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# City of Charlottetown

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## 2011 Budget



Cecil F. Villard, Chair

Finance, Audit, Tendering  
and Public Property Committee

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March 30, 2011



## **City of Charlottetown**

### **2011 Budget**

Your Worship, Members of Council, Citizens of the City of Charlottetown.

I am privileged to rise and report that the City has achieved a balanced budget for 2011 with no increase to any of our municipal property tax rates. I am also pleased to report that we will continue to advance our City with a combination of needed capital projects and innovative new initiatives while achieving operational improvements to ensure every taxpayer receives maximum value for their municipal property tax dollar.

We have completed 2010 on a very positive fiscal note with a \$949,792 surplus in City operations and a \$474,602 in our sewer and water utility operations. This speaks highly of the commitment to deliver quality services while monitoring expenditures at the Committee level and throughout the administration.

2010 was an exceptionally busy and exciting year. The City was able to strike a balance between progress and fiscal responsibility. Charlottetown continues to lead an economic resurgence that is the envy of cities across the country. Building permits for the past year were the second highest since amalgamation in 1995 with values just over \$101M. New residential development was up almost 8% from the previous year. New Commercial and Industrial development was up a remarkable 65.8%. Renovations were up almost 3.5%. All categories broke the previous 10 year average, impressive given the state of the world economy. We also received national and international recognition for our business friendly culture, receiving honourable mention at the Canadian Brownfield's Conference in the Best Places to Invest In Canada category; Canada's Infrastructure Renewal Magazine naming us one of the best places to invest and we were named one of Atlantic Canada's top ranked cities for business by the Canadian Federation of Business.

Last year, we hosted talented athletes in soccer, hockey and softball and provided the backdrop for entertainers such as Regis and Kelly as our promotional events agenda continued to make Charlottetown the destination of choice.

Council undertook several strategic exercises this past year such as the Eastern Gateway Study, the review of our transit system, the 500 Lot implementation plan, the review of our Utility operations and perhaps the most important and compelling document generated by any municipality, Charlottetown's Integrated Community Sustainability Plan. This Plan provides the City with a long-term and forward-thinking strategic direction so the community can realize our sustainability objectives for the environmental, economic, social and cultural pillars. It has been said that sustainability isn't a project; it is a way of doing business. In recognition of this, clear steps have been identified for implementation by the City Corporation and for the community at large. Actioning this Plan will certainly be key to the future well being of our City.

Each year, the City's budget is the culmination of a collaborative effort between Council and Administration. Throughout the year, it is important to interpret the services the community wants and then design programs and develop estimates to deliver these services. It is a daunting challenge to balance such wants and needs and then address infrastructure that continues to age and need replacement; the fluctuating infrastructure support of our two partner levels of government and the ultimate desire to maintain current service levels when the primary revenue source remains the municipal taxpayer. Taking all into consideration, this is a progressive yet realistic budget where the City is advancing in a fiscally responsible manner.

When I stood before you a year ago, I reported the Province and municipalities were discussing ways to develop a more appropriate means of funding municipal operations. Those discussions have progressed and we remain confident that a new format will be in place for the 2012 budget. The current grant system is inappropriate as determined by Land Use and Governance Commissioner, the Honourable R. Thompson. We look forward to a new, more equitable arrangement.

2010 was a year of unprecedented capital works in both value of construction and the sheer number of projects undertaken. The Federal grants for infrastructure improvements coupled with the Province's share and our Gas Tax Allocation allowed us to do almost \$20M worth of capital works involving more than 50 projects. Last year was the only time since adopting our Capital Debt Reduction Strategy in 2006 that the City went beyond its borrowing plan to take advantage of the significant support from the other two levels of government. This decision was not taken lightly by the last Council as the long term fiscal responsibility had to be weighed against using 33 cent dollars and in some instances 25 cent dollars to achieve a long list of needed capital works. Our debt did increase slightly to afford our share of each project.

The Capital Debt Reduction Strategy directed that the City would spend no more in one fiscal year on capital projects than it paid in debt retirement. The Policy also had an additional directive that the City would implement a "pay as you go" approach beginning in 2011 whereby no additional debt would be added and the City would consequently begin reducing its debt load as retirement of existing debt was realized each year.

While last year was unprecedented in infrastructure support, the picture this year is the opposite. There is no new Federal or Provincial infrastructure programs to assist with the cost of capital works and only our New Deal Gas Tax allocation remains to address our ever growing infrastructure deficit. Deteriorating roads and sidewalks, storm water management issues, necessary facility upgrades to prolong life cycles, environmental stewardship projects, and aging sewer and water systems continue to dominate Council agendas. Ignoring these needs is not an option. These works have to be done and if not this year then in the future, with a higher inflationary driven cost for construction and likely escalating maintenance costs to extend useful life.

Because of this lack of funding, the Finance Committee and all Council debated our 2006 Policy at length and agreed to maintain the overriding intention to monitor, control and reduce the City's indebtedness. Council resolved that the City was unwise to implement the "pay as you go" approach in 2011. We have opted for debt financing this year to undertake needed works, resulting in a capital program of \$7.2M. Notwithstanding our

decision to use debt, Council has been cognizant of the intent of the 2006 Policy and will not increase indebtedness beyond what is required for the 2010 projects. We will in effect, be reducing our long term debt by \$400,000 even after our \$7.2M capital plan.

The 2011 Capital Budget will appear modest in comparison to the large number of projects undertaken in the past year. However, we are in the process of carrying out completions of the 2010 projects, primarily University Avenue and Mount Edward Road, while still continuing with our street repair/replacement, storm water management and sidewalk/curb maintenance/construction. We will be considering a round-about at the Belvedere Avenue, Brackley Point Road and St. Peters Road intersection and a new entrance to the Charlottetown Airport. We will also embark on a LED street lighting program for a new subdivision. LED lights have a higher initial cost but energy savings will result in a short term cost recovery in addition to the long term environmental savings.

In Phase II of the Public Works Fleet upgrade, we have set aside \$400,000 to replace four pieces of equipment critical in both summer and winter service delivery. This continues a planned program to ensure that machinery is kept in a condition to meet the rigors of the job and replaced at appropriate intervals considering purchase and annual maintenance costs.

The allocation for Public Works capital outside of Gas Tax funded projects in 2011 is \$2.3M.

Our Parks and Recreation Department is allotted \$800,000 for its capital projects. Within this allocation, we intend to undertake projects which would include improved accessibility in Cody Banks Arena, the addition of new playground equipment, new park development, completion of phase I of the park light replacement program at Confederation Landing Park, building new pedestrian paths and improved access for small watercraft on our waterfront.

New Deal Gas Tax for Cities and Communities for 2011 is a combination of this year's allocation of \$3M and \$1.1M deferred from last year for a total of \$4.1M. These funds will

be used for street resurfacing, sidewalk/curb construction, storm water control systems and traffic/pedestrian controls.

The capital program for the Sewer and Water Utility is just under \$1.8M. There will be watermain replacements and strategic infrastructure renewal at our treatment plant to extend the life cycle of that facility. We will continue with our program of meter replacements and upgrades throughout the City.

Each year, Committees of Council and Administration are tasked with determining new initiatives that will improve upon service delivery and address community needs. Funding for these is to be found within existing budgets through the identification of efficiencies or evaluated as a good use of any revenue growth. New Initiatives force us to look closely into Departmental operations. We must be responsive to changing needs and wants.

There is \$441,000 worth of new initiatives for the City and a further \$77,300 for the Utility included in this budget. It is worthy to highlight several of these undertakings to demonstrate that the City and Utility are aggressively moving towards making sure every tax dollar is well spent. You will also note many of these initiatives are driven by our Sustainability Plan.

The design of the Sustainability Plan uses a four-pillar approach. Our focus and intention in this year's budget and through New Initiatives is to have a balanced integration and alignment of these pillars that will guide our goal to become a more vibrant, healthy and sustainable community.

To support our Sustainability objectives under the environmental pillar we will be developing a long-term plan to change over our street lighting from high pressure sodium lighting to energy efficient LED. We began last year on the reconstruction of University Avenue project and this year we will install LED lights in a new industrial development. Our goal is to have LEDs as the standard for all installations.

We will be commencing energy audits in all our facilities. This multi-year project will identify opportunities for improved energy efficiencies in municipal buildings and infrastructure. This project will result in both increased environmental awareness and reductions of emissions which demonstrate our commitment to be a more sustainable community.

We will be embarking on further water conservation efforts in 2011, also in accord with our sustainability objectives in the environmental area. We have engaged a contract individual to spearhead this program and already are seeing an impact in our own water usage practices. We will encourage the use of water meters for all properties and will continue to demonstrate ways we all can conserve this precious resource.

Accessibility, mobility and improved connectivity are integral to our City's social and economic fabric. The Charlottetown Area Public Transit has celebrated five years of service with a significant increase in ridership. Our recent review will ensure this continues. Our transit buses have had accessibility issues. Because accessibility is important to us, funds have been allocated to retrofit all our units with the proper equipment.

Our cultural pillar is being addressed by several initiatives associated with the Cultural Capitals designation the City has received for 2011. We are one of three communities in the Country to receive this designation, which includes a financial contribution from the Federal government to support special activities that celebrate the arts and culture. The City will be making its own contribution to this effort in order to build a cultural legacy for the community.

Our review of the sewer and water department has been completed and the recommendations in that report are in the hands of the Standing Committee. Once the Committee has completed its review, the report will be presented to departmental staff and then will be shared with the public. This organizational and operational review was undertaken to ensure efficiencies are achieved and our service is provided in the most

effective manner. This report follows the beneficial reviews undertaken in Fire and Police over the past three years.

Later this year, we will be enhancing our customer service by implementing a computerized tracking and follow up system with the expressed intent of providing the best possible service to our citizens. This was an issue raised during the campaign and we will be taking positive steps to address our processes.

Also heard during the campaign was the need to review both our Official Plan and the Zoning and Development Bylaw to ensure our land use policies are current and meaningful. Funding has been allocated for this project which will extend over two years given the magnitude and desire to fully engage the community.

There are also important matters sanctioned by Council that do not have direct budgetary impact but again demonstrate the fiscal prudence of the City. The Finance Committee will be coordinating a review and refinement of our long term fiscal and infrastructure plans. This will include four year capital plans for Public Works, Utility, Parks, Fire, Police, Transit, Community Facilities and Fleet. This will also involve examining long term financial forecasts with our partners including CARI, the Civic Centre, and the Charlottetown Airport. We will tie a review of our core services into this exercise and an overall review of our financial policies.

We have not funded another departmental review in 2011 in order to provide an opportunity for the two new Members of Council and the various new Committee Chairs to fully familiarize themselves with departmental operations. Notwithstanding, there will be an internal review in the Public Work's Department of the senior management organization and its operational effectiveness.

2011 is the first year of our four year term of Council. The citizen feedback during the campaign and the input from organizations like the Chamber of Commerce has reinforced our need to examine the ways in which we operate. In the coming months, we will be examining performance indicators and examining our processes to ensure we align our



actions with our strategies. I believe an examination of this budget will convince everyone that we have listened and we have adjusted as needed. We will continue to identify and deliver on service improvements to our citizens while also continuing to implement operational efficiencies.

The past Council moved our City forward and I am confident this Council will be able to boast the same at the end of its term. Our budget process illustrates that collectively we are acting in the best interests of the City.

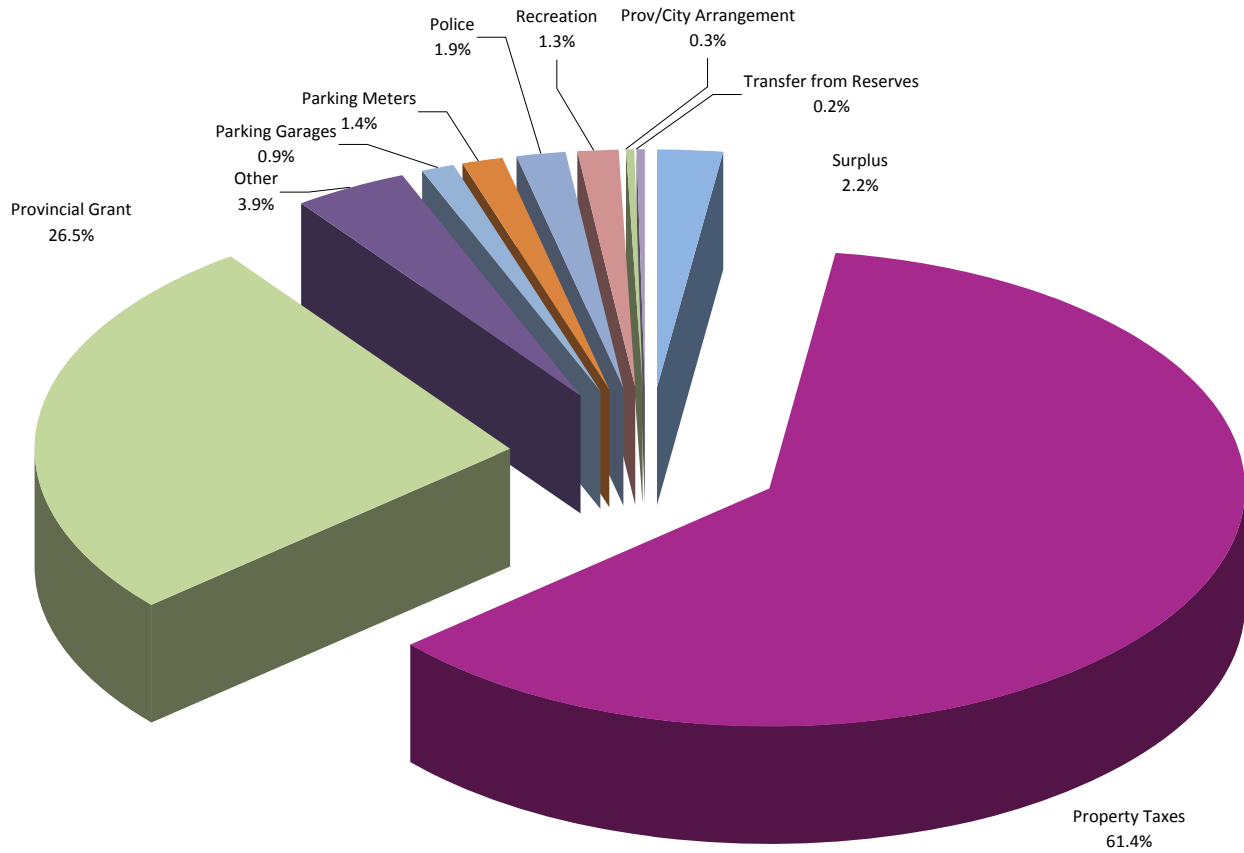
As Chair of the Finance, Audit, Tendering and Public Property Committee, it has been a privilege to present the 2011 Budget. I wish to thank the efforts of Councillors Terry Bernard, Melissa Hilton and Edward Rice for their input, guidance and direction in reaching this budget. I extend my thanks as well to His Worship Mayor Lee, whose keen interest and involvement with the budget was greatly appreciated. My colleagues on Council also deserve special recognition. The input, the debate and the passion for our City came through in every Standing Committee and collectively when we developed this important financial plan. Lastly, I would like to thank our entire Administration for their hard work in the preparation of the budget. In particular, our Director of Fiscal Services and Development Phil Handrahan, our Manager of Finance Scott Ryan and our CAO Roy Main each provided exemplary service over the past several months to bring us to this point.

The adoption of this balanced budget of \$42.6M for City purposes and \$9.98M for the Utility means the City and its Utility will remain strong and well positioned for the future. We have responded to our citizens and we have been diligent to ensure taxpayers receive value for each tax dollar.

Your Worship, it is my pleasure to move the adoption of the City of Charlottetown Budget for 2011.

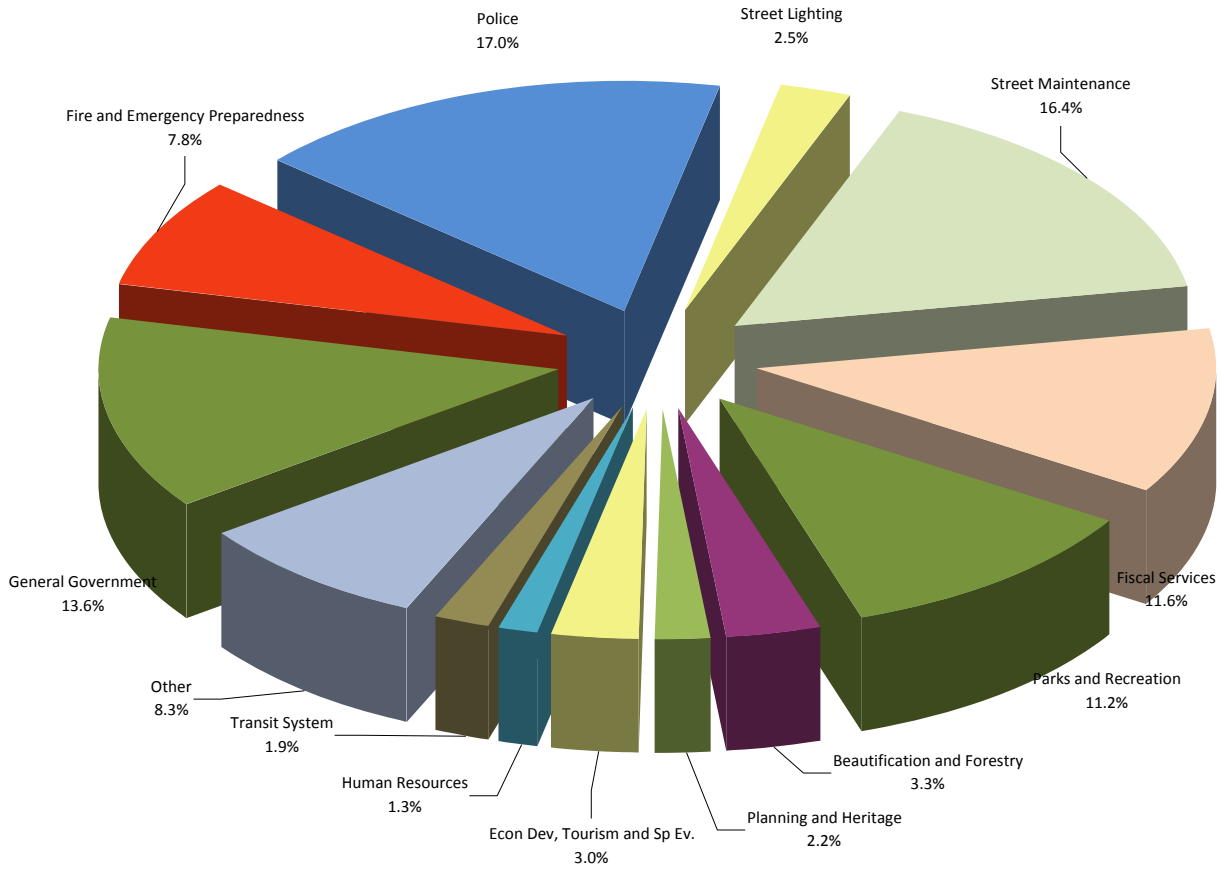
# City of Charlottetown 2011 Budget

## Revenue



Surplus	949,792	2.2%
Property Taxes	26,141,118	61.4%
Provincial Grant	11,277,036	26.5%
Other	1,673,000	3.9%
Parking Garages	380,000	0.9%
Parking Meters	590,000	1.4%
Police	811,000	1.9%
Recreation	534,663	1.3%
Prov/City Arrangement	140,000	0.3%
Transfer from Reserves	105,887	0.2%
<b>Total Revenue</b>	<b>\$42,602,496</b>	<b>100.0%</b>

# City of Charlottetown 2011 Budget Expenditures



General Government	\$ 5,785,740	13.6%
Fire and Emergency Preparedness	3,317,425	7.8%
Police	7,230,755	17.0%
Street Lighting	1,046,000	2.5%
Street Maintenance	6,966,200	16.4%
Fiscal Services	4,945,927	11.6%
Parks and Recreation	4,753,067	11.2%
Beautyfication and Forestry	1,407,136	3.3%
Planning and Heritage	922,910	2.2%
Econ Dev, Tourism and Sp Ev.	1,286,113	3.0%
Human Resources	560,763	1.3%
Transit System	825,028	1.9%
Other	3,554,549	8.3%
<b>Total Expenditures</b>	<b>\$42,601,613</b>	<b>100.0%</b>

**PER CAPITA EXPENDITURES BY FUNCTION**

**City of Charlottetown**

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**New Brunswick Cities (Average)**

<u>ITEM</u>	<u>Fredericton</u>	<u>Saint John</u>	<u>Moncton</u>	<u>Bathurst</u>	<u>Edmundston</u>	<u>Campbellton</u>	<u>Miramichi</u>	<u>Dieppe</u>	<u>NB Average</u>	<u>Charlottetown</u>	<u>% Ch'town/ NB Average</u>
Population	50,535	68,043	64,128	12,714	16,643	7,384	18,129	18,565	32,018	32,174	100.49%
General Government per capita	19,133,549 378.62	14,032,645 206.23	14,773,198 230.37	2,586,965 203.47	2,847,957 171.12	1,204,693 163.15	2,122,383 117.07	3,907,607 210.48	7,576,125 236.62	6,966,889 216.54	91.51%
Police per capita	13,599,416 269.11	22,672,700 333.21	18,639,443 290.66	4,471,772 351.72	3,705,902 222.67	1,970,498 266.86	4,547,780 250.86	3,546,563 191.03	9,144,259 285.60	7,684,375 238.84	83.63%
Fire Protection per capita	10,639,335 210.53	21,268,240 312.57	11,696,024 182.39	1,757,134 138.20	1,593,462 95.74	631,000 85.46	2,065,208 113.92	2,817,338 151.76	6,558,468 204.84	2,354,376 73.18	35.72%
Public Works (Transportation) per capita	13,273,183 262.65	25,647,045 376.92	24,954,487 389.14	4,556,873 358.41	6,076,613 365.12	2,644,865 358.19	5,196,541 286.64	5,075,258 273.38	10,928,108 341.32	9,088,470 282.48	82.76%
Community Planning (Env. Dev.) per capita	6,064,527 120.01	11,118,684 163.41	3,996,946 62.33	599,844 47.18	1,173,723 70.52	271,037 36.71	880,537 48.57	2,584,881 139.23	3,336,272 104.20	2,162,324 67.21	64.50%
Recreation & Culture per capita	5,296,407 104.81	8,944,494 131.45	16,563,022 258.28	2,778,712 218.56	2,871,703 172.55	1,995,068 270.19	3,243,932 178.94	6,467,524 348.37	6,020,108 188.02	5,212,922 162.02	86.17%
Debt Costs per capita	7,605,622 150.50	13,002,570 191.09	18,326,963 285.79	2,985,881 234.85	3,566,438 214.29	1,587,672 215.02	2,632,888 145.23	7,566,035 407.54	7,159,259 223.60	5,932,756 184.40	82.47%
Gross Expenditures per capita	90,962,299 1,799.99	128,133,693 1,883.13	116,851,297 1,822.16	20,978,779 1,650.05	24,051,507 1,445.14	10,840,342 1,468.09	23,583,161 1,300.85	34,923,123 1,881.13	56,290,525 1,758.11	39,402,112 1,224.66	69.66%
Tax rates (average)	1.4150	1.7850	1.6469	1.7550	1.5670	1.7504	1.6971	1.5645	1.648	1.3300	80.72%

Source: Annual Report of Municipal Statistics, Dept. of Environment and Local Government  
 Compiled by: Municipal Human Resources Inc.  
 Date: March 7, 2011

Charlottetown Statistics: City of Charlottetown 2010 Budget  
*Water supplied by Utility to Fire Department is excluded*  
*Transit is excluded*  
*Waste Management is excluded*  
 Tax rate: Weighted average of non-commercial tax rates based on assessment  
 The portion of Provincial tax which is granted to the City (\$.66) is included as if taxed.



**Clifford J. Lee, Mayor**

# **Charlottetown City Council 2011**



## **Mission Statement**

*To manage the resources  
of the City of Charlottetown  
to the optimal benefit  
of its citizens and the community*



**Edward J. Rice**  
Ward 1



**Daniel J. Redmond**  
Ward 2



**Robert B. Lantz**  
Ward 3



**Mitchell G. Tweel**  
Ward 4



**Sterling H. MacFadyen**  
Deputy Mayor, Ward 5



**David W. MacDonald**  
Ward 6



**Cecil F. Villard**  
Ward 7



**Jason E. Coady**  
Ward 8



**Melissa J. Hilton**  
Ward 9



**Terence H. Bernard**  
Ward 10



## City of Charlottetown *Standing Committee Structure*

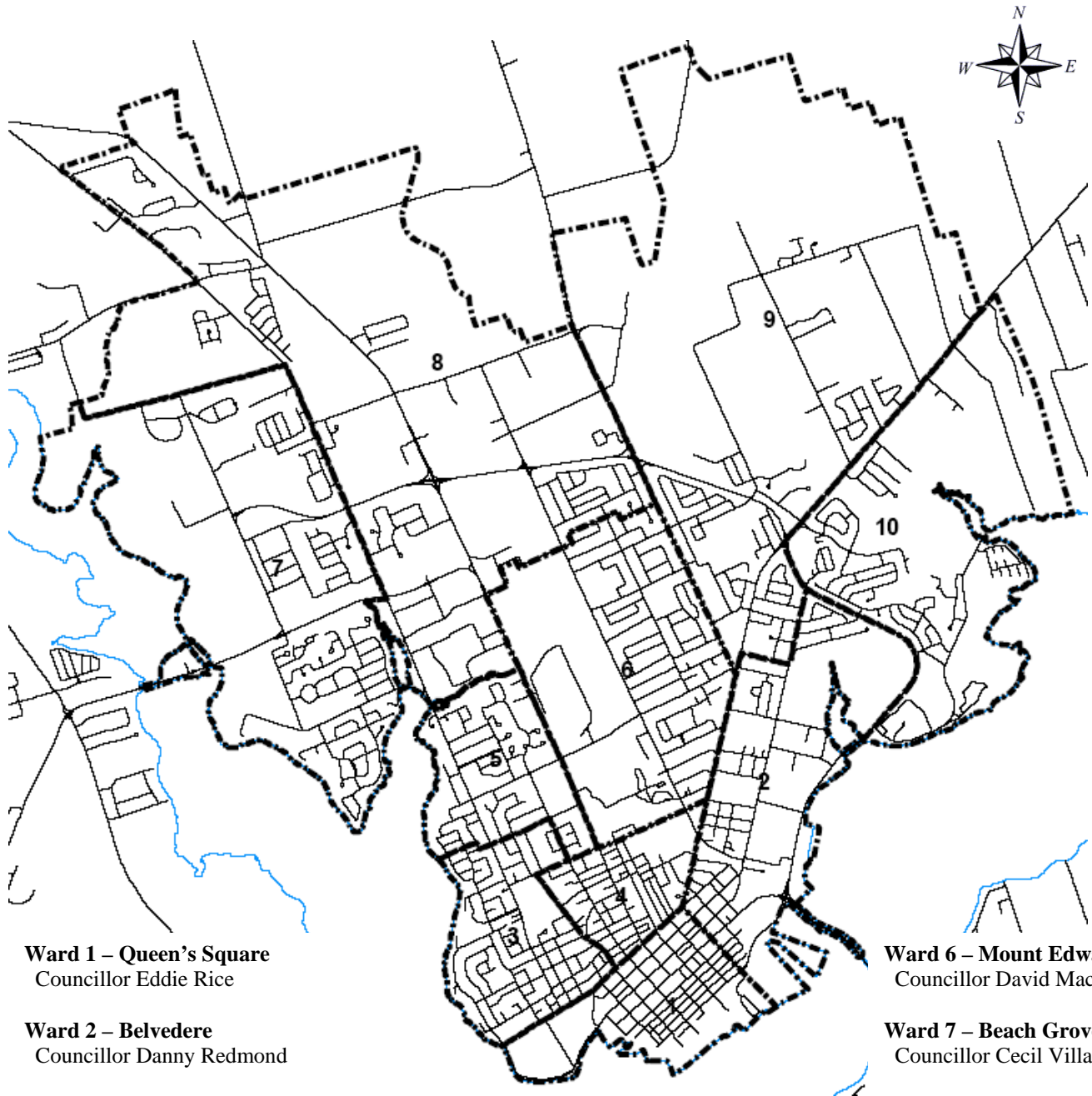
Effective December 6, 2010

<b>ADVANCED PLANNING, PRIORITIES AND SPECIAL EVENTS</b>	
<b>CHAIR</b>	<b>Deputy Mayor Sterling H. MacFadyen</b>
<b>Vice-Chair</b>	<b>Councillor Mitchell G. Tweel</b>
<b>Members at Large</b>	Councillor David W. MacDonald Mayor Clifford J. Lee
<b>ECONOMIC DEVELOPMENT AND TOURISM</b>	
<b>CHAIR</b>	<b>Councillor Jason E. Coady</b>
<b>Vice-Chair</b>	<b>Councillor Edward J. Rice</b>
<b>Member at Large</b>	Councillor Robert B. Lantz
<b>FINANCE, AUDIT, TENDERING AND PUBLIC PROPERTY</b>	
<b>CHAIR</b>	<b>Councillor Cecil F. Villard</b>
<b>Vice-Chair</b>	<b>Councillor Melissa J. Hilton</b>
<b>Members at Large</b>	Councillor Edward J. Rice Councillor Terence H. Bernard
<b>HUMAN RESOURCES, PENSION AND ADMINISTRATION</b>	
<b>CHAIR</b>	<b>Councillor Daniel J. Redmond</b>
<b>Vice-Chair</b>	<b>Councillor Terence H. Bernard</b>
<b>Member at Large</b>	Councillor Cecil F. Villard
<b>INTEGRATED COMMUNITY SUSTAINABILITY PLAN (ICSP)</b>	
<b>CHAIR</b>	<b>Councillor Robert B. Lantz</b>
<b>Vice-Chair</b>	<b>Councillor Daniel J. Redmond</b>
<b>Member at Large</b>	Councillor Terence H. Bernard
<b>INTERGOVERNMENTAL AFFAIRS, TRANSIT AND COMMUNICATIONS</b>	
<b>CHAIR</b>	<b>Councillor Mitchell G. Tweel</b>
<b>Vice-Chair</b>	<b>Councillor David W. MacDonald</b>
<b>Member at Large</b>	Deputy Mayor Sterling H. MacFadyen
<b>PARKS, RECREATION AND LEISURE ACTIVITIES</b>	
<b>CHAIR</b>	<b>Councillor Melissa J. Hilton</b>
<b>Vice-Chair</b>	<b>Councillor David W. MacDonald</b>
<b>Member at Large</b>	Councillor Mitchell G. Tweel
<b>PLANNING AND HERITAGE</b>	
<b>CHAIR</b>	<b>Councillor Robert B. Lantz</b>
<b>Vice-Chair</b>	<b>Councillor Jason E. Coady</b>
<b>Member at Large</b>	Councillor Melissa J. Hilton
<b>PROTECTIVE AND EMERGENCY SERVICES</b>	
<b>CHAIR</b>	<b>Councillor David W. MacDonald</b>
<b>Vice-Chair</b>	<b>Councillor Daniel J. Redmond</b>
<b>Member at Large</b>	Councillor Cecil F. Villard
<b>PUBLIC WORKS AND STREET LIGHTING</b>	
<b>CHAIR</b>	<b>Councillor Terence H. Bernard</b>
<b>Vice-Chair</b>	<b>Deputy Mayor Sterling H. MacFadyen</b>
<b>Member at Large</b>	Councillor Daniel J. Redmond
<b>URBAN BEAUTIFICATION AND FORESTRY</b>	
<b>CHAIR</b>	<b>Mayor Clifford J. Lee</b>
<b>Vice-Chair</b>	<b>Deputy Mayor Sterling H. MacFadyen</b>
<b>Member at Large</b>	Councillor Jason E. Coady
<b>WATER AND SEWER UTILITY</b>	
<b>CHAIR</b>	<b>Councillor Edward J. Rice</b>
<b>Vice-Chair</b>	<b>Councillor Cecil F. Villard</b>
<b>Member at Large</b>	Councillor Mitchell G. Tweel

# City of Charlottetown

## “Ward Map”

### 2011



**Ward 1 – Queen’s Square**  
Councillor Eddie Rice

**Ward 2 – Belvedere**  
Councillor Danny Redmond

**Ward 3 – Brighton**  
Councillor Rob Lantz

**Ward 4 – St. Avard’s**  
Councillor Mitchell Tweel

**Ward 5 – Spring Park**  
Deputy Mayor Stu MacFadyen

**Ward 6 – Mount Edward**  
Councillor David MacDonald

**Ward 7 – Beach Grove**  
Councillor Cecil Villard

**Ward 8 – Highfield**  
Councillor Jason Coady

**Ward 9 – Stonepark**  
Councillor Melissa Hilton

**Ward 10 – Falconwood**  
Councillor Terry Bernard

Charlottetown Harbour

# **City of Charlottetown**

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## **2011 Budget**

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March 30, 2011



## CITY OF CHARLOTTETOWN - 2011 BUDGET SUMMARY

<u>Revenue</u>	<u>2010 Budget</u>	<u>2010 Projected</u>	<u>2011 Estimate</u>
Surplus from Previous Year	\$ 1,312,547	\$ 1,312,834	\$ 949,792
Property Taxes	24,720,965	24,994,964	26,141,118
Provincial Grant	11,165,382	11,166,450	11,277,036
Grant In Lieu of Taxes (QEH)	140,000	140,000	140,000
Provincial Tax Rebate (Equalization Grant)	31,777	31,776	-
Storm Sewer Rental	30,000	30,000	30,000
Licenses	370,000	474,166	403,000
Parking Garages	320,000	328,736	380,000
Parking Meters	420,000	587,301	590,000
Police	915,000	770,153	811,000
Credits from Other Departments	667,200	694,992	700,000
Outside Fire Protection	15,000	12,110	15,000
Utility Facility Rental Fee	205,000	205,000	205,000
Interest	230,000	284,973	280,000
Recreation	519,604	468,372	534,663
Transfer from Parkland Reserve	28,756	28,756	105,887
Tourism Accommodation Levy Administration Fee	12,000	10,011	15,000
BirthPlace Initiatives	35,000	21,885	25,000
<b>REVENUE TOTAL</b>	<u>\$ 41,138,231</u>	<u>\$ 41,562,479</u>	<u>\$ 42,602,496</u>

## CITY OF CHARLOTTETOWN - 2011 BUDGET SUMMARY

<u>Expenditure</u>	<u>2010 Budget</u>	<u>2010 Projected</u>	<u>2011 Estimate</u>
General Government Services:			
City Government	\$ 1,656,275	\$ 1,712,997	\$ 1,727,516
Finance and Audit	696,734	694,117	704,568
Municipal Buildings	1,751,855	1,804,442	1,847,550
Insurance	635,000	628,801	678,019
Mayor and Council	684,646	719,038	763,087
Reports and Studies	<u>68,500</u>	<u>58,360</u>	<u>65,000</u>
	\$ 5,493,010	\$ 5,617,754	\$ 5,785,740
Protective Services:			
Fire Department	3,112,466	3,077,843	3,264,225
Police Department	7,213,006	7,257,085	7,230,755
Street Lighting	1,042,000	1,064,075	1,046,000
Emergency Preparedness	<u>55,336</u>	<u>56,320</u>	<u>53,200</u>
	\$ 11,422,808	\$ 11,455,322	\$ 11,594,180
Street Maintenance:			
Public Works	6,874,050	6,554,817	6,844,400
Traffic and Parking	<u>117,600</u>	<u>114,742</u>	<u>121,800</u>
	\$ 6,991,650	\$ 6,669,559	\$ 6,966,200
Fiscal Services	5,279,756	4,667,939	4,945,927
Parks and Recreation	4,343,703	4,641,976	4,753,067
Urban Beautification and Forestry	1,094,006	1,160,940	1,407,136
Community Sustainability	39,150	20,524	168,686
Planning	566,310	515,961	590,320
Heritage	158,795	146,881	172,415

# CITY OF CHARLOTTETOWN - 2011 BUDGET SUMMARY

<u>Expenditure (continued)</u>	<u>2010 Budget</u>	<u>2010 Projected</u>	<u>2011 Estimate</u>
Economic Development	\$ 620,527	\$ 584,111	\$ 622,665
Tourism	262,183	226,318	322,848
Human Resources	462,428	408,699	560,763
Intergovernmental Affairs	0	347	50,000
Transit System	768,700	877,765	825,028
Advanced Planning	134,000	136,225	51,000
Event Attraction	258,300	260,339	289,600
Arts and Culture	105,535	100,358	160,175
Other	<u>3,134,601</u>	<u>3,121,667</u>	<u>3,335,863</u>
<b>EXPENDITURE TOTAL</b>	<b><u>\$ 41,135,462</u></b>	<b><u>\$ 40,612,687</u></b>	<b><u>\$ 42,601,613</u></b>
Surplus	<u>\$ 2,769</u>	<u>\$ 949,792</u>	<u>\$ 883</u>
<b><u>UTILITY</u></b>			
Water and Sewer (Revenue)	\$ 10,222,069	\$ 9,669,970	\$ 9,882,501
Water and Sewer (Expenditure)	<u>\$ 10,221,811</u>	<u>\$ 9,195,368</u>	<u>\$ 9,878,108</u>
Surplus	<u>\$ 258</u>	<u>\$ 474,602</u>	<u>\$ 4,393</u>
<b>TOTAL CITY REVENUE</b>	<b>\$ 51,360,300</b>	<b>\$ 51,232,449</b>	<b>\$ 52,484,997</b>
<b>TOTAL CITY EXPENDITURE</b>	<b><u>51,357,274</u></b>	<b><u>49,808,055</u></b>	<b><u>52,479,721</u></b>
<b>Surplus</b>	<b><u>\$ 3,026</u></b>	<b><u>\$ 1,424,394</u></b>	<b><u>\$ 5,277</u></b>

**2011 Property Tax Rates  
per \$100 of Assessment**

Non-Commercial (Mobile Home Parks)	\$0.42
Non-Commercial (Residential)	\$0.67
Non-Commercial (Out of Province Ownership)	\$1.33
Hotel/Motel and 4+ Unit Buildings	\$0.91
Hotel/Motel and 4+ Unit Buildings (Out of Province)	\$1.57
Commercial	\$2.36
BIA Commercial (on Behalf of DCI)	\$0.15

**2011 Single Family Dwelling  
Annual Utility Costs**

Effective January 1, 2011	
Water	\$183.93
Sewer	<u>\$297.24</u>
Total	\$481.17
As Approved by Council February 8, 2010	

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
General Government Services

**Prepared by:**  
Donna Waddell

<b>Budget Item and Primary Code</b> City Government - 1000	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	969,657	908,582	936,798
Benefits	192,993	177,736	193,498
Postage	17,000	12,666	17,000
Office Supplies	20,000	16,750	20,000
Repairs and Rentals	15,000	14,436	40,000
Federation Fees	39,825	39,794	51,420
Solicitors Fees	170,000	253,610	200,000
Staff Development	10,000	5,991	10,000
Computer Services	140,000	228,837	140,000
Purchase of New Equipment	6,000	3,276	6,000
Miscellaneous	15,000	13,001	15,000
Projects	30,000	7,519	-
City Portal	moved from tab 24		67,000
Post Retirement Pay Reserve	30,800	30,800	30,800
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$1,656,275</b>	<b>\$1,712,997</b>	<b>\$1,727,516</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
General Government Services

**Prepared by:**  
Scott Ryan

<b>Budget Item and Primary Code</b> Finance and Audit - 2500	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	448,540	446,109	445,230
Benefits	92,194	93,912	95,598
Professional Auditing Services	27,000	22,893	27,810
Staff Training and Travel	10,000	10,236	10,000
Meeting Expenses	1,600	987	1,600
Post Retirement Pay Reserve	17,600	17,600	17,600
Bank Service Charges	26,000	31,757	31,730
Miscellaneous Administration	5,000	3,134	5,000
Computer Services	68,800	67,489	70,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$696,734</b>	<b>\$694,117</b>	<b>\$704,568</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
General Government Services

**Prepared by:**  
Paul Johnston

<b>Budget Item and Primary Code</b> Municipal Buildings - 4600-4699	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	446,600	448,870	453,000
Benefits	81,120	77,503	93,500
Heating Fuel	215,000	193,700	205,000
Phones	75,800	81,863	85,000
Electric	207,850	194,622	184,000
Water and Sewer	16,735	16,222	17,000
Cleaning Supplies	25,600	18,015	23,000
Service Contracts	75,000	72,270	75,000
Maintenance	172,500	193,109	204,500
Snow Removal	11,100	8,964	11,000
Property Taxes	400,000	478,413	475,000
Clothing	1,500	1,500	1,650
Mileage	1,850	1,281	1,700
Miscellaneous	8,000	4,910	5,000
Post Retirement Pay Reserve	13,200	13,200	13,200
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$1,751,855</b>	<b>\$1,804,442</b>	<b>\$1,847,550</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
General Government Services

**Prepared by:**  
Donna Waddell

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Insurance - 3100			
General Coverage	478,630	475,431	522,572
Municipal Vehicles and Equipment	136,368	133,368	135,445
Environmental Liability Insurance	20,002	20,002	20,002
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$635,000</b>	<b>\$628,801</b>	<b>\$678,019</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
General Government Services

**Prepared by:**  
Karen Lavers

<b>Budget Item and Primary Code</b> Mayor and Council - 1900	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	33,150	28,192	40,000
Benefits	9,000	12,102	21,087
Miscellaneous	10,000	6,259	12,000
Mayor and Council	225,996	226,306	228,000
Training and Development	65,000	73,806	65,000
Public Relations	254,500	286,751	304,500
Intercommunity Affairs	29,000	25,950	29,500
Office Equipment	20,000	20,727	25,000
Community Neighbourhood Events	25,000	26,395	25,000
Professional Services	13,000	12,549	13,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$684,646</b>	<b>\$719,038</b>	<b>\$763,087</b>



# 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
 General Government Services

**Prepared by:**  
 Donna Waddell

<b>Budget Item and Primary Code</b> Reports and Studies - 1300	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Reports and Studies	68,500	58,360	65,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$68,500</b>	<b>\$58,360</b>	<b>\$65,000</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Protective Services

**Prepared by:**  
Randy K. MacDonald

<b>Budget Item and Primary Code</b> Fire Department 3700	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries (Permanent)	699,800	696,090	733,100
Benefits (Permanent)	151,800	153,425	174,200
Labour (Permanent)	182,700	192,215	231,800
Uniforms	15,000	14,914	15,000
Salaries (Volunteers)	449,100	434,422	443,400
Benefits (Volunteers)	34,800	37,512	40,000
Labour (Volunteers)	23,300	14,225	23,300
Gas and Oil	17,500	17,829	17,500
Vehicle Maintenance and Repairs	80,000	68,832	80,000
Phones and Radios	17,000	36,343	35,800
Equipment Maintenance	14,000	24,498	24,500
Air Supply and Service	7,900	7,902	7,900
New Equipment	50,666	76,678	110,700
Training and Job Development	43,300	35,747	38,300
Transportation	1,000	807	1,000
Fire Prevention Bureau	16,600	30,138	16,600
Membership Fees	800	946	1,000
Advertising	2,500	2,360	2,500
Protective Clothing	65,500	39,546	40,500
Volunteer Programs	19,100	16,490	29,100
Water Department Services	925,500	925,500	937,125
Insurance Claims	5,000	3,789	5,000
Miscellaneous	30,000	25,198	30,000
Leased Vehicles	206,000	168,838	172,300
Post Retirement Pay Reserve (Career)	28,600	28,600	28,600
Post Retirement Pay Reserve (Volunteer)	25,000	25,000	25,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$3,112,466</b>	<b>\$3,077,843</b>	<b>\$3,264,225</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Protective Services/Police Department

**Prepared by:**  
Paul Smith

<b>Budget Item and Primary Code</b> Police Department - 4000	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	4,312,021	4,094,245	4,251,009
Benefits	898,069	916,058	947,448
Labour	902,975	1,144,126	897,831
Commissionaires	126,928	123,376	126,928
Vehicles			
Gas and Oil	110,000	112,972	110,000
Repairs and Maintenance	55,000	78,616	60,000
Rental of CIB Vehicle Surveillance, Temporary Vehicles for Operational and Down Time (JFO)	13,000	11,098	22,600
Motorcycle Lease	5,800	5,786	5,800
Phones and Radios	83,310	126,043	103,464
Car Wash	12,200	11,778	12,200
Law Books	2,400	3,186	2,400
Breathalyzer and CPIC	4,800	1,463	4,800
Plain Clothes Allowance	13,800	13,859	13,800
Emergency Recording Equipment	6,300	3,786	6,300
PROS - Police Reporting and Occurrence Sys.	62,001	32,791	62,000
Uniforms	35,000	37,072	50,000
Dry-Cleaning	9,000	6,440	9,000
Flashlights and Batteries	2,000	1,270	2,000
Office Printing and Supplies	34,000	47,345	34,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>			

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Protective Services/Police Department

**Prepared by:**  
Paul Smith

<b>Budget Item and Primary Code</b> Police Department - 4000	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Advertising	1,800	1,760	1,800
Identification Supplies	7,500	4,667	7,500
Ammunition	2,000	2,050	2,000
Justice Computer Terminal	18,000	17,866	1,000
Operational expenses (JFO)	15,000	16,552	15,000
Police Hardware and Emergency Response Equipment	29,000	29,554	66,000
Staff Training courses	85,068	65,961	50,068
Council Training courses (Atlantic Police Academy and Canadian Police College)	2,000	-	2,000
Inmate Meals	7,161	6,756	7,161
Miscellaneous	8,000	9,338	8,000
Community Policing	25,000	27,414	25,000
Post Retirement Pay Reserve	14,800	11,150	14,800
Insurance Claims	162,800	162,800	162,800
Parking Computer	10,000	7,902	10,000
Humane Society (Annual Contract)	16,120	15,963	16,120
Downtown Office	88,152	87,214	89,926
Strategic Planning/Stipends	12,000	7,826	12,000
	20,000	11,000	18,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$7,213,006</b>	<b>\$7,257,085</b>	<b>7,230,755</b>

# 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Street Lighting

**Prepared by:**  
Paul Johnston

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Street Lighting - 4900			
Street Lighting	992,000	1,001,543	978,500
New Lights and Repairs	50,000	62,532	67,500
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$1,042,000</b>	<b>\$1,064,075</b>	<b>\$1,046,000</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Emergency Preparedness

**Prepared by:**  
Randy K. MacDonald

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Emergency Preparedness			
Salaries (Casual)	5,600	6,117	6,300
Emergency Planning	3,000	2,677	8,000
Staff Training	2,500	1,029	2,500
Council Training	1,000	41	1,000
Emergency Operations	4,800	4,800	4,800
City Radio System	30,600	32,365	30,600
Emergency Generators	7,836	9,291	-
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$55,336</b>	<b>\$56,320</b>	<b>\$53,200</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Municipal Services Public Works

**Prepared by:**  
Paul Johnston

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Public Works and Corp. Property - 4300			
Salaries	1,449,250	1,455,208	1,427,000
Benefits (Permanent Employees)	304,000	333,072	340,000
Benefits (Term Employees)	223,750	252,467	328,900
Administration	38,000	37,449	38,000
Training and Travel (Elected Officials)	4,100	4,278	4,100
Training and Travel (Staff)	11,000	12,120	11,000
Snow Removal	1,783,000	1,453,989	1,620,000
Street Cleaning	882,850	823,091	851,000
Street Resurfacing	15,500	16,947	17,500
Street Repair	581,500	588,266	581,500
Sidewalk and Curb (Union Maintenance)	305,000	315,476	323,000
Storm Drainage System and Culvert Replacement and Rehabilitation	181,000	200,106	202,500
Clothing	14,500	15,864	16,000
Phones and Radios	21,000	17,538	21,000
Tools	10,000	7,537	10,000
Vehicle Fuel (Gas, Oil and Diesel Fuel)	250,000	227,593	230,000
Repairs to Equipment	250,000	257,619	255,000
Traffic Markings and Signs	418,000	417,592	438,000
Special Initiatives	11,500	11,000	12,000
Meeting Expenses	3,500	3,132	3,500
Professional Consulting	15,000	5,390	15,000
Post Retirement Pay Reserve	61,600	61,600	59,400
Insurance Claims	40,000	37,483	40,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$6,874,050</b>	<b>\$6,554,817</b>	<b>\$6,844,400</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Traffic and Parking

**Prepared by:**  
Paul Johnston/Paul Smith

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Traffic and Parking - 5200			
Salaries	52,850	65,087	53,350
Benefits	4,700	5,623	6,250
Clothing	350	350	350
Parking Devices (Operations and Repairs)	49,500	36,087	50,000
Parking Meter Tickets	4,000	-	4,000
Vehicle Operation and Repair	4,000	5,395	5,650
Post Retirement Pay Reserve	2,200	2,200	2,200
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$117,600</b>	<b>\$114,742</b>	<b>\$121,800</b>



# 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Fiscal Services

**Prepared by:**  
Scott Ryan

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Fiscal Services - 2800			
Short Term (Capital Bridging) Debt	125,000	94,419	25,301
Servicing Long Term Debt	5,154,756	4,573,520	4,920,626
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$5,279,756</b>	<b>\$4,667,939</b>	<b>\$4,945,927</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Parks and Recreation

**Prepared by:**  
Sue Hendricken

<b>Budget Item and Primary Code</b> Parks and Recreation - 6700-6770	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
<b><u>Administration</u></b>			
Salaries	122,399	123,024	122,399
Benefits	25,813	26,343	26,299
Mileage	4,000	3,582	4,000
Advertising	1,000	653	1,000
Staff Travel and Training	7,000	8,545	13,000
Elected Official Travel and Training	7,200	3,132	4,800
Advisory Committee Stipend	8,400	8,400	7,200
Meeting Expenses	1,500	1,950	1,500
Office Equipment	19,000	17,606	17,000
Special Grants	6,000	12,657	22,000
Miscellaneous	1,500	797	1,000
Insurance Claims	3,000	2,505	3,000
Post Retirement Pay Reserve	<u>33,000</u>	<u>33,000</u>	<u>39,600</u>
Administration Total	256,102	242,192	262,798
<b><u>Programs and Grants</u></b>			
Salaries	277,834	256,607	284,457
Benefits	33,860	35,163	41,807
Subsidies and Grants	259,427	255,210	273,286
Programs and Equipment	68,300	53,441	60,300
Special Events	9,000	6,727	9,000
Miscellaneous	500	124	500
Promotions (Brochure, Flyers and Ads)	<u>26,000</u>	<u>25,924</u>	<u>26,000</u>
Programs and Grants Total	652,788	633,196	695,350
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>			

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

Account Name/Department  
Parks and Recreation

Prepared by:  
Sue Hendricken

Budget Item and Primary Code Parks and Recreation - 6700-6770	2010 Original Budget	2010 Projected	Estimate for 2011
<b><u>Cody Banks Arena</u></b>			
Salaries	174,822	194,314	195,723
Benefits	44,849	50,974	44,849
Staff Training	2,600	1,814	2,600
Utilities (Lights, Water, Phone and Fuel)	107,040	110,652	107,040
Repairs and Maintenance	33,195	37,098	33,195
Ice Equipment	15,000	3,487	15,000
Small Projects	22,000	13,352	17,000
Miscellaneous	2,500	2,683	2,500
Vehicle Repairs, Maintenance and Fuel	<u>6,113</u>	<u>997</u>	<u>6,113</u>
Cody Banks Total	425,417	415,372	424,020
<b><u>Simmons Arena</u></b>			
Salaries	144,551	115,769	144,551
Benefits	24,779	25,330	24,778
Staff Training	2,600	1,154	2,600
Utilities (Lights, Water, Phone and Fuel)	129,506	139,275	129,506
Repairs and Maintenance	63,075	54,757	58,075
Small Projects	22,000	23,222	22,000
Vehicle Repairs, Maintenance and Fuel	6,620	49	6,620
Miscellaneous	<u>3,500</u>	<u>3,185</u>	<u>3,500</u>
Simmons Total	400,222	362,740	391,630
<b>Charlottetown Civic Centre</b>	500,000	860,656	742,000
<b>CARI (Aquatics Arena) Centre</b>	589,000	589,000	591,153
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>			

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Parks and Recreation

**Prepared by:**  
Sue Hendricken

<b>Budget Item and Primary Code</b> Parks and Recreation - 6700-6770	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
<b><u>Parks</u></b>			
Salaries	862,520	880,818	940,471
Benefits	107,622	106,370	132,640
Training and Consulting Fees	3,500	2,925	5,500
Parks Maintenance	258,827	263,386	271,615
Vehicles and Equip. Repairs, Maintenance and Fuel	125,171	120,880	120,510
Contract Work on Sportfields and Facilities	47,100	47,129	48,600
Trail Maintenance (Including Boardwalk)	44,380	36,786	44,380
Miscellaneous	16,500	15,705	17,500
Pools	40,000	36,763	35,000
Special Initiatives	<u>29,600</u>	<u>28,057</u>	<u>29,900</u>
Parks Total	1,378,423	1,538,820	1,646,116
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	\$4,343,703	\$4,641,976	4,753,067

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Urban Beautification and Forestry

**Prepared by:**  
Donna Waddell

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Urban Beautification and Forestry - 4910-4930			
Salaries	772,806	792,391	970,711
Benefits	75,001	88,655	114,725
City Beautification Program	78,500	83,477	106,000
Tree Program	92,000	102,211	108,600
Meeting Expenses	2,000	564	2,000
Training and Travel	5,000	5,033	5,000
Post Retirement Pay Reserve	2,200	2,200	4,400
Vehicle Repair, Maintenance, and Fuel	40,000	52,462	58,000
Protective Clothing	500	-	500
Community Events	20,000	28,348	30,000
Stipends to Citizen Representatives	6,000	5,600	7,200
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$1,094,006</b>	<b>\$1,160,940</b>	<b>\$1,407,136</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Community Sustainability

**Prepared by:**  
Laura MacPherson

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Environmental Issues - 5500			
Salaries	14,009	10,498	69,986
Staff Travel and Training	3,500	300	10,000
Cultural Pillar	2,500	-	7,500
Economic Pillar	2,500	-	7,500
Environment Pillar	2,500	-	7,500
Social Pillar	2,500	-	7,500
Education and Communication	8,500	9,366	17,000
Community Involvement	3,000	225	30,000
Miscellaneous	-	35	1,300
Committee Expenses	3,600	100	10,400
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$42,609</b>	<b>\$20,524</b>	<b>\$168,686</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

Account Name/Department  
Planning

Prepared by:  
Don Poole

Budget Item and Primary Code Planning - 6100	2010 Original Budget	2010 Projected	Estimate for 2011
Salaries	400,450	370,673	407,000
Benefits	85,960	81,200	88,920
Mileage	3,000	1,748	3,000
Office Supplies and Equipment	7,500	5,877	7,000
Operating Equipment	3,000	-	5,000
Advertising	5,000	7,112	7,000
Staff Development	9,000	5,565	7,000
Printing	1,000	393	1,000
Board Meetings	14,500	15,038	16,000
Planning Services	3,000	1,615	15,000
Phones	1,000	560	1,000
Miscellaneous	2,500	321	2,000
Post Retirement Pay Reserve	15,400	15,400	15,400
Computer Tech Services	10,000	10,459	10,000
Insurance	5,000	-	5,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$566,310</b>	<b>\$515,961</b>	<b>\$590,320</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Heritage

**Prepared by:**  
Don Poole

<b>Budget Item and Primary Code</b> Heritage - 6400/6410	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Salaries	30,100	59,358	62,200
Benefits	4,830	6,507	9,015
Special Projects	15,000	11,263	30,000
Heritage Meetings	8,500	7,567	8,500
Advertising	1,000	109	1,000
Office Supplies and Equipment	1,000	336	1,500
Staff Development	2,000	2,184	3,000
Heritage Grant Program	38,000	40,112	45,000
Heritage Tax Program	5,500	4,697	-
Post Retirement Pay Reserve	2,200	2,200	2,200
Heritage Database Project	35,665	-	-
Heritage Area Study and Revisions	15,000	12,548	10,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$158,795</b>	<b>\$146,881</b>	<b>\$172,415</b>



## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Economic Development

**Prepared by:**  
Ron Atkinson

<b>Budget Item and Primary Code</b> Economic Development	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Staff Development	4,500	4,138	4,500
Staff Mileage	500	399	500
Office and Computer Equipment	1,500	22	1,500
Miscellaneous	1,500	1,102	1,500
Memberships and Partnerships	39,150	36,713	39,500
Business Development	12,000	5,418	10,000
Marketing and Development	20,000	18,188	20,000
Investment Program	312,153	304,072	319,197
Business Improvement Area (BIA)	229,224	214,060	225,968
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$620,527</b>	<b>\$584,111</b>	<b>\$622,665</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

Account Name/Department  
Tourism

Prepared by:  
Donna Hurry

Budget Item and Primary Code Tourism - 2200	2010 Original Budget	2010 Projected	Estimate for 2011
Salaries	31,080	27,611	32,648
Benefits	4,003	5,079	5,600
Staff Mileage	500	136	500
Office and Computer Equipment	4,400	1,395	4,400
Tourism	14,300	7,571	14,300
Memberships and Partnerships	6,000	5,178	6,000
Staff Training and Travel	2,500	50	2,500
Elected Officials Training and Travel	1,400	-	1,400
Annual Events (See Also Tab 24)	19,500	15,540	71,000
Event Submissions	15,500	14,301	25,500
Miscellaneous	2,000	1,559	2,000
Tourism Charlottetown Inc.	126,000	126,013	120,000
Charlottetown Harbour Authority Inc.	-	-	12,000
Ambassador Program	35,000	21,885	25,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$262,183</b>	<b>\$226,318</b>	<b>\$322,848</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Human Resources

**Prepared by:**  
Dan Hughes

<b>Budget Item and Primary Code</b>	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Human Resources - 1600			
Salaries	224,511	214,890	282,071
Benefits	82,967	52,843	101,292
Contract Services	30,000	21,623	50,000
Training, Development and Travel	8,750	8,025	5,000
Communications	2,500	2,611	2,500
Employee Services	2,500	2,476	4,000
Payroll Services	65,000	65,242	65,000
Miscellaneous	2,500	2,512	2,500
Post Retirement Pay Reserve	24,200	24,200	26,400
Small Equipment	2,500	433	4,000
Organizational Development	8,000	3,092	8,000
Employee Assistance Program	9,000	10,752	10,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$462,428</b>	<b>\$408,699</b>	<b>\$560,763</b>

# 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Intergovernmental Affairs

**Prepared by:**  
Donna Waddell

Budget Item and Primary Code Intergovernmental Affairs	2010 Original Budget	2010 Projected	Estimate for 2011
Meals	-	347	1,000
Special Projects	-	-	49,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$0</b>	<b>\$347</b>	<b>\$50,000</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

Account Name/Department  
Transit

Prepared by:  
Donna Waddell

Budget Item and Primary Code Transit - 5800	2010 Original Budget	2010 Projected	Estimate for 2011
Pat and The Elephant	50,000	50,000	50,000
Shelter Maintenance	55,000	57,018	37,128
Transit Operation	640,700	745,625	735,700
Miscellaneous	2,000	1,407	2,200
Transit Plan	15,000	18,075	-
Parking Strategy	6,000	5,641	-
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$768,700</b>	<b>\$877,765</b>	<b>\$825,028</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
 Advanced Planning, Priorities & Special Events  
 (APPSE)

**Prepared by:**  
 Phil Handrahan

<b>Budget Item and Primary Code</b> APPSE - 6800	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Meetings	1,000	-	1,000
City Portal (Moved)	67,000	63,383	To Tab 1
Annual Community Events (Moved)	66,000	72,842	To Tab 20
Projects	-	-	10,000
CGI Report	-	-	15,000
Review of Official Plan / ZD Bylaw	-	-	25,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$134,000</b>	<b>\$136,225</b>	<b>\$51,000</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Event Attraction

**Prepared by:**  
Wayne Long

<b>Budget Item and Primary Code</b> Event Attraction - 2260	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Staff Development	2,500	1,765	2,500
Staff Mileage	1,200	722	1,000
Elected Official Travel	2,000	-	2,000
Office and Computer Equipment	3,000	4,285	3,000
Memberships and Partnerships	1,100	1,011	1,100
Miscellaneous	1,000	1,098	1,000
Promotions and Materials	13,000	12,052	13,500
Development and Attraction	28,000	31,618	28,000
Hosting	206,500	207,789	237,500
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$258,300</b>	<b>\$260,339</b>	<b>\$289,600</b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Arts and Culture

**Prepared by:**  
Ron Atkinson

<b>Budget Item and Primary Code</b> Arts and Culture - 6200	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Confederation Centre Public Library	80,535	80,362	81,175
Grants	15,000	15,000	15,000
Cultural Initiatives	10,000	4,996	13,000
Cultural Capital of Canada 2011	-	-	50,000
Miscellaneous	-	-	1,000
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$105,535</b>	<b>\$100,358</b>	<b>\$160,175</b>



## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

Account Name/Department  
Other

Prepared by:  
Scott Ryan

Budget Item and Primary Code Other - 7000	2010 Original Budget	2010 Projected	Estimate for 2011
Elections	30,000	29,125	35,000
Reserve for Extraordinary	1,059,248	1,059,248	1,314,071
Grants	848,485	829,475	852,451
Stipends to Citizen Representatives	28,800	27,600	28,800
Fitzroy Parkade Agreement	653,000	652,634	653,000
Fleet Management	515,068	523,584	452,541
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$3,134,601</b>	<b>\$3,121,667</b>	<b>\$3,335,863</b>

# CITY OF CHARLOTTETOWN WATER AND SEWER UTILITY

## 2011 BUDGET SUMMARY

<u>Revenue</u>	<u>2010 Original Budget</u>	<u>2010 Projected</u>	<u>2011 Estimate</u>
Surplus from Previous Year	\$ 358,243	\$ 358,243	\$ 474,602
Metered Sales	4,819,697	4,122,822	4,321,334
Unmetered Sales	3,868,629	3,830,519	3,852,439
Fire Protection	925,500	925,500	937,125
Penalties	55,000	102,563	55,000
Services Billed	110,000	200,569	110,000
Non-Operating	20,000	16,137	20,000
Sludge Handling	<u>65,000</u>	<u>113,617</u>	<u>112,000</u>
<b>REVENUE TOTAL</b>	<b><u>\$ 10,222,069</u></b>	<b><u>\$ 9,669,970</u></b>	<b><u>\$ 9,882,501</u></b>
<b>EXPENDITURE TOTAL</b>	<b><u>\$ 10,221,811</u></b>	<b><u>\$ 9,195,368</u></b>	<b><u>\$ 9,878,108</u></b>
<b>UTILITY SURPLUS</b>	<b><u>\$ 258</u></b>	<b><u>\$ 474,602</u></b>	<b><u>\$ 4,393</u></b>

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Water and Sewer Utility

**Prepared by:**  
Craig Walker

Budget Item and Primary Code 8000, 8400, 8800, 9200	2010 Original Budget	2010 Projected	Estimate for 2011
Salaries	2,287,488	2,141,224	2,503,013
Benefits	517,571	452,711	599,575
Repairs and Maintenance (Buildings)	474,100	425,359	448,250
Repairs and Maintenance (Infrastructure)	251,200	272,379	287,300
Repairs and Maintenance (Vehicles)	91,435	113,749	99,117
Repairs and Maintenance (Equipment)	591,571	523,663	497,186
Office	60,900	52,677	68,620
Power	898,060	831,654	843,637
Asphalt	36,930	37,264	38,776
Backhoe Rental	45,790	40,340	41,500
Committee Expenses	100,000	100,000	100,000
Election Expenses	20,000	20,000	23,000
Telephone and Radios	61,120	52,403	55,370
Fuel	43,300	30,515	79,165
Service Contracts	28,810	20,459	29,500
Meeting Expenses	1,000	442	8,800
Clothing Allowance and Rental	34,156	35,609	32,870
Staff Training and Travel	54,782	31,308	74,607
Elected Officials Training and Travel	5,800	5,145	12,000
Chemicals	110,580	108,511	106,350
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>			

## 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Account Name/Department**  
Water and Sewer Utility

**Prepared by:**  
Craig Walker

<b>Budget Item and Primary Code</b> 8000, 8400, 8800, 9200	<b>2010 Original Budget</b>	<b>2010 Projected</b>	<b>Estimate for 2011</b>
Consulting Fees	149,500	54,612	94,400
Insurance	219,441	179,286	227,854
Property Taxes	12,439	14,281	13,040
New Vehicles	50,950	50,884	69,506
New Equipment	59,255	44,341	39,250
Infrastructure Replacement	65,273	64,735	75,150
Post Retirement Pay Reserve	60,703	60,703	60,703
Grants	41,000	32,520	32,000
Miscellaneous	1,500	749	61,500
Debt Charges	3,847,157	3,397,848	3,256,069
<b>Budget Item Totals (Complete only on the final page of each Budget Item).</b>	<b>\$10,221,811</b>	<b>\$9,195,368</b>	<b>9,878,108</b>



# City of Charlottetown

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## 2011 Capital Budget

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*City Government*    \$    7,200,000

*Water and Sewer Utility*    \$    2,900,000



# 2011 ANNUAL ESTIMATES - CITY OF CHARLOTTETOWN

**Budget Item and Primary Code:**  
Capital Budget

**Department:**  
Water and Sewer Utility

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## Detailed Breakdown of Budget Item

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### 2011 Utility Capital

Meter replacement and upgrading	130,000	
Future Water Supply & Reservoir Land Purchase	880,000	
WWTP Ventilation, sludge Grinding, Scum Skimming	375,000	
WWTP Gravity Thickener Covers	475,000	
Watermain replacement - King & Dorchester between Weymouth and Hillsborough including Hillsborough between Dorchester and Water	500,000	
WWTP Digester lid corrosion protection	400,000	
Preliminary design for 2012 projects	<u>140,000</u>	
		2,900,000
Transfer from depreciation		(1,104,558)
	<b>TOTAL</b>	<b><u>1,795,442</u></b>