



City of
Peterborough

TO: Members of the Budget Committee

FROM: Sandra Clancy, Director of Corporate Services

MEETING DATE: November 25, 2013

SUBJECT: Report CPFS13-060
2014 Budgets for Outside Agencies and Boards

PURPOSE

A Report to inform Council that the 2014 Budget submissions of the Peterborough Lakefield Community Police Service, Peterborough Economic Development (PED), the County of Peterborough Emergency Medical Services (EMS), the Otonabee Region Conservation Authority (ORCA) and the Peterborough County/City Health Unit (CCHU) will be reviewed on Tuesday, November 26, 2013.

RECOMMENDATION

That Council approve the recommendation outlined in Report CPFS13-060, dated November 25, 2013, of the Director of Corporate Services as follows:

That presentations and budget details presented to the November 26, 2013 Budget Committee by the Peterborough Lakefield Community Police Service, Peterborough Economic Development, the County of Peterborough Emergency Medical Services, the Otonabee Region Conservation Authority and Peterborough County City Health Unit be received.

BUDGET AND FINANCIAL IMPLICATIONS

There are no additional budget and financial implications of the recommendation.

BACKGROUND

The Budget Committee is scheduled to review the 2014 Draft Budget during the week of November 25, 2013.

Tuesday, November 26, 2013 has been set aside to review budget requests from outside Boards and Agencies. If requested, representatives from the Police, PED, EMS, ORCA and CCHU are prepared to attend to make a short presentation and answer questions about the 2014 amounts that are included in the Draft 2014 Budget. The Budget Committee will resume its review of City departments on Wednesday, November 27, 2013.

The 2014 Draft Budget includes high-level summaries of information presented by the Boards and Agencies. Chart 1 below summarizes the net budgets for each agency or board, for the 2013 and 2014 years, and provides page references to the various 2014 Budget documents.

Chart 1 2014 Operating Budget Submissions for Outside Agencies and Boards that will attend the November 26, 2013 Budget Committee review						
Service	2013 Request	2014 Request	% Difference	\$ Difference	Budget Document	Page
Police	21,299,043	22,074,360	3.6%	775,317	Highlights Book	161
					2014 Operating Budget Details	144
					2014 Capital Budget Details	571
Emergency Medical Services	4,099,337	4,243,267	3.5%	143,930	Highlights Book	168
City draw from reserve	(150,000)	0	-100.0%	150,000	2014 Operating Budget Details	148
	3,949,337	4,243,267	7.4%	293,930		
Otonabee Region Conservation Authority	636,908	649,600	2.0%	12,692	Highlights Book	169
					2014 Operating Budget Details	150
Peterborough County City Health Unit	1,053,450	1,126,490	6.9%	73,040	Highlights Book	170
Drug Strategy Funding	30,628	30,650	0.1%	22	2014 Operating Budget Details	152
	1,084,078	1,157,140	6.7%	73,062		
Peterborough Economic Development	881,155	898,755	2.0%	17,600	Highlights Book	172
					2014 Operating Budget Details	154

As most of the Agencies and Boards budgets are preliminary at this time there have been some changes to the budgets subsequent to the preparation of the City's budget books. Chart 2 below summarizes these changes. Additional budget details for each organization are appended to this report and further information will be provided by the representatives on November 26, 2013.

Chart 2
2014 Operating Budget Submissions for Outside Agencies and Boards; Differences from OPBUD Request

Service	2014 OPBUD Request	2014 Presentation Request	% Difference	\$ Difference
Police	22,074,360	22,074,360	0.0%	0
Emergency Medical Services	4,243,267	4,228,687	-0.3%	(14,580)
City draw from reserve	0	0	0.0%	0
	4,243,267	4,228,687	-0.3%	(14,580)
Otonabee Region Conservation Authority	649,600	650,332	0.1%	732
Peterborough County City Health Unit	1,126,490	1,209,380	7.4%	82,890
Drug Strategy Funding	30,650	30,650	0.0%	0
	1,157,140	1,240,030	7.2%	82,890
Peterborough Economic Development	898,755	898,778	0.0%	23
Total	28,992,472	29,061,537	0.2%	69,065

As shown in Chart 2, the net difference of these changes is \$69,065. The 2014 Operating and Capital Budget recommendations x), z) and aa) in Report CPFS13-054 (dated November 4, 2013 and included in the 2014 Highlights Book) provide for the adjustment of outside Agency and Board budgets, based on the Agency's or Board's final approved budgets, through the City's general contingency provision. If the final board approved budgets are as shown in Chart 2, a net of \$69,065 will be adjusted against the general contingency provision.

Police Budget

The 2014 Guideline Report included recommendation (d) which reads as follows:

"That a 3.6% increase in net Police Services budget be accommodated within the 2% general increase and any increase in the net Police Services budget beyond the 3.6% be addressed by Council during its 2014 Budget deliberations".

The Police Services Board has submitted a budget reflecting an increase of 4.76% or \$1,014,897 over the 2013 approved budget, which is \$239,580 over and above the 3.6% guideline set by Council.

Council will need to decide, as part of its detailed 2014 Budget deliberations, whether or not it is prepared to add to the 2014 Draft Budget tax requirement or reduce the tax requirement included in another area of the Draft Budget – to provide all or some of the \$239,580 difference between the 3.6% increase reflected in the Draft Budget and the 4.76% Board request.

Motions to receive presentations required

Unless the Budget Committee wishes to change any of the budget numbers that appear in the 2014 Draft Budget, as summarized in Chart 1, or requires any other specific action to be taken, a motion to receive each of the respective budget presentations would be appropriate.

Submitted by,

Sandra Clancy
Director of Corporate Services

Contact Person:
Bill McDougall
Budget and Operations Analyst
Phone: 705-742-7777 Ext 1660
Toll Free: 855-738-3755
Fax: 705-876-4607
E-mail: bmcdougall@peterborough.ca

Attachments:

Appendix A: 2014 Police Budget

Appendix B: 2014 Emergency Medical Services Budget

Appendix C: 2014 ORCA Budget

Appendix D: 2014 County/City Health Unit Budget

Appendix E: 2014 Peterborough Economic Development Budget

Appendix A

2014 Police Budget

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
POLICE SERVICES					
Executive	754,757	754,757	769,692	2.0%	14,935
Operations	12,990,045	13,282,023	13,442,297	3.5%	452,252
Administrative Support	4,795,202	4,790,304	5,196,230	8.4%	401,028
Investigative Services	4,473,072	4,475,757	4,714,163	5.4%	241,091
	23,013,076	23,302,841	24,122,382	4.8%	1,109,306
Police Services Revenue	1,904,085	1,917,479	2,068,313	8.6%	164,228
NET POLICE SERVICES EXPENDITURE	21,108,991	21,385,361	22,054,069	4.5%	945,078
POLICE BOARD					
Police Board Expenses	190,062	258,425	259,871	36.7%	69,819
TOTAL GROSS POLICE SERVICES	23,203,128	23,661,266	24,382,253	5.1%	1,179,125
TOTAL REVENUE POLICE SERVICES	1,904,085	1,917,479	2,068,313	8.6%	164,228
NET COST POLICE SERVICES SUBMITTED	21,299,043	21,643,786	22,313,940	4.76%	1,014,897
DIFFERENCE - PSB ASK AND PROVISION WITHIN GUIDELINE			(239,580)	0.0%	(239,580)
NET COST POLICE SERVICES	21,299,043	21,643,786	22,074,360	3.6%	775,317

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
Executive					
Personnel	707,237	707,237	727,672	2.9%	20,435
Materials, Supplies	8,500	8,500	6,500	-23.5%	(2,000)
Fees, Debt Charges	0	0	0	0.0%	0
Travelling, Training	39,020	39,020	35,520	-9.0%	(3,500)
	754,757	754,757	769,692	2.0%	14,935
NET REQUIREMENT	754,757	754,757	769,692	2.0%	14,935

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
Operations					
Personnel	12,488,632	12,778,960	13,185,292	5.6%	696,660
Contractual	296,708	296,708	64,150	-78.4%	(232,558)
Materials, Supplies	112,700	114,350	105,650	-6.3%	(7,050)
Repairs, Maintenance	13,900	13,900	13,900	0.0%	0
Fees, Debt Charges	0	0	0	0.0%	0
New Equipment	0	0	0	0.0%	0
Equipment Rentals	500	500	500		
Travelling, Training	77,605	77,605	72,805	-6.2%	(4,800)
Recoveries	0	0	0	0.0%	0
	12,990,045	13,282,023	13,442,297	3.5%	452,252
Other Recoveries	455,000	455,000	455,000	0.0%	0
	455,000	455,000	455,000	0.0%	0
NET REQUIREMENT	12,535,045	12,827,023	12,987,297	3.6%	452,252

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
Administrative Support					
Personnel	3,511,034	3,482,636	3,657,465	4.2%	146,431
Contractual	426,377	426,377	690,990	62.1%	264,613
Materials, Supplies	288,686	297,186	273,487	-5.3%	(15,199)
Repairs, Maintenance	422,750	437,750	422,250	-0.1%	(500)
Fees and Debt Charges	94,330	94,330	103,213	9.4%	8,883
Travelling, Training	48,590	48,590	45,390	-6.6%	(3,200)
Recoveries	(6,000)	(6,000)	(6,000)	0.0%	0
Transfer to Reserve	9,435	9,435	9,435	0.0%	0
	4,795,202	4,790,304	5,196,230	8.4%	401,028
Other Revenue	237,692	237,692	356,537	50.0%	118,845
	237,692	237,692	356,537	50.0%	118,845
NET REQUIREMENT	4,557,510	4,552,612	4,839,693	6.2%	282,183

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
Investigative Services					
Personnel	4,352,322	4,352,822	4,557,428	4.7%	205,106
Contractual	0	0	0	0.0%	0
Materials, Supplies	68,150	70,335	105,185	54.3%	37,035
Repairs, Maintenance	2,000	2,000	2,000	0.0%	0
Fees, Debt Charges	0	0	0	0.0%	0
Rental	2,000	2,000	1,000		
New Equipment	0	0	0	0.0%	0
Travelling, Training	48,600	48,600	48,550	-0.1%	(50)
	4,473,072	4,475,757	4,714,163	5.4%	241,091
Other Recoveries	187,359	187,359	193,310	3.2%	5,951
	187,359	187,359	193,310	3.2%	5,951
NET REQUIREMENT	4,285,713	4,288,398	4,520,853	5.5%	235,140

CITY OF PETERBOROUGH

2014 Operating Budget

Description	2013 Approved	2013 Preliminary Actual	2014 Recommended	Variances 2013 - 2014 Budget	
				Over (Under) 2013 Budget %	Over (Under) 2013 Budget \$
Police Board					
Personnel	81,652	98,625	104,371	27.8%	22,719
Materials, Supplies	12,150	13,550	10,250	-15.6%	(1,900)
Fees, Debt Charges	85,000	135,000	135,000	58.8%	50,000
Travelling, Training	11,250	11,250	10,250	-8.9%	(1,000)
Recoveries	0	0	0	0.0%	0
	190,052	258,425	259,871	36.7%	69,819
NET REQUIREMENT	190,052	258,425	259,871	36.7%	69,819

**2014-2023 CAPITAL BUDGET JUSTIFICATION
TANGIBLE CAPITAL ASSETS**

CAP FORM 1 (TCA)

Department: POLICE

Budget Reference #: 8.01

Division: POLICE

Project Name & Description

Project Detail, Justification & Reference Map

Various Police Capital Projects

Account Line – 102 14 175-6520

Asset Description	Qty	Sub-Class 1	Sub-Class 2	Sub-Class 3	Acquis/ Compl date (yyyy/mm)	Cost
Police Cruisers	5	Vehicles			2014/02	\$173,000
Dell Computers 1 st Year Lease		Machinery & Equipment	Computer Hardware	Desktop Workstation	2014/01	\$17,000
CAD Server Lease	3	Machinery & Equipment	Computer Hardware	Servers	2014/04	\$7,500
Upgrade SL1 Phone Switch 3 of 4 Year	1	Machinery & Equipment	Communications Equip	Telephone	2014/04	\$12,000
Blackberry Project Phase II/Playbooks	15	Machinery & Equipment	Computer Hardware	Workstation	2014/01	\$8,000
Blackberry Project/Cruiser Equipment		Machinery & Equipment	Computer Hardware	Workstation	2014/01	\$7,500
Blackberry Project/GPS Software		Machinery & Equipment	Computer Software	Enterprise	2014/01	\$30,000
Calls for Service Response Mgmt	1	Machinery & Equipment	Computer Software	Enterprise	2014/01	\$15,000
Implement IT Recommendations		Machinery & Equipment	Computer Software	Enterprise	2014/01	\$25,000
LiveScan/\$65,000 Funded From Reserve		Machinery & Equipment	Computer Software	Enterprise	2014/01	\$32,000
Renovation LiveScan Room	1	Machinery & Equipment	Communications Equip	Building Renovation	2014/01	\$20,000
FTR Interrogator Upgrade	1	Machinery & Equipment	Computer Software	Enterprise	2014/01	\$15,000
Desktops and Laptops Replacements		Machinery & Equipment	Computer Hardware	Workstations	2014/01	\$10,000
Comm Ctr. Computer Replacements		Machinery & Equipment	Computer Hardware	Workstations	2014/01	\$3,000
Storage Area Network		Machinery & Equipment	Computer Hardware	Servers	2014/01	\$30,000
Building Security Program and Install		Machinery & Equipment	Computer Software	Enterprise	2014/01	\$28,000
Adobe E Briefs	8	Machinery & Equipment	Computer Software	Desktop	2014/01	\$3,500
Upgrade CAD Mapping	1	Machinery & Equipment	Communications Equip	Software	2014/01	\$3,000
Backup Power Protection (UPS)	3	Machinery & Equipment	Computer Hardware	UPS	2014/01	\$2,500
					TOTAL	\$442,000

\$442,000 with a revenue from Village of Lakefield (3.74%) \$16,530

Tangible Capital Assets

Ten Year Capital Budget Estimates

2014-2023 & Subsequent Years

(\$000's)

(1)		Project Total	Approved Pre-2014	REQUESTED										2024 to 2038
				2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
DEPARTMENT	Protective Services													
DIVISION/ACTIVITY	Police													
PROJECT DESCRIPTION	Various Police Capital Projects													
PROJECT #	8.01													
EXPENDITURES														
CONTRACTUAL SERVICES		4,480.3	438.3	442.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0	
PROJECT TOTAL		<u>4,480.3</u>	<u>438.3</u>	<u>442.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	
DIRECT REVENUE														
SUBSIDIES														
OTHER - Township of Smith-Ennismore-Lakefield		32.5	16.0	16.5										
TOTAL DIRECT REVENUE		<u>32.5</u>	<u>16.0</u>	<u>16.5</u>										
NET REQUIREMENTS		<u>4,447.8</u>	<u>422.3</u>	<u>425.5</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	
TO BE FINANCED FROM:														
DEBENTURES														
Tax Supported														
TOTAL DEBENTURE FINANCING														
DEVELOPMENT CHARGES														
TOTAL DEVELOPMENT CHARGES														
TOTAL OTHER FINANCING														
CAPITAL LEVY		<u>4,447.8</u>	<u>422.3</u>	<u>425.5</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	<u>450.0</u>	

**2014-2023 CAPITAL BUDGET JUSTIFICATION
OTHER CAPITAL ASSETS**

CAP FORM 1 (OTHER)

Department: POLICE SERVICES

Budget Reference #: 8.02

Division:

Project Name & Description

De-amalgamation of Police Services with Selwyn

Commitments Made

On December 10, 2012, Council approved a motion to terminate the Peterborough Lakefield Policing Agreement effective December 31, 2014.

Effects on Future Operating Budgets

The 2014 Budget includes \$867,000 from Selwyn as their share of operating costs.

As of January 2015, this revenue stream will cease. The Police Chief has indicated that the 2015 expenditures will not be significantly reduced as a result of the de-amalgamation with Selwyn.

Project Detail, Justification & Reference Map

Although not part of the Board-approved 2014 budget submission, a \$250,000 capital project is included in the budget to cover costs to be incurred as a result of the de-amalgamation.

Section 12 (a) of the Amalgamation Agreement between the City and Selwyn reads:

In the event of the termination of this Agreement, the parties agree to negotiate in good faith all matters including the fair and equitable disposition and transfer of compensation for the assets and the saring of liabilities of the Police Service and Board as may exist at the effective date of termination.

It is intended that the \$250,000 will cover these costs as well as the cost of new signage, badges and other articles that need to be replaced where the name "Peterborough Lakefield Community Police Service" now exists.

The \$250,000 is an early estimate only and may be refined as detailed discussions occur during 2014.

City of Peterborough

Other Capital Assets

Ten Year Capital Budget Estimates

2014-2023 & Subsequent Years

(\$000's)

		Project Total	Approved Pre-2014	REQUESTED										2024 to 2038
				2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
DEPARTMENT	Protective Services													
DIVISION/ACTIVITY	Police													
PROJECT DESCRIPTION	De-amalgamation with Selwyn													
PROJECT #	8.02													
EXPENDITURES														
CONTRACTUAL SERVICES		250.0		250.0										
PROJECT TOTAL		<u>250.0</u>		<u>250.0</u>										
DIRECT REVENUE														
SUBSIDIES														
OTHER														
TOTAL DIRECT REVENUE														
NET REQUIREMENTS		<u>250.0</u>		<u>250.0</u>										
TO BE FINANCED FROM:														
DEBENTURES														
Tax Supported														
TOTAL DEBENTURE FINANCING														
DEVELOPMENT CHARGES														
TOTAL DEVELOPMENT CHARGES														
TOTAL OTHER FINANCING														
CAPITAL LEVY		250.0		250.0										

**2014-2023 CAPITAL BUDGET JUSTIFICATION
OTHER CAPITAL ASSETS**

CAP FORM 1 (OTHER)

Department: POLICE SERVICES

Budget Reference #: 8.03

Division: POLICE SERVICES BOARD

Project Name & Description

Police Services Business Plan

Commitments Made

A Police Board's mandate is legislated by the **Police Services Act** and can be summarized as being responsible for the provision of adequate and effective police services in Municipalities. The Business Plan for 2013 to 2015 is completed and has been distributed to all stakeholders.

Effects on Future Operating Budgets

The Police Services Board operating budget includes an annual contribution of \$25,000 to the Business Plan Reserve to fund a Business Plan every three years.

Project Detail, Justification & Reference Map

The Business Plan is mandated by section 30 of the Adequacy and Effectiveness Regulation (O.Reg. 3/99) of the **Police Services Act**. The Board must prepare a new Business Plan every three (3) years.

The business plan assists the Chief of Police as well as the Board in Identifying levels of satisfaction, areas of concern and the future expectations of the public in the Peterborough Lakefield community. The process is fundamental in thinking about the staffing, resources, and organizational arrangements needed to meet present and future demands of the Police Service.

The funds in 2015 will be utilized to fund the consultation, preparation and printing of the next plan for 2016-2018.

City of Peterborough

Other Capital Assets

Ten Year Capital Budget Estimates

2014-2023 & Subsequent Years

(\$000's)

		Project Total	Approved Pre-2014	REQUESTED									2024 to 2038
				2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
DEPARTMENT	Protective Services												
DIVISION/ACTIVITY	Police												
PROJECT DESCRIPTION	Police Services Business Plan												
PROJECT #	8.03												
EXPENDITURES													
CONTRACTUAL SERVICES		225.0			75.0			75.0			75.0		
PROJECT TOTAL		<u>225.0</u>			<u>75.0</u>			<u>75.0</u>			<u>75.0</u>		
DIRECT REVENUE													
SUBSIDIES													
OTHER													
TOTAL DIRECT REVENUE													
NET REQUIREMENTS		<u>225.0</u>			<u>75.0</u>			<u>75.0</u>			<u>75.0</u>		
TO BE FINANCED FROM:													
DEBENTURES													
Tax Supported													
TOTAL DEBENTURE FINANCING													
DEVELOPMENT CHARGES													
TOTAL DEVELOPMENT CHARGES													
Business Plan Reserve		225.0			75.0			75.0			75.0		
TOTAL OTHER FINANCING		<u>225.0</u>			<u>75.0</u>			<u>75.0</u>			<u>75.0</u>		
CAPITAL LEVY													

Appendix B
2014 Emergency Medical Services
Budget

The County of Peterborough
Joint Services Steering Committee

To: Chair and Members of Committee
From: John Butler, Director of Finance/Treasurer
Date: November 26, 2013

Subject: Preliminary 2014 Budget – Peterborough County City Paramedics (PCCP)

Recommendation:

That the Joint Services Steering Committee (JSSC) approves this preliminary 2014 PCCP budget proposal and that it act as a preliminary estimate to assist the City of Peterborough in their 2014 budget development.

Financial Impact:

Preliminary 2014 Funding Requirement for the County and City of Peterborough with regard to PCCP:

	2013 Funding Requirement	2014 Funding Requirement	\$Change	%Change
City	\$4,099,337	\$4,228,687	\$129,350	3.16%
County	\$2,929,251	\$3,021,680	\$ 92,429	3.16%

County Proposed Funding Sources:

County LSR Reserve funding	\$ 31,500	\$ 31,500	
County Tax Requirement	\$2,990,180	\$ 60,929	2.08%

General Overview:

The County of Peterborough's PCCP departmental budget estimates provided in this report are to be considered preliminary. The final draft PCCP budget is not expected to be completed until February 2014 as a component of the County's 2014 budget process. The attached preliminary budget includes an estimate of the provincial funding for 2014 but the actual grant amount will not likely be known until early 2014. Staff will continue to follow up with the Ontario Ministry of Health

and Long Term Care (MOHLTC) to obtain the final approved grant amount as quickly as possible.

The Consolidated Municipal Service Manager (CMSM) agreement between the County and City of Peterborough identifies permanent population as the method of distributing PCCP municipal costs. Following those guidelines, the distribution of municipal funding requirement contained within this preliminary budget estimate is based on each municipality's proportionate percentage of population for the area.

Population data has been drawn from the 2011 Statistics Canada Population Census information. In the 2011 census, the total population of the County and City is identified as 134,933 residents. Of this, the City of Peterborough is noted as having 78,698 residents or 58.32% of the total population, with 56,235 or 41.68% of the population in the County. The Municipal cost sharing ratio for Land Ambulance is adjusted commensurate with the publication of Statistics Canada population census data. This data is published generally once every five years.

In this budget, gross expenditures are forecast to increase by approximately 2.61% or \$373,791. Of this increase in gross expenditures, 1.94%, or \$258,191 relates to operational expenses while capital costs are proposed to increase by 11.8% or \$115,600 over those budgeted in 2013.

Provincial Grants:

The Provincial operating grant is estimated at \$6,509,366, \$122,512 more than that forecast for 2013. Please remember, this is only an estimate and will be updated when the actual funding confirmation is received from the MOHLTC.

The Province has committed \$455,520 in support of the Dedicated (or Offload) Nurse Program. This initiative has proven extremely beneficial in managing the impact of ambulance patient offload delays at the Peterborough Regional Health Centre. With this level of grant commitment, the Dedicated Nurse Program will have sufficient funding to operate on a 24 hour a day, 7 day a week basis in the coming year.

General Operating Costs

Operational gross expenditures are forecast to increase in this proposal by 1.94% over those budgeted in 2013. Contingency amounts have been included to address possible changes in Manulife employee benefits costs, Ontario Municipal Employees Retirement System (OMERS) pension contributions, and long/short term disability premiums. These are estimates however and will change as reliable information becomes available.

Health and Safety training is an area of key concern in the 2014 budget. Incremental training dollars have been added to provide increased ergonomic training to mitigate lifting injuries, special emergency driving tuition to be proactive in the reduction of driver error/vehicle handling incidents, and infectious control training for patient care and handling (i.e. bed bugs).

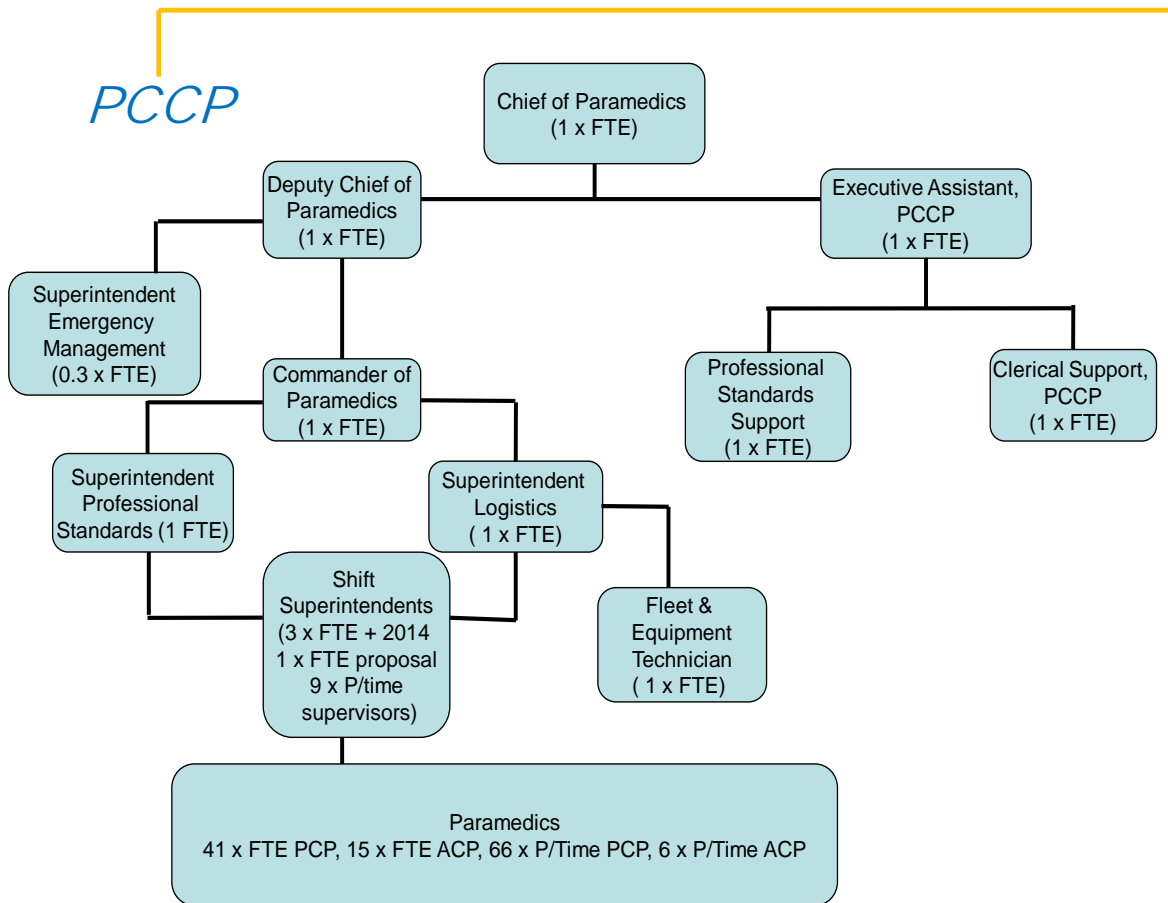
While costs have been increasing in many areas across the board, reductions are anticipated in the areas of vehicle maintenance, tire replacements, and insurance claims defence. Taken as a whole, vehicle related costs are expected to ease by approximately 1.71% or \$22,600. There are number of factors contributing to this reduction but most notably are the efforts of the fleet manager (and fleet management control system), updates to the deployment plan, and the regular scheduled replacement of vehicles.

Staff Complement

The 2014 proposal includes the addition of a 1 x FTE shift superintendent position to be added to the service's management team complement. The proposal is for the new position to be phased in over the latter half (6 months) of 2014 and carries an estimated incremental cost for wages and benefits of approximately \$68,000. With this new supervisory staff member, the complement of full time shift superintendents will be brought to 4, allowing one superintendent for each 12 hour shift in a 48 hour rotation. Currently, one full shift is being back filled by existing full time superintendents where possible and part-time superintendents where necessary. In addition to the three existing full time shift superintendents and one proposed additional full time shift superintendent, the service has one full time professional standards superintendent position and one full-time superintendent of logistics position. The addition of a fourth shift superintendent brings the complement of full time superintendent positions to six in total.

To partially offset the cost of the new shift superintendent, 288 hours of part time superintendent hours added in 2013 have been eliminated. This is a projected savings in 2014 of \$18,600. In addition, a further \$35,000 from the audit line in the administration section has been removed. It is felt that the remaining part time superintendent hours, in conjunction with the hours being delivered by the new FTE shift superintendent will be sufficient to complete the ambulance call reporting (ACR) audit requirements in house. This generates an estimated \$53,600 of potential cost reductions to apply against the incremental \$68,000 relating to the new hire.

The following service organization chart has been provided to illustrate the staff resources and lines of responsibility that exist within the service. The chart also includes the new shift superintendent position proposed for 2014.



Capital Acquisitions

Gross capital expenditures are forecast to increase by up to \$115,600, or 11.8% over those budgeted for 2013. Much of this may be attributed to the power cots noted below with the remainder of the increase due to facilities security upgrades and an scheduled IT server upgrade.

Three ambulances are scheduled for replacement in 2014 at an expected cost of \$135,000 each along with an IT server upgrade estimated at \$8,000. These units are fully funded from the County/City shared equipment reserve.

As mentioned above, in the capital section of this 2014 proposal there is sufficient allowance to acquire five power cots at a cost of \$15,000 each (total cost \$75,000). The power cot acquisitions, in conjunction with increased ergonomic training, are proposed as a mitigation strategy aimed at reducing the number of lifting injuries currently being experienced. Lower back and other strain injuries,

often leading to short and long term disability claims, cost the service thousands of dollars each year, and the number of incidents is on the rise. As the cots are incremental to the existing capital register, they carry a 100% municipal funding requirement.

A capital allowance to continue facilities security upgrades is contained within this proposal. The upgrade process commenced in 2013 at the service's Armour Road location in the City and is scheduled to proceed during 2014 to the three year round satellite bases located in Norwood, Apsley, and Lakefield. The estimated cost for the 2014 upgrades is \$60,000 (approximately \$20,000 per base).

In addition to the security upgrades, \$12,000 has been allocated to install an emergency backup generator at the Lakefield base. Emergency generators have already been installed at the Apsley, Norwood and Armour Road locations.

Capital facility upgrade costs are being partially offset by the drawing of \$20,000 of Paramedic Development Charges reserve funds.

Reserves:

Reserve contributions and allowances contained within the 2014 preliminary budget have been calculated in compliance with the revised MOHLTC guidelines. While it has not been included in this preliminary estimate, the establishment of a Municipal only capital reserve should be considered by the committee either now or in the near future. This reserve will serve to reduce the impact of future service enhancements and new capital acquisitions that do not attract upfront Provincial support. As you are aware, Provincial guidelines prohibit the use of Provincial funds to acquire capital assets or capital enhancements. Accordingly, any future incremental vehicles or other capital equipment added to the service's asset complement comes with a 100% municipal funding requirement. In this 2014 preliminary budget, the acquisition of 5 stretcher power cots @ \$15,000 each (total estimated cost of \$75,000) is one such example.

Appendix A to this report provides preliminary budget numbers for your review. Very little information regarding potential OMERS increases, changes in health benefits costs, and short/long term disability premiums is known at this time. A modest allowance has been included in our estimates as a place holder, but is subject to change as more reliable information becomes available.

As stated in the general overview, the PCCP departmental budget estimates provided in this report are to be considered preliminary. Further details will be released as the County's 2014 budget process moves forward to completion and as more detailed information becomes available from our external partners and service providers.

Respectfully submitted,

Original signed by

John Butler
Director of Finance/Treasurer
County of Peterborough

Appendix A:
PCCP 2014 Preliminary Budget

Appendix A

PCCP

2014 Preliminary Budget

Appendix A:

Peterborough County/City Paramedics (PCCP) Preliminary 2014 Budget

Revenues:	Budget	Budget	Budget	Budget	Comments
	2013	2014	\$ Change (decrease) / increase	% Change (decrease) / increase	
County Tax Requirement - PCCP	\$ 2,929,251	\$ 2,990,180	\$ 60,929	2.08%	Population split based on 2011 census (58.32% City/41.68% County)
Contribution From Reserve - Capital Shared	\$ 403,500	\$ 413,000	\$ 9,500	2.35%	Replacement of three ambulances @ \$135,000 ea., server upgrade \$8,000.
Contribution From Reserve. - LSR (County Only)	\$ -	\$ 31,500	\$ 31,500	0.00%	County only reserve to fund County portion of power cot acquisitions.
Development Charges Reserve	\$ -	\$ 20,000	\$ 20,000	0.00%	To offset cost of security upgrade to ambulance base in the north of the County.
City Of Peterborough - Ambulance	\$ 4,099,337	\$ 4,228,687	\$ 129,350	3.16%	Population split based on 2011 census (58.32% City/41.68% County)
Province Ambulance	\$ 6,386,854	\$ 6,509,366	\$ 122,512	1.92%	Based on 2013 approved funding plus estimated 2014 cost of living increase.
Off Load Nurse Funding	\$ 455,520	\$ 455,520	\$ -	0.00%	Budgeted at 100% of estimated cost - Funding per Provincial Funding announcement for 2013/14.
PCCP - Recoveries/Refunds	\$ 34,000	\$ 34,000	\$ -	0.00%	Sale of ambulances and services provided on a charge out basis.
Total Revenues	\$ 14,308,462	\$ 14,682,253	\$ 373,791	2.61%	

Expenditures:

Administration	\$ 2,563,510	\$ 2,683,308	\$ 119,798	4.67%	Chief, Deputy Chief, Commander, 6 x FTE Superintendents (includes 1 new Shift Superintendent phased in over 6 months), P/T Superintendent's hours (reduced by 288 hours), 1 x FTE Executive Assistant, 2 x FTE Administration Assistants, plus estimated OMERS pension plan and employee benefits premium rates for 2014. Includes Off Load Nurse program of \$455,520 (100% Provincially funded) and an IT server upgrade \$8,000 funded from the shared reserve.
Paramedic Costs	\$ 8,969,100	\$ 9,080,083	\$ 110,983	1.24%	41 F/T Primary Care Paramedics (PCP), 15 Advanced Care Paramedics (ACP). Includes estimated increases to OMERS pension plan and employee benefits premiums in 2014.
Vehicles/Insurance	\$ 1,326,324	\$ 1,303,700	\$ (22,624)	-1.71%	Replacement of three ambulances @ \$135,000 ea. + anticipated increases in fuel, offset by reductions in vehicle maintenance, tire replacement, accident repairs, and insurance defense costs. Includes contribution to equipment reserve of \$405,900.
Patient Care Equipment & Supplies	\$ 573,717	\$ 645,997	\$ 72,280	12.60%	Increase relates to a 2.12% increase in operational costs (i.e. bedding, laundry, medical supplies and gases), + a net increase of \$61,500 in capital costs (power cots \$75,000, less \$13,500 budgeted in 2013 for the bariatric stretcher replacement).
Cross Border Billings	\$ 50,000	\$ 50,000	\$ -	0.00%	
Facility Expenditures	\$ 825,810	\$ 919,165	\$ 93,355	11.30%	Includes net incremental cost for security upgrades in Norwood, Lakefield, and Apsley.
Total Expenditures	\$ 14,308,462	\$ 14,682,253	\$ 373,791	2.61%	

Appendix C

2014 ORCA Budget



November 8, 2013

City of Peterborough
500 George Street North
Peterborough, ON

Attention: Bill McDougall, Budget and Operations Analyst

Dear Mr. McDougall

The Otonabee Region Conservation Authority is pleased to submit its 2014 Proposed Operations and Capital Budgets. The operating budget (Appendix A) is presented in a business unit format with budgets allocated to the four business units namely; Corporate Services, Conservation Lands & Resources, Environmental & Technical Services and Planning & Development Services. The capital budget consists of 8 projects in 2014, as summarized in Appendix B. The table provides an overview of the project with appropriate detail and the funding sources. Additionally, the proposed General and Capital Levies apportioned to member municipalities is summarized in Appendix C.

The 2014 operating budget and capital expenses total \$1,991,760 and \$191,800 respectively. Anticipated Authority generated revenues for operations total \$1,015,550 and a resulting \$976,210 is proposed for the 2014 municipal operations levy. There is no increase to the proposed 2014 municipal capital levy. The total proposed municipal levy increase amounts to \$21,169 which represents a 2.1% increase. \$13,424 of the proposed increase is apportioned to the City of Peterborough. The total apportionment to the City of Peterborough is \$650,332. It should be noted that the City of Peterborough pays 60.71% of the operations and capital levy.

The 2014 Proposed Capital Budget totals \$191,800 in 2014. There are a number of revenue sources that may apply to the capital projects including provincial grants, capital levy carry over from previous years where projects were not initiated or completed, and other income, such as contributions from the Otonabee Conservation Foundation. Finally, the proposed municipal capital levy for 2014, remains at \$95,000.

There are a few key points to note with respect to the 2014 proposed operations budget. In 2013 the Otonabee Region Conservation Authority was approached by the City of Peterborough to take over management of the Beavermead Campground operations. This occurred after the 2013 budget had been approved. You will note substantial increases to revenue and expenses in the Conservation Lands and Resources budget. Those increases are largely represented by the inclusion of the Beavermead Campground budget for 2014.

There is a substantial increase to revenues and expenses in the Environmental and Technical Services budget. Part IV Section 47 of the Clean Water Act mandates the role of enforcement duties of the CWA to municipalities. In turn, municipalities may transfer those responsibilities to conservation

The Otonabee Region Conservation Authority
250 Milroy Drive, Peterborough, ON K9H 7M9
Phone: 705-745-5791, Fax: 705-745-7488, Email: otonabee.ca@otonabee.com, Website: www.otonabee.com

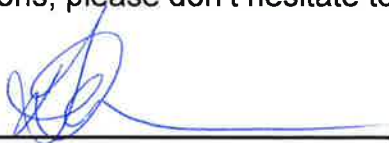
Member of Conservation Ontario

authorities. 7 municipalities in the Otonabee-Peterborough Source Protection Area are in discussions to transfer their responsibilities in that regard. Associated costs and revenues are included as part of this business unit's budget for 2014.

The apportionment to each of the 8 member municipalities is depicted in the table Appendix C and the City of Peterborough's apportionment is highlighted for your reference.

The 2014 proposed operating and capital budgets represent management's assessment of the required funds to effectively manage and provide watershed services and projects to member municipalities and the general public. In addition, the proposed capital budget is intended to maintain, enhance, study and/or replace the various assets of the Authority.

We would be pleased to present this information to Council at your request. If there are any questions, please don't hesitate to contact the undersigned.



Denyse Sanderson
Acting CAO/Secretary-Treasurer

Attachments: Appendix A: 2014 ORCA Proposed Operating Budget & Supporting Documents
 Appendix B: 2014 ORCA Proposed Capital Budget & Supporting Documents
 Appendix C: 2014 Proposed Municipal Levy Apportionment

	Planning & Development Services		Environmental & Technical Services		Conservation Lands & Resources		Corporate Services		Total Budget	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Expenses									2013	2014
Payroll & Training Costs	\$ 399,104	\$ 430,379 ¹	\$ 155,330	\$ 216,495 ³	\$ 352,243	\$ 479,025 ⁷	\$ 365,073	\$ 376,550 ¹¹	\$ 1,271,750	\$ 1,502,450
Maintenance, Services & Supplies	8,050	8,050	8,200	16,800	78,555	116,625	65,000	66,600	159,805	208,075
Mileage and Staff Expenses	6,000	6,200	5,500	10,000	14,600	17,500	9,000	9,000	35,100	42,700
Other Expenses & Programs	-	-	1,100	1,500	20,800	23,800	76,715	77,710	98,615	103,010
Professional Services	20,000	20,000	15,000	20,000 ⁴	8,800	8,000	7,000	7,000	50,800	55,000
Taxes & Utilities	-	-	-	-	25,725	37,525	6,850	7,350	32,575	44,875
Vehicle Pool	-	-	-	-	-	-	29,050	23,650 ¹²	29,050	23,650
Asset Purchases	-	-	-	-	-	-	-	10,500 ¹³	-	10,500
Transfer to reserves	1,500	1,500	-	-	-	-	-	-	1,500	1,500
Total Expenses	\$ 434,654	\$ 466,129	\$ 185,130	\$ 264,795	\$ 500,723	\$ 682,475	\$ 558,688	\$ 578,360	\$ 1,679,195	\$ 1,991,760
Revenues										
Conservation Area Fees and Sales	\$ -	\$ -	\$ -	\$ -	\$ 158,400	\$ 348,550 ⁸	\$ -	\$ -	\$ 158,400	\$ 348,550
Development and Planning Fees	165,500	165,000	-	-	-	-	-	-	165,500	165,000
Government Grants	59,700	58,500 ²	60,000	75,000 ⁵	121,955	119,500 ⁹	-	-	241,655	253,000
OCF Project Support	-	-	-	-	4,000	4,000	-	-	4,000	4,000
Other Income	-	-	85,500	202,500 ⁶	32,100	3,500 ¹⁰	37,000	39,000	154,600	245,000
Transfer from reserves	-	-	-	-	-	-	-	10,500 ¹³	-	10,500
Total Revenues	\$ 225,200	\$ 223,500	\$ 145,500	\$ 277,500	\$ 316,455	\$ 475,550	\$ 37,000	\$ 49,500	\$ 724,155	\$ 1,015,550
Proposed Municipal Levy Requirement	\$ 209,454	\$ 242,629	\$ 39,630	\$ (12,705)	\$ 184,268	\$ 206,925	\$ 521,688	\$ 528,860	\$ 955,040	\$ 976,210

Please refer to attached explanatory notes

Note	Department	Details
1	Planning & Development Services	Regular grid step and COLA increases/re-establish Manager position from 80% to 100%
2	Planning & Development Services	Expected 2% decrease in Provincial transfer payment
3	Environmental Services	Addition of Source Water Protection Risk Management Office (RMO) increases expenses by \$105K ~ funded by agreements with 7 municipalities
4	Environmental Services	Additional GIS services required for 2014
5	Environmental Services	Expected funding from MOE for Source Water Protection
6	Environmental Services	Includes funding for Risk Management Office
7	Conservation Lands & Resources	Includes expenses associated with management of Beavermead Park (new item - was not included in 2013 budget)
8	Conservation Lands & Resources	Includes revenues associated with management of Beavermead Park (new item - was not included in 2013 budget)
9	Conservation Lands & Resources	Expected 2% decrease in Provincial transfer payment
10	Conservation Lands & Resources	2013 revenues included a \$20K allocation from capital
11	Corporate Services	Regular grid step and COLA increases
12	Corporate Services	Not expected to lease/purchase a new vehicle in 2014
13	Corporate Services	Purchase of new phone system

	Expenses	Revenues						Notes
		Government Grants	Special Levies	Capital Levy from prior years	Other Income	Proposed Municipal Levy Requirement	Total	
Capital Projects Summary								
Administration Office Building	15,000					15,000	15,000	Parking lot and building improvements
Conservation Areas								
CA Improvements	6,600					6,600	6,600	
Warsaw Caves Capital Projects	62,000			9,800	10,000	42,200	62,000	
WCA Comfort Station Loan Repayment	13,200					13,200	13,200	
Young's Point CA	25,000				25,000		25,000	Annual OCF transfer
Dams and Water Monitoring Network Gauges								
Millbrook Dam Engineering	16,000	8,000				8,000	16,000	Follow up engineering/Phase 2
Stop log replacement	24,000			24,000			24,000	Project will proceed in 2014
Floodplain & Environmental Management							-	
Lake Management & Stewardship Projects	30,000				20,000	10,000	30,000	
Total Expenses & Revenue	191,800	8,000	-	33,800	55,000	95,000	191,800	

Municipality	CVA Based Apportionment % 2012	Approved Levy Apportionment 2013	Capital Levy Apportionment 2013	Total - 2013	Total increase 2013	2013 % increase by Municipality	CVA Based Apportionment % 2014	Proposed Operations Levy Apportionment 2014	Proposed Capital Levy Apportionment 2014	Total - 2014	Total increase 2014
Asphodel-Norwood	2.4024	\$ 22,944	\$ 2,282	\$ 25,226	\$ 305	1.90%	2.38	\$ 23,235	\$ 2,261	\$ 25,496	\$ 270
Cavan-Monaghan	6.3571	\$ 60,713	\$ 6,039	\$ 66,752	\$ 22	2.32%	6.19	\$ 60,427	\$ 5,881	\$ 66,308	\$ (444)
City of Kawartha Lakes	0.6724	\$ 6,422	\$ 639	\$ 7,061	\$ 127	1.72%	0.65	\$ 6,345	\$ 618	\$ 6,963	\$ (98)
City of Peterborough	60.6556	\$ 579,285	\$ 57,623	\$ 636,908	\$ 15,823	2.43%	60.71	\$ 592,657	\$ 57,675	\$ 650,332	\$ 13,424
Douro-Dummer	7.4053	\$ 70,724	\$ 7,035	\$ 77,759	\$ 1,091	1.87%	7.37	\$ 71,947	\$ 7,000	\$ 78,947	\$ 1,188
Otonabee-South Monaghan	4.9719	\$ 47,484	\$ 4,723	\$ 52,207	\$ 1,627	0.42%	5.00	\$ 48,811	\$ 4,750	\$ 53,561	\$ 1,354
Smith - Ennismore - Lakefield	17.4467	\$ 166,623	\$ 16,574	\$ 183,197	\$ 2,978	1.68%	17.60	\$ 171,813	\$ 16,720	\$ 188,533	\$ 5,336
Trent Hills	0.0886	\$ 845	\$ 85	\$ 932	\$ 16	2.23%	0.10	\$ 976	\$ 95	\$ 1,071	\$ 139
TOTAL	100.00	\$ 955,040	\$ 95,000	\$ 1,050,042	\$ 21,449		100.00	\$ 976,210	\$ 95,000	\$ 1,071,210	\$ 21,169
										Total proposed increase	2.0%

Appendix D
2014 County/City Health Unit Budget

Peterborough County-City Health Unit
2014 Cost Shared Budget
Partners Contribution

	2013 Budget Approved Nov 12, 2012	2014 Increase to Operations	2014 Increase to Occupancy **	2014 Increase To One Time Move & Capital Costs ***	Total 2014 Budget Request
Ministry of Health (Cost Shared Programs)	5,419,157	169,680	208,800	423,453	6,221,090
County of Peterborough	734,657	23,002	28,306	57,406	843,372
City of Peterborough	1,053,484	32,985	40,587	82,324	1,209,380
Curve Lake First Nation	8,702	272	335	680	9,989
Hiawatha First Nation	2,811	88	108	220	3,227
Local Reserves needed to match Provincial funding	6,731	212	259	526	7,728
FUNDING PARTNER CONTRIBUTIONS	7,225,542	226,239	278,396	564,609	8,294,786
		3.13%	3.85%	7.814	14.80%

Assumptions

No increase to union and non-union staff in 2014

Budget includes Cost-shared: Mandatory prgs, CINOT, cost shared SDW and Flu, HPV and Men C activities.

Allows for 1% inflation in 2013

Assumes no significant change to HPV or MenC immunization levels.

** Occupancy increase for operation of new building

*** Anticipated one-time based on the suggested \$1.5 million provincial funding with regards to the new building over 3 years

PETERBOROUGH COUNTY CITY HEALTH UNIT
DRAFT 2014 PUBLIC HEALTH BUDGET

Draft November 6, 2013

	2014 Budget	2013 Budget	Change	% Increase
EXPENDITURES				
1 Salaries and wages	5,186,171	5,055,795	130,376	2.58%
2 Employee benefits	1,398,290	1,345,450	52,839	3.93%
3 % benefits of salary and wages	26.962%	26.612%		
4a Staff Education	5,000		5,000	
4 Staff Training	30,890	35,535	-4,645	-13.07%
5 Board Training and Employee Recognition	41,753	41,340	413	1.00%
6 Travel	83,636	90,272	-6,636	-7.35%
7 Building Occupancy	514,017	235,621	278,396	118.15%
8 Office Expenses, Printing, Postage	33,148	32,820	328	1.00%
9 Materials, Supplies	332,462	332,462	0	0.00%
10 Office Equipment	7,388	7,315	73	1.00%
11 Professional and Purchased Services	335,290	367,494	-32,204	-8.76%
12 Anticipated one-time Move\Capital costs	564,609		564,609	
13 Communication costs	121,359	120,157	1,202	1.00%
14 Information and Information Technology Equipment	56,862	56,299	563	1.00%
EXPENDITURES	8,710,875	7,720,560	990,315	12.83%
FEES & OTHER REVENUES				
15 Expenditure Recoveries Flu, HPV, MenC	37,300	37,300		
16 Expenditure Recoveries & Offset Revenues	378,788	457,718	-78,930	-17.24%
FEES & OTHER REVENUES	416,088	495,018	-78,930	-15.94%
NET EXPENDITURES - Cost Shared Budget	8,294,786	7,225,542	1,069,244	14.80%
PARTNER CONTRIBUTIONS – 2014				
17 Ministry of Health (Cost Shared Programs)	6,221,090	5,419,157	801,933	14.80%
18 County of Peterborough	843,372	734,657	108,715	14.80%
19 City of Peterborough	1,209,380	1,053,484	155,896	14.80%
20 Curve Lake First Nation	9,989	8,702	1,287	14.79%
21 Hiawatha First Nation	3,227	2,811	416	14.79%
22 Local Reserves needed to match Provincial funding	7,728	6,731	997	14.81%
FUNDING PARTNER CONTRIBUTIONS	8,294,786	7,225,542	1,069,244	14.80%
Balanced Budget		0		

Salary & Benefit Assumptions

- 1 No additional provincial freeze therefore have applied ONA & CUPE agreement increases October 1, 2013
- 2 OPSEU assumed no rate increase effective May 1, 2013
- 3 OMERS rate is known, YMPE is estimate
- 4 Non Union assumed no rate increase
- 5 No allowance for salary adjustments such as Pay Equity

Other Assumptions

Budget includes Cost-shared: Mandatory prgs, CINOT, cost shared SDW and Flu, HPV and Men C activities.
No additional increase in occupancy except for 185 King Street interest expense.
Allows for 1% inflation in 2014
Assumes province will continue funding 100% of enhanced MOH salary - currently there is no agreement.
Assumes no significant change to HPV or MenC immunization levels.
Budget does not allow for increased swine, bird or seal flu activities.
Budget does not consider any significant changes to operational plans which could increase or decrease costs.
Budget includes all Come Cook Program (Food Security).
Allocation of local contributions between City and County based on published 2011 population census data.
First Nation allocations are estimate of per capita cost based on band provided population number.
Local Reserves needed per line 22 represents the cost of the difference in Band population versus census data.

Appendix E
2014 Peterborough Economic Development
Budget

GPA EDC - 2014 Budget Development

		2013 Budget	2013 Forecast	2014 Budget	% 2014 Budget
REVENUE					
City	Core Funding	829,550	881,155	898,778	
City	Special Funding	130,000	130,000	130,000	
City		959,550	1,011,155	1,028,778	52%
County	Core Funding	676,144	629,742	642,337	
County	Special Funding	30,000	30,000	30,000	
County		706,144	659,742	672,337	34%
Federal		7,500	46,485	17,000	1%
Provincial		90,000	119,686	105,456	5%
Other		442,606	371,914	157,700	8%
Total Revenue		2,205,800	2,208,982	1,981,271	100%
EXPENSES					
Business Development		877,588	922,819	893,386	45%
Tourism		876,379	663,973	566,000	29%
Facilities & Administration		451,833	622,190	521,885	26%
Total Expenses		2,205,800	2,208,982	1,981,271	100%
Total GPA EDC Surplus/(Deficit)		-	-	-	