

The Corporation of the City of Kawartha Lakes

Agenda

Budget Committee Meeting

Monday, September 29, 2025

1:00 P.M.

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

Members:

Deputy Mayor Charlie McDonald

Councillor Tracy Richardson

Councillor Dan Joyce

Councillor Pat Warren

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<https://www.youtube.com/c/CityofKawarthaLakes> to view the proceedings electronically.

Accessible formats and communication supports are available upon request. The City of Kawartha Lakes is committed to accessibility for persons with disabilities. Please contact AgendaItems@kawarthalakes.ca if you have an accessible accommodation request.

1.	Call to Order	
2.	Administrative Business	
2.1	Adoption of Agenda	
2.2	Declaration of Pecuniary Interest	
2.3	Adoption of Minutes from Previous Meeting	3 - 7
3.	Deputations	
4.	New Business	
4.1	BC2025-05.4.1	8 - 27
	Kawartha Lakes Public Library Budget Presentation Jamie Anderson, Chief Executive Officer Carolyn Daynes, Treasurer	
4.2	BC2025-05.4.2	28 - 41
	Development Services Budget Presentation Leah Barrie, Director of Development Services Susanne Murchison, Chief Building Official Rebecca Mustard, Manager of Economic Development	
4.3	BC2025-05.4.3	42 - 61
	Public Works Budget Presentation Oliver Vigelius, Director of Public Works	
4.4	BC2025-05.4.4	62 - 72
	Lindsay Downtown BIA Melissa McFarland, Executive Director Wesley Found, Chair	
5.	Other Business	
6.	Adjournment	

The Corporation of the City of Kawartha Lakes
Minutes
Budget Committee Meeting

Thursday, September 25, 2025
10:00 A.M.
Council Chambers
City Hall
26 Francis Street, Lindsay, Ontario K9V 5R8

Members:
Deputy Mayor Charlie McDonald
Councillor Tracy Richardson
Councillor Dan Joyce
Councillor Pat Warren

1. **Call to Order**

Chair Deputy Mayor McDonald called the meeting to order at 10:00 a.m. Councillors Tracy Richardson, Dan Joyce, and Pat Warren were in attendance in Council Chambers.

Chief Administrative Officer R. Taylor, City Clerk C. Ritchie, Manager of Municipal Law Enforcement and Licensing A. Sloan, Manager of Corporate Records and Archival Services A. Fornelli, Insurance and Risk Management Officer T. Peterson, Manager of Realty Services L. Carnochan, Municipal Prosecutor K. Page, Executive Assistant to the CAO J. Pyle, Director of Engineering J. Rojas, Manager of Technical Services M. Farquhar, Manager of Development Engineering K. Timms, Manager of Infrastructure C. Purdy, Executive Assistant of Engineering and Corporate Assets L. Peimann, Supervisor of Budget and Financial Planning J. Hood, Finance Coordinator U. Khan, and Executive Assistant to Mayor and Council C. Ellison were also in attendance. City Solicitor R. Carlson and Treasurer C. Daynes attended via zoom.

The Chair reminded everyone that the meeting is being live-streamed to YouTube for the public to watch.

2. **Administrative Business**

2.1 Adoption of Agenda

BC2025-14

Moved By Councillor Richardson

Seconded By Councillor Warren

That the Agenda for the Budget Committee Meeting of September 25, 2025, be adopted as circulated.

Carried

2.2 Declaration of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

2.3 Adoption of Minutes from Previous Meeting

BC2025-15

Moved By Councillor Warren

Seconded By Councillor Joyce

That the Minutes of the Budget Committee Meeting of Thursday, September 18, 2025, be received and adopted.

Carried

3. Deputations

There were no deputations.

4. New Business

4.1 BC2025-04.4.1

CAO's Office Budget Presentation

Ron Taylor, Chief Administrative Officer

CAO Taylor presented the budget for the CAO Department, comprised of the Office of the City Clerk and Legal Services under the City Solicitor, as well as the budget for the Mayor and Council. There are 55 FTE staff across the department with the proposed budget including 2 new positions for a Manager of Insurance and Risk Management and an administrative position in Municipal Law Enforcement and Licensing. As a whole, the department provides support to the rest of the corporation and advice to Council through the CAO, who acts as liaison between Council and the City. The Office of the City Clerk is responsible for all statutory duties, including holding a municipal election next year. The Corporate Records and Archival Services division manages all municipal records and the Municipal Law Enforcement and Licensing division provides enforcement services for By-Laws and provides licensing programs, such as the Short-Term Rental program. Legal Services is responsible for Provincial Offenses administration, which recovered \$1,580,000 in revenue this year, Insurance and Risk Management, a division of one responsible for all insurance, claims, and risk assessments for the City, and Realty Services, which manages all land dispositions and acquisitions as well as public dock licenses.

Overall, the department is looking at a modest increase, with some savings anticipated through a reduction in rental costs. The total budget request for the CAO Department is \$8,524,000, an increase of \$461,000 over 2025.

CAO Taylor then briefly gave an overview of the Budget for Council and highlighted some of the accomplishments and priorities for the year. There is no substantial increase in the Council budget, which is proposed at \$691,000 an increase of \$3,000 over 2025.

BC2025-16

Moved By Councillor Warren

Seconded By Councillor Joyce

That the CAO's Office Budget Presentation be received.

Carried

4.2 BC2025-04.4.2

Engineering and Corporate Assets Budget Presentation

Juan Rojas, Director of Engineering and Corporate Assets

Director Rojas presented the budget for the Department of Engineering and Corporate Assets. He gave an overview of the individual divisions (Administration and Crossing Guard Program; Corporate Assets; Development Engineering; Infrastructure, Design and Construction; Technical Services; and the Municipal Airport). He noted the Airport is managed by a third party, whose contract is ending. They are looking for a new five-year contract to manage the site, with an option for another five years. While many activities in the department are Capital projects, and staff time and resources can be charged to those projects, there has been an increase in traffic-related requests. Since this activity is purely operational and cannot be charged to any capital projects, there is some budget pressure related to this increase, which should be expected with the growth that the City is seeing.

Collectively the department is responsible for infrastructure development, capital planning and construction (including Roads, Water-wastewater, and Landfills), and major grant applications. With 34 FTE staff, plus crossing guards and students, they are requesting 1 additional position for an Engineering Clerk, to help manage the various projects from a more administrative role. The Director noted various accomplishments and priorities for the year and added that the team managed over \$8,000,000 in resurfacing projects this year.

The total 2026 proposed budget is \$3,073,000, an increase of \$660,000 over 2025, due in part to the additional position, but mostly due to a drop in development fees that have plateaued over the past couple of years.

BC2025-17

Moved By Councillor Richardson

Seconded By Councillor Warren

That the Engineering and Corporate Assets Budget Presentation be received.

Carried

5. Other Business

There was no other business.

6. Adjournment

BC2025-18

Moved By Councillor Joyce

Seconded By Councillor Richardson

That the Meeting adjourn at 11:43 a.m.

Carried

Kawartha Lakes Public Library

2026 Operating Budget Overview

September 29, 2025

Presenters



Jamie Anderson
CEO/Library Director

Carolyn Danes
Treasurer

How Many Books
Tall Are You?

5

Books

4

Books

3

Books

2

Books

1

Book

Level
2

Level
3

Level
4



Agenda

1. Library Overview
2. 2025 Accomplishments / 2026 Priorities
3. Programming
4. VOLT
5. 2026 Operating Budget
6. 2026 Budget Pressures

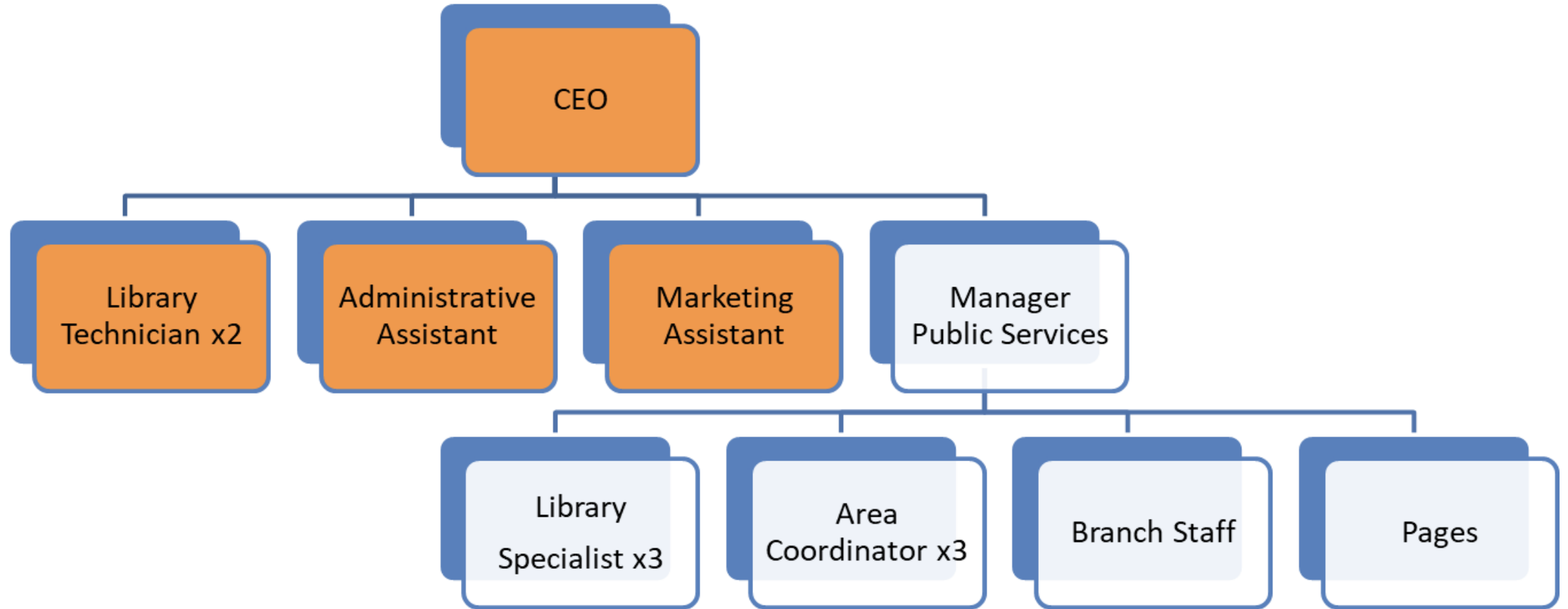
Kawartha Lakes Public Library:



Library Overview

- 14 branches throughout the City
- Open to the public 350 hours each week / 18,200 hours a year
- Welcomed just over 195,000 visitors to our branches in 2024 – 3.8%
- Over 530,000 virtual visitors – 7.7%
- Overall, 730,000 interactions with patrons – 72% digital

Current Organizational Structure





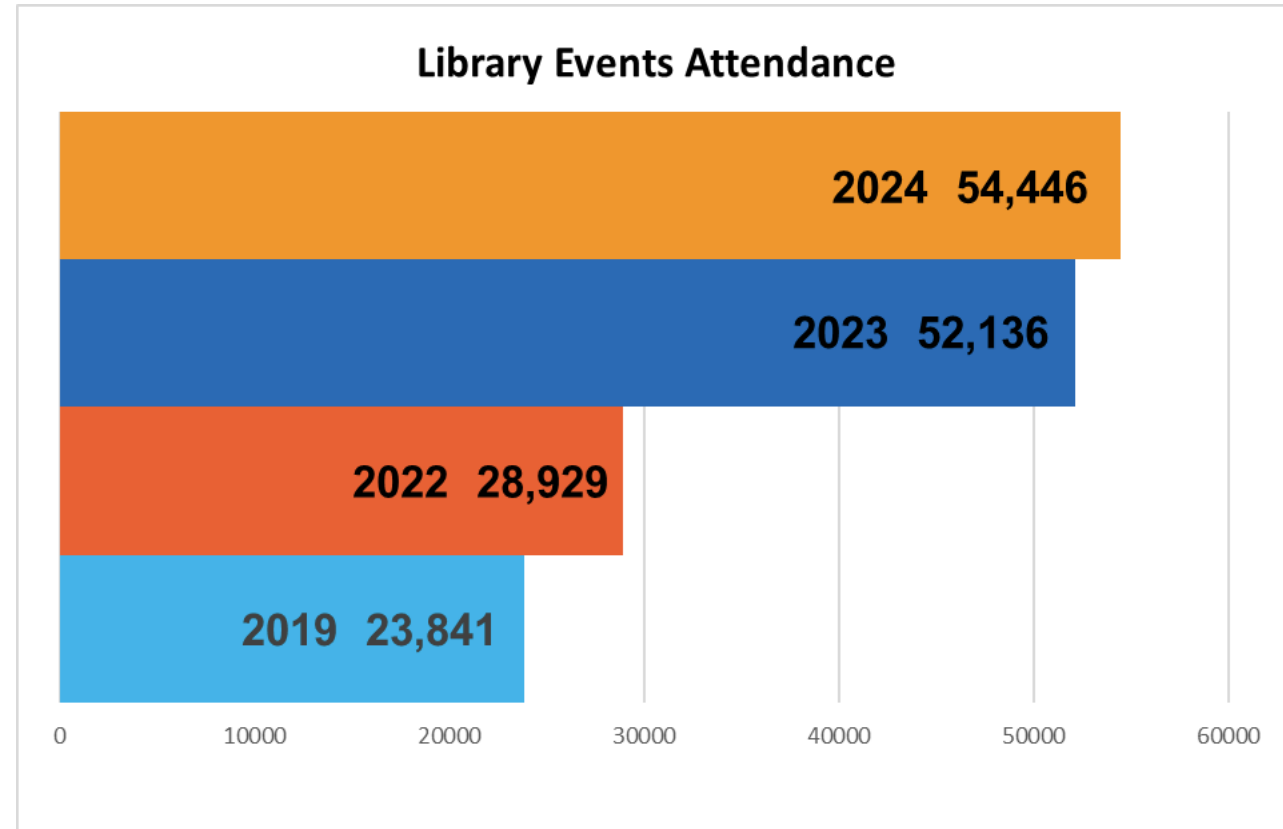
Accomplishments and Priorities

2025 Accomplishments	2026 Priorities
Development of a 10 year <i>Growth Management Plan</i> to ensure that not only the Library is a responsive service provider, but also a proactive partner in shaping the City's future	Creation and development of new Lindsay Branch Creativity Lab (utilizing former Art Gallery space)
Refreshing current 3 year <i>Strategic Plan</i>	Fenelon Falls Branch renovation
Launch of new Library website	Succession of new Library Board following municipal elections
Continued growth in demand for and attendance at Library events and programs	Expand in-person adult and seniors programming at branches
Continued expansion of our popular and successful Library of Things	Continue to pursue grants and partnerships to enhance Library services and programs



Programming and Events

- Library programs and events are highly valued by our residents
- 2024 almost double program attendance over 2019
- Top 3 future priorities
 - Expanding programs
 - Expanding digital resources
 - Increasing branch hours





Public Wifi
SSID: howarth
USER: info@howarth.org
PASSWORD: 1234567890

Twelve Steps to a Successful Natural Bird Garden

1. Re-create the habitats found in local natural areas.

Canopy trees
Intermediate trees
Shrubs
Baceous plants & Ground Covers
Vines

Twelve Steps to a Successful Natural Bird Garden

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Vines



*Millions of Opportunities.
One Exceptional Library.*

VOLT









2026 Library Budget Overview

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(198)	(197)	(179)	(179)	0	0%
Other Revenues	(110)	(59)	(89)	(89)	(0)	0%
User Fees, Licenses and Fines	(4)	(3)	(5)	(5)	(0)	2%
Total - Revenue	(312)	(258)	(273)	(273)	(0)	0%
Expenses						
Salaries, Wages and Benefits	1,976	1,110	1,942	2,391	449	23%
Materials, Training, Services	583	226	463	682	220	47%
Contracted Services	192	133	222	226	4	2%
Rents and Insurance	56	39	56	56	(1)	-2%
Debt, Lease and Financial	1	0	0	0	0	
Interfunctional Adjustments	(155)	0	0	(200)	(200)	
Total - Expenses	2,652	1,509	2,683	3,154	471	18%
Grand Total	2,340	1,250	2,411	2,881	471	20%

Figures are shown in thousands of dollars (000s)

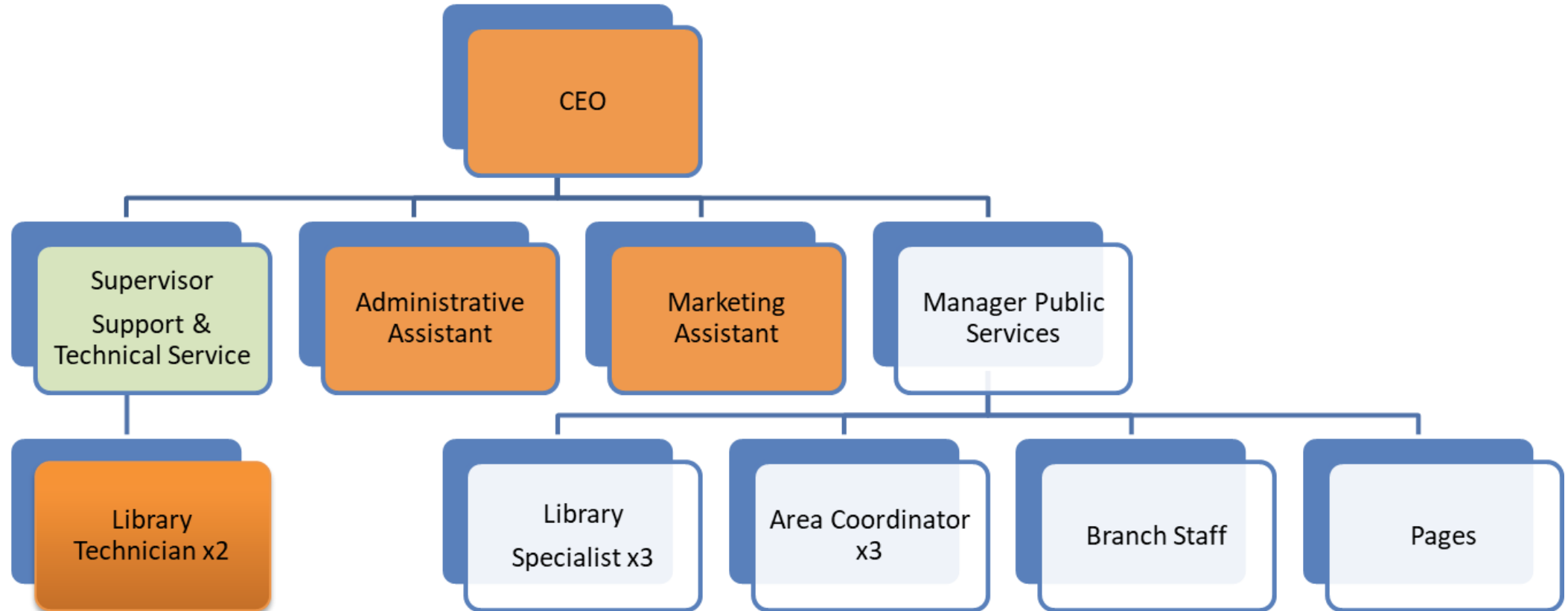
Preliminary Department 2025 to 2026 Budget Variance

* Variances greater or less than \$100,000

Account	Draft Budget 2026	Budget 2025	*Budget Variance (Favourable) / Unfavourable	Budget Variance
Expenses				
Materials, Training, Services	682	463	220	47%
Interfunctional Adjustments	(200)	0	(200)	
Total - Expenses	482	463	20	4%
Grand Total	482	463	20	4%

Figures are shown in thousands of dollars (000s)

2026 Proposed Organizational Structure





KAWARTHA LAKES
PUBLIC LIBRARY

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www.kawarthalakeslibrary.ca

Development Services

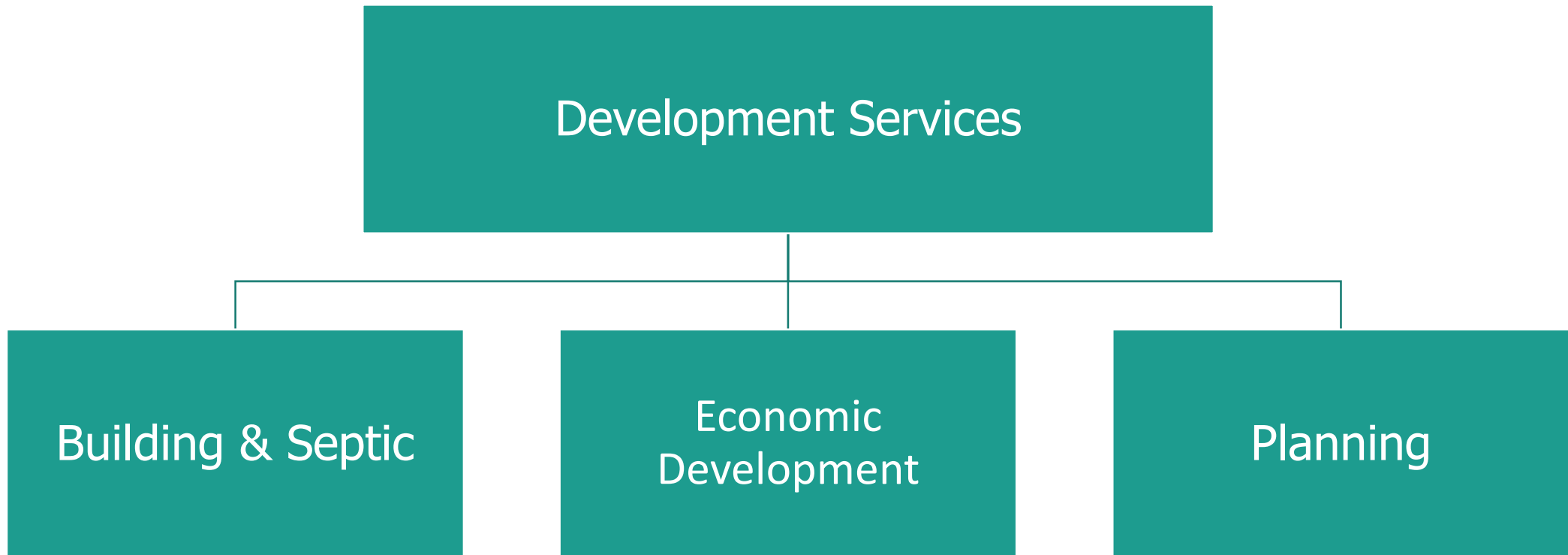
2026 Operating Budget Overview

September 29, 2025

Agenda

1. Organization Chart
2. Department Overview
3. Division Overview
4. Variance
5. Accomplishment and Priorities
6. 2026 Budget Pressures

Department Organization Chart



Development Services.

Department Overview

The Department is comprised of the following Divisions:

- Building & Septic
- Economic Development
- Planning

The Department is responsible for providing **leadership, guidance and direction** to ensure **efficient and effective** administration, operations and delivery of programs and services in the building and septic, economic development and land use planning sectors. This is accomplished through the administration and coordination of a number of City Committees and Boards, with a complement of **57** full-time staff.

Department Financial Summary

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(214)	(160)	(279)	(199)	80	(29%)
Other Revenues	(1)	(0)	0	0	0	
User Fees, Licenses and Fines	(4,039)	(1,973)	(4,231)	(4,155)	77	(2%)
Total - Revenue	(4,255)	(2,134)	(4,510)	(4,354)	157	(3%)
Expenses						
Salaries, Wages and Benefits	5,238	3,045	6,582	7,300	718	11%
Materials, Training, Services	510	201	525	558	33	6%
Contracted Services	1,728	886	626	1,980	1,354	216%
Rents and Insurance	0	0	0	1	0	117%
Debt, Lease and Financial	2	1	3	2	(1)	(36%)
Transfer to External Clients	404	157	533	515	(18)	(3%)
Interfunctional Adjustments	809	227	319	200	(120)	(38%)
Total - Expenses	8,691	4,518	8,588	10,555	1,967	23%
Grand Total	4,437	2,384	4,077	6,201	2,124	52%

Note : Amounts shown are in thousands of dollars (000s).

Preliminary Department 2026 to 2025 Budget Variance

Account	Draft Budget 2026	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget Variance
Expenses				
Contracted Services	1,980,230	626,100	1,354,130	216%
Interfunctional Adjustments	199,534	319,294	(119,760)	38%

Building and Septic Overview

Ensures all construction and demolition complies with Building Code Act and Ontario Building Code, including private on-site sewage systems with a daily sewage flow < 10,000 liters

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
User Fees, Licenses and Fines	(3,169)	(1,655)	(3,423)	(3,409)	14	(0%)
Total - Revenue	(3,169)	(1,655)	(3,423)	(3,409)	14	(0%)
Expenses						
Salaries, Wages and Benefits	2,221	1,351	2,785	3,038	253	9%
Materials, Training, Services	75	42	84	68	(16)	(19%)
Contracted Services	0	1	0	13	13	
Debt, Lease and Financial	1	0	1	1	(0)	(25%)
Interfunctional Adjustments	871	260	553	289	(263)	(48%)
Total - Expenses	3,169	1,655	3,423	3,409	(14)	(0%)
Grand Total	0	(0)	0	0	0	

Note : Amounts shown are in thousands of dollars (000s).

Economic Development Overview

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

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(214)	(160)	(279)	(199)	80	(29%)
Other Revenues	(1)	(0)	0	0	0	
User Fees, Licenses and Fines	(15)	(21)	(15)	(2)	13	(87%)
Total - Revenue	(230)	(181)	(294)	(201)	93	(32%)
Expenses						
Salaries, Wages and Benefits	1,398	769	1,462	1,671	209	14%
Materials, Training, Services	389	124	361	425	65	18%
Contracted Services	134	57	176	185	9	5%
Rents and Insurance	0	0	0	1	0	117%
Transfer to External Clients	404	157	533	515	(18)	(3%)
Interfunctional Adjustments	(56)	(27)	(223)	(80)	143	(64%)
Total - Expenses	2,270	1,080	2,308	2,716	408	18%
Grand Total	2,040	899	2,014	2,515	501	25%

Note : Amounts shown are in thousands of dollars (000s).

Planning Overview

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

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Other Revenues	(0)	0	0	0	0	
User Fees, Licenses and Fines	(855)	(297)	(794)	(744)	50	(6%)
Total - Revenue	(855)	(297)	(794)	(744)	50	(6%)
Expenses						
Salaries, Wages and Benefits	1,618	925	2,335	2,591	256	11%
Materials, Training, Services	45	35	81	65	(15)	(19%)
Contracted Services	1,594	828	451	1,783	1,332	296%
Debt, Lease and Financial	1	0	1	1	(1)	(46%)
Interfunctional Adjustments	(6)	(5)	(10)	(10)	1	(6%)
Total - Expenses	3,252	1,783	2,857	4,430	1,573	55%
Grand Total	2,397	1,486	2,064	3,686	1,623	79%

Note : Amounts shown are in thousands of dollars (000s).

Accomplishments and Priorities

Building & Septic Division

2025 Accomplishments	2026 Priorities
• Introduced on-line permitting for all application types through the municipal website, to provide an innovative digital solution to expedite the application process • Created all permit files in paperless format – if received as an e-file it's already paperless, if received in paper format staff scan and create as an e-file • Closed 1000+ historic CKL era building permit files, enhancing the efficiency of locating historical information • Continued pre-amalgamation records review, documentation and re-sort, 40+ years of building permits for several townships, which will provide easier access to this information, as well as destruction of records	• Continue closing historic CKL era building permit files • Continue cataloguing pre-amalgamation records • Obtain hardcopy files from the Haliburton Kawartha Northumberland Peterborough Health Unit and commence digitizing and merging records databases to enhance the efficiency of processes relating to historic files

Accomplishments and Priorities

Economic Development Division



2025 Accomplishments	2026 Priorities
• Completed the Refreshed Economic Development Strategy to build economic development initiatives to support a vibrant and growing economy • Supported investment in business start-ups, retention, growth, and attraction; destination marketing; and heritage and culture to drive a vibrant and growing economy • Completed Cultural Centre Phase 2 Feasibility Study and presented to Council, the project has now moved into implementation	• Complete strategic documents including Signage and Wayfinding Strategy, Foreign Direct Investment Strategy, Cultural Master Plan Update, Agriculture and Food Action Plan, Indigenous Relations Framework • Support job creation through business start-up, retention, expansion, and, new investment • Deliver funding programs to local businesses and organizations to support economic and cultural vibrancy • Collaborate on placemaking initiatives including downtowns and public art

Accomplishments and Priorities

Planning Division



2025 Accomplishments

- **Policy Shop:** Consolidated Official Plan; resolved appeals of Rural Zoning By-law; completed Climate Change Strategy RFP process; collaborated on Safe Sidewalks program; established cross-Department Active Transportation implementation working group; advised Council on IESO LT2 energy procurement; completed Housing Needs Assessment
- **Development:** Reduced application backlogs and found process efficiencies; processed 250 applications; address 100 inquiries/week
- **Recruitment:** Re-introduced summer students after +5 years; welcomed first municipal climate intern; promoted staff to broaden work portfolios and encourage professional development

2026 Priorities

- Preparation of new Official Community Plan, including provincial conformity exercise and implementation of strategic policy recommendations from Growth Management Strategy
- Development of Climate Change Strategy, including building on accomplishments through Healthy Environment Plan
- Continued implementation of active transportation infrastructure
- Continued staff training and development of new SOPs
- Continued modernization of inquiry and application workflows

2026 Budget Pressures

- Rising costs with contracted services
- Continued reliance on external consultants to meet operational needs
- Engagement of external consultants to complete Special Projects

Questions

Public Works

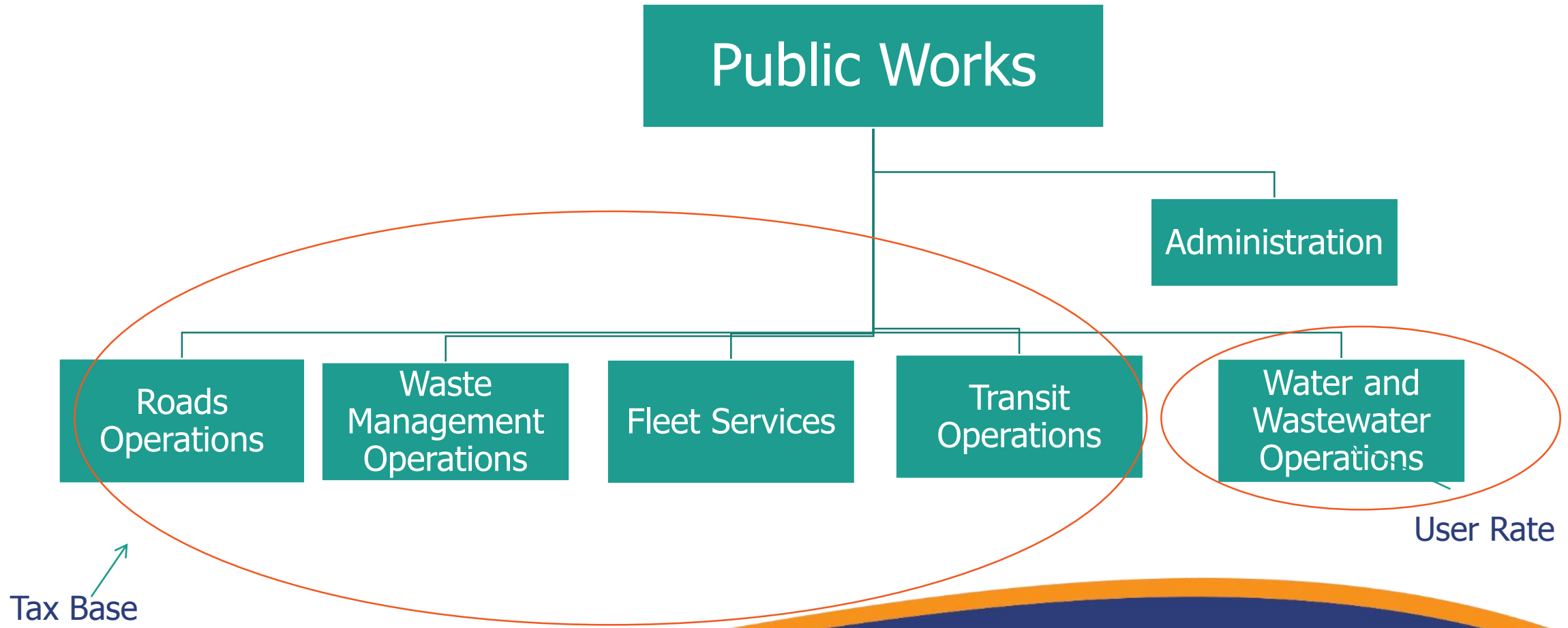
2026 Operating Budget Overview

September 29, 2025

Agenda

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Departmental Organizational Chart



Public Works Department Overview

- Provides oversight for Roads, Waste Management, Water, Wastewater, Fleet and Transit operational programming
- Significant focus on service and program delivery with focus on legislative compliance
- Aligns with strategic plan demonstrating continual improvement, responsible government, fiscal accountability, strategic implementation
- ~\$74M in operating budget expense (tax base and user rate)
- Administrates multiple, multi-million dollar operational contracts

Department Financial Summary

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(466)	(59)	(161)	(119)	42	(26%)
Recovery-Other Municipalities	(216)	(112)	(218)	(220)	(2)	1%
Other Revenues	(1,166)	(445)	(1,143)	(883)	260	(23%)
User Fees, Licenses and Fines	(4,794)	(1,923)	(4,239)	(4,607)	(369)	9%
Total - Revenue	(6,642)	(2,539)	(5,761)	(5,829)	(69)	1%
Expenses						
Salaries, Wages and Benefits	15,904	9,239	16,807	19,263	2,455	15%
Materials, Training, Services	8,802	5,858	9,335	9,424	89	1%
Contracted Services	17,839	10,227	17,607	19,217	1,610	9%
Rents and Insurance	0	0	0	120	120	
Debt, Lease and Financial	48	22	35	35	0	1%
Interfunctional Adjustments	3,432	2,100	3,438	4,423	984	29%
Total - Expenses	46,026	27,445	47,222	52,481	5,259	11%
Grand Total	39,383	24,906	41,461	46,652	5,191	13%

Note : Amounts shown are in thousands of dollars (000s).

Preliminary Department 2025 to 2026 Budget Variance

Account	Draft Budget 2026	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget Variance
Revenue				
Other Revenues	(883,000)	(1,143,000)	260,000	(23%)
User Fees, Licenses and Fines	(4,650,450)	(4,238,750)	(368,700)	9%
Expenses				
Contracted Services	19,216,891	17,605,590	1,601,301	9%
Rents and Insurance	120,000	0	120,000	
Interfunctional Adjustments	4,422,692	3,438,293	984,399	29%

Administration Overview

Provides administrative support oversight for the implementation of Roads, Waste Management, Water and Wastewater activity. Responsible for payroll, financial support, customer service, records management, permitting, uniforms/clothing, procurement card reconciliation, etc.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
User Fees, Licenses and Fines	0	(23)	0	0	0	
Total - Revenue	0	(23)	0	0	0	
Expenses						
Salaries, Wages and Benefits	330	211	352	355	3	1%
Materials, Training, Services	12	5	22	20	(3)	(12%)
Contracted Services	0	0	0	0	0	
Total - Expenses	343	216	374	375	0	0%
Grand Total	343	193	374	375	0	0%

Note : Amounts shown are in thousands of dollars (000s).

Roads Operations Overview

- Roads operations provides day to day maintenance of the City's road network per Council directed level of service. Such activities include winter maintenance, brushing, dust control, street sweeping and ditching.
- City wide operational programs, locates, traffic/streetlights and storm water infrastructure maintenance.
- Maintenance agreements, permits (entrance, road occupancy, road closure, oversize loads)

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Recovery-Other Municipalities	(216)	(112)	(218)	(220)	(2)	1%
User Fees, Licenses and Fines	(229)	(75)	(258)	(277)	(19)	7%
Total - Revenue	(445)	(187)	(476)	(497)	(21)	4%
Expenses						
Salaries, Wages and Benefits	10,946	6,291	11,451	12,961	1,510	13%
Materials, Training, Services	5,009	3,633	5,164	5,408	244	5%
Contracted Services	8,283	5,140	8,186	9,144	957	12%
Debt, Lease and Financial	2	0	0	0	0	
Interfunctional Adjustments	9,198	4,813	9,435	9,110	(325)	(3%)
Total - Expenses	33,439	19,877	34,237	36,623	2,386	7%
Grand Total	32,994	19,690	33,760	36,126	2,365	7%

Note : Amounts shown are in thousands of dollars (000s).

Highlight of Winter Control*

	2026 Budget	2025 Budget	% Increase	2025 Actuals	2024 Budget	2024 Actuals
Snow Removal	524,950	529,800	-0.92%	1,030,551	388,500	109,941
Snow Fence	7,200	7,050	2.13%	415	2,250	2,006
Plow, Sand & Salt	8,895,457	8,472,813	4.99%	9,413,973	8,452,184	8,128,860
Winter Drainage	196,045	207,550	-5.54%	280,541	283,500	26,358
Winter Patrol	762,827	676,635	12.74%	571,358	614,785	649,676
Sidewalk Sand & Salt	1,019,200	1,060,600	-3.90%	1,083,896	1,085,900	730,689
	11,405,679	10,954,448	4.12%	12,380,734	10,827,119	9,647,530

*Financials included in Roads Operation

Waste Management Overview

- Responsible for oversight of all landfill operations at the five (5) active and eleven (11) closed landfill sites
- Waste collection and diversion programs
- Associated regulatory compliance.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(466)	(59)	(161)	(119)	42	(26%)
Other Revenues	(386)	(152)	(293)	(33)	260	(89%)
User Fees, Licenses and Fines	(4,189)	(1,652)	(3,698)	(3,982)	(284)	8%
Total - Revenue	(5,041)	(1,862)	(4,152)	(4,134)	18	(0%)
Expenses						
Salaries, Wages and Benefits	1,798	963	1,835	2,126	291	16%
Materials, Training, Services	271	124	269	305	36	14%
Contracted Services	6,531	3,022	6,815	7,562	747	11%
Debt, Lease and Financial	46	22	35	35	0	1%
Interfunctional Adjustments	1,132	633	721	1,037	316	44%
Total - Expenses	9,777	4,763	9,675	11,066	1,391	14%
Grand Total	4,736	2,901	5,524	6,932	1,409	26%

Note : Amounts shown are in thousands of dollars (000s).

Fleet Services Overview

Fleet Services is responsible for maintenance, repair, fuel management and procurement / disposition of all non-emergency vehicles and equipment in alignment with Council Policy and the Non-Emergency Fleet MD.

- Capital and operating budgets for existing fleet.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
User Fees, Licenses and Fines	(144)	(78)	(73)	(82)	(9)	12%
Total - Revenue	(144)	(78)	(73)	(82)	(9)	12%
Expenses						
Salaries, Wages and Benefits	1,476	980	1,770	2,086	316	18%
Materials, Training, Services	3,463	2,086	3,801	3,640	(161)	(4%)
Contracted Services	2,936	2,022	2,431	2,416	(16)	(1%)
Rents and Insurance	0	0	0	120	120	
Interfunctional Adjustments	(7,779)	(3,972)	(7,804)	(7,079)	725	(9%)
Total - Expenses	97	1,116	198	1,183	985	496%
Grand Total	(47)	1,038	125	1,101	976	778%

Note : Amounts shown are in thousands of dollars (000s).

Transit Operations Overview

Transit Operations is responsible for providing safe, reliable, cost-effective transit services including conventional and limited mobility (LIMO) while meeting customer service demands.

- Charter services.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Other Revenues	(779)	(539)	(850)	(850)	0	
User Fees, Licenses and Fines	(233)	(96)	(210)	(267)	(57)	27%
Total - Revenue	(1,012)	(635)	(1,060)	(1,117)	(57)	5%
Expenses						
Salaries, Wages and Benefits	1,354	795	1,398	1,734	335	24%
Materials, Training, Services	46	9	79	51	(28)	(36%)
Contracted Services	89	43	174	96	(79)	(45%)
Debt, Lease and Financial	0	0	0	0	0	
Interfunctional Adjustments	880	626	1,086	1,355	269	25%
Total - Expenses	2,370	1,473	2,737	3,235	498	18%
Grand Total	1,358	839	1,678	2,119	441	26%

Note : Amounts shown are in thousands of dollars (000s).

Water & Wastewater Overview

- Water and Wastewater is responsible for day-to-day operational maintenance of the City's twenty-one (21) water and six (6) wastewater systems. This includes the associated pumping stations, water distribution and wastewater collection systems.
- Program includes adherence to Drinking Water Quality Management Standard, bulk water systems, sewer surcharge agreements and the back water valve subsidy.
- Support community facility wells.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Tax Revenues	(311)	(139)	(260)	(249)	12	(4%)
Other Revenues	(2,244)	(915)	(1,661)	(1,684)	(23)	1%
User Fees, Licenses and Fines	(24,770)	(12,504)	(25,523)	(27,596)	(2,073)	8%
Total - Revenue	(27,326)	(13,558)	(27,445)	(29,529)	(2,084)	8%
Expenses						
Salaries, Wages and Benefits	2,477	1,160	2,522	2,756	234	9%
Materials, Training, Services	1,524	683	1,524	1,545	21	1%
Contracted Services	10,158	4,823	10,207	11,431	1,224	12%
Interest on Long Term Debt	1,843	869	1,928	1,747	(180)	(9%)
Debt, Lease and Financial	5,129	2,367	4,838	4,891	53	1%
Interfunctional Adjustments	6,192	3,620	6,426	7,158	733	11%
Total - Expenses	27,323	13,521	27,445	29,529	2,084	8%
Grand Total	(3)	(37)	0	0	0	

Note : Amounts shown are in thousands of dollars (000s).

Accomplishment and Priorities - Roads

2025 Accomplishments

- Roads – Effective management and completion of the ice storm phase I and III cleanup and supporting the Fire Dept. during the wildfires
- Implementation of Road Patrol Software – Currently in the testing phase; Collaboration with People Services to enhance Staff Development
- Creation and implementation of GIS field inventory system for the recording of roadside infrastructure. Guiderail having been inspected and inventoried throughout the municipality as a test of the system and ground proofing of existing inventory
- Creation of storm water management pond maintenance plan and proposed improvements as the volume of inventory increases due to growth

2026 Priorities

- Roads – Focus on operational efficiency, Depot plan implementation, assess growth needs, transition to digital technology (patrol, circle checks and Hours of Service)

Accomplishment and Priorities - Fleet

2025 Accomplishments

- Fleet – Successfully met all legislated inspection requirements while implementing the new provincially legislated program (Drive-On)
- Mitigated cost increases through improved scheduling, vendor management, and expansion of in-house service capacity
- Addressed supply chain pressures by maintaining strategic parts inventories, securing alternate suppliers, and leveraging cooperative purchasing opportunities
- Successful implementation of the Fleet Shunter position has generated cost savings by internalizing truck shunting and equipment moves using internal resources. This, combined with the use of the new float and truck for operational purposes, has reduced road travel time and improved efficiency, as units are now floated over longer distances rather than being driven.

2026 Priorities

- Fleet – Continue the strategic implementation of new technologies within Fleet, such as fleet management software, to improve workflow efficiency, cost accounting, and controls, while providing better data to inform fleet decisions and initiatives.
- In addition, advance the multi-year digitization of legislated Ministry of Transportation (MTO) requirements, including circle checks and hours-of-service tracking, by leveraging the City's Automatic Vehicle Location (AVL) technology.

Accomplishment and Priorities Continued – Transit & Waste

2025 Accomplishments	2026 Priorities
• Transit – Transit Master Plan is currently underway – targeted completion for spring 2026 for Council approval • GO Transit/Meterolinx connection plan in progress – details and agreements being finalized, plans are in place pending funding, grant applications and provincial approval.	• Transit – Present the Transit Master Plan and work towards implementation • Budgeting and strategic alignment of the Transit division with the plan will be prioritized – initial goal of launching a rural micro-transit, or on-demand service to provide connection links between urban centers (Bobcaygeon, Fenelon Falls, and Omemee), and rural areas to Lindsay.
• Waste – Implement SSO program, finalize the Waste Management Strategy Update, manage service agreements looking to future, and develop plans for post transition blue box services.	• Waste – planning for implementation of Waste Management Strategy initiatives, optimize SSO program, corporate waste reduction, waste program monitoring and development.

Accomplishment and Priorities Continued – WWW & Admin

2025 Accomplishments	2026 Priorities
- Water and Wastewater – Successfully digitized regulatory logbooks, Completion of Phase 1 of 5 for City wide Supervisory, Control and Data Acquisition (SCADA) system upgrade. - Administration – Enhanced customer service response (internal and external); Implemented cross divisional support and on-going; Improved clothing/uniform order process.	- Water and Wastewater – Continue implementation of Supervisory, Control and Data Acquisition (SCADA) system upgrades, renewal of all twenty-one drinking water system's Municipal Drinking Water Licenses. - Administration – Continued development of business process documentation; Focus on employee knowledge base and training.

2026 Budget Pressures

Roads

- Material and Contractual increases, assumption of facilities and infrastructure
- Reducing the backlog of maintenance, while retaining MMS compliance

Fleet

- Increased costs for parts and contracted resources
- Decrease in fleet charge out rates, offset by a reduction in each department allocated non-emergency equipment

Transit

- Additional staff and equipment resources required to meet ESA requirements

2026 Budget Pressures Continued

Waste

- Blue Box Program Changes – loss in revenue (lease payments and funding), and cost of depot recycling services
- Contractual increases

Water and Wastewater

- Contractual increases above CPI

Administration

- No significant operating budget pressures

Questions?



2026 OPERATING BUDGET & ANNUAL REPORT

LINDSAY DOWNTOWN BIA

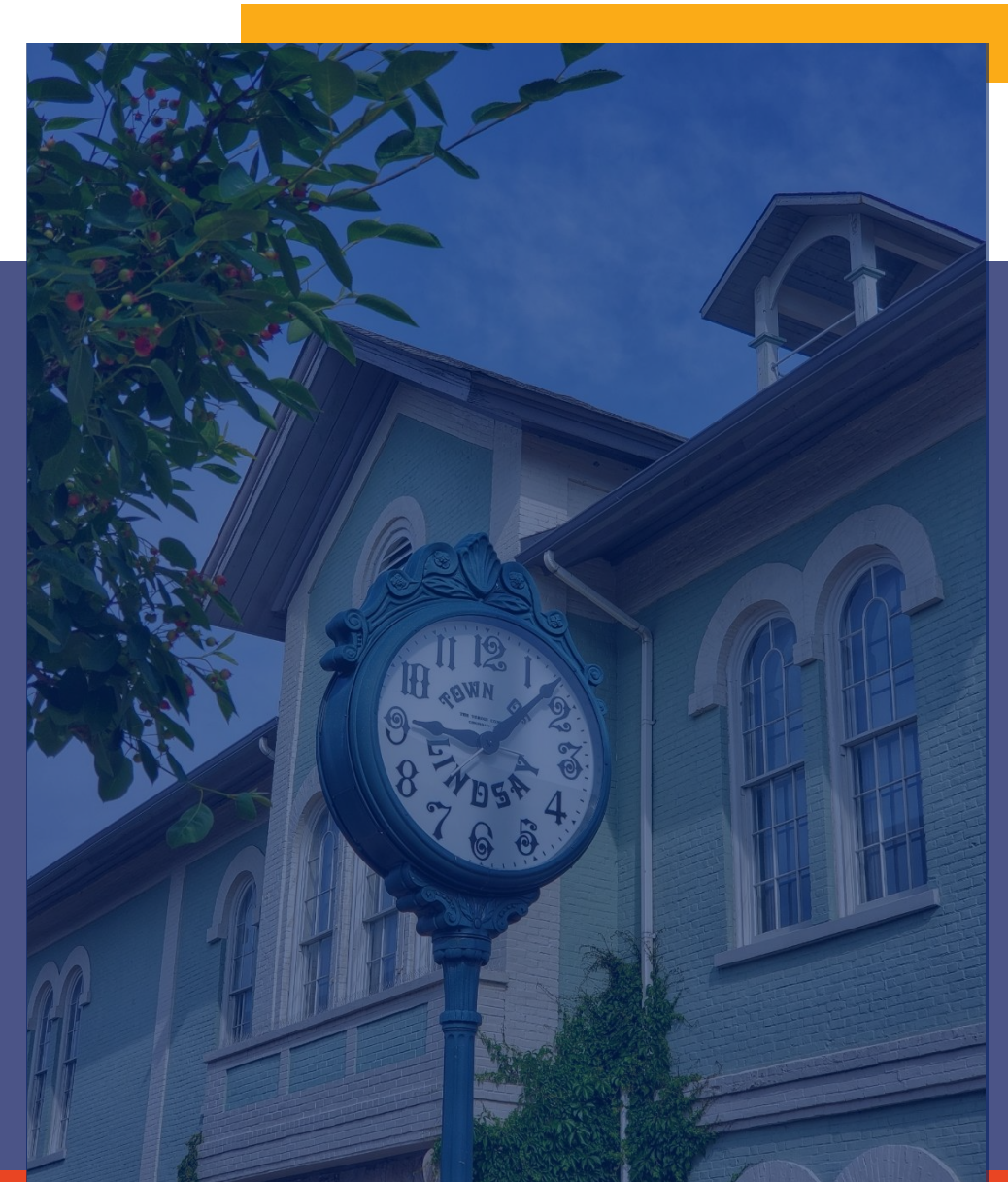
Where Charm Meets Community



Our Mission

The Lindsay Downtown Business Improvement Association is committed to promoting and supporting the downtown area as a premier destination for businesses and consumers.

Through strategic marketing, beautification projects, advocacy efforts, and community engagement, we aim to create an environment where businesses can flourish, and the community can thrive.



2025 Highlights

Implementation of Downtown-Wide CCTV System

The system installed in late 2024 was put to full use, with the BIA able to assist Kawartha Lakes Police Service in dozens of investigations by providing relevant footage. The project won an Award of Merit from the Ontario BIA Association at the annual conference.

Downtown Magazine

The first edition of 'Pulse', a high-quality print magazine with exclusive downtown content and subsidized advertising for our members, was produced and delivered to Lindsay postal codes this past summer. The first edition was so well received, that a second edition for fall and winter, as well as a holiday gift guide, is currently underway.

Holiday Kickoff & Passport

The annual Tree Lighting Ceremony had record attendance, and the 7th Annual Holiday Passport captured at least 8000 purchases made downtown in the 2024 holiday season with \$4000 in Downtown Gift Certificates awarded as prizes, generating even more spinoff revenue as a result.

Looking Ahead

Strategic Planning

Sessions were conducted with a third-party facilitator with extensive BIA experience over the summer, with the full action plan to be presented at our Annual General Meeting this fall.

Boundary Expansion

With support from the City's Economic Development department and Clerk's office, the first phase of a formal boundary expansion is underway, with extensive data gathering on current and potential new properties, researching best practices from other BIA's, and developing content for the Jump In page.

Website Redesign

Will launch early 2026, with refreshed visuals and state-of-the-art mapping and business database for enhanced visitor experience and downtown promotion.

Historical Street Banners

Endorsement and support has already been received from the Heritage Committee, Archives & Records, and Economic Development for the development of a set of 80 beautiful street banners depicting photos of Lindsay's rich history, with accompanying stories.



Budget Overview

Operating Year

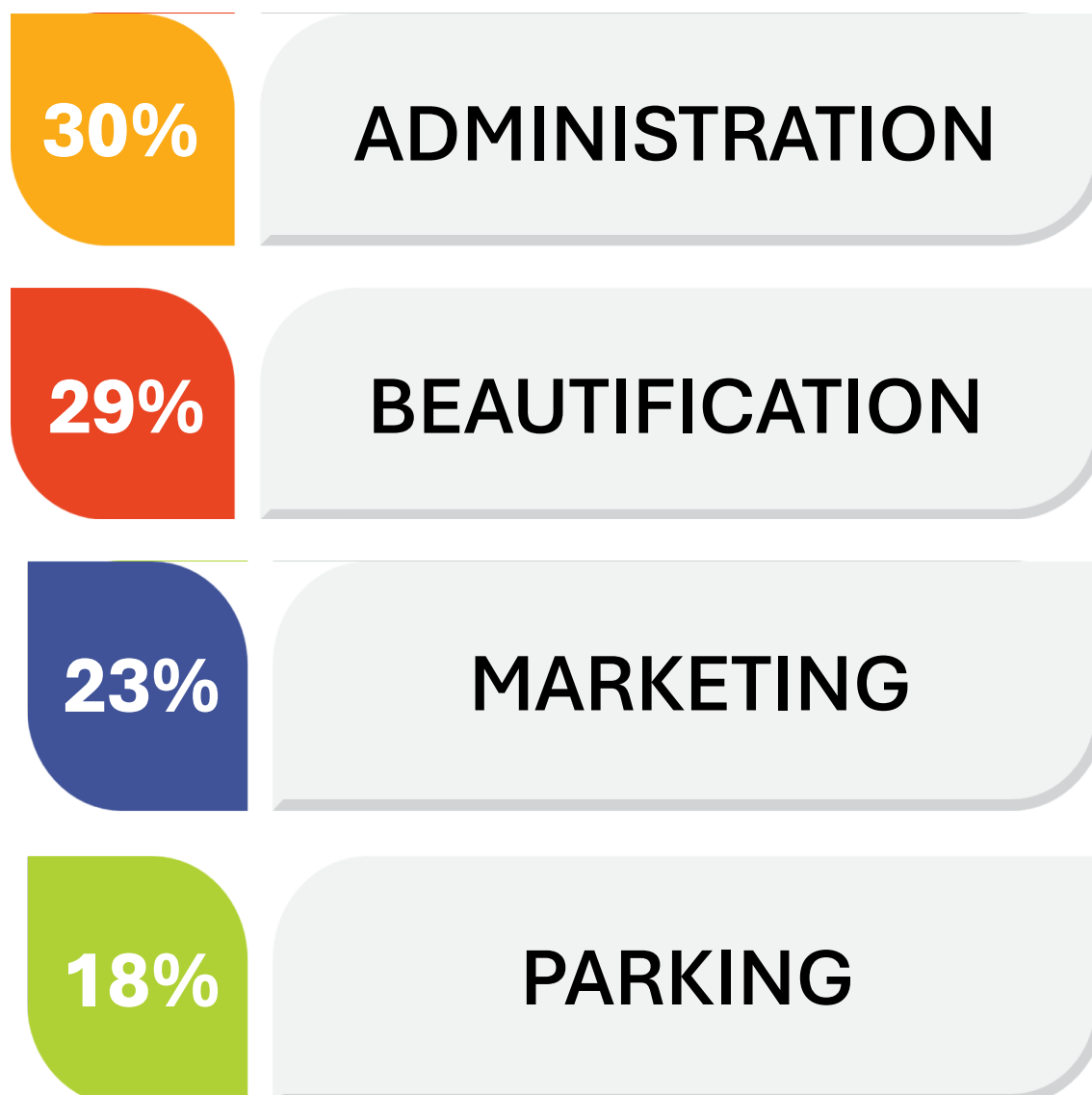
February 2026

through

January 2027

TOTAL PROPOSED OPERATING BUDGET

\$420,488



REVENUE & INCOME

\$420,488

PROPERTY TAX LEVY REQUEST\$267,488

Overall increase of 7.25% requested from Corporate Services, above 2025
Cost to property owners: \$506 per \$100K assessed value (up from \$471)

HST RETURN \$20,000

Projected, based on 2025's estimated expenditures, used as an 'Opportunity Fund' for special projects or unforeseen costs throughout the year.

CPDF 50/50 FUNDING \$65,000

Requested to CKL's Community Services department
No increase from 2024

PARKING CONTROL SUBSIDY.....\$60,000

Requested to CKL's By-Law Enforcement department
No increase from 2024 - funding by quarterly reimbursement only

EVENT SPONSORSHIPS.....\$5,000

Target amount, used as a supplement toward Marketing budget, from interested downtown businesses

ASSOCIATE MEMBERSHIP FEES.....\$3,000

Target amount, based on increased interest due to boundary expansion project
Associate Memberships to be offered to businesses & properties interested in services



ADMINISTRATION

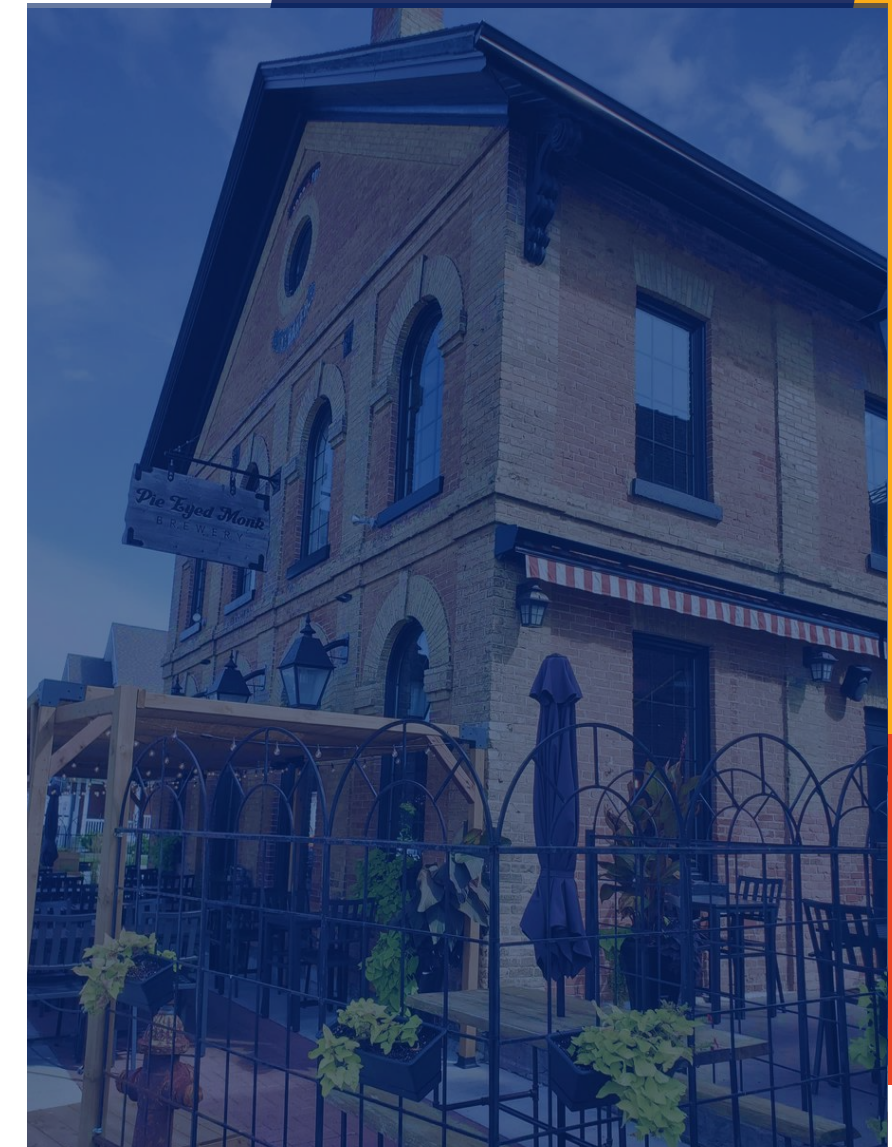
\$124,300

Expense Categories

Occupancy	\$22,500.00
Operational Expenses	\$16,000.00
Subscriptions & Membership	\$9,700.00
Payroll: Executive Director	\$76,100.00
TOTAL	\$124,300.00

Income Sources

Property Tax Levy	\$101,300.00
Opportunity Fund (HST Return & Associate Memberships)	\$23,000.00
TOTAL	\$124,300.00



BEAUTIFICATION

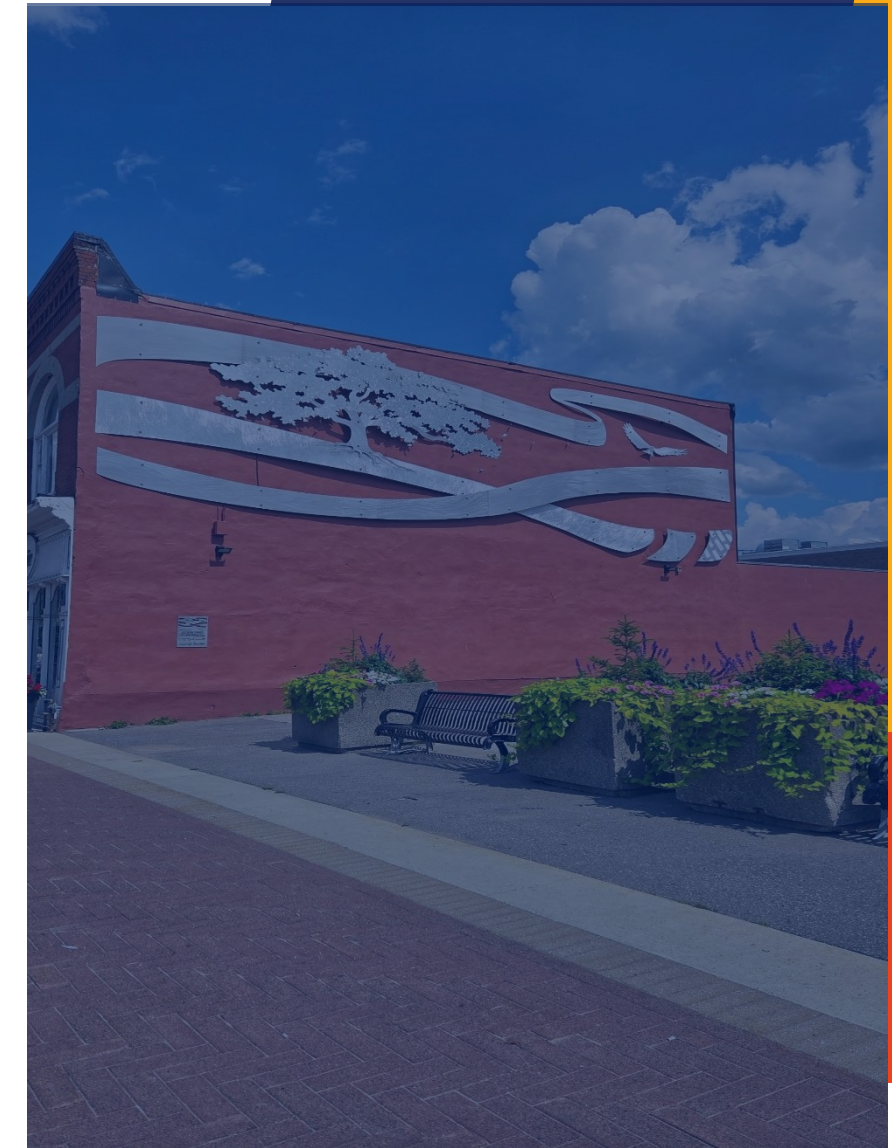
\$123,588

Expense Categories

Flowers & Plants	\$38,100.00
Maintenance	\$51,700.00
Projects	\$28,000.00
Payroll: Casual Maintenance	\$5,788.00
TOTAL	\$123,588.00

Income Sources

Property Tax Levy	\$58,588.00
CPDF Grant	\$65,000.00
TOTAL	\$123,588.00



MARKETING

\$96,720

Expense Categories

Activations & Events	\$22,000.00
Advertising & Promotions	\$17,700.00
Payroll: Marketing Coordinator	\$57,020.00
TOTAL	\$96,720.00

Income Sources

Property Tax Levy	\$91,720.00
Sponsorships	\$5,000.00
TOTAL	\$96,720.00



PARKING

\$75,880

Expense Categories

General Expenses	\$1,000.00
Payroll: Community Liaison	\$55,380.00
Payroll: Parking Control	\$19,500.00
TOTAL	\$75,880.00

Income Sources

Property Tax Levy	\$15,880.00
By-Law Wage Subsidy	\$60,000.00
TOTAL	\$75,880.00



Summary of Requests

Property Tax Levy | Corporate Services
\$267,488

Community Partnership & Development Fund | Community Services
\$65,000

Subsidy for Parking Control | Municipal Law Enforcement
\$60,000

Thank You!

**Looking forward to furthering the
growth and vibrancy of Downtown
Lindsay with your support in 2026!**



LINDSAY DOWNTOWN BIA



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hello@lindsaydowntown.ca



MELISSA MCFARLAND
EXECUTIVE DIRECTOR



WESLEY FOUND
BOARD CHAIR