1,500	(250)	(14%)
Total - Rents and Insurance	**1,351**	**1,351**	**113**	**1,750**	**6%**	**1,500**	**(250)**	**(14%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(26,569)	(32,472)	(17,128)	(34,256)	50%	(33,882)	374	(1%)
Total - Interfunctional Adjustments	**(26,569)**	**(32,472)**	**(17,128)**	**(34,256)**	**50%**	**(33,882)**	**374**	**(1%)**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	697,656	**603,962**	**261,871**	**471,509**	**56%**	**523,003**	**51,494**	**11%**



Legal Services Division

Overview

Provides legal advice and support to Departments and Council on various municipal legal matters. The Legal Services Division also consists of the Provincial Offences Administration (POA) Office, Realty Services and Insurance & Risk Management.

2024 Accomplishments

- Approval of by-law amendments to support pollinator habitat encouraging a healthy environment
- Secondary Plans for Lindsay and Fenelon Falls in force and effect, establishing land use for those communities
- Creation of Standard Operating Procedures as part of a comprehensive Provincial Offences Administration training manual
- Generated $636,480.01 in revenue from the sale of land that was declared surplus to municipal needs
- Assisted with improvements to the road network by correcting title errors respecting municipal roads and acquiring land for road improvements
- Completed property appraisals for both asset management and insurance purposes
- Conducted a Cyber risk management exercise and training on the identified risks and controls

2025 Priorities

- Approval of Tree Protection By-laws to protect and enhance our tree canopy
- Introduction of environmental considerations into the land sale disposition process, to ensure that environmentally sensitive land is held by the municipality for the benefit of the public for the long term
- Creation of Standard Operating Procedures for the Realty Services Division to ensure efficient operations

Personnel Breakdown

Full Time Staff

2024: 18
2025: 19

Student Hours

2024: 630
2025: 630

Legal Services Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	235,425	0	0	0	0%	0	0	0%
Total - Grants	**235,425**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(15,460)	(30,800)	(4,049)	(17,000)	24%	(114,249)	(97,249)	572%
Finance Services	(1,471)	(663)	0	(2,500)	0%	(1,000)	1,500	(60%)
Parks and Rec Rental Fees	(29,058)	(31,093)	(30,945)	(36,300)	85%	(36,000)	300	(1%)
Facilities Rental and Leases	(78,824)	(75,335)	(52,172)	(80,000)	65%	(85,000)	(5,000)	6%
Licenses	0	(1,535)	0	0	0%	0	0	0%
POA Fines	(1,253,366)	(1,243,729)	(813,300)	(1,727,335)	47%	(1,760,000)	(32,665)	2%
Sales	(517,975)	(1,636,974)	(262,239)	(200,000)	131%	(200,000)	0	0%
Other Recoveries	(194,926)	(260,928)	(240,245)	(95,000)	253%	(165,000)	(70,000)	74%
Total - User Fees, Licenses and Fines	**(2,091,081)**	**(3,281,057)**	**(1,402,950)**	**(2,158,135)**	**65%**	**(2,361,249)**	**(203,114)**	**9%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,152,520	1,204,071	643,538	1,357,630	47%	1,725,297	367,667	27%
Employer Paid Benefits	314,176	331,448	202,760	399,858	51%	479,183	79,325	20%
Total - Salaries, Wages and Benefits	**1,466,696**	**1,535,519**	**846,298**	**1,757,488**	**48%**	**2,204,480**	**446,992**	**25%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	21,833	28,497	18,026	32,550	55%	29,575	(2,975)	(9%)
Telephone and Office Services	10,332	10,235	5,156	12,500	41%	12,750	250	2%
Postage, Printing, Office Supplies	81,185	26,262	10,518	43,350	24%	31,010	(12,340)	(28%)
Advertising and Promotion	24,717	3,206	0	26,000	0%	5,000	(21,000)	(81%)
Material and Equipment Charges	600	0	0	0	0%	0	0	0%
Capital Out of Operations	0	14,401	0	1,000	0%	750	(250)	(25%)
Total - Materials, Training, Services	**138,666**	**82,601**	**33,701**	**115,400**	**29%**	**79,085**	**(36,315)**	**(31%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	884,869	880,283	273,253	747,000	37%	671,250	(75,750)	(10%)
General Contracted Services	288	37	9	500	2%	250	(250)	(50%)
Protection Contracted Serv	7,164	5,970	3,582	7,200	50%	7,200	0	0%
Building Maintenance	1,201	1,553	0	1,000	0%	1,000	0	0%
Total - Contracted Services	**893,523**	**887,843**	**276,844**	**755,700**	**37%**	**679,700**	**(76,000)**	**(10%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	113,438	119,785	58,120	114,000	51%	125,000	11,000	10%
Equipment Rental	956	319	0	1,000	0%	1,000	0	0%
Insurance	3,052,997	2,986,322	3,067,703	3,150,000	97%	3,150,000	0	0%
Total - Rents and Insurance	**3,167,391**	**3,106,426**	**3,125,823**	**3,265,000**	**96%**	**3,276,000**	**11,000**	**0%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	28,676	74,581	15,783	27,500	57%	32,500	5,000	18%
Total - Debt, Lease and Financial	**28,676**	**74,581**	**15,783**	**27,500**	**57%**	**32,500**	**5,000**	**18%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to Prov-Victim Surcharge	190,357	166,763	72,358	200,000	36%	192,000	(8,000)	(4%)
Transfer to Prov-Dedicated Fin	55,225	52,515	12,545	60,000	21%	55,000	(5,000)	(8%)
Local Service Agreement Transfer	10,924	12,399	0	20,000	0%	20,000	0	0%
Total - Transfer to External Clients	**256,506**	**231,676**	**84,903**	**280,000**	**30%**	**267,000**	**(13,000)**	**(5%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(231,022)	(209,210)	(113,465)	(227,047)	50%	(254,385)	(27,338)	12%
Transfers to Reserves	738,175	2,140,882	535,729	723,750	74%	723,750	0	0%
Total - Interfunctional Adjustments	**507,153**	**1,931,672**	**422,264**	**496,703**	**85%**	**469,365**	**(27,338)**	**(6%)**

Total - Legal Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	4,602,956	**4,569,261**	**3,402,666**	**4,539,656**	**75%**	**4,646,881**	**107,225**	**2%**



Office of the City Clerk Division

Overview

Responsible for all statutory duties sanctioned by the Province of Ontario including the management of City records and archives, responding to requests made under the Municipal Freedom of Information and Protection of Privacy Act, registration of Vital Statistics and administration of Provincially legislated programs and services. The City Clerk acts as the Secretariat to Council and its Committees, the Returning Officer for Municipal Elections, and as the Signing Officer for the municipality.

2024 Accomplishments

- Modernized and implemented electronic processes to streamline workflows
- Initiated planning and preparations for the 2026 Municipal Election and for the 25th Anniversary of the City of Kawartha Lakes (January 1, 2026)
- Completed the Digitization Strategy, Municipal Art Collection Policy and Replevin Report and Plan for repatriation of records for First Nation communities
- Provided resources on the Records and Archives page on the municipal website for finding municipal records and archives

2025 Priorities

- Coordination of the annual Policy Review, audit of by-laws for retention and relevance, and increasing electronic document access for Council members
- Continuing preparations for the 2026 Municipal Election and for 25th Anniversary of City of Kawartha Lakes (January 1, 2026)
- Implementation of software for the management of physical records management to begin the Predecessor Municipality Records Project
- Develop user guides and training for Gimmal Physical Records Management

Personnel Breakdown

Full Time Staff

2024: 7
2025: 7

Additional Hours

2024: 910
2025: 910

Student Hours

2024: 1,055
2025: 1,055

Office of the City Clerk Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	0	0	(10,983)	0	0%	(11,000)	(11,000)	0%
Total - Grants	**0**	**0**	**(10,983)**	**0**	**0%**	**(11,000)**	**(11,000)**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(61,470)	(116,529)	(30,495)	(73,800)	41%	(88,300)	(14,500)	20%
Police Services Fees	(79)	(7)	(6)	(100)	6%	(100)	0	0%
Permits	(49,025)	(54,325)	(27,805)	(40,000)	70%	(60,000)	(20,000)	50%
Other Recoveries	0	(20,576)	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(110,574)**	**(191,436)**	**(58,306)**	**(113,900)**	**51%**	**(148,400)**	**(34,500)**	**30%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	757,972	761,723	370,980	877,863	42%	1,003,625	125,762	14%
Employer Paid Benefits	198,183	215,177	117,551	259,314	45%	271,852	12,538	5%
Total - Salaries, Wages and Benefits	**956,155**	**976,900**	**488,531**	**1,137,177**	**43%**	**1,275,477**	**138,300**	**12%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	13,202	13,932	6,317	20,450	31%	16,575	(3,875)	(19%)
Telephone and Office Services	3,828	2,698	1,227	3,000	41%	2,500	(500)	(17%)
Postage, Printing, Office Supplies	36,868	27,629	25,909	38,300	68%	32,325	(5,975)	(16%)
Advertising and Promotion	20,959	583	1,386	6,000	23%	6,000	0	0%
Total - Materials, Training, Services	**74,858**	**44,842**	**34,839**	**67,750**	**51%**	**57,400**	**(10,350)**	**(15%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	264,113	68,439	28,682	70,000	41%	70,450	450	1%
General Contracted Services	15	0	306	0	0%	500	500	0%
Total - Contracted Services	**264,128**	**68,439**	**28,988**	**70,000**	**41%**	**70,950**	**950**	**1%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	638	555	300	0	0%	0	0	0%
Total - Debt, Lease and Financial	**638**	**555**	**300**	**0**	**0%**	**0**	**0**	**0%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Livestock Evaluation Claims	54,694	87,062	33,111	60,000	55%	60,000	0	0%
Total - Transfer to External Clients	**54,694**	**87,062**	**33,111**	**60,000**	**55%**	**60,000**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfers to Reserves	(191,476)	70,072	35,000	70,000	50%	70,000	0	0%
Total - Interfunctional Adjustments	**(191,476)**	**70,072**	**35,000**	**70,000**	**50%**	**70,000**	**0**	**0%**

Total - Office of the Clerk Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,048,424	1,056,433	551,481	1,291,027	43%	1,374,427	83,400	6%



Municipal Law Enforcement and Licensing Division

Overview

Provides investigation and law enforcement services for all divisions of the Corporation. The Municipal Law Enforcement and Licensing services include administration and enforcement of many of the regulatory municipal by-laws and certain Provincial statutes. These include municipal licensing, property standards, zoning, animal control, noise, parking control and alteration of grade.

2024 Accomplishments

- Completed By-law, policy, and process reviews including the Short Term Rentals process, Grade Alteration By-law and Clean and Clear By-law)
- Increased officer presence on the Victoria Rail Trail Corridor (VRTC), and foot patrols in downtowns such as Bobcaygeon and Fenelon Falls to provide a more visible presence.
- Full Short Term Rental licensing program implementation and enforcement

2025 Priorities

- Licensing and enforcement focus on Short Term Rentals program, with updates to the policy and process. Short Term Rental program shift to tourism and promotion of licensed Short Term Rentals in our municipality.
- By-law, policy, and process reviews including Alcohol and Gaming Commission of Ontario (AGCO) liquor licensing, lotteries, special events and Municipal Events
- Expansion of the municipal drone program including pilot training and licence renewals
- Review of the downtown parking program in partnership with the Lindsay Downtown Business Improvement Association (BIA)
- Level of Service Review of Animal Pound Services, which will include animal housing options, medical care, TNRM (trap, neuter and release, colony management), and feral cat policy. This review may result in program adjustments and efficiencies.

Personnel Breakdown

Full Time Staff

2024: 17
2025: 17

Student Hours

2024: 1,820
2025: 1,820

Municipal Law Enforcement and Licensing Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	(65,103)	(65,103)	(879)	(878)	100%	0	878	(100%)
Total - Grants	**(65,103)**	**(65,103)**	**(879)**	**(878)**	**100%**	**0**	**878**	**(100%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(9,071)	(16,974)	(5,442)	(4,700)	116%	(17,200)	(12,500)	266%
Licenses	(182,056)	(286,805)	(429,638)	(567,500)	76%	(613,000)	(45,500)	8%
Permits	(35,701)	(44,882)	(52,272)	(36,000)	145%	(56,600)	(20,600)	57%
Other Recoveries	(42,281)	(21,786)	(33,316)	(25,000)	133%	(102,500)	(77,500)	310%
Total - User Fees, Licenses and Fines	**(269,108)**	**(370,447)**	**(520,668)**	**(633,200)**	**82%**	**(789,300)**	**(156,100)**	**25%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	811,819	1,036,869	599,335	1,275,706	47%	1,405,796	130,090	10%
Employer Paid Benefits	218,788	273,016	175,547	383,716	46%	404,345	20,629	5%
Total - Salaries, Wages and Benefits	**1,030,608**	**1,309,885**	**774,882**	**1,659,422**	**47%**	**1,810,141**	**150,719**	**9%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	18,164	35,064	20,504	30,000	68%	36,000	6,000	20%
Telephone and Office Services	9,294	13,644	5,211	11,500	45%	13,000	1,500	13%
Postage, Printing, Office Supplies	19,148	43,920	10,078	21,950	46%	20,825	(1,125)	(5%)
Operating Materials and Supplies	37,132	52,907	16,998	65,000	26%	69,375	4,375	7%
Advertising and Promotion	1,018	2,240	1,125	2,500	45%	2,250	(250)	(10%)
Vehicle and Equipment Fuel	0	198	66	0	0%	200	200	0%
Total - Materials, Training, Services	**84,755**	**147,972**	**53,983**	**130,950**	**41%**	**141,650**	**10,700**	**8%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	7,884	117,249	1,543	104,000	1%	122,000	18,000	17%
Equipment Maintenance	55,452	79,274	19,437	96,000	20%	105,000	9,000	9%
Protection Contracted Services	182	116	0	1,000	0%	750	(250)	(25%)
Building Maintenance	2,417	602	406	2,200	18%	1,500	(700)	(32%)
Total - Contracted Services	**65,934**	**197,240**	**21,387**	**203,200**	**11%**	**229,250**	**26,050**	**13%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	2,655	3,529	3,333	3,000	111%	5,100	2,100	70%
Total - Debt, Lease and Financial	**2,655**	**3,529**	**3,333**	**3,000**	**111%**	**5,100**	**2,100**	**70%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Fleet Internal Operating Charges	63,792	88,289	49,311	105,902	47%	121,408	15,506	15%
Transfers to Reserves	0	(142,778)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**63,792**	**(54,489)**	**49,311**	**105,902**	**47%**	**121,408**	**15,506**	**15%**

Total - Municipal Law Enforcement and Licensing Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	913,534	**1,168,588**	**381,349**	**1,468,396**	**26%**	**1,518,249**	**49,853**	**3%**



Fire Rescue Service

Who?

Kawartha Lakes Fire Rescue is a composite department with both full-time and volunteer firefighters. The headquarters in Lindsay has a full-time crew 24/7 and all other stations are manned by part-time/volunteer personnel. There are 20 full-time and over 350 part-time/volunteer personnel.

What?

Kawartha Lakes Fire Rescue has 19 stations strategically placed across Kawartha Lakes providing emergency response. The Fire Prevention division reduces fire loss, injuries and deaths by utilizing fire prevention and public education, and code and standards enforcement. Emergency Management identifies potential risks and establishes plans for mitigation and response.

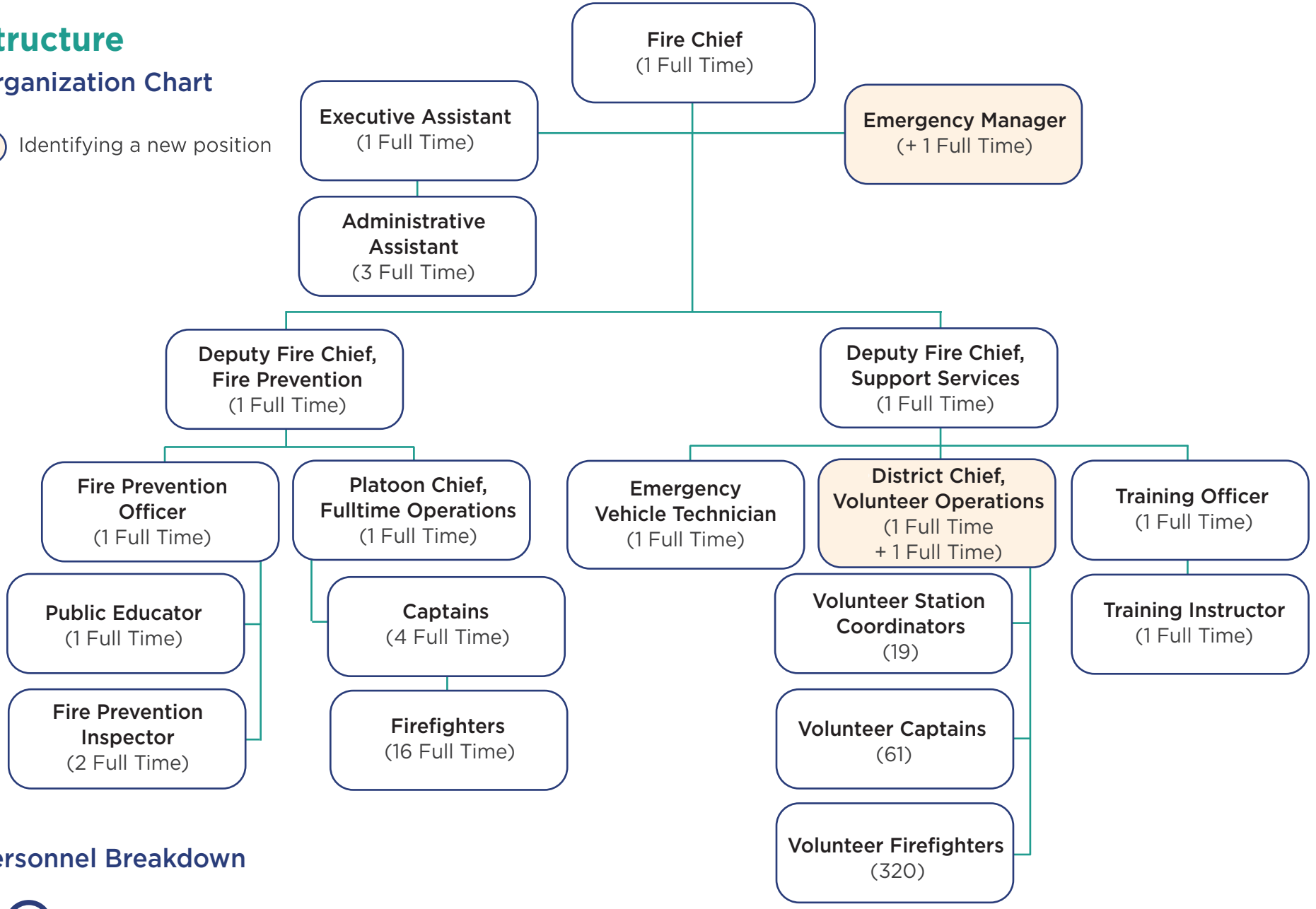
How?

Kawartha Lakes Fire Rescue covers all of Kawartha Lakes and works closely with neighbouring municipalities, including Scugog, Trent Lakes and Minden Hills, to respond to emergency calls. Ongoing training and fleet maintenance ensures firefighters are ready and able to respond when needed.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 36
2025: 38

Volunteers

2024: 400
2025: 400

Administration

Overview

The Fire Rescue Service Administration division provides overall leadership, direction and planning for Fire Rescue Services ensuring department compliance to the Fire Protection and Prevention Act and the Emergency Management and Civil Protection Act.

2024 Accomplishments

- Implemented the Cityworks Public Access Portal to provide a streamlined digital process for obtaining Fire Service permits
- Completed first Fire Service Annual report highlighting call volume, types of responses, public education programs and inspections completed
- Updated Fire Service Establishing and Regulating Bylaw to ensure that the department operates within a structured, efficient, and legally compliant framework

2025 Priorities

- Complete required renovations to Fire Stations as outlined in the Master Fire Plan
- Complete five Fire Station Building Condition Assessments to update and prioritize the Fire Station 10-year capital plan
- Review Fire Service dispatch and communications system technological components to modernize and improve efficiencies
- Undertake collective bargaining with Fulltime Firefighters Local 1701

Training Division

Overview

The Training Division is responsible for the development and implementation of Firefighter training programs and supports all divisions within the Kawartha Lakes Fire Rescue Service.

2024 Accomplishments

- Hired full-time Training Instructor to facilitate the ongoing training and certification of 18 full time firefighters, 334 volunteer firefighters and 4 full time fire prevention and public education staff
- Conducted live fire training through use of the Office of the Fire Marshals mobile live fire training unit
- Completed 2 Volunteer Firefighter recruit classes and promoted and trained 12 new Volunteer Firefighter Captains

2025 Priorities

- Continue Firefighter certification. Ontario Regulation 343/22 Firefighter Certification, made under the Fire Protection and Prevention Act, 1997 requires all Firefighters to be certified in Ontario by July 1, 2026.
- Develop and implement training for ATV's, Marine units and high-rise buildings to ensure effective response in these scenarios

Fire Prevention

Overview

Fire Prevention Division reduces fire loss, injuries and deaths by utilizing the first two lines of defense - fire prevention and public education and code and standards enforcement. All activities within this service area are legislatively mandated by the Fire Protection and Prevention Act.



2024 Accomplishments

- Reinstated the Smoke Alarm Program and proactive inspection of buildings within downtown cores
- Completed Community Risk Assessment to identify potential areas of risk to public safety in our community
- Delivered fire safety lessons to all Grade 1 students in Kawartha Lakes schools – 871 grade 1 students across 35 classes in Kawartha Lakes. Each class received a 30 minute fire safety lesson followed by a 30 minute fire truck tour.



2025 Priorities

- Develop and implement inspection programming based on the risks identified in the Community Risk Assessment
- Work with the Geographical Information Systems (GIS) division to create a fire tracking system to identify high risk areas for smoke alarm program prioritization
- Modernize records management to allow for efficient storage and retrieval of corporate records

Fire Suppression Services

Overview

Fire Suppression Services are responsible for the mitigation of all emergency and non-emergency responses involving risk to life and property in the City of Kawartha Lakes.



2024 Accomplishments

- Expanded full-time firefighter complement to comply with NFPA guidelines and the Master Fire Plan
- Completed recruitment and onboarding of 60 Volunteer Firefighters to ensure effective response
- Completed firefighter certification for 197 firefighters



2025 Priorities

- Training staff and putting into service new Fire apparatus arriving in 2025
- Onboard two Volunteer Firefighter recruit classes to ensure consistent staffing levels

Fire Rescue Service Department Operating Budget

Revenue

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(24,000)	(19,200)	0	(20,000)	0%	(20,000)	0	0%
Total - Recovery-Other Municipalities	**(24,000)**	**(19,200)**	**0**	**(20,000)**	**0%**	**(20,000)**	**0**	**0%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	(2,092)	(7,015)	(3,383)	(11,000)	31%	(7,100)	3,900	(35%)
Total - Other Revenues	**(2,092)**	**(7,015)**	**(3,383)**	**(11,000)**	**31%**	**(7,100)**	**3,900**	**(35%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(11,500)	(11,500)	(2,049)	(11,500)	18%	(11,500)	0	0%
Permits	(40,804)	(48,283)	(37,733)	(43,500)	87%	(48,500)	(5,000)	11%
Fines	(45,106)	(56,351)	(25,748)	(48,000)	54%	(55,000)	(7,000)	15%
Sales	(15,676)	(6,396)	(2,420)	0	0%	0	0	0%
Other Recoveries	(1,092)	(12,665)	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(114,177)**	**(135,196)**	**(67,951)**	**(103,000)**	**66%**	**(115,000)**	**(12,000)**	**12%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	4,799,648	5,125,114	2,638,525	5,685,615	46%	6,224,716	539,101	9%
Employer Paid Benefits	922,408	1,042,423	1,008,456	1,829,900	55%	1,818,681	(11,219)	(1%)
Total - Salaries, Wages and Benefits	**5,722,056**	**6,167,536**	**3,646,981**	**7,515,515**	**49%**	**8,043,397**	**527,882**	**7%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	59,965	86,504	36,235	64,200	56%	66,750	2,550	4%
Telephone and Office Services	73,007	70,334	33,380	76,000	44%	71,200	(4,800)	(6%)
Postage, Printing, Office Supplies	17,645	25,334	8,521	25,130	34%	17,310	(7,820)	(31%)
Operating Materials and Supplies	88,276	94,538	52,479	91,050	58%	99,650	8,600	9%
Advertising and Promotion	5,677	4,295	3,547	7,000	51%	5,600	(1,400)	(20%)
Utilities and Fuels	199,144	189,285	95,871	185,006	52%	190,550	5,544	3%
Vehicle and Equipment Fuel	124,516	110,745	55,977	103,000	54%	112,300	9,300	9%
Material and Equipment Charges	170,060	196,399	108,712	142,000	77%	185,000	43,000	30%
Protection Materials	14,635	27,650	9,252	26,500	35%	25,000	(1,500)	(6%)
Capital Out of Operations	0	13,324	0	16,000	0%	11,000	(5,000)	(31%)
Total - Materials, Training, Services	**752,925**	**818,407**	**403,973**	**735,886**	**55%**	**784,360**	**48,474**	**7%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	62,608	66,157	13,793	57,000	24%	59,000	2,000	4%
Technology Contracted Service	0	0	0	500	0%	0	(500)	(100%)
General Contracted Services	137,394	170,014	117,631	154,500	76%	155,460	960	1%
Equipment Maintenance	89,936	52,418	24,305	93,000	26%	77,000	(16,000)	(17%)
PW Contracted Services	1,491	0	0	2,000	0%	1,500	(500)	(25%)
Protection Contracted Service	107,863	126,327	65,966	95,000	69%	105,750	10,750	11%
Building Maintenance	71,872	106,588	36,761	68,000	54%	61,700	(6,300)	(9%)
Grounds Maintenance	215,382	201,751	114,649	173,700	66%	176,575	2,875	2%
Total - Contracted Services	**686,546**	**723,253**	**373,105**	**643,700**	**58%**	**636,985**	**(6,715)**	**(1%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	17,900	9,048	17,482	17,500	100%	21,000	3,500	20%
Insurance	29,977	29,930	33,488	33,500	100%	34,500	1,000	3%
Total - Rents and Insurance	**47,877**	**38,978**	**50,970**	**51,000**	**100%**	**55,500**	**4,500**	**9%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	10,677	2,681	0	10,500	0%	2,850	(7,650)	(73%)
Total - Debt, Lease and Financial	**10,677**	**2,681**	**0**	**10,500**	**0%**	**2,850**	**(7,650)**	**(73%)**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to Agencies	60,724	80,418	3,394	75,000	5%	80,000	5,000	7%
Total - Transfer to External Clients	**60,724**	**80,418**	**3,394**	**75,000**	**5%**	**80,000**	**5,000**	**7%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	463,276	483,327	135,691	542,762	25%	552,454	9,692	2%
Fleet Internal Operating Charges	6,444	6,542	1,607	5,900	27%	6,050	150	3%
Transfers to Reserves	1,115,676	1,506,396	952,420	1,900,000	50%	2,000,000	100,000	5%
Total - Interfunctional Adjustments	**1,585,396**	**1,996,265**	**1,089,718**	**2,448,662**	**45%**	**2,558,504**	**109,842**	**4%**

Total - Fire Rescue Service Department Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	8,725,931	**9,666,129**	**5,496,809**	**11,346,263**	**48%**	**12,019,496**	**673,233**	**6%**



Paramedic Service

Who?

Kawartha Lakes Paramedic Service employs a team of full-time and part-time Primary and Advanced Care Paramedics, as well as a network of support staff who oversee management, administration, and logistics.

What?

The service operates a fleet of ambulances, emergency response units, community paramedic vehicles, and support vehicles. Paramedics respond to 911 calls throughout the community, providing critical emergency medical care. Additionally, Kawartha Lakes Paramedics deliver various community outreach and education programs aimed at proactively addressing healthcare needs and enhancing safety and independence for all residents.

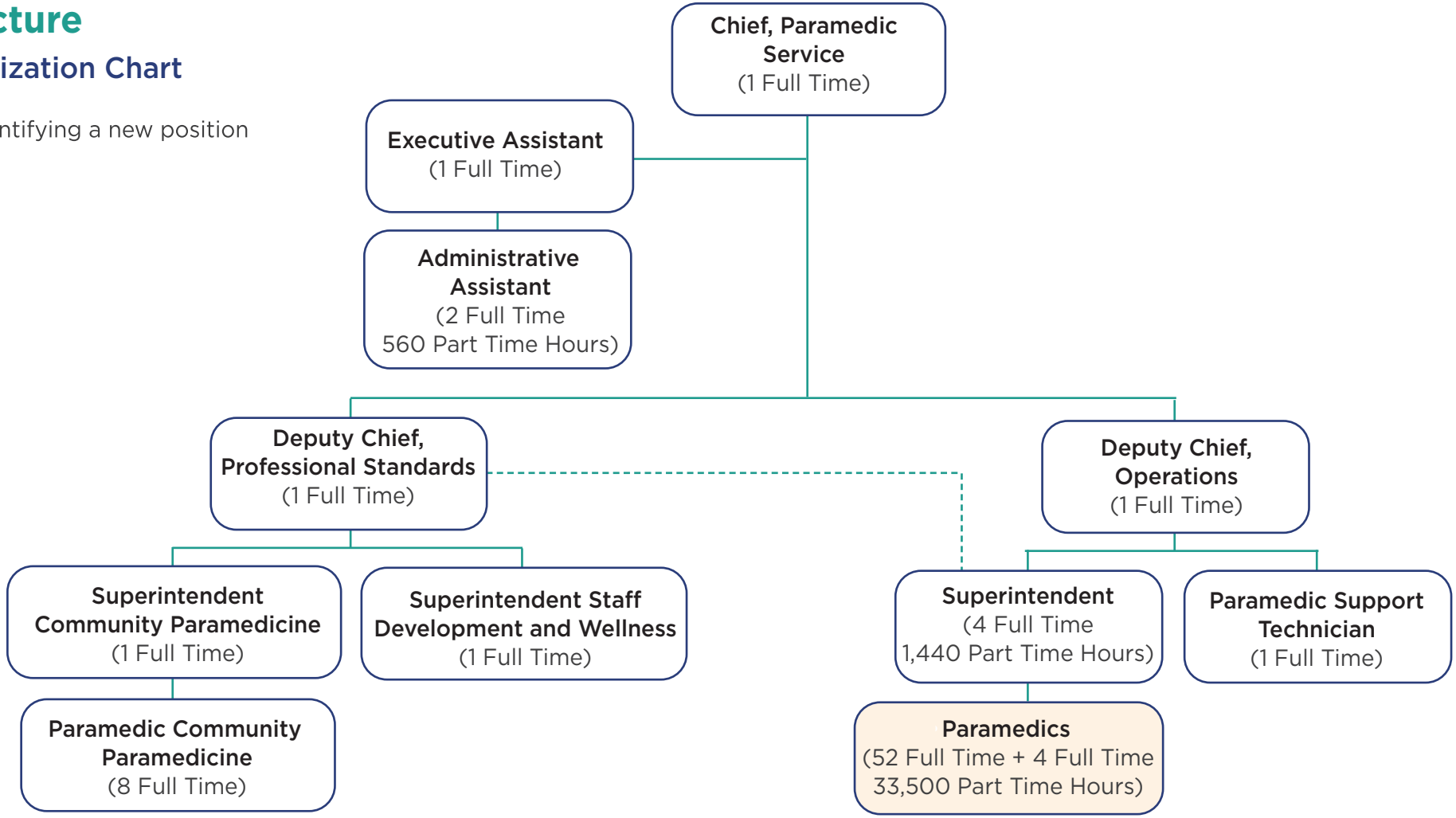
How?

Paramedics are deployed from various locations throughout the community such as Lindsay, Fenelon Falls, Bobcaygeon, Pontypool, Coboconk, and Oakwood to ensure timely and efficient medical response. The team works collaboratively to deliver high-quality emergency care, while managing the logistics and administration needed to keep operations running smoothly.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 73
2025: 77

Additional Hours

2024: 35,500
2025: 35,500

2024 Accomplishments

Administration

- Substantially completed the design of the new Paramedic Service Headquarters and Fleet Centre to prepare for construction in 2025.
- Improved and streamlined workflows by mapping division processes and integrating time clocks to enhance efficiency.
- Successfully secured an additional $268,761 in funding for the Land Ambulance Service Grant and $195,000 for the Dedicated Offload Nurse Program, demonstrating effective advocacy and support for these critical services.

Professional Standard

- Provided staff education and deployment for the Public Safety Radio Network (PSRN) project and the External Violence Against Paramedics (EVAP) Program.
- Launched a Patient Experience Survey, leading to improved performance metrics for the Paramedic Service.
- Expanded Community Paramedicine initiatives to better serve vulnerable populations, including partnering with local community outreach clinics to support homeless and at-risk individuals. This collaboration enhances access to essential healthcare services for those in need and strengthens community support networks.

Operations

- Onboarded four new paramedics to address the increased call volume and maintain service quality.
- Implemented Mobile Computer Aided Dispatch (MCAD), enabling a bidirectional information feed between dispatch and ambulances for improved communication and coordination.
- Successfully planned and provided medical support for the 2024 International Plowing Match, ensuring safety and readiness at the event.

2025 Priorities

- Commence construction on Paramedic Service Headquarters and Fleet Centre.
- Provide comprehensive staff training and deploy the Medical Priority Dispatch System (MPDS) ensuring that emergency resources are used effectively.
- Bargain new Collective Agreement for OPSEU Local 371.
- Advocate for and strategize to secure ongoing funding for Community Paramedic and Dedicated Offload Nurse Programming.

Paramedic Services Department Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(6,242,603)	(7,585,761)	(3,849,616)	(8,330,305)	46%	(9,241,033)	(910,728)	11%
Total - Grants	**(6,242,603)**	**(7,585,761)**	**(3,849,616)**	**(8,330,305)**	**46%**	**(9,241,033)**	**(910,728)**	**11%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	(205)	(2,192)	(1,188)	0	0%	(1,500)	(1,500)	0%
Total - Other Revenues	**(205)**	**(2,192)**	**(1,188)**	**0**	**0%**	**(1,500)**	**(1,500)**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Sales	0	(8,114)	(42,346)	0	0%	0	0	0%
Other Recoveries	(351,270)	(213,135)	(170,556)	(295,340)	58%	(274,811)	20,529	(7%)
Total - User Fees, Licenses and Fines	**(351,270)**	**(221,249)**	**(212,901)**	**(295,340)**	**72%**	**(274,811)**	**20,529**	**(7%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	8,187,193	8,942,625	4,519,203	9,332,528	48%	10,311,427	978,899	10%
Employer Paid Benefits	1,688,153	2,005,127	1,416,467	2,385,148	59%	2,691,029	305,881	13%
Total - Salaries, Wages and Benefits	**9,875,346**	**10,947,752**	**5,935,670**	**11,717,676**	**51%**	**13,002,456**	**1,284,780**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	86,868	142,618	68,175	121,200	56%	127,250	6,050	5%
Telephone and Office Services	85,655	108,994	69,142	229,500	30%	247,250	17,750	8%
Postage, Printing, Office Supplies	20,170	15,933	8,016	22,100	36%	14,600	(7,500)	(34%)
Operating Materials and Supplies	120,238	141,119	68,240	153,900	44%	151,700	(2,200)	(1%)
Advertising and Promotion	0	3,341	824	2,500	33%	2,500	0	0%
Utilities and Fuels	31,743	44,247	23,476	40,608	58%	45,500	4,892	12%
Vehicle and Equipment Fuel	284,526	260,626	132,180	360,400	37%	330,000	(30,400)	(8%)
Material and Equipment Charges	15,677	1,363	0	0	0%	1,500	1,500	0%
Protection Materials	414,140	313,152	174,449	380,000	46%	366,500	(13,500)	(4%)
Capital Out of Operations	19,876	24,621	7,252	27,500	26%	20,500	(7,000)	(25%)
Total - Materials, Training, Services	**1,078,891**	**1,056,014**	**551,755**	**1,337,708**	**41%**	**1,307,300**	**(30,408)**	**(2%)**

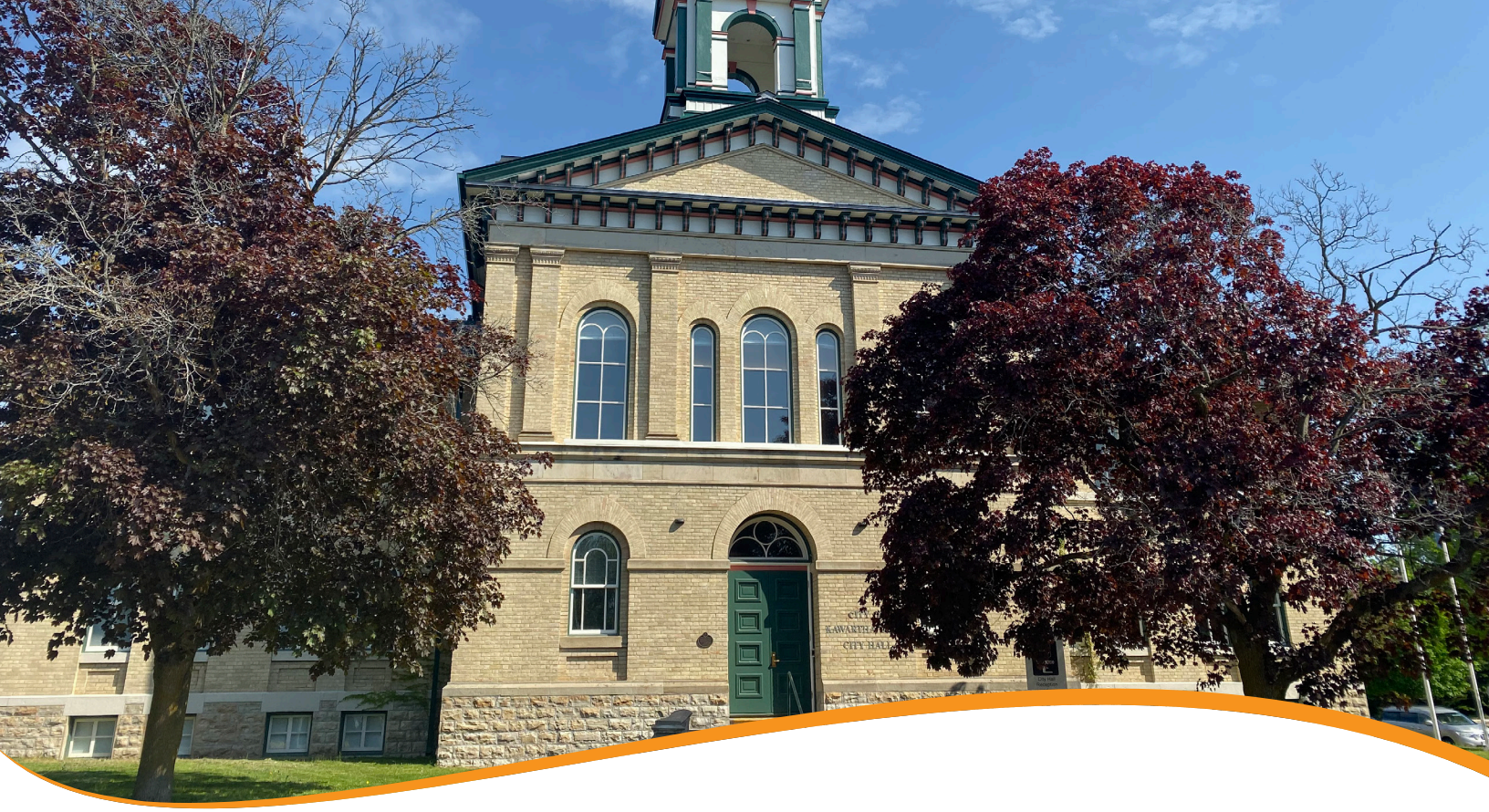
Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	295,302	112,962	88,273	147,280	60%	211,500	64,220	44%
Technology Contracted Services	0	0	0	0	0%	139,980	139,980	0%
General Contracted Services	398,036	717,957	226,802	502,500	45%	511,900	9,400	2%
Building Maintenance	143,257	138,007	68,762	195,700	35%	166,000	(29,700)	(15%)
Total - Contracted Services	**836,594**	**968,926**	**383,838**	**845,480**	**45%**	**1,029,380**	**183,900**	**22%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	10,803	11,399	5,655	14,000	40%	12,000	(2,000)	(14%)
Total - Rents and Insurance	**10,803**	**11,399**	**5,655**	**14,000**	**40%**	**12,000**	**(2,000)**	**(14%)**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organization	0	40,553	144,692	0	0%	195,000	195,000	0%
Transfer to Other Municipality	145,094	118,301	0	150,000	0%	150,000	0	0%
Total - Transfer to External Clients	**145,094**	**158,855**	**144,692**	**150,000**	**96%**	**345,000**	**195,000**	**130%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	873,394	883,722	580,231	1,137,833	51%	967,241	(170,592)	(15%)
Transfers to Reserves	0	180,614	242,346	200,000	121%	200,000	0	0%
Total - Interfunctional Adjustments	**873,394**	**1,064,335**	**822,577**	**1,337,833**	**61%**	**1,167,241**	**(170,592)**	**(13%)**

Total - Paramedic Services Department Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	6,226,045	**6,398,079**	**3,780,482**	**6,777,052**	**56%**	**7,346,033**	**568,981**	**8%**



Corporate Services

Who?

Corporate Services is comprised of six divisions including: Treasury, People Services, Information Technology, Revenue and Taxation, Communications, Advertising and Marketing, and Strategy and Innovation.

What?

The Department is responsible for leading, monitoring and managing all corporate functions within the municipality, placing emphasis on responsible financial and human resources management, effective corporate communications, strategic information technology practices and initiatives, and innovation and continuous improvement programs.

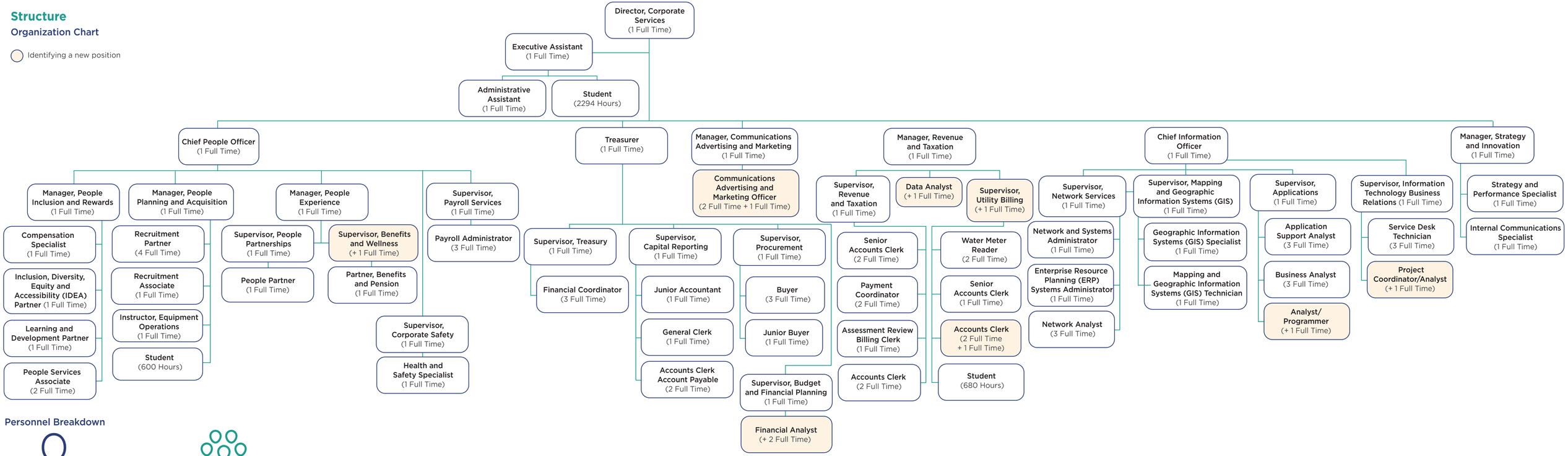
How?

Corporate Services is a primary link within the municipality, offering a wide variety of services to the public. It also provides internal support to Council and staff across all service areas.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 84
2025: 93

Student Hours

2024: 3,574
2025: 3,574

Corporate Services Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable/ Unfavourable)	Budget % Variance
Grants	(34,598)	0	0	0	0	0%
Other Revenues	(35,199)	0	0	0	0	0%
User Fees, Licenses and Fines	(400,263)	(469,806)	(696,200)	(710,200)	(14,000)	2%
Total - Revenue	**(470,060)**	**(469,806)**	**(696,200)**	**(710,200)**	**(14,000)**	**2%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable/ Unfavourable)	Budget % Variance
Salaries, Wages and Benefits	8,546,841	9,697,454	9,516,808	10,343,815	827,007	9%
Materials, Training, Services	868,508	842,454	1,112,775	1,058,520	(54,255)	(5%)
Contracted Services	2,962,109	3,287,378	3,911,288	3,856,539	(54,749)	(1%)
Debt, Lease and Financial	16,160	18,624	25,000	22,500	(2,500)	(10%)
Interfunctional Adjustments	(2,575,229)	(2,796,829)	(2,899,899)	(2,365,453)	534,446	(18%)
Total - Expenses	**9,818,389**	**11,049,080**	**11,665,972**	**12,915,921**	**1,249,949**	**11%**

Total - Corporate Services Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable/ Unfavourable)	Budget % Variance
	9,348,329	**10,579,274**	**10,969,772**	**12,205,721**	**1,235,949**	**11%**



Administration Division

Overview

Provides support across the various functions of Corporate Services, performing the administrative activities and procedures necessary for the Department's operational needs.

2024 Accomplishments

- Development and implementation of standard process mapping and documentation through Prime BPM, our central repository for processes
- Interim Status update on the City's Long Term Financial Plan to measure the municipality's fiscal health and predict future needs
- Appointment of Budget Committee to oversee and guide the annual budget process
- Modernization and standardization of operating budgeting reports and presentations creating a consistent approach to corporate budgeting

2025 Priorities

- Develop additional content to meet criteria set out by Government Finance Officers Association (GFOA) and capture 80% of overall criteria for Distinguished Budget Presentation Award
- Review of Corporate Policies and management directives to streamline and reduce volume

Personnel Breakdown

Full Time Staff

2024: 3
2025: 3

Student Hours

2024: 2,894
2025: 2,894

Administration Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	232,545	275,757	167,009	383,233	44%	407,365	24,132	6%
Employer Paid Benefits	60,603	70,826	46,882	93,771	50%	101,464	7,693	8%
Total - Salaries, Wages and Benefits	**293,147**	**346,583**	**213,891**	**477,004**	**45%**	**508,829**	**31,825**	**7%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	20,628	5,057	14,040	17,500	80%	12,900	(4,600)	(26%)
Telephone and Office Services	319	874	172	1,000	17%	600	(400)	(40%)
Postage, Printing, Office Supplies	8,767	9,584	6,195	11,100	56%	10,500	(600)	(5%)
Total - Materials, Training, Services	**29,715**	**15,515**	**20,407**	**29,600**	**69%**	**24,000**	**(5,600)**	**(19%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	6,373	188	5,000	4%	3,750	(1,250)	(25%)
Total - Contracted Services	**0**	**6,373**	**188**	**5,000**	**4%**	**3,750**	**(1,250)**	**(25%)**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	322,862	**368,471**	**234,487**	**511,604**	**46%**	**536,579**	**24,975**	**5%**



People Services Division

Overview

Responsible for recruitment, learning and development, employee benefits, abilities management, employee/labour relations, compensation management, payroll and health and safety.

2024 Accomplishments

- Commenced learning opportunities as part of the Leadership Excellence priority from the People Services Strategy; 81% of leaders have attended at least one of the sessions; 53% have attended multiple sessions
- Launched Knowledge Leap, our centralized corporate learning site that currently houses over 40 learning topics
- Commenced implementation of the position control module to streamline and coordinate the approach for the establishment, monitoring and control of all organizational positions
- Approval of the Accessibility Master Plan which outlines the accessibility initiatives of the municipality from 2024-2029
- Refreshed the Accessibility Buildings and Outdoor Spaces Management Directive to align with provincial standards, and associated Facility Accessibility Design Standards (FADS)
- Negotiated 4 renewal collective agreements incorporating a focus on attraction and retention

2025 Priorities

- Review and refresh People Strategy priorities for the next four years
- Review employee focused technology solutions (Human Resources Information System) to assist with payroll, performance, learning and planning and develop a plan for implementation
- Implement a revised job description framework in partnership with CUPE 855
- Perform workforce needs analysis as part of the municipality's Long Term Financial Plan

Personnel Breakdown

Full Time Staff

2024: 24
2025: 25

People Services Division Operating Budget

Revenue

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	0	0	(89)	0	0%	0	0	0%
Total - Other Revenues	**0**	**0**	**(89)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,482,406	1,876,297	953,165	2,083,533	46%	2,334,976	251,443	12%
Employer Paid Benefits	2,375,072	2,552,759	1,010,110	1,354,103	75%	1,482,862	128,759	10%
Total - Salaries, Wages and Benefits	**3,857,478**	**4,429,056**	**1,963,275**	**3,437,636**	**57%**	**3,817,838**	**380,202**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	12,825	81,805	22,679	26,000	87%	42,500	16,500	63%
Corporate Training	65,278	40,388	77,927	315,000	25%	265,000	(50,000)	(16%)
Telephone and Office Services	3,881	2,564	1,542	3,000	51%	3,200	200	7%
Postage, Printing, Office Supplies	13,677	9,065	1,540	7,000	22%	4,500	(2,500)	(36%)
Operating Materials and Supplies	8,915	18,713	16,482	5,000	330%	5,000	0	0%
Advertising and Promotion	20,036	878	28	0	0%	0	0	0%
Capital Out of Operations	0	3,168	2,306	3,000	77%	3,000	0	0%
Total - Materials, Training, Services	**124,611**	**156,581**	**122,505**	**359,000**	**34%**	**323,200**	**(35,800)**	**(10%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	533,196	549,007	253,247	391,000	65%	390,000	(1,000)	0%
General Contracted Services	737	0	0	0	0%	0	0	0%
Total - Contracted Services	**533,933**	**549,007**	**253,247**	**391,000**	**65%**	**390,000**	**(1,000)**	**0%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	0	863	0	0	0%	0	0	0%
Total - Debt, Lease and Financial	**0**	**863**	**0**	**0**	**0%**	**0**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(961,752)	(1,035,049)	(390,861)	(907,889)	43%	(723,271)	184,618	(20%)
Transfers to Reserves	24,217	0	(62,587)	(103,852)	60%	0	103,852	(100%)
Total - Interfunctional Adjustments	**(937,535)**	**(1,035,049)**	**(453,448)**	**(1,011,741)**	**45%**	**(723,271)**	**288,470**	**(29%)**

Total - People Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	3,578,487	**4,100,457**	**1,885,490**	**3,175,895**	**59%**	**3,807,767**	**631,872**	**20%**



Communications, Advertising and Marketing Division

Overview

Provides strategic communications, marketing and media relations to increase public awareness and engagement with City programs and services.

2024 Accomplishments

- Approval of the 2024-2027 Corporate Communications Strategy
- Launched municipal Instagram account to create content that resonates with a younger audience than other social media platforms
- Delivered seasonal printed newsletters to provide municipal information to all homes, businesses and farms in Kawartha Lakes

2025 Priorities

- Redesign and launch of new municipal, tourism and library websites to leverage the latest technology to meet user demand
- Develop a Public Engagement Framework to be adopted by Council that will set expectations for levels of engagement with the public
- Increase public uptake in Corporate Communication channels including growth in social media audience, subscriptions to corporate news/events and number of participants in the Jump In, Kawartha Lakes engagement community

Personnel Breakdown

Full Time Staff

2024: 3
2025: 4

Communications, Advertising and Marketing Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	255,405	337,636	135,722	261,168	52%	293,593	32,425	12%
Employer Paid Benefits	59,714	88,813	42,303	72,065	59%	88,951	16,886	23%
Total - Salaries, Wages and Benefits	**315,119**	**426,449**	**178,024**	**333,233**	**53%**	**382,544**	**49,311**	**15%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	6,728	10,612	3,996	6,800	59%	6,750	(50)	(1%)
Telephone and Office Services	3,223	1,732	1,264	2,400	53%	2,600	200	8%
Postage, Printing, Office Supplies	5,251	3,229	1,739	0	0%	13,700	13,700	0%
Operating Materials and Supplies	66,661	65,672	11,680	74,500	16%	57,000	(17,500)	(23%)
Advertising and Promotion	70,962	98,648	45,862	107,000	43%	111,850	4,850	5%
Total - Materials, Training, Services	**152,825**	**179,892**	**64,540**	**190,700**	**34%**	**191,900**	**1,200**	**1%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	16,027	0	7,500	0%	5,000	(2,500)	(33%)
Technology Contracted Services	12,469	10,084	6,968	12,000	58%	6,000	(6,000)	(50%)
Total - Contracted Services	**12,469**	**26,111**	**6,968**	**19,500**	**36%**	**11,000**	**(8,500)**	**(44%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(42)	0	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**(42)**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

Total - Communications, Advertising and Marketing Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	480,371	**632,452**	**249,533**	**543,433**	**46%**	**585,444**	**42,011**	**8%**



Information Technology Division

Overview

The Information Technology (IT) division maintains digital systems and infrastructure, delivers client support services, and provides leadership in project management and business analysis to enable and extend technology. IT empowers the organization to leverage data analytics, reporting and Geographic Information Systems (GIS) expertise to enhance operational efficiency and informed decision-making.

2024 Accomplishments

- Completion of the migration of SharePoint to SharePoint Online, a cloud-based platform providing easy access
- Developed a cyber security road map and governance for the organization
- Modernized the Geographic Information System (GIS) to provide up to date, accurate, spatial information including Next Generation 9-1-1 roads and addressing data model
- Launched two customer citizen portal projects for Fire Burn Permits and Public Works Permits which have seen 900 permits received through the digital process to date
- Delivered JDE Governance Road Map and completed system upgrade to the Scanman invoicing system, including multiple system integrations for automating financial reconciliation
- Initiated the Fibre Optic infrastructure project for Colborne Street East supporting internal access to city data

2025 Priorities

- Continue digital transformation by providing customer citizen portal options for Building and Septic and Licensing services
- Facilitate digital transformation for mobile work in the field for Paramedics, Fire, Fleet and Roads operations
- Select and implement an application tracking system in support of recruitment for People Services
- Establish technical data administration program to improve service delivery in Public Works and Engineering and Corporate Assets
- Expand Lindsay Fibre Optic project to support internal access to municipal data and provide connectivity for new building projects
- Develop a five year IT Strategic Plan and road map
- Create a GIS Roads database system that provides up to date, accurate information on our municipal road network

Personnel Breakdown



Full Time Staff

2024: 21
2025: 23

Information Technology Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(34,598)	0	0	0	0%	0	0	0%
Total - Grants	**(34,598)**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	(650)	(250)	(1,401)	0	0%	0	0	0%
Total - User Charges, Licenses and Fines	**(650)**	**(250)**	**(1,401)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,300,371	1,372,486	754,093	1,577,311	48%	1,251,546	(325,765)	(21%)
Employer Paid Benefits	374,387	430,605	257,410	471,652	55%	580,751	109,099	23%
Total - Salaries, Wages and Benefits	**1,674,758**	**1,803,091**	**1,011,503**	**2,048,963**	**49%**	**1,832,297**	**(216,666)**	**(11%)**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	34,969	36,501	31,715	37,800	84%	38,000	200	1%
Telephone and Office Services	4,520	7,389	2,818	5,200	54%	2,275	(2,925)	(56%)
Postage, Printing, Office Supplies	99,973	12,749	12,346	27,000	46%	25,500	(1,500)	(6%)
Total - Materials, Training, Services	**139,461**	**56,638**	**46,878**	**70,000**	**67%**	**65,775**	**(4,225)**	**(6%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	189,975	177,813	185,639	335,044	55%	70,000	(265,044)	(79%)
Technology Contracted Services	2,140,180	2,367,415	2,013,323	3,021,744	67%	3,230,289	208,545	7%
Total - Contracted Services	**2,330,156**	**2,545,228**	**2,198,962**	**3,356,788**	**66%**	**3,300,289**	**(56,499)**	**(2%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(946,841)	(969,472)	(593,289)	(1,231,497)	48%	(795,714)	435,783	(35%)
Fleet Internal Operating Charge	10,428	12,624	9,019	12,641	71%	23,212	10,571	84%
Total - Interfunctional Adjustments	**(936,413)**	**(956,848)**	**(584,270)**	**(1,218,856)**	**48%**	**(772,502)**	**446,354**	**(37%)**

Total - Information Technology Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	3,173,113	3,446,708	2,671,184	4,256,895	63%	4,425,859	168,964	4%



Treasury Division

Overview

Oversees investment and debt management, financial accounting, inventory, cost accounting, accounts payable, purchasing, audit and financial statement compilation and presentation.

2024 Accomplishments

- Evaluated internal processes and identify improvements
- Implemented Expense Management and Document Imaging updates to digitize and streamline processes
- Created consistent standardized corporate financial reporting
- Commenced Finance Modernization Review

2025 Priorities

- Continue finance modernization initiatives to leverage digital transformation opportunities
- Development of the new Long Term Financial Plan 2025 to 2035 including a Reserve Strategy and Policy, and a Debenture Strategy and Policy

Personnel Breakdown

Full Time Staff

2024: 16
2025: 18

Treasury Division Budget Summary

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Sales	(64)	(83)	(17)	0	0%	0	0	0%
Other Recoveries	0	(1)	(1,660)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(64)**	**(84)**	**(1,678)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,131,604	1,251,617	625,244	1,244,792	50%	1,393,432	148,640	12%
Employer Paid Benefits	317,837	359,243	213,622	374,295	57%	408,568	34,273	9%
Total - Salaries, Wages and Benefits	**1,449,441**	**1,610,859**	**838,866**	**1,619,087**	**52%**	**1,802,000**	**182,913**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	15,179	12,740	6,259	20,250	31%	16,645	(3,605)	(18%)
Telephone and Office Services	1,162	1,334	661	2,500	26%	2,300	(200)	(8%)
Postage, Printing, Office Supplies	4,533	3,268	1,908	4,475	43%	1,700	(2,775)	(62%)
Capital Out of Operations	0	0	0	1,000	0%	0	(1,000)	(100%)
Total - Materials, Training, Services	**20,874**	**17,343**	**8,827**	**28,225**	**31%**	**20,645**	**(7,580)**	**(27%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	69,351	70,041	46,622	92,500	50%	85,000	(7,500)	8%
Total - Contracted Services	**69,351**	**70,041**	**46,622**	**92,500**	**50%**	**85,000**	**(7,500)**	**8%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(176,189)	(195,658)	(114,369)	(202,591)	56%	(87,083)	115,508	57%
Total - Interfunctional Adjustments	**(176,189)**	**(195,658)**	**(114,369)**	**(202,591)**	**56%**	**(87,083)**	**115,508**	**57%**

Total - Treasury Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,363,413	**1,502,502**	**778,269**	**1,537,221**	**51%**	**1,820,562**	**283,341**	**18%**



Revenue and Taxation Division

Revenue and Taxation provides quality, timely, accessible and accurate billing, collection and payment processing for municipal property taxes, water/wastewater, as well as other revenue generating services, to support City programs and services.

2024 Accomplishments

- Water Meter Replacement Program completed in Bobcaygeon, Fenelon Falls and progressing in Lindsay. A total of 2,795 water meters have been replaced, representing a 64% success rate
- Pilot project for Advanced Metering Infrastructure (AMI) launched providing the ability to read water meters remotely for the Lindsay area
- Commenced a standardization of cash receipting and cash handling across the municipality ensuring compliance to financial controls
- Geo-located water curb stops providing an up-to-date inventory of this critical infrastructure – 20% completed

2025 Priorities

- Continue the Water Meter Replacement project in Lindsay adding the Lindsay South zone of 1,530 water meters
- Operationalize Remote Water Read program to improve Customer “real time” usage data with a phased approach to capture data for 8,675 customers
- Discovery for software replacement for taxes and utility billing to provide digital transformation
- Strengthen collaboration with Municipal Property Assessment Corporation (MPAC) to promote timely capture of assessment changes on properties. This ensures assessment is current and minimizes number of retroactive tax bills to be issued to the customer

Personnel Breakdown

Full Time Staff

2024: 14
2025: 17

Student Hours

2024: 680
2025: 680

Revenue and Taxation Division Operating Budget

Revenue

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	(35,199)	0	0	0	0%	0	0	0%
Total - Other Revenues	**(35,199)**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Finance Services	(322,079)	(401,739)	(279,927)	(450,000)	62%	(500,000)	(50,000)	11%
Waste Management User Fees	0	0	(116)	(1,200)	10%	(15,000)	(13,800)	1150%
Water User Fees	(58,813)	(56,540)	(72,923)	(230,000)	32%	(180,000)	50,000	(22%)
Fines	(15,704)	(7,104)	(4,204)	(15,000)	28%	(15,200)	(200)	1%
Other Recoveries	(3,353)	(2,937)	(2,086)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(399,949)**	**(468,321)**	**(359,255)**	**(696,200)**	**52%**	**(710,200)**	**(14,000)**	**2%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	730,213	818,480	402,790	910,583	44%	1,205,733	295,150	32%
Employer Paid Benefits	226,685	250,739	132,743	293,777	45%	396,530	102,753	35%
Total - Salaries, Wages and Benefits	**956,898**	**1,069,218**	**535,533**	**1,204,360**	**44%**	**1,602,263**	**397,903**	**33%**

Materials, Training and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff/Board Training and Expense	7,396	3,330	1,398	9,000	16%	6,500	(2,500)	(28%)
Telephone and Office Services	19,348	25,654	13,104	22,500	58%	25,000	2,500	11%
Postage, Printing, Office Supplies	232,160	220,210	143,627	248,000	58%	251,000	3,000	1%
Operating Materials and Supplies	47,315	14,782	850	4,500	19%	4,500	0	0%
Advertising and Promotion	0	481	0	0	0%	0	0	0%
Material and Equipment Charges	94,803	151,427	109,403	100,000	109%	100,000	0	0%
Total - Materials, Training and Services	**401,022**	**415,884**	**268,383**	**384,000**	**70%**	**387,000**	**3,000**	**1%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	10,388	84,511	30,924	20,000	155%	60,000	40,000	200%
Technology Contracted Services	3,587	3,731	0	4,000	0%	4,000	0	0%
General Contracted Services	2,226	2,377	489	2,500	20%	2,500	0	0%
Total - Contracted Services	**16,201**	**90,619**	**31,414**	**26,500**	**119%**	**66,500**	**40,000**	**151%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	16,160	17,761	12,747	25,000	51%	22,500	(2,500)	(10%)
Total - Debt, Lease and Financial	**16,160**	**17,761**	**12,747**	**25,000**	**51%**	**22,500**	**(2,500)**	**(10%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(558,435)	(644,522)	(346,991)	(507,632)	68%	(818,622)	(310,990)	61%
Fleet Internal Operating Charges	23,384	25,248	15,426	40,921	38%	36,025	(4,896)	(12%)
Transfers to Reserves	10,000	10,000	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**(525,051)**	**(609,274)**	**(331,564)**	**(466,711)**	**71%**	**(782,597)**	**(315,886)**	**68%**

Total - Revenue and Taxation Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	430,083	**515,888**	**157,256**	**476,949**	**33%**	**585,466**	**108,517**	**23%**



Strategy and Innovation Division

Overview

Implements and reports on the Strategic Plan, including scorecards and alignment across the organization; an independent internal consultant and project manager for the City of Kawartha Lakes to lead and support continuous improvement.

2024 Accomplishments

- Development of key performance indicators for customer service in five departments as part of the Deputy Mayor's Customer Service initiative
- Established PRIME BPM as the central repository for processes for the municipality
- Held 9 focus group workshops to better understand the gaps and opportunities for internal communications and engagement
- Make It Better training including the development of a Lean White Belt certification course on Knowledge Leap and certification of 12 Lean Yellow Belts
- Developed data collection plans to support Strategic Plan reporting

2025 Priorities

- Expansion of Make it Better training to provide lean tools and methodology for continuous improvement across the organization
- Project support for digital transformation initiatives to remove manual work and streamline processes
- Develop service profiles and establish key performance indicators for all divisions to support strategic plan initiatives and the budget process

Personnel Breakdown

Full Time Staff

2024: 3
2025: 3

Strategy and Innovation Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	0	11,269	106,267	311,398	34%	312,457	1,059	0%
Employer Paid Benefits	0	929	30,727	85,127	36%	85,587	460	1%
Total - Salaries, Wages and Benefits	**0**	**12,197**	**136,994**	**396,525**	**35%**	**398,044**	**1,519**	**0%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	0	0	2,415	14,500	17%	16,000	1,500	10%
Corporate Training	0	0	50	25,000	0%	25,000	0	0%
Telephone and Office Services	0	0	1,555	1,500	104%	1,500	0	0%
Postage, Printing, Office Supp	0	600	0	10,250	0%	3,500	(6,750)	(66%)
Total - Materials, Training, Services	**0**	**600**	**4,020**	**51,250**	**8%**	**46,000**	**(5,250)**	**(10%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	0	6,411	20,000	32%	0	(20,000)	(100%)
Total - Contracted Services	**0**	**0**	**6,411**	**20,000**	**32%**	**0**	**(20,000)**	**(100%)**

Total - Strategy and Innovation Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	0	**12,797**	**147,425**	**467,775**	**32%**	**444,044**	**(23,731)**	**5%**



Development Services

Who?

Development Services consists of three Divisions: Building and Septic, Economic Development and Planning. The department is also responsible for the administration and coordination of a number of municipal committees and boards.

What?

The Department provides leadership, guidance and direction to services contributing to economic vibrancy, development, growth, construction and renovation in Kawartha Lakes.

How?

Development Services provides support and assistance to all inquiries and legislated applications respecting land use development and design, from the permitting of residential property to large construction projects, enhancing natural features. There is also a focus on supporting growth and investment in the local economy and business community across the key sectors of manufacturing, agriculture, arts, culture and heritage, tourism, and innovation.

Structure

Organization Chart

Identifying a new position

- **Director, Development Services** (1 Full Time)
  - **Executive Assistant** (1 Full Time)
    - **Administrative Assistant** (3 Full Time)
  - **Planning Officer, Environmental Planning** (1 Full Time)
  - **Manager, Planning** (1 Full Time)
    - **Supervisor, Development Planning** (1 Full Time)
      - **Senior Planner** (2 Full Time)
      - **Planner 2** (4 Full Time)
      - **Planner 1** (3 Full Time)
    - **Supervisor, Policy Planning** (1 Full Time)
      - **Planner 2** (1 Full Time)
      - **Student** (910 Hours)
    - **Planning Technician** (+ 1 Full Time)
  - **Manager, Economic Development** (1 Full Time)
    - **Administrative Assistant** (1 Full Time)
    - **Economic Development Officer — Agriculture** (1 Full Time)
    - **Economic Development Officer — Tourism** (1 Full Time)
    - **Economic Development Officer — Entrepreneurship** (1 Full Time)
    - **Economic Development Officer — Heritage Planning** (1 Full Time)
    - **Student Tourism Services** (1962 Hours) 75% Funded
    - **Student** (654 Hours)
    - **Economic Development Officer — Community** (1 Full Time)
    - **Economic Development Officer — Business Development** (1 Full Time)
    - **Economic Development Officer — Small Business Programs** (1 Full Time)
    - **Economic Development Officer — Arts and Culture** (1 Full Time)
    - **Economic Development Officer — Curatorial Services** (1 Full Time)
    - **Economic Development Officer — Associate** (+ 1 Full Time)
  - **Chief Building Official** (1 Full Time)
    - **Administrative Assistant** (3 Full Time)
    - **Student** (630 Hours)
    - **Supervisor, Plans Reviews and Inspections** (1 Full Time)
      - **Plans Examiner** (1 Full Time)
      - **Building Inspector, Part 3** (1 Full Time)
      - **Building Inspector** (9 Full Time + 1 Full Time)
      - **Building and Zoning Clerk** (4 Full Time + 1 Full Time)
    - **Supervisor, Part 8 Sewage Systems** (1 Full Time)
      - **Building Inspector, Part 8** (2 Full Time)

Personnel Breakdown

Full Time Staff

2024: 53
2025: 57

Student Hours

2024: 4,156
2025: 4,156

Development Services Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Grants	(2,937,310)	(728,371)	(165,750)	(279,100)	(113,350)	68%
Other Revenues	(4,840)	(5,100)	2,490	0	(2,490)	(100%)
User Fees, Licenses and Fines	(3,815,299)	(3,857,656)	(3,760,956)	(4,231,300)	(470,344)	13%
Total - Revenue	**(6,757,449)**	**(4,591,127)**	**(3,924,216)**	**(4,510,400)**	**(586,184)**	**15%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Salaries, Wages and Benefits	4,301,931	4,784,777	5,878,129	6,582,017	703,888	12%
Materials, Training, Services	459,083	454,526	659,860	524,650	(135,210)	(20%)
Contracted Services	279,351	636,167	549,950	606,100	56,150	14%
Rents and Insurance	203	129	600	300	(300)	(50%)
Debt, Lease and Financial	2,149	1,659	2,650	2,500	(150)	(6%)
Transfer to External Clients	2,642,169	661,305	515,000	533,000	18,000	3%
Interfunctional Adjustments	1,522,760	1,272,001	100,503	319,294	218,791	218%
Total - Expenses	**9,207,645**	**7,810,565**	**7,706,692**	**8,567,861**	**861,169**	**11%**

Total - Development Services Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
	2,450,196	**3,219,439**	**3,782,476**	**4,057,461**	**274,985**	**8%**



Planning and Administration Division

Overview

Manages and provides oversight of the regulatory processes for land use development, urban environment design and protection, and enhancement of natural features.

2024 Accomplishments

- Completed Rural Zoning By-law, consolidating 14 former by-laws into one providing consistency across the municipality
- Completed the Active Transportation Master Plan outlining initiatives to provide more active transportation options throughout the municipality
- Resolved appeals to Secondary Plans for Bobcaygeon and Omemee allowing these plans to be enacted
- Completion of the Growth Management Strategy which provides an assessment of future growth and urban land needs to 2051

2025 Priorities

- Develop and establish a Climate Change Strategy to replace the existing Healthy Environment Plan, as a refreshed strategy to reduce our carbon footprint and mitigate environmental risks
- Commence work on the Official Plan Review and Update to conform to the new Provincial Planning Statement (2024), implement the recently completed Growth Management Strategy, and encourage long term sustainable growth and development
- Commence an Urban Zoning By-law review as the final stage of the comprehensive zoning by-law consolidation project, to streamline and modernize zoning regulations and provide greater harmony across the City's four urban areas
- Continue to recruit to enhance internal capacity and foster greater planning expertise amongst the team to reach a more steady state

Personnel Breakdown

Full Time Staff

2024: 19
2025: 20

Student Hours

2024: 910
2025: 910

Planning and Administration Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(555,793)	(494,883)	(288,607)	(973,040)	30%	(793,400)	179,640	(18%)
Police Services Fees	(192)	(10)	0	(900)	0%	(200)	700	(78%)
Sales	(57)	0	(44)	(200)	22%	(200)	0%	0%
Other Recoveries	(50)	0	0	(200)	0%	0	200	(100%)
Total - User Charges, Licenses and Fines	**(556,092)**	**(494,892)**	**(288,652)**	**(974,340)**	**30%**	**(793,800)**	**180,540**	**(19%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,128,002	1,151,359	576,362	1,747,464	33%	1,840,698	93,234	5%
Employer Paid Benefits	312,126	330,337	178,080	491,721	36%	494,637	2,916	1%
Total - Salaries, Wages and Benefits	**1,440,128**	**1,481,695**	**754,442**	**2,239,185**	**34%**	**2,335,335**	**96,150**	**4%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	12,430	25,452	8,717	56,100	16%	42,450	(13,650)	(24%)
Telephone and Office Services	2,128	2,056	1,031	6,000	17%	2,600	(3,400)	(57%)
Postage, Printing, Office Supplies	20,417	15,354	9,429	24,000	39%	14,000	(10,000)	(42%)
Operating Materials and Supplies	15	0	0	1,000	0%	0	(1,000)	(100%)
Advertising and Promotion	14,704	10,583	6,636	20,000	33%	12,000	(8,000)	(40%)
Capital Out of Operations	1,223	1,567	303	17,500	2%	9,500	(8,000)	(46%)
Total - Materials, Training, Services	**50,917**	**55,013**	**26,116**	**124,600**	**21%**	**80,550**	**(44,050)**	**(35%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	83,388	517,421	543,339	400,000	136%	450,000	50,000	13%
Equipment Maintenance	495	389	520	0	0%	600	600	0%
Total - Contracted Services	**83,883**	**517,810**	**543,859**	**400,000**	**136%**	**450,600**	**50,600**	**13%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	1,266	837	460	2,000	23%	1,300	(700)	(35%)
Total - Debt, Lease and Financial	**1,266**	**837**	**460**	**2,000**	**23%**	**1,300**	**(700)**	**(35%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(5,544)	(5,496)	(2,975)	(5,949)	50%	(10,418)	(4,469)	75%
Total - Interfunctional Adjustments	**(5,544)**	**(5,496)**	**(2,975)**	**(5,949)**	**50%**	**(10,418)**	**(4,469)**	**75%**

Total - Planning Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,014,558	**1,554,967**	**1,033,251**	**1,785,496**	**58%**	**2,063,567**	**278,071**	**16%**



Economic Development Division

Overview

Supports the local economy and business community by stimulating growth and investment across all of Kawartha Lakes' key sectors: manufacturing, agriculture, arts, culture and heritage, tourism, and innovation.

2024 Accomplishments

- Coordination of municipal support for the International Plowing Match and Rural Expo (IPM) including promotion of Kawartha Lakes throughout the event
- Facilitated recommendation for the future of a Cultural Centre in Kawartha Lakes from the Cultural Centre Feasibility Task Force
- Refreshed the Economic Development Strategy which will provide direction on how to improve the economic well-being and quality of life in our community until 2029
- Continuation of the Development Concierge Program which provides assistance to businesses navigating the development process and connects them with other relevant services

2025 Priorities

- Implement the Refreshed Economic Development Strategy to build economic development initiatives to support a vibrant and growing economy
- Support investment in business start-ups, retention, growth, and attraction; destination marketing; and heritage and culture to drive a vibrant and growing economy
- Present results from the Cultural Centre Feasibility Study (Phase 2) to assess recommendations for the preferred operating model and site location for a Cultural Centre, informed by results from the Green Municipal Fund to model net-zero construction and operational activities

Personnel Breakdown

Full Time Staff

2024: 11
2025: 12

Student Hours

2024: 2,616
2025: 2,616

Economic Development Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	(13,412)	(600)	0	0	0%	0	0	0%
Provincial Grants	(2,923,898)	(727,771)	(100,407)	(165,750)	61%	(279,100)	(113,350)	68%
Total - Grants	**(2,937,310)**	**(728,371)**	**(100,407)**	**(165,750)**	**61%**	**(279,100)**	**(113,350)**	**68%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interest Income	(4,840)	(4,126)	0	0	0%	0	0	0%
Donations and Other Revenue	0	(973)	(1,000)	2,490	(40%)	0	(2,490)	(100%)
Total - Other Revenues	**(4,840)**	**(5,100)**	**(1,000)**	**2,490**	**(40%)**	**0**	**(2,490)**	**(100%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Sales	(200)	0	0	0	0%	0	0	0%
Other Recoveries	(41)	(2,477)	0	(26,000)	0%	(15,000)	11,000	(42%)
Total - User Fees, Licenses and Fines	**(241)**	**(2,477)**	**0**	**(26,000)**	**0%**	**(15,000)**	**11,000**	**(42%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	974,835	1,085,440	507,764	1,007,051	50%	1,152,399	145,348	14%
Employer Paid Benefits	254,137	279,367	152,626	270,129	57%	309,120	38,991	14%
Total - Salaries, Wages and Benefits	**1,228,972**	**1,364,807**	**660,391**	**1,277,180**	**52%**	**1,461,519**	**184,339**	**14%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	67,940	87,761	45,325	105,350	43%	92,240	(13,110)	(12%)
Telephone and Office Services	9,080	10,788	4,441	11,400	39%	11,500	100	1%
Postage, Printing, Office Supplies	6,252	8,531	2,886	32,600	9%	24,100	(8,500)	(26%)
Operating Materials and Supplies	1,048	0	0	17,800	0%	13,350	(4,450)	(25%)
Advertising and Promotion	271,473	234,176	92,566	298,860	31%	217,660	(81,200)	(27%)
Capital Out of Operations	7,841	0	0	2,500	0%	1,750	(750)	(30%)
Total - Materials, Training, Services	**363,634**	**341,257**	**145,218**	**468,510**	**31%**	**360,600**	**(107,910)**	**(23%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	190,209	116,428	46,339	149,950	31%	175,500	25,550	17%
Total - Contracted Services	**190,209**	**116,428**	**46,339**	**149,950**	**31%**	**175,500**	**25,550**	**17%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	203	129	0	600	0%	300	(300)	(50%)
Total - Rents and Insurance	**203**	**129**	**0**	**600**	**0%**	**300**	**(300)**	**(50%)**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organization	2,642,169	661,305	326,607	515,000	63%	533,000	18,000	3%
Total - Transfer to External Clients	**2,642,169**	**661,305**	**326,607**	**515,000**	**63%**	**533,000**	**18,000**	**3%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	4,250	1,265	0	0	0%	0	0	0%
Transfers to Reserves	(51,408)	(84,772)	(135,000)	(225,000)	60%	(222,925)	2,075	(1%)
Total - Interfunctional Adjustments	**(47,158)**	**(83,507)**	**(135,000)**	**(225,000)**	**60%**	**(222,925)**	**2,075**	**(1%)**

Total - Economic Development Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,435,638	**1,664,472**	**942,148**	**1,996,980**	**47%**	**2,013,894**	**16,914**	**1%**



Building and Septic Division

Overview

Ensures all construction and demolition complies with Building Code Act and Ontario Building Code, including private on-site sewage systems with a daily sewage flow of 10,000 litres or less.

2024 Accomplishments

- Creation of a Coboconk Building & Septic Division Hub, including 5 permanent staff (Clerk, Building and Septic Inspectors, Supervisor) providing service to residents in northern Kawartha Lakes
- Closed 1000+ historic building permit files, enhancing the efficiency of locating historical information
- Reviewed and documented 40+ years of Town of Lindsay building permits which will provide easier access to this information

2025 Priorities

- Offer an on-line permitting option for all application types through the municipal website, as an interim solution while the municipality explores potential of launching in Cityworks application, to provide an innovative digital solution to expedite the application process
- Relocate the Omemee Building Inspector to the Lindsay Building & Septic Division Hub to provide efficient service delivery and improve the customer experience
- Continue closing historic building permit files and cataloguing pre-amalgamation records, including the merging of historic records databases provided by the Health Unit, to enhance the efficiency of processes relating to historic files

Personnel Breakdown

Full Time Staff

2024: 23
2025: 25

Student Hours

2024: 630
2025: 630

Building and Septic Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(501,117)	(386,197)	(219,011)	(356,500)	61%	(422,500)	(66,000)	19%
Permits	(2,757,830)	(2,974,090)	(1,338,472)	(2,404,116)	56%	(3,000,000)	(595,884)	25%
Other Recoveries	(20)	0	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(3,258,967)**	**(3,360,286)**	**(1,557,483)**	**(2,760,616)**	**56%**	**(3,422,500)**	**(661,884)**	**24%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,253,971	1,478,712	762,431	1,814,813	42%	2,143,050	328,237	18%
Employer Paid Benefits	378,860	459,563	260,887	546,951	48%	642,113	95,162	17%
Total - Salaries, Wages and Benefits	**1,632,831**	**1,938,275**	**1,023,318**	**2,361,764**	**43%**	**2,785,163**	**423,399**	**18%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	15,543	31,602	27,021	31,350	86%	33,500	2,150	7%
Telephone and Office Services	8,775	7,441	3,695	7,800	47%	9,000	1,200	15%
Postage, Printing, Office Supplies	8,731	7,377	7,593	10,500	72%	11,500	1,000	10%
Operating Materials and Supplies	10,422	9,861	592	16,100	4%	14,500	(1,600)	(10%)
Capital Out of Operations	1,061	1,977	11,533	1,000	1153%	15,000	14,000	1400%
Total - Materials, Training, Services	**44,532**	**58,257**	**50,434**	**66,750**	**76%**	**83,500**	**16,750**	**25%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	(1,538)	1,929	31	0	0%	0	0	0%
Technology Contracted Services	6,585	0	0	0	0%	0	0	0%
Equipment Maintenance	213	0	0	0	0%	0	0	0%
Total - Contracted Services	**5,259**	**1,929**	**31**	**0**	**0%**	**0**	**0**	**0%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	883	822	435	650	67%	1,200	550	85%
Total - Debt, Lease and Financial	**883**	**822**	**435**	**650**	**67%**	**1,200**	**550**	**85%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	283,502	305,080	171,673	343,345	50%	346,451	3,106	1%
Fleet Internal Operating Charges	63,240	65,978	37,575	82,808	45%	80,806	(2,002)	(2%)
Transfers to Reserves	1,228,720	989,945	4,100,141	(94,701)	(4330%)	0	94,701	(100%)
Transfers to Obligatory Fund	0	0	(3,822,622)	0	0%	125,380	125,380	0%
Total - Interfunctional Adjustments	**1,575,462**	**1,361,003**	**486,766**	**331,452**	**147%**	**552,637**	**221,185**	**67%**

Total - Building and Septic Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	0	**0**	**3,501**	**0**	**0%**	**0**	**0**	**0%**



Engineering and Corporate Assets

Who?

The Engineering and Corporate Assets Department is made up of Administration, Corporate Assets, Development Engineering, Infrastructure, Design and Construction, and Technical Services teams. It is also responsible for overseeing Crossing Guards and the Municipal Airport.

What?

Engineering and Corporate Assets ensures responsible development that conforms to municipal standards and does not negatively impact surrounding properties. The team also manages, coordinates and administers engineering construction services for capital construction projects, as well as prepares five-year capital budgets and implements programs for roads, traffic signals, streetlights, drainage and sidewalks. The municipality's Asset Management Strategy and Asset Management Plan are also developed and maintained providing a comprehensive long-term plan for capital assets.

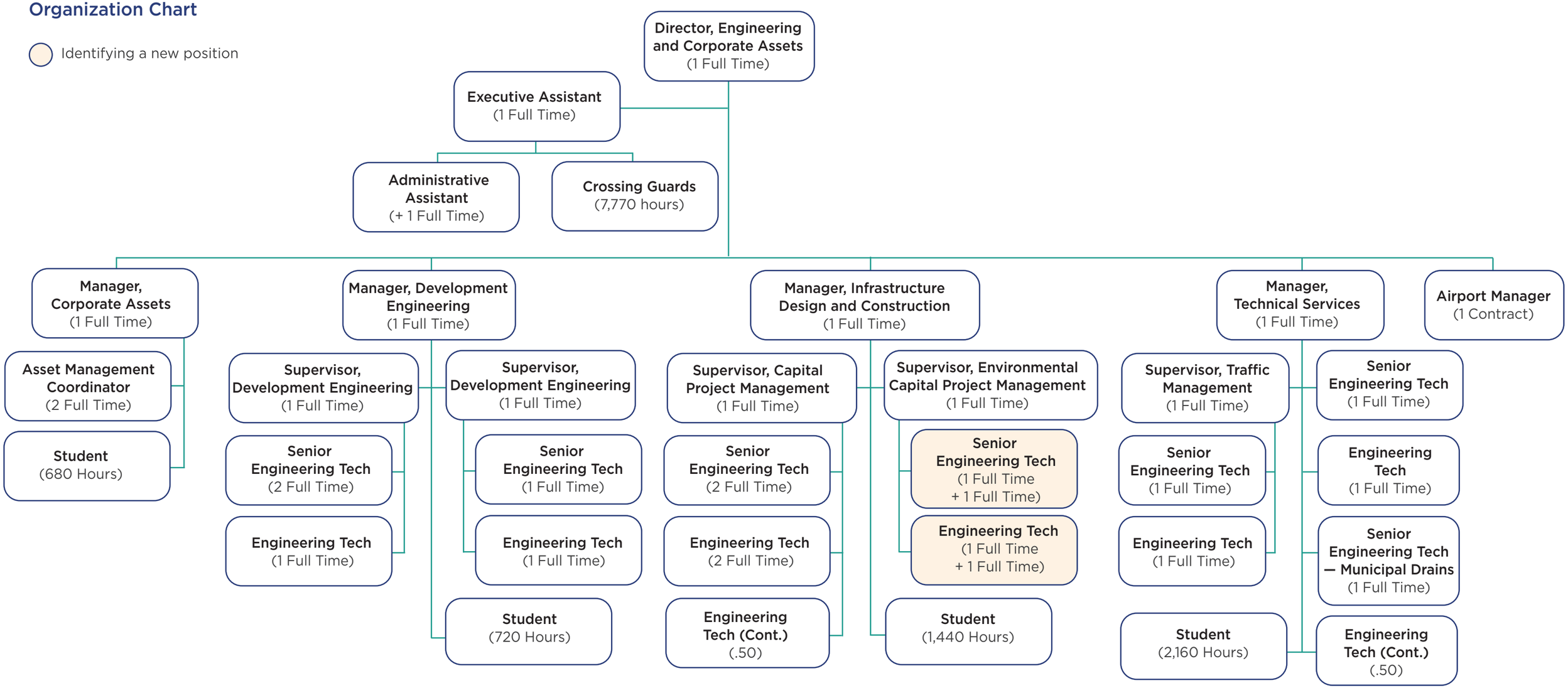
How?

Engineering and Corporate Assets focuses on the design, construction and maintenance of various types of municipal infrastructure, facilities and utility systems. This involves streets, sidewalks, water supply networks, sewers and street lighting. Engineering and Corporate Assets works closely with all other municipal departments, as well as community partners, consultants and contractors.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 30
2025: 32

Additional Hours

2024: 9,850
2025: 9,850

Student Hours

2024: 5,000
2025: 5,000

Engineering and Corporate Assets Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Grants	(58,250)	(58,909)	(60,741)	(69,200)	(8,459)	14%
Other Revenues	0	(4,073)	(5,000)	(4,000)	1,000	(20%)
User Fees, Licenses and Fines	(773,734)	(1,569,083)	(1,241,150)	(1,238,200)	2,950	(0%)
Total - Revenue	**(831,984)**	**(1,632,065)**	**(1,306,891)**	**(1,311,400)**	**(4,509)**	**0%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Salaries, Wages and Benefits	2,265,566	2,441,707	2,313,263	2,595,116	281,853	12%
Materials, Training, Services	440,106	418,228	546,050	448,925	(97,125)	(18%)
Contracted Services	364,991	431,374	371,900	296,400	(75,500)	(20%)
Rents and Insurance	0	10,969	11,000	11,000	0	0%
Debt, Lease and Financial	20,172	8,077	12,500	13,000	500	4%
Interfunctional Adjustments	(143,569)	(23,735)	272,715	359,816	87,101	32%
Total - Expenses	**2,947,266**	**3,286,621**	**3,527,428**	**3,724,257**	**196,829**	**6%**

Total - Engineering and Corporate Assets Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
	2,115,282	**1,654,556**	**2,220,537**	**2,412,857**	**192,320**	**9%**



Administration Division

Overview

The Administration Division is responsible for the overall management and budgeting of all Divisions, the Crossing Guard program, management of the Municipal Airport, financial management, long range needs and feasibility planning, and ensures Department goals align with corporate strategy.

2024 Accomplishments

- Continued to streamline processes for departmental efficiency, as well as convert to electronic processes
- Updated Customer Service call tree for better call management focusing on first contact resolution and reducing the number of created cases
- Created process to review and close cases more efficiently and updated the municipal website for better public awareness of processes, to reduce case volume

2025 Priorities

- Recruit Engineering Clerk position that will coordinate legal reviews for Development Engineering, Municipal Consent Database, CASE management, and overall department support

Personnel Breakdown

Full Time Staff

2024: 3
2025: 3

Administration Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(130,361)	(3,110)	(4,458)	(3,000)	149%	(5,000)	(2,000)	67%
Total - User Fees, Licenses and Fines	**(130,361)**	**(3,110)**	**(4,458)**	**(3,000)**	**149%**	**(5,000)**	**(2,000)**	**67%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,348,001	355,912	157,224	313,664	50%	349,021	35,357	11%
Employer Paid Benefits	372,658	146,365	47,642	90,235	53%	97,013	6,778	8%
Total - Salaries, Wages and Benefits	**1,720,660**	**502,277**	**204,866**	**403,899**	**51%**	**446,034**	**42,135**	**10%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	27,448	16,878	18,195	17,500	104%	16,500	(1,000)	(6%)
Telephone & Office Services	12,391	14,416	7,247	12,000	60%	12,000	0	0%
Postage, Printing, Office Supplies	12,160	16,629	3,238	27,500	12%	10,625	(16,875)	(61%)
Vehicle & Equipment Fuel	4,999	1,868	3,844	5,000	77%	10,500	5,500	110%
Material & Equipment Charges	(56,283)	(84,473)	(18,723)	0	0%	(85,000)	(85,000)	0%
Total - Materials, Training, Services	**715**	**(34,682)**	**13,801**	**62,000**	**22%**	**(35,375)**	**(97,375)**	**(157%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	45,815	2,282	9,043	50,000	18%	35,000	(15,000)	(30%)
Total - Contracted Services	**45,815**	**2,282**	**9,043**	**50,000**	**18%**	**35,000**	**(15,000)**	**(30%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(144,161)	0	0	0	0%	0	0	0%
Fleet Internal Operating Charge	90,601	121,775	50,065	148,656	34%	213,287	64,631	43%
Total - Interfunctional Adjustments	**(53,561)**	**121,775**	**50,065**	**148,656**	**34%**	**213,287**	**64,631**	**43%**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,583,268	**588,542**	**273,316**	**661,555**	**41%**	**653,946**	**(7,609)**	**(1%)**



Corporate Assets Division

Overview

Corporate Assets coordinates asset management, capital planning and capital budgeting functions across the City's various departments. This includes stewardship over the asset registry as well as preparation of Asset Management Plans, Water-Wastewater Rate Studies, Tax-Supported Capital Budgets, Water-Wastewater Capital Budgets, Special Projects Budgets, and major capital grant applications. The division also prepares and administers Development Charge Studies and By-Laws and Capital Charge Studies and By-Laws, and it collaborates with Treasury Division in the preparation of Long-Term Financial Plans to ensure the City's long-term financial sustainability.

2024 Accomplishments

- Developed the Asset Management Plan for Non-Core Assets that outlines the actions required to manage the City's non-core infrastructure assets in a way that meets service levels, while managing risks and costs
- Provided update on the Long-Term Financial Plan which will provide a framework for longer-term financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making
- Settlement of 2014 Development Charge By-Law Appeals

2025 Priorities

- Consolidated Asset Management Plan will communicate the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period as they relate to the defined 'core' assets
- Present the Long-Term Financial Plan that provides a framework for longer-term financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making
- Facilitate the Water-Wastewater Rate Study and Financial Plan as part of the five submission requirements for the purposes of obtaining a municipal drinking water license as per the Safe Drinking Water Act, 2002
- Resolution of 2015 and 2019 Development Charge By-Law Appeals

Personnel Breakdown

Full Time Staff

2024: 3
2025: 3

Student Hours

2024: 680
2025: 680

Corporate Assets Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	264,716	232,404	37,659	117,140	32%	134,106	16,966	14%
Employer Paid Benefits	65,792	60,133	42,878	87,047	49%	90,759	3,712	4%
Total - Salaries, Wages and Benefits	**330,508**	**292,537**	**80,537**	**204,187**	**39%**	**224,865**	**20,678**	**10%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	5,238	8,524	8,384	14,400	58%	11,800	(2,600)	(18%)
Telephone and Office Services	334	885	438	500	88%	500	0	0%
Postage, Printing, Office Supplies	502	248	38	700	5%	300	(400)	(57%)
Advertising and Promotion	1,985	0	0	2,000	0%	1,000	(1,000)	(50%)
Total - Materials, Training, Services	**8,059**	**9,657**	**8,860**	**17,600**	**50%**	**13,600**	**(4,000)**	**(23%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	123,700	231,067	73,229	105,400	69%	35,000	(70,400)	(67%)
Total - Contracted Services	**123,700**	**231,067**	**73,229**	**105,400**	**69%**	**35,000**	**(70,400)**	**(67%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(179,121)	(194,116)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**(179,121)**	**(194,116)**	**0**	**0**	**0%**	**0**	**0**	**0%**

Total - Corporate Assets Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	283,145	**339,146**	**162,626**	**327,187**	**50%**	**273,465**	**(53,722)**	**(16%)**



Development Engineering Division

Overview

Development Engineering ensures responsible development follows municipal standards that does not negatively impact surrounding properties. It provides engineering review and approval of development applications, including preparation of subdivision agreements, site inspections and management of security, and is responsible for preparing, coordinating and supervising the compilation and preparation of development engineering reports related to development proposals and applications (e.g. rezoning, minor variance, subdivisions, consent, site plan control, building permits) including water and wastewater capacities, lot grading, lot drainage and/or storm water management.

2024 Accomplishments

- Supported the housing commitment through successful development review and approvals – Ontario launched the 'More Home, More Choice: Ontario's Housing Supply Action Plan' (2019), striving for homes that meet the needs and budgets of all Ontarians. Ontario has established a housing supply target in Kawartha Lakes of 6500 new housing units by 2031

2025 Priorities

- Continue to support our Municipal Housing Pledge while improving communication of requirements and timelines. Continue to work towards the new unit housing target of 6500 by 2031

Personnel Breakdown

Full Time Staff

2024: 8
2025: 8

Student Hours

2024: 720
2025: 720

Development Engineering Division Operating Budget

Revenue

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	0	(4,073)	0	(5,000)	0%	(4,000)	1,000	(20%)
Total - Other Revenues	**0**	**(4,073)**	**0**	**(5,000)**	**0%**	**(4,000)**	**1,000**	**(20%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	0	(937,576)	(326,284)	(561,000)	58%	(593,000)	(32,000)	6%
Total - User Fees, Licenses and Fines	**0**	**(937,576)**	**(326,284)**	**(561,000)**	**58%**	**(593,000)**	**(32,000)**	**6%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	6,613	477,384	276,867	656,530	42%	748,488	91,958	14%
Employer Paid Benefits	1,847	119,389	86,785	203,923	43%	228,532	24,609	12%
Total - Salaries, Wages and Benefits	**8,460**	**596,773**	**363,652**	**860,453**	**42%**	**977,020**	**116,567**	**14%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	270	2,043	1,960	8,500	23%	4,000	(4,500)	(53%)
Total - Materials, Training, Services	**270**	**2,043**	**1,960**	**8,500**	**23%**	**4,000**	**(4,500)**	**(53%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	0	(57,071)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**0**	**(57,071)**	**0**	**0**	**0%**	**0**	**0**	**0%**

Total - Development Engineering Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	8,730	(399,905)	39,328	302,953	13%	384,020	81,067	27%



Infrastructure Design and Construction Division

Overview

Manages, coordinates, designs, constructs and administers engineering construction services for capital construction projects. It oversees all design, construction and major maintenance on public highways, bridges, sewers, water mains and other related infrastructure, as well as provides technical and strategic guidance on infrastructure construction projects and responsible for schedule, quality and cost control of engineering capital construction work programs.

2024 Accomplishments

- Replacement of the Rainbow Bridge over the Scugog River in Lindsay providing pedestrian access as part of the Victoria Rail Trail Corridor (VRTC)

2025 Priorities

- Completion of the design for the Colborne Street Bridge which will provide another vehicular crossing over the Scugog River
- Commence Construction of Highway 7 wastewater Pumping Station and associated infrastructure along Lindsay Street South to support the increasing needs of our community

Personnel Breakdown

Full Time Staff

2024: 9
2025: 11

Additional Hours

2024: 10,040
2025: 10,040

Student Hours

2024: 1,440
2025: 1,440

Infrastructure Design and Construction Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	2,112	217,591	93,122	(73,795)	(126%)	(89,734)	(15,939)	22%
Employer Paid Benefits	506	56,859	32,174	241,926	13%	306,108	64,182	27%
Total - Salaries, Wages and Benefits	**2,618**	**274,451**	**125,296**	**168,131**	**75%**	**216,374**	**48,243**	**29%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	0	12,996	7,919	9,000	88%	13,300	4,300	48%
Total - Materials, Training, Services	**0**	**12,996**	**7,919**	**9,000**	**88%**	**13,300**	**4,300**	**48%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	0	(25,231)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**0**	**(25,231)**	**0**	**0**	**0%**	**0**	**0**	**0%**

Total - Infrastructure Design and Construction Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	2,618	**262,216**	**133,215**	**177,131**	**75%**	**229,674**	**52,543**	**30%**



Technical Services Division

Overview

Manages the City's municipal drain infrastructure, asset management with GIS adaptability, manages and implements capital improvement projects for the rural resurfacing program, traffic light and street light improvements, large culvert replacements and city parking lot improvement programs. Prepares long term capital plans for roads, traffic signals, streetlights, drainage and sidewalks, and carries out the traffic count program including warrant studies for traffic control devices and signage.

2024 Accomplishments

- Completion of the Transportation Master Plan which identifies the multi-modal transportation facilities, services, and policies that are required to ensure enhanced mobility, accessibility and connectivity
- Kenhill Beach Drainage Improvement Construction to alleviate seasonal flooding. The road historically has experienced flooding on the south side of the road, which has caused damage to local homes and properties.
- Curtin Municipal Drain Construction to remove access water from agricultural land to achieve a sufficient outlet for lands involved in the watershed

2025 Priorities

- Develop a Storm Water Master Plan to outline characteristics of a watershed, define the existing stormwater system that serves the watershed and make recommendations on how to improve the infrastructure within the municipality

Personnel Breakdown

Full Time Staff

2024: 7
2025: 7

Additional Hours

2024: 1,040
2025: 1,040

Student Hours

2024: 2,160
2025: 2,160

Technical Services Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(58,250)	(58,909)	(33,669)	(60,741)	55%	(69,200)	(8,459)	14%
Total - Grants	**(58,250)**	**(58,909)**	**(33,669)**	**(60,741)**	**55%**	**(69,200)**	**(8,459)**	**14%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	0	(200)	(200)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**0**	**(200)**	**(200)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	79,753	497,679	258,565	332,904	78%	360,304	27,400	8%
Employer Paid Benefits	23,226	131,073	76,273	199,489	38%	218,305	18,816	9%
Total - Salaries, Wages and Benefits	**102,979**	**628,752**	**334,838**	**532,393**	**63%**	**578,609**	**46,216**	**9%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	798	3,227	8,353	10,000	84%	10,550	550	6%
Telephone and Office Services	0	0	0	0	0%	1,200	1,200	0%
Postage, Printing, Office Supplies	332	284	1,045	250	418%	500	250	100%
Material and Equipment Charges	0	(6,550)	(1,946)	0	0%	(6,500)	(6,500)	0%
Total - Materials, Training, Services	**1,130**	**(3,039)**	**7,452**	**10,250**	**73%**	**5,750**	**(4,500)**	**(44%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Fleet Internal Operating Charges	12,924	13,100	7,782	15,559	50%	15,279	(280)	2%
Total - Interfunctional Adjustments	**12,924**	**13,100**	**7,782**	**15,559**	**50%**	**15,279**	**(280)**	**2%**

Total - Technical Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	58,783	**579,704**	**316,203**	**497,461**	**64%**	**530,438**	**32,977**	**7%**



Crossing Guards Division

Overview

The mandate of the Crossing Guard program is to ensure elementary school students cross streets safely as they walk to and from school. All Crossing Guards are regulated by the Ministry of Transportation. The Municipal Act mandates that all Crossing Guards must be municipal employees.

2024 Accomplishments

- Assess pilot project on Mobile Crosswalk Centerline Signs and expand where possible
- Recruit a full complement of crossing guards to ensure all crossings are appropriately staffed

2025 Priorities

- Conduct crossing warrants to ensure the most appropriate crossing locations after recent School boundary changes

Personnel Breakdown

Additional Hours

2024: 7,770
2025: 7,770

Crossing Guards Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	94,527	137,845	85,244	133,740	64%	141,404	7,664	6%
Employer Paid Benefits	5,814	9,072	5,482	10,460	52%	10,810	350	3%
Total - Salaries, Wages and Benefits	**100,342**	**146,917**	**90,726**	**144,200**	**63%**	**152,214**	**8,014**	**6%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	20,153	24,917	14,267	5,000	285%	26,000	21,000	420%
Operating Materials and Supplies	4,215	653	325	2,500	13%	750	(1,750)	(70%)
Total - Materials, Training, Services	**24,368**	**25,569**	**14,592**	**7,500**	**195%**	**26,750**	**19,250**	**257%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	371	203	0	500	0%	400	(100)	(20%)
Total - Contracted Services	**371**	**203**	**0**	**500**	**0%**	**400**	**(100)**	**(20%)**

Total - Crossing Guards Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	125,080	**172,690**	**105,318**	**152,200**	**69%**	**179,364**	**27,164**	**18%**



Municipal Airport Division

Overview

The Municipal Airport is an important asset that offers significant economic and community benefits. It brings visitors to our community, creates jobs and supports local business by making their customers and suppliers more accessible. The airport is the only facility between Minden and Peterborough available for Ornge medical evacuations and is used frequently for life-saving missions. The airport is owned by the municipality and is operated by the Loomex Group.

2024 Accomplishments

- Extend taxiway from new hangars to main apron and paving extension providing better access
- Serviced new hangar sites with electricity providing better amenities

2025 Priorities

- Undertake procurement for the management of the Municipal Airport by a third party company
- Complete all outstanding capital works relating to upgrades to airport grounds and facilities, along with the upgrade of Runways 13/31 and Runaway 03/21

Municipal Airport Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(13,526)	(14,054)	(7,592)	(12,000)	63%	(14,000)	(2,000)	17%
Facilities Rental and Leases	(187,045)	(188,276)	(63,611)	(189,150)	34%	(189,000)	150	(0%)
Sales	(435,602)	(418,667)	(230,201)	(468,000)	49%	(430,000)	38,000	(8%)
Other Recoveries	(7,200)	(7,200)	(4,220)	(8,000)	53%	(7,200)	800	(10%)
Total - User Fees, Licenses and Fines	**(643,373)**	**(628,197)**	**(305,624)**	**(677,150)**	**45%**	**(640,200)**	**36,950**	**(5%)**

Expenses

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	0	0	0	0	0%	1,000	1,000	0%
Telephone and Office Services	2,929	4,742	1,560	4,000	39%	4,000	0	0%
Postage, Printing, Office Supplies	2,844	6,005	995	3,200	31%	900	(2,300)	(72%)
Advertising and Promotion	1,019	0	0	2,000	0%	1,000	(1,000)	(50%)
Utilities and Fuels	9,327	11,911	7,118	10,000	71%	14,000	4,000	40%
Vehicle and Equipment Fuel	389,417	383,025	198,575	410,000	48%	400,000	(10,000)	(2%)
Material and Equipment Charges	28	0	0	2,000	0%	0	(2,000)	(100%)
Total - Materials, Training, Services	**405,564**	**405,683**	**208,248**	**431,200**	**48%**	**420,900**	**(10,300)**	**(2%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	175,606	183,950	101,393	200,000	51%	205,000	5,000	3%
Building Maintenance	12,989	8,622	16,243	10,000	162%	15,000	5,000	50%
Grounds Maintenance	6,511	5,250	5,879	6,000	98%	6,000	0	0%
Total - Contracted Services	**195,106**	**197,822**	**123,515**	**216,000**	**57%**	**226,000**	**10,000**	**5%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Insurance	0	10,969	5,355	11,000	49%	11,000	0	0%
Total - Rents and Insurance	**0**	**10,969**	**5,355**	**11,000**	**49%**	**11,000**	**0**	**0%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	20,172	8,077	6,531	12,500	52%	13,000	500	4%
Total - Debt, Lease and Financial	**20,172**	**8,077**	**6,531**	**12,500**	**52%**	**13,000**	**500**	**4%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	44,938	44,938	37,500	75,000	50%	75,000	0	0%
Fleet Internal Operating Charges	5,142	7,435	2,480	6,000	41%	6,150	150	3%
Municipal Taxes	26,110	65,435	48,578	27,500	177%	50,100	22,600	82%
Total - Interfunctional Adjustments	**76,189**	**117,808**	**88,558**	**108,500**	**82%**	**131,250**	**22,750**	**21%**

Total - Municipal Airport Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	53,658	112,162	126,583	102,050	124%	161,950	59,900	59%



Community Services

Who?

Community Services is comprised of Administration, Building and Property, Customer Service, Parks and Recreation, and provides support to the Library Board.

What?

The Department manages municipal facilities, parks, beaches, boat launches and docks, trails and forest tracts, and cemeteries. Through the management of this infrastructure, the Department is a key contributor to the Asset Management program. Municipal recreation and leisure programming, that enhances the quality of life for residents, is delivered by the Community Services team. It also oversees the municipality's service standard and customer experience program to deliver high quality, consistent service across all departments.

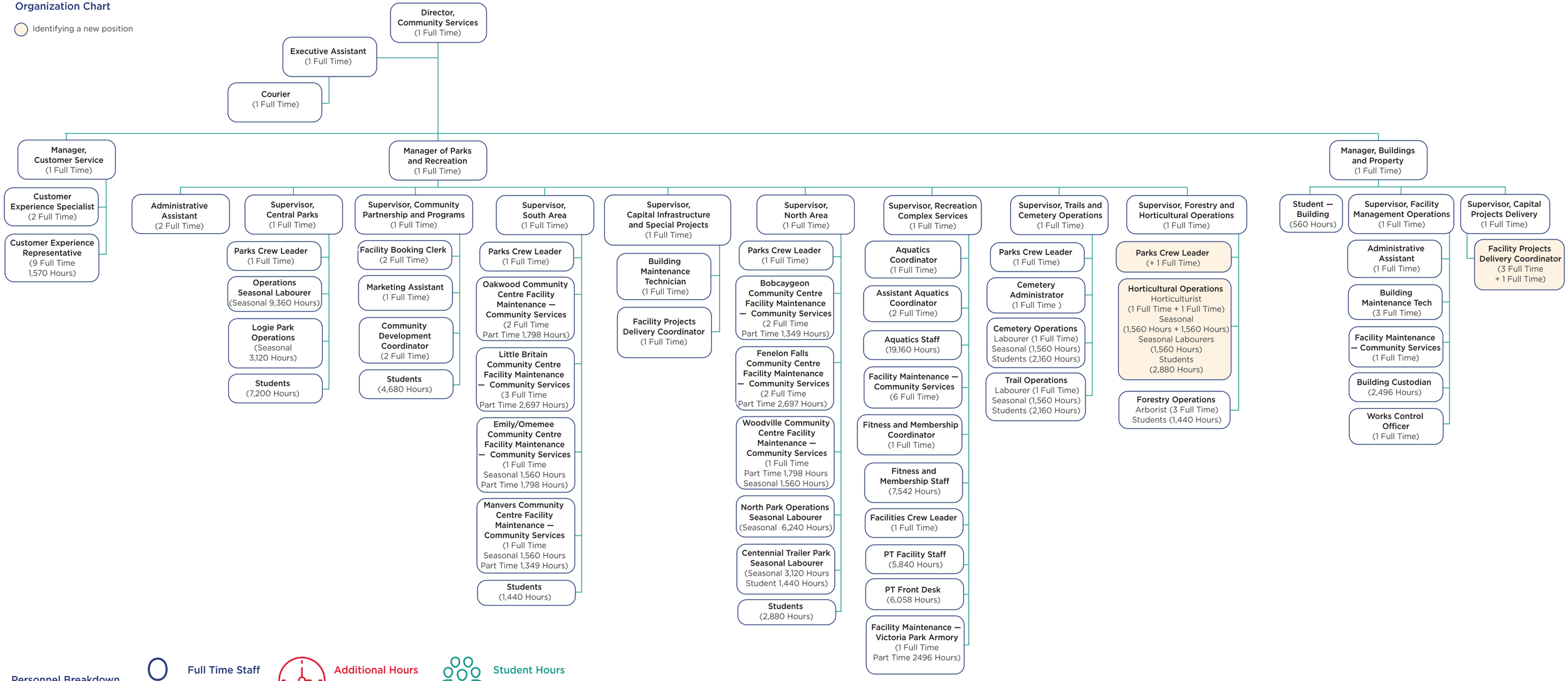
How?

Community Services provides programs and services throughout the municipality along with the administration and maintenance of infrastructure. Community Services integrates all of its front-line services and works closely with all other departments to provide exceptional public service.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff
2024: 80
2025: 83

Additional Hours
2024: 88,912
2025: 90,472

Student Hours
2024: 26,280
2025: 26,280

Community Services Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Grants	(75,700)	(82,794)	(72,000)	(60,000)	12,000	(17%)
Other Revenues	(250,165)	(413,817)	(194,350)	(201,700)	(7,350)	4%
User Fees, Licenses and Fines	(3,595,948)	(4,597,598)	(3,954,350)	(4,626,550)	(672,200)	17%
Total - Revenue	**(3,921,812)**	**(5,094,209)**	**(4,220,700)**	**(4,888,250)**	**(667,550)**	**16%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries, Wages and Benefits	7,304,912	8,514,750	8,468,108	9,386,566	918,458	11%
Materials, Training, Services	2,846,913	3,230,815	3,122,945	3,029,470	(93,475)	(3%)
Contracted Services	2,889,375	3,285,275	3,190,410	3,054,560	(135,850)	(4%)
Rents and Insurance	444,105	457,341	460,000	469,650	9,650	2%
Debt, Lease and Financial	78,069	92,804	76,150	94,050	17,900	24%
Transfer to External Clients	398,851	269,477	341,200	270,000	(71,200)	(21%)
Interfunctional Adjustments	956,976	1,201,563	1,235,275	1,663,304	428,029	35%
Total - Expenses	**14,919,200**	**17,052,026**	**16,894,088**	**17,967,600**	**1,073,512**	**6%**

Total - Community Services Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	10,997,388	**11,957,817**	**12,673,388**	**13,079,350**	**405,962**	**3%**



Administration Division

Overview

Administration is responsible for the management and budgeting of all Community Services Divisions, as well as the municipal courier service, community funding programs, financial management, the assessment of long-range needs and strategic planning.

2024 Accomplishments

- Re-aligned departmental management to support community growth and strategic priorities
- Reviewed properties for potential disposal, transfer or acquisition to or from local community groups

2025 Priorities

- Review of Council C.H.E.S.T. Policy and recommend revisions as needed to align with municipal growth and continued collaboration with community organizations for the benefit of local communities
- Implement a coordinated approach to manage Community Service response to all Development and Engineering applications and reviews
- Review the municipal courier program to ensure optimal service levels are being reached to meet the needs of all municipal divisions and departments

Personnel Breakdown

Full Time Staff

2024: 3
2025: 3

Additional Hours

2024: 360
2025: 360

Administration Division Operating Budget

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	296,863	287,391	130,418	301,877	43%	343,867	41,990	14%
Employer Paid Benefits	76,465	78,789	40,503	81,569	50%	88,624	7,055	9%
Total - Salaries, Wages and Benefits	**373,329**	**366,180**	**170,921**	**383,446**	**45%**	**432,491**	**49,045**	**13%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	10,270	8,746	4,853	6,900	70%	6,350	(550)	(8%)
Telephone and Office Services	1,631	1,126	1,732	1,800	96%	1,200	(600)	(33%)
Postage, Printing, Office Supplies	936	1,861	402	850	47%	525	(325)	(38%)
Advertising and Promotion	500	500	0	500	0%	250	(250)	(50%)
Total - Materials, Training, Services	**13,337**	**12,233**	**6,987**	**10,050**	**70%**	**8,325**	**(1,725)**	**(17%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	313	636	873	100	873%	500	400	400%
Total - Contracted Services	**313**	**636**	**873**	**100**	**873%**	**500**	**400**	**400%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	682	227	0	700	0%	0	(700)	(100%)
Total - Rents and Insurance	**682**	**227**	**0**	**700**	**0%**	**0**	**(700)**	**(100%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	561	0	0	0	0%	0	0	0%
Total - Debt, Lease and Financial	**561**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organizations	164,250	13,500	13,500	13,500	100%	13,500	0	0%
Total - Transfer to External Clients	**164,250**	**13,500**	**13,500**	**13,500**	**100%**	**13,500**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(17,000)	(17,000)	(8,500)	(32,000)	27%	(32,000)	0	0%
Fleet Internal Operating Charge	13,278	14,136	7,068	14,140	50%	15,569	1,429	10%
Municipal Taxes	28,629	35,172	27,609	35,500	78%	37,315	1,815	5%
Transfers to Reserves	(150,000)	0	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**(125,093)**	**32,308**	**26,177**	**17,640**	**148%**	**20,884**	**3,244**	**18%**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	427,379	425,085	218,459	425,436	51%	475,700	50,264	12%



Customer Services Division

Overview

Customer Service implements and manages the customer service standard and customer satisfaction program through the municipal Service Centres and Call Centre.

2024 Accomplishments

- Reviewed the Customer Service Standard Program to foster innovative and efficient service delivery, supporting service excellence
- Enhanced customer accessibility, experience, and service delivery through the modernization of the Coboconk Service Centre
- Initiated the development of the Customer Experience Strategy, focusing on transforming service delivery through innovation and continuous improvement

2025 Priorities

- Deploy updated Customer Service Standards to ensure consistent, high-quality service delivery across all service areas in the municipality
- Modernize the Lindsay Service Centre to improve customer accessibility, experience, and enhance service delivery
- Advance service quality monitoring and measurement to drive continuous improvement in alignment with the Customer Experience Strategy

Personnel Breakdown

Full Time Staff

2024: 12
2025: 12

Additional Hours

2024: 1,570
2025: 1,570

Customer Services Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Licenses	(18,209)	0	0	0	0	0	0	0%
Sales	(288)	(206)	(189)	0	0	0	0	0%
Other Recoveries	(305)	(6,922)	(1,514)	(500)	303%	0	500	(100%)
Total - User Fees, Licenses and Fines	**(18,801)**	**(7,128)**	**(1,703)**	**(500)**	**341%**	**0**	**500**	**(100%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	648,393	715,881	322,326	669,693	48%	679,319	9,626	1%
Employer Paid Benefits	195,114	211,113	102,869	205,797	50%	207,463	1,666	1%
Total - Salaries, Wages and Benefits	**843,507**	**926,994**	**425,196**	**875,490**	**49%**	**886,782**	**11,292**	**1%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	2,551	6,018	8,685	6,000	145%	6,000	0	0%
Postage, Printing, Office Supplies	4,408	5,386	2,051	3,500	59%	3,275	(225)	(6%)
Capital Out of Operations	0	1,244	0	1,500	0%	1,125	(375)	(25%)
Total - Materials, Training, Services	**6,959**	**12,647**	**10,736**	**11,000**	**98%**	**10,400**	**(600)**	**(5%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	1,972	1,275	0	1,500	0%	250	(1,250)	(83%)
Total - Contracted Services	**1,972**	**1,275**	**0**	**1,500**	**0%**	**250**	**(1,250)**	**(83%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	4,812	1,627	8	8,000	0%	0	(8,000)	(100%)
Total - Rents and Insurance	**4,812**	**1,627**	**8**	**8,000**	**0%**	**0**	**(8,000)**	**(100%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	10,980	14,159	7,087	9,500	75%	14,500	5,000	53%
Total - Debt, Lease and Financial	**10,980**	**14,159**	**7,087**	**9,500**	**75%**	**14,500**	**5,000**	**53%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(36,845)	(37,368)	(11,519)	(23,038)	50%	(23,111)	(73)	0%
Total - Interfunctional Adjustments	**(36,845)**	**(37,368)**	**(11,519)**	**(23,038)**	**50%**	**(23,111)**	**(73)**	**0%**

Total - Customer Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	812,584	**912,207**	**429,805**	**881,952**	**49%**	**888,821**	**6,869**	**1%**



Building and Property Division

Overview

Building and Property manages facility services, including the municipality's energy management initiative, and supports the delivery of the facility capital program.

2024 Accomplishments

- Established and progressed the corporate Asset Management and Building Condition Assessment Program to inform the long-term financial planning process
- Collaborated with an inter-departmental team to complete the design concept phase for the construction of the Paramedic Headquarters which will assist in supporting and expanding innovative emergency service programs
- Transferred area of responsibility for the preventative maintenance and repairs, including the Electrical Safety Authority (ESA) program of municipal Fire Stations, to the Building and Property portfolio from Fire Services

2025 Priorities

- Re-establish the Energy Management program for municipal facilities in an effort to reduce our carbon footprint and mitigate environmental risk
- Initiate Building Condition Assessment (BCA) program for municipal facilities by completing a minimum of five assessments. Results from reports will inform the long-term financial plan
- Management of 15 capital improvement projects with investment of $2,540,000 into critical infrastructure

Personnel Breakdown

Full Time Staff

2024: 12
2025: 13

Additional Hours

2024: 2,496
2025: 2,496

Student Hours

2024: 560
2025: 560

Building and Property Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Facilities Rental and Leases	(32,200)	(18,002)	(9,062)	(19,180)	47%	(22,400)	(3,220)	17%
Other Recoveries	73	(24)	(72)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(32,127)**	**(18,026)**	**(9,134)**	**(19,180)**	**48%**	**(22,400)**	**(3,220)**	**17%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	621,463	861,814	373,976	452,527	83%	548,516	95,989	21%
Employer Paid Benefits	156,299	237,068	112,843	246,878	46%	304,960	58,082	24%
Total - Salaries, Wages and Benefits	**777,762**	**1,098,882**	**486,818**	**699,405**	**70%**	**853,476**	**154,071**	**22%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	5,250	10,859	3,102	8,250	38%	9,250	1,000	12%
Telephone and Office Services	110,814	126,597	64,014	125,485	51%	124,645	(840)	(1%)
Postage, Printing, Office Supplies	2,233	2,683	965	2,500	39%	1,375	(1,125)	(45%)
Operating Materials and Supplies	11,188	17,836	12,812	16,485	78%	6,350	(10,135)	(61%)
Utilities and Fuels	408,456	432,254	183,610	425,300	43%	420,725	(4,575)	(1%)
Material and Equipment Charges	639	5,434	2,664	0	0%	1,250	1,250	0%
Capital Out of Operations	10	0	0	1,000	0%	750	(250)	(25%)
Total - Materials, Training, Services	**538,591**	**595,663**	**267,168**	**579,020**	**46%**	**564,345**	**(14,675)**	**(3%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	43,654	42,903	23,507	37,500	63%	51,700	14,200	38%
General Contracted Services	217,945	269,095	91,379	171,595	53%	182,670	11,075	6%
Environmental Contract Service	391	3,853	1,871	3,000	62%	3,700	700	23%
Protection Contracted Service	29,200	27,863	11,067	31,450	35%	25,175	(6,275)	(20%)
Building Maintenance	287,692	329,148	152,128	547,690	28%	274,720	(272,970)	(50%)
Grounds Maintenance	379,365	623,209	356,098	494,000	72%	595,875	101,875	21%
Total - Contracted Services	**958,247**	**1,296,070**	**636,050**	**1,285,235**	**49%**	**1,133,840**	**(151,395)**	**(12%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	429,236	450,250	218,988	442,200	50%	466,000	23,800	5%
Equipment Rental	870	646	291	1,500	19%	650	(850)	(57%)
Total - Rents and Insurance	**430,106**	**450,896**	**219,279**	**443,700**	**49%**	**466,650**	**22,950**	**5%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to Other Boards	7,000	7,000	5,000	7,000	71%	7,000	0	0%
Total - Transfer to External Clients	**7,000**	**7,000**	**5,000**	**7,000**	**71%**	**7,000**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(40,649)	(5,648)	0	0	0%	0	0	0%
Fleet Internal Operating Charge	108,311	145,708	82,279	135,301	61%	205,436	70,135	52%
Transfers to Reserves	0	0	(200,000)	(200,000)	100%	0	200,000	(100%)
Total - Interfunctional Adjustments	**67,662**	**140,060**	**(117,721)**	**(64,699)**	**182%**	**205,436**	**270,135**	**(418%)**

Total - Building and Property Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	2,747,240	**3,570,547**	**1,487,459**	**2,930,481**	**51%**	**3,208,347**	**277,866**	**9%**



Parks and Recreation Division

Overview

Parks and Recreation oversees all municipal arenas, community centres, pools, fitness centres and associated programming. In addition, it looks after public cemeteries, parks, trails, forests and woodlots, trailer parks, beaches, sports fields, playgrounds, skate parks, museums, boat launches and docks, as well as special events and community partnerships and programs.

2024 Accomplishments

- Determined best use of Ops property greenspace through public engagement sessions. A Public Information Session, along with online engagement via Jump In Kawartha Lakes facilitated valuable feedback to inform the design process
- Enhanced customer accessibility, experience, and service delivery through the revitalization of the Little Britain Community Centre
- Developed Parks and Recreation Strategic Plan to determine growth related capital needs as per Development Charges Study

2025 Priorities

- Implement revised Municipal Event Application program to foster innovative and efficient service delivery, supporting service excellence
- Develop and initiate the Tree Inventory program within the Lindsay area to support the protection and preservation of natural areas
- Management of 38 capital improvement projects with investment of $7,562,000 into critical infrastructure

Personnel Breakdown

Full Time Staff

2024: 53
2025: 55

Additional Hours

2024: 79,462
2025: 82,582

Student Hours

2024: 26,280
2025: 26,280

Parks and Recreation Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	0	(40,094)	(10,000)	(30,000)	33%	(10,000)	20,000	(67%)
Provincial Grants	(75,700)	(42,700)	(23,175)	(42,000)	55%	(50,000)	(8,000)	19%
Total - Grants	**(75,700)**	**(82,794)**	**(33,175)**	**(72,000)**	**46%**	**(60,000)**	**12,000**	**(17%)**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interest Income	(431)	(164)	0	0	0%	0	0	0%
Restricted Amounts Earned	(29,166)	(188,885)	(11,487)	(18,250)	63%	(33,400)	(15,150)	83%
Donations and Other Revenue	(220,568)	(224,768)	(109,031)	(176,100)	62%	(168,300)	7,800	(4%)
Total - Other Revenues	**(250,165)**	**(413,817)**	**(120,518)**	**(194,350)**	**62%**	**(201,700)**	**(7,350)**	**4%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Registration Fees	(832,154)	(1,321,555)	(740,161)	(1,145,550)	65%	(1,312,000)	(166,450)	15%
Service Fees	(541)	(1,927)	(1,143)	(775)	147%	(2,025)	(1,250)	161%
Parks and Rec Rental Fees	(2,165,347)	(2,704,632)	(1,611,489)	(2,354,995)	68%	(2,818,450)	(463,455)	20%
Facilities Rental and Leases	(169,582)	(213,170)	(115,668)	(163,750)	71%	(221,800)	(58,050)	35%
Licenses	0	0	(497)	(500)	99%	(500)	0	0%
Permits	(7,853)	(17,425)	(8,957)	(15,500)	58%	(17,000)	(1,500)	10%
Fines	(1,011)	(4,615)	(1,947)	(1,500)	130%	(4,000)	(2,500)	167%
Sales	(5,054)	(6,051)	(3,400)	(7,350)	46%	(6,800)	550	(7%)
Cemetery Sales	(227,633)	(205,592)	(92,967)	(160,500)	58%	(190,600)	(30,100)	19%
Advertising Sales	(22,850)	(29,212)	(13,981)	(20,500)	68%	(28,475)	(7,975)	39%
Other Recoveries	(112,995)	(68,266)	(594)	(63,750)	1%	(2,500)	61,250	(96%)
Total - User Fees, Licenses and Fines	**(3,545,019)**	**(4,572,445)**	**(2,590,805)**	**(3,934,670)**	**66%**	**(4,604,150)**	**(669,480)**	**17%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	4,346,076	4,965,344	2,388,657	5,210,379	46%	5,795,561	585,182	11%
Employer Paid Benefits	964,238	1,157,350	581,483	1,299,388	45%	1,418,256	118,868	9%
Total - Salaries, Wages and Benefits	**5,310,314**	**6,122,694**	**2,970,140**	**6,509,767**	**46%**	**7,213,817**	**704,050**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	44,980	77,523	29,250	65,600	45%	65,775	175	0%
Telephone and Office Services	45,961	49,932	24,404	49,320	49%	50,895	1,575	3%
Postage, Printing, Office Supplies	38,271	103,302	20,948	32,300	65%	16,600	(15,700)	(49%)
Operating Materials and Supplies	210,451	277,828	116,048	254,050	46%	252,100	(1,950)	(1%)
Advertising and Promotion	14,935	17,915	4,858	17,500	28%	17,500	0	0%
Utilities and Fuels	1,805,389	1,932,711	783,499	1,967,870	40%	1,931,010	(36,860)	(2%)
Vehicle and Equipment Fuel	8,993	13,696	6,180	12,085	51%	13,335	1,250	10%
Material and Equipment Charges	119,046	97,446	55,304	124,150	45%	99,185	(24,965)	(20%)
Capital Out of Operations	0	39,918	0	0	0%	0	0	0%
Total - Materials, Training, Services	**2,288,026**	**2,610,271**	**1,040,490**	**2,522,875**	**41%**	**2,446,400**	**(76,475)**	**(3%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	176,813	182,999	44,622	155,540	29%	192,265	36,725	24%
Technology Contracted Services	0	127	0	0	0%	0	0	0%
General Contracted Services	393,870	503,276	203,399	504,785	40%	472,950	(31,835)	(6%)
Equipment Maintenance	202,389	174,612	72,672	213,000	34%	188,200	(24,800)	(12%)
Environmental Contract Services	68,374	76,252	30,927	69,850	44%	82,050	12,200	17%
Community Services Contract	365,871	375,684	90,509	354,500	26%	375,375	20,875	6%
Building Maintenance	284,264	220,152	53,427	151,875	35%	149,305	(2,570)	(2%)
Grounds Maintenance	425,609	432,652	229,957	454,025	51%	447,825	(6,200)	(1%)
Cemetery Grounds Contracted	11,652	21,539	4,067	0	0%	12,000	12,000	0%
Total - Contracted Services	**1,928,843**	**1,987,294**	**729,579**	**1,903,575**	**38%**	**1,919,970**	**16,395**	**1%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	7,107	3,180	981	7,600	13%	1,500	(6,100)	(80%)
Insurance	1,398	1,409	0	0	0%	1,500	1,500	0%
Total - Rents and Insurance	**8,504**	**4,590**	**981**	**7,600**	**13%**	**3,000**	**(4,600)**	**(61%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	66,527	78,645	50,950	66,650	76%	79,550	12,900	19%
Total - Debt, Lease and Financial	**66,527**	**78,645**	**50,950**	**66,650**	**76%**	**79,550**	**12,900**	**19%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organizations	162,819	184,477	164,143	256,200	64%	185,000	(71,200)	(28%)
Transfer to Other Boards	64,783	64,500	35,000	64,500	54%	64,500	0	0%
Total - Transfer to External Clients	**227,601**	**248,977**	**199,143**	**320,700**	**62%**	**249,500**	**(71,200)**	**(22%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Own Fund Transfers	0	0	0	0	0%	(8,000)	(8,000)	0%
Interdepartmental Charges	(22,235)	(20,214)	(1,408)	17,152	(8%)	(2,848)	(20,000)	(117%)
Fleet Internal Operating Charge	952,771	1,062,424	574,143	1,265,720	45%	1,440,693	174,973	14%
Municipal Taxes	20,723	24,681	25,866	21,500	120%	26,250	4,750	22%
Transfers to Reserves	99,993	(327)	0	1,000	0%	4,000	3,000	300%
Total - Interfunctional Adjustments	**1,051,252**	**1,066,563**	**598,601**	**1,305,372**	**46%**	**1,460,095**	**154,723**	**12%**

Total - Parks and Recreation Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	7,010,184	**7,049,978**	**2,845,387**	**8,435,519**	**34%**	**8,506,482**	**70,963**	**1%**



Human Services

Who?

Human Services consists of Social Services, including Social Assistance and Children's Services, Housing Services, including Housing and Homelessness, Kawartha Lakes-Haliburton Housing Corporation and Victoria Manor Long-Term Care Home.

What?

The municipality is the Consolidated Municipal Service Manager for the Province, serving both Kawartha Lakes and the County of Haliburton for Social Services, including Social Assistance and Children's Services and Housing and Homelessness Services. The municipality is the owner of Victoria Manor, Long-Term Care Home and the owner and sole shareholder of the Kawartha Lakes-Haliburton Housing Corporation.

How?

The team facilitates and provides a range of social and income supports, services, community outreach, affordable housing, tenant supports and emergency shelter to the most vulnerable and at-risk population to facilitate their self-sufficiency leading to a better quality of life.

The Children's Services team supports many licenced and home child care providers, and EarlyON operators to best serve and foster early learning and child development within our community.

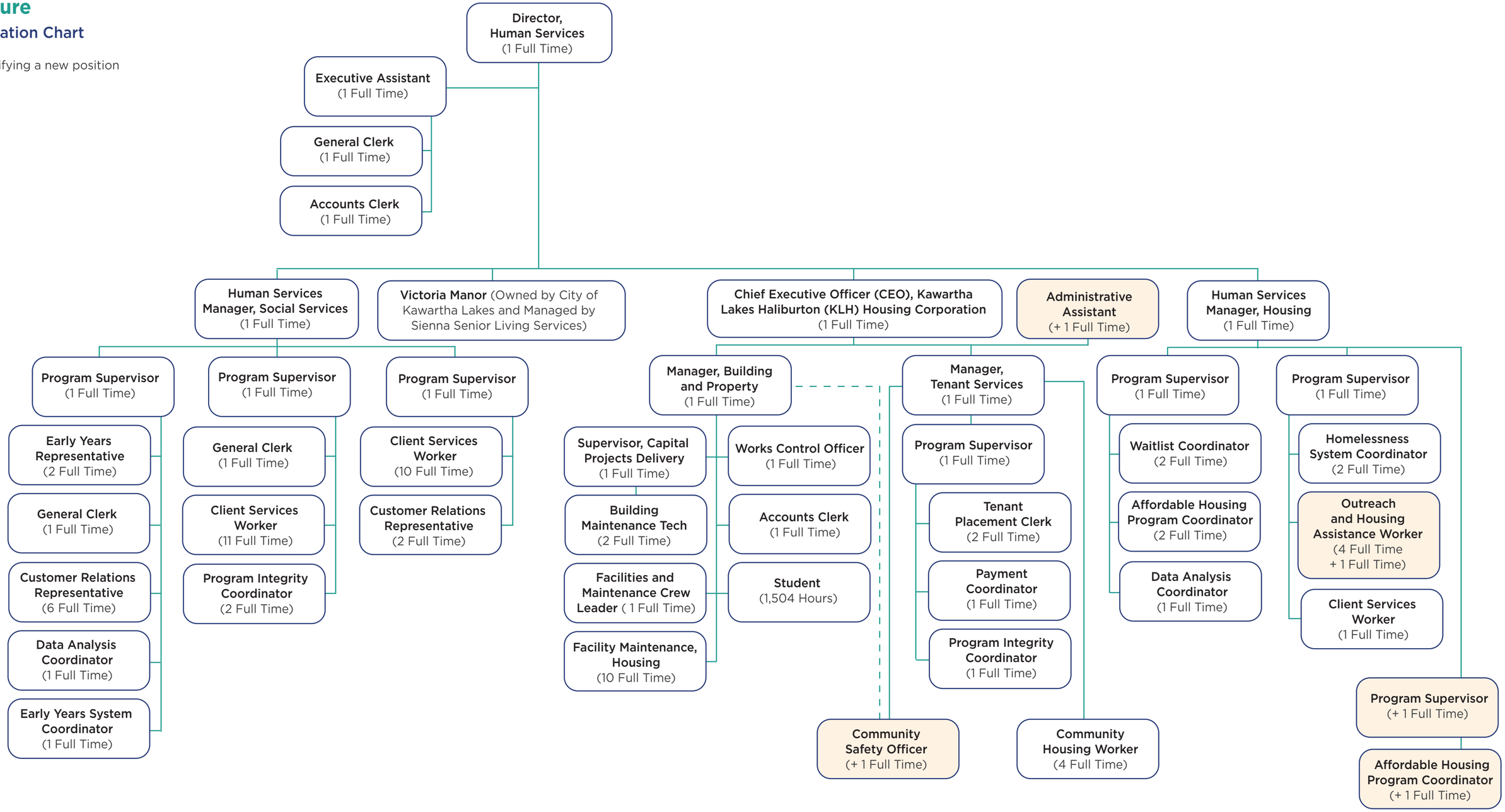
The interprofessional care team at Victoria Manor provides 24-hour professional supervision and care in a protective, supportive environment for people who have complex care needs and can no longer be cared for in community.

Divisions within Human Services are legislated by the various ministries with shared funding models established between municipalities and the provincial government, along with directed federal funding.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 88
2025: 93

Student Hours

2024: 1,504
2025: 1,504

Human Services Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Grants	(42,887,082)	(48,218,014)	(51,644,543)	(57,281,654)	(5,637,111)	11%
Recovery-Other Municipalities	(1,485,359)	(1,065,279)	(1,210,098)	(1,494,715)	(284,617)	24%
Other Revenues	(288,007)	(589,577)	(632,644)	(331,897)	300,747	(48%)
User Fees, Licenses and Fines	(3,967,882)	(4,280,553)	(4,314,113)	(4,770,996)	(456,883)	11%
Total - Revenue	**(48,628,330)**	**(54,153,423)**	**(57,801,398)**	**(63,879,262)**	**(6,077,864)**	**11%**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Salaries, Wages and Benefits	19,800,010	20,265,477	22,444,590	22,784,923	340,333	2%
Materials, Training, Services	2,279,521	2,509,048	2,176,143	2,209,573	33,430	2%
Contracted Services	2,076,077	3,501,407	2,764,558	3,122,679	358,121	13%
Rents and Insurance	552,415	546,814	274,959	448,589	173,630	63%
Debt, Lease and Financial	142,028	8,941	77,796	49,916	(27,880)	(36%)
Transfer to External Clients	30,366,844	34,326,988	39,677,282	43,653,591	3,976,309	10%
Interfunctional Adjustments	1,929,116	(885,667)	(1,240,257)	1,115,445	2,355,702	(190%)
Total - Expenses	**57,146,011**	**60,273,007**	**66,175,071**	**73,384,716**	**7,209,645**	**11%**

Total - Human Services Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
	8,517,681	**6,119,584**	**8,373,673**	**9,505,454**	**1,131,781**	**14%**



Administration Division

Overview

The Administration division manages the expenditures related to the oversight of the Department and extra community grant programs administered.

2024 Accomplishments

- Support leadership excellence through active engagement with the municipal Leadership Excellence initiative and a departmental focus on Cultural Transformative Leadership.
- Support building and developing service capacity through the development of robust community partnerships across the social, judicial, and health systems
- Implementation of staff safety and wellness measures across all divisions, including physical, procedural, training, communication, and supervision initiatives
- Successful realignment of support worker positions across divisions to better serve our clients

2025 Priorities

- Establishment of the Social Sustainability Fund to structurally support and expand investment for the Social Sustainability within the City of Kawartha Lakes

Personnel Breakdown

Full Time Staff

2024: 4
2025: 4

Administration Division Operating Budget

Revenue

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(43,436)	(48,436)	(5,000)	(48,436)	10%	(48,436)	0	0%
Total - Recovery-Other Municipalities	**(43,436)**	**(48,436)**	**(5,000)**	**(48,436)**	**10%**	**(48,436)**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Facilities Rental and Leases	(468,208)	(446,258)	(115,909)	(246,067)	47%	(376,389)	(130,322)	53%
Total - User Fees, Licenses and Fines	**(468,208)**	**(446,258)**	**(115,909)**	**(246,067)**	**47%**	**(376,389)**	**(130,322)**	**53%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	0	6,302	5,284	0	0%	0	0	0%
Employer Paid Benefits	0	1,253	1,075	0	0%	0	0	0%
Total - Salaries, Wages and Benefits	**0**	**7,554**	**6,359**	**0**	**0%**	**0**	**0**	**0%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Telephone and Office Services	359	0	0	500	0%	0	(500)	(100%)
Postage, Printing, Office Supplies	0	659	0	0	0%	0	0	0%
Utilities and Fuels	56,016	64,244	26,758	66,500	40%	68,000	1,500	2%
Capital Out of Operations	0	3,746	0	0	0%	0	0	0%
Total - Materials, Training, Services	**56,375**	**68,649**	**26,758**	**67,000**	**40%**	**68,000**	**1,000**	**1%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
General Contracted Services	33,448	63,331	22,318	31,740	70%	62,800	31,060	98%
Environmental Contract Serv	0	5,117	3,076	7,500	41%	6,000	(1,500)	(20%)
Protection Contracted Serv	127	0	0	0	0%	0	0	0%
Building Maintenance	22,974	55,301	37,268	62,500	60%	161,500	99,000	158%
Grounds Maintenance	75,591	69,050	42,183	67,000	63%	63,750	(3,250)	(5%)
Total - Contracted Services	**132,140**	**192,799**	**104,845**	**168,740**	**62%**	**294,050**	**125,310**	**74%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organization	173,744	213,744	20,000	193,744	10%	193,744	0	0%
Total - Transfer to External Clients	**173,744**	**213,744**	**20,000**	**193,744**	**10%**	**193,744**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	382,367	489,837	233,819	494,016	47%	495,935	1,919	0%
Municipal Taxes	27,827	28,908	30,261	30,500	99%	31,000	500	2%
Transfers to Reserves	0	(15,326)	5,032	10,064	50%	10,064	0	0%
Total - Interfunctional Adjustments	**410,194**	**503,419**	**269,111**	**534,580**	**50%**	**536,999**	**2,419**	**0%**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	260,809	**491,471**	**306,165**	**669,561**	**46%**	**667,968**	**(1,593)**	**0%**



Social Services Division - Social Assistance (Ontario Works)

Overview

Provides stability supports, financial assistance and social supports by offering a range of programs.

2024 Accomplishments

- Implemented current provincial social assistance modernization activities with online options increasing electronic accessibility options to our service area
- New 2024-2028 Social Services Plan developed based on analysis, review of stability support services, and completed risk and privacy management assessments that will be reviewed and updated annually
- Supportive Approaches to Innovative Learning (SAIL) program provided to all new staff and a refresher course provided for all staff

2025 Priorities

- Implementation of fully operationalized provincial centralized intake process for applications for financial assistance in a way to support and maintain our service excellence standards
- Participation and upstream engagement with provincial partners to actively prepare and conduct a service and client impact analysis related to the implementation of a new administrative funding model for the delivery of Ontario Works effective January 1, 2026. Full review and analysis of training and development plan and process to equip staff with the tools and resources they need to excel in their role and to best meet the needs of the people we serve.

Personnel Breakdown

Full Time Staff

2024: 29
2025: 29

Social Services Division - Social Assistance Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(15,804,193)	(16,009,423)	(8,239,192)	(20,035,626)	41%	(16,606,227)	3,429,399	(17%)
Total - Grants	**(15,804,193)**	**(16,009,423)**	**(8,239,192)**	**(20,035,626)**	**41%**	**(16,606,227)**	**3,429,399**	**(17%)**

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(268,048)	(299,422)	(149,959)	(315,141)	48%	(439,881)	(124,740)	40%
Total - Recovery-Other Municipalities	**(268,048)**	**(299,422)**	**(149,959)**	**(315,141)**	**48%**	**(439,881)**	**(124,740)**	**40%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	(1,125)	(10,869)	(3,023)	(5,000)	60%	0	5,000	(100%)
Total - User Fees, Licenses and Fines	**(1,125)**	**(10,869)**	**(3,023)**	**(5,000)**	**60%**	**0**	**5,000**	**(100%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	2,637,860	2,746,024	1,275,417	2,719,059	47%	3,034,358	315,299	12%
Employer Paid Benefits	826,077	913,701	432,370	850,437	51%	918,389	67,952	8%
Total - Salaries, Wages and Benefits	**3,463,937**	**3,659,725**	**1,707,787**	**3,569,496**	**48%**	**3,952,747**	**383,251**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	47,875	56,899	35,528	43,536	82%	36,600	(6,936)	(16%)
Telephone and Office Services	14,793	17,208	7,462	18,000	41%	18,500	500	3%
Postage, Printing, Office Supplies	70,317	92,743	40,976	79,000	52%	101,000	22,000	28%
Vehicle and Equipment Fuel	0	0	540	0	0%	0	0	0%
Capital Out of Operations	8,320	11,728	6,818	11,000	62%	11,000	0	0%
Total - Materials, Training, Services	**141,304**	**178,577**	**91,324**	**151,536**	**60%**	**167,100**	**15,564**	**10%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	2,646	1,375	5,400	25%	2,900	(2,500)	(46%)
Technology Contracted Service	0	0	0	0	0%	2,000	2,000	0%
General Contracted Services	30,391	29,330	17,594	37,500	47%	33,500	(4,000)	(11%)
Equipment Maintenance	3,311	2,768	30	5,000	1%	3,500	(1,500)	(30%)
Building Maintenance	790	959	92,328	0	0%	3,500	3,500	0%
Total - Contracted Services	**34,492**	**35,703**	**111,328**	**47,900**	**232%**	**45,400**	**(2,500)**	**(5%)**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	469,482	458,085	100,521	203,289	49%	380,384	177,095	87%
Equipment Rental	14,381	1,368	1,832	1,500	122%	1,800	300	20%
Total - Rents and Insurance	**483,863**	**459,454**	**102,352**	**204,789**	**50%**	**382,184**	**177,395**	**87%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	7,344	7,219	4,657	7,200	65%	7,400	200	3%
Total - Debt, Lease and Financial	**7,344**	**7,219**	**4,657**	**7,200**	**65%**	**7,400**	**200**	**3%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to/on behalf of Clients	13,724,443	14,124,635	7,309,117	18,313,796	40%	14,817,897	(3,495,899)	(19%)
Total - Transfer to External Clients	**13,724,443**	**14,124,635**	**7,309,117**	**18,313,796**	**40%**	**14,817,897**	**(3,495,899)**	**(19%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	601,682	524,152	262,075	524,149	50%	524,149	0	0%
Fleet Internal Operating Charges	(598,696)	(545,560)	(136,592)	(282,118)	48%	(288,173)	(6,055)	2%
Transfers to Reserves	0	(115,000)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**2,986**	**(136,408)**	**125,482**	**242,031**	**52%**	**235,976**	**(6,055)**	**(3%)**

Total - Social Assistance Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,785,003	2,009,190	1,059,873	2,180,981	49%	2,562,596	381,615	17%



Social Services Division - Children's Services

Overview

Promotes and supports access to high quality early learning and child care services in partnership with the community to develop a coordinated system to meet the needs of children.

2024 Accomplishments

- Completed review and preparation analysis for the implementation of the new Ministry funding formula for Children's Services. This included the identification of the associated impacts to children's services programs and identification of the needs of our communities and service providers rolled up and submitted to the province. Offered leadership and support to our local providers to effectively implement the changes into their agency operational models, including equipping them with information for the preparation of their 2025 operating budgets.
- Creation of 104 new licensed centre and home based child care spaces
- Developed a five-year Children's Services Plan incorporating the Canada-Wide Early Learning and Child Care (CWELCC) guidelines which provides system oversight and direction for service capacity planning and the appropriate resources needed to provide high quality early learning and child development across the County of Haliburton and the City of Kawartha Lakes.

2025 Priorities

- Creation of 201 new licensed centre and home based child care spaces through continued implementation of CWELCC and the new system funding formula
- Update policies and procedures to align with the new funding guidelines which provide direction and guidance to staff and support the goals and strategies in the five-year Children's Services Plan.
- Provide support and guidance to service providers as they navigate the first year of implementation of their new agency operating models.

Personnel Breakdown

Full Time Staff

2024: 12
2025: 12

Social Services Division - Children's Services Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(11,269,955)	(14,631,535)	(6,296,898)	(14,327,173)	44%	(21,680,420)	(7,353,247)	51%
Total - Grants	**(11,269,955)**	**(14,631,535)**	**(6,296,898)**	**(14,327,173)**	**44%**	**(21,680,420)**	**(7,353,247)**	**51%**

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(162,132)	(162,132)	(91,930)	(183,858)	50%	(150,586)	33,272	(18%)
Total - Recovery-Other Municipalities	**(162,132)**	**(162,132)**	**(91,930)**	**(183,858)**	**50%**	**(150,586)**	**33,272**	**(18%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	0	(618)	(330)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**0**	**(618)**	**(330)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	350,835	353,541	217,476	477,029	46%	594,044	117,015	25%
Employer Paid Benefits	104,435	98,704	68,449	149,756	46%	170,208	20,452	14%
Total - Salaries, Wages and Benefits	**455,269**	**452,245**	**285,925**	**626,785**	**46%**	**764,252**	**137,467**	**22%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	1,498	3,642	567	5,520	10%	8,680	3,160	57%
Telephone and Office Services	911	331	172	950	18%	950	0	0%
Postage, Printing, Office Supp	0	0	0	4,500	0%	8,875	4,375	97%
Capital Out of Operations	0	0	0	9,500	0%	9,689	189	2%
Total - Materials, Training, Services	**2,408**	**3,973**	**739**	**20,470**	**4%**	**28,194**	**7,724**	**38%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	10,176	0	0	0%	5,000	5,000	0%
Technology Contracted Serv	0	291	19,139	14,566	131%	19,140	4,574	31%
Total - Contracted Services	**0**	**10,467**	**19,139**	**14,566**	**131%**	**24,140**	**9,574**	**66%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	23,907	22,794	11,625	23,250	50%	23,250	0	0%
Total - Rents and Insurance	**23,907**	**22,794**	**11,625**	**23,250**	**50%**	**23,250**	**0**	**0%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to External Organization	11,359,193	14,620,280	6,284,147	14,250,796	44%	21,462,582	7,211,786	51%
Total - Transfer to External Clients	**11,359,193**	**14,620,280**	**6,284,147**	**14,250,796**	**44%**	**21,462,582**	**7,211,786**	**51%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	42,887	136,104	70,395	140,789	50%	54,243	(86,546)	(61%)
Total - Interfunctional Adjustments	**42,887**	**136,104**	**70,395**	**140,789**	**50%**	**54,243**	**(86,546)**	**(61%)**

Total - Children's Services Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	451,577	**451,577**	**282,813**	**565,625**	**50%**	**525,655**	**(39,970)**	**7%**



Housing Services Division

Overview

Responsible for the administration and funding of community housing, affordable housing and homelessness programs.

2024 Accomplishment

- Initiated a comprehensive housing and homelessness needs assessment to inform future planning and align with continued growth and demand across both the City of Kawartha Lakes and the County of Haliburton.
- Completed quality assurance reviews of our emergency shelter and supportive housing systems to ensure funded services are aligned with larger system priorities and provide evidence-based best practice service delivery to clients
- Continued to develop capacity to support the growing demand for homelessness outreach services and supports, including the adoption of a City-wide interdepartmental encampment response protocol to coordinate the municipal response to homelessness
- Supported a collaborative funding application with committed service partners to seek dedicated mental health and addictions supports for those experiencing homelessness, to be included within the integrated care hub

2025 Priorities

- Establish an updated 10 Year Housing and Homelessness strategic plan, including a detailed implementation and financial plan
- Full implementation and operationalization of the integrated care hub, which will supply low-barrier shelter and multi-disciplinary supports to those experiencing homelessness
- Offer new rent supplements as additional affordable housing opportunities to applicants on the Community Housing waiting list
- Provide resources to better support the transition of people from the Community Housing waiting list, into housing, to increase success with housing stabilization

Personnel Breakdown

Full Time Staff

2024: 28
2025: 31

Housing Services Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	(563,012)	(516,667)	(276,040)	(554,288)	50%	(394,290)	159,998	(29%)
Provincial Grants	(2,842,349)	(3,329,430)	(2,403,059)	(4,905,800)	49%	(4,931,094)	(25,294)	1%
Total - Grants	**(3,405,361)**	**(3,846,098)**	**(2,679,099)**	**(5,460,088)**	**49%**	**(5,325,384)**	**134,704**	**(2%)**

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(1,011,743)	(555,290)	(334,549)	(662,663)	50%	(855,812)	(193,149)	29%
Total - Recovery-Other Municipalities	**(1,011,743)**	**(555,290)**	**(334,549)**	**(662,663)**	**50%**	**(855,812)**	**(193,149)**	**29%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Restricted Amounts Earned	(129,879)	(148,455)	(22,616)	(131,200)	17%	(137,760)	(6,560)	5%
Donations and Other Revenue	0	(32,549)	0	0	0%	0	0	0%
Total - Other Revenues	**(129,879)**	**(181,004)**	**(22,616)**	**(131,200)**	**17%**	**(137,760)**	**(6,560)**	**5%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	0	(928)	(1,399)	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**0**	**(928)**	**(1,399)**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,770,689	2,092,147	1,245,861	2,958,455	42%	1,475,053	(1,483,402)	(50%)
Employer Paid Benefits	534,100	645,251	407,662	933,740	44%	436,061	(497,679)	(53%)
Total - Salaries, Wages and Benefits	**2,304,789**	**2,737,398**	**1,653,523**	**3,892,195**	**42%**	**1,911,114**	**(1,981,081)**	**(51%)**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	12,876	26,524	14,310	9,700	148%	26,600	16,900	174%
Telephone and Office Services	2,316	6,033	2,874	2,000	144%	7,000	5,000	250%
Postage, Printing, Office Supplies	3,805	69	164	0	0%	0	0	0%
Operating Materials and Supplies	1,461	325	267	0	0%	28,000	28,000	0%
Capital Out of Operations	84	0	0	0	0%	0	0	0%
Total - Materials, Training, Services	**20,542**	**32,950**	**17,615**	**11,700**	**151%**	**61,600**	**49,900**	**426%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	3,970	2,479	106,597	6,000	1777%	11,000	5,000	83%
Technology Contracted Services	15,639	15,884	16,019	17,087	94%	18,000	913	5%
Total - Contracted Services	**19,609**	**18,363**	**122,616**	**23,087**	**531%**	**29,000**	**5,913**	**26%**

Transfer to External Clients	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfer to Agencies	1,586,854	1,732,662	884,098	1,751,216	50%	1,843,523	92,307	5%
Transfer to/on behalf of Clients	2,726,279	2,932,856	1,931,699	3,927,305	49%	3,951,423	24,118	1%
Transfer to Landlords	796,330	702,812	437,511	1,240,425	35%	1,384,422	143,997	12%
Total - Transfer to External Clients	**5,109,463**	**5,368,329**	**3,253,307**	**6,918,946**	**47%**	**7,179,368**	**260,422**	**4%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Own Fund Transfers	1,222,355	0	0	0	0%	0	0	0%
Interdepartmental Charges	(221,668)	(248,952)	(238,780)	(245,338)	97%	0	245,338	(100%)
Fleet Internal Operating Charges	(1,380,364)	(1,092,064)	(757,405)	(1,912,319)	40%	288,227	2,200,546	(115%)
Transfer to KLH	2,064,841	0	0	0	0%	0	0	0%
Transfers to Reserves	(240,516)	(47,765)	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**1,444,649**	**(1,388,781)**	**(996,185)**	**(2,157,657)**	**46%**	**288,227**	**2,445,884**	**(113%)**

Total - Housing Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	4,352,070	**2,184,941**	**1,013,213**	**2,434,320**	**42%**	**3,150,353**	**716,033**	**29%**



Victoria Manor Long-Term Care Home Division

Overview

Victoria Manor provides 24/7 nursing care and supervision, primary medical care and help with daily activities and interests, all within a safe, caring and quality home environment. The municipality currently contracts with Sienna Senior Living for the management of the Home.

2024 Accomplishments

- Implementation and sustained approaches to improve the resident's "Move-In" process by providing information and a focus on getting to know each individual resident as they move in, thus creating a better experience for each resident
- Implementation and sustained approaches to honour the residents' choices in meals and dining, thus incorporating and enhancing their enjoyment of the foods they love into their daily life
- Solid performance achieved related to the quality of care indicators that are publicly reported and submitted to the province
- Exceeded targets and performing better than the provincial average as it relates to a focused quality initiative to limit and reduce the use of antipsychotic medication for residents without a diagnosis of psychosis.
- Continued focus on orientation and onboarding of new employees to ensure they are well positioned for their roles.

2025 Priorities

- Implementation of enhanced socialization initiatives to provide more activities that residents can enjoy in groups and as individuals
- Implementation of programs to support community engagement both as an organization and for individual residents who wish to continue their community engagement activities
- Continued success in managing the annual quality improvement process to ensure operational excellence
- Responding to the 2024 employee engagement survey to further involve employees in creating a safe and effective work environment and provide for purposeful work

Victoria Manor Long-Term Care Home Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(12,407,573)	(13,730,958)	(7,747,564)	(11,821,656)	66%	(13,669,623)	(1,847,967)	16%
Total - Grants	**(12,407,573)**	**(13,730,958)**	**(7,747,564)**	**(11,821,656)**	**66%**	**(13,669,623)**	**(1,847,967)**	**16%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	(158,128)	(408,573)	(277,815)	(501,444)	55%	(194,137)	307,307	(61%)
Total - Other Revenues	**(158,128)**	**(408,573)**	**(277,815)**	**(501,444)**	**55%**	**(194,137)**	**307,307**	**(61%)**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Manor Residents Revenue	(3,498,549)	(3,821,879)	(1,930,367)	(4,063,046)	48%	(4,394,607)	(331,561)	8%
Total - User Fees, Licenses and Fines	**(3,498,549)**	**(3,821,879)**	**(1,930,367)**	**(4,063,046)**	**48%**	**(4,394,607)**	**(331,561)**	**8%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	11,356,673	10,698,718	5,967,424	11,400,001	52%	12,821,210	1,421,209	12%
Employer Paid Benefits	2,219,341	2,709,837	1,536,666	2,956,113	52%	3,335,600	379,487	13%
Total - Salaries, Wages and Benefits	**13,576,014**	**13,408,555**	**7,504,090**	**14,356,114**	**52%**	**16,156,810**	**1,800,696**	**13%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	21,868	43,312	56,425	14,735	383%	27,673	12,938	88%
Telephone and Office Services	17,745	14,978	7,635	18,985	40%	17,587	(1,398)	(7%)
Postage, Printing, Office Supplies	24,893	24,937	12,617	18,711	67%	23,128	4,417	24%
Operating Materials and Supplies	1,212,026	1,026,409	526,149	995,199	53%	1,162,258	167,059	17%
Advertising and Promotion	23,469	1,379	2,323	9,154	25%	6,271	(2,883)	(31%)
Utilities and Fuels	409,270	483,045	248,857	492,469	51%	499,951	7,482	2%
Protection Materials	310,818	246,113	125,055	376,184	33%	130,351	(245,833)	(65%)
Capital Out of Operations	38,801	384,725	14,361	0	0%	17,460	17,460	0%
Total - Materials, Training, Services	**2,058,891**	**2,224,898**	**993,422**	**1,925,437**	**52%**	**1,884,679**	**(40,758)**	**(2%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	963,700	2,632,801	1,619,993	1,730,363	94%	1,642,978	(87,385)	(5%)
Technology Contracted Services	56,074	65,977	36,329	62,280	58%	73,397	11,117	18%
Equipment Maintenance	111,193	84,077	36,182	112,998	32%	383,745	270,747	240%
Environmental Contract Services	28,355	46,788	22,681	31,430	72%	36,888	5,458	17%
Building Maintenance	663,688	341,245	208,127	483,217	43%	496,359	13,142	3%
Grounds Maintenance	66,827	73,189	50,233	89,977	56%	96,722	6,745	7%
Total - Contracted Services	**1,889,837**	**3,244,075**	**1,973,544**	**2,510,265**	**79%**	**2,730,089**	**219,824**	**9%**

Rents and Insurance Expenses	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	44,646	62,740	22,227	46,920	47%	43,155	(3,765)	(8%)
Insurance	0	1,826	3,653	0	0%	0	0	0%
Total - Rents and Insurance	**44,646**	**64,566**	**25,880**	**46,920**	**55%**	**43,155**	**(3,765)**	**(8%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	134,684	1,722	0	70,596	0%	42,516	(28,080)	(40%)
Total - Debt, Lease and Financial	**134,684**	**1,722**	**0**	**70,596**	**0%**	**42,516**	**(28,080)**	**(40%)**

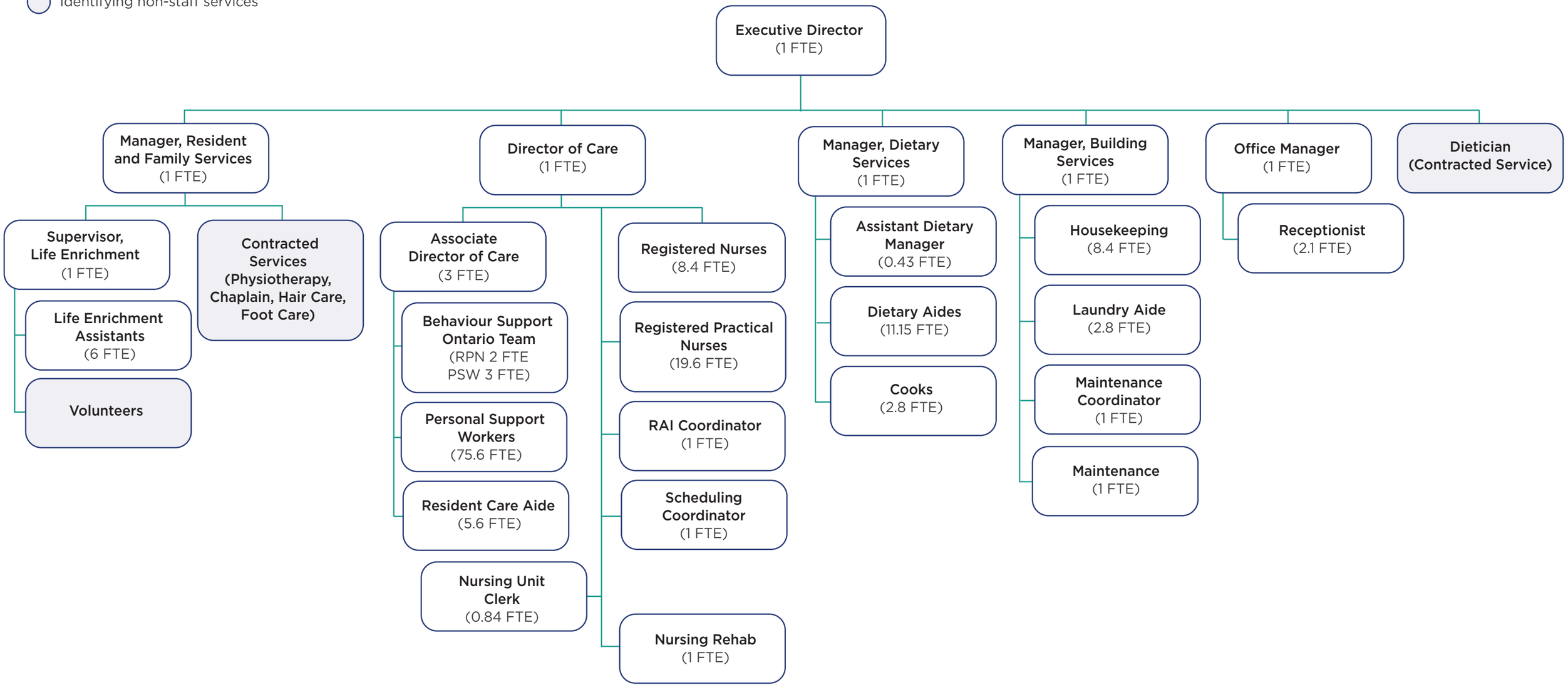
Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfers to Reserves	28,401	0	0	0	0%	0	0	0%
Total - Interfunctional Adjustments	**28,401**	**0**	**0**	**0**	**0%**	**0**	**0**	**0%**

Total - Victoria Manor Long-Term Home Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,668,222	**982,406**	**541,189**	**2,523,186**	**21%**	**2,598,882**	**75,696**	**3%**

Structure

Organization Chart

Identifying non-staff services



Personnel Breakdown

Staff

Staffing totals are expressed as full-time equivalents (FTEs) and are inclusive of full time and part time positions.

2025: 162.73 FTE



Public Works

Who?

Public Works is comprised of Roads Operations, Solid Waste Services, Transit Services, Water and Wastewater Operations, Fleet Management and Administration support.

What?

Public Works is responsible for meeting the operational needs of the municipality as it pertains to roads, solid waste, municipal drinking water, wastewater and transit. In addition, the Department manages the municipality's non-emergency fleet inventory to support Departmental needs.

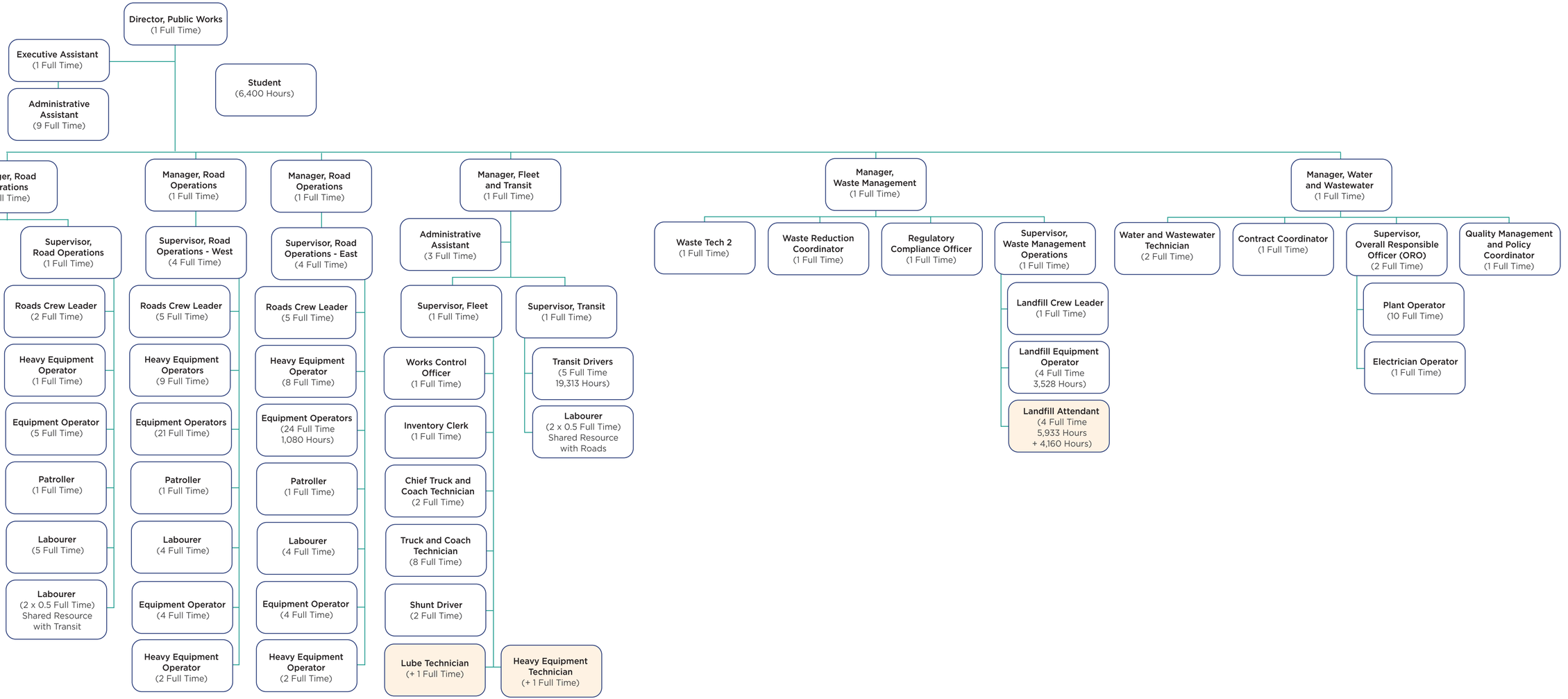
How?

The Department leads, manages and implements Public Works operational functions within the municipality, with a strong focus on public safety, legislative compliance, fiscal responsibility, continuous improvement and strategic implementation.

Structure

Organization Chart

Identifying a new position



Personnel Breakdown

Full Time Staff

2024: 188
2025: 191

Additional Hours

2024: 29,854
2025: 34,014

Student Hours

2024: 6,400
2025: 6,400

Public Works Department Operating Budget

Revenue	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Grants	(1,575,509)	(1,447,067)	(430,930)	(161,000)	269,930	(63%)
Recovery-Other Municipalities	(161,845)	(303,214)	(175,000)	(218,000)	(43,000)	25%
Other Revenues	(1,465,211)	(1,235,950)	(990,000)	(1,143,000)	(153,000)	15%
User Fees, Licenses and Fines	(3,321,289)	(4,479,509)	(4,199,359)	(4,238,750)	(39,391)	1%
Total - Revenue	**(6,523,854)**	**(7,465,739)**	**(5,795,289)**	**(5,760,750)**	**34,539**	**(1%)**

Expenses	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
Salaries, Wages and Benefits	12,114,713	13,721,890	15,659,472	16,807,083	1,147,611	7%
Materials, Training, Services	9,206,360	8,955,855	9,619,860	9,335,046	(284,814)	(3%)
Contracted Services	18,920,829	20,052,800	17,258,822	17,606,590	347,768	2%
Debt, Lease and Financial	40,700	29,275	34,000	35,000	1,000	3%
Interfunctional Adjustments	2,562,528	3,574,183	2,029,480	3,438,293	1,408,813	69%
Total - Expenses	**42,845,131**	**46,334,004**	**44,601,634**	**47,222,012**	**2,620,378**	**6%**

Total - Public Works Department Operating Budget	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Variance (Favourable) / Unfavourable	Budget % Variance
	36,321,277	**38,868,264**	**38,806,345**	**41,461,262**	**2,654,917**	**7%**



Administration Division

Overview

Provides cross-functional support across the various Public Works divisions to perform the administrative activities and procedures necessary for the Department's operational needs.

2024 Accomplishments

- Enhanced customer service by implementing Permit Central providing a streamlined digital process for roads operations permits
- Assessment of potential digital improvements for administrative processes

2025 Priorities

- Focus on enhancing customer service (internal and external) by addressing issues through the Case management system in partnership with Customer Services
- Continue cross divisional support within Public Works for administrative functions
- Improve the clothing procurement process to help reduce the administrative burden

Personnel Breakdown

Full Time Staff

2024: 11
2025: 11

Administration Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Other Recoveries	0	(347,071)	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**0**	**(347,071)**	**0**	**0**	**0%**	**0**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	238,958	376,280	122,642	248,592	49%	278,402	29,810	12%
Employer Paid Benefits	59,869	62,182	35,073	68,093	52%	73,560	5,467	8%
Total - Salaries, Wages and Benefits	**298,827**	**438,462**	**157,715**	**316,685**	**50%**	**351,962**	**35,277**	**11%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	5,666	6,132	2,619	7,350	36%	6,260	(1,090)	(15%)
Telephone and Office Services	2,303	4,145	624	2,500	25%	2,500	0	0%
Postage, Printing, Office Supplies	3,226	2,715	775	3,625	21%	3,435	(190)	(5%)
Operating Materials and Supplies	91	7	0	100	0%	75	(25)	(25%)
Capital Out of Operations	9,357	9,766	2,010	10,000	20%	10,000	0	0%
Total - Materials, Training, Services	**20,645**	**22,766**	**6,027**	**23,575**	**26%**	**22,270**	**(1,305)**	**(6%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	0	4,401	0	2,500	0%	0	(2,500)	(100%)
Technology Contracted Service	2,875	3,591	0	3,500	0%	0	(3,500)	(100%)
Environmental Contract Service	0	306,743	361	0	0%	0	0	0%
Total - Contracted Services	**2,875**	**314,736**	**361**	**6,000**	**6%**	**0**	**(6,000)**	**(100%)**

Total - Administration Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	322,346	**428,893**	**164,103**	**346,260**	**47%**	**374,232**	**27,972**	**8%**



Roads Operation Division

Overview

Responsible for day-to-day maintenance of roads, bridges, sidewalks, winter control operations, storm water infrastructure, street lights, traffic markings and traffic signals. Roads Operations also performs utility locates for all City infrastructure and oversees many agreements and contracts.

2024 Accomplishments

- Procurement of Road Patrol Software to better track compliance with Minimum Maintenance Standards (O.Reg 239/02)
- Implemented two (2) focused Ditching Crews to advance/improve road maintenance and protect the integrity of existing/future roads
- Standardized template established for Snowmobile Maintenance Agreements ensuring consistency
- Conclusion of the ATV/ORV Pilot with Council directing permanent amendments to the By-law.
- Entrance By-law review and amendment saw Council providing direction to drive efficiency on residential resurfacing
- Ongoing Council education on roads operations work including brushing and calcium chloride treatment
- Continue to build and roll out essential Standard Operating procedures

2025 Priorities

- Focus on Operational efficiency through maximizing use of resources
- Design for a new central roads facility and renovations to the Coboconk Roads Depot as outlined in the Depot Master Plan
- Assess growth impacts and resulting needs to ensure maintenance requirements are understood and planned for
- Transition to digital technology to reduce manual processes and increase efficiency

Personnel Breakdown

Full Time Staff

2024: 120
2025: 121

Additional Hours

2024: 1,080
2025: 1,080

Student Hours

2024: 2,560
2025: 2,560

Roads Operation Division Operating Budget

Revenue

Recovery-Other Municipalities	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Operating	(161,845)	(303,214)	(111,502)	(175,000)	64%	(218,000)	(43,000)	25%
Total - Recovery-Other Municipalities	**(161,845)**	**(303,214)**	**(111,502)**	**(175,000)**	**64%**	**(218,000)**	**(43,000)**	**25%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Restricted Amounts Earned	0	(85,566)	0	0	0%	0	0	0%
Total - Other Revenues	**0**	**(85,566)**	**0**	**0**	**0%**	**0**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Facilities Rental and Leases	(10,000)	(10,000)	(5,000)	(10,000)	50%	(14,000)	(4,000)	40%
Waste Management User Fees	(45,015)	0	(6,087)	0	0%	(1,000)	(1,000)	0%
Permits	(65,732)	(53,564)	(55,769)	(56,000)	100%	(90,000)	(34,000)	61%
Sales	(22,431)	(38,551)	(10,013)	(63,000)	16%	(63,000)	0	0%
Other Recoveries	(67,780)	(202,693)	(55,119)	(60,500)	91%	(90,300)	(29,800)	49%
Total - User Fees, Licenses and Fines	**(210,957)**	**(304,808)**	**(131,987)**	**(189,500)**	**70%**	**(258,300)**	**(68,800)**	**36%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	6,472,921	7,227,254	3,817,290	8,339,583	46%	8,613,925	274,342	3%
Employer Paid Benefits	1,860,424	2,166,668	1,204,803	2,615,164	46%	2,837,453	222,289	9%
Total - Salaries, Wages and Benefits	**8,333,345**	**9,393,923**	**5,022,093**	**10,954,747**	**46%**	**11,451,378**	**496,631**	**5%**

Materials, Training and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	120,696	162,983	76,228	119,750	64%	121,750	2,000	2%
Telephone and Office Services	120,859	167,575	27,411	50,000	55%	52,000	2,000	4%
Postage, Printing, Office Supplies	27,172	20,438	10,451	23,700	44%	22,100	(1,600)	(7%)
Operating Materials and Supplies	(87,252)	(100,566)	(157,785)	113,500	-139%	108,875	(4,625)	(4%)
Utilities and Fuels	774,804	896,443	396,970	770,900	51%	863,200	92,300	12%
Vehicle and Equipment Fuel	619	447	0	0	0%	0	0	0%
Material and Equipment Charges	4,367,870	4,047,366	2,289,359	3,832,396	60%	3,996,196	163,800	4%
Total - Materials, Training, Services	**5,324,767**	**5,194,686**	**2,642,635**	**4,910,246**	**54%**	**5,164,121**	**253,875**	**5%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	27,818	136,105	24,472	73,400	33%	56,860	(16,540)	(23%)
General Contracted Services	7,152,893	6,962,426	3,325,789	6,079,700	55%	6,303,250	223,550	4%
PW Contracted Services	1,242,077	1,348,550	35,539	1,786,380	2%	1,815,460	29,080	2%
Environmental Contract Service	8,099	10,712	4,047	0	0%	10,700	10,700	0%
Building Maintenance	0	936	271	0	0%	0	0	0%
Total - Contracted Services	**8,430,888**	**8,458,729**	**3,390,118**	**7,939,480**	**43%**	**8,186,270**	**246,790**	**3%**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	8,876	(6,438)	755	0	0%	0	0	0%
Total - Debt, Lease and Financial	**8,876**	**(6,438)**	**755**	**0**	**0%**	**0**	**0**	**0%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	(60,631)	(69,532)	(37,844)	(75,807)	50%	(75,807)	0	0%
Fleet Internal Operating Charge	7,193,844	7,919,963	4,711,580	9,542,398	49%	9,607,831	65,433	1%
Transfers to Reserves	(66,736)	(78,491)	(351,514)	(809,468)	43%	(97,000)	712,468	(88%)
Total - Interfunctional Adjustments	**7,066,477**	**7,771,941**	**4,322,222**	**8,657,123**	**50%**	**9,435,024**	**777,901**	**9%**

Total - Roads Operation Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	28,791,550	**30,119,251**	**15,134,333**	**32,097,096**	**47%**	**33,760,493**	**1,663,397**	**5%**



Solid Waste and Landfill Services Division

Overview

Oversees all landfill operations for five active and eleven closed landfill sites, waste and recycling collection programs, waste diversion programs, hazardous waste and operational regulatory compliance.

2024 Accomplishments

- Increased and expanded landfill diversion with an increase in mattress recycling, diversion of construction and demolition waste and expansion of the textile recycling program.
- Developed the Source Separated Organics program that will commence in January 2025
- Managed the transition to producer responsibility for recycling ensuring no impact to residential service

2025 Priorities

- Seamless roll out of Source Separated Organics collection for 4 urban centres
- Manage service agreements, looking to future alternatives
- Implement recommendations from the Integrated Waste Management Strategy
- Improve and expand diversion programs to extend life of existing landfills and control overall operational costs

Personnel Breakdown

Full Time Staff

2024: 14
2025: 14

Additional Hours

2024: 9,461
2025: 13,621

Student Hours

2024: 2,560
2025: 2,560

Solid Waste and Landfill Services Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(1,514,862)	(1,442,743)	(123,388)	(430,930)	29%	(161,000)	269,930	(63%)
Total - Grants	**(1,514,862)**	**(1,442,743)**	**(123,388)**	**(430,930)**	**29%**	**(161,000)**	**269,930**	**(63%)**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Donations and Other Revenue	(944,805)	(509,541)	(271,449)	(140,000)	194%	(293,000)	(153,000)	109%
Total - Other Revenues	**(944,805)**	**(509,541)**	**(271,449)**	**(140,000)**	**194%**	**(293,000)**	**(153,000)**	**109%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Waste Management User Fees	(2,526,632)	(3,225,643)	(1,577,997)	(3,449,540)	46%	(3,373,000)	76,540	(2%)
Waste Management Sales	(107,631)	(99,156)	(47,614)	(101,700)	47%	(123,700)	(22,000)	22%
Other Recoveries	(152,787)	(150,997)	(152,092)	(195,000)	78%	(201,000)	(6,000)	3%
Total - User Fees, Licenses and Fines	**(2,787,050)**	**(3,475,795)**	**(1,777,704)**	**(3,746,240)**	**47%**	**(3,697,700)**	**48,540**	**(1%)**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,158,444	1,267,810	619,562	1,292,826	48%	1,445,853	153,027	12%
Employer Paid Benefits	311,934	326,212	168,245	343,719	49%	389,039	45,320	13%
Total - Salaries, Wages and Benefits	**1,470,378**	**1,594,022**	**787,808**	**1,636,545**	**48%**	**1,834,892**	**198,347**	**12%**

Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	8,003	10,089	3,379	9,900	34%	9,450	(450)	(5%)
Telephone and Office Services	9,598	7,461	2,915	8,000	36%	9,000	1,000	13%
Postage, Printing, Office Supplies	10,053	10,883	4,314	9,500	45%	9,800	300	3%
Operating Materials and Supplies	34,046	43,367	7,645	38,000	20%	33,750	(4,250)	(11%)
Advertising and Promotion	24,904	18,522	7,713	40,000	19%	35,000	(5,000)	(13%)
Utilities and Fuels	51,819	51,905	29,625	56,000	53%	52,875	(3,125)	(6%)
Material and Equipment Charges	112,747	166,487	55,811	138,000	40%	119,000	(19,000)	(14%)
Total - Materials, Training, Services	**251,170**	**308,714**	**111,402**	**299,400**	**37%**	**268,875**	**(30,525)**	**(10%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	4,820	24	0	500	0%	375	(125)	(25%)
General Contracted Services	1,820,498	2,055,858	757,917	2,228,375	34%	2,243,275	14,900	1%
PW Contracted Services	19,651	27,776	6,547	25,000	26%	15,000	(10,000)	(40%)
Environmental Contract Service	6,041,445	6,126,833	2,029,856	4,601,367	44%	4,530,500	(70,867)	(2%)
Building Maintenance	2,629	1,505	903	12,500	7%	9,375	(3,125)	(25%)
Grounds Maintenance	17,213	14,608	9,339	18,000	52%	16,500	(1,500)	(8%)
Total - Contracted Services	**7,906,255**	**8,226,605**	**2,804,561**	**6,885,742**	**41%**	**6,815,025**	**(70,717)**	**(1%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	31,824	35,714	19,699	34,000	58%	35,000	1,000	3%
Total - Debt, Lease and Financial	**31,824**	**35,714**	**19,699**	**34,000**	**58%**	**35,000**	**1,000**	**3%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	40	0	0	0	0%	0	0	0%
Fleet Internal Operating Charge	583,639	798,146	538,837	861,415	63%	1,167,363	305,948	36%
Municipal Taxes	52,195	53,188	54,452	55,000	99%	56,500	1,500	3%
Transfers to Reserves	0	502,392	(251,196)	(502,392)	50%	(502,392)	0	0%
Total - Interfunctional Adjustments	**635,874**	**1,353,726**	**342,093**	**414,023**	**83%**	**721,471**	**307,448**	**74%**

Total - Solid Waste and Landfill Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	5,048,783	**6,090,701**	**1,893,022**	**4,952,540**	**38%**	**5,523,563**	**571,023**	**12%**



Fleet Services Division

Overview

Fleet Services is responsible for maintenance and repair of vehicles and equipment, fuel procurement and management, and the procurement and replacement of non-emergency fleet inventory.

2024 Accomplishments

- Pilot project for use of electronic circle check software to reduce manual processes and improve efficiency
- Multiple multi-year procurements ensuring consistency and value
- Continued to explore alternate fuel source potential for Kawartha Lakes fleet vehicles including EV and Hydrogen
- Innovative procurement of transit busses enabled reduction in capital investment for 2024 and 2025 of $700,000

2025 Priorities

- Establish a new process to meet changing legislative inspection needs
- Explore means to mitigate cost increases and supply chain pressures
- Implement new mobile technicians reducing the need for vehicles to be delivered to the Fleet centre
- Maximize benefit of shunt drivers to drive efficiency in Fleet maintenance and avoid impact to roads depot staffing

Personnel Breakdown for Fleet and Transit Services

Full Time Staff

2024: 25
2025: 27

Additional Hours

2024: 21,133
2025: 21,133

Student Hours

2024: 640
2025: 640

Fleet Services Division Operating Budget

Revenue

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Waste Management User Fees	(2,666)	0	(1,069)	(3,000)	36%	(3,000)	0	0%
Sales	(107,984)	(110,484)	(55,438)	(60,000)	92%	(60,000)	0	0%
Other Recoveries	(78,847)	(25,316)	0	(10,000)	0%	(10,000)	0	0%
Total - User Fees, Licenses and Fines	**(189,498)**	**(135,800)**	**(56,506)**	**(73,000)**	**77%**	**(73,000)**	**0**	**0%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	881,756	916,591	468,290	1,120,902	42%	1,353,559	232,657	21%
Employer Paid Benefits	275,922	276,981	148,300	358,352	41%	416,817	58,465	16%
Total - Salaries, Wages and Benefits	**1,157,678**	**1,193,573**	**616,590**	**1,479,254**	**42%**	**1,770,376**	**291,122**	**20%**

Materials, Training, Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	6,797	7,222	9,806	9,400	104%	13,925	4,525	48%
Telephone and Office Services	26,401	30,280	96,148	182,960	53%	188,200	5,240	3%
Postage, Printing, Office Supplies	19,251	24,770	4,959	23,300	21%	20,550	(2,750)	(12%)
Operating Materials and Supplies	146,425	139,373	63,163	163,800	39%	167,000	3,200	2%
Utilities and Fuels	49,937	50,248	26,547	52,200	51%	51,200	(1,000)	(2%)
Vehicle and Equipment Fuel	2,119,909	1,870,128	987,980	2,617,929	38%	2,110,000	(507,929)	(19%)
Material and Equipment Charges	1,209,624	1,227,358	557,593	1,237,500	45%	1,250,000	12,500	1%
Total - Materials, Training, Services	**3,578,344**	**3,349,380**	**1,746,195**	**4,287,089**	**41%**	**3,800,875**	**(486,214)**	**(11%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	49,557	8,744	8,711	15,200	57%	15,150	(50)	(0%)
Technology Contracted Service	9,639	4,656	4,868	4,000	122%	6,900	2,900	73%
General Contracted Services	2,327,524	2,787,685	1,375,955	2,119,500	65%	2,258,045	138,545	7%
Equipment Maintenance	7,064	2,712	1,526	15,000	10%	5,000	(10,000)	(67%)
PW Contracted Services	27,528	32,015	21,640	32,000	68%	39,000	7,000	22%
Environmental Contract Service	0	0	5,212	11,000	47%	11,000	0	0%
Protection Contracted Service	0	0	1,931	2,700	72%	2,700	0	0%
Building Maintenance	55,145	40,218	19,931	41,200	48%	40,500	(700)	(2%)
Grounds Maintenance	0	46,269	27,726	68,000	41%	53,000	(15,000)	(22%)
Total - Contracted Services	**2,476,456**	**2,922,300**	**1,467,500**	**2,308,600**	**64%**	**2,431,295**	**122,695**	**5%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Fleet Internal Operating Charge	(9,737,584)	(11,042,359)	(6,550,353)	(13,155,073)	50%	(14,105,620)	(950,547)	7%
Transfers to Reserves	3,993,174	4,737,977	2,658,312	5,205,749	51%	6,301,501	1,095,752	21%
Total - Interfunctional Adjustments	**(5,744,410)**	**(6,304,382)**	**(3,892,041)**	**(7,949,324)**	**49%**	**(7,804,119)**	**145,205**	**(2%)**

Total - Fleet Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	1,278,571	**1,025,071**	**(118,262)**	**52,619**	**(225%)**	**125,427**	**72,808**	**138%**



Transit Services Division

Overview

Transit Services provides safe, reliable, effective Transit services including conventional and limited mobility (LIMO).

2024 Accomplishments

- Updated the Transit Master Plan which outlines future needs for our community
- Implementation of the Lindsay Transit Orange Route expanding the availability of transit to new areas
- Expansion of Lindsay Transit operating hours based on resident feedback

2025 Priorities

- Implementation of Transit Master Plan initiatives and recommendations
- Explore connection opportunities with GO Transit and Metrolinx
- Ensure appropriate staffing levels to maintain service delivery standards

Transit Services Division Operating Budget

Revenue

Grants	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Federal Grants	701,007	711,703	0	0	0%	0	0	0%
Provincial Grants	(761,654)	(716,027)	0	0	0%	0	0	0%
Total - Grants	**(60,647)**	**(4,324)**	**0**	**0**	**0%**	**0**	**0**	**0%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Restricted Amounts Earned	(520,406)	(640,843)	(396,759)	(850,000)	47%	(850,000)	0	0%
Total - Other Revenues	**(520,406)**	**(640,843)**	**(396,759)**	**(850,000)**	**47%**	**(850,000)**	**0**	**0%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Admission/Tickets/Fares	(131,181)	(209,712)	(117,314)	(190,619)	62%	(209,750)	(19,131)	10%
Advertising Sales	(2,603)	(4,797)	(1,155)	0	0%	0	0	0%
Other Recoveries	0	(1,526)	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(133,784)**	**(216,035)**	**(118,469)**	**(190,619)**	**62%**	**(209,750)**	**(19,131)**	**10%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	725,437	892,109	464,856	1,033,898	45%	1,133,669	99,771	10%
Employer Paid Benefits	129,048	209,801	119,819	238,343	50%	264,806	26,463	11%
Total - Salaries, Wages and Benefits	**854,485**	**1,101,911**	**584,675**	**1,272,241**	**46%**	**1,398,475**	**126,234**	**10%**

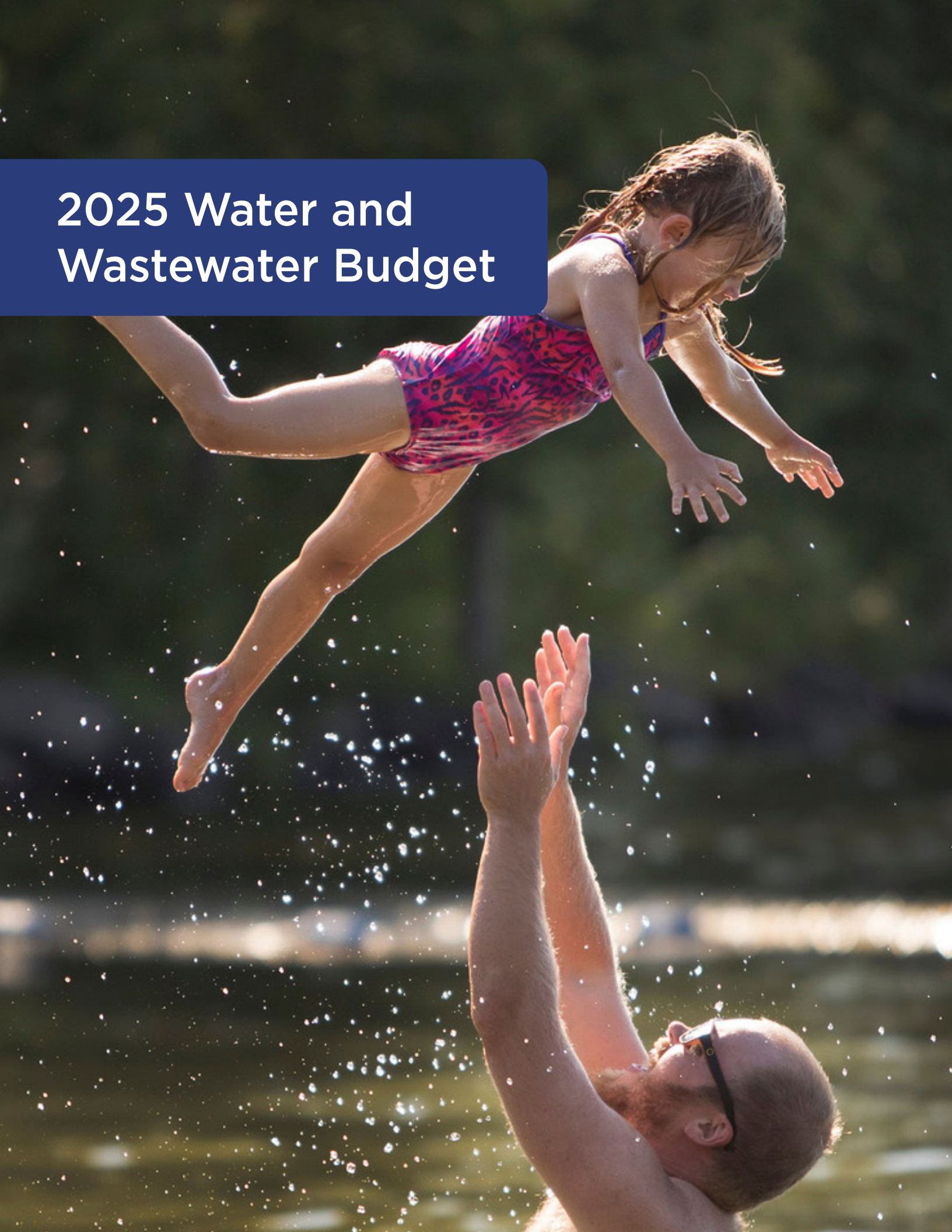
Materials, Supplies and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	3,343	10,360	3,865	18,650	21%	13,760	(4,890)	(26%)
Telephone and Office Services	8,505	34,361	2,777	54,400	5%	43,650	(10,750)	(20%)
Postage, Printing, Office Supplies	7,468	18,229	1,704	8,500	20%	7,250	(1,250)	(15%)
Operating Materials and Supplies	0	23	0	500	0%	370	(130)	(26%)
Advertising and Promotion	0	13,682	1,251	13,500	9%	10,125	(3,375)	(25%)
Material and Equipment Charges	10,964	1,634	994	3,000	33%	3,000	0	0%
Capital Out of Operations	1,154	2,020	0	1,000	0%	750	(250)	(25%)
Total - Materials, Training, Services	**31,434**	**80,310**	**10,591**	**99,550**	**11%**	**78,905**	**(20,645)**	**(21%)**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	16,173	22,635	1,808	10,000	18%	5,000	(5,000)	(50%)
Technology Contracted Service	0	0	0	0	0%	58,000	58,000	0%
General Contracted Services	0	5,052	0	0	0%	0	0	0%
PW Contracted Services	87,958	102,609	35,966	109,000	33%	109,000	0	0%
Building Maintenance	225	134	1,883	0	0%	2,000	2,000	0%
Total - Contracted Services	**104,356**	**130,430**	**39,657**	**119,000**	**33%**	**174,000**	**55,000**	**46%**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	92,665	102,256	57,158	114,280	50%	69,280	(45,000)	(39%)
Fleet Internal Operating Charge	511,923	650,643	371,546	793,378	47%	1,016,637	223,259	28%
Total - Interfunctional Adjustments	**604,588**	**752,898**	**428,704**	**907,658**	**47%**	**1,085,917**	**178,259**	**20%**

Total - Transit Services Division Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	880,026	**1,204,348**	**548,400**	**1,357,830**	**40%**	**1,677,547**	**319,717**	**24%**

2025 Water and Wastewater Budget





Water and Wastewater Operations

Overview

The Water and Wastewater Division of the Public Works department is responsible for the safe and effective operation of 21 water treatment facilities, 6 wastewater treatment facilities, all municipally owned distribution and collection infrastructure and associated regulatory compliance requirements. The water-wastewater operations are delivered with a hybrid model of internal (municipal staff) and external contracts (Ontario Clean Water Agency [OCWA]). Water-wastewater is funded with a uniform user fee across the municipality, regardless of geographic location.

2024 Accomplishments

- Re-accreditation of full scope on-site audit for Drinking Water Quality Management Standard
- Extra Strength Surcharge Agreement program improved
- The Project Oversight Committee for Source Water Protection successfully achieved their objectives
- Initiated review of the water and wastewater systems hybrid operational model

2025 Priorities

- Transfer the manual logbook process to a digital environment
- Implement the Supervisory Control and Data Acquisition (SCADA) system modernization to ensure reliability of our drinking water systems

Personnel Breakdown

Full Time Staff

2024: 18
2025: 18

Student Hours

2024: 640
2025: 640

2025 Water and Wastewater Budget by System

Water and Wastewater Administration	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Water and Sewer Administration	4,972,617	2,994,073	3,324,915	330,842
Total — Water and Wastewater Administration	**4,972,617**	**2,994,073**	**3,324,915**	**330,842**

Water Systems	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Bobcaygeon	(577,483)	(553,798)	(535,856)	17,942
Bobcaygeon — Victoria Place	30,753	10,666	28,149	17,483
Eldon — Western Trent	80,634	66,473	94,732	28,259
Emily Birch Point	114,903	116,167	121,181	5,014
Fen Twsp — Southview Estates	205,499	205,429	198,480	(6,949)
Fenelon Falls	107,864	110,253	148,178	37,925
Kinmount	316,315	308,216	235,377	(72,839)
Lindsay — Oakwood	(58,223)	(65,068)	(55,862)	9,206
Lindsay — Verulam Tank	115,557	126,757	128,561	1,804
Lindsay Thornhill Reservoir	135,534	165,009	169,457	4,448
Lindsay WTP	(4,104,863)	(4,216,113)	(4,462,559)	(246,446)
Manvers — Janetville	49,573	70,839	75,080	4,241
Manvers — Manorview	114,295	160,444	117,660	(42,784)
Manvers — Pinewood	24,828	13,982	25,757	11,775
Manvers — Woodfield	79,161	107,110	79,221	(27,889)
Mariposa — Canadian Shores	82,867	85,370	93,098	7,728
Mariposa — Kings Bay	106,531	116,068	123,763	7,695
Mariposa — Pleasant Point	127,887	178,229	152,652	(25,577)
Mariposa — Sonya	97,265	108,787	109,859	1,072
Mariposa — Woods of Manilla	4,353	25,279	21,533	(3,746)
Mariposa Estates	199,567	188,225	201,658	13,433
Norland	288,179	317,875	320,195	2,320
Omemee — Victoria Glen	56,519	70,647	69,104	(1,543)
Woodville	46,177	37,599	46,896	9,297
Total — Water Systems	**(2,356,308)**	**(2,245,555)**	**(2,493,686)**	**(248,131)**

Wastewater Systems	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
Bobcaygeon Sewers	(18,591)	(42,510)	(226,534)	(184,024)
Coboconk Sewers	65,275	83,358	87,033	3,675
Fenelon Falls Sewers	295,471	417,284	472,877	55,593
Lindsay — WPCP Sewer Systems	(3,332,651)	(1,568,837)	(1,539,444)	29,393
Mariposa — Kings Bay Sewers	142,720	148,820	133,232	(15,588)
Omemee Sewers	231,467	213,367	241,607	28,240
Total — Wastewater Systems	**(2,616,309)**	**(748,518)**	**(831,229)**	**(82,711)**

Total — Water and Wastewater Systems	Actual 2023	Budget 2024	Budget 2025	Change from 2024 Budget
	0	0	0	0

2025 Water and Wastewater Budget Detail

Revenue

Tax Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Taxation	158	0	0	0	0%	0	0	0%
Amounts Added to Tax Bill	(172,914)	(250,323)	(92,324)	(229,750)	40%	(260,000)	(30,250)	13%
Total — Tax Revenues	**(172,757)**	**(250,323)**	**(92,324)**	**(229,750)**	**40%**	**(260,000)**	**(30,250)**	**13%**

Other Revenues	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interest Income	0	(732,623)	0	0	0%	0	0	0%
Restricted Amounts Earned	(1,567,243)	(1,526,333)	(238,329)	(1,500,176)	16%	(1,461,144)	39,032	(3%)
Donations and Other Revenue	(133,554)	(225,987)	(81,900)	(140,000)	59%	(200,000)	(60,000)	43%
Total — Other Revenues	**(1,700,797)**	**(2,484,943)**	**(320,229)**	**(1,640,176)**	**20%**	**(1,661,144)**	**(20,968)**	**1%**

User Charges, Licenses and Fines	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Facilities Rental and Leases	(19,200)	(18,367)	(4,600)	(19,200)	24%	(19,200)	0	0%
Water User Fees	(13,476,935)	(13,766,771)	(6,779,373)	(14,790,552)	46%	(15,548,502)	(757,950)	5%
Sewer User Fees	(8,897,932)	(9,288,206)	(4,730,646)	(9,128,938)	52%	(9,761,712)	(632,774)	7%
Fines	(158,950)	(161,849)	(78,607)	(150,000)	52%	(180,000)	(30,000)	20%
Other Recoveries	(10,903)	(587,764)	(11,192)	(13,000)	86%	(14,000)	(1,000)	8%
Total — User Fees, Licenses and Fines	**(22,563,920)**	**(23,822,957)**	**(11,604,418)**	**(24,101,690)**	**48%**	**(25,523,414)**	**(1,421,724)**	**6%**

Expenses

Salaries, Wages and Benefits	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,327,898	1,331,105	885,667	1,874,122	47%	2,046,079	171,957	9%
Employer Paid Benefits	372,347	363,444	224,713	433,628	52%	475,957	42,329	10%
Total — Salaries, Wages and Benefits	**1,700,245**	**1,694,548**	**1,110,380**	**2,307,750**	**48%**	**2,522,036**	**214,286**	**9%**

Materials, Training and Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	39,323	38,377	27,341	55,500	49%	57,000	1,500	3%
Telephone and Office Services	37,036	46,480	21,801	40,500	54%	48,500	8,000	20%
Postage, Printing, Office Supplies	11,972	9,499	6,531	13,000	50%	11,000	(2,000)	(15%)
Operating Materials and Supplies	703,718	879,415	419,017	900,790	47%	893,350	(7,440)	(1%)
Advertising and Promotion	1,448	557	0	1,500	0%	1,000	(500)	(33%)
Utilities and Fuels	331,403	388,525	189,367	367,400	52%	404,150	36,750	10%
Material and Equipment Charges	114,132	117,787	56,927	100,250	57%	109,300	9,050	9%
Total — Materials, Training and Services	**1,239,032**	**1,480,640**	**720,983**	**1,478,940**	**49%**	**1,524,300**	**45,360**	**3%**

Contracted Services	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	563,748	584,936	430,190	906,228	47%	872,400	(33,828)	(4%)
Technology Contracted Services	3,724	5,083	2,733	4,000	68%	5,400	1,400	35%
General Contracted Services	844,059	964,487	404,109	995,750	41%	1,167,300	171,550	17%
Environmental Contract Services	7,097,145	7,540,647	3,768,962	7,877,100	48%	8,013,900	136,800	2%
Building Maintenance	24,861	20,946	9,040	35,750	25%	31,000	(4,750)	(13%)
Grounds Maintenance	94,676	88,956	62,928	102,050	62%	116,650	14,600	14%
Total - Contracted Services	**8,628,214**	**9,205,055**	**4,677,962**	**9,920,878**	**47%**	**10,206,650**	**285,772**	**3%**

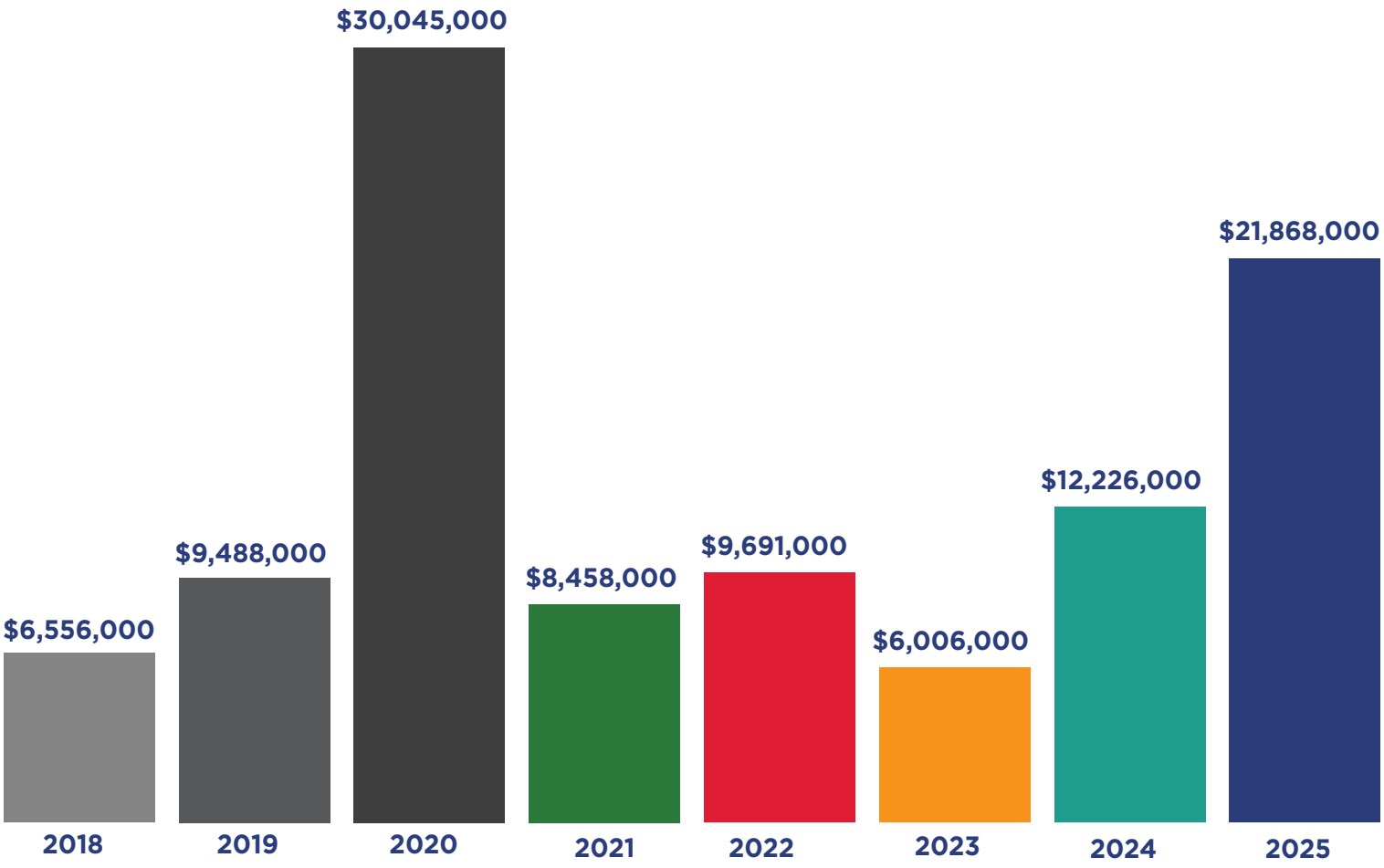
Interest on Long Term Debt	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Debenture Interest	1,581,211	1,460,299	959,202	2,027,491	47%	1,927,663	(99,828)	(5%)
Total — Interest on Long Term Debt	**1,581,211**	**1,460,299**	**959,202**	**2,027,491**	**47%**	**1,927,663**	**(99,828)**	**(5%)**

Debt, Lease and Financial	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Debenture Principal	4,872,935	4,539,248	2,553,172	5,087,827	50%	4,834,083	(253,744)	(5%)
Financial Charges	(224)	0	0	0	0%	0	0	0%
Tax Adjustments	3,038	2,851	3,390	4,000	85%	4,000	0	0%
Total — Debt, Lease and Financial	**4,875,749**	**4,542,099**	**2,556,562**	**5,091,827**	**50%**	**4,838,083**	**(253,744)**	**(5%)**

Interfunctional Adjustments	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Interdepartmental Charges	1,194,521	1,250,067	522,526	863,194	61%	1,010,809	147,615	17%
Fleet Internal Operating Charges	98,157	110,283	57,027	124,336	46%	129,820	5,484	4%
Municipal Taxes	174,900	145,736	149,757	152,200	98%	155,650	3,450	2%
Transfers to Reserves	4,940,362	6,665,362	2,002,500	4,005,000	50%	5,129,547	1,124,547	28%
Total — Interfunctional Adjustments	**6,407,940**	**8,171,447**	**2,731,811**	**5,144,730**	**53%**	**6,425,826**	**1,281,096**	**25%**

Total — Water and Wastewater Budget Detail	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	(5,083)	**(4,134)**	**739,930**	**0**	**0%**	**0**	**0**	

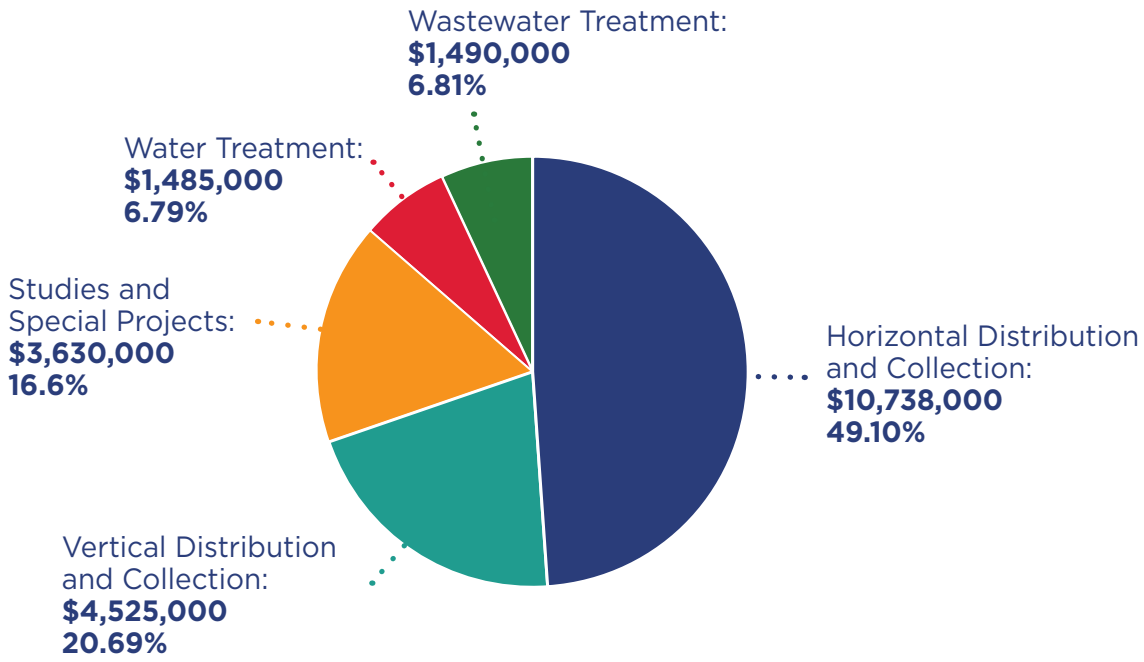
Water-Wastewater Capital Budget Totals for 2018-2025



Summary of 2025 Water-Wastewater Capital Budget

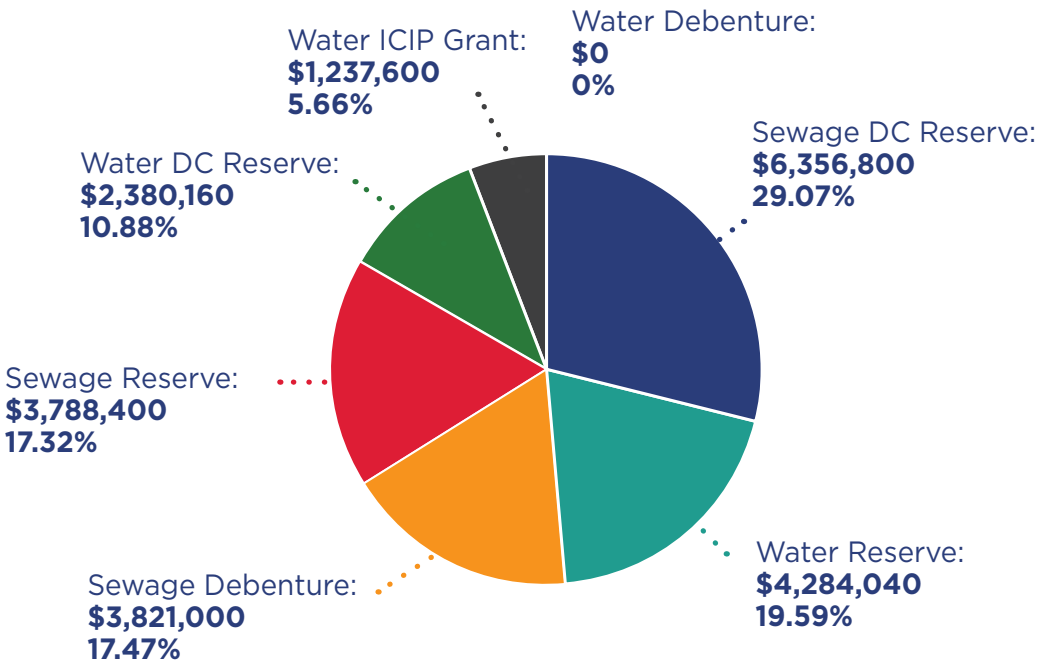
JDE ID	Program Title	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water ICIP Grant	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
9982501	Water Treatment	1,485,000	1,485,000	0	0	0	0	0	0	1,485,000
9982502	Wastewater Treatment	1,490,000	0	0	0	0	1,490,000	0	0	1,490,000
9982503	Vertical Distribution and Collection	4,525,000	300,000	0	0	0	225,000	4,000,000	0	4,525,000
9982504	Horizontal Distribution and Collection	10,738,000	1,630,240	2,380,160	1,237,600	0	312,200	1,356,800	3,821,000	10,738,000
9982505	Studies and Special Projects	3,630,000	868,800	0	0	0	1,761,200	1,000,000	0	3,630,000
Total		**21,868,000**	**4,284,040**	**2,380,160**	**1,237,600**	**0**	**3,788,400**	**6,356,800**	**3,821,000**	**21,868,000**

Water-Wastewater Capital Expenditure by Capital Program



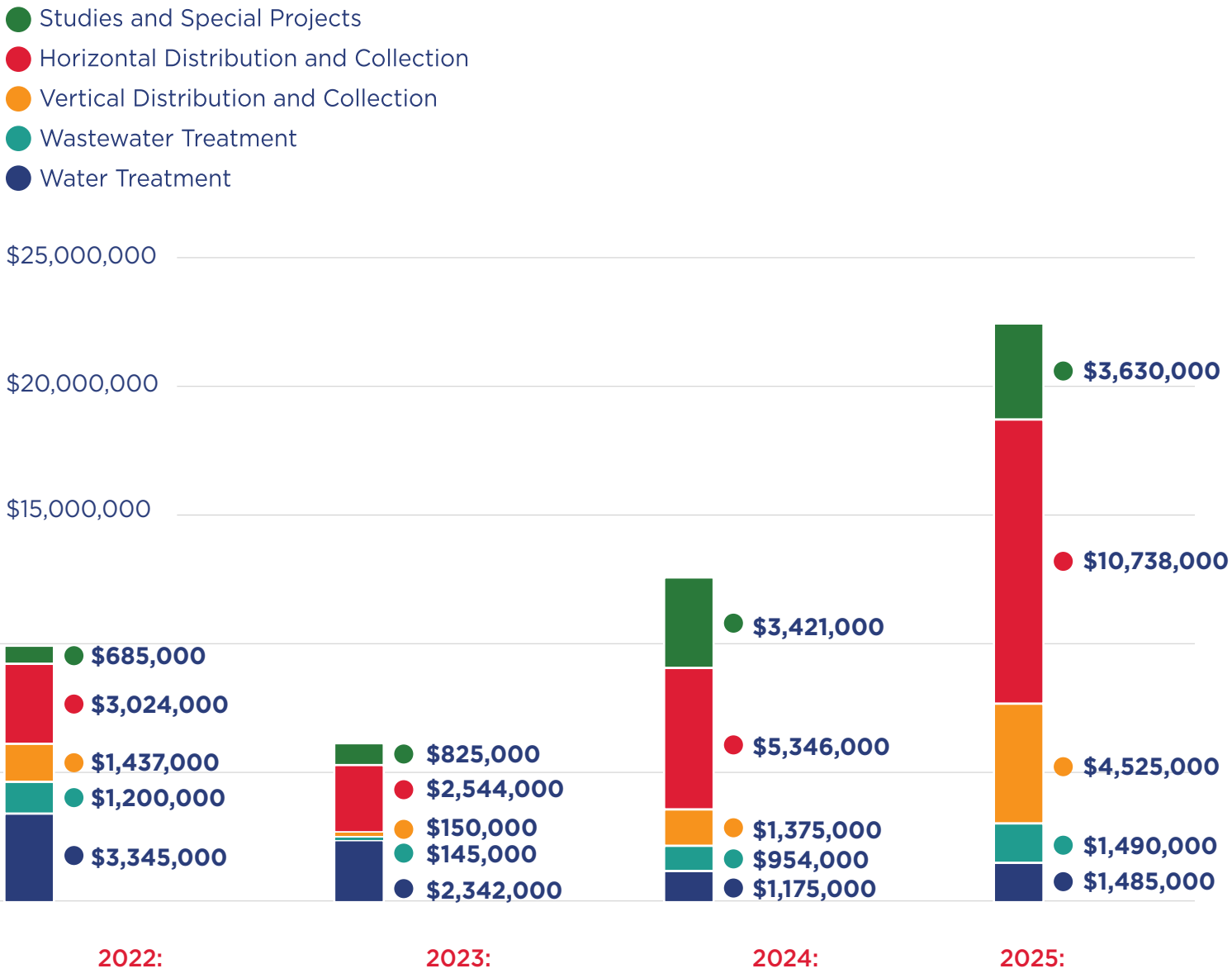
Total 2025 Water-Wastewater Capital Expenditure: **$21,868,000**

Water-Wastewater Capital Financing by Source



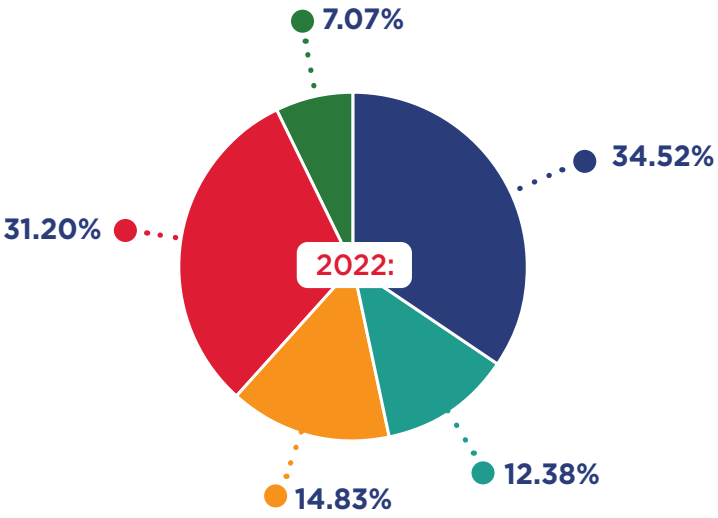
Total 2025 Water-Wastewater Capital Financing: **$21,868,000**

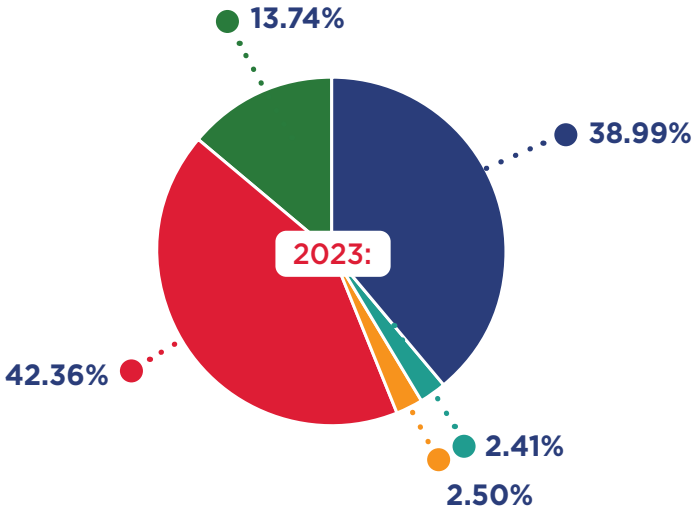
Historic 2022-2024 and 2025 Water-Wastewater Capital Expenditure by Capital Program

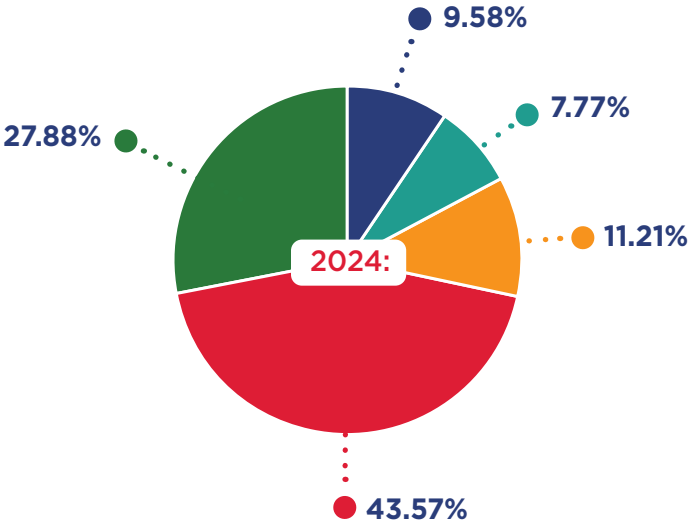


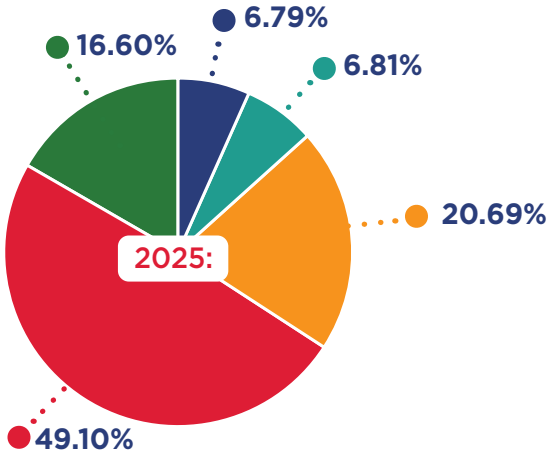
Historic 2022-2024 and 2025 Relative Shares of Water-Wastewater Capital Expenditure by Capital Program

- Studies and Special Projects
- Horizontal Distribution and Collection
- Vertical Distribution and Collection
- Wastewater Treatment
- Water Treatment









9982501 Water Treatment

Construction, rehabilitation, upgrade and replacement of water treatment facilities and related components and siteworks. Based on legislation, AMP, Capacity Study and DC Study.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
998250101	Bobcaygeon WTP Filter Media and Drains	Replacement; Rehabilitation	State-of-Good-Repair	350,000	350,000	0	0	0	0	0	350,000
998250102	Victoria Place WTP Well and Piping	Replacement	State-of-Good-Repair	400,000	400,000	0	0	0	0	0	400,000
998250103	Manorview WTP Well #1 and Piping	Replacement	State-of-Good-Repair	225,000	225,000	0	0	0	0	0	225,000
998250104	Canadiana Shores WTP Filter Media and Drains	Replacement	State-of-Good-Repair	80,000	80,000	0	0	0	0	0	80,000
998250105	Canadiana Shores WTP Master Control Centre Panel	Replacement; Upgrade	State-of-Good-Repair	160,000	160,000	0	0	0	0	0	160,000
998250106	Norland WTP and Kinmount WTP High-Lift Pumps	Replacement	State-of-Good-Repair	100,000	100,000	0	0	0	0	0	100,000
998250107	Sonya WTP and Manilla WTP Clearwell Access Ladders	Design; Replacement	State-of-Good-Repair	90,000	90,000	0	0	0	0	0	90,000
998250108	Lindsay WTP Low-Lift Pumps #1 and #2 VFDs	Replacement	State-of-Good-Repair	30,000	30,000	0	0	0	0	0	30,000
998250109	Lindsay WTP High-Lift Pump #3	Rehabilitation	State-of-Good-Repair	50,000	50,000	0	0	0	0	0	50,000
Total				**1,485,000**	**1,485,000**	**0**	**0**	**0**	**0**	**0**	**1,485,000**

9982502 Wastewater Treatment

Construction, rehabilitation, upgrade and replacement of wastewater treatment facilities and related components and siteworks. Based on legislation, AMP, Capacity Study and DC Study.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
998250201	Lindsay WPCP South Clarifier Gearbox	Replacement	State-of-Good-Repair	100,000	0	0	0	100,000	0	0	100,000
998250202	Lindsay WPCP Interior and Siding	Recoating; Painting	State-of-Good-Repair	100,000	0	0	0	100,000	0	0	100,000
998250203	Lindsay WPCP Secondary Automatic Bar Screen	Design	State-of-Good-Repair	50,000	0	0	0	50,000	0	0	50,000
998250204	Lindsay WPCP Actiflo Mixer Gear Drive	Replacement	State-of-Good-Repair	70,000	0	0	0	70,000	0	0	70,000
998250205	Lindsay WPCP Lagoon 4	Partial Rehabilitation	State-of-Good-Repair	1,000,000	0	0	0	1,000,000	0	0	1,000,000
998250206	Omemee WPCP Lagoon Electricity Service	Replacement; Upgrade	State-of-Good-Repair	70,000	0	0	0	70,000	0	0	70,000
998250207	Bobcaygeon WPCP Digester Tank	Rehabilitation	State-of-Good-Repair	100,000	0	0	0	100,000	0	0	100,000
Total				**1,490,000**	**0**	**0**	**0**	**1,490,000**	**0**	**0**	**1,490,000**

9982503 Vertical Distribution and Collection

Construction, rehabilitation, upgrade and replacement of vertical infrastructure providing water distribution and wastewater collection services. Based on legislation, AMP, Capacity Study and DC Study.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
998250301	Highway 7 SPS and Forcemain	Construction	Expansionary	4,000,000	0	0	0	0	4,000,000	0	4,000,000
998250302	Riverview SPS Entrance via Barron Boulevard	Rehabilitation	State-of-Good-Repair	75,000	0	0	0	75,000	0	0	75,000
998250303	Coboconk SPS #2	Rehabilitation	State-of-Good-Repair	150,000	0	0	0	150,000	0	0	150,000
998250304	Thornhill Reservoir Booster Pump VFDs and Cabinets	Replacement	State-of-Good-Repair	300,000	300,000	0	0	0	0	0	300,000
Total				**4,525,000**	**300,000**	**0**	**0**	**225,000**	**4,000,000**	**0**	**4,525,000**

9982504 Horizontal Distribution and Collection

Construction, rehabilitation, upgrade and replacement of horizontal infrastructure providing water distribution and wastewater collection services. Based on legislation, AMP, Capacity Study and DC Study.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water ICIP Grant	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
998250401	Canal St. Mains - Sherwood St. to CKL Rd. 36	Replacement; Expansion	Expansionary	2,512,000	175,840	1,080,160	0	0	0	0	1,256,000	2,512,000
998250402	Glenelg St. Mains - Lindsay St. to Victoria Ave.	Replacement	State-of-Good-Repair	2,134,000	284,900	0	782,100	0	0	0	1,067,000	2,134,000
998250403	Pottinger St. Mains - Victoria Ave. to West End	Replacement	State-of-Good-Repair	2,996,000	1,042,500	0	455,500	0	0	0	1,498,000	2,996,000
998250404	Colborne St. Water Hydrants - Highway 35 to Charles St.	Relocation	State-of-Good-Repair	12,000	12,000	0	0	0	0	0	0	12,000
998250405	Colborne St. Sewer - Highway 35 to Charles St.	Localized Replacement	State-of-Good-Repair	174,000	0	0	0	0	174,000	0	0	174,000
998250406	Lindsay St. Mains - Logie St. to Highway 7	Emplacement	Expansionary	2,600,000	0	1,300,000	0	0	0	1,300,000	0	2,600,000
998250407	Victoria Ave. Sewer - Kent St. to Peel St.	Design	Expansionary	80,000	0	0	0	0	23,200	56,800	0	80,000
998250408	Bobcaygeon Mains Bound by Front, Head, Duke and Main Streets	Design	State-of-Good-Repair	150,000	75,000	0	0	0	75,000	0	0	150,000
998250409	Dunn St. Mains - Balaclava St. to CKL Rd. 49	Design	State-of-Good-Repair	80,000	40,000	0	0	0	40,000	0	0	80,000
Total				**10,738,000**	**1,630,240**	**2,380,160**	**1,237,600**	**0**	**312,200**	**1,356,800**	**3,821,000**	**10,738,000**

9982505 Studies and Special Projects

Water-wastewater studies and special projects, often relating to (i) system monitoring, performance, capacity and optimization and or (ii) the management of assets, growth, energy and user rates.

JDE ID	Project	Primary Treatment/ Activity	Primary Type	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
999220801	Water Meters for All Water Systems - Phase 4 of 5	Replacement; Upgrade	State-of-Good-Repair	600,000	330,000	0	0	270,000	0	0	600,000
998250502	SCADA Systems - Phase 4 of 8	Replacement; Upgrade	State-of-Good-Repair	1,140,000	478,800	0	0	661,200	0	0	1,140,000
998250503	Water-Wastewater Rate Study and Financial Plan	Study; Assessment	State-of-Good-Repair	60,000	30,000	0	0	30,000	0	0	60,000
998250504	Bobcaygeon WTP Polymer System Pilot	Study; Assessment	State-of-Good-Repair	30,000	30,000	0	0	0	0	0	30,000
998250505	Lindsay Gravity Sewers Extraneous Flows Assessment	Study; Assessment	State-of-Good-Repair	800,000	0	0	0	800,000	0	0	800,000
998250506	Lindsay WPCP Expansion EA	Study; Assessment	Expansionary	1,000,000	0	0	0	0	1,000,000	0	1,000,000
Total				**3,630,000**	**868,800**	**0**	**0**	**1,761,200**	**1,000,000**	**0**	**3,630,000**

Summary of Water-Wastewater Capital Budget - Expansionary Capital Projects

JDE ID	Program Title	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water ICIP Grant	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
9982501	Water Treatment	0	0	0	0	0	0	0	0	0
9982502	Wastewater Treatment	0	0	0	0	0	0	0	0	0
9982503	Vertical Distribution and Collection	4,000,000	0	0	0	0	0	4,000,000	0	4,000,000
9982504	Horizontal Distribution and Collection	5,192,000	175,840	2,380,160	0	0	23,200	1,356,800	1,256,000	5,192,000
9982505	Studies and Special Projects	1,000,000	0	0	0	0	0	1,000,000	0	1,000,000
Total		**10,192,000**	**175,840**	**2,380,160**	**0**	**0**	**23,200**	**6,356,800**	**1,256,000**	**10,192,000**

Summary of Water-Wastewater Capital Budget - State-of-Good-Repair Capital Projects

JDE ID	Program Title	Expenditure	Financing from Water Reserve	Financing from Water DC Reserve	Financing from Water ICIP Grant	Financing from Water Debenture	Financing from Sewage Reserve	Financing from Sewage DC Reserve	Financing from Sewage Debenture	Financing Total
9982501	Water Treatment	1,485,000	1,485,000	0	0	0	0	0	0	1,485,000
9982502	Wastewater Treatment	1,490,000	0	0	0	0	1,490,000	0	0	1,490,000
9982503	Vertical Distribution and Collection	525,000	300,000	0	0	0	225,000	0	0	525,000
9982504	Horizontal Distribution and Collection	5,546,000	1,454,400	0	1,237,600	0	289,000	0	2,565,000	5,546,000
9982505	Studies and Special Projects	2,630,000	868,800	0	0	0	1,761,200	0	0	2,630,000
Total		**11,676,000**	**4,108,200**	**0**	**1,237,600**	**0**	**3,765,200**	**0**	**2,565,000**	**11,676,000**

Agencies, Boards and Committees



Kawartha Lakes Police Services

Kawartha Lakes Police Services Operating Budget

Revenue

Grants	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(754,596)	(984,550)	(395,954)	(888,182)	45%	(1,021,244)	(133,062)	15%
Total - Grants	**(754,596)**	**(984,550)**	**(395,954)**	**(888,182)**	**45%**	**(1,021,244)**	**(133,062)**	**15%**

Other Revenues	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Restricted Amounts Earned	(171,584)	(28,000)	(7,500)	(15,000)	50%	(57,000)	(42,000)	280%
Donations and Other Revenue	(50,985)	(27,799)	(6,944)	(15,750)	44%	(12,500)	3,250	(21%)
Total - Other Revenues	**(222,569)**	**(55,799)**	**(14,444)**	**(30,750)**	**47%**	**(69,500)**	**(38,750)**	**126%**

User Charges, Licenses and Fines	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	(8,000)	(8,000)	(25,000)	(8,000)	313%	(8,000)	0	0%
Police Services Fees	(52,996)	(51,951)	(18,638)	(39,750)	47%	(39,750)	0	0%
Sales	0	(43,296)	(6,950)	(8,000)	87%	(8,000)	0	0%
Other Recoveries	(146,460)	(144,812)	(39,083)	(154,646)	25%	(161,057)	(6,411)	4%
Total - User Fees, Licenses and Fines	**(207,457)**	**(248,059)**	**(89,671)**	**(210,396)**	**43%**	**(216,807)**	**(6,411)**	**3%**

Expenses

Salaries, Wages and Benefits	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	7,265,527	7,511,088	3,635,864	8,148,166	45%	8,967,635	819,469	10%
Employer Paid Benefits	2,060,335	2,534,736	1,606,580	2,582,119	62%	2,972,959	390,840	15%
Total - Salaries, Wages and Benefits	**9,325,862**	**10,045,824**	**5,242,444**	**10,730,285**	**49%**	**11,940,594**	**1,210,309**	**11%**

Materials, Training, Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	78,552	183,033	92,464	148,980	62%	217,769	68,789	46%
Telephone and Office Services	60,287	58,938	35,689	101,368	35%	86,033	(15,335)	(15%)
Postage, Printing, Office Supplies	195,118	184,014	150,395	341,957	44%	230,158	(111,799)	(33%)
Operating Materials and Supplies	119,408	100,666	40,041	113,966	35%	166,647	52,681	46%
Advertising and Promotion	4,701	5,101	3,429	5,910	58%	7,275	1,365	23%
Utilities and Fuels	45,330	52,356	19,895	48,800	41%	48,800	0	0%
Vehicle and Equipment Fuel	78,914	74,695	40,071	71,500	56%	77,350	5,850	8%
Material and Equipment Charges	0	0	1,071	0	0%	0	0	0%
Protection Materials	26,603	24,748	19,470	58,039	34%	74,626	16,587	29%
Capital Out of Operations	5,766	13,987	24,696	5,000	494%	190,000	185,000	3700%
Total - Materials, Training, Services	**614,677**	**697,539**	**427,220**	**895,520**	**48%**	**1,098,658**	**203,138**	**23%**

Contracted Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	36,122	32,746	29,973	30,500	98%	150,700	120,200	394%
Technology Contracted Services	57,490	49,577	55,689	62,800	89%	85,700	22,900	36%
General Contracted Services	47,291	50,126	19,634	48,000	41%	48,072	72	0%
Equipment Maintenance	140,483	225,587	124,833	227,955	55%	288,780	60,825	27%
PW Contracted Services	50,238	68,181	34,235	61,800	55%	69,000	7,200	12%
Protection Contracted Services	1,092	1,638	520	1,800	29%	1,800	0	0%
Building Maintenance	56,577	21,125	16,643	62,000	27%	51,000	(11,000)	(18%)
Grounds Maintenance	0	550	549	0	0%	0	0	0%
Total - Contracted Services	**389,293**	**449,530**	**282,076**	**494,855**	**57%**	**695,052**	**200,197**	**40%**

Rents and Insurance Expenses	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Equipment Rental	29,048	29,775	19,561	29,100	67%	39,300	10,200	35%
Insurance	18,011	35,672	0	15,000	0%	15,000	0	0%
Total - Rents and Insurance	**47,058**	**65,447**	**19,561**	**44,100**	**44%**	**54,300**	**10,200**	**23%**

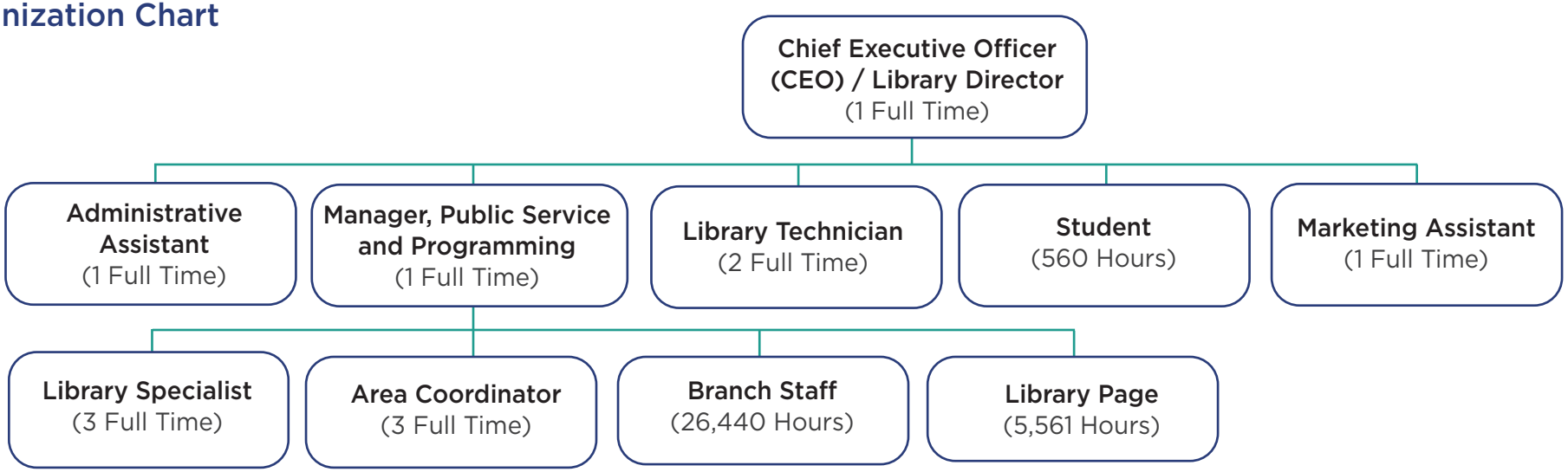
Interfunctional Adjustments	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Own Fund Transfers	361,303	497,950	300,000	312,060	96%	581,000	268,940	86%
Interdepartmental Charges	(475,908)	(483,327)	(231,230)	(770,273)	30%	(786,376)	(16,103)	2%
Transfers to Reserves	(203,673)	(306,704)	(148,550)	(311,000)	48%	8,000	319,000	(103%)
Total - Interfunctional Adjustments	**(318,278)**	**(292,081)**	**(79,780)**	**(769,213)**	**10%**	**(197,376)**	**571,837**	**(74%)**

Total - Police Services Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	8,873,990	**9,677,850**	**5,391,452**	**10,266,219**	**53%**	**12,283,677**	**2,017,458**	**20%**

Kawartha Lakes Library

Structure

Organization Chart



Personnel Breakdown

Full Time Staff

2024: 12
2025: 12

Additional Hours

2024: 32,001
2025: 32,001

Student Hours

2024: 560
2025: 560

Kawartha Lakes Library Operating Budget

Revenue

Grants	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Provincial Grants	(194,708)	(194,822)	(108,866)	(178,733)	61%	(178,733)	0	0%
Total - Grants	**(194,708)**	**(194,822)**	**(108,866)**	**(178,733)**	**61%**	**(178,733)**	**0**	**0%**

Other Revenues	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Restricted Amounts Earned	(63,000)	(63,000)	(31,500)	(63,000)	50%	(63,000)	0	0%
Donations and Other Revenue	(32,275)	(33,977)	(25,026)	(25,600)	98%	(26,000)	(400)	2%
Total - Other Revenues	**(95,275)**	**(96,977)**	**(56,526)**	**(88,600)**	**64%**	**(89,000)**	**(400)**	**0%**

User Charges, Licenses and Fines	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Service Fees	0	(40)	0	(200)	0%	(200)	0	0%
Facilities Rental and Leases	0	(50)	0	0	0%	0	0	0%
Fines	(2,961)	(3,491)	(1,568)	(5,000)	31%	(4,600)	400	(8%)
Other Recoveries	0	0	0	0	0%	0	0	0%
Total - User Fees, Licenses and Fines	**(2,961)**	**(3,581)**	**(1,568)**	**(5,200)**	**30%**	**(4,800)**	**400**	**(8%)**

Expenses

Salaries, Wages and Benefits	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Salaries and Wages	1,346,251	1,426,396	715,150	1,599,110	45%	1,581,651	(17,459)	(1%)
Employer Paid Benefits	262,878	297,999	164,401	329,147	50%	360,327	31,180	9%
Total - Salaries, Wages and Benefits	**1,609,128**	**1,724,395**	**879,551**	**1,928,257**	**46%**	**1,941,978**	**13,721**	**1%**

Materials, Supplies and Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Staff Board Training and Expense	22,369	29,191	25,981	35,100	74%	39,000	3,900	11%
Telephone and Office Services	21,954	25,606	14,513	26,600	55%	27,815	1,215	5%
Postage, Printing, Office Supplies	30,842	26,143	10,144	34,000	30%	34,500	500	1%
Operating Materials and Supplies	365,663	361,993	180,469	412,900	44%	324,925	(87,975)	(21%)
Advertising and Promotion	12,379	12,415	3,408	12,500	27%	15,500	3,000	24%
Utilities and Fuels	3,892	3,753	1,905	4,700	41%	4,800	100	2%
Capital Out of Operations	156,977	34,513	46,182	15,000	308%	16,000	1,000	7%
Total - Materials, Training, Services	**614,075**	**493,614**	**282,602**	**540,800**	**52%**	**462,540**	**(78,260)**	**(14%)**

Contracted Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Professional Fees	16,836	3,482	19,103	52,000	37%	51,000	(1,000)	(2%)
Technology Contracted Service	37,677	35,200	11,440	44,000	26%	44,410	410	1%
General Contracted Services	107,558	103,328	101,645	118,525	86%	122,025	3,500	3%
Protection Contracted Service	0	987	878	0	0%	0	0	0%
Building Maintenance	2,056	1,408	298	1,800	17%	1,850	50	3%
Grounds Maintenance	2,450	1,583	1,174	3,000	39%	3,000	0	0%
Total - Contracted Services	**166,576**	**145,988**	**134,538**	**219,325**	**61%**	**222,285**	**2,960**	**1%**

Rents and Insurance Expenses	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Land And Building Rental	51,309	52,275	40,743	55,000	74%	56,400	1,400	3%
Total - Rents and Insurance	**51,309**	**52,275**	**40,743**	**55,000**	**74%**	**56,400**	**1,400**	**3%**

Debt, Lease and Financial	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Financial Charges	0	229	256	0	0%	0	0	0%
Total - Debt, Lease and Financial	**0**	**229**	**256**	**0**	**0%**	**0**	**0**	**0%**

Interfunctional Adjustments	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
Transfers to Reserves	(111,336)	(4,468)	0	(130,393)	0%	0	130,393	(100%)
Total - Interfunctional Adjustments	**(111,336)**	**(4,468)**	**0**	**(130,393)**	**0%**	**0**	**130,393**	**(100%)**

Total - Kawartha Lakes Library Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget % Variance
	2,036,810	2,116,653	1,170,731	2,340,456	50%	2,410,670	70,214	3%

Kawartha Lakes Haliburton Housing Corporation (KLHC)

Overview

Kawartha Lakes Haliburton Housing Corporation (KLHC) is the City's largest housing service provider with 813 units across Kawartha Lakes and the County of Haliburton. The City is its largest shareholder which is governed by a Board of Directors.

2024 Accomplishments

- Completed construction of 46 new homes at 25 Hamilton St. (Ada Greaves Place) thus creating new affordable housing units for those on the community housing wait list.
- Commenced construction of 30 new homes at 106 Murray St., Fenelon Falls with anticipation of completion in late 2025.
- Realignment of functions and roles for streamlined and efficient service delivery

2025 Priorities

- Continued process improvements to improve service delivery, create administrative efficiencies, generate real-time data and evidence to better support effective operations to meet the growing demands
- Explore initiatives to control costs associated with tenant move-outs, unit damage and refurbishment to ensure fiscal responsibility and sustainability
- Enhance the staffing model with additional Supervisor to work collaboratively with the staff and tenants to achieve quality tenant services and continue with staff training and development aligned with the day-to-day work.

Personnel Breakdown

Full Time Staff

2024: 15
2025: 17

Student Hours

2024: 1,504
2025: 1,504

Kawartha Lakes Haliburton Housing Corporation Operating Budget

Revenue

Grants	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Federal Grants	(473,200)	(314,248)	(102,182)	(204,364)	50%	(120,443)	83,921
Total - Grants	**(473,200)**	**(314,248)**	**(102,182)**	**(204,364)**	**50%**	**(120,443)**	**83,921**

Other Revenues	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Interest Income	(62,778)	(305,706)	(69,974)	(155,773)	45%	(106,502)	49,271
Donations and Other Revenue	(375,185)	(441,426)	(261,458)	(250,000)	105%	(101,750)	148,250
Total - Other Revenues	**(437,963)**	**(747,132)**	**(331,433)**	**(405,773)**	**82%**	**(208,252)**	**197,521**

User Charges, Licenses and Fines	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Housing Revenue	(5,108,435)	(5,259,160)	(2,668,372)	(5,550,969)	48%	(5,850,001)	(299,032)
Sales	(14,635)	0	(288)	0	0%	0	0
Total - User Fees, Licenses and Fines	**(5,123,070)**	**(5,259,160)**	**(2,668,660)**	**(5,550,969)**	**48%**	**(5,850,001)**	**(299,032)**

Prior Years (Surplus) Deficit	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Prior Years (Surplus) Deficit	(65,652)	0	0	0	0%	0	0

Expenses

Salaries, Wages and Benefits	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Salaries and Wages	0	0	33,284	0	0%	1,893,124	1,893,124
Employer Paid Benefits	1,400	1,470	10,200	3,500	291%	639,761	636,261
Total - Salaries, Wages and Benefits	**1,400**	**1,470**	**43,484**	**3,500**	**1242%**	**2,532,885**	**2,529,385**

Materials, Supplies and Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Staff Board Training and Expense	22,603	33,003	16,406	41,100	40%	47,539	6,439
Telephone and Office Services	8,720	11,236	7,839	42,000	19%	45,600	3,600
Postage, Printing, Office Supplies	20,314	278	359	0	0%	200	200
Operating Materials and Supplies	39,107	24,041	9,723	46,500	21%	47,000	500
Utilities and Fuels	1,711,480	1,746,026	921,932	1,841,570	50%	1,965,500	123,930
Vehicle and Equipment Fuel	56,280	44,342	25,595	75,000	34%	70,000	(5,000)
Material and Equipment Charges	10,314	6,676	6,675	4,000	167%	10,000	6,000
Capital Out of Operations	799	7,570	0	0	0%	2,000	2,000
Total - Materials, Training, Services	**1,869,616**	**1,873,172**	**988,529**	**2,050,170**	**48%**	**2,187,839**	**137,669**

Contracted Services	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Professional Fees	289,011	490,860	408,084	383,112	107%	391,194	8,082
Technology Contracted Services	17,058	0	0	0	0%	0	0
General Contracted Services	16,763	47,892	69,237	20,000	346%	30,000	10,000
PW Contracted Services	875	7,860	7,765	5,000	155%	7,000	2,000
Environmental Contract Services	169,887	168,705	95,701	200,600	48%	242,050	41,450
Building Maintenance	940,656	499,706	340,449	559,020	61%	534,340	(24,680)
Grounds Maintenance	67,957	86,029	27,790	133,430	21%	133,430	0
Total - Contracted Services	**1,502,208**	**1,301,052**	**949,027**	**1,301,162**	**73%**	**1,338,014**	**36,852**

Rents and Insurance Expenses	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Insurance	336,899	366,871	181,339	375,000	48%	397,750	22,750
Total - Rents and Insurance	**336,899**	**366,871**	**181,339**	**375,000**	**48%**	**397,750**	**22,750**

Interest on Long Term Debt	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Debenture Interest	70,419	53,587	21,809	38,014	57%	24,467	(13,547)
Total - Interest on Long Term Debt	**70,419**	**53,587**	**21,809**	**38,014**	**57%**	**24,467**	**(13,547)**

Debt, Lease and Financial	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Debenture Principal	900,757	600,862	235,216	442,088	53%	406,493	(35,595)
Financial Charges	129,099	140,998	8,328	150,000	6%	130,000	(20,000)
Total - Debt, Lease and Financial	**1,029,856**	**741,860**	**243,544**	**592,088**	**41%**	**536,493**	**(55,595)**

Interfunctional Adjustments	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Interdepartmental Charges	30,171	140,645	78,597	130,816	60%	122,748	(8,068)
Fleet Internal Operating Charge	2,164,508	2,315,489	1,235,762	2,868,036	43%	1,009,480	(1,858,556)
Municipal Taxes	1,249,464	1,272,775	1,009,464	1,413,390	71%	1,456,279	42,889
Transfers to Reserves	(89,816)	570,611	146,750	280,763	52%	85,054	(195,709)
Total - Interfunctional Adjustments	**3,354,327**	**4,299,521**	**2,470,574**	**4,693,005**	**53%**	**2,673,561**	**(2,019,444)**

Total - Kawartha Lakes Haliburton Housing Corporation Operating Budget	Actuals 2022	Actuals 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
	2,249,550	**2,316,994**	**2,160,560**	**2,891,833**	**75%**	**3,512,313**	**620,480**

Transfers to KLHC	Actual 2022	Actual 2023	Preliminary Actuals as of 6/30/2024	Budget 2024	% Budget Spent	Budget 2025	Budget Variance (Favourable) / Unfavourable
Operating	2,249,550	2,316,994	2,160,560	2,891,833	75%	3,512,313	620,480
Capital	0	1,077,756	541,267	1,082,534	50%	1,200,712	118,178
Haliburton Funding	0	(616,619)	(375,889)	(751,778)	50%	(931,571)	(179,793)
Total - Transfers to KLHC	**2,249,550**	**2,778,131**	**2,325,938**	**3,222,589**	**72%**	**3,781,454**	**558,865**

Conservation Authorities

Budget

Transfers to Conservation Authorities	Budget 2024	Budget 2025	Difference from 2024	% Change
Transfer to Kawartha Conservation	1,437,545	1,578,689	66,181	5%
Transfer to Otonabee Conservation	9,586	9,874	288	3%
Transfer to Ganaraska Region Conservation Authority	3,441	3,544	103	3%
Transfer to Lake Simcoe Region Conservation Authority	59,000	63,617	4,617	7%
Total - Transfers to Conservation Authorities	**1,584,535**	**1,655,724**	**71,189**	**4%**

Haliburton, Kawartha, Pine Ridge (HKPR) District Health Unit

Budget

Transfer to HKPR District Health Unit	Budget 2024	Budget 2025	Difference from 2024	% Change
	2,444,955	2,518,304	73,349	3%

Kawartha Lakes Health Care Initiative

Budget

Doctor Recruitment	Budget 2024	Budget 2025	Difference from 2024	% Change
	117,643	121,172	3,529	5%

Lindsay Downtown Business Improvement Area (BIA)

Budget

Transfer to Lindsay Downtown BIA	Budget 2024	Budget 2025	Difference from 2024	% Change
	240,492	0.00	(240,492)	(100%)

Victorian Order of Nurses (VON) Canada-Ontario

Operating Budget

Transfer to VON Canada-Ontario	Budget 2024	Budget 2025	Difference from 2024	% Change
	123,843	127,558	3,715	3%

Kawartha Lakes Ontario Provincial Police (OPP)

Operating Budget

Transfer to Kawartha Lakes OPP	Budget 2024	Budget 2025	Difference from 2024	% Change
	8,125,660	8,272,485	146,825	2%

Reserves



Reserves and Deferred Revenue Summary

Reserves/Deferred Revenue Summary:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
Infrastructure Reserves	25,673,463	34,194,774	0	(41,474,400)	18,393,837
Rate Reserves	10,956,723	4,015,200	(6,091,454)	(67,000)	8,813,469
Contingency Reserves	7,870,251	500,000	(1,693,617)	0	6,676,634
Obligatory Reserves	(5,260,017)	12,176,078	(1,759,010)	(25,296,400)	(20,139,349)
Legacy C.H.E.S.T. Fund Reserves	22,816,875	0	0	0	22,816,875
Other Reserves	1,283,518	210,000	0	0	1,493,518
Total - Reserves/Deferred Revenue Summary	**63,340,813**	**51,096,052**	**(9,544,081)**	**(66,837,800)**	**38,054,984**

Reserves and Deferred Revenue Detail

Infrastructure Reserve:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
Public Works Fleet Reserve — PW	1,957,145	6,301,501	0	(7,362,500)	896,146
Public Works Fleet Reserve — Fire	412,918	2,000,000	0	(2,193,000)	219,918
Public Works Fleet Reserve — Ambulance	25,274	0	0	(25,300)	(26)
Asset Management Reserve	2,462,764	17,405,662	0	(18,702,100)	1,166,326
Sewer Infrastructure Renewal Reserve	5,766,301	1,353,963	0	(3,765,200)	3,355,064
Water Infrastructure Renewal Reserve	7,768,148	3,775,584	0	(4,108,200)	7,435,532
Capital Contingency Reserve	7,280,913	3,358,064	0	(5,318,100)	5,320,877
Total - Infrastructure Reserve	**25,673,463**	**34,194,774**	**0**	**(41,474,400)**	**18,393,837**

Stabilization Reserve:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
Human Resources Rate Stabilization Reserve	368,234	400,000	0	0	768,234
Election Reserve	263,094	70,000	0	0	333,094
Area Rate Stabilization Reserve	458,636	8,000	0	0	466,636
Property Development Reserve	1,608,866	223,750	0	(67,000)	1,765,616
City Heritage Reserve	68,228	0	0	0	68,228
Environmental Disaster Recovery Reserve	100,000	0	0	0	100,000
Primary Care Recruitment and Retention	198,000	302,000	0	0	500,000
Library Reserve	864,817	0	0	0	864,817
General Tax Rate Stabilization Reserve	4,054,924	0	(2,321,004)	0	1,733,920
Fleet Maintenance Reserve	277,238	0	0	0	277,238
Human Services Rate Stabilization Reserve	1,360,347	0	0	0	1,360,347
Special Projects Stabilization Reserve	1,334,339	3,011,450	(3,770,450)	0	575,339
Total - Stabilization Reserve	**10,956,723**	**4,015,200**	**(6,091,454)**	**(67,000)**	**8,813,469**

Contingency Reserve:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
General Contingency Reserve	7,870,251	500,000	(1,693,617)	0	6,676,634
Total - Contingency Reserve	**7,870,251**	**500,000**	**(1,693,617)**	**0**	**6,676,634**

Obligatory Reserves:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
City Development Charge	(14,117,088)	6,000,000	(771,250)	(19,447,300)	(28,335,638)
City Wide Park Land in Lieu	837,656	150,000	0	(550,000)	437,656
Transit Dedicated Gas Tax	919,135	710,000	(850,000)	0	779,135
Canada Community Building Fund Reserve	1,389,411	5,190,698	0	(5,191,000)	1,389,109
BV-H. Wilkinson Bobcaygeon Library Donation	1,611	0	0	0	1,611
Grant Island-Fenelon Twp	33,456	0	0	0	33,456
DOOR Reserve	1,236,976	0	(137,760)	0	1,099,216
Subdivider for Water-Emily	13,138	0	0	0	13,138
M. Cronin Estate for Woodville Community Hall	10,100	0	0	(10,100)	0
Building Reserve	3,988,569	125,380	0	(98,000)	4,015,949
Tree Canopy Reserve	427,019	0	0	0	427,019
Total - Obligatory Reserve	**(5,260,017)**	**12,176,078**	**(1,759,010)**	**(25,296,400)**	**(20,139,349)**

Legacy C.H.E.S.T. Fund Reserves:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
Lindsay C.H.E.S.T. Fund	19,823,724	0	0	0	19,823,724
Bobcaygeon C.H.E.S.T. Fund	2,861,725	0	0	0	2,861,725
Woodville C.H.E.S.T. Fund	102,518	0	0	0	102,518
Omemee C.H.E.S.T. Fund	2,004	0	0	0	2,004
Fenelon Falls C.H.E.S.T. Fund	26,519	0	0	0	26,519
Kirkfield C.H.E.S.T. Fund	385	0	0	0	385
Total - Legacy C.H.E.S.T. Fund Reserves	**22,816,875**	**0**	**0**	**0**	**22,816,875**

Other Reserves:	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
Fenelon Falls Powerlinks Reserve	1,269,326	210,000	0	0	1,479,326
Norland Dam Reserve	14,192	0	0	0	14,192
Total - Legacy C.H.E.S.T. Fund Reserves	**1,283,518**	**210,000**	**0**	**0**	**1,493,518**

Total - Reserves and Deferred Revenue Summary	2024 Forecasted Ending Balance	2025 Forecasted Contributions	2025 Operating	2025 Capital	2025 Forecasted Ending Balance
	63,340,813	**51,096,052**	**(9,544,081)**	**(66,837,800)**	**38,054,984**

Reserve contributions made to Capital programs are committed in full upon adoption of the Capital Budget. In accordance with the Capital Close policy, Capital programs have two year lifespan. However Obligatory contributions are withdrawn from the reserve based on actual expenditures incurred.

Additional Information



Glossary of Categories in Financial Statements

Tax Revenues

Comprised of the following:

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

Grants

Comprised of the following:

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

Other Revenue

Comprised of the following:

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

User Charges, Licenses and Fees

Comprised of the following:

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

Salaries, Wages and Benefits

Comprised of the following:

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

Materials, Supplies and Services

Comprised of the following:

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

Contracted Services

Comprised of the following:

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

Rents and Insurance Expenses

Comprised of the following:

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

Interest on Long Term Debt

Comprised of the following;

- Interest on Long Term Debt

Debt, Lease and Financial

Comprised of the following:

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

Transfer to External Clients

Comprised of the following:

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

Inter-functional Adjustments

Comprised of the following:

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