



City of Kawartha Lakes

2018 Budget and Business Plan

KAWARTHA LAKES



**Naturally beautiful, offering
an exceptional lifestyle.**



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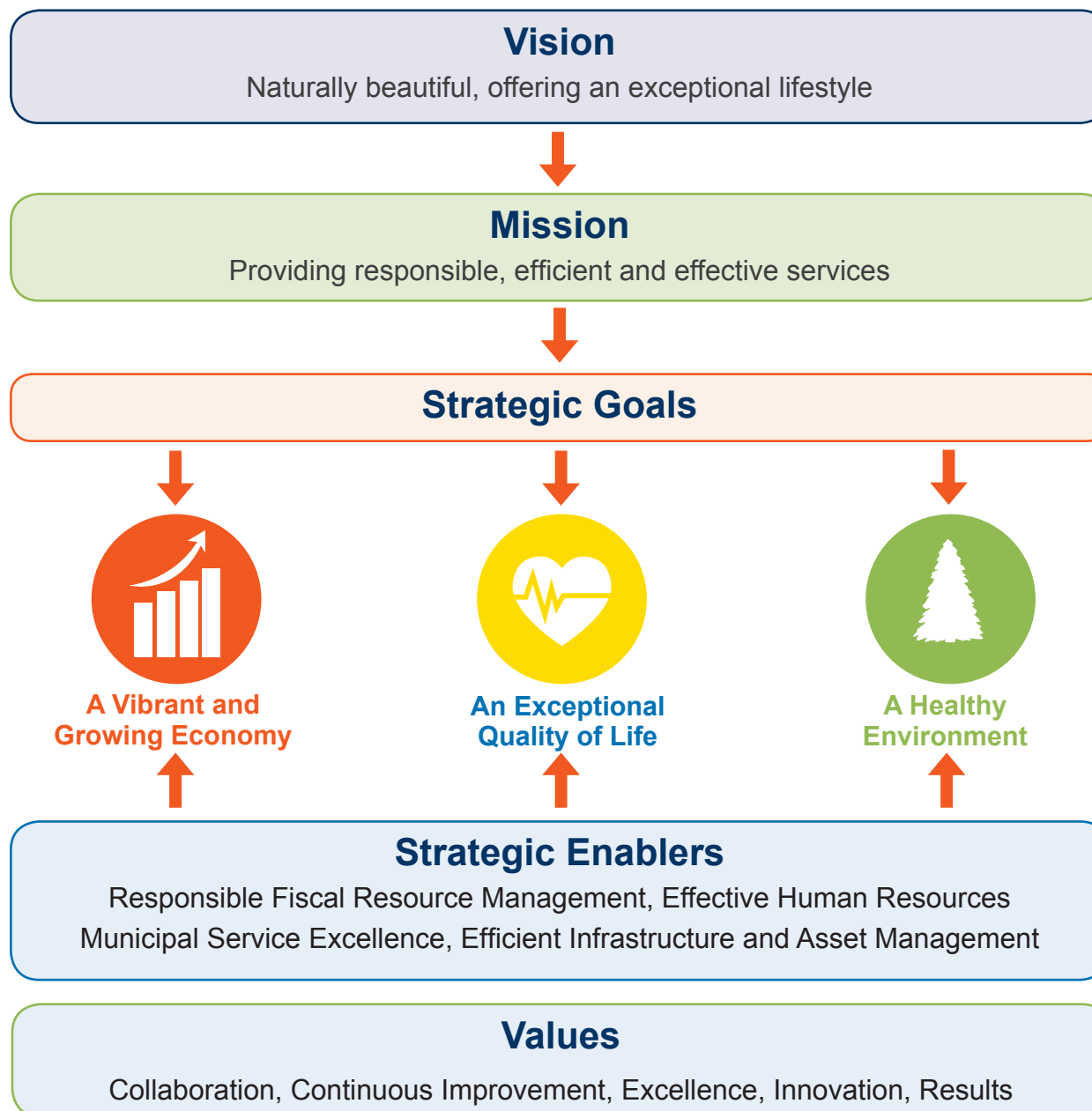
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City of Kawartha Lakes Corporate Strategic Plan (2016-2019)





About the Budgets

On behalf of Council and staff, we are pleased to present the **Adopted 2018 City of Kawartha Lakes Budget**.

This budget represents a turning point in the City's history. It is the first budget to be developed in alignment with our Corporate Strategic Plan, Asset Management Plan and 10-Year Financial Plan. In combination, these 3 documents provide a roadmap for the City to achieve its mission of providing responsible, efficient and effective services. The budget enables us to move the City toward its strategic goals of:

A vibrant and growing economy ~ An exceptional quality of life ~ A healthy environment

This budget forms the base for the next 10 years so that we can confidently predict and fund the requirements of our growing municipality.

The **Operating Budget** allows us to deliver more than 200 different programs and services at the service levels set by Council. This includes fire, police and paramedic services, municipal law enforcement, recreation, parks, libraries, roads maintenance and snow removal and waste collection to name just a few. We are very pleased that this year we are investing in enhanced service delivery while maintaining a tax levy increase at 3.25%. Our 10-Year Financial Plan forecasts stable and declining tax increases between now and 2027, providing relief to ratepayers while ensuring we are looking after our municipality.

The **Capital Budget** takes into account the need to support and maintain our \$3.2 billion of public assets, and to ensure we're investing wisely in facilities such as arenas, community halls, offices and depots as they age. We are working to consolidate our lands and buildings to respond to the needs of current and future generations.

The **Water and Wastewater Budget** invests \$2.4 million into reserves to look after our 21 water systems and 6 wastewater systems while keeping the average user rate increase to a modest 3% increase.

Highlights of service enhancements and financial achievements in 2018:

- \$2.1 million additional funding to winter maintenance of our roads
- \$9 million in capital investment to effectively address the backlog of capital needs in roads, buildings and parks
- \$3.3 million in upgrades to 7 of our 10 arenas
- Contribution of \$3.5 million to Capital and Contingency Reserves to allow greater options for investment and opportunities
- Retirement of the \$393,000 remaining of the 2016 operating deficit with proceeds from the sale of surplus municipal property in 2017
- Relief of \$1.3 million due to finalization of the Ontario Works upload and unanticipated savings in other areas

In closing, we would like to acknowledge Council for making bold decisions throughout this term that have put our municipality on a financially sustainable path. We are now in a position to maintain and enhance the municipal services our ratepayers expect while providing affordability and predictability over the long term.

Sincerely,



Ron Taylor, CAO



Andy Letham, Mayor

Executive Summary

The 2018 Budget is the City's first to be developed in alignment with a Corporate Strategic Plan, Asset Management Plan and 10-Year Financial Plan. In combination, these three documents provide a vision and roadmap for the City, positioning budgets as the vehicles for moving the City toward its strategic goals and long-term financial sustainability.

10-Year Financial Plan (2018-2027)

Based on the municipal service levels as set by Council and/or legislation, the 2017 Asset Management Plan and 2015 Development Charges (DC) Study forecast the City's long-term replacement and growth-related capital needs, respectively. Aligned with these strategic documents and the Corporate Strategic Plan, and based on the City's overall financial circumstances, the 10-Year Financial Plan provides a guiding framework for the achievement of long-term financial sustainability.

At a high level for both tax-supported and water/wastewater sides of the ledger, the 10-Year Financial Plan forecasts expenditures, revenues, debt and reserve reliance, reserve continuity, and tax and user rate increases in accordance with the following:

Strategic objectives:

1. Eliminate the infrastructure deficit;
2. Build sustainable tax and utility rate support;
3. Build robust capital reserve balances;
4. Minimize service deficiencies;
5. Manage asset-related risk;
6. Rationalize reliance on debt; and
7. Ensure capital reserve integrity.

Guiding principles:

1. Financial prudence
2. Ratepayer affordability
3. Tax and user rate stability
4. Consistency-adaptability balance

The 10-Year Financial Plan addresses significant 2018-2019 non-inflationary operating pressures on the tax-supported side by spreading the aggregate tax-related impact over several years. This is facilitated by reweighting capital budget reliance away from the tax levy and toward the capital reserve on a transitional basis. This reliance is phased out over several years as sustainable capital expenditure and tax levy support are phased in, after which the capital reserve is replenished to a sustainable level by the end of the planning horizon. The tax-supported capital reserve has been infused with a one-time \$25 million debenture to facilitate this crucial transition within a reasonable and affordable timeframe.

Updates to the 10-Year Financial Plan have naturally emerged from the 2018 Budget development process, and staff are continuing to refine these updates now that the 2018 Budget has been adopted. Several new initiatives, pressures and efficiencies identified by staff and Council, such as the 3-year gravel road rehabilitation program, have been incorporated into the plan. The plan has been able to accommodate these adjustments generally within the originally-forecasted tax and user rate increases, reflecting the plan's commitment to prudence, stability, adaptability and affordability.

The 10-Year Financial Plan will continue to play a pivotal role in budget development as it exists to ensure short-run budget decisions are made with appropriate consideration for the long-term financial health of the City. The plan is, by its very nature, a living document intended to balance consistency with adaptability. Given the short and long-term financial impacts of budget decisions, it is therefore the intention of staff to update Council on the plan annually after the adoption of budgets by Council.

Tax-Supported Budget

Operating Budget

Heading into 2018-2019, the City is facing an estimated \$6.6 million in non-inflationary recurring operating pressures. About \$3.9 million of this relates to the correction of chronic underfunding in particular areas (winter control, fleet reserve contributions and others) or unsustainable reserve reliance (property development reserve, Kawartha Lakes Police Service reserve and others). The remaining \$2.7 million relates to new initiatives (Workers Safety Insurance Board (WSIB) premium, calcium chloride application on roads, and others).

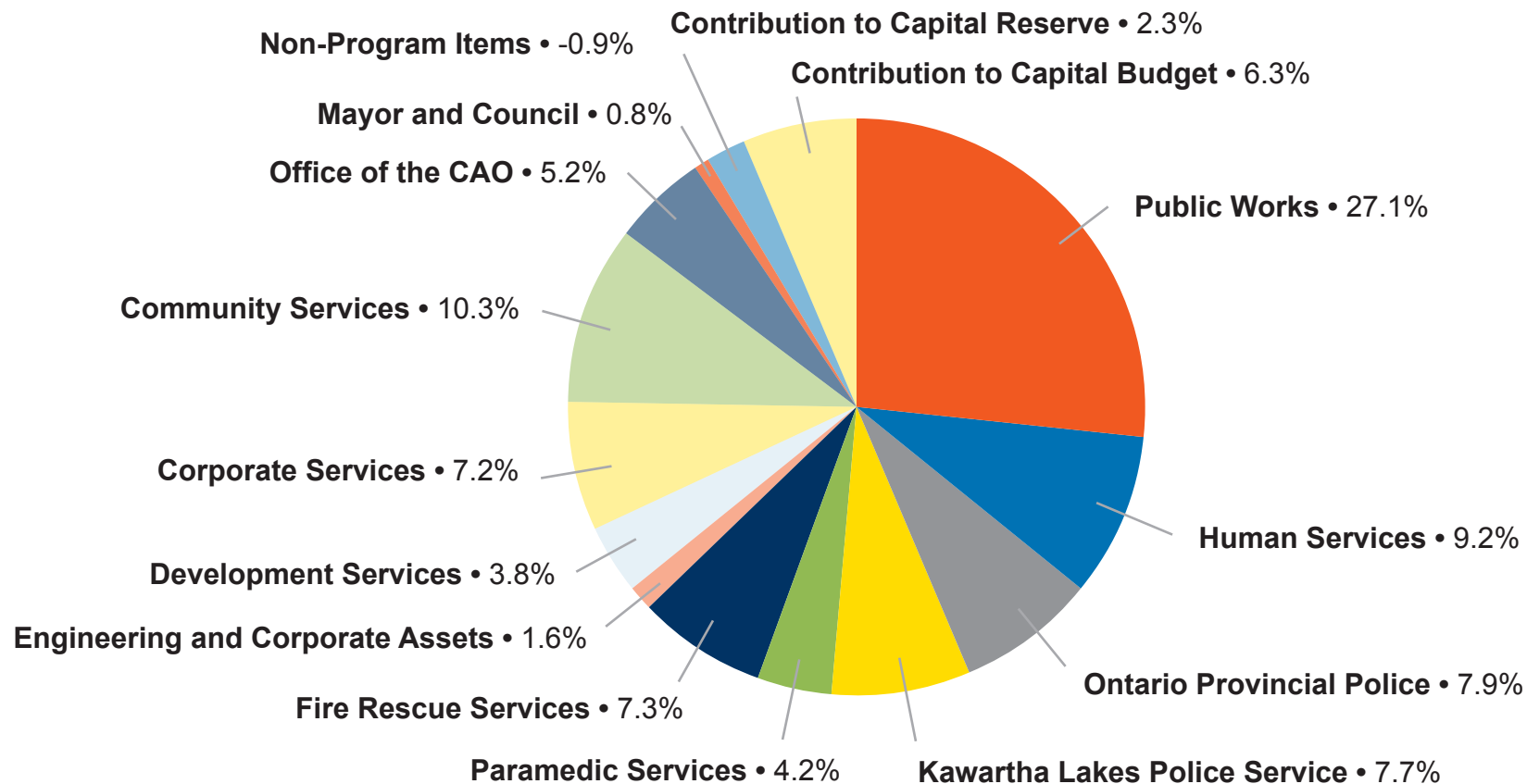
The 2018 Tax-Supported Operating Budget not only addresses about 90% of 2018-2019 operating pressures, but it also addresses the \$2.9 million annual repayment of the \$25 million transitional debenture and accelerates capital reserve contributions. This is enabled by increased 2017-2018 revenues, operational efficiencies, unanticipated savings and transitionally heavier reliance of the capital budget on capital reserve financing. The achievement of such positive measures with a below-forecasted tax increase (3.25% versus 4.5%) reflects the prudence, stability and affordability embedded in the 10-Year Financial Plan.

Contributors to 2018-2019 Operating Pressures			
Source	2018	2019	Total
OMPF Reduction	\$221,200		\$221,200
KLPS Reserve Reliance Removal	350,000		350,000
Property Reserve Reliance Removal	640,000		640,000
WSIB Premium	350,000		350,000
Payroll Adjustments	419,423		419,423
KRCA Special Projects	200,000		200,000
Fire Fleet Reserve Contribution	600,000	700,000	1,300,000
Public Works Fleet Reserve Contribution	615,000		615,000
Winter Control Infusion	1,000,000		1,000,000
Calcium Chloride Infusion	1,065,000		1,065,000
Ash Borer Management Plan	100,000		100,000
Sidewalk Winter Control Contract	213,000		213,000
Leachate Collection Legislation	120,000		120,000
Total	5,893,623	700,000	6,593,623

Summary of 2018 Tax-Supported Operating Budget

Expenditure Area	Tax Levy-Financed Expenses			
	Projected 2017	Budget 2018	Change from 2017 Budget	
Contribution to Capital	\$11,585,889	\$6,759,310	(\$4,826,579)	(41.66%)
Contribution to Capital Reserve	1,497,341	2,500,000	1,002,659	66.96%
Other Non-Program Items	(1,486,558)	(921,908)	564,650	(37.98%)
Mayor and Council	810,358	811,089	731	0.09%
Office of the CAO	4,907,884	5,602,061	694,177	14.14%
Community Services	10,418,905	11,109,170	690,265	6.63%
Library	1,753,390	1,853,131	99,741	5.69%
Corporate Services	6,618,556	7,735,372	1,116,816	16.87%
Development Services	3,758,274	4,090,176	331,902	8.83%
Engineering and Corporate Assets	1,824,804	1,724,531	(100,273)	(5.50%)
Fire Rescue Services	7,077,724	7,903,450	825,726	11.67%
Paramedic Services	4,557,109	4,550,494	(6,615)	(0.15%)
Kawartha Lakes Police Service	7,914,945	8,267,239	352,294	4.45%
Ontario Provincial Police (OPP)	8,738,634	8,562,018	(176,616)	(2.02%)
Human Services	10,487,379	9,901,700	(585,679)	(5.58%)
Public Works	25,659,772	29,171,554	3,511,782	13.69%
Total Tax Levy	104,371,016	107,766,256	3,395,240	3.25%

Distribution of 2018 Tax Levy Across Capital Support and Operating Programs



The budget summary provides a snapshot of the entire 2018 budget compared to the 2017 budget and 2016 actuals. The summary is broken down by department. The financial details of each budget area are represented in the subsequent sections. The total increase from taxation equates to 3.25% after growth has been considered.

2018 Tax Supported Approved Operating Budget Summary

	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Corporate Items				
Corporate Items	\$(88,882,956)	\$(92,774,344)	\$(99,361,354)	\$(6,587,010)
Summary Corporate Items	(88,882,956)	(92,774,344)	(99,361,354)	(6,587,010)
Mayor and Council				
Mayor and Council	725,503	810,358	811,089	731
Summary Mayor and Council	725,503	810,358	811,089	731
CAO				
Chief Administrative Office	396,943	777,302	643,145	(134,157)
Clerks	1,560,710	1,706,687	1,832,750	126,063
Legal	2,604,318	2,423,895	3,146,166	722,271
Summary CAO	4,561,971	4,907,884	5,622,061	714,177
Community Services				
Community Services - Administration	511,201	369,540	453,489	83,949
Building and Property	1,716,480	1,514,026	1,810,693	296,667
Cemeteries	78,583	135,936	154,620	18,684
Customer Service	1,033,517	958,671	726,290	(232,381)
Library Services	1,629,675	1,753,390	1,853,131	99,741
Parks, Recreation and Culture	5,032,176	5,687,342	6,118,447	431,105
Summary Community Services	10,001,632	10,418,905	11,116,670	697,765
Corporate Services				
Corporate Services General	386,508	386,427	395,450	9,023
Communications, Advertising and Marketing	305,704	347,410	404,735	57,325
Financial Services	619,105	-	-	-
Human Resources	2,157,439	1,986,600	2,477,794	491,194
Information Technology	2,065,680	2,192,381	2,773,406	581,025
Revenue and Procurement	336,336	723,343	714,474	(8,869)
Treasury	779,402	982,395	969,513	(12,882)
Summary Corporate Services	6,650,174	6,618,556	7,735,372	1,116,816

2018 Tax Supported Approved Operating Budget Summary

	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Development Services				
Building Department	1,671	-	-	-
Conservation Authority	1,527,741	1,112,571	1,330,424	217,853
Economic Development	760,391	1,047,939	1,186,142	138,203
Geographic Information	280,997	283,774	295,048	11,274
Planning and Development	1,110,252	1,313,990	1,263,562	(50,428)
Summary Development Services	3,681,051	3,758,274	4,075,176	316,902
Engineering and Corporate Assets				
Airport	75,834	11,218	49,992	38,774
Corporate Assets	257,094	262,809	267,905	5,096
Engineering	1,448,405	1,550,777	1,406,634	(144,143)
Summary Engineering and Corporate Assets	1,781,334	1,824,804	1,724,531	(100,273)
Emergency Services				
Fire Rescue Services	7,468,914	7,077,724	7,903,450	825,726
Paramedic Services	4,368,386	4,557,109	4,550,494	(6,615)
Kawartha Lakes Police	7,866,922	7,914,945	8,267,239	352,294
OPP	8,152,821	8,738,634	8,562,018	(176,616)
Summary Emergency Services	27,857,043	28,288,412	29,283,201	994,789
Human Services				
Contributions to Organizational Health Care	1,870,588	1,925,619	1,890,267	(35,352)
Child Care Programs	486,420	494,560	493,029	(1,531)
Homelessness Program	467,106	467,106	467,106	-
Housing	4,171,809	4,003,187	3,910,429	(92,758)
Ontario Works Delivery	1,793,647	1,868,327	1,860,864	(7,463)
Ontario Works Programs	673,856	485,707	106,155	(379,552)

2018 Tax Supported Approved Operating Budget Summary

	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Nurse Practitioner	104,596	106,698	106,698	-
Victoria Manor	627,670	1,005,875	856,852	(149,023)
Community Social Investment Fund	130,308	130,300	130,300	-
Summary Human Services	10,326,000	10,487,379	9,821,700	(665,679)
Public Works				
Public Works - Administration	1,140,235	424,010	564,977	140,967
Fleet	493,008	625,047	643,530	18,483
Roads and Bridges	18,476,057	20,383,146	23,174,552	2,791,406
Transit and Crossing Guards	761,095	610,266	716,553	106,287
Waste Management	3,727,844	3,617,302	4,071,942	454,640
Summary Public Works	24,598,239	25,659,771	29,171,554	3,511,783
Total	1,299,991	-	-	-

Expenditure

The following table illustrates a breakdown of the Operating Budget by expenditure category. The largest expenditure for the Municipality is personnel costs at \$63,326,714, representing 29% of the budget.

2018 Tax Supported Budget				
	2018 Budget	% of Total Budget	2017 Budget	% of Total Budget
Expenses				
Salaries, Wages and Benefits	\$63,326,714	28.76%	\$60,649,874	28.27%
Provincially Mandated Programs	44,640,612	20.27%	46,592,326	21.72%
Contract Services	36,024,062	16.36%	31,782,759	14.82%
School Board Support	26,905,000	12.22%	26,905,000	12.54%
Materials and Supplies	15,668,843	7.12%	16,011,347	7.46%
Transfer to Reserve	13,896,431	6.31%	10,244,555	4.78%
Debt Repayment	7,795,096	3.54%	5,212,081	2.43%
Contribution to Capital Fund	6,759,310	3.07%	12,141,889	5.66%
Rents and Insurance	4,022,968	1.83%	3,876,548	1.81%
Tax Adjustments	1,172,400	0.53%	1,102,850	0.51%
	220,211,436	100%	214,519,229	100%

Revenue

The Municipality's revenue can be broken down to 5 funding sources. The biggest category is taxation which makes up 61% of the total revenue. The majority of grant funding is with respect to the funds received for Human Services operations.

2018 Tax Supported Budget

	2018 Budget	% of Total Budget	2017 Budget	% of Total Budget
Taxation	\$134,671,256	61.16%	\$131,276,016	61.20%
Grants	53,103,732	24.11%	53,036,623	24.72%
User Charges	26,225,098	11.91%	25,778,161	12.02%
Other Revenue	6,211,350	2.82%	4,428,429	2.06%
	220,211,436	100%	214,519,229	100%

Tax-Supported Operating Budget

The tax-supported operating budget is organized as follows:

Corporate Items

Tax Revenues

Tax revenue is comprised of General Tax Levy, Area Rate Tax Levy and Supplemental Tax Levies. The City generates 61% of revenue to fund operations from property taxes. The City has broken property taxes down into 2 parts: the General Tax Levy is applied to all tax accounts and area rate levies are applied to those areas benefiting from the service. (The City area rates fire suppression and rescue services, policing, parks, transit and street lights.) Supplementary property taxes are budgeted separately as this is the amount projected to be assessed and billed for new building and development as well as improvements to property or changes in the use of the land that were not known when the Assessment Roll was returned to the City.

School Board Taxation

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

Payments In Lieu of Taxes

Payments in Lieu of Taxes are funds received from the Provincial and Federal Governments in relation to property owned or used by government agencies and includes payments from the hospital, the college and the correctional facility as well as taxes on railway and utility rights-of way based on a rate per acre as set by the Province.

Government Grants

Three major grants are received into the Corporate Items area.

Government Grants	2016 Actual	2017 Actual	2018 Budget	% Change
OMPF	\$7,038,500	\$7,426,700	\$7,205,500	(3%)
Federal Gas Tax	4,451,877	4,530,691	4,663,871	3%
Aggregate Resources	606,713	557,162	817,090	47%

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 5 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, in particular 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.

Federal Gas Tax Grant

As part of the New Building Canada Plan, the renewed Federal Gas Tax Fund (GTF) provides predictable, long-term, stable funding for Canadian municipalities in order to help them build and revitalize their local public infrastructure. The federal GTF is legislated as a permanent source of Federal Infrastructure Funding for municipalities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility. These funds can be used to fund projects in the following areas: 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, sport and recreation.

The City uses the \$4.7 million received to assist with funding the Roads and Bridges Capital Program. The City's roads and bridges capital program is on average \$18 million annually and equates to more than half of the total capital program.

Aggregate Resource Fees

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 \$0.06 per tonne. This helps to offset the cost of road repairs as a result of the wear on the haul routes. The Province of Ontario is currently reviewing this royalty rate through their review of the Aggregate Resources Act. In 2018 the rate has increased substantially.

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 City's investment policy reflects a very conservative investment approach as per the guidelines of the Municipal Act.

	2016 Actual	2017 Budget	2018 Budget	% Change
Interest Income	\$619,651	\$697,519	\$865,170	24%

The Interest income budget line has increased to reflect increasing rates in the marketplace. The City also manages the investment from the \$25 million debenture that serves as a basis for the 10-Year Financial plan. The budget for interest on this investment is \$421,839 and is not included in the amount above. This amount will be transferred to the capital reserves to facilitate our overall long-term plan.

Corporate Items Expenditures

There are 3 expenditure areas accounted for under Corporate Expenditures: Debenture Principal and Interest Payments, 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 Principal and Interest Repayment – The City uses debentures to fund major capital projects. As the amount owed increases the annual repayment amount increases. Increases in this area directly impact the tax increase required to fund infrastructure projects identified in the Asset Management Plan.

Municipal Property Assessment Corporation (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 of the control or influence of the Municipality.

General Expenditures – Miscellaneous one-time costs that are known when the budget is developed and are not applicable to a specific program area.

Inter-functional Adjustments

Inter-functional Adjustments are made up of 2 main areas:

Capital Tax Levy

As stated earlier in this book, the capital program is funded by tax support. The 2018 Capital tax levy has been greatly reduced to offset the pressures in the Operating Budget and instead utilizes the \$25 million debenture to fund capital projects.

Expenditure	2016 Actual	2017 Budget	2018 Budget	% Change
Capital Tax Levy	\$12,370,105	\$11,585,889	\$6,759,310	(42%)

Transfer to Reserve

The reserve items are made up of transfers to the Federal Gas Tax Reserve and transfers to the Capital and Haul Route Reserves. This year is the first year that the City has been able to put money towards the capital projects reserve in excess of the infrastructure levy. The building up of reserves is a primary goal of the 10-Year Financial Plan.

Budget Summary

Corporate Items				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Tax Revenues	\$(100,176,580)	\$(103,247,822)	\$(108,338,929)	\$(5,091,107)
Grants	(12,097,091)	(12,246,077)	(12,686,461)	(440,384)
Other Revenues	(2,982,877)	(2,164,783)	(3,358,673)	(1,193,890)
User Charges, Licenses & Fines	(28,210)	(40,000)	(40,000)	-
Prior Years (Surplus) Deficit	(1,359,913)	-	-	-
Total Revenue	(116,644,670)	(117,698,682)	(124,424,063)	(6,725,381)
Expenses				
Salaries, Wages and Benefits	626,817	(1,215,000)	(900,000)	315,000
Materials, Supplies & Services	87,322	482,277	901,700	419,423
Contracted Services	115,467	15,000	15,000	-
Rents & Insurance Expenses	1,635	-	-	-
Interest on Long-Term Debt	704,069	773,937	1,484,036	710,099
Debt, Lease & Financial	4,881,955	5,413,094	7,350,060	1,936,966
Transfer to External Clients	1,632,522	1,558,600	1,558,600	-
Interfunctional Adjustments	19,711,927	17,896,430	14,653,313	(3,243,117)
Total Expenses	27,761,715	24,924,338	25,062,709	138,371
Tax Support Required	(88,882,956)	(92,774,344)	(99,361,354)	(6,587,010)

Mayor and Council

Overview

Council is comprised of the Mayor and 16 Ward Councillors with the current term of Council spanning from 2014 to 2018. The City's Council consists of a wide variety of talent responsible to approve, support, monitor and review the Municipality's Strategic Plan. Council is responsible to set expectations through policy and budget and to represent the interests of the public.

Ward	Councillor	Email	Telephone
1	Rob Macklem	rmacklem@kawarthalakes.ca	705-878-2031
2	Emmett Yeo	eyeo@kawarthalakes.ca	705-454-9531
3	Gord Miller	gmiller@kawarthalakes.ca	705-394-4152
4	Andrew Veale	aveale@kawarthalakes.ca	705-439-2434
5	Stephen Strangway	sstrangway@kawarthalakes.ca	705-887-6699
6	Doug Elmslie	delmslie@kawarthalakes.ca	705-887-9281
7	Brian Junkin	bjunkin@kawarthalakes.ca	705-887-5529
8	John Pollard	jpollard@kawarthalakes.ca	705-324-0020
9	Isaac Breadner	ibreadner@kawarthalakes.ca	705-341-2426
10	Pat Dunn	pdunn@kawarthalakes.ca	705-324-7218
11	Patrick O'Reilly	poreilly@kawarthalakes.ca	705-324-9677
12	Gord James	gjames@kawarthalakes.ca	705-324-3985
13	Kathleen Seymour-Fagan	kseymourfagan@kawarthalakes.ca	705-324-9411 extension 1310
14	Gerard Jilesen	gjilesen@kawarthalakes.ca	705-799-7888
15	Mary Ann Martin	mamartin@kawarthalakes.ca	705-799-1617
16	Heather Stauble	hstauble@kawarthalakes.ca	705-324-9411 extension 2416
	Andy Letham, Mayor	aletham@kawarthalakes.ca	705-324-9411 extension 1310

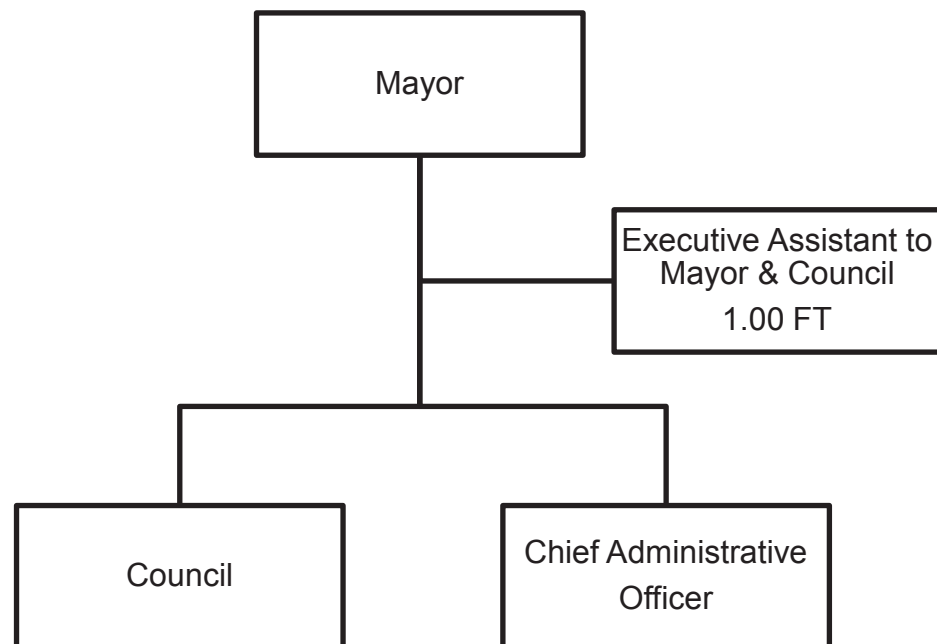
City of Kawartha Lakes Council



Back row, Left to Right: Mary Ann Martin, Stephen Strangway, Doug Elmslie, John Pollard, Gerard Jilesen, Gord Miller, Patrick O'Reilly, Rob Macklem, Andrew Veale, Kathleen Seymour-Fagan

Front row, Left to Right: Isaac Breadner, Emmett Yeo, Gord James, Andy Letham-Mayor, Heather Stauble, Brian Junkin, Pat Dunn

Mayor and Council Organizational Chart



Budget Summary

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



Office of the Chief Administrative Officer

Overview

The Chief Administrative Officer (CAO) is responsible to City Council for the efficient management of the municipal administration, working in close collaboration with the Mayor. The CAO provides advice to City Council, leadership to senior staff and is responsible for the overall management of the City. The CAO regularly reviews and oversees the implementation of the City's Strategic Plan.

The Office of the CAO is comprised of the following divisions:

Office of the City Clerk – Responsible for all statutory duties sanctioned by the Province including the management of City records, responding to requests made under the Municipal Freedom of Information and Protection of Privacy Act, the Secretariat to Council and its Committees, Returning Officer for Municipal Elections, Signing Officer for the City, Business Licencing and administration of Provincially Legislated Programs and Services.

Legal Services – Provides legal advice and support to Departments and Council on various Municipal legal matters. The Legal Services Division also consists of the Provincial Offences Office, Realty Services and Insurance and Risk Management.

Office of Strategy Management – Maintenance and reporting on the Strategic Plan including reporting and alignment across the organization, independent internal consultant for the City of Kawartha Lakes, lean and effective review of City processes, project management support, Corporate wide initiatives, lean training and support for the Corporation.

Municipal Law Enforcement – Provides investigation and law enforcement services for all divisions of the Corporation. Services include administration, non-criminal offences and general by-law enforcement of the City's by-laws including property standards, zoning, licensing, animal control and municipal parking.

Budget to Priorities

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

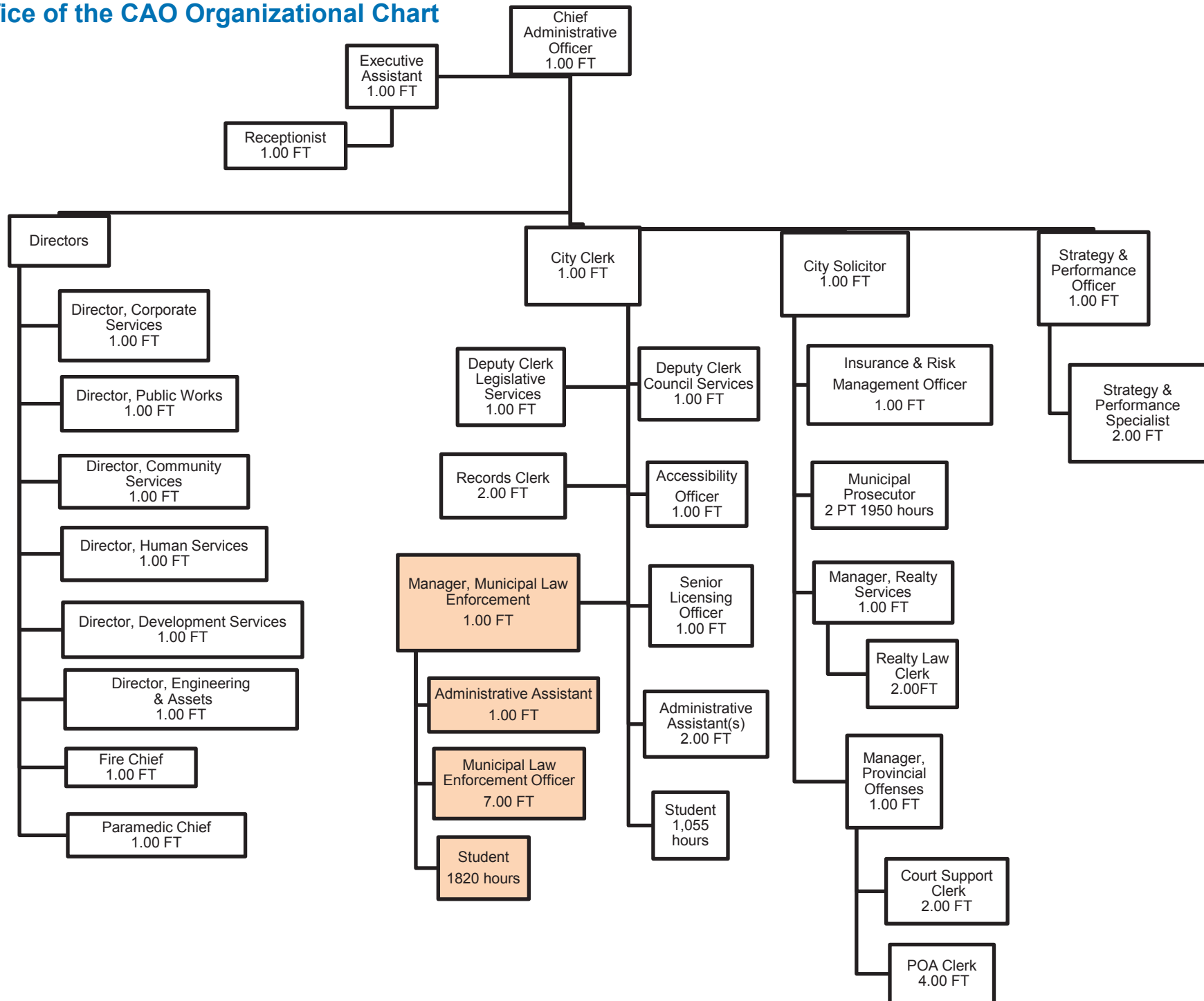
Personnel

Office of the CAO • Personnel Breakdown

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

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

Office of the CAO Organizational Chart



Budget Summary

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

Clerks

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Transfer from Reserve	\$-	\$(5,176)	\$(11,353)	\$(6,177)
User Charges, Licenses & Fines	(467,292)	(475,927)	(369,427)	106,500
Total Revenue	(467,292)	(481,103)	(380,780)	100,323
Expenses				
Salaries, Wages and Benefits	1,499,682	1,613,662	1,586,634	(27,028)
Materials, Supplies & Services	164,949	196,400	299,350	102,950
Contracted Services	160,651	148,900	351,900	203,000
Rents & Insurance Expenses	3,556	5,500	5,500	-
Transfer to External Clients	78,176	110,000	110,000	-
Interfunctional Adjustments	120,988	113,328	(139,854)	(253,182)
Total Expenses	2,028,001	2,187,790	2,213,530	25,740
Tax Supported Required	1,560,710	1,706,687	1,832,750	126,063

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



Community Services

Overview

The Community Services Department is responsible to lead, plan, operate and manage the Building and Property, Customer Service, Parks, Recreation and Culture and provide support to the Library Board. Emphasis is placed on customer service, asset management, responsible financial and human resource management, effective communications and strategic initiatives. The Department is comprised of the following divisions:

Community Services Administration and Courier – Responsible for the overall management of all Divisions, City Courier services, improved Customer Service Standards, payroll administration, assist with Public Works incoming calls and CASE requests.

Building and Property – Responsible for energy management, capital project delivery, and facility services management.

Customer Services – Responsible for the municipal service centres and the call centre.

Parks, Recreation and Culture Services – Responsible for arenas, community centres, pools, fitness centres and associated programming, cemeteries, parks, special events, community funding programs and partnerships, trails, forests and woodlot management, trailer park, beaches, sports fields, playgrounds, skate parks, museums and boat launches/docks.

Budget to Priorities

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

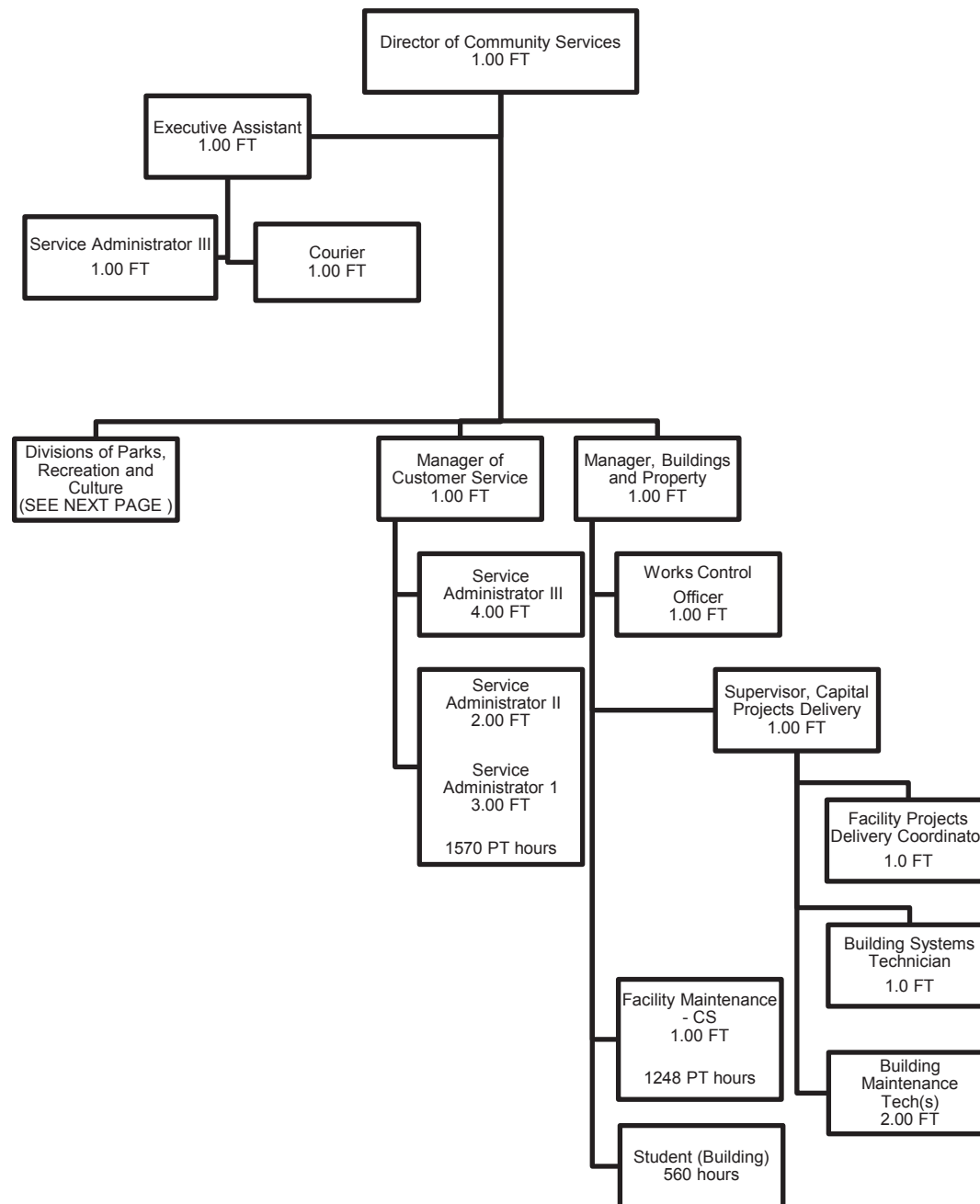
Personnel

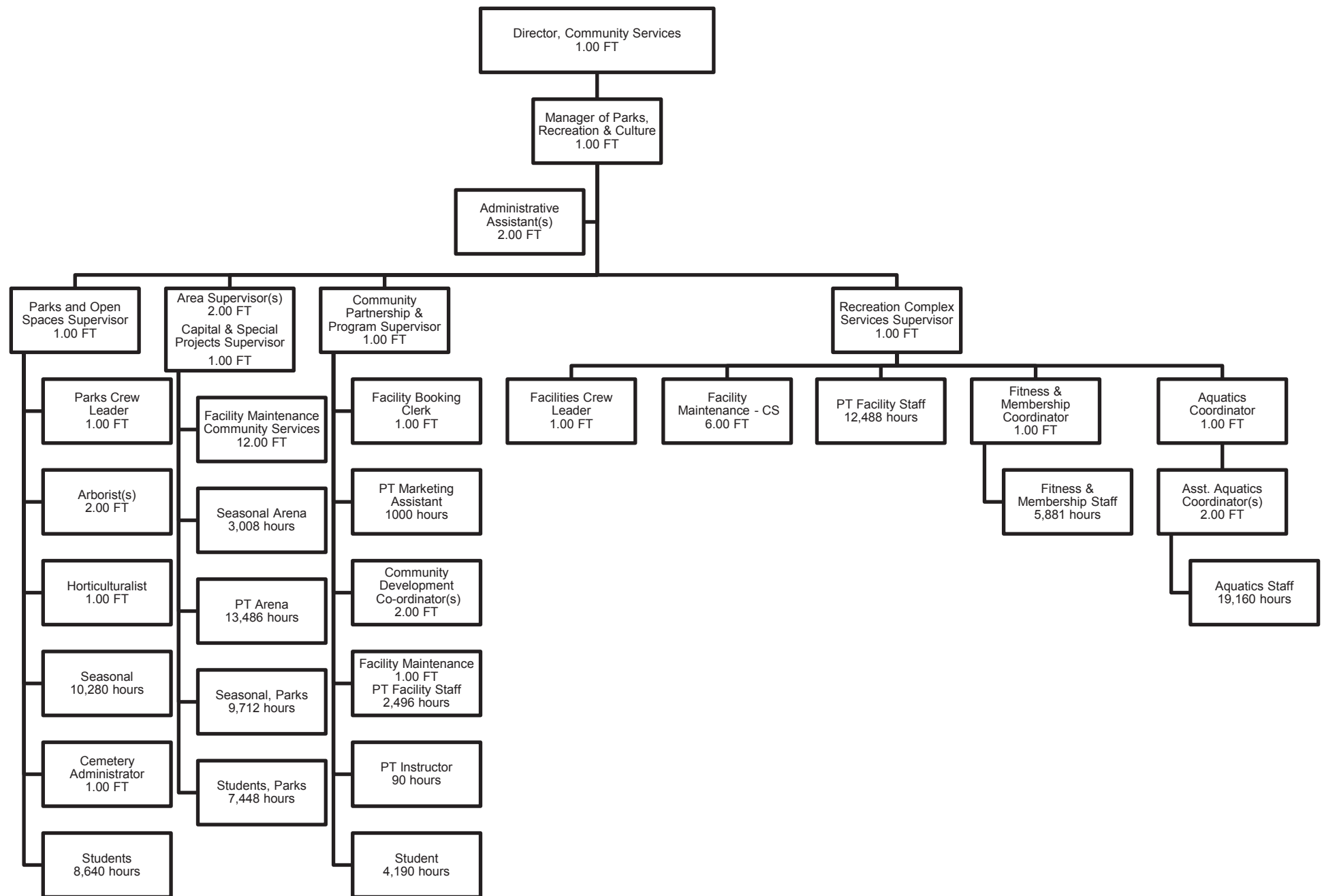
Community Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Building and Property	8.9	8.9	-
Customer Service	10.9	10.9	-
Parks, Recreation and Culture	88.1	88.1	-
Total	111.9	111.9	-

Type	2018	2017
Full-time	63	63
Part-time	27.8	27.8
Seasonal	11	11
Students	10.1	10.1
Total	111.9	111.9
Non-Union Positions	12	12
Unionized Positions	99.9	99.9
Total	111.9	111.9

Community Services Organizational Charts





Budget Summary

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

Building and Property

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$(68,762)	\$(97,542)	\$(92,742)	\$4,800
Total Revenue	(68,762)	(97,542)	(92,742)	4,800
Expenses				
Salaries, Wages and Benefits	413,030	527,624	704,932	177,308
Materials, Supplies & Services	667,664	587,320	621,437	34,117
Contracted Services	625,629	530,025	611,585	81,560
Rents & Insurance Expenses	1,244	1,600	1,600	-
Interfunctional Adjustments	77,675	(35,001)	(36,119)	(1,118)
Total Expenses	1,785,242	1,611,568	1,903,435	291,867
Tax Support Required	1,716,480	1,514,026	1,810,693	296,667

Cemeteries

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

Customer Services

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

Library Services

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

Parks, Recreation and Culture

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



Corporate Services

Overview

The Corporate Services Department is responsible to lead, monitor and manage all corporate functions within the City placing emphasis on responsible financial and human resource management, effective corporate communications and strategic information technology practices. The Department is comprised of the following divisions:

Treasury – Responsible for investment and debt management, financial accounting, inventory, cost accounting, accounts payable, payroll, audit and financial statement compilation and presentation.

Human Resources – Responsible for recruitment, training, employee benefits, labour relations, compensation management and health and safety.

Information Technology – Responsible to maintain electronic systems and infrastructure, applications maintenance and support and client support services.

Revenue and Procurement – Responsible for assessment base management, property taxation, utility billing, accounts receivable, and purchasing.

Communications, Advertising and Marketing – Responsible for corporate communications and media relations, advertising and marketing.

Budget to Priorities

- Execution of the comprehensive Human Resources Strategy
- Development and execution of the Communications, Marketing and Advertising Strategy
- Ongoing refinement and execution of the 5/10-Year Budget Strategy
- Fiscal Resource Management through effective and strategic debt and cash management practices
- Implementation of new enterprise resource and financial planning software

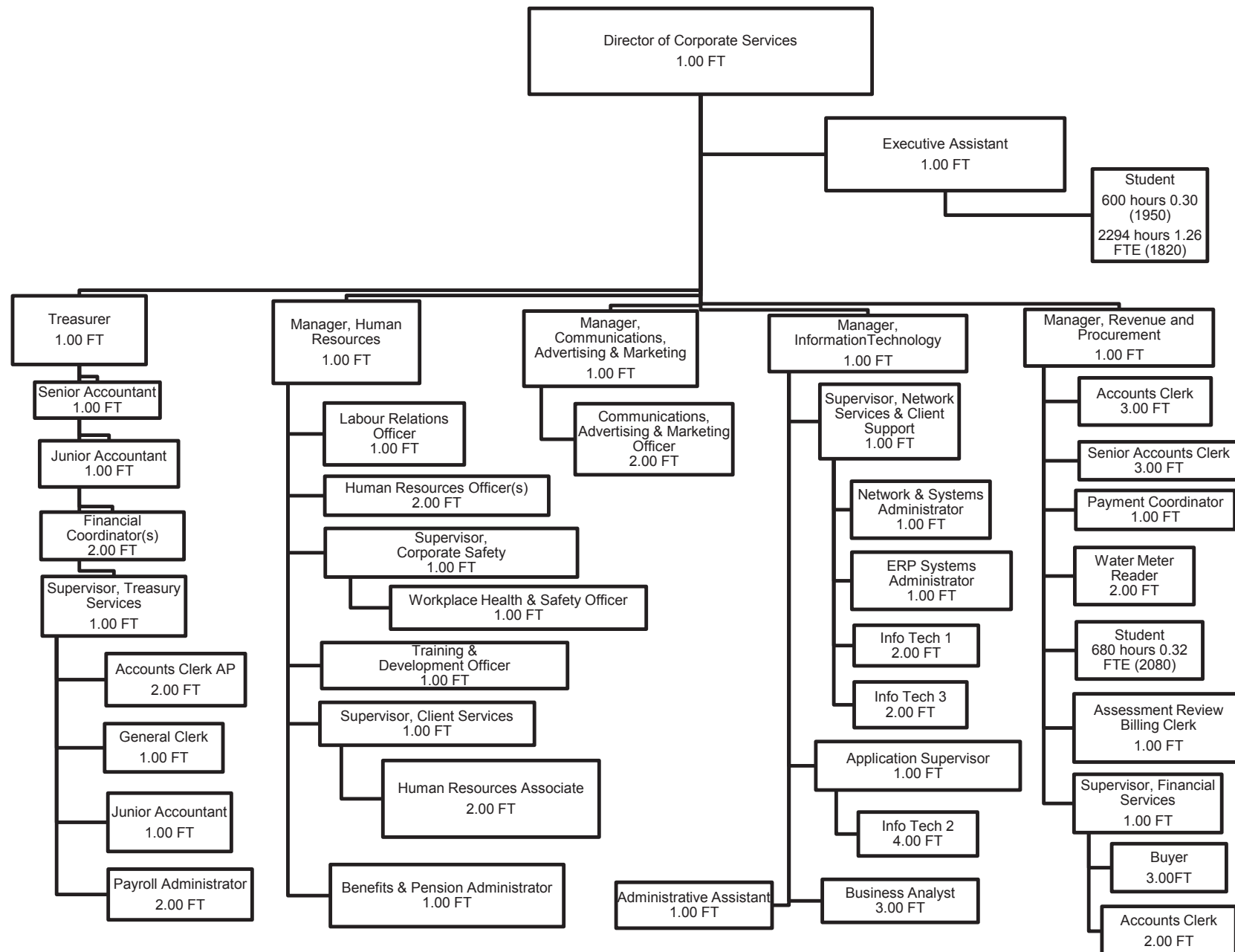
Personnel

Corporate Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	3.6	3.6	-
Human Resources	11	11	-
Treasury	12	12	-
Revenue and Procurement	17.3	17.3	-
Information Technology	17	17	-
Communications	3	3	-
Financial Services	-	-	-
Total	63.9	63.9	-

Type	2018	2017
Full-time	62	62
Part-time	-	-
Seasonal	-	-
Students	1.9	1.9
Total	63.9	63.9
Non-Union Positions	22	22
Unionized Positions	41.9	41.9
Total	63.9	63.9

Corporate Services Organizational Chart



Budget Summary

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

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

Financial Services

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

Human Resources

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

Information Technology

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

Revenue and Procurement

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

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



Development Services

Overview

The Development Services Department is responsible to provide leadership, guidance and direction to ensure efficient and effective administration, delivery and operation of programs and services. The Department is comprised of the following divisions:

Building Division – Responsible to ensure regulatory compliance for safety, construction and demolition of buildings and private on-site sewage systems, the appearance of properties, complaints management and to provide building activity and support information including maps, plans and statistical data.

Economic Development – Responsible for implementing the Economic Development Strategy that encourages a city-wide focus on the growth and prosperity of our economy while driving a positive business culture supported by aligned city resources. Delivering programs to attract and retain the right mix of entrepreneurs and the new work force is a key focus.

Mapping and GIS Division – Responsible for the management of the City's geospatial data and related enterprise systems.

Planning and Development Division – Responsible to develop and implement policy initiatives and by laws related to the City's future growth and community development, work with the development industry in the processing and approval of planning applications, resolve development issues and maintain compliance with Federal and Provincial Legislation, codes and regulations, and provide code, policy and statistical information on planning, building and business activity.

Budget to Priorities

- Ontario Municipal Board (OMB) proceedings for the General Amendment and Secondary Plans
- Update to the City's Growth Management Strategy to phase in the updated population and employment forecasts to 2041
- Implement the Zoning By-law Consolidation Project
- Implement a comprehensive Economic Development Strategy
- Implement the Arts, Culture and Heritage Program
- Administer the Mandatory Sewage System Maintenance Inspection Program for private on-site sewage systems, phase two in 2018
- Integration of City's Enterprise JD Edwards Enterprise Resource Planning System with GIS
- Release of new GIS website with publicly accessible maps, map services and GIS open data services

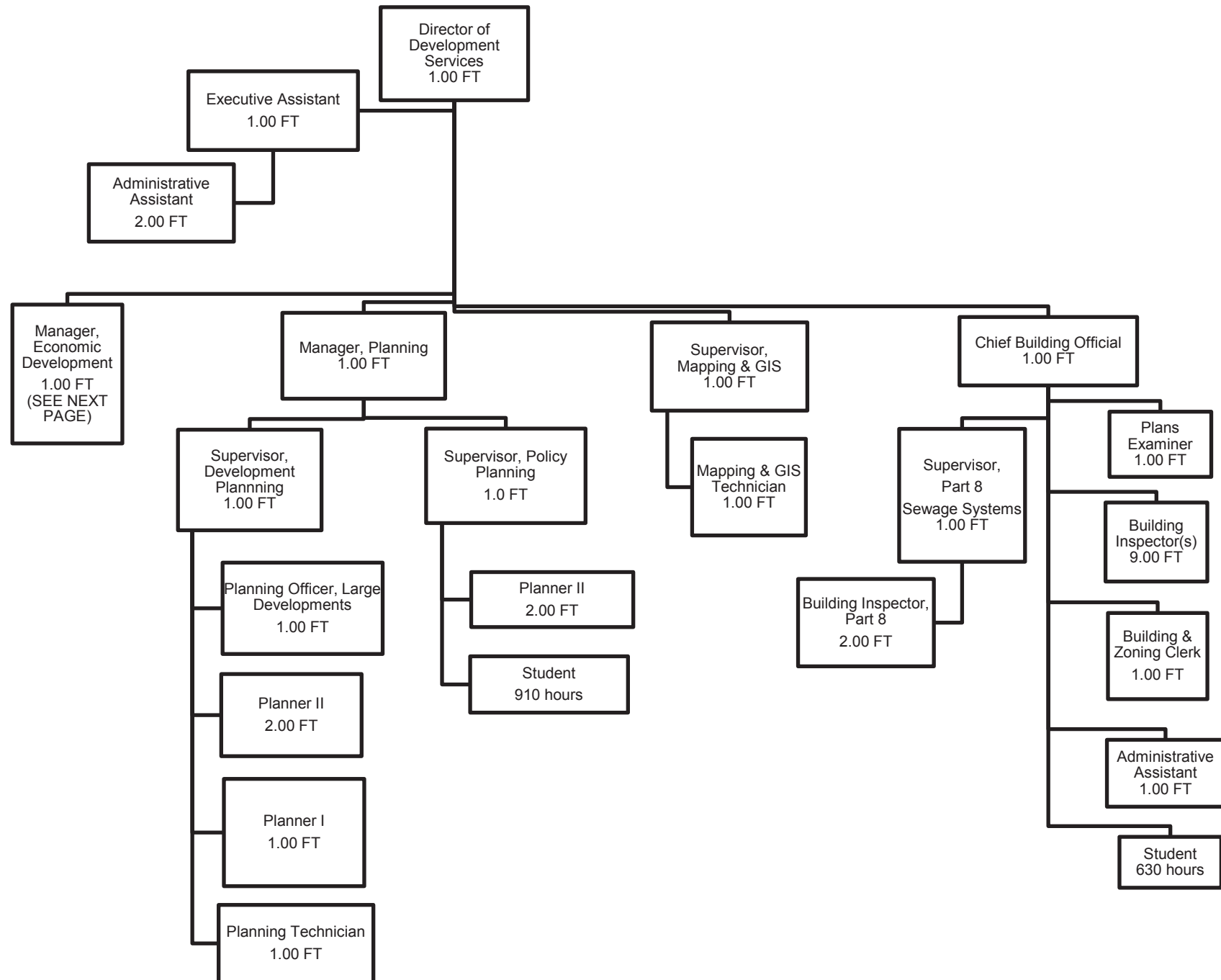
Personnel

Development Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Planning	10.5	10.5	-
Mapping and GIS	2	2	-
Building	16.4	16.4	-
Municipal Law Enforcement	0	10	(10)
Economic Development	10.4	10.4	-
Total	43.3	53.3	(10)

Type	2018	2017
Full-time	41	50
Part-time	-	-
Seasonal	-	-
Students	2.0	3.0
Project/contract	0.3	0.3
Total	43.3	53.3
Non-Union Positions	17	18
Unionized Positions	26.3	35.3
Total	43.3	53.3

Development Services Organizational Chart



Budget Summary

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

Conservation Authority				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$-	\$(140,895)	\$(140,895)	\$-
Total Revenue	-	(140,895)	(140,895)	-
Expenses				
Transfer to External Clients	1,527,741	1,253,466	1,471,319	217,853
Total Expenses	1,527,741	1,253,466	1,471,319	217,853
Tax Support Required	1,527,741	1,112,571	1,330,424	217,853

Economic Development

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$(325,658)	\$(283,129)	\$(163,640)	\$119,489
Other Revenues	(131,702)	(49,300)	(235,571)	(186,271)
User Charges, Licenses & Fines	(2,862)	(4,700)	-	4,700
Total Revenue	(460,221)	(337,129)	(399,211)	(62,082)
Expenses				
Salaries, Wages and Benefits	779,275	838,763	952,348	113,585
Materials, Supplies & Services	272,812	410,305	476,005	65,700
Contracted Services	167,594	136,000	156,000	20,000
Rents & Insurance Expenses	611	-	1,000	1,000
Transfer to External Clients	-	-	-	-
Interfunctional Adjustments	321	-	-	-
Total Expenses	1,220,612	1,385,068	1,585,353	200,285
Tax Support Required	760,391	1,047,939	1,186,142	138,203

Geographic Information

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

Planning and Development

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



Engineering and Corporate Assets

Overview

Corporate Assets Division – Responsible for the City's Capital Budget, Long-Term Financial Plan, Asset Management Plan, Development Charges Studies and By-Laws, Capital Charge Studies and By-Laws and Water/Wastewater Rate Studies.

Development Engineering Group – Ensures responsible development with infrastructure that conforms to City standards but does not negatively impact surrounding properties.

Infrastructure, Design and Construction Group – Responsible for managing engineering construction services for capital construction projects and overseeing all projects on public highways, bridges, sewers, water mains and other related infrastructure.

Technical Services Group – Responsible to manage the City's municipal drain infrastructure, asset management with GIS adaptability, manage and implement capital improvement projects for the rural resurfacing program, traffic light and street light improvements, preparation of long-term capital planning and carry out the traffic count program.

Budget to Priorities

- Update the 10-Year Financial Plan and develop the Capital Budget
- Ensure responsible development with infrastructure that conforms to City standards
- Provide engineering review and approval of development applications

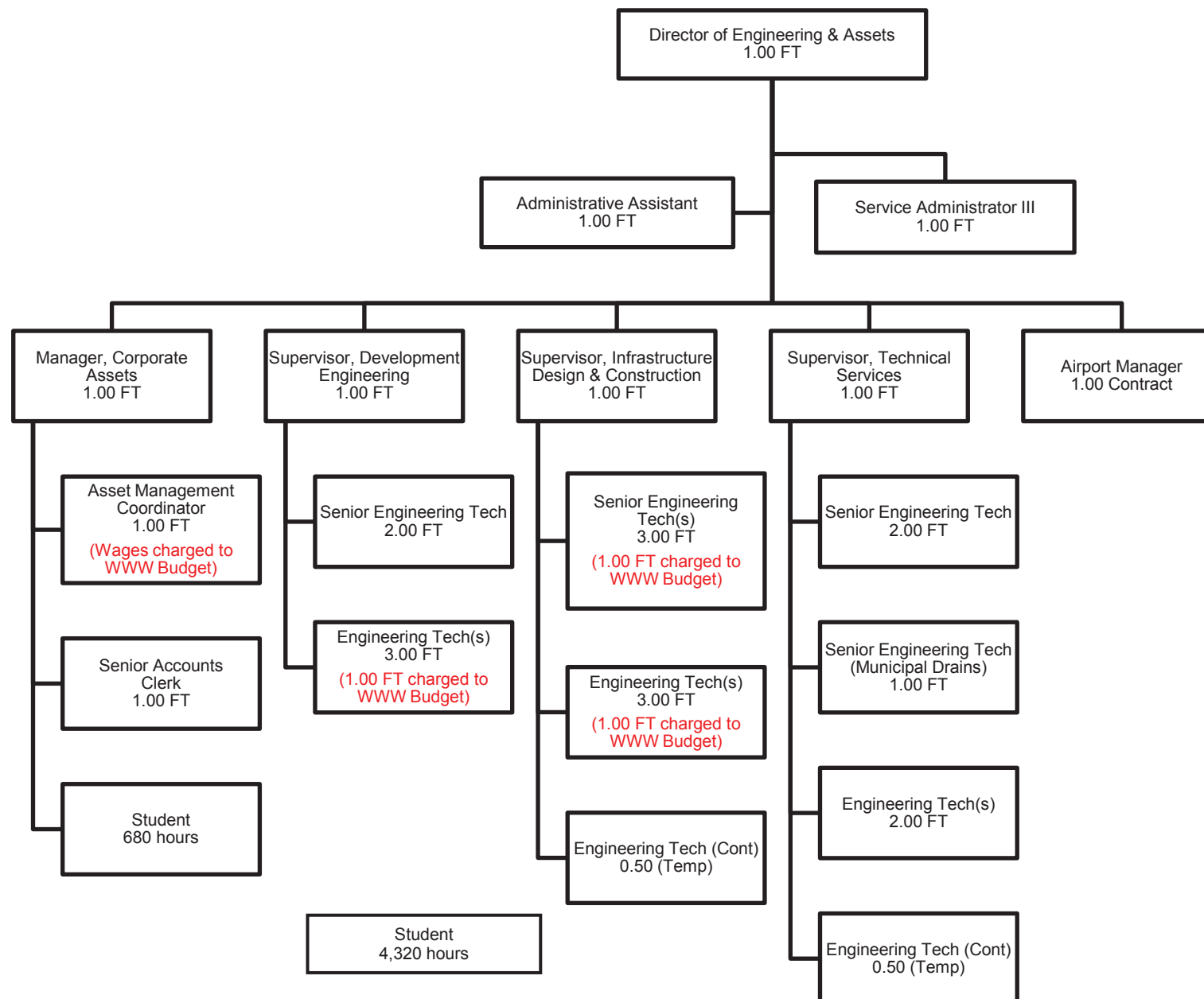
Personnel

Engineering and Corporate Assets - Personnel Breakdown

Division	2018	2017	Difference
Administration	3	3	-
Corporate Assets	3.4	3.4	-
Engineering	22.1	22.1	-
Total	28.5	28.5	-

Type	2018	2017
Full-time	25	25
Part-time	-	-
Seasonal	-	-
Students	2.5	2.5
Temporary	1	1
Project/contract	-	-
Total	28.5	28.5
Non-Union Positions	5	5
Unionized Positions	23.5	23.5
Total	28.5	28.5

Engineering and Corporate Assets Organizational Chart



Budget Summary

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

Corporate Assets

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

Engineering

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



Emergency Services - Fire Rescue Services

Overview

The Fire 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.

Responsible for:

- Development and implementation of short and long-term strategic business and budget plans
- Develop emergency management plans and programs
- Financial responsibility for department including purchasing and budget preparation
- Tracking statistics to budget for changing trends in emergency response
- Reporting requirements to the Office of the Fire Marshal and Emergency Management Ontario
- Development and implementation of training programs

Budget to Priorities

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

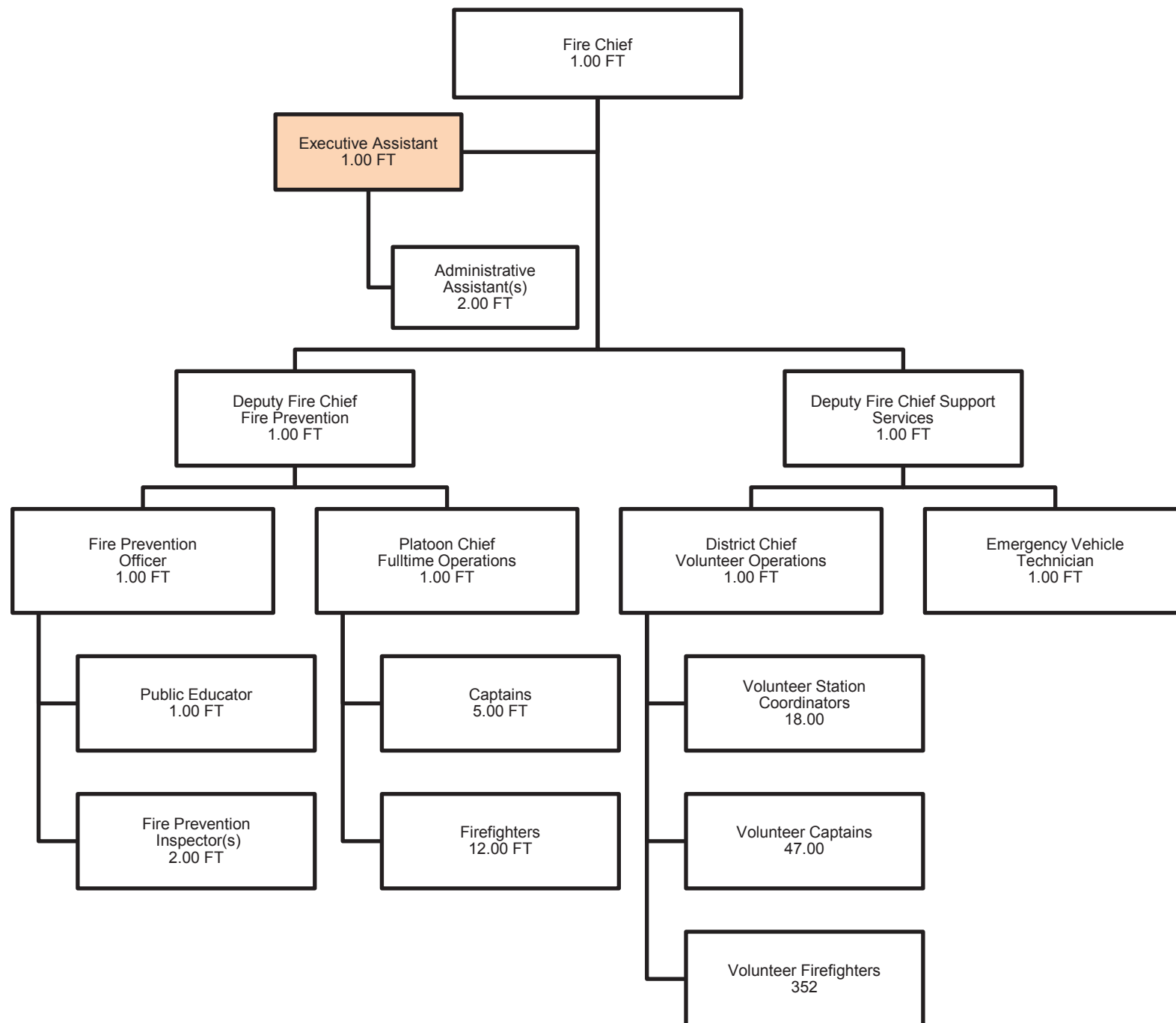
Personnel

Fire Rescue Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	5.5	0.5
Prevention	4	4	-
Fire Suppression Services	19	20	-
Total	29	29.5	0.5

Type	2018	2017
Full-time	29	29.5
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	29	29.5
Non-Union Positions	5	4.5
Unionized Positions	24	25
Total	29	29.5

Fire Rescue Services Organizational Chart



Budget Summary

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



Emergency Services - Paramedic Services

Overview

The Paramedic Service responds to 911 medical emergencies within the community, provides allied service requests for assistance (Police and Fire), critical and emergency patient transfers for Ross Memorial Hospital as required, and offers public education and client services as well as patient referrals to the Community Care Access Centre.

Budget to Priorities

- Core service of the department is to provide critical medical interventions and ambulance transportation to the sick, injured and most vulnerable in our municipality
- Execute the Council approved Paramedic Service Master Plan
- Meets or exceeds legislated Provincial requirements
- Meet increased call volumes while maintaining response times and the health of staff

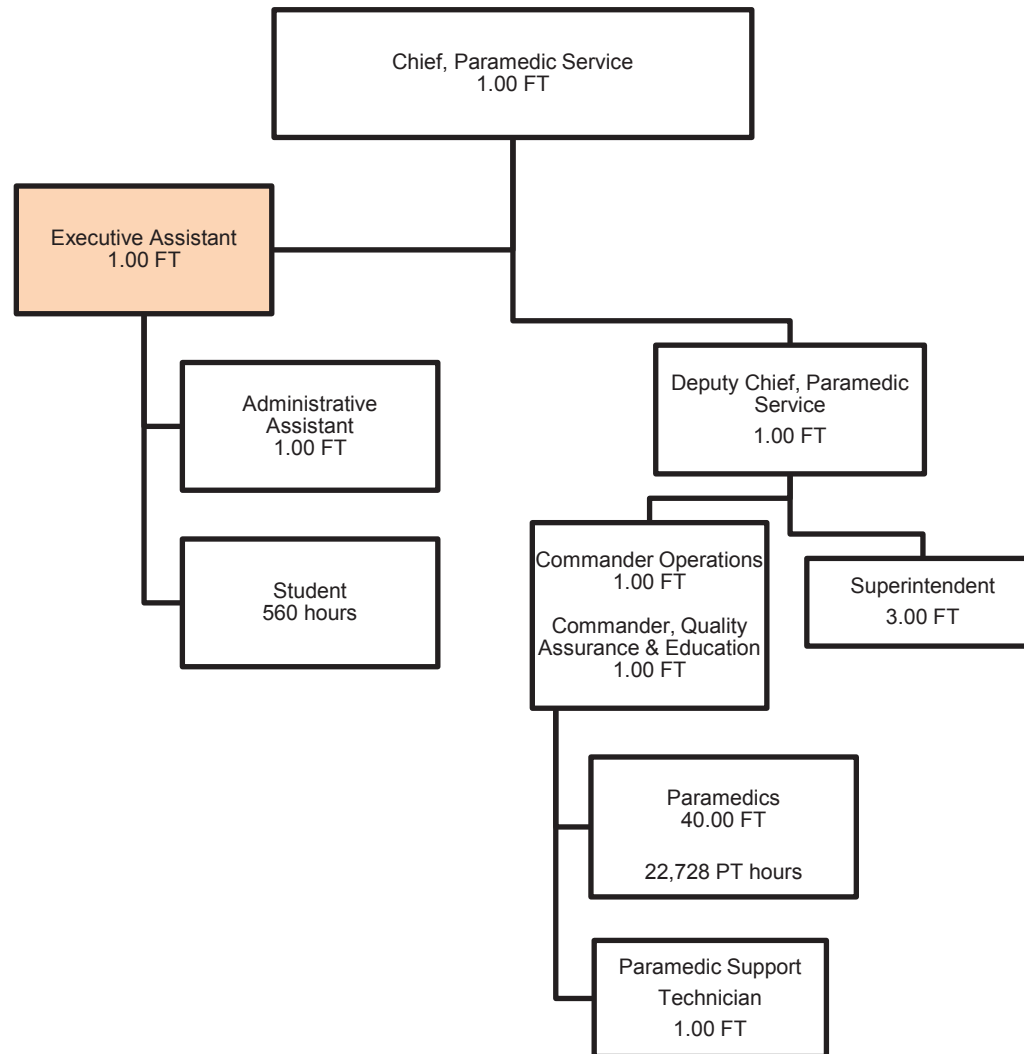
Personnel

Paramedic Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	9.3	8.8	0.5
Operations	51.4	51.4	-
Total	60.7	60.2	0.5

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

Paramedic Services Organizational Chart



Budget Summary

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



Emergency Services - Police Services

The City has a hybrid policing model consisting of the Kawartha Lakes Police Service and the OPP.

Kawartha Lakes Police Service

The Kawartha Lakes Police Services Board (KLPS) has been actively engaged in continuous improvement efforts to keep the cost of policing for their service consistent. KLPS provides services to 11,536 residences.

The Kawartha Lakes Police Services Board operates independently under the Police Services Act. Although the Municipality is the primary funding source, the Board approves the details of the budget. The Municipal Council is responsible to approve the bottom line funding request. The overall requested increase is 4.25%. The actual increase is higher as the Police Services Board has included in their adopted budget \$30,000 of the Municipality's rate stabilization reserve for KLPS services. Included in the funding request is the capital program. The next table is for information purposes only as it supplies a detailed listing of the capital projects in 2018.

Kawartha Lakes Police Service			
2018 Funding Request	2017 Approved Budget	2018 Adopted Budget	Change from 2017 Budget
Police Grants/Fees	\$(188,750)	\$(194,268)	\$(5,518)
Administration	627,430	701,683	74,253
Executive Police Administration	609,780	622,676	12,896
Police Service Board	51,550	61,550	10,000
Police Operations	5,100,698	5,316,707	216,009
CIB Projects	29,750	29,750	-
Record/Clerk Administration	313,088	321,590	8,502
Communications	804,890	879,627	74,736
Police Training	38,075	36,270	(1,805)
Police Vehicles	117,810	113,485	(4,325)
Corrections Administration	5,000	5,000	-
Court Security	243,368	195,327	(48,041)
9-1-1 Operations	39,643	49,166	9,523
Police Services Building	122,612	128,676	6,064
Tax Support Required	7,914,945	8,267,239	352,294

Capital Project			
	2016	2017	2018
Computers	\$104,300	\$47,900	\$30,000
Printer Replacement	3,000	2,000	3,000
Camera/Recorder Replacement	-	42,000	-
Digital Logger	-	40,000	-
Vehicle Replacement	32,000	78,000	150,200
Radio System Upgrade	245,000	245,000	144,000
Next Generation Text 911	25,000	25,000	-
Switch Replacement	-	15,000	15,000
Transfer from Reserve	(159,300)	(275,000)	(30,000)
Annual Capital Program	250,000	219,900	312,200

Ontario Provincial Police (OPP)

The Ontario Provincial Police (OPP) provides service to City of Kawartha Lakes residents who live outside the Lindsay/Ops boundary. The OPP invoice for 2018 is \$8,499,214 which is a reduction of \$8,423 from the 2017 invoice. However there was an in-year adjustment in 2017 with regards to number of households and the budget had been set at \$8,675,830 and the actual invoice was only \$8,507,637. This is why there is a \$176,616 reduction in the OPP Business Unit rather than the \$8,423 above. This is a factor of reduced costs in the OPP business model, rather than any significant change in services or number of households. The total 2018 OPP bill equates to a cost per household of \$293.84 which is down from the 2017 cost per household of \$295.28. The OPP will provide services to 27,805 residential households and 1,070 commercial businesses during the 2018 year.

There is a possibility that the 2017 OPP bill may result in a further reconciliation due to the settlement reached between the Province and the Ontario Provincial Police Association (OPPA) in regards to wage increases. This will occur in 2018 and there could be a subsequent adjustment required. The City currently has an OPP rate stabilization reserve of \$185,575 which could be used to stabilize any large increases in the future years invoices or subsequent reconciliations.

Budget Summary

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



Human Services

Overview

As the Provincially designated Consolidated Municipal Service Manager and under agreement with the County of Haliburton, the Department is responsible for the administration and delivery of human services programs in the City of Kawartha Lakes and Haliburton County. Human Services is comprised of the following divisions:

Children's Services – Responsible for the administration of funding agreements with community Children's Services providers and the administration of Child Care Fee Subsidies to eligible families.

Housing Services – Responsible for the administration and funding for housing and homelessness programs.

Ontario Works – Responsible for the direct delivery and administration of Employment Services and Income Supports under the Ontario Works Act.

Victoria Manor Long-Term Care Home – Responsible for the operation of Victoria Manor, a 166-bed municipal Long-Term Care Home, including the provision of specialized health care and personal needs supports to residents. The City currently contracts with Sienna Senior Living for the management of the Home.

Budget to Priorities

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

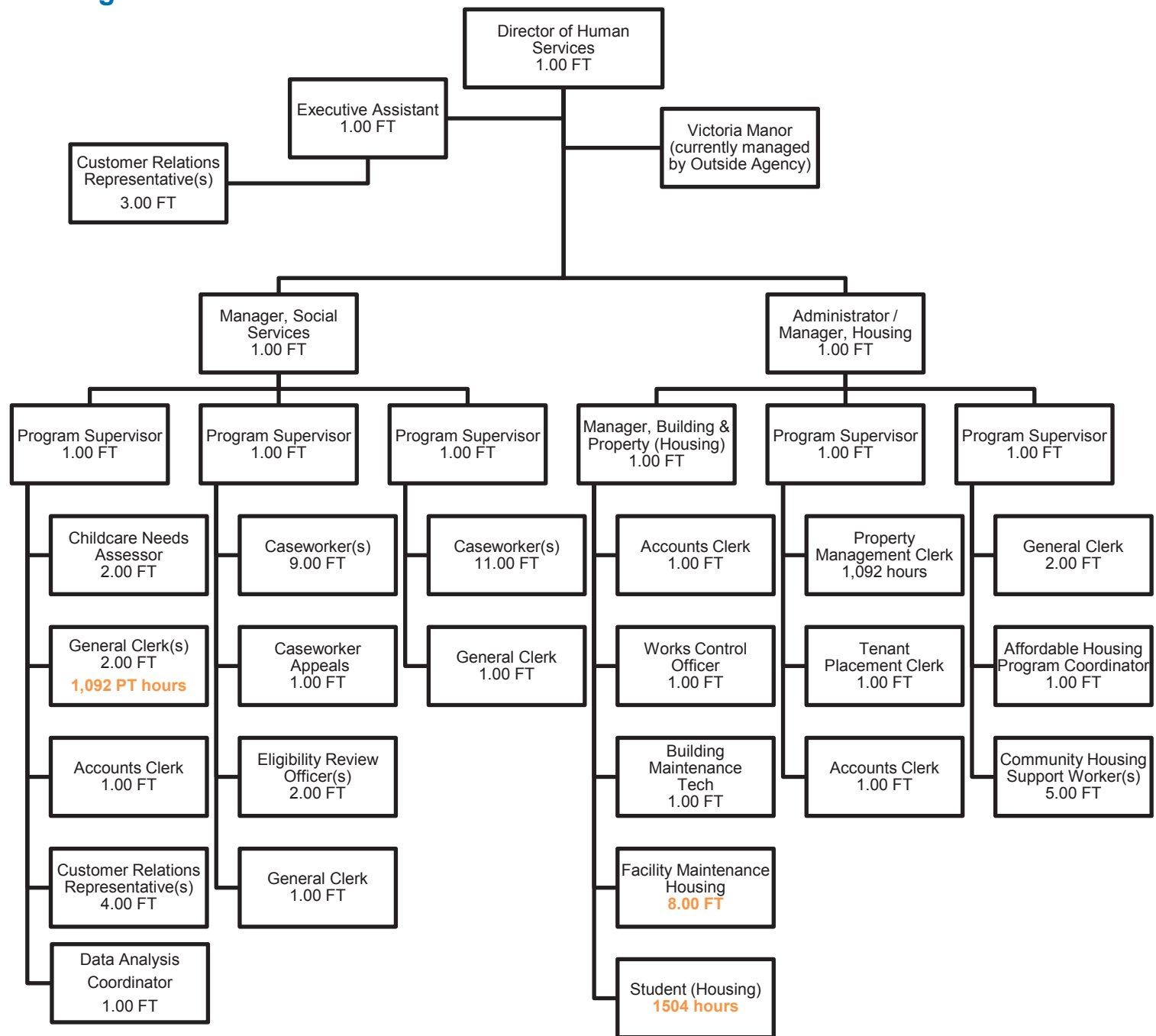
Personnel

Human Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	2	2	0
Social Services	42.6	42	0.6
Housing	26.3	27.0	(0.7)
Total	70.9	71.0	0.1

Type	2018	2017
Full-time	69	70
Part-time	1.2	0.6
Seasonal	-	-
Students	0.7	0.4
Project/contract	-	-
Total	70.9	71.0
Non-Union Positions	10	10
Unionized Positions	60.9	61.0
Total	70.9	71.0

Human Services Organizational Chart



Budget Summary

Contributions to Organizational Health Care

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$(142,000)	\$-	\$-	\$-
Total Revenue	(142,000)	-	-	-
Expenses				
Transfer to External Clients	1,958,088	1,825,619	1,870,267	44,648
Interfunctional Adjustments	54,500	100,000	20,000	(80,000)
Total Expenses	2,012,588	1,925,619	1,890,267	(35,352)
Tax Support Required	1,870,588	1,925,619	1,890,267	(35,352)

Child Care Programs

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

Homelessness Program

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

Housing

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

Ontario Works Delivery

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

Ontario Works Programs

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

Nurse Practitioner

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

Victoria Manor

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

Community Social Investment Fund

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



Public Works

Overview

The Department is responsible to lead, manage and implement all Public Works functions within the City. Public Works has a strong focus on public safety, legislative compliance, fiscal accountability, continuous improvement and strategic implementation with respect to Roads Operations, Water Operations, Wastewater Operations, Solid Waste Operations and Fleet and Transit Services. The Public Works Department is comprised of the following divisions:

Roads Operations (Linear infrastructure) – Responsible for day to day maintenance of roads, bridges, sidewalks, winter control operations, drainage, parking lot maintenance, street lights, traffic markings and traffic signals.

Water and Wastewater Operations – Responsible for the safe and effective operation of 21 water treatment facilities and 6 wastewater treatment facilities, all distribution and collection facilities and associated regulatory compliance requirements.

Solid Waste and Landfill Services – Responsible for oversight of all landfill operations for 5 active and 11 closed landfill sites, waste/recycling collection programs, diversion programs, hazardous waste, public education and regulatory compliance.

Fleet and Transit Services – Maintenance/repair of vehicles and equipment, fuel management, purchasing/replacement of rolling stock, crossing guard program, transit services including conventional and LIMO (Lindsay Mobility accessible transit services).

Budget to Priorities

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

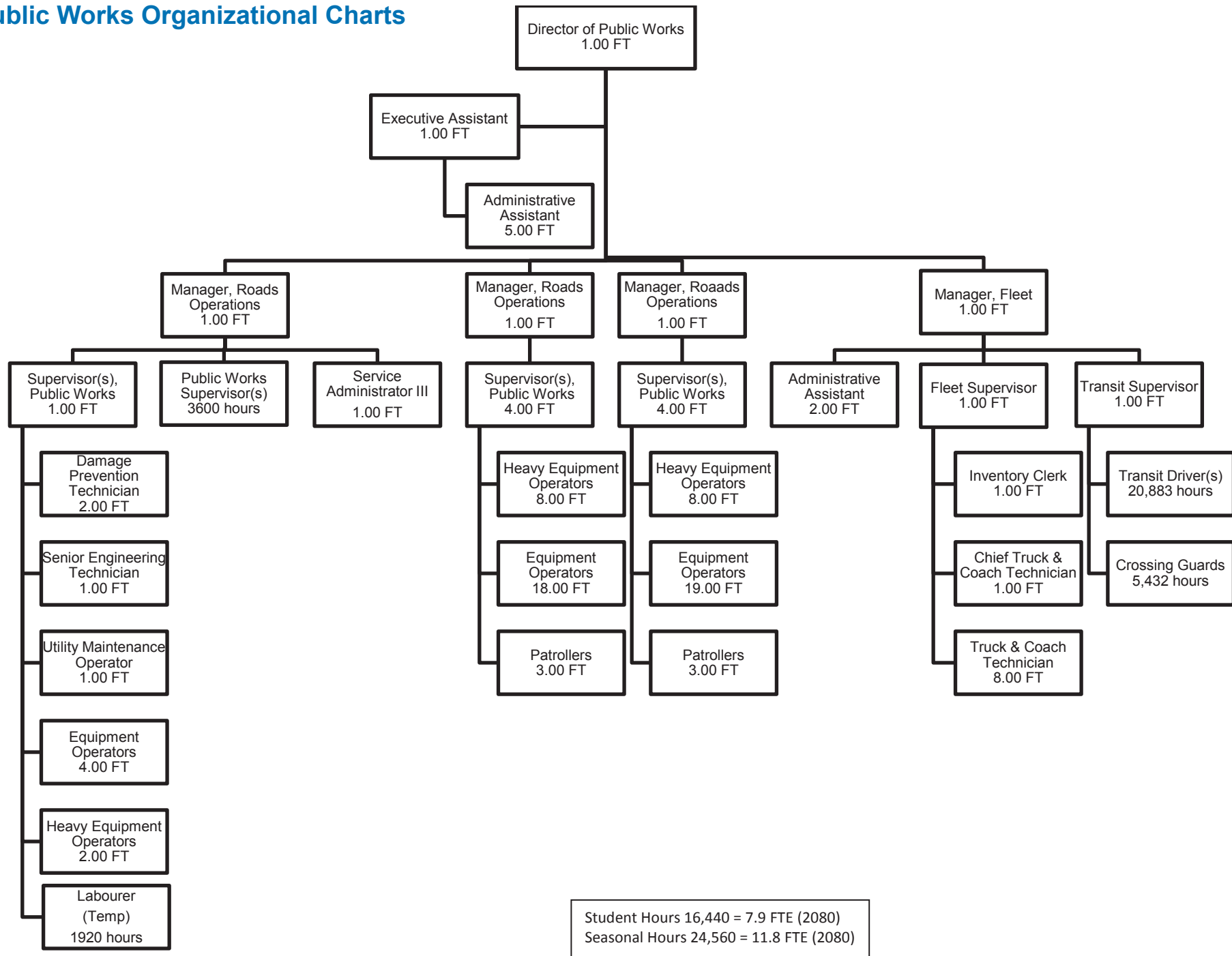
Personnel

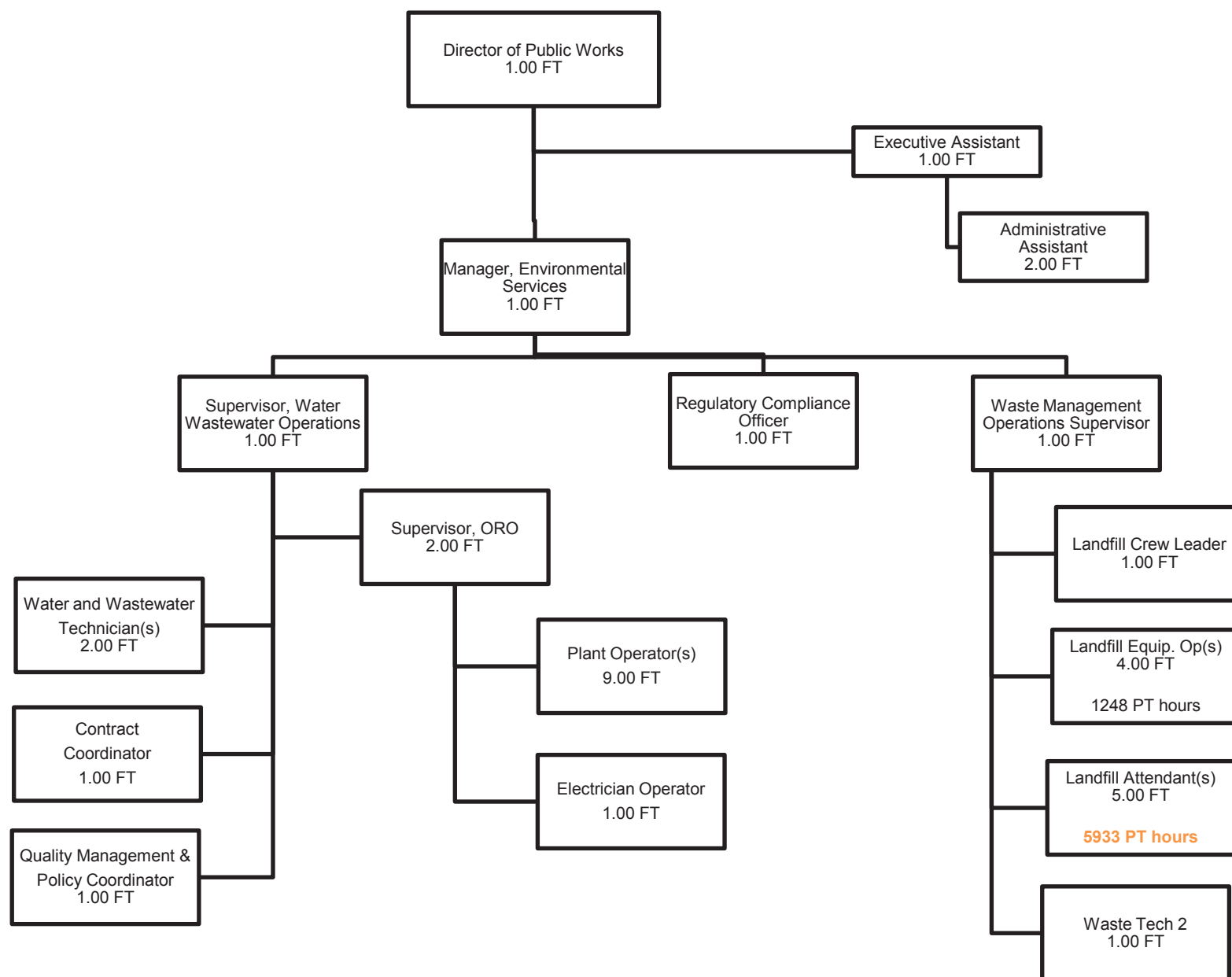
Public Works Roads - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	6	-
Fleet	28.0	28.0	-
Operations	106.1	106.1	-
Solid Waste	15.4	15	0.4
Total	155.5	155.1	0.4

Type	2018	2017
Full-time	117	117
Part-time	17.9	17.5
Seasonal	11.8	11.8
Students	7.9	7.9
Project/Contract	0.9	0.9
Total	155.5	155.1
Non-Union Positions	19.8	19.8
Unionized Positions	135.7	135.3
Total	155.5	155.1

Public Works Organizational Charts





Budget Summary

Public Works - Administration

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$-	\$-	\$-	\$-
User Charges, Licenses & Fines	(53,718)	(127,450)	-	127,450
Total Revenue	(53,718)	(127,450)	-	127,450
Expenses				
Salaries, Wages and Benefits	823,418	249,547	262,122	12,575
Materials, Supplies & Services	312,157	131,000	131,500	500
Rents & Insurance Expenses	-	163,434	171,355	7,921
Interfunctional Adjustments	58,378	7,479	-	(7,479)
Total Expenses	1,193,953	551,460	564,977	13,517
Tax Support Required	1,140,235	424,010	564,977	140,967

Budget Pressures	Amount
In 2017 Budgeted recovery from Engineering for 12 Peel St Lease and Building Maintenance	\$127,450
Increase Wages	12,576
Decrease Fleet Equipment	(7,479)
Increase Contract Lease 12 Peel St	7,921
Overall Increase Other Material & Contract	500
Total Estimated Changes	140,968

Fleet

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Ontario Grants - Operating	\$(15,953)	\$-	\$-	\$-
User Charges, Licenses & Fines	(322,204)	(20,000)	(90,000)	(70,000)
Total Revenue	(338,157)	(20,000)	(90,000)	(70,000)
Expenses				
Salaries, Wages and Benefits	918,193	1,034,284	1,046,811	12,527
Materials, Supplies & Services	1,958,917	2,418,835	1,955,500	(463,335)
Contracted Services	1,568,096	1,051,446	1,643,000	591,554
Rents & Insurance Expenses	3,164	-	-	-
Interfunctional Adjustments	(3,617,206)	(3,859,518)	(3,911,781)	(52,263)
Total Expenses	831,165	645,047	733,530	88,483
Tax Support Required	493,008	625,047	643,530	18,483

Budget Pressures	Amount
Projected Increase Fuel Costs	\$87,568
Increase to sale of equipment	(70,000)
Total Estimated Changes	17,568

Roads and Bridges Summary

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$(142,032)	\$(195,000)	\$(190,000)	\$5,000
Other Revenues	(59,349)	(160,000)	(160,000)	-
User Charges, Licenses & Fines	(180,503)	(80,834)	(122,800)	(41,966)
Total Revenue	(381,883)	(435,834)	(472,800)	(36,966)
Expenses				
Salaries, Wages and Benefits	5,781,705	7,309,054	7,565,892	256,838
Materials, Supplies & Services	4,046,480	2,639,604	3,044,400	404,796
Contracted Services	5,939,053	6,205,959	7,917,995	1,712,036
Debt, Lease & Financial	738	-	-	-
Interfunctional Adjustments	3,089,965	4,664,363	5,119,065	454,702
Total Expenses	18,857,940	20,818,980	23,647,352	2,828,372
Tax Support Required	18,476,057	20,383,146	23,174,552	2,791,406

Budget Pressures	Amount
Increase Labour, OT and Burden	\$256,841
Increase Equipment Costs	391,719
Ditching	453,688
Calcium Chloride	777,088
Increase to Winter Control (material & contract)	788,014
Streetlights - Projected Hydro increase	145,000
Reduction Weed Control - Contract Reduced	(25,761)
Total Estimated Changes	2,786,589

Roads Operations

Detail Budget	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue			
Grants	\$-	\$-	\$-
Other Revenues	(195,000)	(190,000)	5,000
User Charges, Licenses & Fines	(240,834)	(282,800)	(41,966)
Total Revenue	(435,834)	(472,800)	(36,966)
Expenses			
Salaries, Wages and Benefits	5,497,518	5,606,575	109,057
Materials, Supplies & Services	1,048,147	1,171,270	123,123
Contracted Services	4,564,953	5,770,648	1,205,695
Debt, Lease & Financial			-
Interfunctional Adjustments	2,692,962	2,849,006	156,044
Total Expenses	13,803,580	15,397,499	1,593,919
Tax Support Required	13,367,746	14,924,699	1,556,953

Winter Control

Detail Budget	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue			
Grants	\$-	\$-	\$-
Other Revenues	-	-	-
User Charges, Licenses & Fines	-	-	-
Total Revenue	-	-	-
Expenses			
Salaries, Wages and Benefits	1,811,536	1,959,318	147,782
Materials, Supplies & Services	1,591,457	1,873,130	281,673
Contracted Services	1,641,006	2,147,347	506,341
Debt, Lease & Financial			-
Interfunctional Adjustments	1,971,401	2,270,059	298,658
Total Expenses	7,015,400	8,249,854	1,234,454
Tax Support Required	7,015,400	8,249,854	1,234,454

Transit and Crossing Guards

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$(628,854)	\$(641,028)	\$(641,028)	\$-
Other Revenues	(630,508)	(683,807)	(683,807)	-
User Charges, Licenses & Fines	(158,764)	(201,500)	(185,250)	16,250
Total Revenue	(1,418,126)	(1,526,335)	(1,510,085)	16,250
Expenses				
Salaries, Wages and Benefits	794,956	850,268	899,311	49,043
Materials, Supplies & Services	31,152	15,850	13,900	(1,950)
Contracted Services	148,481	213,955	177,400	(36,555)
Interfunctional Adjustments	1,204,632	1,056,528	1,136,027	79,499
Total Expenses	2,179,221	2,136,601	2,226,638	90,037
Tax Support Required	761,095	610,266	716,553	106,287

Budget Pressures	Amount
Revenue Decrease - switch from cash fares bus passes and tokens at a reduced rate	\$16,250
Regular Labour/burden increase includes 2 Seasonal Labourers for snow removal	55,543
Equipment increase less Capital costs plus additional bus	79,500
Contract Decreases - snow removal	(48,210)
Total Estimated Changes	103,083

Waste Management

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$(1,115,371)	\$(1,065,342)	\$(1,051,142)	\$14,200
Other Revenues	(314)	(233,000)	(3,240)	229,760
User Charges, Licenses & Fines	(2,588,237)	(2,884,600)	(2,840,310)	44,290
Total Revenue	(3,703,922)	(4,182,942)	(3,894,692)	288,250
Expenses				
Salaries, Wages and Benefits	1,316,340	1,286,446	1,340,807	54,361
Materials, Supplies & Services	136,201	181,248	392,469	211,221
Contracted Services	5,468,384	5,741,483	5,582,341	(159,142)
Debt, Lease & Financial	796	-	-	-
Transfer to External Clients	8,286	93,000	93,000	-
Interfunctional Adjustments	501,760	498,067	558,017	59,950
Total Expenses	7,431,766	7,800,244	7,966,634	166,390
Tax Support Required	3,727,844	3,617,302	4,071,942	454,640

Budget Pressures	Amount
Reduction Revenue - WWW Co-Gen now Shared Expenses	\$229,760
C & D (new program) - increase expense offset by \$167,500 landfill space savings per year as per report	133,500
Mattress recycling (new program) - offset by \$189,000 landfill space savings per year	72,600
Increase leachate costs - additonal cell and heavy rainfalls	192,000
Collection Contract Increase Recycling	150,000
No cell rehab planned for 2018	(300,240)
Reduced Expenses - WWW Co-Gen now Shared Expenses	(162,800)
Increase Site Cover	201,835
Reduction from 2017 - Strategy development - Reclay	(50,000)
Total Estimated Changes	466,655



Agencies, Boards and Commissions

The City is responsible for funding the following entities.



Municipal Airport

The airport is a busy general aviation facility that provides significant economic and community benefits to the entire City. It has been managed by the Loomex Group since 2015, who employ the management and staff at the airport and report to the Airport Board on a monthly basis.

The airport has 20 City owned hangars that are fully occupied, and ramp space sufficient to occupy up to 25 aircraft as well as providing space for visitors. There is a self-serve fuelling system providing Avgas and jet fuel to locally based and itinerant aircrafts 24-hours per day, which is also made use of frequently by Ornge and the military.

There are 3 businesses at the airport; the Airportview Restaurant, Eric B. Robinson aircraft maintenance, and WM Aeroflight who conduct flight training and sightseeing flights. In addition, the airport is home to the local Canadian Owners and Pilots group who annually provide free aircraft rides to local children.

The airport is the only facility between Minden and Peterborough that can accommodate the Ornge helicopters, and it is utilized very

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frequently by them to transfer patients to trauma centers, providing a critical service to the entire community. The Airport budget falls under Engineering and Corporate Assets area of the budget.

	2018	2017
Net Tax Levy Airport	\$49,992	\$11,218



Haliburton, Kawartha, Pine Ridge District Health Unit

The City is within the jurisdiction of the Haliburton, Kawartha, Pine Ridge District Health Unit (HKPR) that covers the City, Haliburton County and Northumberland County. Each of the 36 public health units in Ontario are governed by an autonomous Board of Health, made up largely of representatives of local Municipal Councils. Councillors Elmslie and Stauble are currently members of the HKPR Board of Health. The primary Provincial statute relating to Boards of Health and Public Health Funding is the Health Protection and Promotion Act. Funding for health units in Ontario includes direct funding from the Province as well as a mandated Municipal share. The City's required funding is included in the City's annual operating budget. This budget falls under the Contributions to Organizational Health Care under the Human Services budget.

	2018	2017
Net Tax Levy HKPR Healthy Unit	\$1,804,779	\$1,760,779



Kawartha Lakes Haliburton Housing Corporation

Kawartha Lakes Haliburton Housing Corporation (KLHHC) is the largest provider of affordable housing in the City's service area (City of Kawartha Lakes and the County of Haliburton). KLHHC is incorporated under the Business Corporation Act with its primary Provincial guiding statute being the Housing Services Act. KLHHC is governed by a Board of Directors including 6 representatives from the geographical area and 3 local Municipal Councillors; Councillors O'Reilly and Strangway from the City and Councillor Devolin from the County. The City of Kawartha Lakes is the sole shareholder. With a vision of good quality affordable housing with support services across all of our communities, KLHHC offers more than 700 units to a variety of tenants including families, singles, couples & seniors in apartments and townhouses in Lindsay, Fenelon Falls, Omemee, Bobcaygeon, Minden and Haliburton. Contributions to KLHHC fall under the Housing area of the Human Services budget.

	2018	2017
Net Tax Levy KLHHC	\$2,837,608	\$3,460,952



Library Board

The mission of the City of Kawartha Lakes Public Library is to provide all residents with impartial access to a wide range of information resources, programs, equipment and services in order encourage literacy, lifelong learning and to support educational, cultural and recreational activities. The Public Library's 2018 budget will enable the Library Board's strategic goals of continuing to build our collection, grow our membership, enhance our digital and online resources, increase outreach opportunities, develop community partnerships, better market our services and to strengthen our facilities. This budget falls under the Library section of the Community Services budget.

	2018	2017
Net Tax Levy Library	\$1,853,131	\$1,753,390

Conservation Authorities

Conservation Authorities are non-profit organizations, each with their own Board of Directors comprised of members appointed by local Municipalities. The majority of Board representatives are elected Municipal Officials. Conservation Authorities are legislated by the Conservation Authorities Act (1946). Funding for Conservation Authorities is derived from a variety of sources, but on the average 48% is provided through Municipal levies; 40% comes from self-generated revenues; 10% comes from Provincial Grants and special projects and 2% is provided by Federal Grants or contracts (2013 CA Statistical Survey). The City funds 4 Conservation Authorities operating within the boundaries of Kawartha Lakes at various funding levels depending on the City's proportionate share. The Kawartha Region Conservation Authority receives the largest tax support amount as we pay approximately 61% of the total municipal tax support they receive. This budget falls under the Conservation Authority area of the Development Services budget.

Conservation Authority	2018 Budget	2017 Budget
Kawartha Region Conservation Authority - Operating	\$941,662	\$894,637
Kawartha Region Conservation Authority - Special Projects	477,100	467,100
Ganaraska Region Conservation Authority	2,899	2,836
Lake Simcoe Region Conservation Authority	41,603	39,548
Otonabee Region Conservation Authority	8,055	7,245
Total	1,471,319	1,411,366

Tax-Supported Capital Budget

The 2018 Tax-Supported Capital Budget, attached hereto in detail as Appendix 1, demonstrates the City's commitment to the responsible management of its \$3.2 billion worth of capital assets.¹

The 2018 Tax-Supported Capital Budget reflects improvements to the City's long-term financial outlook since the 10-Year Financial Plan was drafted in mid 2017. For instance, the City has adopted a more aggressive phase-in of infrastructure deficit elimination. While still targeted for completion in 2021-2022, the phase-in will now be heavily front-ended rather than even-paced as originally forecasted. This is reflected by the \$7 million increase in AMP-related capital replacement expenditure for 2018.

Another enhancement is the adoption of a one-time (non-recurring) \$4.6 million gravel road rehabilitation program over 2018-2020, which was not identified in the AMP, but will combine with the corrective increase in calcium chloride application to address the City's gravel road infrastructure backlog.

The 2018 Tax-Supported Capital Budget consumes about \$10.6 million of the \$25 million infused into the capital reserve through a one-time transitional debenture. The remaining \$14.4 million is expected to be consumed at a decreasing rate over 2019-2022 as capital expenditure and tax support targets are phased-in.

Tax-Supported Capital Replacement Expenditure Comparison: 2017 vs. 2018							
AMP Asset Category ²	2017			2018			
	AMP	Budget	Infrastructure Deficit	AMP Indexed ³	Budget ⁴		Infrastructure Deficit
					Adopted	Increase	
Roads	\$21,755,000	\$17,066,839	\$4,688,161	\$22,190,100	\$19,952,344	\$2,885,505	\$2,237,756
Machinery & Equipment	1,641,000	905,200	735,800	1,673,820	1,214,950	309,750	458,870
Facilities	4,987,000	3,435,172	1,551,828	5,086,740	6,241,476	2,806,304	(1,154,736)
Land Improvements	2,464,000	2,880,000	(416,000)	2,513,280	2,388,782	(491,219)	124,499
Vehicles	5,755,000	2,292,000	3,463,000	6,176,100	3,820,000	1,528,000	2,356,100
Total	36,602,000	26,579,211	10,022,789	37,640,040	33,617,551	7,038,340	4,022,489

¹This figure excludes the value of social housing assets. ²Excludes police capital as it is financed directly by the operating budget. ³Includes the estimated increased need of \$300,000/year for the Road Lifecycle Extension Program. ⁴Excludes the one-time Gravel Road Rehabilitation Program as it lies outside of the AMP.

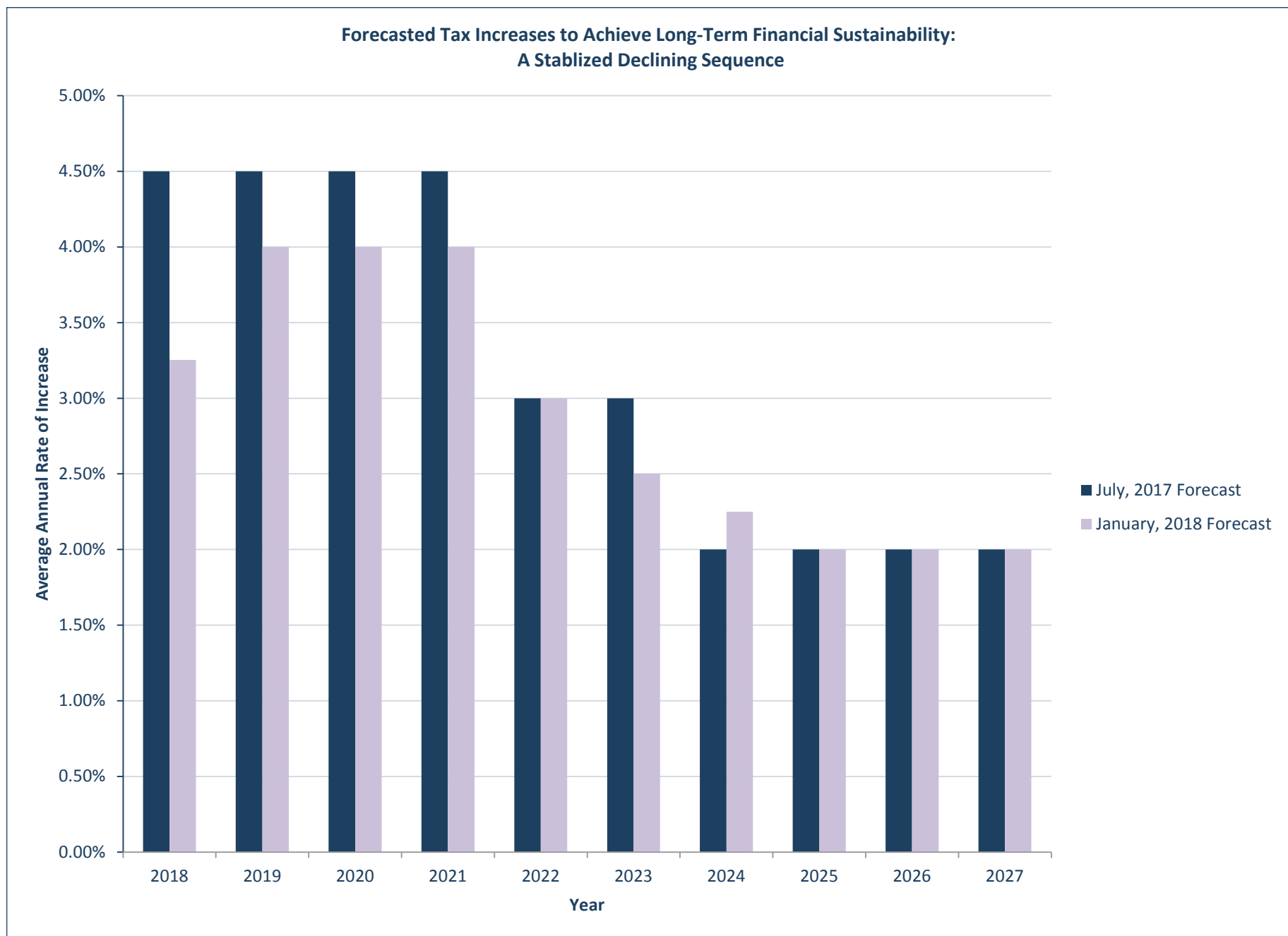
Capital Replacement Financing for 2018 Tax-Supported Capital Budget

Source Type	Source	Original Financial Plan	Updated Financial Plan	Adopted Budget
Tax Levy	Tax Levy	\$7,923,243	\$6,759,310	\$6,759,310
Debenture	Debenture	2,246,216	4,106,277	4,106,277
Grants	Federal Gas Tax	4,541,040	4,674,600	4,674,600
	Provincial Gas Tax	204,000	240,000	240,000
	OCIF	1,138,320	1,116,000	1,116,000
Reserves/	Capital	9,231,960	13,642,131	13,642,131
Deferred	Pits and Quarries	825,180	817,090	817,090
Revenue	PW Fleet	2,998,800	2,999,000	2,999,000
	Fire Fleet	-	46,000	46,000
	Ministry of Health	280,500	275,000	275,000
	Parkland	40,800	100,000	100,000
	Wilson Estate	51,000	55,000	55,000
	Forestry and Trails	-	50,000	50,000
	Victoria Manor	153,000	151,476	151,476
	DCs	540,600	592,124	592,124
	Total	30,174,660	35,624,008	35,624,008

Property Tax Impact

The 2018 property tax increase has several contributors: non-inflationary pressures, operational efficiencies, unanticipated savings, assessment growth, repayment of the \$25 million debenture and capital support. These net out to a \$3.4 million or 3.25% average tax increase, which is considerably less than the 4.5% tax increase originally forecasted in the 10-Year Financial Plan.

In accordance with the 10-Year Financial Plan, the tax levy share going to capital support has decreased on a transitional basis (from 12.5% in 2017 to 7.1% in 2018) allowing the immediate operating pressures to be addressed. This share will be gradually raised to the sustainable level (estimated to be 16.9%) during 2019-2023.



Debenture Capacity

The Tax Levy Debenture Limit totals \$57,934,894. This is an internally set limit that has been supported by Council, based on the Annual Repayment Limit set by the Ministry and the Debt Servicing Cost as a percent of Total Operating Revenue not to exceed 7.5%. The City's actual Annual Repayment Limit (ARL) is set by the Municipal Act. The City can debenture up to \$300,000,000 depending on the term and the interest rate available with Infrastructure Ontario, and still be within the confines of the ARL.

Total Annual Repayment Limit \$57,934,894

Actual Debt, Dec 31, 2017	\$44,500,000	
Outstanding Debenture	\$8,700,000	Lindsay Affordable Housing
Total Debt , Dec 31, 2017	\$53,200,000	

Debenture Room \$ 4,734,894

The City is using \$4,106,277 of this debenture room in 2018 to support financing Tax Levy supported capital projects.



Water/Wastewater Budget

Water/Wastewater Operating Budget

The Water/Wastewater Division is seeing an overall decrease in operating costs for 2018, largely owing to a downward swing in non-annual activities (such as sewer flushing) but also because of operational efficiencies. One function of the water and wastewater reserves is to smooth out the effect of fluctuations in operating and capital expenditures, thereby stabilizing user rates.

Summary of 2018 Water/Wastewater Operating Budget

Budget Area	Expenditure			Financing		
	General Operating	Contribution to Reserve	Total	User Rate Levy	Other Revenue	Total
Water	\$11,277,891	\$1,304,842	\$12,582,733	\$11,945,210	\$637,523	\$12,582,733
Wastewater	7,564,814	1,086,178	8,650,992	7,847,157	803,835	8,650,992
Total	\$18,842,705	\$2,391,020	\$21,233,725	\$19,792,367	\$1,441,358	\$21,233,725

Personnel

Public Works W&W Management - Personnel Breakdown

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

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

Budget Summary

2018 Water and Wastewater Adopted Operating Budget

Water and Wastewater Summary	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Water and Wastewater Administration	\$2,757,046	\$ 2,044,876	\$ 2,801,636	\$756,760
Water Systems	(1,749,049)	(1,347,375)	(1,820,840)	(473,465)
Wastewater Systems	(1,115,068)	(697,501)	(980,796)	(283,295)
	(107,071)	-	-	-

Water and Wastewater By System

Water and Wastewater Administration

Water and Wastewater Administration	2,757,046	2,044,876	2,801,636	756,760
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Water Systems

Lindsay Water Treatment Plant	(3,497,732)	(3,489,957)	(4,085,923)	(595,966)
Lindsay Thornhill Reservoir	37,095	210,161	225,744	15,583
Lindsay - Verulam Tank	1,901	31,526	159,368	127,842
Lindsay - Oakwood Reservoir	(72,074)	(105,368)	23,204	128,572
Omemee - Victoria Glen	95,756	62,573	72,482	9,909
Emily Birch Point	144,665	184,736	153,453	(31,283)
Fenelon Falls	136,937	99,303	122,710	23,407
Southview Estates	217,913	216,039	184,158	(31,881)
Mariposa - Sonya	1,124,245	110,220	179,715	69,495
Mariposa - Canadiana Shores	(123,446)	401,773	117,858	(283,915)
Mariposa - Woods of Manilla	(40,449)	67,464	75,513	8,049
Mariposa Estates	35,505	163,933	252,113	88,180
Mariposa - Pleasant Point	(57,963)	72,132	132,660	60,528
Mariposa - Kings Bay	(63,191)	67,438	75,136	7,698
Eldon - Western Trent	166,704	185,528	192,514	6,986
Norland	304,780	318,013	313,017	(4,996)
Kinmount	262,460	272,166	279,243	7,077

2018 Water and Wastewater Adopted Operating Budget

Water and Wastewater Summary	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Woodville	31,986	37,564	51,465	13,901
Bobcaygeon	(553,271)	(509,569)	(596,640)	(87,071)
Bobcaygeon - Victoria Place	(93,185)	19,861	26,598	6,737
Manvers - Janetville	336,279	21,029	25,445	4,416
Manvers - Manorview	(14,366)	83,015	112,695	29,680
Manvers - Woodfield	(18,555)	71,215	86,668	15,453
Manvers - Pinewood	(111,043)	61,830	(36)	(61,866)
Community Wells	-	-	-	-
Wastewater Systems				
Lindsay Water Pollution Control Plant	(2,023,372)	(1,853,277)	(1,946,081)	(92,804)
Omeme Sews	67,895	121,419	(34,355)	(155,774)
Fenelon Falls Sews	525,072	498,967	579,809	80,842
Mariposa - Kings Bay Sews	110,249	126,652	118,822	(7,830)
Bobcaygeon Sews	148,316	303,412	256,690	(46,722)
Coboconk Sews	56,773	105,326	44,319	(61,007)
(Surplus)/Deficit	\$ (107,071)	-	-	-

2018 Water and Wastewater Adopted Operating Budget

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$(40,483)	\$-	\$-	\$-
Other Revenues	(254,795)	(599,437)	(584,068)	15,369
User Charges, Licenses & Fines	(19,105,087)	(19,651,234)	(20,650,294)	(999,060)
Total Revenue	(19,400,365)	(20,250,671)	(21,234,362)	(983,691)
Expenses				
Salaries, Wages and Benefits	1,617,844	1,688,223	1,739,615	51,392
Materials, Supplies & Services	909,101	1,392,297	1,400,200	7,903
Contracted Services	9,423,025	8,700,953	8,763,576	62,623
Rents & Insurance Expenses	104,978	-	-	-
Interest on Long Term Debt	1,644,191	1,718,684	1,899,702	181,018
Debt, Lease & Financial	3,012,777	3,437,575	3,838,687	401,112
Interfunctional Adjustments	2,581,378	3,312,939	3,592,582	279,643
Total Expenses	19,293,294	20,250,671	21,234,362	983,691
(Surplus)/Deficit	(107,071)	-	-	-

Budget Pressures	Amount
Increased Debenture, Principal, & Interest	\$582,130
Increased Transfer to Reserve (Support Capital Program)	434,847
Overall Increase Non-Activity Based Operational Expenses (including OCWA contract, Building Maintenance, Hydro, Telecommunications)	314,074
Generator Operations&Maintenance Lindsay WPCP (Co Gen) - \$134,400	
2% CPI Increase to OCWA Contract - \$124,645	
OCWA Additional Planned Maintenance Costs - \$73,150	
Overall Decrease in Activity Based Operating Expenses (CKL Operations)	(297,219)
Decrease Sewer Flushing	(112,852)
Decrease Main Break Budget based on actuals (replacement program)	
Reduced contracted services (electrical)	

Water/Wastewater Capital Budget

The 2018 Water/Wastewater Capital Budget, attached hereto in detail as Appendix 2, largely aligns with the 10-Year Financial Plan, except that the \$1.4 million Lindsay/Bobcaygeon Water Meter Upgrade multi-year project has been deferred to 2019-2020.

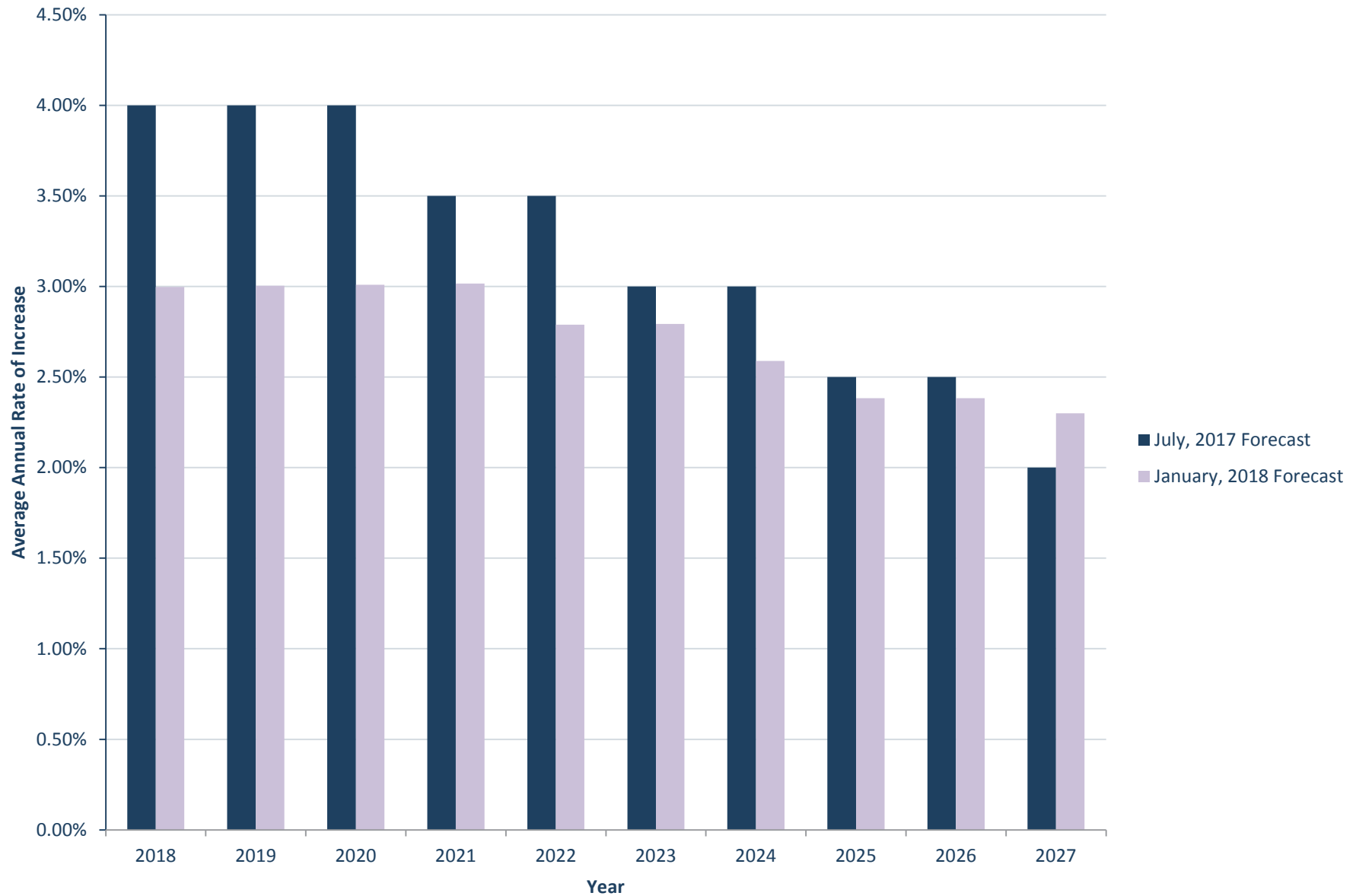
Capital Replacement Expenditure and Financing for 2018 Water/Wastewater Capital Budget							
Financing Type	Financing Source	Water Expenditure			Wastewater Expenditure		
		Original Financial Plan	Updated Financial Plan	Adopted Budget	Original Financial Plan	Updated Financial Plan	Adopted Budget
Debenture	Debenture	\$1,808,797	\$1,902,579	\$1,902,579	\$1,808,797	\$1,902,579	\$1,902,579
Grants	SCF	1,202,000	1,098,200	1,098,200	-	-	-
	CWWF	-	-	-	-	-	-
	OCIF	-	-	-	-	-	-
Reserves	Capital	1,145,715	1,290,421	490,421	1,145,715	782,721	782,721
	DCs	-	-	-	-	-	-
Total		4,156,512	4,291,200	3,491,200	2,954,512	2,685,300	2,685,300

User Rate Impact

Operational efficiencies and higher than expected 2017 revenue and reserve balances have enabled downward adjustments to forecasted user rate increases.

Contributors to 2018 Water/Wastewater User Rate Increase			
Source	User Rate Increase		
	Original Projection	Updated	Variance
General Operating	\$428,672	\$(736,508)	\$(1,165,180)
Conservation (-1%)	188,350	192,163	3,813
Customer Growth (1%)	(188,350)	(192,163)	(3,813)
Capital Budget Financing	324,730	-	(324,730)
Capital Reserve Contribution	-	1,312,589	1,312,589
Total	4,156,512	4,291,200	3,491,200
Base User Rate Levy (2017)	18,835,049	19,216,286	381,237
User Rate Increase (%)	4.00%	3.00%	(1.00%)

**Forecasted Water/Wastewater Utility Rate Increases to Achieve Long-Term Financial Sustainability:
A Stabilized Declining Sequence**



Debenture Capacity

The Water and Wastewater Budget has an internally set debenture limit of \$49,500,000. This is similar to the Tax Levy Budget where this limit is well below the Ministry prescribed Debt Limit. As stated in the Tax Levy section the City can debenture up to \$300,000,000 depending on the term and the interest rate available with Infrastructure Ontario, and still be within the confines of the Ministry debt limit.

Total Annual Repayment Limit	\$49,500,000
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Actual Debt, Dec 31, 2017	\$44,786,996
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Debenture Room	\$ 4,713,004
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The City is using \$3,805,158 of this debenture room in 2018 to support financing of Water and Wastewater User rate supported capital projects.

Glossary of Categories in the 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 – Heads and Beds, LCBO, etc.
- 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 – such as Development Charges, parkland in lieu

- Donations and other revenue
- Contributed Capital Assets – such as 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

- Workmen's Compensation Claims

Materials, Supplies and Services

Comprised of the following:

- Staff/Board Training expenses – Training, travel, accommodation
- Corporate Training – such as Health and Safety, Accessibility Training
- Council Expenses
- Telephone Services
- Postage, Printing and office supplies
- Operating Materials and supplies – such as Health and Safety supplies, election expenses
- Advertising
- Utilities
- Vehicle and equipment fuel
- Material and Equipment Charges
- Protection Materials such as Medical supplies, Police Supplies
- Minor Capital – such as chairs, desks

Contracted Services

Comprised of the following:

- Professional Fees – such as auditors, consultant fees
- Technology Contracted Services – such as computer hardware/software maintenance
- General Contracted Services – such as Janitorial Cleaning, Contracted Mat Services

- Equipment Maintenance
- Public Works Contracted Services – such as line painting, gravel pit rehabilitation
- Environmental Contracted Services – such as OCWA contract, garbage collection
- Protection Contracted Services – such as MTO License Fees
- Building Maintenance – such as alarm monitoring, painting
- Grounds Maintenance – such as contracted snow-plowing
- Cemetery Grounds Maintenance –such as excavating, foundation maintenance

Rents and Insurance Expenses

Comprised of the following:

- Land and building rental
- Equipment Rental –such as photocopiers, vehicle rental
- Insurance – such as 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 – such as bank charges, collection costs, bad debt

- Tax Adjustments – such as tax and interest write-offs, tax rebates
- Amortization expenses – such as 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 – such as 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 KLH
- Interdepartmental Charges – such as 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

Appendix 1: Detailed Tax-Supported Capital Budget

Summary of 2018 Tax-Supported Capital Budget

Program Identifier	JDE Identifier	Program	Expenditure	Financing																Total
				Tax Levy	Debenture	Grants			Reserves / Deferred Revenue											
						Federal Gas Tax	Provincial Gas Tax	OCIF	Capital	Pits & Quarries	PW Fleet	Fire Fleet	Ministry of Health	Parkland	Wilson Estate	Forestry & Trails	Victoria Manor	DCs		
RD1801	9831801	Bridges	3,152,320		2,202,173				690,147									260,000	3,152,320	
RD1802	9831802	Culverts	100,000						50,000									50,000	100,000	
RD1803	9831803	Urban/Rural Reconstruction	6,381,240			4,674,600			690,266									1,016,374	6,381,240	
RD1804	9831804	Urban/Arterial Resurfacing	4,309,200						3,492,110	817,090									4,309,200	
RD1805	9831805	Rural Resurfacing	3,487,400	18,000				1,116,000	2,353,400										3,487,400	
RD1806	9831806	Gravel Resurfacing	1,440,250						1,440,250										1,440,250	
RD1807	9831807	Road Lifecycle Extension	1,219,800						1,219,800										1,219,800	
RD1808	9831808	Road Restoration for WWW Projects	0																0	
RD1809	9831809	Sidewalks	306,883						306,883										306,883	
RD1810	9831810	Streetlights	110,000						110,000										110,000	
RD1811	9831811	Traffic Signals	100,000						68,500									31,500	100,000	
RD1812	9831812	Parking Lots	71,000						71,000										71,000	
RD1813	9831813	Municipal Drains	40,000						40,000										40,000	
RD1814	9831814	Gravel Road Rehabilitation	2,006,457						2,006,457										2,006,457	
AP1801	9871801	Airport Siteworks	201,500	187,597														13,904	201,500	
AP1802	9871802	Airport Facilities	10,000	10,000															10,000	
AP1803	9871803	Airport Capital Plan	35,000	32,585														2,415	35,000	
SW1801	9971801	Landfill Siteworks	67,000	67,000															67,000	
SW1802	9971802	Landfill Equipment	78,000	78,000															78,000	
PW1801	9911801	Roads Operations Depots	245,000	245,000															245,000	
FT1801	9941801	Transit Stops	50,000				50,000												50,000	
FT1802	9941802	Non-Emergency Fleet	3,189,000				190,000				2,999,000								3,189,000	
IT1801	9281801	IT Systems	282,000	282,000															282,000	
VM1801	9691801	Victoria Manor	151,476														151,476		151,476	
FS1801	9321801	Fire Facilities	356,000	356,000															356,000	
FS1802	9321802	Fire Fleet	46,000									46,000							46,000	
FS1803	9321803	Fire Equipment	730,000	723,950														6,050	730,000	
PS1801	9381801	Paramedic Facilities	0																0	
PS1802	9381802	Paramedic Fleet	585,000	310,000									275,000						585,000	
PS1803	9381803	Paramedic Equipment	16,000	16,000															16,000	
BP1801	9531801	Building and Property Facilities	1,850,000	1,850,000															1,850,000	
BP1802	9531802	Building and Property Equipment	0																0	
PR1801	9501801	Parkland Siteworks	3,208,000	1,746,600										100,000	55,000	50,000		1,256,400	3,208,000	
PR1802	9501802	Parkland Facilities	239,000	239,000															239,000	
PR1803	9501803	Parks and Recreation Equipment	115,000	115,000															115,000	
PR1804	9501804	Cemetery Siteworks	100,000	100,000															100,000	
PR1805	9501805	Arenas and Pools	3,317,000	309,578	1,904,104				1,103,318										3,317,000	
PR1806	9501806	Community Halls	73,000	73,000															73,000	
		Total	37,668,527	6,759,310	4,106,277	4,674,600	240,000	1,116,000	13,642,131	817,090	2,999,000	46,000	275,000	100,000	55,000	50,000	151,476	2,636,643	37,668,527	
		Total Replacement	35,624,008	6,759,310	4,106,277	4,674,600	240,000	1,116,000	13,642,131	817,090	2,999,000	46,000	275,000	100,000	55,000	50,000	151,476	592,124	35,624,008	

Existing and New Multi-Year Capital Projects in 2018 Tax-Supported Capital Budget

Original Project #	Program Identifier	JDE Identifier	Program	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Budgeted / Forecasted Expenditure						
								2015	2016	2017	2018	2019	2020	Total
RD1814	RD1814	9831814	Gravel Road Rehabilitation	See Program Detail for RD1814	2018-2020	0.0%	Rehabilitation				2,006,457	1,983,893	609,190	4,599,540
AP1803	AP1803	9871803	Airport Capital Plan	Airport Capital Plan	2018-2020	6.9%	Upgrade; Expansion				35,000	45,000	55,000	135,000
FS1710	FS1803	9321803	Fire Equipment	SCBA Gear	2017-2020	0.0%	Replacement			500,000	500,000	500,000	500,000	2,000,000
BP1801	BP1801	9531801	Building and Property Facilities	City Hall HVAC	2018-2019	0.0%	Replacement; Upgrade				370,000	220,000		590,000
BP1703	BP1801	9531801	Building and Property Facilities	Lindsay Service Centre Windows	2017-2018	0.0%	Replacement; Upgrade			187,300	188,000			375,300
PR1533	PR1801	9501801	Parkland Siteworks	Rotary Trail and Shoreline	2015-2019	0.0%	Restoration; Upgrade	150,000	150,000	150,000	150,000	150,000		750,000
PR1518	PR1801	9501801	Parkland Siteworks	Logie Park	2015-2019	90.0%	Development	25,000		1,111,000	1,111,000	1,111,000		3,358,000
			Total					175,000	150,000	1,948,300	4,360,457	4,009,893	1,164,190	11,807,840

Detail for the Bridges Program - RD1801

JDE Identifier	Asset(s) / Project	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180101	Perch Creek Bridge #41073	Bexley	2018	0.0%	Replacement		268,000	21,440	26,800	316,240
983180102	Ricketts Bridge #300030	Fenelon	2018	0.0%	Replacement		416,000	33,280	41,600	490,880
983180103	Centennial Park Rd. (High Arch) Bridge #33016	Eldon	2018	0.0%	Rehabilitation		1,590,000	127,200	318,000	2,035,200
983180104	Wellington St. Bridge	Lindsay	2018	0.0%	Rehabilitation	50,000				50,000
983180105	Second Fenelon Falls Area Bridge/Crossing	Fenelon Falls	2018	100.0%	Installation	260,000				260,000
					Total	310,000	2,274,000	181,920	386,400	3,152,320

Detail for the Culverts Program - RD1802

JDE Identifier	Asset(s) / Project	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180201	Jennings Creek Culverts	Lindsay	2018	50.0%	Replacement; Expansion	100,000				100,000
					Total	100,000	0	0	0	100,000

Detail for the Urban/Rural Reconstruction Program - RD1803

JDE Identifier	Asset(s) / Project	From	To	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180301	Glenelg St. E.	Huron St.	Water St.	Lindsay	2018	10.0%	Reconstruction		1,050,000	52,500	157,500	1,260,000
983180302	Hamilton St.	Durham St.	George St.	Lindsay	2018	10.0%	Reconstruction		1,120,000	56,000	168,000	1,344,000
983180303	Kawartha Dr.	CKL 36	Logie St.	Lindsay	2018	10.0%	Reconstruction		897,000	44,850	89,700	1,031,550
983180304	St. Paul St. and Denniston St.	Colborne St. E.	North End	Lindsay	2018	10.0%	Reconstruction		815,000	65,200	122,250	1,002,450
983180305	Riverview Estates			Lindsay	2018	10.0%	Reconstruction		558,000	44,640	83,700	686,340
983180306	Main St.	Front St.	CKL 8	Bobcaygeon	2018	10.0%	Reconstruction		166,000	8,300	16,600	190,900
983180307	Porter Rd. Hill (B/W Hwy. 7A and Lifford Rd.)			Manvers	2018	10.0%	Reconstruction		100,000	5,000	10,000	115,000
983180308	Cameron Road	North Limit of Cameron	Highway 35	Fenelon	2018	10.0%	Reconstruction	40,000				40,000
983180309	Colborne St.	Fenelon River Bridge	Bond St.	Fenelon Falls	2018	10.0%	Reconstruction	76,000				76,000
983180310	King St.	Sturgeon Rd. S.	Pigeon Creek Bridge	Omeme	2018	10.0%	Reconstruction	50,000				50,000
983180311	Hillside Dr.	CKL 36	Logie St.	Lindsay	2018	10.0%	Reconstruction	60,000				60,000
983180312	Bay St.	South End	Vimy St.	Lindsay	2018	10.0%	Reconstruction	40,000				40,000
983180313	St. Peter St.	South End	King St.	Lindsay	2018	10.0%	Reconstruction	25,000				25,000
983180314	Kent St. W. / Angeline St. N. Intersection			Lindsay	2018	95.0%	Reconstruction; Expansion	120,000				120,000
983180315	Colborne St. W. / Angeline St. N. Intersection			Lindsay	2018	95.0%	Reconstruction; Expansion	255,000				255,000
983180316	Colborne St. W.	Angeline St. N.	Highway 35	Lindsay	2018	80.0%	Reconstruction; Expansion	85,000				85,000
							Total	751,000	4,706,000	276,490	647,750	6,381,240

Detail for the Urban/Arterial Resurfacing Program - RD1804

JDE Identifier	Asset(s) / Project	From	To	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180401	CKL 6	Zion Rd.	Hwy #7	Mariposa	2018	0.0%	Resurfacing		1,651,000	33,020	132,080	1,816,100
983180402	CKL 24	Scotchline Rd.	CKL 36	Verulam	2018	0.0%	Resurfacing		1,197,000	23,940	95,760	1,316,700
983180403	CKL 9	West End of Gutter	Windmere Rd.	Woodville	2018	0.0%	Resurfacing		500,000	10,000	40,000	550,000
983180404	Sussex St. N.	Kent St. W.	Peel St.	Lindsay	2018	0.0%	Restoration		85,000	8,500	17,000	110,500
983180405	Argyle St.	Nappadale St.	Union St.	Woodville	2018	0.0%	Resurfacing		62,000	1,240	4,960	68,200
983180406	Maple St.	John St.	King St.	Woodville	2018	0.0%	Resurfacing		11,000	220	880	12,100
983180407	Nappadale St.	John St.	King St.	Woodville	2018	0.0%	Resurfacing		11,000	220	880	12,100
983180408	Stuart St.	John St.	King St.	Woodville	2018	0.0%	Resurfacing		11,000	220	880	12,100
983180409	Union St.	King St.	North End	Woodville	2018	0.0%	Resurfacing		40,000	800	3,200	44,000
983180410	Albert St.	CKL 6	Grant St.	Oakwood	2018	0.0%	Resurfacing		31,000	620	2,480	34,100
983180411	Edna St.	Hwy #7	Flora St.	Oakwood	2018	0.0%	Resurfacing		31,000	620	2,480	34,100
983180412	Elgin St.	Hwy #7	Albert St.	Oakwood	2018	0.0%	Resurfacing		21,000	420	1,680	23,100
983180413	Flora St.	CKL 6	Edna St.	Oakwood	2018	0.0%	Resurfacing		21,000	420	1,680	23,100
983180414	Perry St.	Edna St.	CKL 6	Oakwood	2018	0.0%	Resurfacing		11,000	220	880	12,100
983180415	Victoria St.	Hwy #7	Albert St.	Oakwood	2018	0.0%	Resurfacing		18,000	360	1,440	19,800
983180416	Al's Ave.	King St	CKL 45	Norland	2018	0.0%	Resurfacing		42,000	840	3,360	46,200
983180417	Cockburn St.	Morrison St.	CKL 45	Norland	2018	0.0%	Resurfacing		34,000	680	2,720	37,400
983180418	King St.	Al's Ave.	Hwy #35	Norland	2018	0.0%	Resurfacing		35,000	700	2,800	38,500
983180419	Monck St.	Cockburn St.	North/East End	Norland	2018	0.0%	Resurfacing		35,000	700	2,800	38,500
983180420	Morrison St.	Al's Ave.	North/East End	Norland	2018	0.0%	Resurfacing		55,000	1,100	4,400	60,500
							Total	0	3,902,000	84,840	322,360	4,309,200

Detail for the Rural Resurfacing Program - RD1805

JDE Identifier	Asset(s) / Project	From	To	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180501	Telecom Rd.	John St. (Mariposa)	Coulter Dr.	Manvers	2018	0.0%	Resurfacing		46,000	1,840	2,760	50,600
983180502	Telecom Rd.	Coulter Dr.	Carscadden Rd.	Manvers	2018	0.0%	Resurfacing		343,000	13,720	20,580	377,300
983180503	Telecom Rd.	Carscadden Rd.	Porter Rd. (Manvers)	Manvers	2018	0.0%	Resurfacing		179,000	7,160	10,740	196,900
983180504	Lifford Rd.	Highway #35	Beers Rd.	Manvers	2018	0.0%	Resurfacing		229,000	9,160	13,740	251,900
983180505	Lifford Rd.	Beers Rd.	St. Mary's Rd.	Manvers	2018	0.0%	Resurfacing		57,000	2,280	3,420	62,700
983180506	Lifford Rd.	St. Mary's Rd.	Porter Rd. (Manvers)	Manvers	2018	0.0%	Resurfacing		239,000	9,560	14,340	262,900
983180507	Lifford Rd.	Porter Rd. (Manvers)	Ski Hill Rd.	Manvers	2018	0.0%	Resurfacing		93,000	3,720	5,580	102,300
983180508	Angeline St. N.	Thunder Bridge Rd.	Thunder Bridge Rd.	Lindsay	2018	0.0%	Resurfacing		22,000	880	1,320	24,200
983180509	Angeline St. N.	Thunder Bridge Rd.	Willow Glen Dr.	Ops	2018	0.0%	Resurfacing		89,000	3,560	5,340	97,900
983180510	Angeline St. N.	Willow Glen Dr.	Kenrei Rd.	Ops	2018	0.0%	Resurfacing		123,000	4,920	7,380	135,300
983180511	Hartley Rd.	Glenarm Rd.	Palestine Rd.	Eldon	2018	0.0%	Resurfacing		289,000	11,560	17,340	317,900
983180512	Hartley Rd.	Palestine Rd.	Eldon Station Rd.	Eldon	2018	0.0%	Resurfacing		294,000	11,760	17,640	323,400
983180513	Armitage Ave.	Bolsover Rd.	Trent River Rd. N.	Eldon	2018	0.0%	Resurfacing		61,000	2,440	3,660	67,100
983180514	Trent River Rd. S.	Beaver's Lane (Eldon)	Eldon Dr. (Eldon)	Eldon	2018	0.0%	Resurfacing		24,000	960	1,440	26,400
983180515	Trent River Rd. S.	Eldon Dr. (Eldon)	Golf Court	Eldon	2018	0.0%	Resurfacing		3,000	120	180	3,300
983180516	Trent River Rd. S.	Golf Court	Greenwood Cres. (Eldon)	Eldon	2018	0.0%	Resurfacing		12,000	480	720	13,200
983180517	Trent River Rd. S.	Greenwood Cres. (Eldon)	Armitage Ave.	Eldon	2018	0.0%	Resurfacing		6,000	240	360	6,600
983180518	Trent River Rd. N.	Armitage Ave.	Greenwood Cres. (Eldon)	Eldon	2018	0.0%	Resurfacing		9,000	360	540	9,900
983180519	Trent River Rd. N.	Greenwood Cres. (Eldon)	Pinewood Blvd. (Eldon)	Eldon	2018	0.0%	Resurfacing		14,000	560	840	15,400
983180520	Trent River Rd. N.	Pinewood Blvd. (Eldon)	North End	Eldon	2018	0.0%	Resurfacing		13,000	520	780	14,300
983180521	Eldon Dr. (Eldon)	Trent River Rd. S.	East End	Eldon	2018	0.0%	Resurfacing		13,000	520	780	14,300
983180522	Greenwood Cres. (Eldon)	Trent River Rd. S.	Trent River Rd. N.	Eldon	2018	0.0%	Resurfacing		41,000	1,640	2,460	45,100
983180523	Pinewood Blvd. (Eldon)	Trent River Rd. N.	North End	Eldon	2018	0.0%	Resurfacing		131,000	5,240	7,860	144,100
983180524	Elm Tree Rd.	Glenarm Rd.	Riley Lane	Fenelon	2018	0.0%	Resurfacing		294,000	11,760	17,640	323,400
983180525	Victoria Rd.	Talbot River Rd.	0.15 Km North of Talbot River Rd.	Bexley/ Carden	2018	0.0%	Resurfacing		14,000	560	840	15,400
983180526	Victoria Rd.	0.15 Km North of Talbot River Rd.	Patrick St.	Bexley/ Carden	2018	0.0%	Resurfacing		14,000	560	840	15,400
983180527	Victoria Rd.	Patrick St.	Doyle Rd.	Bexley/ Carden	2018	0.0%	Resurfacing		207,000	8,280	12,420	227,700
983180528	Victoria Rd.	Doyle Rd.	0.15 Km North of Doyle Rd.	Bexley/ Carden	2018	0.0%	Resurfacing		14,000	560	840	15,400
983180529	Victoria Rd.	0.15 Km North of Doyle Rd.	McNamee Rd.	Bexley/ Carden	2018	0.0%	Resurfacing		41,000	1,640	2,460	45,100
983180530	Victoria Rd.	McNamee Rd.	North Mountain Rd.	Bexley/ Carden	2018	0.0%	Resurfacing		240,000	9,600	14,400	264,000
983180531	Patterson Rd.	Totten Dr.	K.L. Rd. 30 (Verulam)	Verulam	2018	0.0%	Preparation		16,364	655	982	18,000
							Total	0	3,170,364	126,815	190,222	3,487,400

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JDE Identifier	Asset(s) / Project	From	To	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180601	Ballyduff Rd.	West End	Porter Rd. (Manvers)	2018	0.0%	Resurfacing		4,620	70	460	5,150
983180602	Sugar Bush Rd. (Manvers)	1.6 Km West of Janetville Rd.	Corner Rd.	2018	0.0%	Resurfacing		17,600	250	1,760	19,610
983180603	Lifford Rd.	West End	Chipmunk Rd. (Manvers)	2018	0.0%	Resurfacing		5,120	70	510	5,700
983180604	Lifford Rd.	Chipmunk Rd. (Manvers)	Highway #35	2018	0.0%	Resurfacing		9,240	130	930	10,300
983180605	Lifford Rd.	Ski Hill Rd.	East End	2018	0.0%	Resurfacing		1,000	10	100	1,110
983180606	Pigeon Creek Rd.	0.9 Km West of Janetville Rd.	0.5 Km West of Janetville Rd.	2018	0.0%	Resurfacing		4,490	60	450	5,000
983180607	Pigeon Creek Rd.	West End	St. Mary's Rd.	2018	0.0%	Resurfacing		3,740	50	380	4,170
983180608	Pigeon Creek Rd.	St. Mary's Rd.	East End	2018	0.0%	Resurfacing		11,360	160	1,140	12,660
983180609	Mount Horeb Rd.	West End	Highway #35	2018	0.0%	Resurfacing		3,990	60	400	4,450
983180610	Nesbitt Line	Highway #7A	Malcolm Road	2018	0.0%	Resurfacing		20,590	300	2,060	22,950
983180611	Nesbitt Line	Malcolm Road	Sugar Bush Rd. (Manvers)	2018	0.0%	Resurfacing		3,990	60	400	4,450
983180612	Nesbitt Line	Sugar Bush Rd. (Manvers)	St. Alban Rd. (Manvers)	2018	0.0%	Resurfacing		24,340	350	2,440	27,130
983180613	Nesbitt Line	St. Alban Rd. (Manvers)	North End	2018	0.0%	Resurfacing		16,850	240	1,690	18,780
983180614	Lotus Rd.	0.3 Km North of Ballyduff Rd.	Gray Rd. (Manvers)	2018	0.0%	Resurfacing		15,600	230	1,560	17,390
983180615	Wilmont Rd.	South End	Drum Rd.	2018	0.0%	Resurfacing		8,990	130	900	10,020
983180616	Wilmont Rd.	Drum Rd.	Telecom Rd.	2018	0.0%	Resurfacing		20,590	300	2,060	22,950
983180617	Wilmont Rd.	Telecom Rd.	North End	2018	0.0%	Resurfacing		10,230	150	1,030	11,410
983180618	Wilmont Rd.	South End	Ballyduff Rd.	2018	0.0%	Resurfacing		13,350	190	1,340	14,880
983180619	Janetville Rd.	South End	Highway #7A	2018	0.0%	Resurfacing		8,990	130	900	10,020
983180620	Wild Turkey Rd.	South End	Gray Rd. (Manvers)	2018	0.0%	Resurfacing		6,740	100	680	7,520
983180621	Micro Rd.	Boundary Rd. (Manvers)	North End	2018	0.0%	Resurfacing		11,360	160	1,140	12,660
983180622	Fee Rd.	South End	Pontypool Rd.	2018	0.0%	Resurfacing		3,370	50	340	3,760
983180623	Carscadden Rd.	Pontypool Rd.	Telecom Rd.	2018	0.0%	Resurfacing		22,210	320	2,230	24,760
983180624	Hogsback Rd.	South End	Ski Hill Rd.	2018	0.0%	Resurfacing		3,740	50	380	4,170
983180625	George St. (Manvers)	West End	Wilson St. (Manvers)	2018	0.0%	Resurfacing		870	10	90	970
983180626	O'Donnell Rd.	River Rd. (Manvers/ Ops)	South End	2018	0.0%	Resurfacing		1,250	20	130	1,400
983180627	Monty's Inn St.	River Rd. (Manvers/ Ops)	West End	2018	0.0%	Resurfacing		870	10	90	970
983180628	Stonefield St.	River Rd. (Manvers/ Ops)	North End	2018	0.0%	Resurfacing		870	10	90	970
983180629	Pondview St.	Highway #7	South End	2018	0.0%	Resurfacing		1,620	20	160	1,800
983180630	Lindsay St. N. (Lindsay)	Pottinger St.	55m south of Daniel Court	2018	0.0%	Resurfacing		2,370	30	240	2,640
983180631	Birch Rd. (Mariposa)	Cambray Rd.	East End	2018	0.0%	Resurfacing		2,620	40	260	2,920
983180632	Opmar Rd.	Highway #7	Thunder Bridge Rd.	2018	0.0%	Resurfacing		28,080	410	2,810	31,300
983180633	Opmar Rd.	Thunder Bridge Rd.	Quaker Rd.	2018	0.0%	Resurfacing		10,610	150	1,060	11,820
983180634	Opmar Rd.	Quaker Rd.	Peniel Rd.	2018	0.0%	Resurfacing		21,470	310	2,150	23,930
983180635	Opmar Rd.	Peniel Rd.	Black School Rd.	2018	0.0%	Resurfacing		21,220	310	2,130	23,660

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JDE Identifier	Asset(s) / Project	From	To	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180636	Opmar Rd.	Black School Rd.	Cambray Rd.	2018	0.0%	Resurfacing		19,840	290	1,990	22,120
983180637	Goose Lake Rd.	Hartley Rd.	Fenel Rd.	2018	0.0%	Resurfacing		35,570	510	3,560	39,640
983180638	Lorneville Rd.	Hartley Rd.	Fenel Rd.	2018	0.0%	Resurfacing		31,570	460	3,160	35,190
983180639	Birch Point Rd. (Fenelon)	Demoe Rd.	Hollowtree Rd.	2018	0.0%	Resurfacing		15,600	230	1,560	17,390
983180640	Birch Point Rd. (Fenelon)	Hollowtree Rd.	Glenarm Rd.	2018	0.0%	Resurfacing		25,580	370	2,560	28,510
983180641	Wood Rd. (Fenelon)	West St. S.	Beatrice Dr.	2018	0.0%	Resurfacing		7,240	100	730	8,070
983180642	Beatrice Dr.	Wood Rd. (Fenelon)	South End	2018	0.0%	Resurfacing		3,000	40	300	3,340
983180643	Raby's Shore Dr.	0.6 Km North of Wood Rd.	Raby St.	2018	0.0%	Resurfacing		5,620	80	560	6,260
983180644	Jenkins Rd.	K.L. Rd. 121	West St. S.	2018	0.0%	Resurfacing		7,610	110	760	8,480
983180645	Wagar Rd.	Admiral Dr.	Gillis St.	2018	0.0%	Resurfacing		1,500	20	150	1,670
983180646	Daytonia Beach Rd.	Long Beach Rd.	Pleasure St.	2018	0.0%	Resurfacing		5,740	80	580	6,400
983180647	Daytonia Beach Rd.	Pleasure St.	North End	2018	0.0%	Resurfacing		9,110	130	910	10,150
983180648	Pleasure St.	Daytonia Beach Rd.	Glenvale Dr.	2018	0.0%	Resurfacing		2,620	40	260	2,920
983180649	Pleasure St.	Glenvale Dr.	East End	2018	0.0%	Resurfacing		750	10	80	840
983180650	Glenvale Dr.	Pleasure St.	South End	2018	0.0%	Resurfacing		2,370	30	240	2,640
983180651	Jones Ave.	Long Beach Rd.	Heron St.	2018	0.0%	Resurfacing		1,870	30	190	2,090
983180652	Jones Ave.	Heron St.	Heron St.	2018	0.0%	Resurfacing		2,500	40	250	2,790
983180653	Heron St.	Jones Ave.	Jones Ave.	2018	0.0%	Resurfacing		1,250	20	130	1,400
983180654	Country Lane (Fenelon)	Naylor Rd.	Long Beach Rd.	2018	0.0%	Resurfacing		14,850	210	1,490	16,550
983180655	Country Lane (Fenelon)	Long Beach Rd.	Highway #35	2018	0.0%	Resurfacing		22,340	320	2,240	24,900
983180656	Naylor Rd.	Strawberry St.	Country Lane (Fenelon)	2018	0.0%	Resurfacing		14,230	210	1,430	15,870
983180657	Green St. E.	Murray St.	East End	2018	0.0%	Resurfacing		1,500	20	150	1,670
983180658	Pasture Rd.	K.L. Rd. 36	North End	2018	0.0%	Resurfacing		1,000	10	100	1,110
983180659	Kennedy Bay Rd.	Elder St.	North End	2018	0.0%	Resurfacing		1,750	30	180	1,960
983180660	Sherwin Rd.	Heights Rd.	East End	2018	0.0%	Resurfacing		12,980	190	1,300	14,470
983180661	January Lane	Sturgeon Rd. (Emily/ Verulam)	West End	2018	0.0%	Resurfacing		17,720	260	1,780	19,760
983180662	Bristol Rd.	Sturgeon Rd. (Emily/ Verulam)	East End	2018	0.0%	Resurfacing		11,730	170	1,180	13,080
983180663	Berry Lane	Ranch Rd.	Manchester Trail	2018	0.0%	Resurfacing		1,000	10	100	1,110
983180664	Manchester Trail	Berry Lane	North End	2018	0.0%	Resurfacing		1,750	30	180	1,960
983180665	Wilderness Park Rd.	Main St.	East End	2018	0.0%	Resurfacing		3,490	50	350	3,890
983180666	Acrevale Rd.	Highway #7	Grassy Rd.	2018	0.0%	Resurfacing		20,090	290	2,010	22,390
983180667	Lawson Court (Emily)	Scenic Hill Rd.	West End	2018	0.0%	Resurfacing		2,750	40	280	3,070
983180668	Bayside St.	Westview Dr. (Emily)	Kenedon Dr.	2018	0.0%	Resurfacing		3,490	50	350	3,890
983180669	Mill St. S. (Omeme)	Rutland St. E.	Mary St. E. (Omeme)	2018	0.0%	Resurfacing		1,120	20	110	1,250

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JDE Identifier	Asset(s) / Project	From	To	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180670	Sturgeon Rd. S. (Omamee)	Rutland St. E.	South End	2018	0.0%	Resurfacing		750	10	80	840
983180671	Hartley Rd.	0.1 Km North of Robinson Ave.	Portage Rd.	2018	0.0%	Resurfacing		13,600	200	1,360	15,160
983180672	Palestine Rd.	Simcoe St. (Eldon/ Mariposa)	Farms Rd.	2018	0.0%	Resurfacing		13,980	200	1,400	15,580
983180673	Palestine Rd.	Sandringham Rd.	Moor Rd. (Eldon)	2018	0.0%	Resurfacing		17,470	250	1,750	19,470
983180674	Palestine Rd.	Moor Rd. (Eldon)	Kirkfield Rd.	2018	0.0%	Resurfacing		19,590	280	1,960	21,830
983180675	Newman Dr. (Eldon)	Smith St. (Eldon)	King St. (Eldon)	2018	0.0%	Resurfacing		1,250	20	130	1,400
983180676	Newman Dr. (Eldon)	King St. (Eldon)	K.L. Rd. 46 (Eldon/ Mariposa)	2018	0.0%	Resurfacing		1,250	20	130	1,400
983180677	Smith St. (Eldon)	Newman Dr. (Eldon)	Lorneville Rd.	2018	0.0%	Resurfacing		1,750	30	180	1,960
983180678	King St. (Eldon)	Newman Dr. (Eldon)	South End	2018	0.0%	Resurfacing		620	10	60	690
983180679	Tower Rd. (Eldon)	Kirkfield Rd.	East End	2018	0.0%	Resurfacing		3,740	50	380	4,170
983180680	Robinson Ave.	Hartley Rd.	East End	2018	0.0%	Resurfacing		12,980	190	1,300	14,470
983180681	Riley Lane	Elm Tree Rd.	1.0 Km East of Elm Tree Rd.	2018	0.0%	Resurfacing		12,600	180	1,260	14,040
983180682	Riley Lane	1.0 Km East of Elm Tree Rd.	Birch Point Rd. (Fenelon)	2018	0.0%	Resurfacing		4,240	60	430	4,730
983180683	Riley Lane	Birch Point Rd (Fenelon)	Birchwood Lane (Fenelon)	2018	0.0%	Resurfacing		1,750	30	180	1,960
983180684	Whitetail Rd.	Killarney Bay Rd.	Balsam Grove Rd. (Fenelon)	2018	0.0%	Resurfacing		19,590	280	1,960	21,830
983180685	Whitetail Rd.	Balsam Grove Rd. (Fenelon)	Kagawong Rd.	2018	0.0%	Resurfacing		22,460	320	2,250	25,030
983180686	Whitetail Rd.	Kagawong Rd.	Country Lane (Fenelon)	2018	0.0%	Resurfacing		17,100	250	1,710	19,060
983180687	Otter Rd. (Bexley/ Fenelon)	Rockway Trail	Omega Rd.	2018	0.0%	Resurfacing		1,120	20	110	1,250
983180688	Bayview Rd. (Fenelon)	Highway #35	South End	2018	0.0%	Resurfacing		6,490	90	650	7,230
983180689	Cranberry Lake Rd.	Rohallion Rd.	Scott Rd.	2018	0.0%	Resurfacing		25,330	370	2,540	28,240
983180690	Lift Lock Rd. W.	Kirkfield Rd.	Deer Run Lane	2018	0.0%	Resurfacing		15,100	220	1,510	16,830
983180691	Lift Lock Rd. E.	Rocky Ridge Rd.	East End	2018	0.0%	Resurfacing		7,240	100	730	8,070
983180692	Hillcrest Ave.	Portage Rd.	North End	2018	0.0%	Resurfacing		3,870	60	390	4,320
983180693	Rutherford Rd.	Sturgeon Point Rd.	North End	2018	0.0%	Resurfacing		4,240	60	430	4,730
983180694	Hawthorne Lane	Hickory Beach Rd.	West End	2018	0.0%	Resurfacing		2,870	40	290	3,200
983180695	Hickory Beach Rd.	South End	Sandy Point Rd.	2018	0.0%	Resurfacing		2,500	40	250	2,790
983180696	Crimson Lane	Bayview Estate Rd.	East End	2018	0.0%	Resurfacing		500	10	50	560
983180697	Cosh's Rd.	K.L. Rd. 8	South End	2018	0.0%	Resurfacing		2,500	40	250	2,790
983180698	Gold St.	Blythe Shore Rd.	West End	2018	0.0%	Resurfacing		1,250	20	130	1,400
983180699	Silver St. (Fenelon)	Blythe Shore Rd.	West End	2018	0.0%	Resurfacing		1,250	20	130	1,400
983181601	Crystal St.	Blythe Shore Rd.	West End	2018	0.0%	Resurfacing		1,370	20	140	1,530
983181602	Bronze St.	Blythe Shore Rd.	West End	2018	0.0%	Resurfacing		500	10	50	560
983181603	Dunbar Dr.	K.L. Rd. 30 (Verulam)	North End	2018	0.0%	Resurfacing		3,870	60	390	4,320
983181604	Cable Rd.	0.6 Km West of K.L. Rd. 8	West End	2018	0.0%	Resurfacing		3,990	60	400	4,450
983181605	Providence Rd.	K.L. Rd. 8	North End	2018	0.0%	Resurfacing		39,690	570	3,980	44,240

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JDE Identifier	Asset(s) / Project	From	To	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181606	Treeview Line	St. Alban's Rd. (Verulam)	Cosh's Rd.	2018	0.0%	Resurfacing		20,470	300	2,050	22,820
983181607	Lamb's Rd. (Verulam)	Cedar Tree Rd. (Verulam)	North End	2018	0.0%	Resurfacing		13,480	190	1,350	15,020
983181608	Hughes Rd. (Verulam)	K.L. Rd. 121	East End	2018	0.0%	Resurfacing		6,990	100	700	7,790
983181609	Rosco Lane	Bury's Green Rd.	West End	2018	0.0%	Resurfacing		1,500	20	150	1,670
983181610	Fell's Point Rd.	Moorings Dr.	West End	2018	0.0%	Resurfacing		3,620	50	360	4,030
983181611	Fell's Bay Rd.	Northline Rd.	Fell's Point Rd.	2018	0.0%	Resurfacing		8,610	120	860	9,590
983181612	Moorings Dr.	Fell's Point Rd.	0.3 Km North of Fell's Point Rd.	2018	0.0%	Resurfacing		5,120	70	510	5,700
983181613	Moorings Dr.	0.3 Km North of Fell's Point Rd.	2.0 Km West of Fell's Point Rd.	2018	0.0%	Resurfacing		25,330	370	2,540	28,240
983181614	Moorings Dr.	2.0 Km West of Fell's Point Rd.	South End	2018	0.0%	Resurfacing		21,960	320	2,200	24,480
983181615	Potters Rd.	Somerville 3rd Concession	Suggitt Rd.	2018	0.0%	Resurfacing		120	0	10	130
983181616	Potters Rd.	Suggitt Rd.	Somerville 2nd Concession	2018	0.0%	Resurfacing		15,230	220	1,530	16,980
983181617	Potters Rd.	Somerville 2nd Concession	South End	2018	0.0%	Resurfacing		3,870	60	390	4,320
983181618	Suggitt Rd.	Potters Rd.	South End	2018	0.0%	Resurfacing		20,970	300	2,100	23,370
983181619	Somerville 2nd Concession	Ledge Hill Rd.	East End	2018	0.0%	Resurfacing		2,250	30	230	2,510
983181620	River Bend Dr. (Somerville)	Burnt River Rd.	Reed Blvd. (Somerville)	2018	0.0%	Resurfacing		4,870	70	490	5,430
983181621	Woodfield Dr. (Somerville)	Burnt River Rd.	Coronation Dr.	2018	0.0%	Resurfacing		1,500	20	150	1,670
983181622	Woodfield Dr. (Somerville)	Coronation Dr.	Fur Court	2018	0.0%	Resurfacing		4,740	70	480	5,290
983181623	Woodfield Dr. (Somerville)	Fur Court	East End	2018	0.0%	Resurfacing		3,370	50	340	3,760
983181624	Fur Court	Woodfield Dr. (Somerville)	North End	2018	0.0%	Resurfacing		870	10	90	970
983181625	Coronation Dr.	Woodfield Dr. (Somerville)	South End	2018	0.0%	Resurfacing		1,620	20	160	1,800
983181626	Somerville Centre Rd.	Burnt River Rd.	West End	2018	0.0%	Resurfacing		1,120	20	110	1,250
983181627	The Avenue	Crego St.	West End	2018	0.0%	Resurfacing		3,490	50	350	3,890
983181628	Lewisham Lane	Black River Rd. (Dalton)	North End	2018	0.0%	Resurfacing		4,240	60	430	4,730
983181629	Powell Lane (Bexley)	French Settlement Rd.	East End	2018	0.0%	Resurfacing		620	10	60	690
983181630	Bexley/Laxton Township Line	K.L. Rd. 41 (Bexley/Laxton)	Thistle Trail	2018	0.0%	Resurfacing		1,870	30	190	2,090
983181631	Thistle Trail	Bexley/Laxton Township Line	North End	2018	0.0%	Resurfacing		1,620	20	160	1,800
983181632	Curls Rd.	Victoria Rd.	East End	2018	0.0%	Resurfacing		16,100	230	1,610	17,940
983181633	Honeysuckle Rd.	K.L. Rd. 41 (Bexley/Laxton)	West End	2018	0.0%	Resurfacing		9,610	140	960	10,710

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983181634	Deer Lake Rd.	Bexley/Laxton Township Line	Tumbleweed Rd.	2018	0.0%	Resurfacing		23,710	340	2,380	26,430
983181635	Deer Lake Rd.	Tumbleweed Rd.	Mockingbird Lane	2018	0.0%	Resurfacing		17,220	250	1,730	19,200
983181636	Deer Lake Rd.	Mockingbird Lane	Monck Rd.	2018	0.0%	Resurfacing		24,590	350	2,460	27,400
983181637	Tumbleweed Rd.	Deer Lake Rd.	North End	2018	0.0%	Resurfacing		4,740	70	480	5,290
983181638	Grozell Rd.	Victoria Rd.	East End	2018	0.0%	Resurfacing		8,610	120	860	9,590
983181639	Ripley's Way	Monck Rd.	North End	2018	0.0%	Resurfacing		12,850	190	1,290	14,330
983181640	Suter Dr.	Monck Rd.	Dewberry Lane	2018	0.0%	Resurfacing		1,120	20	110	1,250
983181641	Suter Dr.	Dewberry Lane	Digby/Laxton Boundary Rd.	2018	0.0%	Resurfacing		11,730	170	1,180	13,080
983181642	Dewberry Lane	Suter Dr.	South End	2018	0.0%	Resurfacing		750	10	80	840
983181643	Laxton Township 4th Line	Monck Rd.	Douglas Dr.	2018	0.0%	Resurfacing		3,120	50	310	3,480
983181644	Laxton Township 4th Line	Douglas Dr.	Bailey Dr.	2018	0.0%	Resurfacing		2,120	30	210	2,360
983181645	Laxton Township 4th Line	Bailey Dr.	Monck Rd.	2018	0.0%	Resurfacing		4,490	60	450	5,000
983181646	Laxton Township 5th Line	Monck Rd.	Sunset Beach Rd.	2018	0.0%	Resurfacing		4,870	70	490	5,430
983181647	Little Bay Dr. (Laxton)	Pine Ridge Rd. (Laxton)	East End	2018	0.0%	Resurfacing		2,620	40	260	2,920
983181648	High Point Lane	High Point Rd.	South End	2018	0.0%	Resurfacing		3,120	50	310	3,480
983181649	Benson Blvd. (Laxton)	Highway #35	Vern Court	2018	0.0%	Resurfacing		4,740	70	480	5,290
983181650	Benson Blvd. (Laxton)	Vern Court	East End	2018	0.0%	Resurfacing		2,120	30	210	2,360
983181651	Vern Court	Benson Blvd. (Laxton)	North End	2018	0.0%	Resurfacing		2,250	30	230	2,510
983181652	Bexley/Laxton Township Line	Highway #35	Porter Lane (Laxton)	2018	0.0%	Resurfacing		2,370	30	240	2,640
983181653	Bexley/Laxton Township Line	Porter Lane (Laxton)	East End	2018	0.0%	Resurfacing		1,750	30	180	1,960
983181654	Kelvin Rock Rd.	Highway #35	East End	2018	0.0%	Resurfacing		4,490	60	450	5,000
						Total	0	1,292,020	18,650	129,580	1,440,250

Detail for the Road Lifecycle Extension Program - RD1807

JDE Identifier	Asset(s) / Project	From	To	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180701	To be determined				2018	0.0%	Localized Paving		290,000	5,800	14,500	310,300
983180702	To be determined				2018	0.0%	Localized Surface Treatment		185,000	3,700	9,250	197,950
983180703	To be determined				2018	0.0%	Microsurfacing		100,000	2,000	5,000	107,000
983180704	To be determined				2018	0.0%	Slurry Sealing		100,000	2,000	5,000	107,000
983180705	To be determined				2018	0.0%	Crack Sealing		185,000	3,700	9,250	197,950
983180706	To be determined				2018	0.0%	Drainage Improvements		280,000	5,600	14,000	299,600
Total								0	1,140,000	22,800	57,000	1,219,800

Detail for the Road Restoration for WWW Projects Program - RD1808

JDE Identifier	Asset(s) / Project	From	To	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180801	None for 2018											0
												0
Total								0	0	0	0	0

Detail for the Sidewalks Program - RD1809

JDE Identifier	Asset(s) / Project	From	To	Community	Side	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180901	CKL 46	1273 CKL 46	Lorneville Road	Lorneville	West	2018	0.0%	Replacement; Upgrade		43,800	2,190	4,380	50,370
983180902	Newman Drive	King Street	CKL 46	Lorneville	South	2018	0.0%	Removal		5,355	268	536	6,158
983180903	Richmond Street E	Victoria Road	8 Richmond Street E	Victoria Road	South	2018	0.0%	Removal		1,470	74	147	1,691
983180904	Richmond Street W	Victoria Road	13 Richmond Street W	Victoria Road	South	2018	0.0%	Removal		4,865	243	487	5,595
983180905	North Street	22 North Street	Cambray Road	Cambray	East	2018	0.0%	Removal		4,375	219	438	5,031
983180906	Hwy 7A	Ski Hill Road	Jakeman Street	Bethany	North	2018	0.0%	Replacement; Upgrade		9,000	450	900	10,350
983180907	William Street	36 William Street	King Street East	Bobcaygeon	East	2018	0.0%	Replacement; Upgrade		19,500	975	1,950	22,425
983180908	Lindsay Street	Helen Street	Elliot Street	Fenelon Falls	East	2018	0.0%	Replacement; Upgrade		12,600	630	1,260	14,490
983180909	Francis Street E	Clifton Street	61 Francis Street	Fenelon Falls	North	2018	0.0%	Replacement; Upgrade		7,650	383	765	8,798
983180910	Fenel Road	Glenarm Road	Church Stairs	Glenarm	West	2018	0.0%	Replacement; Upgrade		13,950	698	1,395	16,043
983180911	Fenel Road	Glenarm Road	515 Fenel Road	Glenarm	West	2018	0.0%	Removal		2,065	103	207	2,375
983180912	Kirkfield Road	1693 Kirkfield Road	John Street	Kirkfield	West	2018	0.0%	Replacement; Upgrade		7,050	353	705	8,108
983180913	George Street S	Hwy 7	Mary Street	Omeme	West	2018	0.0%	Replacement; Upgrade		12,900	645	1,290	14,835

Detail for the Sidewalks Program - RD1809

JDE Identifier	Asset(s) / Project	From	To	Community	Side	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983180914	George Street S	Rutland Street E	Beach	Omeme	West	2018	0.0%	Removal		3,325	166	333	3,824
983180915	Pontypool Road	66 Pontypool Road	64 Pontypool Road	Pontypool	South	2018	0.0%	Replacement; Upgrade		15,750	788	1,575	18,113
983180916	Angeline Street N	228 Angeline Street N	Alcorn Street	Lindsay	East	2018	0.0%	Replacement; Upgrade		15,750	788	1,575	18,113
983180917	Angeline Street N	Orchard Park Road N	Langton Place	Lindsay	East	2018	0.0%	Replacement; Upgrade		52,950	2,648	5,295	60,893
983180918	Crandall Street	John Street	17 Crandall Street	Lindsay	West	2018	0.0%	Replacement; Upgrade		34,500	1,725	3,450	39,675
								Total	0	266,855	13,343	26,686	306,883

Detail for the Streetlights Program - RD1810

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181001	Standards, Fixtures and Luminares	2018	0.0%	Replacement; Installation		100,000	5,000	5,000	110,000
									0
					Total	0	100,000	5,000	110,000

Detail for the Traffic Signals Program - RD1811

JDE Identifier	Asset(s) / Project	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181101	Kent St./Whitney Town Centre Traffic Signal	Lindsay	2018	90.0%	Installation	35,000				35,000
983181102	Traffic Signal Systems	Various	2018	0.0%	Rehabilitation; Upgrade		65,000			65,000
						Total	35,000	65,000	0	100,000

Detail for the Parking Lots Program - RD1812

JDE Identifier	Asset(s) / Project	Community	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181201	Francis St./Colborne St. Parking Lot	Fenelon Falls	2018	0.0%	Design	25,000				25,000
983181202	Parking Lot 6	Lindsay	2018	0.0%	Replacement; Upgrade		40,000	2,000	4,000	46,000
						Total	25,000	40,000	2,000	71,000

Detail for the Municipal Drains Program - RD1813

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181301	Municipal Drains	2018	0.0%	Rehabilitation; Upgrade		40,000			40,000
									0
				Total	0	40,000	0	0	40,000

Detail for the Gravel Road Rehabilitation Program Decision Unit - RD1814

JDE Identifier	Asset(s) / Project	From	To	Year Start	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181401	Zion Rd.	400 Metres east of Simcoe Street	Fingerboard Rd.	2018	2018-2020	0.0%	Rehabilitation	0	38,354	767	3,835	42,957
983181402	Zion Rd.	Fingerboard Rd.	Beacroft Rd.	2018	2018-2020	0.0%	Rehabilitation	0	43,876	878	4,388	49,141
983181403	Zion Rd.	Beacroft Rd.	Eldon Rd. (Mariposa)	2018	2018-2020	0.0%	Rehabilitation	0	43,876	878	4,388	49,141
983181404	Ranch Rd. (Mariposa)	Beacroft Rd.	Eldon Rd. (Mariposa)	2018	2018-2020	0.0%	Rehabilitation	0	43,876	878	4,388	49,141
983181405	Taylor's Rd. (Mariposa)	Farmstead Rd.	Highway #7	2018	2018-2020	0.0%	Rehabilitation	0	19,443	389	1,944	21,776
983181406	Boundary Rd. (Manvers)	0.3 Km East of Highway #115	Micro Rd.	2018	2018-2020	0.0%	Rehabilitation	0	13,107	262	1,311	14,680
983181407	Boundary Rd. (Manvers)	Micro Rd.	Sandaraska Rd.	2018	2018-2020	0.0%	Rehabilitation	0	10,904	218	1,090	12,213
983181408	Drum Rd.	Manvers/Scugog Townline	Wilmont Rd.	2018	2018-2020	0.0%	Rehabilitation	0	34,461	689	3,446	38,596
983181409	Telecom Rd.	Wilmont Rd.	Highway #35	2018	2018-2020	0.0%	Rehabilitation	0	40,593	812	4,059	45,464
983181410	Ballyduff Rd.	1.0 Km East of Highway #35	Wild Turkey Rd.	2018	2018-2020	0.0%	Rehabilitation	0	22,885	458	2,289	25,631
983181411	Manvers/Scugog Townline	Manvers/Clarington Town Line	Drum Rd.	2018	2018-2020	0.0%	Rehabilitation	0	5,656	113	566	6,335
983181412	Manvers/Scugog Townline	Drum Rd.	Mount Joy Road	2018	2018-2020	0.0%	Rehabilitation	0	19,580	392	1,958	21,930
983181413	Manvers/Scugog Townline	Mount Joy Road	Telecom Rd.	2018	2018-2020	0.0%	Rehabilitation	0	6,775	136	678	7,588
983181414	Manvers/Scugog Townline	Telecom Rd.	Devitt's Rd.	2018	2018-2020	0.0%	Rehabilitation	0	14,523	290	1,452	16,266
983181415	Chipmunk Rd. (Manvers)	Lifford Rd.	Bethany Hills Rd.	2018	2018-2020	0.0%	Rehabilitation	0	50,236	1,005	5,024	56,264
983181416	Chipmunk Rd. (Manvers)	Bethany Hills Rd.	Fleetwood Rd. (Manvers)	2018	2018-2020	0.0%	Rehabilitation	0	28,413	568	2,841	31,823
983181417	Chipmunk Rd. (Manvers)	Fleetwood Rd. (Manvers)	Pigeon Creek Rd.	2018	2018-2020	0.0%	Rehabilitation	0	1,852	37	185	2,074
983181418	Chipmunk Rd. (Manvers)	Pigeon Creek Rd.	Golf Course Rd.	2018	2018-2020	0.0%	Rehabilitation	0	4,806	96	481	5,383
983181419	Chipmunk Rd. (Manvers)	Golf Course Rd.	North End	2018	2018-2020	0.0%	Rehabilitation	0	265	5	26	296
983181420	Porter Rd. (Manvers)	Highway #7A	2.5 Km North of Highway #7A	2018	2018-2020	0.0%	Rehabilitation	0	33,453	669	3,345	37,467

Detail for the Gravel Road Rehabilitation Program Decision Unit - RD1814

JDE Identifier	Asset(s) / Project	From	To	Year Start	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181421	Kingfisher Ln.	Fenel Rd.	West Bay Blvd.	2018	2018-2020	0.0%	Rehabilitation	0	101,063	2,021	10,106	113,191
983181422	Heights Rd.	K.L. Rd. 36	North End	2018	2018-2020	0.0%	Rehabilitation	0	429,067	8,581	42,907	480,556
983181423	Ranch Rd. (Verulam)	K.L. Rd. 36	Berry Lane	2018	2018-2020	0.0%	Rehabilitation	0	42,045	841	4,204	47,090
983181424	Ranch Rd. (Verulam)	Berry Lane	North End	2018	2018-2020	0.0%	Rehabilitation	0	5,551	111	555	6,217
983181425	Eldon Station Rd.	Sandringham Rd.	Rockview Rd.	2018	2018-2020	0.0%	Rehabilitation	0	397	8	40	444
983181426	Eldon Station Rd.	Kirkfield Rd.	Creek View Rd.	2018	2018-2020	0.0%	Rehabilitation	0	62,705	1,254	6,270	70,230
983181427	Eldon Station Rd.	Creek View Rd.	Hartley Rd.	2018	2018-2020	0.0%	Rehabilitation	0	43,428	869	4,343	48,639
983181428	Eldon Station Rd.	Hartley Rd.	Fenel Rd.	2018	2018-2020	0.0%	Rehabilitation	0	89,444	1,789	8,944	100,178
983181429	Autumn Lane (Eldon)	Palestine Rd.	North End	2018	2018-2020	0.0%	Rehabilitation	0	14,408	288	1,441	16,137
983181430	Bona Vista Dr.	Otter Rd. (Bexley/Fenelon)	Ridge Dr. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	4,991	100	499	5,590
983181431	Bona Vista Dr.	Ridge Dr. (Bexley)	Cedar Ave. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	7,804	156	780	8,740
983181432	Cedar Ave. (Bexley)	West End	Bona Vista Dr.	2018	2018-2020	0.0%	Rehabilitation	0	4,848	97	485	5,430
983181433	Cedar Ave. (Bexley)	Bona Vista Dr.	Ridge Dr. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	12,766	255	1,277	14,298
983181434	Ridge Dr. (Bexley)	Bona Vista Dr.	Cedar Ave. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	20,120	402	2,012	22,535
983181435	Ridge Dr. (Bexley)	Cedar Ave. (Bexley)	Maple Ave. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	66,410	1,328	6,641	74,379
983181436	Maple Ave. (Bexley)	Otter Rd. (Bexley/Fenelon)	Ridge Dr. (Bexley)	2018	2018-2020	0.0%	Rehabilitation	0	29,266	585	2,927	32,778
983181437	Maple Ave. (Bexley)	Ridge Dr. (Bexley)	North End	2018	2018-2020	0.0%	Rehabilitation	0	8,775	176	878	9,828
983181438	Hardwood St.	School Rd. (Fenelon)	0.3 Km North of School Rd.	2018	2018-2020	0.0%	Rehabilitation	0	13,108	262	1,311	14,681
983181439	Hardwood St.	0.3 Km North of School Rd.	1.2 Km South of Otter Rd.	2018	2018-2020	0.0%	Rehabilitation	0	17,411	348	1,741	19,500
983181440	Jasper Dr.	Omega Rd.	School Rd. (Fenelon)	2018	2018-2020	0.0%	Rehabilitation	0	54,096	1,082	5,410	60,588
983181441	Iris Dr.	Killarney Bay Rd.	West End	2018	2018-2020	0.0%	Rehabilitation	0	45,868	917	4,587	51,372
983181442	Romany Ranch Rd.	Balsam Grove Rd.	West End Turnaround	2018	2018-2020	0.0%	Rehabilitation	0	61,981	1,240	6,198	69,418
983181443	Country Lane (Fenelon)	Glenarm Rd.	Whitetail Rd.	2018	2018-2020	0.0%	Rehabilitation	0	68,603	1,372	6,860	76,835
983181444	Country Lane (Fenelon)	Whitetail Rd.	Pearn's Rd.	2018	2018-2020	0.0%	Rehabilitation	0	26,569	531	2,657	29,758
983181445	Boundary Rd. (Somerville)	K.L. Rd. 121	Davis Lake Road	2018	2018-2020	0.0%	Rehabilitation	0	221,866	4,437	22,187	248,490
983181446	Boundary Rd. (Somerville)	Davis Lake Road	West End	2018	2018-2020	0.0%	Rehabilitation	0	23,719	474	2,372	26,565
983181447	Deverell Lane	Lake Dalrymple Rd.	South End	2018	2018-2020	0.0%	Rehabilitation	0	4,070	81	407	4,559
983181448	Turner Rd. (Dalton)	Monck Rd.	Monck Rd.	2018	2018-2020	0.0%	Rehabilitation	0	25,653	513	2,565	28,732
983181449	Morton Lane	Chisholm Trail	1.4 Km East of Chisholm Trail	2018	2018-2020	0.0%	Rehabilitation	0	6,435	129	643	7,207
983181450	Morton Lane	1.4 Km East of Chisholm Trail	East End	2018	2018-2020	0.0%	Rehabilitation	0	5,791	116	579	6,486

Detail for the Gravel Road Rehabilitation Program Decision Unit - RD1814

JDE Identifier	Asset(s) / Project	From	To	Year Start	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181451	Doros Lane	Bexley/Laxton Township Line	South End	2018	2018-2020	0.0%	Rehabilitation	0	17,556	351	1,756	19,663
983181452	Tartan St.	Bridge St.	West End	2018	2018-2020	0.0%	Rehabilitation	0	5,412	108	541	6,061
983181453	Lila St. (Fenelon/Somerville)	Bridge St.	West End	2018	2018-2020	0.0%	Rehabilitation	0	7,841	157	784	8,782
983181454	White Rock Rd.	Royal Oak Rd.	Salem Rd.	2019	2018-2020	0.0%	Rehabilitation	0	20,018	400	2,002	22,420
983181455	White Rock Rd.	Salem Rd.	Cresswell Rd.	2019	2018-2020	0.0%	Rehabilitation	0	19,903	398	1,990	22,292
983181456	White Rock Rd.	Cresswell Rd.	Farmstead Rd.	2019	2018-2020	0.0%	Rehabilitation	0	20,133	403	2,013	22,549
983181457	White Rock Rd.	Farmstead Rd.	Highway #7	2019	2018-2020	0.0%	Rehabilitation	0	19,932	399	1,993	22,324
983181458	Fleetwood Rd. (Manvers)	West End	Janetville Rd	2019	2018-2020	0.0%	Rehabilitation	0	13,156	263	1,316	14,734
983181459	Fleetwood Rd. (Manvers)	1.1 Km East of Janetville Rd.	Chipmunk Rd. (Manvers)	2019	2018-2020	0.0%	Rehabilitation	0	2,697	54	270	3,020
983181460	Fleetwood Rd. (Manvers)	Chipmunk Rd. (Manvers)	Highway #35	2019	2018-2020	0.0%	Rehabilitation	0	1,058	21	106	1,185
983181461	Stoney Creek Rd.	0.4 Km West of Highway #35	South End	2019	2018-2020	0.0%	Rehabilitation	0	19,685	394	1,968	22,047
983181462	Tower Rd. (Ops)	Mount Horeb Rd.	Star Hill Rd.	2019	2018-2020	0.0%	Rehabilitation	0	29,242	585	2,924	32,751
983181463	Crosswind Rd.	Post Rd.	Old Mill Rd.	2019	2018-2020	0.0%	Rehabilitation	0	28,844	577	2,884	32,305
983181464	Crosswind Rd.	Old Mill Rd.	Lilac Rd. (Ops)	2019	2018-2020	0.0%	Rehabilitation	0	9,232	185	923	10,340
983181465	Crosswind Rd.	Lilac Rd. (Ops)	Heights Rd.	2019	2018-2020	0.0%	Rehabilitation	0	4,734	95	473	5,302
983181466	Chamber's Rd.	Fenel Rd.	1.2 Km East of Fenel Rd.	2019	2018-2020	0.0%	Rehabilitation	0	59,994	1,200	5,999	67,193
983181467	Chamber's Rd.	Elm Tree Rd.	Hall's Rd.	2019	2018-2020	0.0%	Rehabilitation	0	57,551	1,151	5,755	64,457
983181468	Chamber's Rd.	Hall's Rd.	Killarney Bay Rd.	2019	2018-2020	0.0%	Rehabilitation	0	10,711	214	1,071	11,997
983181469	Islay Rd.	Fenel Rd.	Elm Tree Rd.	2019	2018-2020	0.0%	Rehabilitation	0	80,470	1,609	8,047	90,127
983181470	Islay Rd.	Elm Tree Rd.	Birch Point Rd. (Fenelon)	2019	2018-2020	0.0%	Rehabilitation	0	60,112	1,202	6,011	67,325
983181471	Powles Rd. (Fenelon)	Cameron Rd. (Fenelon)	Country Lane (Fenelon)	2019	2018-2020	0.0%	Rehabilitation	0	61,930	1,239	6,193	69,362
983181472	Powles Rd. (Fenelon)	Country Lane (Fenelon)	Highway #35	2019	2018-2020	0.0%	Rehabilitation	0	62,528	1,251	6,253	70,031
983181473	Blackbird Rd.	Peniel Rd.	Cambray Rd.	2019	2018-2020	0.0%	Rehabilitation	0	126,115	2,522	12,611	141,249
983181474	Robin Rd.	Highway #35	Cambray Rd.	2019	2018-2020	0.0%	Rehabilitation	0	16,824	336	1,682	18,843
983181475	Robin Rd.	Cambray Rd.	North End	2019	2018-2020	0.0%	Rehabilitation	0	30,014	600	3,001	33,615
983181476	Lorneville Rd.	Sandringham Rd.	Grasshill Rd.	2019	2018-2020	0.0%	Rehabilitation	0	529	11	53	593
983181477	Pearn's Rd.	Country Lane (Fenelon)	Highway #35	2019	2018-2020	0.0%	Rehabilitation	0	65,400	1,308	6,540	73,248
983181478	School Rd. (Fenelon)	Elm Tree Rd.	Omega Rd.	2019	2018-2020	0.0%	Rehabilitation	0	63,331	1,267	6,333	70,930
983181479	School Rd. (Fenelon)	Omega Rd.	Hardwood St.	2019	2018-2020	0.0%	Rehabilitation	0	35,178	704	3,518	39,399
983181480	Walker's Rd.	Cedar Tree Rd. (Verulam)	Bury's Green Rd.	2019	2018-2020	0.0%	Rehabilitation	0	126,656	2,533	12,666	141,855
983181481	Fairbairn Rd.	Cedar Tree Rd. (Verulam)	Bury's Green Rd.	2019	2018-2020	0.0%	Rehabilitation	0	133,391	2,668	13,339	149,397
983181482	St. Alban's Rd. (Verulam)	Treeview Line	Cedar Tree Rd. (Verulam)	2019	2018-2020	0.0%	Rehabilitation	0	127,788	2,556	12,779	143,122

Detail for the Gravel Road Rehabilitation Program Decision Unit - RD1814

JDE Identifier	Asset(s) / Project	From	To	Year Start	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
983181483	Cedar Tree Rd. (Verulam)	Fairbairn Rd.	St. Alban's Rd. (Verulam)	2019	2018-2020	0.0%	Rehabilitation	0	50,746	1,015	5,075	56,835
983181484	Ledge Hill Rd.	Bury's Green Rd.	Somerville 2nd Concession	2019	2018-2020	0.0%	Rehabilitation	0	84,821	1,696	8,482	95,000
983181485	Ledge Hill Rd.	Somerville 2nd Concession	Somerville 3rd Concession	2019	2018-2020	0.0%	Rehabilitation	0	83,189	1,664	8,319	93,172
983181486	Ledge Hill Rd.	Somerville 3rd Concession	Somerville 5th Concession	2019	2018-2020	0.0%	Rehabilitation	0	163,586	3,272	16,359	183,216
983181487	Pinery Rd. (Somerville)	Burnt River Rd.	Winchester Dr.	2019	2018-2020	0.0%	Rehabilitation	0	325,197	6,504	32,520	364,220
983181488	Mockingbird Lane	Deer Lake Rd.	South End	2019	2018-2020	0.0%	Rehabilitation	0	4,608	92	461	5,161
983181489	Laxton South 1/4 Line	Highway #35	Otter Lane (Laxton)	2019	2018-2020	0.0%	Rehabilitation	0	9,809	196	981	10,986
983181490	Laxton South 1/4 Line	Otter Lane (Laxton)	West End	2019	2018-2020	0.0%	Rehabilitation	0	9,434	189	943	10,566
983181491	Rush Lake Rd.	K.L. Rd. 41 (Bexley/Laxton)	Greenwood Rd. (Laxton)	2019	2018-2020	0.0%	Rehabilitation	0	4,817	96	482	5,395
983181492	Greenwood Rd. (Laxton)	Rush Lake Rd.	South End	2019	2018-2020	0.0%	Rehabilitation	0	6,068	121	607	6,796
983181493	Digby/Laxton Boundary Rd.	Victoria Rd.	Monck Rd.	2019	2018-2020	0.0%	Rehabilitation	0	31,301	626	3,130	35,057
							Total	0	4,106,732	82,135	410,673	4,599,540

Detail for the Airport Siteworks Program - AP1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
987180101	Runway 13-31 Partial Parallel Taxiway	2018	6.9%	Installation; Expansion	15,000	135,000		13,500	163,500
987180102	Commercial/Hanger Service Roads	2018	6.9%	Installation; Expansion	5,000	30,000		3,000	38,000
				Total	20,000	165,000	0	16,500	201,500

Detail for the Airport Facilities Program - AP1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
987180201	Airport Terminal HVAC	2018	0.0%	Replacement; Upgrade		9,000		1,000	10,000
				Total	0	9,000	0	1,000	10,000

Detail for the Airport Capital Plan Program - AP1803

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
987180301	Airport Capital Plan	2018-2020	6.9%	Upgrade; Expansion		32,000		3,000	35,000
				Total	0	32,000	0	3,000	35,000

Detail for the Landfill Siteworks Program - SW1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
997180101	Laxton Landfill	2018	0.0%	Replacement; Expansion	44,000			4,000	48,000
997180102	Lindsay-Ops Landfill Cell 4/5 Phase II	2018	0.0%	Replacement; Expansion	17,000			2,000	19,000
				Total	61,000	0	0	6,000	67,000

Detail for the Landfill Equipment Program - SW1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
997180201	Roll-Off Containers	2018	0.0%	Replacement		28,000		3,000	31,000
997180202	Steel Plates	2018	0.0%	Installation		43,000		4,000	47,000
				Total	0	71,000	0	7,000	78,000

Detail for the Roads Operations Depots Program - PW1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
991180101	Fenelon Sand Dome	2018	0.0%	Rehabilitation	5,000	60,000		5,000	70,000
991180102	Lindsay Salt Shed	2018	0.0%	Replacement		145,000	10,000	20,000	175,000
				Total	5,000	205,000	10,000	25,000	245,000

Detail for the Transit Stops Program - FT1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
994180101	Transit Stops	2018	0.0%	Replacement; Upgrade		50,000			50,000
				Total	0	50,000	0	0	50,000

Detail for the Non-Emergency Fleet Program - FT1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
994180201	Buses	2018	0.0%	Replacement		190,000			190,000
994180202-08	Tractors	2018	0.0%	Replacement		215,000			215,000
994180209-10	Medium Duty Trucks	2018	0.0%	Replacement		160,000			160,000
994180211-12	Loaders	2018	0.0%	Replacement		300,000			300,000
994180213	Miscellaneous Equipment	2018	0.0%	Replacement		30,000			30,000
994180214-16	Pick up Trucks	2018	0.0%	Replacement		99,000			99,000
994180217	Ice Machines	2018	0.0%	Replacement		100,000			100,000
994180218	Single-Axle Plow Trucks	2018	0.0%	Replacement		250,000			250,000
994180219-22	Tandem-Axle Plow Trucks	2018	0.0%	Replacement		1,160,000			1,160,000
994180223	Vans	2018	0.0%	Replacement		35,000			35,000
994180224	Sweepers	2018	0.0%	Replacement		275,000			275,000
994180225	Sidewalk Machines	2018	0.0%	Replacement		200,000			200,000
994180226	Water Tanks	2018	0.0%	Replacement		25,000			25,000
994180227	Generators	2018	0.0%	Replacement		50,000			50,000
994180228-30	Attachments	2018	0.0%	Replacement		80,000			80,000
994180231-32	Trailers	2018	0.0%	Replacement		20,000			20,000
				Total	0	3,189,000	0	0	3,189,000

Detail for the IT Systems Program - IT1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
928180101	Server Hardware	2018	0.0%	Replacement; Upgrade		88,000			88,000
928180102	Data Communications	2018	0.0%	Replacement; Upgrade		52,000			52,000
928180103	Client Hardware	2018	0.0%	Replacement; Upgrade		127,000			127,000
928180104	Printer Hardware	2018	0.0%	Replacement; Upgrade		15,000			15,000
				Total	0	282,000	0	0	282,000

Detail for the Victoria Manor Program - VM1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
969180101	Circulation Piping	2018	0.0%	Rehabilitation		33,000			33,000
969180102	Kitchen Steamer / Soup Kettle	2018	0.0%	Replacement; Rehabilitation		20,000			20,000
969180103	Resident Room Furniture	2018	0.0%	Relacement		22,000			22,000
969180104	MacMillan Common Area Furniture	2018	0.0%	Relacement		18,476			18,476
969180105	Hi-Low Electric Beds	2018	0.0%	Relacement		12,000			12,000
969180106	3rd Servery	2018	0.0%	Replacement; Renovation		40,000			40,000
969180107	Blixer / Food Processors	2018	0.0%	Replacement		6,000			6,000
				Total	0	151,476	0	0	151,476

Detail for the Fire Facilities Program - FS1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
932180101-03	Miscellaneous Fire Hall Components	2018	0.0%	Replacement; Rehabilitation		80,000			80,000
932180104-07	Fire Hall Exhaust Systems	2018	0.0%	Replacement; Installation		135,000			135,000
932180108-10	Fire Hall Driveways and Parking Lots	2018	0.0%	Replacement; Installation		141,000			141,000
				Total	0	356,000	0	0	356,000

Detail for the Fire Fleet Program - FS1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
932180201	Light Duty Vehicles	2018	0.0%	Replacement		46,000			46,000
				Total	0	46,000	0	0	46,000

Detail for the Fire Equipment Program - FS1803

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
932180301	Miscellaneous Fire Equipment	2018	0.0%	Replacement		65,000			65,000
932180302	Extrication Equipment	2018	12.1%	Replacement		50,000			50,000
932180303	Bunker Gear	2018	0.0%	Replacement		75,000			75,000
932180304	SCBA Gear	2017-2020	0.0%	Replacement		500,000			500,000
932180305	Telecommunications Equipment	2018	0.0%	Replacement		40,000			40,000
				Total	0	730,000	0	0	730,000

Detail for the Paramedic Facilities Program - PS1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
938180101	None for 2018		0.0%						0
				Total	0	0	0	0	0

Detail for the Paramedic Fleet Program - PS1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
938180201	Ambulances	2018	0.0%	Replacement; Rehabilitation		495,000			495,000
938180202	Emergency Response Units	2018	0.0%	Replacement		90,000			90,000
				Total	0	585,000	0	0	585,000

Detail for the Paramedic Equipment Program - PS1803

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
942180301	Public Access Defibrillators	2018	0.0%	Replacement; Installation		16,000			16,000
				Total	0	16,000	0	0	16,000

Detail for the Building and Property Facilities Program - BP1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
953180101	Paramedic Training Centre HVAC	2018	0.0%	Replacement; Upgrade		32,000			32,000
953180102	City Hall HVAC	2018-2019	0.0%	Replacement; Upgrade		370,000			370,000
953180103	Police Services Building Automation System	2018	0.0%	Installation		15,000			15,000
953180104	Various Security Systems	2018	0.0%	Installation; Upgrade		20,000			20,000
953180105	Various Fire Safety Systems	2018	0.0%	Replacement; Upgrade		70,000			70,000
953180106	Various Electrical Systems	2018	0.0%	Replacement; Upgrade		30,000			30,000
953180107	City Hall Basement Interiors	2018	0.0%	Replacement; Upgrade		20,000			20,000
953180108	City Hall Flooring	2018	0.0%	Replacement; Upgrade		40,000			40,000
953180109	City Hall Council Chamber and Victoria Room	2018	0.0%	Rehabilitation; Renovation; Upgrade		460,000			460,000
953180110	Various Cabinets and Fixtures	2018	0.0%	Replacement; Upgrade		25,000			25,000
953180111	Various Accessibility Retrofits	2018	0.0%	Installation; Upgrade		97,000			97,000
953180112	Lindsay Service Centre Windows	2017-2018	0.0%	Replacement; Upgrade		188,000			188,000
953180113	Bobcaygeon Service Centre Windows	2018	0.0%	Replacement; Upgrade		25,000			25,000
953180114	Various Rooftop Access Fixtures	2018	0.0%	Installation; Upgrade		70,000			70,000
953180115	Lindsay Library Apron and Entrance	2018	0.0%	Replacement; Upgrade		8,000			8,000
953180116	Bethany Library Septic System	2018	0.0%	Replacement; Upgrade		35,000			35,000
953180117	Boyd Building Heritage Stone Wall	2018	0.0%	Restoration		40,000			40,000
953180118	Various Parking Lots and Driveways	2018	0.0%	Resurfacing; Upgrade		50,000			50,000
953180119	Old Gaole Wall	2018	0.0%	Partial Demolition		200,000			200,000
953180120	Lindsay Service Centre Reconfiguration	2018	0.0%	Renovation; Upgrade	30,000				30,000
953180121	Fenelon Falls Musuem Capital Plan	2018	0.0%	Rehabilitation; Renovation; Upgrade	25,000				25,000
				Total	55,000	1,795,000	0	0	1,850,000

Detail for the Building and Property Equipment Program - BP1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
953180201	None for 2018								0
				Total	0	0	0	0	0

Detail for the Parkland Siteworks Program - PR1801

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180101,23-26	Playgrounds	2018	0.0%	Replacement; Installation		328,000			328,000
950180102	Central Parks Soccer Nets	2018	0.0%	Replacement		10,000			10,000
950180103	Memorial Park Tennis Courts	2018	0.0%	Replacement		150,000			150,000
950180104	Ops Baseball Diamond	2018	0.0%	Resurfacing		45,000			45,000
950180105	Bobcaygeon Beach Park	2018	90.0%	Development		245,000			245,000
950180106	Bobcaygeon Riverview Park Shelter Pad	2018	0.0%	Upgrade		10,000			10,000
950180107	Mayor James Flynn Park Pathway (Jennings Creek Parkland)	2018	90.0%	Replacement; Development		40,000			40,000
950180108	Austin Sawmill Park Shelter Roof	2018	0.0%	Replacement		15,000			15,000
950180109	Boat Launches	2018	0.0%	Replacement		100,000			100,000
950180110	50/50 Community Capital Program	2018	0.0%	To be determined		80,000			80,000
950180111	Wilson Estate Parkland Program	2018	0.0%	To be determined		110,000			110,000
950180112	Rotary Trail and Shoreline	2015-2019	0.0%	Restoration; Upgrade		150,000			150,000
950180113	Logie Park	2015-2019	90.0%	Development		1,111,000			1,111,000
950180114	Centennial Park Roadways	2018	0.0%	Resurfacing		87,000			87,000
950180115	Centennial Park Shelter	2018	0.0%	Installation		50,000			50,000
950180116	Centennial Park Exterior Lighting	2018	0.0%	Replacement; Upgrade		7,000			7,000
950180117	Baseball Park Lighting	2018	0.0%	Replacement; Upgrade		100,000			100,000
950180118	Wellington Boardwalk	2018	0.0%	Replacement; Expansion		250,000			250,000
950180119	Elgin Park Splashpad	2018	0.0%	Replacement; Upgrade		200,000			200,000
950180120	Elgin Park Accessible Pathway	2018	0.0%	Replacement; Upgrade		30,000			30,000
950180121	Thurstonia Docks/Piers	2018	0.0%	Rehabilitation		55,000			55,000
950180122	Iron Bridge	2018	0.0%	Resurfacing		35,000			35,000
				Total	0	3,208,000	0	0	3,208,000

Detail for the Parkland Facilities Program - PR1802

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180201	Centennial Park Washroom	2018	0.0%	Renovation; Upgrade		9,000			9,000
950180202	Valentia Park Washroom	2018	0.0%	Demolition		10,000			10,000
950180203	Elgin Park Pavilion	2018	0.0%	Installation		60,000			60,000
950180204	Omeme Park Washrooms	2018	0.0%	Replacement; Upgrade		90,000			90,000
950180205	Garnet Graham Park Washroom	2018	0.0%	Renovation; Upgrade		70,000			70,000
Total					0	239,000	0	0	239,000

Detail for the Parks and Recreation Equipment Program - PR1803

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180301	Parkland Furniture	2018	0.0%	Replacement		40,000			40,000
950180302	Oakwood Baseball Diamond Drag	2018	0.0%	Replacement		5,000			5,000
950180303	Arena Cleaning Equipment	2018	0.0%	Replacement		25,000			25,000
950180304	Arena and Community Hall Furniture	2018	0.0%	Replacement		10,000			10,000
950180305	Exercise Equipment	2018	0.0%	Replacement		35,000			35,000
Total					0	115,000	0	0	115,000

Detail for the Cemetery Siteworks Program - PR1804

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180401	Monuments	2018	0.0%	Replacement; Restoration		60,000			60,000
950180402	Fencing and Gates	2018	0.0%	Replacement; Installation		20,000			20,000
950180403	Internal Roadways	2018	0.0%	Rehabilitation; Upgrade		20,000			20,000
Total					0	100,000	0	0	100,000

Detail for the Arenas and Pools Program - PR1805

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180501	Lindsay Recreation Complex Brine and Condenser Pumps	2018	0.0%	Replacement		90,000			90,000
950180502	Lindsay Recreation Complex Lobby/Pad #2 Doors	2018	0.0%	Replacement; Upgrade		35,000			35,000
950180503	Lindsay Recreation Complex Coin and Mens' Lockers	2018	0.0%	Replacement; Upgrade		26,000			26,000
950180504	Lindsay Recreation Complex Arena and Pool Lighting	2018	0.0%	Replacement; Upgrade		220,000			220,000
950180505	Lindsay Recreation Complex Security System	2018	0.0%	Replacement; Upgrade		20,000			20,000
950180506	Lindsay Recreation Complex Washrooms	2018	0.0%	Renovation		15,000			15,000
950180507	Lindsay Recreation Complex Parking Lot and Pathways	2018	0.0%	Replacement; Upgrade		485,000			485,000
950180508	Oakwood Arena Ice Plant Electrical System	2018	0.0%	Replacement; Upgrade		20,000			20,000
950180509	Little Britain Arena Ice Plant Electrical System and Chiller	2018	0.0%	Replacement; Upgrade		60,000			60,000
950180510	Emily/Omemee Arena Brine Headers Set	2018	0.0%	Replacement; Upgrade		35,000			35,000
950180511	Woodville Arena Condenser Platform and Fixtures	2018	0.0%	Replacement; Upgrade		40,000			40,000
950180512	Little Britain Arena Dehumidifier #2 and Fixtures	2018	0.0%	Replacement; Upgrade		45,000			45,000
950180513	Oakwood Arena Dehumidifiers and Fixtures	2018	0.0%	Replacement; Upgrade		90,000			90,000
950180514	Ops Arena Dehumidifiers and Fixtures	2018	0.0%	Replacement; Upgrade		90,000			90,000
950180515	Manvers Arena Dehumidifiers and Fixtures	2018	0.0%	Replacement; Upgrade		90,000			90,000
950180516	Emily/Omemee Arena Dehumidifiers and Fixtures	2018	0.0%	Replacement; Upgrade		90,000			90,000
950180517	Woodville Arena Ice Pad Floor	2018	0.0%	Replacement; Upgrade		1,000,000			1,000,000
950180518	Emily/Omemee Arena Ice Pad Roof	2018	0.0%	Rehabilitation; Replacement		225,000			225,000
950180519	Oakwood Arena Ice Pad Roof	2018	0.0%	Rehabilitation; Replacement		200,000			200,000
950180520	Little Britain Arena Entrance, Lobby and Dressing Rooms	2018	0.0%	Renovation; Upgrade		125,000			125,000
950180521	Woodville Arena Entrance, Lobby, Washrooms and Dressing Rooms	2018	0.0%	Renovation; Upgrade		145,000			145,000
950180522	Woodville Arena Boiler/Furnace, Oil Tank and Hot Water Tank	2018	0.0%	Replacement; Upgrade		45,000			45,000
950180523	Little Britain Arena Score Clock	2018	0.0%	Replacement; Upgrade		17,000			17,000
950180524	Oakwood Arena Score Clock	2018	0.0%	Replacement; Upgrade		17,000			17,000

Detail for the Arenas and Pools Program - PR1805

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180525	Woodville Arena Score Clock	2018	0.0%	Replacement; Upgrade		17,000			17,000
950180526	Forbert Memorial Pool Boiler/Furnace	2018	0.0%	Replacement; Upgrade		75,000			75,000
				Total	0	3,317,000	0	0	3,317,000

Detail for the Community Halls Program - PR1806

JDE Identifier	Asset(s) / Project	Approval Period	DC Recoverability	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
950180601	Dalton Community Centre Elevator	2018	0.0%	Replacement		73,000			73,000
				Total	0	73,000	0	0	73,000

Appendix 2: Detailed Water/Wastewater Capital Budget

Summary of 2018 Water/Wastewater Capital Budget

Program Identifier	JDE Identifier	Program	Expenditure	Financing						
				Reserves			Debenture	Grants		
				Water	Sewer	DCs		SCF	CWWF	OCIF
WW1801	9981801	Water Distribution	40,000	29,700				10,300		
WW1802	9981802	Wastewater Collection	40,000		40,000					
WW1803	9981803	Combined Water Distribution and Wastewater Collection	5,190,000			379,500	3,722,600	1,087,900		
WW1804	9981804	Water Treatment	502,000	460,721			41,279			
WW1805	9981805	Wastewater Treatment	784,000		742,721		41,279			
		Total	6,556,000	490,421	782,721	379,500	3,805,158	1,098,200		
		Total Replacement	6,176,500	490,421	782,721		3,805,158	1,098,200		
		Total Replacement - Water	3,491,200	490,421			1,902,579	1,098,200		
		Total Replacement - Wastewater	2,685,300		782,721		1,902,579			

Detail for the Water Distribution Program - WW1801

JDE Identifier	Asset(s) / Project	System(s)	Approval Period	DC Recoverability	SCF Share	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
998180101	Caroline St. Water Main (Queen St. - Colborne St. E.)	Lindsay	2018	0.0%	25.8%	Replacement	33,000			7,000	40,000
						Total	33,000	0	0	7,000	40,000

Detail for the Wastewater Collection Program - WW1802

JDE Identifier	Asset(s) / Project	System(s)	Approval Period	DC Recoverability	SCF Share	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
998180201	Coboconk SPS 4	Coboconk	2018	0.0%	0.0%	Rehabilitation		35,000		5,000	40,000
						Total	0	35,000	0	5,000	40,000

Detail for the Combined Water Distribution and Wastewater Collection Program - WW1803

JDE Identifier	Asset(s) / Project	System(s)	Approval Period	DC Recoverability	SCF Share	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
998180301	Lindsay Area 6 Mains	Lindsay	2018	50.5%	12.9%	Design	566,000			115,000	681,000
998180302	Bay St. and Durham St. W. Mains (Durham St. W. - End; Adelaide St. S. - Albert St. S.)	Lindsay	2018	23.1%	9.0%	Design	42,000			9,000	51,000
998180303	George St. E. Mains (Wolfe St. - End)	Lindsay	2018	0.0%	35.5%	Design	24,000			5,000	29,000
998180304	Glenelg St. W. Mains (Cambridge St. S. - Lindsay St. S.)	Lindsay	2018	0.0%	24.5%	Design	44,000			9,000	53,000
998180305	Glenelg St. E. Mains (Water St. - Huron St.)	Lindsay	2018	0.0%	48.3%	Construction	50,000	810,000		160,000	1,020,000
998180306	Hamilton St. Mains	Lindsay	2018	0.0%	13.1%	Construction	56,000	800,000		86,000	942,000
998180307	St. Paul St. and Denniston St. Mains (Colborne St. E. - End)	Lindsay	2018	0.0%	32.3%	Construction	48,000	680,000		146,000	874,000
998180308	Colborne St. W. Mains (St. Joseph St. - Scugog River)	Lindsay	2018	0.0%	25.0%	Design	160,000			40,000	200,000
998180309	King St. Mains	Lindsay	2018	3.8%	16.0%	Design	120,000			30,000	150,000
998180310	Kawartha Dr. Mains	Lindsay	2018	0.0%	0.0%	Construction	47,000	849,000		142,000	1,038,000
998180311	Angeline St. / Kent St. W. Intersection Mains	Lindsay	2018	0.0%	0.0%	Design	20,000			4,000	24,000
998180312	Colborne St. Mains (Bond St. - Helen St.)	Fenelon Falls	2018	20.9%	0.0%	Design	72,000			14,000	86,000
998180313	Hillside Dr. Mains	Lindsay	2018	0.0%	0.0%	Design	35,000			7,000	42,000
						Total	1,284,000	3,139,000	0	767,000	5,190,000

Detail for the Water Treatment Program - WW1804

JDE Identifier	Asset(s) / Project	System(s)	Approval Period	DC Recoverability	SCF Share	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
998180401	Lindsay WTP Backwash Pump	Lindsay	2018	0.0%	0.0%	Replacement		85,000		15,000	100,000
998180402	Canadiana Shores WTP Well	Canadiana Shores	2018	0.0%	0.0%	Replacement		50,000		10,000	60,000
998180403	Omeme WTP Pump VFDs	Omeme	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180404	Woodfield WTP Pump VFDs	Woodfield	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180405	Janetville WTP Pump VFDs	Janetville	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180406	Mariposa WTP Pump VFDs	Mariposa	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180407	Birch Point WTP Pump VFDs	Birch Point	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180408	Sonya WTP Pump VFDs	Sonya	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180409	Woodville WTP Pump VFDs	Woodville	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180410	Manilla WTP Pump VFDs	Manilla	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180411	Kinmount WTP Singer Valve	Kinmount	2018	0.0%	0.0%	Replacement		45,000		9,000	54,000
998180412	Norland WTP Singer Valve	Norland	2018	0.0%	0.0%	Replacement		45,000		9,000	54,000
998180413	Southview WTP Singer Valve	Southview	2018	0.0%	0.0%	Replacement		35,000		7,000	42,000
						Total	0	420,000	0	82,000	502,000

Detail for the Wastewater Treatment Program - WW1805											
JDE Identifier	Asset(s) / Project	System(s)	Approval Period	DC Recoverability	SCF Share	Treatment / Activity	Engineering & Design	Acquisition & Construction	Contract Administration	Contingency	Total
998180501	Lindsay WPCP Lagoon 4 Desludging	Lindsay	2018	0.0%	0.0%	Rehabilitation		400,000		50,000	450,000
998180502	Lindsay WPCP Aeration Lagoon Partial Desludging	Lindsay	2018	0.0%	0.0%	Rehabilitation		120,000		10,000	130,000
998180503	Lindsay WPCP Aerator	Lindsay	2018	0.0%	0.0%	Replacement		60,000		15,000	75,000
998180504	Fenelon Falls WPCP Pump and Aeration Blower VFDs	Fenelon Falls	2018	0.0%	0.0%	Replacement		20,000		4,000	24,000
998180505	Lindsay WW MCC Replacement	Lindsay	2018	0.0%	0.0%	Replacement		60,000		10,000	70,000
998180506	Bobcaygeon WPCP Clarifier Gearbox	Bobcaygeon	2018	0.0%	0.0%	Replacement		30,000		5,000	35,000
						Total	0	690,000	0	94,000	784,000



2018 Budget and Business Plan