

County of Prince Edward
CORPORATE SERVICES
2010 DRAFT BUDGET

| | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget | Budget Increase (Decrease) | % |
|--|-----------------------|----------------------------|-------------------------|----------------------------------|-----------------|
| Council | | | | | |
| Total Revenues | | | | | |
| Total Expenditures | 537,807 | 540,623 | 553,862 | 13,239 | 2.4% |
| Total Council | 537,807 | 540,623 | 553,862 | 13,239 | 2.4% |
| Clerk's Office | | | | | |
| Total Revenues | (72,135) | (85,000) | (35,000) | 50,000 | -58.8% |
| Total Expenditures | 72,806 | 70,475 | 375,875 | 305,400 | 433.3% |
| Total Clerk's Office | 671 | (14,525) | 340,875 | 355,400 | -2446.8% |
| Elections | | | | | |
| Total Revenues | | | (60,000) | (60,000) | 0.0% |
| Total Expenditures | | | 149,365 | 149,365 | 0.0% |
| Total Elections | | | 89,365 | 89,365 | 0.0% |
| Administration | | | | | |
| Total Revenues | | | (2,091,100) | (2,091,100) | 0.0% |
| Total Expenditures | | | 838,950 | 838,950 | 0.0% |
| Total Administration | | | (1,252,150) | (1,252,150) | 0.0% |
| Treasury Department | | | | | |
| Total Revenues | (6,441,396) | (6,346,029) | (3,218,206) | 3,127,823 | -49.3% |
| Total Expenditures | 4,651,893 | 4,752,421 | 3,310,024 | (1,442,397) | -30.4% |
| Total Treasury Department | (1,789,503) | (1,593,608) | 91,818 | 1,685,426 | -105.8% |
| Human Resources | | | | | |
| Total Revenues | | | (15,000) | (15,000) | 0.0% |
| Total Expenditures | | | 354,100 | 354,100 | 0.0% |
| Total Human Resources | | | 339,100 | 339,100 | 0.0% |
| Information Technology | | | | | |
| Total Revenues | (2,500) | | (29,500) | (29,500) | 0.0% |
| Total Expenditures | 335,748 | 355,760 | 451,000 | 95,240 | 26.8% |
| Total Information Technology | 333,248 | 355,760 | 421,500 | 65,740 | 18.5% |
| Fire Department | | | | | |
| Total Revenues | (43,453) | (38,250) | (55,550) | (17,300) | 45.2% |
| Total Expenditures | 1,576,773 | 1,567,586 | 1,816,615 | 249,029 | 15.9% |
| Total Fire Department | 1,533,320 | 1,529,336 | 1,761,065 | 231,729 | 15.2% |
| HJ McFarland Home | | | | | |
| Total Revenues | (4,702,522) | (4,755,449) | (4,791,871) | (36,422) | 0.8% |
| Total Expenditures | 5,057,192 | 5,101,462 | 5,245,366 | 143,904 | 2.8% |
| Total HJ McFarland Home | 354,670 | 346,013 | 453,495 | 107,482 | 31.1% |
| Economic Development Office | | | | | |
| Total Revenues | (190,708) | (516,550) | (357,372) | 159,178 | -30.8% |
| Total Expenditures | 762,954 | 1,002,111 | 877,996 | (124,115) | -12.4% |
| Total Economic Development Office | 572,246 | 485,561 | 520,624 | 35,063 | 7.2% |
| Picton BIA | | | | | |
| Total Revenues | (163,905) | (131,858) | (186,425) | (54,567) | 41.4% |
| Total Expenditures | 159,369 | 131,858 | 186,425 | 54,567 | 41.4% |
| Total Picton BIA | (4,536) | | | | 0.0% |
| Police Services Board | | | | | |
| Total Revenues | (888,069) | (897,000) | (1,059,400) | (162,400) | 18.1% |
| Total Expenditures | 4,023,117 | 4,050,067 | 4,355,408 | 305,341 | 7.5% |
| Total Police Services board | 3,135,048 | 3,153,067 | 3,296,008 | 142,941 | 4.5% |
| Land Ambulance | | | | | |
| Total Revenues | (1,148,252) | (1,133,576) | (1,111,821) | 21,755 | -1.9% |
| Total Expenditures | 2,173,236 | 2,254,875 | 2,221,637 | (33,238) | -1.5% |
| Total Land Ambulance | 1,024,984 | 1,121,299 | 1,109,816 | (11,483) | -1.0% |
| External Agencies | | | | | |
| Total Revenues | (1,498,442) | (1,387,422) | (698,720) | 688,702 | -49.6% |
| Total Expenditures | 4,468,161 | 4,357,163 | 3,566,710 | (790,453) | -18.1% |
| Total External Agencies | 2,969,719 | 2,969,741 | 2,867,990 | (101,751) | -3.4% |
| NET CORPORATE SERVICES TO BE RAISED | 8,667,674 | 8,893,267 | 10,593,368 | 1,700,101 | 19.1% |

COUNTY OF PRINCE EDWARD 2010 BUDGET

MAYOR & COUNCIL

RESPONSIBILITIES

Council is ultimately responsible for the municipal government of the Corporation of the County of Prince Edward. Its principle responsibilities include:

- Representing the public and considering the well-being and interests of the municipality
- Evaluating the policies and programs of the municipality
- Determining which services the municipality provides and at what level
- Ensuring that adequate policies, practices and procedures are in place to implement the decision of Council
- Ensuring the accountability and transparency of the operations of the municipality
- Carrying out the duties of Head of Council and Council under the Municipal Act and other legislation

ACTIVITIES

Council generally fulfills their responsibilities through, among other things:

- Attending regular and special meetings of Council
- Engaging in debate and discussion related to the matters before it and making decisions pertaining to those matters
- Reading and contemplating agenda materials and other printed matter that is routinely circulated by staff
- Attending Board and Committee meetings as required, including those of both Statutory and Advisory Boards and Committees
- Attending public events and representing the County as such events
- Liaising with County residents about specific concerns and conveying those concerns to staff and/or representing them at council meetings

Council is composed of the Mayor and fifteen (15) ward Councilors.

Administrative support for the Mayor and Council is provided for in the Clerk's Department budget. Part of one full-time position is allocated for this purpose.

2010 BUDGET OVERVIEW

In previous years, the administrative staff was included in this budget. In order to be fully transparent about the cost of Council the budget has been realigned in 2010 to remove the cost of administrative support which is not dedicated to the Mayor and Council. Since this is the first year for this realignment, previous year's budgets or actual expenditures for comparison purposes are not presented.

County of Prince Edward
 Corporate Services - Council & Mayor's Office
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|--|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 300,367 | 304,351 | 304,460 | 313,182 |
| Materials & Supplies | 2,915 | 2,553 | 6,000 | 6,000 |
| Professional Development, Travel, Health and Safety | 64,665 | 65,609 | 63,175 | 68,600 |
| Communications & Data Processing | 0 | 0 | 2,000 | 2,000 |
| Insurance | 2,801 | 3,888 | 3,888 | 4,080 |
| Advertising, Marketing & Promotion | 3,597 | 4,024 | 11,100 | 10,000 |
| Transfers to Others | 210,000 | 157,382 | 150,000 | 150,000 |
| | <u>584,345</u> | <u>537,807</u> | <u>540,623</u> | <u>553,862</u> |
| TOTAL OPERATING EXPENDITURES | | | | |
| | <u>584,345</u> | <u>537,807</u> | <u>540,623</u> | <u>553,862</u> |
| NET COUNCIL & MAYOR'S OFFICE TO BE RAISED | | | | |
| | <u>584,345</u> | <u>537,807</u> | <u>540,623</u> | <u>553,862</u> |

COUNTY OF PRINCE EDWARD 2010 BUDGET

CLERKS DEPARTMENT

RESPONSIBILITIES

The following are the main responsibilities of the Clerk's Department:

Statutory Duties of the Clerk under the Municipal Act and other legislation; Council/Committee Secretariat; Corporate Communications; Municipal and School Board Elections; Access to Information; Corporate Records Management; Administrative Support to the Mayor and Members of Council; Vital Statistics and Lottery and Marriage Licensing.

ACTIVITIES

The Clerk's Department prepares and distributes reports, agendas, motions, by-laws, and notices; attends meetings and prepares and distributes minutes and follow-up correspondence and actions for all meetings of Council, Committee of the Whole and a number of Ad Hoc and Advisory Committees. The Department also provides training, advice and support to departments and Council related to legislation and the legislative process. **In 2009**, the Department acted as support and resource to the Dug Well Committee, the Wind Energy Public Meeting, Picton Wastewater Treatment Plant Project Committee, Health Care Advisory Committee, Audit Committee, Human Resources Sub-Committee, Environmental Advisory Committee, Traffic Committee and Water and Wastewater Connection Charges Committee.

The Department provides content and updates for the home page and corporate sections of the Website and monitors and oversees overall Website content. It provides communications support and advice to the Mayor and departments including preparation and distribution of media releases and other communications documents and is responsible for implementation and oversight of the Corporate Communications Plan. **In 2009**, the Department issued 24 media releases.

Corporate Records Management includes the maintenance of a database of all corporate records, their storage, retention and systematic destruction in accordance with the Records Retention By-law, and related access to information policy development and implementation. Freedom of Information requests are processed through the Department. **In 2009**, we processed only 3 FOI requests although we generally get up to 12 per year.

Services offered by the Department include burial permits, marriage licenses, lottery licenses, preparing and commissioning oaths and affidavits for pension documents, vehicle transfers, etc, special events letters, and Liquor

License applications. Many general ratepayer complaints and inquiries are processed, responded to or redirected through the Clerk's Department.

Property sale and acquisition are generally handled by the Clerk's Department, although some transactions are handled by the affected departments. All tenders are submitted and opened by the Clerk's Department in accordance with the Purchasing By-law.

Unique **to 2009** was the preparation for, participation in and staff resources provided to the appellants and solicitor for the Ontario Municipal Board hearing related to an appeal regarding ward boundaries.

The Clerk is designated as the Information Officer under the Emergency Plan and participates in Emergency Operations Group exercises and training.

2009 ACCOMPLISHMENTS

The major accomplishment of the Clerks Department in 2009 included:

Public Launch of full electronic agendas including all supporting material on the website. Also, provision of Council and Standing committee agendas and minutes from 2002 to present and copies of all by-laws since amalgamation on the website

Second phase of scanning project of former municipalities' by-laws.

Major overhaul of the Procedure By-law which included the development and implementation of the Committee of the Whole system and new Planning Public Meetings system

Developed and presented Draft Communications Plan and supporting Media Relations Policies and Customer Service Protocols

The Clerk participated in the AMCTO Access and Privacy Project Committee with a mandate to develop training programs and best practices for access to information and protection of privacy for Ontario municipalities.

2010 ACTION PLAN

2010 will mainly be devoted to planning for and managing the municipal/school board elections, including the requirement for adding a question on the ballot related to ward boundaries and implementing internet voting for the first time in Prince Edward County.

To the extent possible the approved recommendations from the Communications Plan will be implemented.

Subject to budget approval communications and customer service training will be provided to identified staff throughout the organization.

Our Records Management Database for corporate records, which was designed and developed in-house and manages records from their creation identifying location, description, retention period through to destruction, will be made available to municipalities province-wide through AMCTO and AMO.

The third and final phase of scanning former municipalities' by-laws will be completed.

2010 BUDGET OVERVIEW

In previous years, the Clerk's Department was included in the administration budget for Corporate Services. This will be the first year for a separate Clerk's Department budget, and as such, does not have previous year's budgets or actual expenditures for comparison purposes. The Executive Assistant to the Mayor, formerly in the Council budget, has been included within the Clerk's Department budget.

The election budget, which is managed by the Clerk's Department, has received pre-budget approval and is separate from the departmental budget.

The new communications initiatives identified as priorities for Council for 2010 are: training in customer service for front-line staff; and report writing for identified staff. The budget includes \$10,000. for this initiative as an enhancement.

County of Prince Edward
 CS - CLERKS OFFICE
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| User Fees and Service Charges | (5,668) | (4,487) | (4,500) | (4,500) |
| Licences and Permits | (28,939) | (25,244) | (30,500) | (27,500) |
| Other Revenues | (36,787) | (42,404) | (50,000) | (3,000) |
| Transfers from Reserves and Reserve Funds | 0 | 0 | 0 | 0 |
| TOTAL OPERATING REVENUES | (71,394) | (72,135) | (85,000) | (35,000) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 63,965 | 65,983 | 64,100 | 321,800 |
| Materials & Supplies | 1,094 | 1,247 | 1,200 | 1,000 |
| Professional Development, Travel, Health and Safety | 2,639 | 343 | 1,625 | 4,825 |
| Communications & Data Processing | 884 | 2,419 | 2,050 | 16,500 |
| Rent, Utilities, Repairs, and Maintenance | 0 | 0 | 0 | 7,750 |
| Insurance | 0 | 0 | 0 | 0 |
| Advertising, Marketing & Promotion | 2,050 | 2,815 | 1,500 | 11,000 |
| Professional and Contracted Services | 0 | 0 | 0 | 13,000 |
| Transfers to Reserves and Reserve Funds | 0 | 0 | 0 | 0 |
| TOTAL OPERATING EXPENDITURES | 70,632 | 72,807 | 70,475 | 375,875 |
| NET CLERKS OFFICE TO BE RAISED | (762) | 672 | (14,525) | 340,875 |

County of Prince Edward
 CS - Elections
 2010 DRAFT BUDGET

| | 2006 ACTUAL YEAR END | 2010 Projected Budget |
|---|-------------------------------------|--------------------------------------|
| OPERATING REVENUES | | |
| Other Revenues | (5,050) | 0 |
| Transfers from Reserves and Reserve Funds | (50,000) | (60,000) |
| TOTAL OPERATING REVENUES | (55,050) | (60,000) |
| OPERATING EXPENDITURES | | |
| Wages & Benefits | 21,294 | 21,270 |
| Materials & Supplies | 28,123 | 23,700 |
| Communications & Data Processing | 28,519 | 82,595 |
| Advertising, Marketing & Promotion | 7,903 | 9,000 |
| Professional and Contracted Services | 915 | 12,800 |
| TOTAL OPERATING EXPENDITURES | 86,754 | 149,365 |
| NET ELECTIONS TO BE RAISED | 31,704 | 89,365 |

COUNTY OF PRINCE EDWARD 2010 BUDGET

ADMINISTRATION/CAO's OFFICE

RESPONSIBILITIES

This budget funds the activities of the CAO and the Commissioner of Corporate Services and Finance and one shared administrative support person.

The CAO is responsible for day-to-day leadership and general management of the County and acts as key advisor and liaison with Council. As the senior appointed official, major responsibilities include:

- overseeing and coordinating day-to-day administration of the entire municipality,
- attending Council and Committee meetings,
- making policy, service level and long-range/strategic/business planning recommendations, and
- communicating and facilitating the implementation of Council decisions.

The CAO fosters an environment of positive public relations both internally and externally and acts as an ambassador within the local and larger municipal community by championing the programs/policies of Council.

The Commissioner of Corporate Services and Finance is responsible for:

- leading and managing Corporate Services and Finance which includes the departments of Clerk's, Human Resources, Information Technology, Economic Development, H.J. McFarland Home for the Aged, Treasury and Fire
- overseeing and monitoring legislative compliance in all areas of responsibility
- providing leadership over the budget and the day-to-day sound fiscal management of the County.

ACTIVITIES

CAO:

Leadership/Management: leads the work of the entire municipality, ensuring implementation of Council's policy direction, and effective and efficient service delivery. Supervises and evaluates the performance of all direct reports.

Policies: assumes full responsibility for the implementation of all policies, directions and programs approved by Council.

Council Support: reviews and advises on Council's agenda, both open and closed, and makes appropriate presentations to Council on all requisite matters.

The Commissioner of Corporate Services:

Leadership/Management/Policies: as outlined above for the areas of responsibility in Corporate Services and Finance.

Budget: Directs the preparation of the County's budget, providing recommendations with respect to current and capital budgets.

2009 ACCOMPLISHMENTS

CAO:

The year was heavily devoted to the recruitment upper for vacant positions within senior management, including Commissioners of Corporate Services and Finance and Public Works, Director of Water and Waste Water Services, Water and Waste Water Services Supervisor. Due to the number of vacancies within Public Works the CAO bridged responsibilities and duties normally undertaken by those positions and subsequently began the integration of new members of staff into the municipal operations.

The CAO negotiated select service agreements in 2009 and as part of normal administrative function, administered legal files, risk management and insurance claims for the municipality.

The Commissioner of Corporate Services:

- undertook a review of the Audit Committee
- led Council through Development Charge amendments in regard to Affordable Housing and Park Model Trailers
- worked closely with the Treasurer to overhaul financial reporting, both internal management reporting and reporting to Council; corporate-wide reporting was initiated for Council in the fall of 2009
- took over Water and Wastewater Connection Charges and Rates upon the retirement of the Commissioner of Public Works; an interim rate

- based on the new model was approved effective January 1, 2010; further adjustments to rates and connection charges is ongoing
- worked very closely with H.J. McFarland Home for the Aged management in June and July after the retirement of the Administrator and prior to the new Administrator coming on board
 - took over the Human Resources function from September through November while the Manager position was vacant
 - became the staff resource for Human Resources Sub-Committee in a review of non-union salaries and benefits; a modification to the benefit plan was approved in December; a recommendation on salaries will be considered by Council in January 2010

2010 ACTION PLAN

CAO:

Municipal compliance with the Accessibility for Ontarians with Disabilities Act, specifically the OReg 429/07 will be an operational priority for 2010. Responsibility for program development, roll-out and ongoing adherence will be undertaken by this office. The Chief Administrative Officer is registered as Certifier for compliance reports with the province.

The Commissioner of Corporate Services:

At the writing of this narrative, Corporate Services and Finance is fully staffed. This will allow the Commissioner to develop a complete work plan for action in all areas of responsibility. Along with all the plans outlined under the individual departments under my supervision, pressing issues are:

- final determination of the model to use for Water and Wastewater Connection Charges and approval of same
- development of a long-range budget forecast, ideally for 6 years in all areas for both operating and capital, in time for Budget 2011 roll-out in September 2010

2010 BUDGET OVERVIEW

In previous years, the administration budget also included Clerk's, Human Resources and Treasury. This will be the first year for a separate budget, and as such, there are no previous year's budgets or actual expenditures for comparison purposes.

County of Prince Edward
 CS - Administration
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Taxation | | | | |
| Federal & Provincial Funding | 0 | 0 | 0 | (1,961,100) |
| Transfers from Reserves and Reserve Funds | 0 | 0 | 0 | (130,000) |
| TOTAL OPERATING REVENUES | 0 | 0 | 0 | (2,091,100) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 0 | 0 | 0 | 376,800 |
| Materials & Supplies | 0 | 0 | 0 | 1,000 |
| Professional Development, Travel, Health and Safety | 0 | 0 | 0 | 32,000 |
| Communications & Data Processing | 0 | 0 | 0 | 35,000 |
| Rent, Utilities, Repairs, and Maintenance | 0 | 0 | 0 | 5,150 |
| Insurance | 0 | 0 | 0 | 228,000 |
| Advertising, Marketing & Promotion | 0 | 0 | 0 | 3,000 |
| Professional and Contracted Services | 0 | 0 | 0 | 28,000 |
| Transfers to Others | 0 | 0 | 0 | 130,000 |
| Transfers to Reserves and Reserve Funds | 0 | 0 | 0 | 0 |
| TOTAL OPERATING EXPENDITURES | 0 | 0 | 0 | 838,950 |
| NET ADMINISTRATION TO BE RAISED | 0 | 0 | 0 | (1,252,150) |

COUNTY OF PRINCE EDWARD 2010 BUDGET

TREASURY DEPARTMENT

RESPONSIBILITIES

The Treasury Department is responsible for providing financial services to all municipal departments including coordinating the budgeting process and monthly monitoring of revenue and expenditure accounts.

Operationally, the department is responsible for the day to day accounting operations of the corporation including Property Taxation, Accounts Payable, Accounts Receivable, Payroll, Purchasing and Provincial Offences Administration.

ACTIVITIES

The Treasury Department is responsible for a range of services required under the Municipal Act and as directed by Council including:

- Maintaining all financial records for the County
- Property tax billing and collection, maintaining property tax records
- Collection of water and sewer accounts
- Processing of accounts payable invoices
- Processing payroll
- Administration and oversight of purchasing activities, procurement of goods and services
- Provincial Offences Administration to include processing charges, collecting fines and scheduling court trials
- Co-ordination of the annual audit process and preparation of the Financial Information Return and the Financial Statements
- Co-ordination of the annual budget process
- Internal reporting of the County's financial activities to Council and management
- Collection of County's Tangible Capital Asset information and ensuring compliance with PSAB 3150 requirements
- Administration of long term debt and processing claims for senior government programs.

2009 ACCOMPLISHMENTS

The following are some of the key accomplishments for 2009:

- Collection of Tangible Capital Asset information, valuation of tangible capital assets, developing accounting policies and formatting information for entry into the Fixed Asset Module and General Ledger
- Assumed responsibility for processing payments and collection of water and sewer accounts
- Implemented FRX reporting for production of financial statements and budgets

2010 ACTION PLAN

In addition to the ongoing responsibilities of the Treasury Department the following activities will be undertaken:

- Implement modules available through accounting software upgrade to include, Electronic Funds Transfer, Bank Reconciliations, Fixed Asset Management, Purchase Order Processing
- Initiate an Asset Management Plan using the Tangible Capital Asset information collected
- Review the Procurement By-law
- Continue to identify cost saving opportunities and refine the Purchase Order system and other procurement activities
- Develop a tracking system to compare Building Permits issued to assessments provided by MPAC and work with MPAC to ensure all new properties are assessed in a timely manner

2010 BUDGET OVERVIEW

In previous years, the Treasury Department was included in the administration budget for Corporate Services. This year there will be separate budgets for the CAO's Office/Administration, Clerks Department, Human Resources and the Treasury Department. The previous year's budget and actual expenditures provided with the Treasury Department's 2010 Draft Budget include the combined activities of the four departments and therefore are not useful for comparison purposes.

The following is a comparison of the 2009 and 2010 Budgets for the departments adjusted for OMPF funding:

| | Net to be Raised | |
|-----------------------------|-------------------------|------------------|
| | 2009 | 2010 |
| | \$ | \$ |
| Administration (2009) | (1,608,133) | |
| Administration/CAO's Office | | (1,252,150) |
| Clerks Department | | 340,875 |
| Treasury Department | | 91,818 |
| Human Resources | | 339,100 |
| Reverse OMPF Revenue | 2,934,400 | 1,961,100 |
| TOTAL | 1,326,267 | 1,480,743 |

In 2010 the Treasury Department is budgeting a \$135,000 decrease in investment income due to low interest rates and reduced bank account balances. This is offset by a \$135,300 budgeted increase (2009- \$643,400, 2010- \$778,700) in Supplemental and P.I.L. taxation revenue.

County of Prince Edward
CS - ADMIN - TREASURY
2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Taxation | (493,870) | (885,026) | (643,406) | (778,672) |
| Federal & Provincial Funding | (11,600,382) | (4,552,632) | (4,552,623) | (1,569,534) |
| Licences and Permits | (29,655) | (28,450) | (35,000) | (30,000) |
| Fines and Penalties | (730,590) | (760,214) | (785,000) | (765,000) |
| Other Revenues | (178,426) | (46,373) | (185,000) | (75,000) |
| Transfers from Reserves and Reserve Funds | (8,604) | (168,700) | (145,000) | 0 |
| TOTAL OPERATING REVENUES | (13,041,527) | (6,441,395) | (6,346,029) | (3,218,206) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 1,452,548 | 1,659,780 | 1,684,800 | 856,000 |
| Materials & Supplies | 90,315 | 117,749 | 101,200 | 94,700 |
| Professional Development, Travel, Health and Safety | 83,800 | 86,308 | 70,770 | 19,350 |
| Communications & Data Processing | 93,494 | 109,938 | 100,000 | 60,000 |
| Rent, Utilities, Repairs, and Maintenance | 140,161 | 138,216 | 134,970 | 127,760 |
| Insurance | 333,124 | 179,566 | 217,758 | 0 |
| Advertising, Marketing & Promotion | 29,611 | 13,231 | 25,760 | 4,000 |
| Professional and Contracted Services | 672,804 | 640,370 | 729,734 | 532,608 |
| Tax Rebates and Write Offs | 24,935 | 19,644 | 15,000 | 17,000 |
| Long Term Debt Charges | 35,424 | 45,039 | 34,206 | 25,072 |
| Transfers to Reserves and Reserve Funds | 7,162,079 | 1,642,052 | 1,638,223 | 1,573,534 |
| TOTAL OPERATING EXPENDITURES | 10,118,295 | 4,651,893 | 4,752,421 | 3,310,024 |
| NET TREASURY TO BE RAISED | (2,923,232) | (1,789,502) | (1,593,608) | 91,818 |

COUNTY OF PRINCE EDWARD 2010 BUDGET

HUMAN RESOURCES

RESPONSIBILITIES

The goal of the Human Resources Department is to assist the County in maintaining high levels of productivity and effectiveness through strategic human resources management.

The Human Resources Department aims to improve the productive contribution of employees, while simultaneously attempting to create, encourage and maintain an environment that supports, develops and maintains the well-being of the workplace.

ACTIVITIES

- Management of County recruitment; performance management; health and safety; compensation and benefits administration; training and development
- Collective agreement negotiations, administration and interpretation
- Non-union policy administration and interpretation
- Developing and maintaining job descriptions; administering the job evaluation program
- Developing, maintaining and implementing corporate human resources policies and procedures
- Fostering positive employee/labour relations

2009 ACCOMPLISHMENTS

Some key projects completed in 2009:

- Negotiated agreements with the ONA, the Professional Firefighters and CAW
- Policies prepared, presented to Council and approved:
 - Respect in the workplace
 - Progressive discipline
 - Termination
 - Recruitment
- Rolled out staff and contractor training required under accessibility legislation

2010 ACTION PLAN

The main focus for the Human Resources Department in 2010 will be negotiating the CUPE collective agreement, completing the job evaluation maintenance program for approximately 30 CUPE positions, developing a corporate orientation program that incorporates Ontarians with Disabilities Act (AODA) requirements, ensuring the current workplace violence and workplace harassment policies comply with recent legislation and preparing full training and monitoring program for same, and, with Council's approval of funding, implementing the Human Resources Information System (HRIS) software to automate and ultimately make the department more efficient and effective.

2010 BUDGET OVERVIEW

In previous years, the Human Resources Department was included in the Administration budget for Corporate Services. This will be the first year for a separate Human Resources Department budget, and as such, previous year's budgets or actual expenditures for comparison purposes are not presented.

An enhancement with regard to consulting and part-time staff assistance to implement the HRIS system is proposed at a total cost of \$18,500.

County of Prince Edward
 CS - Human Resources
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal & Provincial Funding | 0 | 0 | 0 | 0 |
| Other Revenues | 0 | 0 | 0 | (15,000) |
| Transfers from Reserves and Reserve Funds | 0 | 0 | 0 | 0 |
| TOTAL OPERATING REVENUES | 0 | 0 | 0 | (15,000) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 0 | 0 | 0 | 266,900 |
| Materials & Supplies | 0 | 0 | 0 | 1,000 |
| Professional Development, Travel, Health and Safety | 0 | 0 | 0 | 18,200 |
| Communications & Data Processing | 0 | 0 | 0 | 3,000 |
| Rent, Utilities, Repairs, and Maintenance | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 |
| Advertising, Marketing & Promotion | 0 | 0 | 0 | 16,000 |
| Professional and Contracted Services | 0 | 0 | 0 | 49,000 |
| Transfers to Reserves and Reserve Funds | 0 | 0 | 0 | 0 |
| TOTAL OPERATING EXPENDITURES | 0 | 0 | 0 | 354,100 |
| NET HUMAN RESOURCES TO BE RAISED | 0 | 0 | 0 | 339,100 |

COUNTY OF PRINCE EDWARD 2010 BUDGET

IT DEPARTMENT

RESPONSIBILITIES

The Information Technology Department supports all technology related systems such as email, internet, website, financial systems and phone systems. We are also responsible for the development and deployment of new devices and technologies.

The County network of 20 servers and 150 client systems are spread across a wireless wide area network (WAN) of 24 sites. IT also supports 8 sites that are not on the wireless network.

ACTIVITIES

Our main objective is to do everything we can in IT to play a key support role to the rest of the municipality and help them do their jobs more easily. Primarily, we support the existing infrastructure and ensure as much uptime as possible. We deal with break/fix scenarios for other staff and "behind the scenes" for various systems on a daily basis. Every year, IT has become increasingly more proactive which allows us to spend more time on creating greater efficiencies and improvements for other staff and the public.

A new GIS will be critical in helping the County manage and present large amounts of information for managers to make more informed and better decisions. We also recognize how important it is to strive towards enhancing our existing IT communications infrastructure. The upcoming study (see 2010 action plan below) will be key in helping us map out a direction for the future.

Finding a good balance with our time spent supporting existing technology and time spent on future development is very important to ensure that we are operating in a stable environment that is in a state of constant improvement.

2009 ACCOMPLISHMENTS

New GIS – We have laid a solid foundation for a new GIS with an RFP and Vendor Selection process in 2009.

New Tape Backup System - New Server, Tape Autoloader to handle increasing data storage requirements.

Rewiring of Boardrooms in Shire Hall and Edward Building - Centralized phone, data, power, video and sound routed into the center of the conference table.

New Site License Agreement - A new agreement was drawn up and signed by three internet services providers to place equipment on our structures/lands. This is now generating monthly revenue for the County.

Wireless Internet - Rollout of wireless internet for the public and visitors in the Edward Building.

Custom programming - "Rekindlethespirit" online payment interface & other miscellaneous enhancements.

New Email Storage System - We replaced an aging storage device with a new one that provides more fault tolerance and capacity.

LAS Metering - Electricity monitoring for PECC setup and routed through our firewall to help us track and trend energy usage.

Fiber Optics & Integrated Phone Systems - Four buildings were interconnected via fiber with a provision made for future expansion of the fiber network to the new Wastewater Treatment Plant and Church Street Garage.

Water and Wastewater - Setup new system to automatically record consumption at Picton Bulk Loading Station.

New Security System at Shire Hall - Helped get new system of cameras and card swipe readers up and running.

IT Requirements for new Wellington Arena - Wiring layout, computers, phone system, server room, wireless, POS etc.

New IT Inventory System - A key system that allows us to track all IT related components and better anticipate an evergreening or hardware replacement process.

2010 ACTION PLAN

GPS Training & Collection Routines Supervision - We are working to train key staff on how to operate GPS equipment and collect information on our assets. This GPS data will be uploaded to the new GIS and also provide key information in regards to PSAB 3150.

IT Infrastructure Study - This study will be evaluating our current IT based communications infrastructure (copper based, fiber optics, wireless) with a particular focus on transport methods for staff of data and voice. The report will provide recommendations on how to move forward in these areas in the future.

New Wellington Arena – Planning, Acquisition and Deployment of IT components including data switches, servers, phone systems etc.

Website Enhancements - We anticipate further customization to both our external and internal websites. How we use technology to communicate with the public and internally is key. We will continue to evaluate enhancements to get the most of these tools.

Fiber Build to Church Street Garage & Phone System Extension - We anticipate the release of a tender that will allow us to extend our fiber optics network to both the new Wastewater Treatment Plant and Church Street Garage. As part of this build-out, we anticipate adding Church Street Garage to our centralized phone system.

GIS Base System Rollout - By the spring of 2010, we will have the core pieces in place for a launch of our new GIS for staff only. We expect to add additional data to the system on a constant basis. The plan is to launch a version of the GIS viewer to the public in late 2010.

2010 BUDGET OVERVIEW

The 2010 Budget of \$421,500 is a \$65,740 increase (15.6%) versus the 2009 Budget. The increases are due to:

- 1) Increased wages, benefits and training lines to support the GIS Initiatives creation of the new position of "GIS Coordinator" within the IT Department.
- 2) An increase in the IT budget to cover the cost of new GIS Software licensing and professional services.
- 3) These increases(2) & 3)) are offset by a cost recovery from other departmental budgets (\$75,000) as outlined in the IT report on GIS to the November 2009 Committee of the Whole.
- 4) Step Increases and COLA for current full time IT staff.

County of Prince Edward
CS - Information Technology
2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Tower Rental Revenues | 0 | (2,500) | 0 | (29,500) |
| TOTAL OPERATING REVENUES | 0 | (2,500) | 0 | (29,500) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 204,825 | 218,988 | 221,760 | 297,000 |
| Materials & Supplies | 139 | 993 | 1,000 | 500 |
| Professional Development, Travel, Health and Safety | 9,997 | 9,726 | 12,000 | 13,000 |
| Communications & Data Processing | 105,522 | 94,719 | 108,000 | 172,000 |
| Rent, Utilities, Repairs, and Maintenance | 1,848 | 1,321 | 3,000 | 4,000 |
| Professional and Contracted Services | 0 | 0 | 0 | 15,000 |
| Transfers to Others | 0 | 0 | 0 | (75,000) |
| Transfers to Reserves and Reserve Funds | 23,500 | 10,000 | 10,000 | 24,500 |
| TOTAL OPERATING EXPENDITURES | 345,831 | 335,747 | 355,760 | 451,000 |
| NET INFORMATION TECHNOLOGY TO BE RAISED | 345,831 | 333,247 | 355,760 | 421,500 |

COUNTY OF PRINCE EDWARD 2010 BUDGET

FIRE DEPARTMENT

RESPONSIBILITIES

The Fire Department is responsible for firefighting, investigations, inspections and fire prevention for the County of Prince Edward.

The County's Municipal boundaries are shared with Quinte West, Belleville, Tyendinega, and each of these municipalities is a member of the Hasting & Prince Edward County Mutual Aid Association. The County of Prince Edward and Quinte West share an Automatic Aid Agreement.

ACTIVITIES

- Our functions include education and prevention programs, answering inquiries, fire code enforcement, site plan reviews, fire suppression, rescue services, first response medical assist, ice water rescue, and auto extrication.
- Training complement of 144 firefighters
- Develop policies and procedures
- Develop by-laws
- Prepare annual budgets and reports
- Maintain fleet of 37 vehicles
- Maintain and operate 12 Fire Stations

2009 ACCOMPLISHMENTS

- In 2009 an in-house retrofit of a rescue van was completed - by doing this project in house we realized a savings of \$30,000
- Negotiated Collective Agreement with professional firefighters
- Negotiated a Memorandum of Understanding with Volunteer Firefighters
- Over the past three years increased the number of completed specialty training modules from 17 to 230
- Delivered fire education information to 800 plus children between the ages of 8-12 years

2010 ACTION PLAN

- Conduct Master Fire Planning
- Continuation of upgrading staff through specialty courses
- Train under the Ontario firefighter curriculum. Each district is tasked to complete 7 sections per year out of 45 sections

- Focus on fire prevention by aggressively inspecting multiple dwelling units as well as continuing to inspect for annual compliance requirements
- Actively communicate public education messages in schools, primarily targeting grades Kindergarten, 4 , 5 & 8
- Actively communicate public education messages to seniors
- Upgrade emergency rescue vehicle for District 5

2010 BUDGET OVERVIEW

The 2010 Projected Operating Budget of \$1,761,065 is a \$231,729 or (15.1%) increase over the 2009 Approved Operating Budget. The increases are due to:

- 1) Shifting of Capital Expenditures to the Operating Budget in the amount of \$70,000. This shift is due to the new capitalization policy adopted by the County (PSAB 3150) in 2010. Items such as hose, nozzles SCBA and any other firefighting related equipment are now being charged to the Operating Budget.
- 2) \$25,000 for Master Fire Planning, as endorsed by council
- 3) \$20,500 Additional repairs & maintenance at 3 stations.
- 4) Increased wages for training and firefighting for volunteer firefighters, in accordance with negotiated Memorandum of Understanding
- 5) Increase in vehicle insurance costs
- 6) Step increases and COLA for current Full Time firefighters as per negotiated contract.

County of Prince Edward
CS - Fire Department
2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal & Provincial Funding | 0 | (2,450) | (700) | (700) |
| User Fees and Service Charges | (3,016) | (3,356) | (3,050) | (4,350) |
| Licences and Permits | (31,750) | (32,125) | (32,000) | (48,000) |
| Other Revenues | (17,310) | (5,521) | (2,500) | (2,500) |
| TOTAL OPERATING REVENUES | (52,076) | (43,452) | (38,250) | (55,550) |
| OPERATING EXPENDITURES | | | | |
| Administration | 23,348 | 40,110 | 40,512 | 255,841 |
| Fire Prevention | 10,032 | 12,146 | 11,900 | 14,490 |
| Communications | 6,442 | 15,818 | 13,000 | 15,000 |
| Transfer to Reserves and Reserve Funds | 17,345 | 44,812 | 0 | 0 |
| | 57,167 | 112,886 | 65,412 | 285,331 |
| District 1 - Picton | | | | |
| Fire Fighting and Training | 786,469 | 829,098 | 808,002 | 877,778 |
| Fire Halls | 16,948 | 16,449 | 17,771 | 16,200 |
| Fire Fleet and Equipment | 42,229 | 43,758 | 51,298 | 32,010 |
| Total District 1 | 845,646 | 889,305 | 877,071 | 925,988 |
| District 2 - Hallowell | | | | |
| Fire Fighting and Training | 81,015 | 114,403 | 80,715 | 99,076 |
| Fire Halls | 18,088 | 22,687 | 27,714 | 25,220 |
| Fire Fleet and Equipment | 25,906 | 33,884 | 34,351 | 22,970 |
| Total District 2 | 125,009 | 170,974 | 142,780 | 147,266 |
| District 3 - South Marysburgh | | | | |
| Fire Fighting and Training | 27,540 | 34,730 | 39,139 | 42,912 |
| Fire Halls | 4,741 | 3,867 | 5,647 | 4,600 |
| Fire Fleet and Equipment | 10,012 | 14,679 | 19,674 | 10,600 |
| Total District 3 | 42,293 | 53,276 | 64,460 | 58,112 |
| District 4 - Sophiasburgh | | | | |
| Fire Fighting and Training | 51,626 | 52,169 | 55,722 | 67,740 |
| Fire Halls | 7,806 | 6,676 | 9,239 | 7,700 |
| Fire Fleet and Equipment | 16,032 | 18,095 | 21,716 | 15,692 |
| Total District 4 | 75,464 | 76,940 | 86,677 | 91,132 |
| District 5 - Ameliasburgh | | | | |
| Fire Fighting and Training | 89,357 | 83,255 | 97,430 | 99,062 |
| Fire Halls | 29,562 | 17,333 | 25,845 | 37,400 |
| Fire Fleet and Equipment | 33,209 | 32,984 | 39,009 | 22,964 |
| Total District 5 | 152,128 | 133,572 | 162,284 | 159,426 |
| District 6 - Hillier | | | | |
| Fire Fighting and Training | 40,129 | 42,233 | 49,781 | 52,757 |
| Fire Halls | 7,340 | 8,235 | 12,643 | 15,000 |
| Fire Fleet and Equipment | 18,786 | 24,398 | 27,059 | 13,586 |
| Total District 6 | 66,255 | 74,866 | 89,483 | 81,343 |
| District 7 - Wellington | | | | |
| Fire Fighting and Training | 38,715 | 41,279 | 48,419 | 47,997 |
| Fire Halls | 6,452 | 8,342 | 8,522 | 8,600 |
| Fire Fleet and Equipment | 21,707 | 15,333 | 22,478 | 11,420 |
| Total District 7 | 66,874 | 64,954 | 79,419 | 68,017 |
| Total District Expenditures | 1,373,669 | 1,463,887 | 1,502,174 | 1,531,284 |
| Net Fire To Be Raised | 1,378,760 | 1,533,321 | 1,529,336 | 1,761,065 |

COUNTY OF PRINCE EDWARD 2010 BUDGET

H. J. McFARLAND MEMORIAL HOME

RESPONSIBILITIES

H. J. McFarland Memorial Home is responsible for providing Resident Focused Care that maximizes the autonomy, life satisfaction, dignity and rights of each of our 84 residents.

As a Long Term Care Home we are committed to providing comprehensive Holistic care to people who are no longer able to live in their own homes. While our current demographics are mostly residents over the age of 65, there are increasing incidences of younger people being admitted to Long Term Care due to debilitating accidents or illnesses.

The Ministry of Health and Long Term Care provides standards for all Long Term Care Homes that are mandatory and they also provide annual inspections to ensure that operations across the Home and across all departments are meeting those standards.

While the majority of our residents are from Prince Edward County, the admissions are controlled by the CCAC and all residents across Ontario have the opportunity to apply for admission to our Home.

ACTIVITIES

We provide 24/7 Nursing care to our residents. The Nursing Department is responsible for all of the nursing and personal care needs of our residents. We have a Medical Director who provides medical services to residents and supervises/arranges coverage by other physicians.

The Resident Services Department is responsible for the recreational and therapeutic needs of our Residents. Programming is offered 7 days per week. We contract out for Physiotherapy services to optimize residents' mobility and daily independence. The Resident Services Department is also responsible for recruiting and supervising Volunteers from the community.

The Environmental Department provides Housekeeping, Laundry, and Maintenance services for our residents. Housekeeping and laundry services operate 7 days per week, and maintenance, 5 days per week.

The Dietary Department provides 3 meals per day plus an afternoon and evening snack. We have 2 kitchenettes on the floors that are stocked with simple foods and drinks for other times that residents may be hungry. We are provided a per diem from the Ministry of Health and Long Term Care for Resident Food that must be spent entirely on food for the residents. We contract out to a Dietician to ensure that Residents are receiving appropriate foods for their prescribed diets. The Dietary Department also provides, at an additional cost, meals for visitors, staff, VON Adult Day program and the Meals On Wheels program.

2009 ACCOMPLISHMENTS

In September 2009, we implemented the County's Attendance Awareness Program. We also adjusted our staffing to ensure adequate and safe coverage for residents during the night shift. This was done without increasing staffing or budget.

We implemented strategies recommended by the consulting firm Silver Meridian to improve workplace relations and increase respect in the workplace.

We introduced a collaborative model of care between the Resident Services Department and the Physiotherapy Services. This will enable residents to receive more rehabilitative care as per recommendations by a licensed Physiotherapist. In future we should see a positive impact on funding in our Nursing and Personal Care envelope as a result of this collaboration.

We also introduced "Pleasurable Dining" for residents which involves assistance from staff in all Departments to ensure that the Residents are assisted to the Dining Rooms promptly at the start of meals and to assist in serving meals so that residents are not waiting for prolonged periods of time for their meals.

We implemented a regular schedule of staff meetings with All-Staff meetings every 2nd month and regular departmental meetings on alternate months.

2010 ACTION PLAN

The Long Term Care Homes Act is not currently in effect but when it is passed into legislation, it will contain many expectations that all Long Term Care Homes will be required to meet. This will impact in 2010 as we prepare to meet these new demands and requirements.

LSAA (LHIN Service Accountability Agreement) - We will be required to commit to a Service Accountability Agreement with our local LHIN. This basically requires that the LHIN be aware of services we offer, and we will be

financially accountable to the LHIN for the funding we receive from the MOHLTC.

Workplace Relations- we will continue to work on Respect in the Workplace. There will be yearly training in Harassment and Violence in the Workplace. We will offer a Conflict Resolution workshop that will be open to staff and will include at minimum all managers and Union Stewards.

Communications - We will be updating our newsletter format and ensuring that newsletters are available to all staff, residents, families and visitors on a quarterly basis. We will also be implementing "Town Hall" meetings on a quarterly basis that will allow for open discussions about changes and processes within the Home. These meetings are intended to be an information tool and an opportunity for residents and families to raise concerns. These meetings will be open to staff to attend as well.

Accreditation- we will be preparing for accreditation. Our survey date will be November, 2010. There will be surveys to the staff regarding Resident Safety and Worklife. These surveys will generate a "Road Map" to guide planned improvements.

Funding- Our RAI coordinator and back-up RAI coordinator will be sent for full training in the RAI-MDS. It was identified in December that they had never received the Mandatory training in RAI-MDS. This may have impacted our funding, as we did suffer a drop in funding in the Nursing and Personal Care envelope. Our goal will be to ensure that our RAI assessments accurately reflect the needs of our Residents and to ensure that we are getting full funding based on their needs. This will be a 2 year plan, as the funding follows a year behind the Assessment year.

2010 BUDGET OVERVIEW

The 2010 Budget of \$ 5,243,725 is an overall increase of \$ 142,264.00 (2.8%) over the 2009 Budget. Of this increase the net amount to be raised is \$ 451,855.00 which is an increase of \$105,842.00 (30%). The increases are due to:

- 1) Decreased funding from the Ministry of Health and Long Term Care in the Nursing and Personal Care envelope. Our CMI results, based on the RAI-MDS data, resulted in a 5% decrease in funding which translated into a \$46,288 drop over the 2009 funding.
- 2) Step increases and increases related to the current union contracts (2% per year) which resulted in a budgeted salary and benefit increase of \$139,215.

County of Prince Edward
 CS - HJ McFarland Home
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal & Provincial Funding | (3,181,709) | (3,294,814) | (3,283,330) | (3,237,042) |
| User Fees and Service Charges | (1,483,791) | (1,407,286) | (1,471,519) | (1,554,829) |
| Other Revenues | (5,522) | (422) | (600) | 0 |
| Transfers from Reserves and Reserve Funds | | | | |
| TOTAL OPERATING REVENUES | (4,671,022) | (4,702,522) | (4,755,449) | (4,791,871) |
| OPERATING EXPENDITURES | | | | |
| Administration | 409,708 | 339,135 | 373,867 | 392,979 |
| Dietary Services | 741,952 | 736,436 | 745,700 | 751,030 |
| Medical and Nursing Services | 2,611,380 | 2,794,729 | 2,779,980 | 2,857,434 |
| Housekeeping | 336,784 | 335,764 | 346,834 | 369,145 |
| Laundry | 85,580 | 73,314 | 92,950 | 92,506 |
| Building Maintenance | 177,778 | 176,923 | 180,115 | 181,560 |
| Life Enrichment | 243,791 | 268,233 | 254,721 | 268,528 |
| Non-Subsidized Expenditures | 232,513 | 242,363 | 238,580 | 243,470 |
| Long Term Debt Repayment | 88,714 | 88,714 | 88,715 | 88,714 |
| TOTAL OPERATING EXPENDITURES | 4,928,200 | 5,055,611 | 5,101,462 | 5,245,366 |
| NET H.J. MCFARLAND HOME TO BE RAISED | <u>257,178</u> | <u>353,089</u> | <u>346,013</u> | <u>453,495</u> |

COUNTY OF PRINCE EDWARD 2010 BUDGET

ECONOMIC DEVELOPMENT DEPARTMENT

RESPONSIBILITIES

The Economic Development Department is responsible for carrying out Council's Economic Development Vision for the municipality. The department's primary role is that of encouraging private sector investment resulting in business retention, expansion and attraction.

The 2010 strategy will continue the Creative Rural Economy Plan and focus on developing overall Creative Economy initiatives and **Prince Edward County's four economic clusters of economic strength and potential which are:**

- 1. Creativity**
- 2. Gastronomy**
- 3. Green**
- 4. Health**

ACTIVITIES

Activities are divided into several responsibilities. The department is moving away from a project initiation based focus (management of Events, Major Initiatives / Projects – Like Harvestin' the County/Local Agricultural Initiative, etc.) and towards cluster development and an investor / customer service model (The Headland Creative Cluster Collaborative Business Incubator - driven by the demand for department time by increased new investment) with the goal of ensuring that people are in place to assist investment to establish here. We are trying to free up human resources to provide better investor customer service by removing some of our time project work

On a day to day level department functions include assisting investors with their inquires, developing outbound messaging to attract focused 4 cluster investment, manage projects and initiatives, work with internal departments on economic development and administrative issues, prepare various reports for Council, attend various meetings & events, network with community members/orgs, NGO's, Not for Profits, Ministries, Economic Development Agencies etc.. to develop support infrastructure, to secure grants, to ensure profile for investment attraction, policy and tool development at Provincial and Federal levels. Administration such as status reporting, planning and budgeting, HR tasks (timesheets, expenses, reviews, etc), Training and Professional Development.

2009 ACCOMPLISHMENTS

2009 was an all time record year for economic development in Prince Edward County, from record levels of investment approvals, to all time high building permits to the number of investment inquires. Highlights are as follows:

- **\$50,000,000** Cottage Advisors investment came forward to Council for consideration and approval
- **\$100,000,000** approval in principal of The Kaitlin Group's Wellington development (partially a reflection of our brand building)
- **\$8,000,000** North Marysburgh spa resort investment
- **\$5,000,000** Shoppers Drug Mart
- **\$50,000** Grant for Spark Box new business start up
- **\$49,000** Grant The Headland Digital Media Collaborative
- Invest in Cheese Regional Initiative
- Successful Harvestin' the County Program and transfer of responsibility to Taste the County
- **\$200,000** grant launch of Enterprise Facilitation in Prince Edward County as part of a regional partnership (\$200,000 grant with approx 1/3 directly benefiting PEC in human resources and training – Start up resources for entrepreneurs)
- Strengthening partnership with the Ministry of Economic Development and Trade through our Small Business Centre
- 5 high school Summer Student Company start ups and 42 business consultations
- Launch of Social Media as our outbound messaging and inbound marketing strategy for investment attraction
- Established a framework with Taste the County for a "Visit, Live, Invest," coordinated economic development marketing effort
- Identification of 4 Clusters of Strength and potential for a more focused Economic Development Effort Realign resource for better customer service
- Completion of Cultural Planning Economic Impact Study on PEC by Ministry of Culture
- Completion of 3 Southern Ontario Creative Economy Action Plans: Canada's Creative Corridor, Creativity on the City's Edge, Creative Potential Straddling Two Mega Regions
- Launched Ontario East Creative Economy Sector Team and Ontario Creative Economy Alliance
- Survived the recession with the strongest year on record for building permits, realized investment attraction and investment leads.

2010 ACTION PLAN

Strategy

Completing Creative Rural (CRE) Municipally Integrated Economy Strategic Plan – first Quarter 2010

Initiating a Community Improvement Plan (Investment Tax Incentive Plan as an out come of the above plan for 2010 completion)

Rolling out CRE beginning to work interdepartmentally to make CRE effective

Rolling out CRE in the community and market place

Working with Planning Department on Secondary Plans and Official Plan

Revise – providing input, direction and feedback as appropriate

Ontario East Economic Development Commission Creative Economy &

Ontario Creative Economy Alliance Sector Team Lead advocate for provincial and federal support regarding polices, tools development and funding

Initiatives in order to be effective in attracting investment

Social media based inbound marketing efforts

Overall Creative Economy

Creative Minds quarterly business networking meetings

Social Media Communication Discovery and Trial (in bound marketing – investment attraction)

Social Media Plan – Scope and Deliver

Enterprise Facilitation

Monthly Economic Success Story Articles in Picton Gazette & Social Media

Other (targeted appropriate opportunities as they arise)

4 Clusters of Strength and Potential Development

1. Creativity

Cluster Definition/Scope/Alignment

Investment Portfolio Research

Investment Portfolio Development

Cultural Round Table

Spark Box Studio

The Headland - Phase 1

Loyalist College Picton Arts School Pilot

Armory Cultural Hub (not yet scoped)

Cultural Centre (not yet scoped)

Creative Economy Digital Media Centre of Excellence (private sector driven)

Servicing investors

Opportunities as the arise

2. Gastronomy

Cluster Definition/Scope/Alignment

Investment Portfolio Research

Investment Portfolio Development

Cheese Event/ Congress - Planning for a 2011 Event

Ontario East Food Sector Team – investment attraction trade shows/marketing
Artisan Distillery - Feasibility study to service investors
Citta Slow – Slow Cities
Twinning - starting with Cowichan & Salt Spring Island, BC
Unseco – Global Gastronomy Branding Discovery
Experiential Gastronomy - Plan development
Target Accredited Gastronomy Schools to establish here (not yet scoped)
Invest in Cheese Investment Attraction - ongoing
Harvestin' Supper Transition
Harvestin'/LAI - oversee partners, manage reporting transition to Taste the County
Opportunities as they arise

Green and Health are significant cluster development opportunities and require appropriate resources to launch, manage and grow investment successfully. Currently the resources are not in place.

3. Green

Planned activity has not been established yet. Awaiting incremental resource approval from Council, prior to proceeding.
PEC Green Industry Alliance (not yet scoped)

4. Health

Planned activity has not been established yet. Awaiting incremental resource approval from Council, prior to proceeding.
Family Health Team (not yet scoped)

2010 BUDGET OVERVIEW

The 2010 Budget of \$521,000 (tax levy) is a \$31,329 (6%) increase over the 2009 Budget. The increases are due to:

Effectively, the EDO undertook a zero base budget approach in 2010, departing from its previous project / major initiative approach towards staffing and aligning work and resources to support the 4 cluster development and investor customer service needs.

This budget does not reflect total resources required to effectively roll out the plan across all 4 clusters. The Creative and Gastronomy Clusters that are developing, active and have investor momentum are adequately funded for 2010. The Green and Health clusters will require additional funding in order to launch. Additional funding is outlined in the accompanying Request for Budget Enhancement Document.

County of Prince Edward
Corporate Services - Economic Development Office
2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal & Provincial Funding | (82,217) | (74,893) | (107,050) | (152,372) |
| User Fees and Service Charges | (47,730) | (23,255) | (180,000) | (180,000) |
| Transfers from Reserves and Reserve Funds | (27,061) | (53,000) | (100,000) | (25,000) |
| TOTAL OPERATING REVENUES | (157,008) | (151,148) | (387,050) | (357,372) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 196,253 | 187,061 | 207,000 | 231,864 |
| Materials & Supplies | 1,230 | 2,512 | 2,000 | 3,500 |
| Professional Development, Travel, Health and Safety | 31,241 | 29,254 | 29,850 | 40,640 |
| Communications & Data Processing | 24,424 | 13,214 | 20,500 | 22,500 |
| Rent, Utilities, Repairs, and Maintenance | 4,745 | 16,429 | 22,076 | 17,300 |
| Advertising, Marketing & Promotion | 162,089 | 195,644 | 286,650 | 240,700 |
| Professional and Contracted Services | 6,972 | 14,053 | 7,500 | 7,500 |
| Projects | 7,061 | 40,259 | 0 | 0 |
| Transfers to Others | 119,074 | 121,545 | 121,545 | 133,992 |
| Transfers to Reserves and Reserve Funds | 29,000 | 19,826 | 180,000 | 180,000 |
| TOTAL OPERATING EXPENDITURES | 582,089 | 639,797 | 877,121 | 877,996 |
| NET ECONOMIC DEVELOPMENT TO BE RAISED | 425,081 | 488,649 | 490,071 | 520,624 |

County of Prince Edward
 Corporate Services - BIA
 2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|--|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Taxation | (80,585) | (79,466) | (80,000) | (80,500) |
| Federal & Provincial Funding | (37,025) | (65,755) | (37,000) | (82,738) |
| User Fees and Service Charges | (1,040) | (6,349) | 0 | (5,410) |
| Other Revenues | (5,007) | (875) | (11,500) | (14,500) |
| Transfers from Reserves and Reserve Funds | (11,458) | (11,458) | (3,358) | (3,277) |
| TOTAL OPERATING REVENUES | (135,115) | (163,903) | (131,858) | (186,425) |
| OPERATING EXPENDITURES | | | | |
| Wages & Benefits | 41,567 | 75,899 | 87,158 | 89,750 |
| Materials & Supplies | 10,775 | 27,388 | 14,000 | 31,650 |
| Professional Development, Travel, Health and Safety | 13,436 | 848 | 0 | 1,625 |
| Communications & Data Processing | 0 | 6,563 | 5,200 | 11,700 |
| Rent, Utilities, Repairs, & Maintenance | 0 | 6,263 | 0 | 6,000 |
| Advertising, Marketing & Promotion | 48,086 | 42,408 | 25,500 | 45,700 |
| TOTAL OPERATING EXPENDITURES | 113,864 | 159,369 | 131,858 | 186,425 |
| NET BUSINESS IMPROVEMENT ASSOCIATION TO BE RAIS | (21,251) | (4,534) | 0 | 0 |

County of Prince Edward
Corporate Services - Land Ambulance
2010 DRAFT BUDGET

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal & Provincial Funding | (1,139,284) | (1,144,410) | (1,131,576) | (1,109,821) |
| User Fees and Service Charges | (1,917) | (3,842) | (2,000) | (2,000) |
| TOTAL OPERATING REVENUES | (1,141,201) | (1,148,252) | (1,133,576) | (1,111,821) |
| OPERATING EXPENDITURES | | | | |
| Materials & Supplies | 0 | 33 | 0 | 0 |
| Professional Development, Travel, Health and Safety | 250 | 0 | 250 | 250 |
| Rent, Utilities, Repairs, and Maintenance | 107,893 | 108,454 | 116,405 | 112,215 |
| Insurance | 1,471 | 4,375 | 2,846 | 4,590 |
| Transfers to Others | 1,950,317 | 1,960,374 | 2,035,374 | 2,004,582 |
| Transfers to Reserves and Reserve Funds | 100,000 | 100,000 | 100,000 | 100,000 |
| TOTAL OPERATING EXPENDITURES | 2,159,931 | 2,173,236 | 2,254,875 | 2,221,637 |
| NET LAND AMBULANCE TO BE RAISED | <u>1,018,730</u> | <u>1,024,984</u> | <u>1,121,299</u> | <u>1,109,816</u> |

County of Prince Edward
 Corporate Services - External Agencies
 2010 BUDGET WORKSHEETS
 For the Twelve Months Ending December 31, 2009

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Draft Budget |
|---|----------------------------|-----------------------|----------------------------|-------------------------|
| OPERATING REVENUES | | | | |
| Federal and Provincial Funding | 0 | (917,900) | (917,900) | (180,900) |
| Other Revenues | 0 | (111,020) | 0 | 0 |
| Transfers from Reserves and Reserve Funds | 0 | (469,522) | (469,522) | (517,820) |
| TOTAL OPERATING REVENUES | 0 | (1,498,442) | (1,387,422) | (698,720) |
| OPERATING EXPENDITURES | | | | |
| Transfers to Others | 4,430,159 | 4,357,141 | 4,357,163 | 3,566,710 |
| Transfer to Reserve and Reserve Funds | 0 | 111,020 | 0 | 0 |
| TOTAL OPERATING EXPENDITURES | 4,430,159 | 4,468,161 | 4,357,163 | 3,566,710 |
| NET EXTERNAL AGENCIES TO BE RAISED | 4,430,159 | 2,969,719 | 2,969,741 | 2,867,990 |

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**Prince Edward County
2010 Budget Enhancements
As at January 28, 2010**

S:\Corporate Services\2010 Budget\Report Manager Books\CS\[CS BE 007 EDO Enhanced Budget.xls]Sheet1

| Department | Enhancemen | Description | Amount |
|---------------------------|-------------------|---|-----------------------|
| Corporate Services | CS BE 001 | Fire - Professional Development | 25,255 |
| | CS BE 002 | Fire - Building Mtce - Carrying Place | 8,000 |
| | CS BE 003 | Fire - Building Mtce - Rossmore | 8,500 |
| | CS BE 004 | McFarland Home - Resident Computer Station | 5,000 |
| | CS BE 005 | Clerks Office - Communications Plan | 12,700 |
| | CS BE 006 | Human Resource - HRIS Implementation | 18,500 |
| | CS BE 007 | Economic Development - Development Strategy | 125,848 |
| TOTAL | | | <u><u>203,803</u></u> |

**PRINCE EDWARD COUNTY
BUDGET 2010
REQUEST FOR OPERATING BUDGET ENHANCEMENT**

DEPARTMENT: Clerks

PROGRAM / ACTIVITY: Communications

RATIONALE FOR ENHANCEMENT

Council has adopted a draft Communications Plan and a referred a series of recommendations related to implementation of the plan to the budget process. The following enhancements were requested for consideration:

- Report Writing Workshop \$1,600 for 20 participants \$3,200 for 40 (to capture all report writer)
- AMO one day Communications/Media workshop \$370. each for Dick, Gerry, Robert, Barry, plus travel \$1,600. or same workshop provided in-house for 20 users \$5,000.
- Customer Service Training for front-line staff \$ 2,400/20 persons \$3,500/30 persons.
- Council has also approved a recommendation from the Communications Plan that an email distribution list service be provided as a further means of distributing timely information to the public and interested parties. Software costs are estimated at \$1,000.

| Account Description: | GL Code: | Amount |
|-------------------------------|----------|---------------------|
| Customer Service Training | | 3,500.00 |
| Media/Communications Training | | 5,000.00 |
| Report Writing Training | | 3,200.00 |
| Email distrituion lists | | 1,000.00 |
| | | |
| | | |
| Total: | | \$ 12,700.00 |

STRATEGIC PLAN IMPLICATIONS:

These initiatives contribute to the Strategic Plan Objective: Provide an efficient, effective and responsive municipal government.

enhancementa

**PRINCE EDWARD COUNTY
BUDGET 2010
REQUEST FOR OPERATING BUDGET ENHANCEMENT**

DEPARTMENT: Human Resources

PROGRAM / ACTIVITY: HRIS Implementation

RATIONALE FOR ENHANCEMENT

The HRIS (Human Resources Information System) offered by Great Plains (integrates to the County's financial software) was acquired by the municipality over 4 years ago. Despite a number of efforts, it has never been implemented. Current staff were trained in July 2009; however, due to the resignation of the Manager of HR in August, no progress on this initiative has been made. The use of an HRIS reduces manual work and duplication of work between HR & Payroll. The HRIS will be used to archive data such as training records, emergency contacts, dependents, discipline and previous positions held. Such records are now maintained either on paper or in an excel spreadsheet. The HRIS will also facilitate efficient generation of reports required by our benefit carriers ie. annual reporting of salaries for life insurance administration. Due to the backlog in HR and other significant 2010 projects such as CUPE negotiations, our lean department cannot do the majority of the data entry required to build this system. Consulting services will need to be relied upon to build the system and a co-op/student is preferred for at least a 4 month period to input data. Most municipal Human Resource Departments today have some form of HRIS in place.

| Account Description: | Account Description: GL Code: | Amount |
|--------------------------------|----------------------------------|--------------|
| Wages | | 8,500.00 |
| Benefits | | |
| Building Repairs & Maintenance | | |
| Other Professional Services | | 10,000.00 |
| | Total: | \$ 18,500.00 |

STRATEGIC PLAN IMPLICATIONS:

enhancementa

County of Prince Edward
Corporate Services - Economic Development Office
2010 BUDGET WORKSHEETS
For the Twelve Months Ending December 31, 2009

| | 2008 ACTUAL YEAR END | 2009 ACTUAL YTD | 2009 Approved Budget | 2010 Projected Budget | 2010 Enhanced Budget |
|--|----------------------------|-----------------------|----------------------------|-----------------------------|----------------------------|
| OPERATING REVENUES | | | | | |
| Federal & Provincial Funding: | | | | | |
| 1-5-100-860-000 Gov't of Canada - Economic Development | (79,642) | (49,893) | (67,050) | (90,672) | |
| 1-5-200-860-000 Prov of Ontario - Economic Development | (2,575) | 0 | (40,000) | (25,000) | |
| 1-5-200-860-001 Prov of Ont - Economic Dev - S.B.S. | 0 | (25,000) | 0 | (36,700) | |
| Total Federal & Provincial Funding | (82,217) | (74,893) | (107,050) | (152,372) | 0 |
| User Fees and Service Charges: | | | | | |
| 1-6-860-101-000 Economic Dev-Revenue | (29,103) | (1,785) | 0 | 0 | |
| 1-6-860-102-000 Economic Dev-Special Events Revenue | (14,627) | (1,644) | 0 | 0 | |
| 1-6-860-104-000 Economic Dev-L.A.I.-Revenue | 0 | 0 | 0 | 0 | |
| 1-6-860-110-000 Economic Dev-Land Sale Revenue | (4,000) | (19,826) | (180,000) | (180,000) | |
| Total User Fees and Service Charges | (47,730) | (23,255) | (180,000) | (180,000) | 0 |
| Transfers from Reserves and Reserve Funds: | | | | | |
| 1-6-860-800-000 Economic Dev-Transfer from Reserves | (27,061) | (53,000) | (100,000) | (25,000) | |
| Total Transfers from Reserves and Reserve Funds | (27,061) | (53,000) | (100,000) | (25,000) | 0 |
| TOTAL OPERATING REVENUES | (157,008) | (151,148) | (387,050) | (357,372) | 0 |
| OPERATING EXPENDITURES | | | | | |
| Wages & Benefits: | | | | | |
| 1-7-860-110-000 Economic Dev-Wages | 164,182 | 154,303 | 168,000 | 191,006 | |
| 1-7-860-120-000 Economic Dev-Benefits | 32,071 | 32,758 | 39,000 | 40,858 | |
| 1-7-860-110-000 Economic Dev-Wages (Health - Jun 1 - Dec 31) | | | | | 28,442 |
| 1-7-860-120-000 Economic Dev-Benefits(Health - Jun 1 - Dec 31) | | | | | 5,482 |
| 1-7-860-110-000 Economic Dev-Wages (Green - Jun 1 - Dec 31) | | | | | 28,442 |
| 1-7-860-120-000 Economic Dev-Benefits (Green - Jun 1 - Dec 31) | | | | | 5,482 |
| Total Wages & Benefits | 196,253 | 187,061 | 207,000 | 231,864 | 67,848 |
| Materials & Supplies: | | | | | |
| 1-7-860-210-000 Economic Dev-Office Supplies | 1,230 | 2,512 | 2,000 | 3,500 | 500 |
| Total Materials & Supplies | 1,230 | 2,512 | 2,000 | 3,500 | 500 |
| Professional Development, Travel, Health and Safety: | | | | | |
| 1-7-860-140-000 Economic Dev-Professional Development | 3,503 | 2,243 | 5,000 | 5,000 | 1000 |
| 1-7-860-142-000 Economic Dev-Memberships & Publications | 4,227 | 1,626 | 4,900 | 5,000 | 1000 |
| 1-7-860-141-000 Economic Dev-Travel | 23,511 | 25,385 | 19,950 | 30,640 | |
| Total Professional Development, Travel, Health and Safety | 31,241 | 29,254 | 29,850 | 40,640 | 2,000 |
| Communications & Data Processing: | | | | | |
| 1-7-860-220-000 Economic Dev-Data Processing | 17,708 | 5,526 | 12,500 | 11,500 | |
| 1-7-860-243-000 Economic Dev-Communications | 6,717 | 7,688 | 8,000 | 11,000 | |
| Hardware and Software - Green & Healthcare | | | | | 4,000 |
| Phone Upgrades and Charges | | | | | 4,500 |
| Total Communications & Data Processing | 24,425 | 13,214 | 20,500 | 22,500 | 8,500 |
| Rent, Utilities, Repairs, and Maintenance: | | | | | |
| 1-7-860-232-000 Economic Dev - Office Rent | 4,271 | 13,862 | 18,576 | 15,200 | |
| 1-7-860-242-000 Economic Dev-Utilities | 0 | 724 | 1,200 | 900 | |
| 1-7-860-241-000 Economic Dev - Bldg Rep & Mtce | 474 | 1,843 | 2,300 | 1,200 | |
| Total Rent, Utilities, Repairs, and Maintenance | 4,745 | 16,429 | 22,076 | 17,300 | 0 |
| Advertising, Marketing & Promotion: | | | | | |
| 1-7-860-251-000 Economic Dev-Promotion-Agriculture | 61,357 | 18,958 | 27,800 | 0 | |
| 1-7-860-252-000 Economic Dev-Promotion-Destination Marketing | 12,871 | 34,763 | 35,000 | 25,000 | |
| 1-7-860-253-000 Econ Dev-Promotion-Creative Economy | 83,235 | 139,262 | 208,850 | 103,500 | |
| 1-7-860-254-000 Economic Dev-Promotion-Creative | 4,626 | 2,661 | 15,000 | 8,000 | |
| 1-7-860-254-001 Econ Dev - Creative Ind. - Spark Box Studio | 0 | 0 | 0 | 27,000 | |
| 1-7-860-254-002 Econ Dev - Creative Ind. - Gastronomy | 0 | 0 | 0 | 8,000 | 7000 |
| 1-7-860-254-003 Econ Dev - Creative Ind. - Invest in Cheese | 0 | 0 | 0 | 2,500 | |
| 1-7-860-254-004 Econ Dev - Creative Ind. - Harvestin' the County | 0 | 0 | 0 | 11,700 | |
| 1-7-860-254-005 Econ Dev - Creative Ind. - The Headland | 0 | 0 | 0 | 50,000 | |
| 1-7-860-254-008 Econ Dev - Creative Ind. - Small Business Centre | 0 | 0 | 0 | 5,000 | |
| 1-7-860-254-xxx Econ Dev - Creative Ind. - Green | | | | | 20000 |
| 1-7-860-254-xxx Econ Dev - Creative Ind. - Health | | | | | 20000 |
| Total Advertising, Marketing & Promotion | 162,089 | 195,644 | 286,650 | 240,700 | 47,000 |
| Professional and Contracted Services: | | | | | |
| 1-7-860-330-000 Economic Development - Contract | 6,972 | 14,053 | 7,500 | 7,500 | |
| Total Professional and Contracted Services | 6,972 | 14,053 | 7,500 | 7,500 | 0 |

| | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| Projects: | | | | | |
| 1-7-860-672-000 Economic Dev-Industrial Park Resale Expense | 7,061 | 0 | 0 | 0 | |
| 1-7-860-970-001 Economic Dev - S.B.S. - General Expenses | 0 | 40,259 | 0 | 0 | |
| Total Projects | 7,061 | 40,259 | 0 | 0 | 0 |
| Transfers to Others: | | | | | |
| 1-7-860-950-000 Chamber Tourism & Commerce | 54,074 | 55,670 | 55,670 | 57,340 | |
| 1-7-860-952-000 Regent Theatre | 40,000 | 40,000 | 40,000 | 50,000 | |
| 1-7-860-951-000 Taste the County | 25,000 | 25,875 | 25,875 | 26,652 | |
| Total Transfers to Others | 119,074 | 121,545 | 121,545 | 133,992 | 0 |
| Transfers to Reserves and Reserve Funds: | | | | | |
| 1-7-860-800-000 Economic Dev-Transfer to Reserves | 29,000 | 19,826 | 180,000 | 0 | |
| 1-7-860-850-000 Econ Dev - Transfer to Reserves - Operating | 0 | 0 | 0 | 180,000 | |
| Total Transfers to Reserves and Reserve Funds | 29,000 | 19,826 | 180,000 | 180,000 | 0 |
| TOTAL OPERATING EXPENDITURES | 582,090 | 639,797 | 877,121 | 877,996 | 125,848 |
| NET ECONOMIC DEVELOPMENT TO BE RAISED | 425,082 | 488,649 | 490,071 | 520,624 | 125,848 |
| Plus Enhancements | | | | 125,848 | |
| Net Economic Development to be Raised Including Enhancements | | | | 646,472 | |