2020 Budget & Long-term Plan Overview

February 13, 2020
Day 2 - Agenda

1) Community & Social Services
2) Paramedics
3) Golden Plough Lodge
4) Economic Development, Planning & Strategic Initiatives
5) Others: Health Unit, MPAC, Council
6) Consolidated Budget – Discussion
Core Services

Mandatory Programs

• Affordable & Social Housing (Housing Services)
• Family & Children Supports (Early Years)
• Financial & Employment Supports (OW)
• Homelessness Supports & Health & Wellness (CSWB) (Community Services)

Discretionary Programs

• Food 4All
## Quick Facts

### Community & Social Services

$0.19 per budget dollar

Provides for mandatory program delivery in employment, financial and homelessness supports, services for children, youth and seniors, social and affordable housing and food security

### 344
County owned social housing units

### 447
Non-profit housing units subsidy administration as legislated Provincial Service Manager

### 158
Households rent supplement in private market

### 112
New affordable housing units

### 1127
Approx. Ontario Works recipients (adults & children)

### 5
Service Locations

### 1.23M
Pounds of food distributed Food 4 All Warehouse

### 687
Children supported Child Care fee subsidy program with 31 sites, and 2 home care agencies

### 8
Ontario Early Years Child and Family Centres
## Community & Social Services
### Budget Overview

<table>
<thead>
<tr>
<th>(k$)</th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
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<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Levy</td>
<td>9,486</td>
<td>9,434</td>
<td>(0.5%)</td>
<td></td>
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<tr>
<td>Grants &amp; Subsidies</td>
<td>20,086</td>
<td>19,344</td>
<td>(3.7%)</td>
<td></td>
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<tr>
<td>Other Revenue</td>
<td>1,745</td>
<td>1,863</td>
<td>6.8%</td>
<td>NCHC, Food 4 All</td>
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<tr>
<td></td>
<td>31,317</td>
<td>30,641</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>OW &amp; EA</td>
<td>11,717</td>
<td>10,523</td>
<td>(10.2%)</td>
<td>Caseload, EA changes</td>
</tr>
<tr>
<td>Housing Admin</td>
<td>5,550</td>
<td>5,293</td>
<td>(4.6%)</td>
<td>Munroe St., IP (3)</td>
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<tr>
<td>NCHC</td>
<td>3,544</td>
<td>4,211</td>
<td>18.8%</td>
<td>Elgin Redev, OPHI, carryovers</td>
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<tr>
<td>Child Care</td>
<td>8,365</td>
<td>8,800</td>
<td>5.2%</td>
<td>Expansion funding</td>
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<td>Other Programs/Admin.</td>
<td>628</td>
<td>644</td>
<td>2.5%</td>
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<tr>
<td>Homelessness</td>
<td>1,386</td>
<td>1,414</td>
<td>2.0%</td>
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<tr>
<td>Food 4 All</td>
<td>376</td>
<td>345</td>
<td>(8.2%)</td>
<td>Forklift in 2019</td>
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<tr>
<td>Reserves</td>
<td>(249)</td>
<td>(469)</td>
<td>88.4%</td>
<td>NCHC, Housing carryovers</td>
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<tr>
<td>Debt</td>
<td>(120)</td>
<td></td>
<td></td>
<td>CMHC seed funding</td>
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<td></td>
<td>31,317</td>
<td>30,641</td>
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## Issue Paper Summary

<table>
<thead>
<tr>
<th>Issue Paper</th>
<th>Amount</th>
<th>Funding</th>
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</thead>
<tbody>
<tr>
<td>#1 Community Housing Building Condition Assessments</td>
<td>$125,000</td>
<td>Reserves</td>
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<tr>
<td>#2 Strong Communities Rent Supplement Program</td>
<td>$83,500</td>
<td>Levy – New</td>
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<tr>
<td>#3 ‘Made in Northumberland’ Rent Supplement Program</td>
<td>$16,000</td>
<td>Levy - New</td>
</tr>
<tr>
<td>#4 Community Homelessness Prevention Initiative</td>
<td>$0</td>
<td>N/A - Reallocation of program funding</td>
</tr>
</tbody>
</table>
Community Housing Building Condition Assessments

- Building condition assessments, elevator/lift audits and capital reserve fund forecasts for:
  - 14 NCHC buildings
  - 9 Non-profit housing providers
- Ensure alignment of funding for critical repairs based on need
- Key component of the forthcoming Social Housing Master Plan and Asset Management Plan
- Seeking funding opportunities through CMHC to support a fuller scope of studies to include accessibility and energy audits
- Financial Impact $125,000
  - Financed Housing Reserve
Strong Communities Rent Supplement Program

• Establishing a long-term strategic management plan for the ending of the Strong Communities Rent Supplement Program (SCRSP)
  o Provincially funded program $247,000 ending on March 31, 2023
  o Currently represents 34 rent supplement units, tenants in receipt of rent-geared-to-income subsidy in the private market
• Recommendation to continue SCRSP units after program end
  o Currently not meeting Provincially legislated service level standard
  o In 2023, investment will count towards SLS
• Financial Impact $83,500
  o Propose further annual increases of $83,500 in 2021 & 2022 towards establishing full funding requirements ~$250,000 by March 31, 2023
  o Investments until 2023 allocated to Housing Reserve towards new housing initiatives
“Made In Northumberland” Rent Supplement Program

• Request to develop a County-funded rent supplement program ‘Made in Northumberland’

• Incremental increase of rent supplement units by 2 per year, beginning in 2020
  o Currently not meeting Provincially legislated service level standard (SLS)

• Financial Impact $16,000
  o Propose annual increases thereafter to invest in 2 additional units per year towards meeting SLS
  o Propose rent supplement agreements in 50% of affordable units created through the Affordable and Rental Housing Program commencing 2021
  o Propose any year-end rent supplement surpluses be transferred to Housing Reserve
Community Homelessness Prevention Initiative (CHPI)

- Reallocate CHPI Provincial funding to support CHPI and Northumberland Housing and Homelessness Plan priorities
- Increased investment for the provision of adequate and safe emergency shelter for those experiencing homelessness
  - Using a housing first approach
  - Increasing current funding level to operate a 24/7 shelter
  - Offering services to homeless people with the highest acuity
- The current investment into mental health services provided with CHPI program funding will be reviewed
- Co-design with community partners a new service offering frontline supports to access mental health services
- No Financial Impact
  - An increase to the core investment from $300,000 per year to $400,000
  - Reallocation of Provincial program funding
Paramedics Department
Core Services

Mandatory Services

• Seamless Emergency Paramedic Services as regulated by the Ministry of Health
  o Response, Assessment, Treatment and Transport of the sick and injured as per response time targets
• Inter-facility Transport of the sick and injured

Discretionary Services

• Paramedic Outreach
  o PAD program, Inter-municipal First Aid and CPR training, Community Paramedic Program
Quick Facts

27,000
Plus responses in 2018

120 staff

6 Bases
7 day vehicles, 6 night vehicles

Paramedics
$0.10 per budget dollar
Provides for land ambulance deployment, emergency medical care, patient transportation, ambulance and equipment maintenance, medical supplies inventory management, patient documentation

2,000
Square kms of coverage area, much of it rural

70%
Increase in volume since 2014 with no vehicle/staff enhancement

2020 Draft Budget & Long-term Plan
Overview: February 13, 2020
Quick Facts

Radius from Northumberland Paramedic Bases
## Paramedics Budget Overview

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<td>Revenue</td>
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<tr>
<td>Levy</td>
<td>6,766</td>
<td>7,775</td>
<td>14.9%</td>
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<td>Subsidy</td>
<td>6,197</td>
<td>6,275</td>
<td>1.3%</td>
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<td>Other</td>
<td>100</td>
<td>50</td>
<td>(50.0%)</td>
<td>Less CUPE/preceptor recoveries</td>
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<tr>
<td></td>
<td>13,063</td>
<td>14,100</td>
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### Expenditures

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<tr>
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<th>2019</th>
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<tr>
<td>Operating</td>
<td>12,409</td>
<td>13,433</td>
<td>8.3%</td>
<td>I/P – PH 12hr &amp; ERV enhancement, contract increases, reduced training, Trent Hills ERC</td>
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<tr>
<td>Capital</td>
<td>654</td>
<td>1,208</td>
<td>84.7%</td>
<td>Defibs, net cap change</td>
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<td>Reserves</td>
<td>0</td>
<td>(541)</td>
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<td>Defibs, net cap change</td>
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<tr>
<td></td>
<td>13,063</td>
<td>14,100</td>
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<tr>
<td>#1 12 Hour Ambulance Enhancement</td>
<td>$236,252</td>
<td>Levy - New</td>
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<tr>
<td>#2 Rural Emergency Response Vehicle</td>
<td>$260,544</td>
<td>Levy - New</td>
</tr>
</tbody>
</table>
12 Hour Shift Ambulance Enhancement

- Currently at and beyond capacity for meeting regulatory compliance
- No longer able to compensate for volume with deployment changes
- In Critical Emergency Coverage (CMEC) everyday
- Increased overtime due to upstaffing in CMEC
- Unable to sustain response time targets
- Increase in Call volume of 41% in transports and 71% overall since 2014 (Last enhancement Colborne 2014)
- Taxing Fire Dept resources for medical tiered response due to ambulance delays
- Propose 4 FTE in Port Hope (12 hour day shift)
- Financial Impact $236,252 (1/2 of full year)
  - 50% Provincial funding subsequent year
  - Full year commencing 2021
  - Capital deferred to 2021/2022
2014 - 2018 41% increase in Patient Transports

71% total all calls
Emergency Response Vehicle and Community Paramedicine (CP)

- Successful 2019 trial in rural Northumberland
- Cardiac Arrest Save and data - supported improved capacity for sustained response time targets for emergencies
- Trial improved overall county response times for legislated target compliance
- Decreased strain on FD tiered response for medical calls
- Ideal opportunity to blend CP with 911 system for shared MOH Funding
- CP is an OHT-Northumberland primary objective
- Increase in Call volume of 41% since 2014 has drastically reduced capacity for rural response
- Propose 2 FTE
- Financial Impact $260,544
  - 50% Provincial funding subsequent year
### Issue Paper 2 Overview

Benefit to Rural Northumberland, CTAS 2 Response May 1 to Oct 1
2017-2019

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<td>Hamilton</td>
<td>34%</td>
<td>50%</td>
<td>45%</td>
<td>-5%</td>
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<tr>
<td>Alderville</td>
<td>66%</td>
<td>40%</td>
<td>80%</td>
<td>+40%</td>
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<tr>
<td>Brighton</td>
<td>58%</td>
<td>57%</td>
<td>67%</td>
<td>+10%</td>
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<tr>
<td>Alnwick and Haldimand</td>
<td>23%</td>
<td>19%</td>
<td>38%</td>
<td>+19%</td>
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<tr>
<td>Trent Hills</td>
<td>47%</td>
<td>38%</td>
<td>44%</td>
<td>+6%</td>
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<tr>
<td>Cramahe</td>
<td>81%</td>
<td>59%</td>
<td>65%</td>
<td>+6%</td>
</tr>
<tr>
<td>Port Hope</td>
<td>61%</td>
<td>61%</td>
<td>67%</td>
<td>+6%</td>
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<tr>
<td>Cobourgh</td>
<td>83%</td>
<td>81%</td>
<td>86%</td>
<td>+5%</td>
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</table>

37.3 %  12.5%  62.5%
Issue Paper 2 Overview

100% reactive – all calls through 911 system

30% diversion of low acuity Calls from a CP
Conclusion

• Department is at and beyond capacity
• Low Acuity and frequent user calls taxing on deployment
• Adding vehicles and staff every 5 years is not sustainable
• By combining Community Paramedicine, can divert up to 30% from emergency calls
• Paramedic Dept strategy will give 10-15 year sustainability
• 50/50 cost share in this model
• ERV will reduce municipal FD tiered response reducing cost
Golden Plough Lodge Department
Core Services

Mandatory Services

- Long-Term Care Home; serves adults with chronic health care needs which cannot be met in the community
- Provision of medical & nursing care, nutrition services, accommodation and recreational supports
- Upper-tier municipalities mandated by Provincial Government to operate one long term care home
- Legislated under *Long-Term Care Homes Act, 2007*
Quick Facts

151
Residents

116,200
Pounds of laundry

5,800
Annual maintenance requests

181,500
Meals – Dietary Services

Housekeeping Services
Recreation programs
Activation Programs
Social Programs
Spiritual Programs
Administration

Golden Plough Lodge
$0.11 per budget dollar
Provides for resident care in accommodation, hospitality and health services for legislatively operating a municipal long-term care home

225 +
Full and part Time Staff

24/7
Staffing operation

Clinical Nursing Care

Personal Care; assistance with activities of daily living

Health Professionals’ Services; diagnostic, therapeutic, pharmaceutical

Physician Services

Case management; assessment, care planning, scheduling, conferencing, documentation
## GPL Budget Overview

<table>
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<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
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<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Levy</td>
<td>4,870</td>
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<td>Subsidies</td>
<td>7,482</td>
<td>7,377</td>
<td>(1.4%)</td>
<td>Structural Compliance/CMI</td>
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<td>Resident Revenue</td>
<td>3,267</td>
<td>3,365</td>
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<td>Ministry Rates</td>
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<td>Other</td>
<td>151</td>
<td>153</td>
<td>1.3%</td>
<td>Cost recoveries</td>
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<tr>
<td></td>
<td>15,770</td>
<td>15,995</td>
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<tr>
<td><strong>Expenditures</strong></td>
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<tr>
<td>Nursing</td>
<td>9,046</td>
<td>9,012</td>
<td>(0.4%)</td>
<td>Contracted services</td>
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<td>Dietary</td>
<td>1,911</td>
<td>1,989</td>
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<td>Raw Food – per diem funding alignment</td>
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<td>Laundry &amp; Housekeeping</td>
<td>770</td>
<td>792</td>
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<td>Issue paper – Laundry hours</td>
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<td>Facility</td>
<td>1,220</td>
<td>1,241</td>
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<td>Repairs</td>
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<td>Other Operating, Capital, Reserves &amp; Admin</td>
<td>2,823</td>
<td>2,961</td>
<td>4.9%</td>
<td>Issue paper – Chaplaincy hours Supplies, Interest Charges</td>
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<tr>
<td></td>
<td>15,770</td>
<td>15,995</td>
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### Issue Paper Summary

<table>
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<tr>
<th>Issue Paper</th>
<th>Amount</th>
<th>Funding</th>
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<tbody>
<tr>
<td>#1 Paramedic Laundry Staffing</td>
<td>$11,640</td>
<td>Levy - New</td>
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<tr>
<td>#2 Chaplaincy Hours</td>
<td>$24,000</td>
<td>Levy - New</td>
</tr>
<tr>
<td>#3 Capital Plan</td>
<td>$244,500</td>
<td>Levy - Base</td>
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</tbody>
</table>
**Issue Paper 1 Overview**

**Paramedic Laundry Staffing**

- Paramedic laundry processed by GPL staff since 2013
  - Interdepartmental cost recovery
- Increasing laundry demands cannot be met within existing staffing hours
- Based on recommendation and consultation with Paramedic Department:
  - Increase dedicated staffing by one Part Time, 4 hour shift for the period September to May; 192 hours annually
  - Increase dedicated laundry hours to accommodate emergency events; 96 hours annually
- Financial Impact $11,640
  - Cost recovery through Paramedics
  - 50% Provincial funding
Chaplaincy Hours

• Existing Chaplaincy position is 28 hours bi-weekly, 13% in lieu of benefits
• Propose increasing hours of work to 56 hours bi-weekly
  o Ministry of Health has specific Religious and Spiritual expectations and requirements in long term care
  o An increasing demand for spiritual support by residents, families and GPL Staff members has been identified and documented
  o Increased hours allows for enhanced and consistent emotional and mental health support, individual counselling and end of life care
  o Opportunity to provide non-denominational Chaplaincy support to Paramedic Department
• Financial Impact $24,000
Capital Plan

- GPL has a 10 year capital plan; mitigates costs, plans for replacement/repair of key equipment & maintains necessary infrastructure for resident comfort and safety

- 2020 proposed capital budget
  - Brickwork Pointing - $32,000
  - Window Replacement - $25,000
  - Pex Plumbing System - $25,000
  - Back-Up Generator - $22,000
  - Hot Water Tank - $9,500
  - Resident Bathroom Plumbing - $22,000
  - Flooring Replacement - $18,500
  - Bed Replacement - $22,000
  - Furniture Replacement - $26,500
  - Resident Lift replacement - $24,000
  - Hot Water Upgrade - $18,000

- Financial Impact $244,500
Core Services

Mandatory Services

• Land Use Planning
• Inspection Services

Discretionary Services

• Economic Development
• Tourism Development
• Investment Attraction and Retention
• Business and Entrepreneurship Centre Northumberland
• Settlement Services
• Agriculture – Ontario Agri-food Venture Centre
• Strategic Initiatives
Quick Facts

Economic Development Planning and Strategic Initiatives

$0.03 per budget dollar

Provides for Economic Development, Tourism Development, Land Use Planning, Inspection Services, Business Development, Attraction and Retention, Business & Entrepreneurship Centre (BECN), Ontario Agri-food Venture Centre (OAFVC), Settlement Services

OAFVC

30 new product launches
81 new clients
30% increase in revenue
72% increase in storage

BECN

8400 annual client assists
240 annual consultations
108 jobs created

Inspection Services

2,500+ inspections
$400K permit revenues

TOURISM

1.5M Domestic Visitors
$122M Visitor Spending

2020 Draft Budget & Long-term Plan Overview: February 13, 2020
### Economic Development, Planning & Strategic Initiatives Budget Overview

#### Revenue

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<tr>
<td>Levy</td>
<td>2,407</td>
<td>2,144</td>
<td>(10.9%)</td>
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<tr>
<td>Grants &amp; Subsidies</td>
<td>423</td>
<td>960</td>
<td>127.0%</td>
<td>Cdn exp funding</td>
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<td>Other</td>
<td>851</td>
<td>976</td>
<td>14.7%</td>
<td>Settlement services funding</td>
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<td>3,681</td>
<td>4,080</td>
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#### Expenditures

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<tr>
<td>Operating</td>
<td>3,390</td>
<td>4,011</td>
<td>18.3%</td>
<td>CEF Hastings Marina, Settlement services, Growth plan I/P, MEA, Tourism reductions</td>
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<tr>
<td>Reserves</td>
<td>291</td>
<td>69</td>
<td>(76.3%)</td>
<td>OAFVC payback</td>
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<tr>
<td></td>
<td>3,681</td>
<td>4,080</td>
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<tr>
<td>County Official Plan Update - Growth Plan Conformity</td>
<td>$70,000.00</td>
<td>Reserves</td>
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</table>
County Official Plan Update

• Provincial legislation requires the County to update the Official Plan by July 2022
• The update will include:
  o a land needs assessment
  o an employment land assessment
  o watershed (water resource system) planning
  o natural heritage system planning
  o agricultural system planning
  o a review of growth forecasts; intensification and density targets; housing policies; and aggregate resource policies

• Financial impact $70,000
  o Total $210,000 over 3 years at $70,000/annum
  o 2020 fully financed reserve
  o 2021 partially financed reserve $55,000
  o 2022 financed levy
Others:
Health Unit,
MPAC, Council
Core Services

Mandatory Services
• MPAC and Health unit

Discretionary Services
• Council
• Policy setting
• Strategic planning and implementation
• Court Security
• Overall management and direction of County resources across all departments
• Includes CAO and Corp mgmt.
Quick Facts

Corporate Management/Governance
$0.01 per budget dollar
Provides for senior management and municipal governance services inclusive of establishing and implementing strategic plans, policy setting, overall management and direction of County resources across all departments

Council providing governance duties legislated under Municipal Act

Set strategic direction

Lead municipal staff in supporting and implementing organizational strategic plan

Foster an organizational culture of caring, efficiency and engaged staff aligned with strategic plan

Ensure excellence in service delivery

Ensure effective and efficient operation of all municipal services

Ensure compliance with all legislation

Maintain the financial integrity of the County
Quick Facts

$2.3M
Towards funding the Haliburton, Kawartha, Pine Ridge District Health Unit for providing mandated services for creating healthier communities

$1.4M
Towards funding the Municipal Property Assessment Corporation for providing property assessment under Provincial legislation

$167K
County Contribution to EORN public-private mobile broadband enhancement project ($669K over 4 years)

External Transfers
$0.03 per budget dollar
Provides for mandated services from the Municipal Property Assessment Corporation and the Haliburton, Kawartha, Pine Ridge District Health Unit as well as County portion for the Eastern Ontario Regional Network broadband project
## Corporate Management, Governance & External Transfers Budget Overview

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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levy</td>
<td>4,009</td>
<td>4,135</td>
<td>3.1%</td>
<td>MPAC, Health Unit</td>
</tr>
<tr>
<td>Internal Charges</td>
<td>813</td>
<td>871</td>
<td>7.1%</td>
<td>Transfer to reserve - POA debt servicing</td>
</tr>
<tr>
<td>Grants &amp; Subsidies</td>
<td>416</td>
<td>735</td>
<td>76.7%</td>
<td>Court sec, Modernization</td>
</tr>
<tr>
<td>Other</td>
<td>100</td>
<td>100</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>(k$)</th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>6,107</td>
<td>5,988</td>
<td>(1.9%)</td>
<td>Wage gapping, HKPR, MPAC, Court sec, EORN, Modernization</td>
</tr>
<tr>
<td>Reserves</td>
<td>(769)</td>
<td>(147)</td>
<td>(80.9%)</td>
<td>EORN, POA debt servicing</td>
</tr>
</tbody>
</table>

### Totals

| (k$) | 5,338 | 5,841 |

Overview: February 13, 2020
Issue Paper Summary

- No Issue Papers in 2020 Budget
Consolidated Budget
Consolidated Budget

- Discussion and Council Direction