



*Department of Finance, Energy  
and Municipal Affairs*

# ANNUAL REPORT

2014-2015



**Prince Edward Island**  
**Department of Finance, Energy and Municipal Affairs**

**Annual Report**  
**2014-2015**

**Mandate**

*The mandate of the Ministry is to ensure that the financial, information technology and human resources required by Government are available, allocated in accordance with Government priorities, and used in an efficient and accountable way. The Ministry provides administrative, analytical and policy support to Treasury Board. The Ministry also serves municipalities and is responsible for developing and implementing energy policies and programs.*



## Minister's Message

---

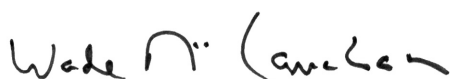
The Honourable Antoinette Perry  
Lieutenant Governor of Prince Edward Island  
PO Box 846  
Charlottetown, PE C1A 7L9

May It Please Your Honour:

It is my privilege to present the Annual Report  
of the Department of Finance, Energy and  
Municipal Affairs for the fiscal year  
ended March 31, 2015.

During the period covered by this report,  
I served as Minister.

Respectfully submitted,



Hon. H. Wade MacLauchlan, *Premier*  
Minister Responsible  
Finance, Energy and Municipal Affairs





# Table of Contents

---

	<b>Page</b>
Operating Principles Adopted by the Staff of the Department of Finance, Energy and Municipal Affairs.....	1
Legislative Responsibilities Assigned to the Minister.....	3
Organizational Chart.....	4
Departmental Overview .....	5
Departmental Profile .....	5
Tour d’horizon du ministère .....	7
Profil ministériel .....	7
Department Financial Summary .....	9
Divisional Reports	
Economics, Statistics and Federal Fiscal Relations.....	10
Energy and Minerals .....	13
Information Technology Shared Services .....	15
Municipal Affairs and Provincial Planning .....	21
Taxation and Property Records.....	24
Treasury Board Secretariat .....	27
Appendices	
Appendix A – Department Expenditures .....	35
Appendix B – Other Expenditure Budgetary Responsibilities.....	39
Appendix C – Department Revenue.....	41



# **Operating Principles Adopted by the Staff of the Department of Finance, Energy and Municipal Affairs**

---

## ***Statement of Values***

***A Team Approach*** – We work together, sharing information to achieve departmental goals.

***Service Quality*** – We provide our clients with the highest quality of service by seeking their input and advice and designing our services to best meet their needs.

***Human Resource Development*** – We seek training and development opportunities which provide us with the appropriate skills to serve our clients.

***Honesty, Integrity and Accountability*** – We perform our responsibilities in a competent and professional manner with the highest standard of ethical behaviour.

## ***Mission Statement***

The Department of Finance, Energy and Municipal Affairs facilitates the effective and efficient management of Government's financial, information technology and human resources by:

- fostering a progressive approach to the management and development of human resources;
- overseeing the financial affairs of the Provincial Government;
- providing support and assistance to Island municipalities and enhancing local governance;
- regulating land use and ownership;
- pursuing and promoting the development of energy systems;
- providing internal support services to public sector organizations;
- delivering quality information technology services to client departments across government; and
- leading and facilitating a government-wide emphasis on program effectiveness and accountability.

## ***Management Philosophy***

We believe in a management approach where we:

- challenge, encourage, empower, support, respect, train and develop employees;
- practice clear and open communication;
- consult and involve employees;
- place strong emphasis on client service;
- encourage a team approach;
- use resources wisely;
- recognize, support and conduct our affairs within the Government's agenda; and
- focus on the future.





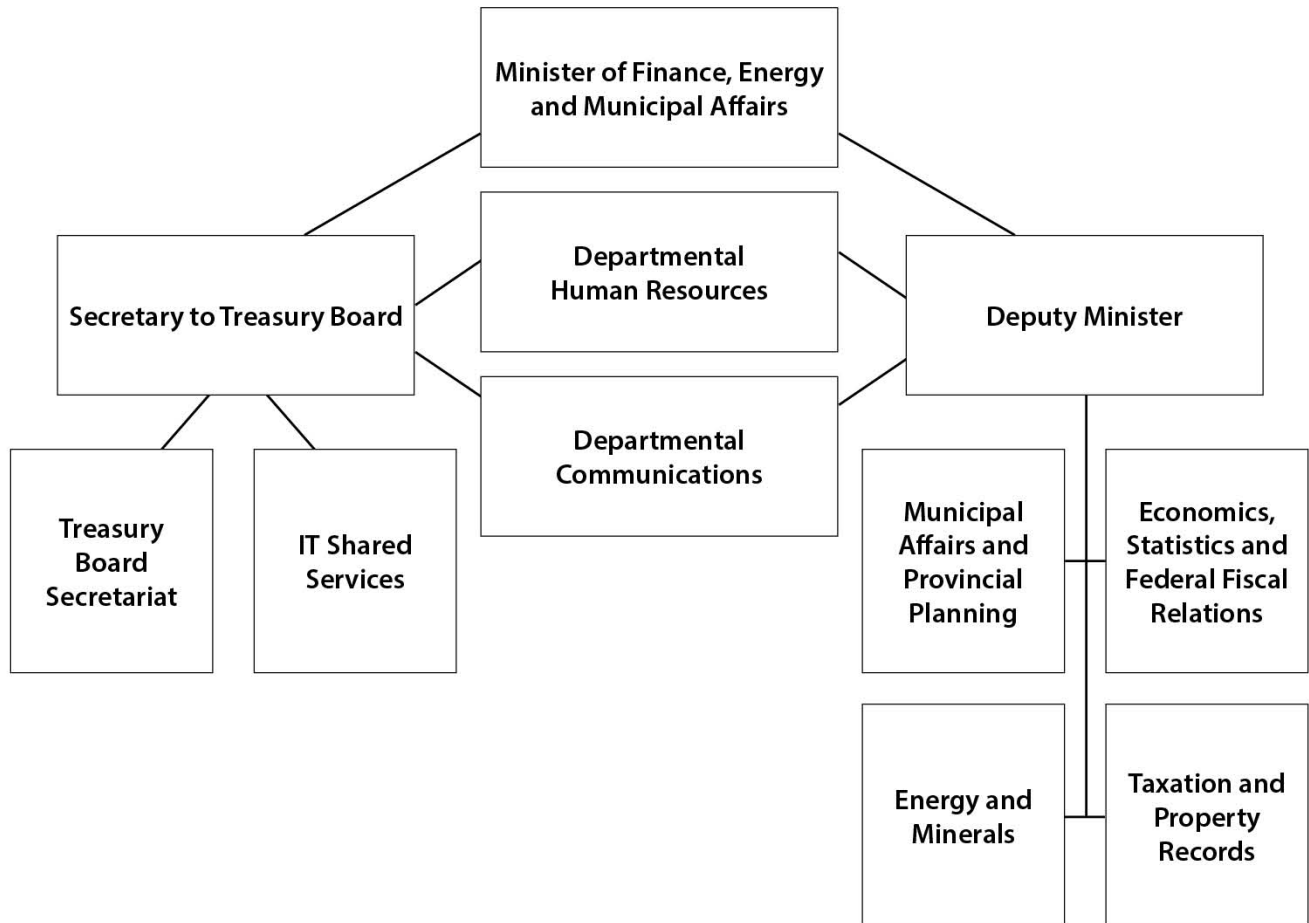
## Legislative Responsibilities Assigned to the Minister of Finance, Energy and Municipal Affairs

As of March 31, 2015

Act	Division Responsible
<i>Appropriation Acts (Operating &amp; Capital)</i>	Fiscal Management
<i>Charlottetown Area Municipalities Act</i> <i>City of Summerside Act</i> <i>Civil Service Act</i> <i>Civil Service Superannuation Act</i> <i>Community Development Equity Tax Credit Act</i> <i>Condominium Act</i>	Municipal Affairs and Provincial Planning Municipal Affairs and Provincial Planning PEI Public Service Commission Pensions and Benefits Economics, Statistics & Federal Fiscal Relations Taxation and Property Records
<i>Deposit Receipt Act</i>	Office of the Comptroller
<i>Energy Corporation Act</i> <i>Environment Tax Act</i>	PEI Energy Corporation Taxation and Property Records
<i>Financial Administration Act</i> <i>Financial Corporation Capital Tax Act</i>	Office of the Comptroller Taxation and Property Records
<i>Gasoline Tax Act</i>	Taxation and Property Records
<i>Health Tax Act</i>	Taxation and Property Records
<i>Income Tax Act</i> <i>Institute of Man and Resources Act</i>	Economics, Statistics & Federal Fiscal Relations Energy and Minerals
<i>Lands Protection Act</i> <i>Liquor Control Act</i> <i>Loan Act(s)</i> <i>Lotteries Commission Act</i>	Municipal Affairs and Provincial Planning PEI Liquor Control Commission Debt, Investment and Pension Management Deputy Minister's Office
<i>Maritime Provinces Harness Racing Commission Act</i> <i>Mineral Resources Act</i> <i>Municipal Boundaries Act</i> <i>Municipal Debenture Guarantee Act</i> <i>Municipalities Act</i>	Deputy Minister's Office Energy and Minerals Municipal Affairs and Provincial Planning Municipal Affairs and Provincial Planning Municipal Affairs and Provincial Planning
<i>Northumberland Strait Crossing Act</i>	Taxation and Property Records
<i>Oil and Natural Gas Act</i>	Energy and Minerals
<i>Planning Act</i> <i>Public Purchasing Act</i> <i>Public Sector Pay Reduction Act</i>	Municipal Affairs and Provincial Planning Office of the Comptroller PEI Public Service Commission
<i>Real Property Assessment Act</i> <i>Real Property Tax Act</i> <i>Real Property Transfer Tax Act</i> <i>Registry Act</i> <i>Renewable Energy Act</i> <i>Retail Sales Tax Act</i> <i>Revenue Administration Act</i> <i>Revenue Tax Act</i>	Taxation and Property Records Taxation and Property Records Taxation and Property Records Taxation and Property Records Energy and Minerals Taxation and Property Records Taxation and Property Records Taxation and Property Records
<i>Statistics Act</i> <i>Supplementary Appropriation Act(s)</i>	Economics, Statistics and Federal Fiscal Relations Fiscal Management
<i>Tobacco Tax Act</i>	Taxation and Property Records

# Organizational Chart

---



# Departmental Overview

---

## Role/Mission

*The Department of Finance, Energy and Municipal Affairs facilitates the efficient, effective and accountable management of Government's human, information technology and financial resources. The mission is accomplished through a team approach – working together and sharing information to achieve departmental goals. The Ministry also serves municipalities and is responsible for developing and implementing energy policies and programs.*

## Departmental Profile

### **Economics, Statistics and Federal Fiscal Relations**

The Economics, Statistics and Federal Fiscal Relations Division is responsible for fiscal, tax, statistical and economic policy advice and provides liaison with the Federal Government and the provinces on Federal/Provincial fiscal arrangements.

### **Energy and Minerals**

The Energy and Minerals Division is responsible for the development, implementation and administration of energy policies and programs, and the administration of mineral resources development. The Division also supports gas exploration initiatives undertaken on Prince Edward Island. This includes the Office of Energy Efficiency.

### **Information Technology Shared Services**

The mandate of Information Technology Shared Services (ITSS) is to maximize the return on investment for Government on internal information technology expenditures while assisting our clients in the delivery of information technology solutions. To satisfy the mandate of the Division, ITSS provides a broad

range of services to Government departments, agencies, Crowns, hospitals and schools.

### **Municipal Affairs and Provincial Planning**

Receiving its mandate from the Province's *Planning Act*, the Provincial Planning Section serves as the designated policy center within Government for land use and development of Prince Edward Island.

Municipal Affairs serves as a primary liaison with municipalities and municipal interest groups on all municipal matters. Municipal Affairs maintains the legislative framework that provides for the existence of municipal government and specifies their duties and powers.

### **Taxation and Property Records**

Taxation and Property Records administers the Province's property and consumption tax legislation and ensures the legislation is applied fairly and consistently. The Division also develops and maintains land-related information systems and collects tax revenue.

## **Treasury Board Secretariat**

The Treasury Board Secretariat provides policy advice on Government expenditures and fiscal planning, develops the annual fiscal framework and prepares the Budget Estimates of Revenue and Expenditure.

The Secretariat is also responsible for providing Comptrollership services including operating the Government's corporate accounting system and preparing the Public Accounts; administering procurement services; debt investment and pension management; and risk management and insurance.

## **Additional Ministry Responsibilities**

The Department of Finance, Energy and Municipal Affairs is also responsible for administering the budget allocation for the following "appropriation votes":

- Council of Atlantic Premiers
- Employee Benefits
- General Government
- Interest Charges on Debt

# Tour d'horizon du ministère

---

## Rôle/Mission

*Le ministère des Finances, de l'Énergie et des Affaires municipales facilite la gestion efficiente, efficace et responsable des ressources humaines, technologiques et financières du gouvernement. La mission s'accomplit par l'entremise d'une approche d'équipe permettant aux employés de travailler ensemble et de partager l'information afin d'atteindre les objectifs du ministère.*

## Profil ministériel

### Économie, statistiques et relations financières fédérales

La Section de l'économie, des statistiques et des relations financières fédérales est responsable de donner des conseils stratégiques d'ordre financier, fiscal, statistique et économique et sert de liaison entre le gouvernement fédéral et les provinces en matière d'arrangements fiscaux fédéraux-provinciaux.

### L'énergie et des minéraux

La Division de l'énergie et des minéraux veille au développement, à la mise en oeuvre et à l'administration des politiques et des programmes énergétiques et à l'administration de la mise en valeur des ressources minérales. Elle appuie également les mesures d'exploration gazière entreprises dans la province. Elle est également responsable du Bureau de l'efficacité énergétique.

### Services partagés en technologie de l'information

Le mandat de la Division des services partagés en technologie de l'information consiste à maximiser, pour le gouvernement, le rendement du capital investi à l'interne dans les

technologies de l'information, tout en aidant nos clients à appliquer des solutions qui s'y rattachent. Pour respecter son mandat, la Division offre un large éventail de services aux ministères, aux organismes, aux sociétés de la Couronne, aux hôpitaux et aux écoles de la province.

### Affaires municipales et planification provinciale

La Section de la planification provinciale, qui agit à titre de centre de la politique au sein du gouvernement en ce qui concerne l'utilisation et l'aménagement des terres agricoles à l'Île-du-Prince-Édouard, tire son mandat de la Planning Act (loi sur l'aménagement du territoire) de la province.

La Section des affaires municipales sert de liaison principale avec les municipalités et les groupes d'intérêt municipaux pour toutes les questions liées aux affaires municipales. Cette section maintient le cadre législatif qui prévoit l'existence des administrations municipales et précise leurs fonctions et pouvoirs.

### Imposition et registre des biens

La Division de l'imposition et du registre des biens administre les mesures législatives relatives à l'impôt foncier et à la taxe de consommation et s'assure que la législation est

appliquée de manière équitable et uniforme. De plus, la Division établit et maintient des systèmes d'information foncière et perçoit les recettes fiscales.

### **Secrétariat du Conseil du Trésor**

Le Secrétariat est également responsable des services de contrôle, notamment l'opération du système de comptabilité ministérielle du gouvernement et de la préparation des comptes publics; des services d'approvisionnement; de la dette, de l'investissement et de la gestion des pensions; ainsi que de la gestion des risques et de l'assurance.

### **Responsabilités additionnelles du ministère**

Le ministère des Finances, de l'Énergie et des Affaires municipales est également responsable d'administrer l'affectation budgétaire pour les crédits suivants:

- avantages sociaux
- administration publique
- Conseil des premiers ministres de l'Atlantique
- frais d'intérêt sur la dette

# Finance, Energy and Municipal Affairs

## Financial Summary

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>Expenditure by Division*</b>		
Administration	474,945	503,600
Economics, Statistics and Federal Fiscal Relations	9,862,565	499,900
Energy and Minerals	1,549,000	1,744,800
Information Technology Shared Services	24,294,121	27,284,000
Municipal Affairs and Provincial Planning	23,184,578	23,357,200
Taxation and Property Records	4,456,980	5,845,700
Treasury Board Secretariat	8,514,697	9,373,600
<b>Total Department Expenditure</b>	<b>72,336,886</b>	<b>68,608,800</b>
<b>Other Budgetary Responsibilities**</b>		
Council of Atlantic Premiers	188,242	188,400
Employee Benefits	55,231,440	47,432,700
General Government	5,983,920	11,550,000
Interest Charges on Debt	128,513,563	128,563,900
<b>Revenue***</b>		
Federal Sources	583,017,834	568,164,500
Provincial Sources	848,161,850	841,715,800
Investment Income	6,940,107	6,695,000
Sinking Fund Earnings	9,057,190	8,941,600
Employee Benefits	194,210	186,400

**\*Detailed Expenditure information is included in Appendix A.**

**\*\* Detailed Other Budget information is included in Appendix B.**

**\*\*\* Detailed Revenue information is included in Appendix C.**



# Economics, Statistics and Federal Fiscal Relations

## Role/Mission

*The Economics, Statistics and Federal Fiscal Relations Division strives to provide research, analytical expertise and advice at the highest professional standards to the department and Government generally on a wide range of tax, statistical, economic policy and federal/provincial fiscal matters. The major focus of the Division is on federal transfer payments, income and harmonized sales tax issues, statistical reports and economics analysis for Government. The Division's role includes responsibility for analyzing, researching and publishing key statistical information/data, and in disseminating statistics across Government. The Division represents the Province in discussions with the Federal Government, provinces and territories on a variety of key federal/provincial fiscal arrangements, supports the Minister and Deputy Minister of Finance, Energy and Municipal Affairs at high-level meetings on these subjects, and promotes the interests of Prince Edward Island in public and academic circles.*

## Report Highlights

**Federal Fiscal Relations** includes interprovincial work on fiscal transfers, the equalization program and revenue forecasting.

The most prominent aspects of federal/provincial fiscal arrangements are Equalization, Canada Health Transfer, Canada Social Transfer, the Income Tax Collection Agreement, the Comprehensive Integrated Tax Coordination Agreement (HST), the Reciprocal Taxation Agreement, infrastructure funding, Fiscal Stabilization and Statutory Subsidies. Extensive liaison with the Federal Department of Finance and the Canada Revenue Agency is involved with this work.

### **Federal Provincial Fiscal Issues/Transfers**

The Division conducted analysis and provided advice on changes to the federal transfer programs. The Division was active in reviewing and analyzing the renewed federal transfer programs which came into effect in 2014/2015. Support was provided to the Minister and Deputy on federal/provincial initiatives relating to the development of Pooled Retirement

Pension Plans (PRPPs), improving financial literacy of Canadians, and proposals for a modest, fully-funded, phased-in approach to increase coverage and adequacy of Canada Pension Plan benefits. Technical support was provided to the Province's representative for Ontario's Technical Advisory Group on Retirement Security.

Extensive input into the Budget Address was also provided.

### **Provincial Economics**

This section provided up-to-date economic information for senior officials, both in the department and in wider government, for numerous functions throughout the year.

It also continues to provide broader analytical support to other government departments, agencies and commissions.

The section prepared the *2014 Budget Paper: Background Notes on the Economy* which consists of National and International Review,

Provincial Highlights 2014, the Prince Edward Island Economy, Detailed Industry Analysis and Summary Statistics. The reports provided analytical support to the drafting of the Budget speech. The section also produced the *Provincial Economic Update* in the Fall of 2014.

The Province's economic situation 2014/2015 was presented to the following bond rating agencies: Moody's, DBRS, and Standard and Poor's. A presentation on the Island's economic and fiscal situation was delivered to the Bank of Montreal Annual Government Finance Conference. The section continues to attend the Canada Mortgage and Housing Corporation Industry Roundtable and the Atlantic Provinces Economic Council's Outlook conference.

The section attended the federal/provincial Continuing Committee of Officials (CCO) Sub-Committee Meeting on Economic and Fiscal Issues. It also attended the Transfers Subcommittee meetings. It continues to participate in the Federal-Provincial Labour Market Information Network and liaises with other federal government departments on various topics.

### ***Tax Policy Issues***

The Division provided significant advice regarding income tax matters for the Spring Provincial Budget.

Economic and fiscal analysis and advice were provided to the Minister, as well as the rest of government more generally, on new Federal Budget tax measures and changes, and the associated impacts on the Provincial Government and Island residents.

Working in conjunction with the PEI Securities Office, the Division continued the introduction and rollout of the new Community Economic Development Investment Business program,

creating new economic opportunities in rural PEI. Two Community Economic Development Businesses were launched in 2014/2015.

The Division also worked with the Canada Revenue Agency on the annual changes and updates of their internal systems, income tax forms and guides, which relate to the administration of PEI's Income Tax System.

The Division represents the Province on several different federal/provincial/territorial income tax committees, of which federal membership includes the Department of Finance Canada and the Canada Revenue Agency. These different committees deal with a large slate of tax policy issues relating to income, sales and commodity taxation and includes such things as inter-provincial tax allocation, data and information sharing issues, legislative issues, tax avoidance issues, administration issues, national policy and coordination issues and generally any other items affecting the Canadian income tax system at a provincial or federal level.

### ***Statistics Bureau***

The Statistics Bureau is striving to establish a strong identity and direction as it carries out its newly legislated mandate, principally: to collect, compile, analyse, abstract and publish statistical information relating to a variety of activities and conditions in the province.

Designated as the Province's official 'statistics finder,' the Statistics Bureau has primary responsibility for consolidating Government's statistical program.

Staff developed versatile, broadly-scoped statistical products that highlighted population numbers, demographic and income characteristics of the population, employment status and housing conditions, among others.

Staff continued to develop key information for departments, including further research and development of the demographic model.

The Bureau's statistical activities include:

- dissemination strategy for management and the province;
- demographic forecasts;
- statistical publications and reports with regular updates on the website;
- representation at Statistics Canada meetings;
- maintenance of databases and report storage facilities;
- responses to public and Government department requests including participation in special projects; and
- analysis of specific statistical concerns.

A variety of statistical products were publicly available through the government's website, the online Community Accounts, and through regularly published reports such as the *Annual Statistical Review*.

Government's website continues to be a valuable dissemination tool for the Statistics Bureau, with content frequently updated as new statistics become available. The Bureau also uses the website to disseminate its regular publications, such as the *PEI Economy Progress Report*.

Staff prioritized the establishment of a comprehensive dissemination strategy that includes provisions for release schedules.

As the provincial focal point for Statistics Canada, the Bureau is responsible for communicating and disseminating information from this Federal Government agency to the Provincial Government and its agencies, as well as the public. Most data-related documents are now published electronically by Statistics Canada, and are archived by the Bureau's staff to form a local electronic library.

Staff responded to many specific requests in 2014/2015 from most, if not all, government departments, as well as numerous requests for statistics from the public sector.

The population model continues to be a sought-after tool for population projection, as demonstrated by numerous requests for data and projections for the Province and its counties.

A detailed Input-Output model, made possible by a bilateral agreement between Statistics Canada and the Province, enables the Statistics Bureau to provide a more thorough analysis of the provincial economy.

Moving forward, the Statistics Bureau's focus will be on strengthened coordination to fulfill its mandate as an impartial, centrally-located statistical resource for Government, business and the greater public.

### ***Canada Pension Plan***

Responsibilities include advice to the Minister and Deputy on CPP financial and policy issues. This included the Canada Pension Plan Investment Board (CPPIB).

The Division assisted and advised the Minister in the triennial review of the Canada Pension Plan.

It provided technical and policy support to the Minister and Deputy regarding proposals for a modest, fully-funded, phased-in approach to increase coverage and adequacy of Canada Pension Plan benefits.

The Division provided technical support to the Province's representative on the Ontario Technical Advisory Group on Retirement Security which was developing a made in Ontario Retirement Pension Plan.

# Energy and Minerals

## Role/Mission

*The Energy and Minerals Division is responsible for the development, implementation and administration of energy policies and programs, and the administration of mineral resources development. The unit also supports gas exploration initiatives undertaken on Prince Edward Island. This Division includes the Office of Energy Efficiency.*

## Overview

### Energy and Minerals

The Energy and Minerals Division formulates energy policy for the Provincial Government. Included in the Division is the PEI Office of Energy Efficiency, which develops and administers a suite of energy conservation and energy efficiency programs for the residential and business sectors.

Promotion and regulation of the Province's hydrocarbon and mineral resources is also the responsibility of the Division, as well as supplying administrative and technical support for the activities of the PEI Energy Corporation.

## Report Highlights

### *Wind Energy Strategy*

Construction is now completed at Hermanville/Clearsprings and the new wind farm went into service in January 2014. Production at Hermanville/Clearsprings is expected to bring PEI's renewable electricity close to 30% of total production.

### *Office of Energy Efficiency*

Reducing consumption through efficiency and conservation is the most cost-effective approach to saving energy dollars and preserving the environment. On January 22, 2008, the Prince Edward Island Office of Energy Efficiency (OEE) officially opened its doors to provide Islanders with a one-stop venue for information

about provincial and federal energy efficiency programs, services and other pertinent information.

Since opening the Office of Energy Efficiency, it has assisted over 7,000 Islanders complete residential energy audits and provided over \$14 million dollars in grants and loans for Islanders to make their homes and businesses more energy efficient.

It is estimated that, on average, Islanders who made energy efficiency improvements through the OEE's programs are saving approximately \$1,200 annually in energy costs.

***Currently, the Office of Energy Efficiency offers the following programs:***

1. PEI Energy Efficiency Grant Program - provides a direct subsidy of up a maximum of \$1,500 per household.
2. Home Energy Low-Income Program (HELP) - provides a free weatherization service to all low-income clients. The service includes air sealing the home, installation of a programmable thermostat, a low-flow shower head and some compact fluorescent lamps as well as providing a voucher for a free furnace cleaning.
3. Commercial Grant Program - The commercial/institutional programs provide funding to complete energy assessments and financial assistance to make energy efficiency improvements. Energy audit assistance of up to \$2,000 is available in addition to incentives of up to \$20,000 to make energy efficiency improvements.

The Office of Energy Efficiency continues to deliver programs to meet the needs of Islanders.

# Information Technology Shared Services

## Role/Mission

*IT Shared Services is dedicated to building a strong technology infrastructure and delivering quality services to client departments and agencies across Government.*

## Overview

### Information Technology Shared Services (ITSS)

ITSS was formed on April 1, 2006, as the result of a Cabinet decision to consolidate all IT resources across Government within a single work unit. To satisfy the mandate of the branch, ITSS provides a broad range of services to Government departments and agencies. ITSS is divided into four divisions.

#### **Business Application Services**

The Business Application Services Division is responsible for developing new, and maintaining and enhancing current, information technology systems. The divisional staff provide daily support of systems used by Government of PEI staff in the delivery of the full spectrum - administrative to mission critical - of services to Islanders. The Division is also responsible for managing IT projects on behalf of ITSS and clients.

The division consists of five sections.

***Application Development*** team develops new information technology applications on behalf of clients, including the Government of PEI website. This section's staff develop systems written in various programming languages.

***Clinical Information System (CIS)*** team supports the largest information technology system in Government that supports the delivery of health care services to Islanders. Staff are involved in managing the day-to-day operations of the system, and in planning for the future of the system.

***Data Services*** team provides information technology application infrastructure support - including installing, configuring, tuning, troubleshooting, securing, and modernizing Government of PEI information systems. Enterprise business analytics is also maintained by this unit.

***Project Management Office*** team plans, executes, manages, and controls information technology projects for client departments. This includes managing the information technology aspects of Capital build projects and corporate initiatives. The Project Management Office has developed a project management methodology and standardized templates to support the management of projects.

***System Support*** team coordinates and supports the information systems throughout Government, Health (except CIS), and Education. This includes providing client account management, maintaining a portfolio

of each/all the Government department IT investments and priorities, and providing day-to-day direction and planning required to ensure that the information technology systems function in an effective and efficient basis.

### **Business Infrastructure Services**

The Business Infrastructure Services Division is responsible for providing leadership in the planning, operation, and support of network communications and the deployment of server and storage, desktops, laptops, tablets and printing assets. This division is responsible to provide voice and email services, and for providing client and technical support across Government through logging and tracking incidents and requests, telephone support, and onsite technical assistance.

The Business Infrastructure Services Division consists of three sections.

***Infrastructure Operations*** team maintains connectivity and deployment of IT assets for approximately 350 sites across the province. This section is responsible for maintaining operations on a daily basis.

***Infrastructure Projects*** team implements new infrastructure components into the IT

environment. This team also executes the implementation of all infrastructure components for client lead projects.

***Service Centre*** team is a 365/24/7 first level support for all client departments, and provides support for the implementation of new technology.

### **Corporate Operations, Finance and Planning**

The Corporate Operations, Finance and Planning Division is responsible for providing IT governance support, setting corporate policy, security and standards for IT service delivery to Government, ensuring ongoing planning and research into best practices for IT services in the future, ensuring responsible and accountable investment and financial management, and participating on Federal, Provincial and Territorial committees.

### **Enterprise Architecture Services**

Enterprise Architecture Services Division is responsible for setting Government-wide standards in IT, developing the overall information technology architecture of Government and implementing security practice through the Office of Information Protection.

---

## ***Report Highlights***

### **Agriculture and Forestry**

#### ***Agricultural Insurance Corporation:***

- Detailed requirements for the re-development of the application which provides insurance payments for farmers.

#### ***Forests, Fish, and Wildlife Division:***

- Integrated wildlife application developed and in use.
- Detailed business and functional design for a new integrated wildlife licensing application.



## **Community Services and Seniors**

### *Child and Family Services:*

- Implemented system rate changes for Social Assistance and Child and Family Services programs.
- Replacement of approximately 100 laptops to Child and Family staff.
- Assisted in responses and in modifications relating to the Auditor General recommendations with respect to the service management system.

## **Education and Early Childhood Development**

### *Administration and Corporate Services:*

- Partnered with the Department of Education to coordinate a contract with IBM to complete the Education Strategic K-12 IT Plan. Activities included engaging stakeholders, including ITSS, to help determine an IT strategic direction for Education.

### *English/French Language School Board (ELSB/FLSB):*

- Piloted an information technology tool in the classroom for students and teachers in a subset of schools.
- Implemented Google browser to high school computers as per curriculum requirements.
- Coordinated the information technology aspects of the Souris K-12 and Francois-Buote School Capital Builds.
- Completed computer hardware and networking upgrades (desktops, Local Area Network LAN and Wide Area Network WAN) and completed the Education Link Phase II access in Souris K-12 School and Spring Park Elementary School.
- Implemented upgraded school busing software for the FLSB.
- Implemented updates to student marks application.

- Replaced the student marks system web server.
- Converted several school web pages to the new web server.
- Applied software patches to the student records system and web server.
- Completed the Educational Instructional, Development and Assessment Reports for school distribution.
- Implemented document management system to organize and store internal departmental documentation.
- Populated documents to Early Childhood Development website.

## **Environment, Labour and Justice**

### *Attorney General office:*

- Replaced the existing case tracking system.

### *Legal and Court Services:*

- Completed technical requirements to relocate the Crown Attorney's Office.
- Implemented system upgrades to maintenance enforcement system.
- Implemented a new court order registry system for the different levels of court.
- Implemented a new server for the courts management system at the Summerside Courthouse.

### *Environment:*

- Migrated legacy applications to new modernized web Java platform.

## **Executive Council Office**

- Initiated work on the construction of a modernized and renewed website for Government with the Executive Council Office.

### *Communications PEI:*

- Implemented various system enhancements for the Government of Prince Edward Island website ([www.gov.pe.ca](http://www.gov.pe.ca)).



- Implemented various system enhancements for web tools.
- Implemented various security patches for web-based tools and technologies.

## **Finance, Energy and Municipal Affairs**

### *Treasury Board Secretariat:*

- Enhanced the document management system, which securely manages internal executive documentation.

### *Public Service Commission:*

- Upgraded human resource management system modules for Core Government, Health, and Education.

### *Information Technology Shared Services:*

- Implemented a document management system as a replacement for the internal portal-based system. This is used by departments to compile and manage ministerial briefing notes.
- Wired the Provincial Annex Buildings (PAB) for wireless zones.
- Implemented desktop, server, and networking hardware and software upgrades (desktop, LAN, WAN). This improvement allows Government staff to login to their network resources and utilities, regardless of their physical location or workstation.
- Migrated legacy applications to 64-bit platforms (if compatible).
- Replaced outdated piecemeal storage hardware with a comprehensive tiered storage solution, as a more cost-effective approach to storing files, systems, data, etc.
- Modernized network storage backup software.
- Modernized aged database and application software and application servers, as needed.
- Completed the ITSS network operations management software implementation to centralize and streamline the management and monitoring of all networked hardware and software.

- Connected 27 sites across PEI to the Province's fiber backbone.
- Completed an RFP for a Managed Print Solution project to improve printing services, reduce printing costs, and improve repair response times.
- Completed an RFP to determine options for Government email upgrades.
- Upgraded the virtual platform to increase capacity and stability for server implementations.
- Implemented new Virtual Private Network (VPN) solution for Government.
- Completed firewall upgrade for Government to increase security.
- Upgraded Service Centre application.
- Implemented dedicated high speed network for all school sites.
- Implemented processes and procedures to package and deploy software remotely.
- Increased Government WAN throughput capacity.
- Installed generator assets at Burns location to increase stability for the Service Center.
- Implemented compliance standards on the WAN.
- Completed a device pilot for Department of Health.
- Implemented power distribution unit at the PAB complex to increase power capabilities for IT equipment.

### *Municipal Affairs and Provincial Planning:*

- Implemented a new subdivision, septic and assessments system for Inspection Services. There are seven of fifteen system modernizations left to do in this area.

## **Fisheries, Aquaculture and Rural Development**

### *Access PEI:*

- Implemented various enhancements and fixes to the Access PEI system.

## **Health and Wellness**

### *Vital Statistics:*

- Replaced the legacy system with a developed on-line system to allow the public to purchase on-line Birth Certificates, Marriage Certificates, Death Certificates, and apply for new or renew existing licenses for Marriage Commissionaires.
- Increased event messaging to the system, to be included in the information exchange to Statistics Canada.

### *Environmental Health:*

- Decommissioned the legacy inspections system, as a result of the upgrade of the Environmental Health application, which deployed to mobile devices for real time data capture and display.

### **Health PEI:**

- Coordinated the information technology components of the new Palliative Care Centre facility from construction through to occupancy.
- Coordinated the information technology components of the Youth Addictions Program relocation to the new Youth Recovery Centre.
- Coordinated the information technology components of the QEH (Queen Elizabeth Hospital) Day Surgery Renovations.
- Coordinated the information technology components of the Souris Hospital Hemodialysis Renovation.
- Added approximately 25 wireless access points at the QEH and approximately 15 wireless access points at Prince County Hospital (PCH) to improve the wireless coverage in these acute care facilities.
- Replaced the QEH Video Broadcast Service to Neonatal Echocardiography at IWK with a higher quality video feed.
- Upgraded the Cancer Treatment Centre's server hardware, workstations, and software.

- Implemented approximately 45 handheld devices at the QEH and 4-5 handheld devices at PCH to be used by the respective hospitals' Inventory Management staff to record material required and replenished within the hospitals.
- Upgraded the server and the electrocardiogram (EKG/ECG) software.
- Upgraded medical imaging system.
- Implemented software at QEH Physical Medicine.
- Implemented drug library software at PCH for new infusion pumps.
- Upgraded the QEH Labs 'middleware' system.
- Upgraded the Health Records' coding and abstracting software.
- Replaced the legacy microfilm camera with a digital scanning system at QEH Health Records.
- Applied software patches and upgrades to Health's financial system and the claims and drug information system.
- Completed numerous system assessment and report modifications for Community Mental Health and Addictions, Home Care, Speech Language Pathology and Audiology, Diabetes, Public Health Nursing, Community Nutrition, Infection Control, Asthma Clinic and Long Term Care Subsidy.
- Modified data extracts for the Health Information Unit analysts' data repository.
- Implemented power monitoring system for QEH Maintenance.
- Upgraded system which interfaces with bedside glucometers used by nursing staff at all hospital sites.
- Completed an impact analysis regarding adding glucometer devices onto the Health network at various family health centres across PEI.
- Completed server, network and firewall rule work for specimen registry system for Histology/Anatomical Pathology Labs at QEH and PCH.

- Completed requirements for organ and tissue donor data to be captured by Medicare staff.
- Assisted with the technical components of live streaming the HPEI Annual General Meeting.
- Enhanced data collection and management for the stroke database to run various reports on the collected data.
- Rolled out an application as view only to nine public manors (Colville Manor, Riverview Manor, Prince Edward Home, Summerset Manor, Wedgewood Manor, Stewart Memorial, Margaret Stewart Ellis Home, and Maplewood Manor.)
- Completed pilot of registration module at Stewart Memorial to add long-term care patients to the system.

### **Innovation and Advanced Learning**

- Upgraded client service management system with 12 patches to enhance the system including a new case management report to print agreement data, search functionality and security functions.
- Upgraded the Bio Food Tech project tracking system.
- Implemented Bio Food Tech research and development software and database update.
- Completed Finance PEI conversion of applications for insurance claims.
- Completed the process to inquire about available customer management software solutions for Innovation PEI.

### **Legislative Assembly**

- Modernized the desktop, server, and networking hardware for the Legislative Assembly, the Coles Building, and the Hansard Office.
- Implemented a new elections management software application.
- Completed the Order of PEI and Legislative Assembly setup for document management.

### **Tourism and Culture**

- Completed the 2014 emails access for Tourism Advisory Council.
- Implemented a new application for the Visitor Information Centre (VIC) Call Centres and Government staff.
- Coordinated the information technology components of the renovations at the Borden Carlton VIC.

### **Transportation and Infrastructure Renewal**

- Coordinated the information technology components of the Province House and Legislative Assembly office moves into the Coles Building, St. Paul's Rectory, J. Angus MacLean Building and Atlantic Technology Centre.
- Completed the transition of the Island Waste Management Corporation offices (Tignish, Wellington and Charlottetown) users and systems onto the Government network.
- Implemented the new records management system for Highway Safety.
- Enhanced and applied fixes to the driver vehicle system e.g. farm no-expiry plates.
- Coordinated upgrade of international registration program for the payment of licensing fees.
- Coordinated the implementation of mobile access for City Police patrol cars.
- Coordinated the implementation of the pavement management application.
- Implemented a new web-based system to manage the Province's survey monuments.
- Developed the survey tracking system for the Land and Environment Division.
- Implemented the survey reference system for Land and Environment Division.
- Jointly, with Transportation and Infrastructure Renewal, Public Works and Planning staff, managed the information technology components of Capital building projects, office renovations, and staff moves.

# Municipal Affairs and Provincial Planning

**Note:** For the period from April 2014 to March 2015, the Division was part of the Department of Finance, Energy and Municipal Affairs. In March 2015, the Division was assigned to the Department of Health and Wellness.

## Role/Mission

*The role/mission of the Municipal Affairs and Provincial Planning Division is to work toward the sustainable planning and local governance of the Province.*

## Overview

### Municipal Affairs and Provincial Planning

The Municipal Affairs and Provincial Planning Division is responsible for maintaining the legislative frameworks for the *Municipalities Act*, the *Charlottetown Area Municipalities Act*, the *City of Summerside Act*, the *Lands Protection Act* and the *Planning Act*. The Division serves as the principal liaison between the province, municipalities, municipal interest groups and the public on matters pertaining to municipal governance. The Division is also responsible for implementing key recommendations of the *Report of the Commission on Land and Local Governance*, the *Report of the Commission on the Lands Protection Act* and the *Report of the Task Force on Land Use Policy*.

### Municipal Affairs

Working in partnership with communities, the Municipal Affairs Branch assists municipalities in developing their capacity to achieve a safe and sustainable community. The Municipal Affairs Branch has responsibility for maintaining the legislative framework for the *Municipalities Act*, the *Charlottetown Area Municipalities Act*, and the *City of Summerside Act*.

The Municipal Affairs Branch is staffed by three permanent positions: a Manager of Municipal Affairs, a Senior Municipal Affairs Officer and a Senior Municipal Financial Officer.

The Municipal Affairs Branch oversees and provides assistance to municipalities pertaining to municipal formation, elections, amalgamation, finance, boundary changes and the adoption of Official Plans and bylaws as well as land use planning. It serves as the primary liaison between the Province, municipalities, municipal interest groups and the public.

The Municipal Affairs Branch provides advisory and consultative services to municipalities and other government departments. It also maintains a municipal directory and databases pertaining to municipal bylaws, municipal financing, and municipal boundaries.

The Municipal Affairs Branch is responsible for administering grants to municipalities under the Municipal Support Grant Program. It also oversees the administration of grants to the Federation of Prince Edward Island Municipalities.

The Municipal Support Grant Program includes two parts: a Police and Street Services grant intended to provide support to municipalities that have taken on responsibility for street maintenance and/or policing services and an Equalization Grant intended to assist municipalities that are unable to generate the same amount of revenue through taxation as similar sized municipalities in providing comparable basic services.

- Police and Street Services Grant funding increased by 1% from 2014- 2015. The total funding was \$18,690,478.
- Equalization Grant funding also increased by 1% from 2014-2015. The total funding was \$3,601,456.
- The total funding to municipalities was \$22,291,934.

### **Provincial Planning**

The Provincial Planning Branch maintains the legislative framework for the *Planning Act* and *Lands Protection Act*. It is also responsible for overseeing the creation of new provincial land use and planning policies as required.

The Branch is staffed by four permanent positions including: a Manager of Provincial Planning, a Senior Provincial Planner, a Junior Provincial Planner and a Planning Assistant.

The Provincial Planning Branch provides general advisory services to other provincial departments and agencies with respect to the interpretation of legislation pertaining to lands protection and land use planning. It offers guidance, assistance and support related to general land use planning to other provincial departments.

Although the Island Regulatory and Appeals Commission (IRAC) has responsibility for the general administration of the Land Identification Program, the Provincial Planning Branch has responsibility for providing recommendations to Executive Council on applications to amend, suspend or cancel Land Identification agreements. This work involves ongoing collaboration with IRAC, incorporated municipalities and other provincial departments.

The Provincial Planning Branch is engaged in ongoing monitoring, analysis and evaluation related to a wide variety of land use issues and trends.

---

## ***Report Highlights***

- In July 2014, MAPP coordinated and hosted a meeting of the Provincial and Territorial Ministers responsible for Local Government on behalf of the Province. Ministers from across the country meet annually to share information and ideas on key issues relating to municipalities and to learn from each other's experiences and successes. During the meeting, the Ministers held discussions on a number of topics including promoting public trust in local government through education, capacity-building, and developing strong legislative frameworks to encourage a spirit of partnership.
- Municipal elections were held on November 3, 2014. All municipalities in the Province elected city, town, and community council members to four-year terms bringing all municipalities on the same four year election cycle. Going forward, this will add consistency and efficiency to the municipal election process.

- In 2014-2015, work continued to implement recommendations contained in the *Report of the Commission on the Lands Protection Act*. To date, 12 recommendations have been implemented. Work is underway on 14 recommendations and further consideration is required for two others.
- In November 2014, *Bill 20 - An Act to Amend the Prince Edward Island Lands Protection Act* was passed in the legislature. The amendments contained in Bill 20 represent the legislative changes needed to implement the *Report of the Commission on the Lands Protection Act*.
- Supporting implementation of the *New Foundations - Report of the Commission on Land and Local Governance* continued to be a key area of focus for the Division in 2014-2015. The Report, submitted to Government in 2009, articulates 40 wide-ranging recommendations intended to provide a framework for establishing a comprehensive approach to land use and local governance in the province.
- In 2014-2015, 23 of the recommendations were implemented and work is underway on 13 of the remaining recommendations. The implementation of other recommendations depends upon the completion of other work.
- Earlier in 2014, the Task Force on Land Use Policy reported to Government. Its report included recommendations intended to support sustainable development throughout

the Province including the adoption of Statements of Provincial Interest. Government endorsed the general direction of the report and work is currently underway to develop Statements of Provincial Interests and provincial land use policies.

- Development of a new *Municipal Government Act* remains a priority for the Division. New municipal legislation will ensure that all municipalities have a common framework and consistent standards to guide municipal governance, administration and service delivery. In 2015, Municipal Affairs staff and the Legislative Counsel Office undertook an internal review to facilitate development of new municipal governance legislation. It is anticipated that drafting of a new Act will be completed sometime in 2016.
- In 2014-2015, the Municipal Affairs Branch reviewed 18 municipal Official Plan and land use bylaw amendment submissions from municipalities.
- Each year, the Provincial Planning Branch reviews approximately 40 Land Identification applications involving about 300-400 acres.

### **Summary of Financial and Human Resources**

- Total Divisional Budget: \$23,357,200
- Number of full-time employees: 10



# Taxation and Property Records

## Role/Mission

*The mandate of Taxation and Property Records Division is to ensure fairness and equity in the application and collection of provincial tax and fee revenues, and equity and uniformity in the production of provincial, municipal and fire district real property assessment rolls.*

*The Division is also mandated to develop, implement and maintain land-related information systems in the area of Corporate Geomatics, Registry of Deeds and Toponymy – the study of place names.*

*The mandate of the Division requires that services be co-ordinated and integrated with federal, provincial and municipal Governments and the private sector.*

## Overview

### Taxation and Property Records

Taxation and Property Records administers the Province's property assessment and tax, consumption tax and land registry legislation and ensures the legislation is applied fairly and consistently. The Division also develops and maintains land-related information systems used by internal and external stakeholders.

### Division Structure

In April 2013, the Harmonized Sales Tax (HST) replaced Revenue Tax (PST) in Prince Edward Island. In April 2014, the first wave of staff was transferred to the Canada Revenue Agency (CRA). The Division also responded to Management Plan requirements by reviewing essential services provided by positions that would remain vacant. The various sections within the Division were re-aligned to reflect Management Plan expectations.

### Administration

This section is responsible for:

- Providing overall administration of Taxation and Property Records including monitoring and reporting of provincial revenues, expenditure control, reconciliation of major revenue accounts and preparation of the annual budget.

- Reconciling and remitting property tax payments to municipalities, fire districts and IWMC.
- Facilitating the dissemination of tax information via hard copy brochures and websites for use by internal and external stakeholders.
- Interpreting consumption tax legislation and responding to tax payer inquiries.
- Collecting provincial consumption taxes in the most effective and efficient manner, with a minimum amount of hardship to the taxpayer.

### Tax Administration and Compliance Services

This section is responsible for:

- Providing the administration and interpretation of provisions within consumption tax legislation and related regulations.
- Processing consumption tax returns, consumption and property tax payments and bank deposits.
- Preparing annual and amended property tax bills.
- Administering various tax programs such as seniors tax deferral, grants-in-lieu of property taxes and marked fuel.

- Tax compliance activity, including performing consumption tax audits, International Fuel Tax (IFTA) and International Registration Plan (IRP) audits.
- Maintaining the Provincial Civic Address Program and Property Line Program, and providing property-related geomatics products and services to other Government departments and agencies, and to the private sector.
- Operating the provincial land registry system, interpretation of all land-related documents and the provision of property mapping for Prince Edward Island.

## **Real Property Service**

This section is responsible for:

- Assessing all real property in the Province on an annual basis at the market value assessment.
- Maintaining a taxable value assessment for owner occupied residential property.
- Producing annual provincial, municipal and fire district assessment rolls which form the basis for levying property taxes, dues and fees.
- Administering assessment programs such as reappraisal, new construction and referral.
- Supporting tax credit programs such as provincial tax credit, bonafide farm and farm use.
- Defending real property assessment appeals filed with the Island Regulatory Appeals Commission

## **Report Highlights**

### **Operational Plan**

Taxation and Property Records documented outcomes based on 2013/2014 operational planning goals and formalized an operational plan for 2014/2015 to guide strategic and operational directions for that fiscal year.

### **Harmonized Sales Tax (HST) Transition**

Taxation and Property Records managed the transition steps required in year one of Harmonized Sales Tax implementation. At a high level, steps included:

- Providing support and facilitating a seamless transfer for the first wave of staff moving to CRA as of April 1, 2014.
- Planning for transfer of the second wave of staff moving to CRA on April 1, 2015.
- Implementing an interim organizational chart for the Division to support expectations during the PST wind down period.
- Reviewing the long term changes to the Divisions mandate, roles and responsibilities and define organizational requirements to meet new Divisional expectations.

- Developing and implementing new rebate programs.
- Maximizing PST audit recovery and collections activity.
- Implementing the *Retail Sales Tax Act*.
- Developing business processes to meet Access PEI support requirements.
- Participating as a stakeholder in CRA interprovincial and territorial forums.
- Implementing new protocols for Environment Tax vendors in collection and remittance of tax post-PST.

### **Management Plan Measures**

The Division implemented Management Plan objectives contributing to the overall government plan toward deficit elimination. Taxation and Property Records management plan measures for 2014/2015 included:

- Committing to salary reductions through vacant positions, inter-departmental funding, casual positions and retirement/succession plans.
- Implementing year three increases in the cost of Registry Office services.



- Reducing discretionary spending within the Division by delaying information system and work process enhancements.

#### **Other Accomplishments**

- Completed staffing for a project team to integrate the use of digital imagery into property assessment processes.
- Implemented an action plan to address employee survey (2012/13) results.

- Developed an intranet portal to enhance information sharing and communication.
- Completed conversion of registry office documents to digital images (back to 1995) to enhance access and availability for registry clients.
- Facilitated a comprehensive procedure review within Real Property Services.

### **Comparison of Division Activity Over the Three-year Period – 2012-2015**

	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
Tax payments received in offices	337,596	324,918	263,167
Documents registered and interpreted (Registry of Deeds office)	15,294	17,851	14,549
New parcels (property) created	716	545	641
Subdivision plans filed	615	555	541
Registered revenue tax vendors	10,258	n/a	n/a
Registered tax exempt permit applications (farmers and fishermen)	2,574	2,490	2,338
Properties assessed (as of municipal rolls date)	104,514	105,530	105,597
Property assessment referrals (first-level appeal)	383	414	300
Appeals to IRAC (property assessment related)	5	6	6
Provincial market value assessment (as of municipal rolls date)	\$10.9 billion	\$11.2 billion	\$11.5 billion
Market value of exempt properties (as of municipal rolls date)	\$1.0 billion	\$1.0 billion	\$1.09 billion
New construction reviews and new accounts (property assessed value)	\$184 million	\$180 million	\$181 million
Number of regular audits completed	95	125	170
Regular audit assessments	\$2.9 million	\$3.2 million	\$4.0 million
Number of special assessments issued	66	23	72
Special assessments	\$253,000	\$42,000	\$145,000
Tax Revenue	\$419 million	\$209 million	\$210 million
Registry Office Revenue	\$2.5 million	\$2.3 million	\$2.3 million
Beverage Container Deposit Revenue	\$7.1 million	\$6.8 million	\$7.2 million

# Treasury Board Secretariat

## Role/Mission

*The Treasury Board Secretariat's primary responsibility is to provide policy advice on Government expenditures and fiscal planning, develop the annual fiscal framework and prepare the Budget Estimates of Revenue and Expenditure. The Secretariat is also responsible to provide Comptrollership services including: operating the Government's corporate accounting system and preparing the Public Accounts; administer procurement services; debt, investment and pension management; and risk management and insurance.*

## Overview

### Budget Management and Treasury Board Operations

This section is comprised of three distinct sections: Budget Management; Treasury Board Operations; and Corporate Finance.

#### ***Budget Management***

The Budget Management section is responsible for the preparation and co-ordination of the Capital and Operating Budgets, which assist Government in the overall financial direction for the Province. This section also provides technical support and policy advice on various aspects of Government fiscal planning.

Under the direction of Government, the Budget Management section prepares the annual Estimates of Revenue and Expenditure for capital and operating funding; develops, implements and reviews budgetary systems and quarterly forecasts; manages the appropriation control system; and formulates and implements expenditure restrictions and control policies as directed by Treasury Board and/or Executive Council.

The Budget Management section also assesses and monitors all financial, personnel, administrative proposals and issues for overall budgetary impacts.

#### ***Treasury Board Operations***

The Treasury Board Operations section provides:

- analytical, consultative and administrative services to Treasury Board;
- consultative services to departments and agencies on policy, operational and administrative matters;
- Government's administrative policies to ensure consistency and efficiency;
- support for departments'/agencies' progress toward an improved accountability and reporting framework; and
- leadership and/or participation in special projects and/or initiatives identified by the departments or Treasury Board.

#### ***Corporate Finance***

The Corporate Finance Section provides financial support for each department. The Section prepares departmental estimates, forecasts and processes actual revenue and expenditure transactions.

#### ***Pensions and Benefits***

The Pensions and Benefits section has fiscal, operational and policy responsibilities for employer-sponsored pension programs and retirement payments. This section also has fiscal responsibility for worker's compensation, certain aspects of group insurance, and other employee benefits (ie. vacation, sick leave, etc.).

The Pensions and Benefits section provides leadership and direction to both employees and employers across the public sector with regard to the administration of pensions. It takes a proactive role in keeping members up-to-date on their pension plan by offering information sessions to employees approaching retirement and other active members seeking additional information on their pension plan.

The Department of Finance, Energy and Municipal Affairs is committed to providing ongoing education to its staff to ensure that a high level of knowledge and proficiency in the area of public sector pension benefits is maintained.

### **Office of the Comptroller**

This section is responsible for the operation and maintenance of the Province's corporate accounting system and the preparation of the consolidated financial statements and the operating fund financial statements which form the Public Accounts. The accounting section works with departments to ensure accurate recording of transactions, both revenue and expenditure, and the proper management of supporting documentation for those transactions. It provides support and monitors financial transactions for accuracy as well as assisting users with reporting requirements. It oversees and manages a number of processes which interface with the financial system. The section plays a role in managing revenue from the Government of Canada, monitoring agreements to ensure that transactions are recorded properly and that amounts due are collected efficiently. It also manages a Student Loan portfolio of overdue accounts.

### **Accounts Payable and File Maintenance**

This section is responsible for the timely and accurate processing of Government payments through a decentralized payment system and the records management of all supporting financial documentation. It provides various administrative functions relating to accounts payable and payment issuance as well as

activities pertaining to Government bank account transactions. It administers the provincial corporate procurement card program which includes training and support for departmental card users, managerial approvers and senior financial personnel. The section also produces payments for a number of programs including; ISM - the Province's social services case management system, LMDA - Labour Market Development Agreement and MEPS - Maintenance Enforcement Program. Periodic electronic file transfers from these programs trigger the payments.

### **Accounts Receivable**

This section is responsible for the centralized accounts receivable function within the Government's corporate accounting system. It is responsible for establishing the protocol and providing direction for the processing of Government revenues. The section oversees the accurate and timely recording of revenues received and amounts due to the Province including data received by electronic interfaces from other IT systems. It is also responsible for the reconciliation of the Province's bank accounts.

### **Procurement Services**

This centralized function is responsible for the timely and economical procurement of goods and services. The section also oversees the policy and issuance of Provincial corporate procurement cards. It represents the Province on Committees for the Atlantic Procurement Agreement and the Agreement on Internal Trade.

### **Financial System Support**

This section is responsible for the support necessary to operate, maintain and ensure security over the Government's corporate financial information system (FIS). Through a help desk and user meetings approach, procedural and functional support is provided to system users. The section is responsible for the management of development projects to ensure that the system remains current and business processes are maintained, including the oversight of various service level and

maintenance agreements. The section also ensures that system standards and security are met and responds to corporate financial reporting needs.

### **Corporate Administration**

This section is responsible for performing all accounting functions for revenues and expenditures for the department.

### **Risk Management and Insurance**

The Risk Management and Insurance Section is responsible for developing, implementing and maintaining Government risk management and insurance or self-insurance programs, with the goal of eliminating or minimizing the potential for loss to Government departments, Crown corporations, agencies, commissions, hospitals and school boards/districts. The objective is to project a quality service which protects public sector assets and programs, and controls losses when they occur by providing a professional claims management service to our clients and the public we serve. The focus is on providing risk management and insurance advice on a daily basis which is essential to the many programs our clients deliver to the general population.

### **Debt, Investment and Pension Management**

#### **Banking**

The Debt, Investment and Pension Management Section is responsible for the Province's day-to-day banking. This section is also involved with the development of short, mid- and long-term debt management strategies. These strategies include making arrangements for cash management, project financing, issuance of public debt and asset/liability management for Crown corporation debt.

#### **Sinking Fund**

Attached to some semi-annual pay debentures of the Province is a provision for sinking fund payments used for principal repayment. These sinking funds, which are set aside annually, are also managed by the Debt, Investment and

Pension Management Section. These monies are invested under guidelines set out in the *Financial Administration Act* and are tightly controlled by an internal Sinking Fund Policy which is reviewed on a regular basis.

#### **Pension Fund**

The pension monies for the funds are managed under an "umbrella trust" which is monitored and controlled by the Debt, Investment and Pension Management Section staff. Although the Section does not directly invest the pension monies as it does for the Sinking Fund, it does act as the manager of external managers. This work includes setting up and monitoring guidelines for investing monies and daily monitoring of assets and cash flows of the managers and the trust itself.

#### **Loans**

This section is responsible for advancing loans to eligible entities in accordance with the *Financial Administration Act*. As part of the overall administration of the Province's loan portfolio, staff are in regular contact with Crown corporations and other entities to keep them informed of the changing market-based interest rates, to make arrangements for new or amended loans, and to ensure payments are made on existing loans.

Staff are also responsible for developing and monitoring investment revenue amounts that are included in the Budget Estimates, quarterly forecasts and the year-end Public Accounts.

#### **Loan Guarantees**

This section administers loan guarantees provided by the Province to primarily Crown corporations. The *Financial Administration Act* is the enabling legislation that allows the Province to issue loan guarantees. The administrative duties include maintaining a record of guarantees issued, monitoring and confirming related balances, follow-up to ensure any required renewals are prepared, and generating a statement to be included in the Province's Public Accounts.

---

## ***Report Highlights***

---

### **Budget Management and Treasury Board Operations**

Budget Management provided the Capital Estimates of Revenue and Expenditure for tabling in the Fall sitting of the Legislative Assembly along with the *Appropriation Act* (Capital Expenditures) 2014. For the Spring sitting, the section provided the 2014 Budget Address, the Operating Estimates of Revenue and Expenditure and the 2014 *Appropriation Act* (Current Expenditures 2014), as well as the Supplementary Estimates. These documents were created with input from all departments, agencies and Crown corporations and are presented on a consolidated basis.

### **Treasury Board Operations**

During the year analytical, consultative and administrative support to Treasury Board was provided on an ongoing basis. As well, special projects and/or initiatives on behalf of Treasury Board or the Department of Finance, Energy and Municipal Affairs were undertaken. As Treasury Board Operations, staff of the division maintained linkages with the Executive Council Office, Policy Board and the Operations Committee.

During the past fiscal year, divisional staff represented Treasury Board on various committees including the Agricultural Insurance Corporation and the Land Use Co-ordinating Committee. Staff took part in monitoring the Government Loan Guarantee Program and represented Treasury Board on collective bargaining negotiating teams.

### ***Accountability***

This section promotes compliance with the accountability reporting requirements of the *Financial Administration Act* and Treasury Board policy through consultations and meetings with departments and agencies and through directors' forums.

### ***Treasury Board Policy and Procedures***

The Budget Management and Treasury Board Operations sections are responsible for the research, development and maintenance of corporate administrative and operational policies, and the distribution of these through the Government's Intranet.

Staff of the section continue to monitor and enhance services to users by drafting new corporate policies and revising existing policies in collaboration with departments responsible for their administration.

### **Pensions and Benefits**

The Pensions and Benefits Section devotes the majority of its resources to the administration of the three registered pension plans that are sponsored by the Province: the Civil Service Superannuation Fund (CSSF), the Teachers' Superannuation Fund (TSF), and the MLA Pension Plan (MLA).

The unit also manages several non-registered pension plans and other employer-sponsored benefit plans.

The CSSF has approximately 7,200 contributing members spread across 15 participating employers. There are about 3,700 individuals (retirees, surviving spouses and dependants) in receipt of monthly benefits from the CSSF.

There are three participating employers to the Teachers' Superannuation Fund (TSF) with approximately 1,800 contributing members. There are also about 1,500 individuals in receipt of monthly benefits from the TSF.

There are 27 active contributors in the MLA Pension Plan and about 90 individuals in receipt of monthly benefits.

## **Accounting**

Staff provided guidance and support to FIS users in a number of areas in 2014-2015.

Including; the presentation of the Public Service Commission Learning and Development training session - *Financial Management in the PEI Government*, maintaining the FIS resource centre on the Province's internal web-site and responding to individual inquiries. Office representatives also participated in the monthly Chief Financial Officers' meetings providing updates and responding to questions from that management group.

Considerable effort is used each year to keep the Province's financial system up to date and responsive to the needs of users. This includes software upgrades, implementation of new software functionality, working with users on improving processes and ongoing work with interface systems which transfer information into and out of our system.

Volume 1 of the Public Accounts for the year ended March 31, 2015 was completed and released in early October 2015. The only change in financial statement presentation for 2014-2015 was the adoption of Public Accounting Board (PSAB) standard PS3260 Liabilities for Contaminated Sites. For reporting purposes a review of Government owned properties was carried out to determine the amount of liability associated with the remediation of contaminated sites.

The Accounting Section continued its ongoing review and evaluation of changes, and proposed changes, to PSAB standards. These changes have an impact on the content and presentation of information in the Province's Public

Accounts. Discussion took place on proposed changes to the Handbook including; "Restructuring", "Related Party Transactions" and "Assets, Contingent Assets and Contractual Rights".

## **Accounts Payable and File Maintenance**

The section spent a large part in the beginning of this year supporting the English and French school boards as they started using Oracle Financials.

Staff implemented the second part of the Maritime Electric interface in this fiscal year by moving approximately 175 social services electric accounts to the same interface used by Transportation. This interface eliminates the data entry work and allows the department to focus on trends and abnormalities in the electric bills. This also allows the time spent on data entry to be re-directed to other departmental activities.

During the year the section also implemented an interface between Peoplesoft Payroll and Oracle. The interface automatically uploads routine invoices into the Payables system for bi-weekly payment. The interface eliminates the need for data entry of approximately 75 invoices bi-weekly

Work also continued on improving current processes. We implemented new procedures around the cheque pickup and enclosure process to obtain better documentation of who is picking up a cheque and the reason why the need is there.



	2014/2015		2013/2014	
	Number	Amount	Number	Amount
System Vendors new	4,463	n/a	4,963	n/a
System Vendors updated	6,347	n/a	4,928	n/a
Vendor Sites new	7,526	n/a	9,824	n/a
Vendor Sites updated	7,528	n/a	9,777	n/a
Invoices Processed	314,646	\$1,757,100,806	308,511	\$1,569,152,500
Batches Processed	17,901	n/a	17,004	n/a
Procurement Card Transactions	10,138	\$2,104,595	9,881	\$2,005,415
Payments Issued – Cheques	61,399	\$103,850,194	64,923	\$98,545,064
Payments Issued - Electronic	113,111	\$1,115,978,941	108,922	\$997,667,489
Payments Issued – Internal Clearing	237	\$14,780,918	241	\$13,293,496

### Accounts Receivable

This section manages the revenue and Accounts Receivable functions for the Province and the bank reconciliation for several bank accounts.

Effective April 1, 2014 the Accounts Receivable Treasury Board policy was implemented to assist in the management of accounts receivable and past due accounts. Roll out to the departments and customers were administered throughout the year to ensure timeliness of receivables and to reduce bad debt.

	2014/2015		2013/2014	
	Number	Amount	Number	Amount
AR Invoices	1,704	\$35,651,458	1,829	\$12,600,836
Receipt Batches	10,467	n/a	8,999	n/a
Eservices Transactions	15,328	\$1,356,907	11,769	1,092,263

### Procurement Services

The section processes purchase orders through the Oracle Financial System, on behalf of government departments. This year saw a slight increase in the volume and the dollar value of purchase orders created. A total of 13,726 purchase orders were created, with a dollar value of \$26,824,046.

There were 248 Tenders and RFPs issued for the year, with a combined dollar value of

\$12,920,355. The section remains active in assisting and advising departments with their tendering requirements, while maintaining the *Public Purchasing Act* and Trade Agreements are followed.

The Government Pcard program continues to have significant volume, \$2,104,595. This program continues to decrease the low volume purchases being processed. The section has seen

a significant decrease in the volume of Local Purchase Orders (LPO) books being issued. Procurement Services continues to provide support and advice on procurement as it related to domestic and international trade agreements. Several procurement presentations were made to departments and Crown Corporations throughout the year.

Pan-Atlantic Collaborative /Joint Procurement has been identified by the four Atlantic Premiers. Procurement Services is actively working on a Joint Procurement Working Group, with our procurement counterparts in the other provinces to identify opportunities for joint procurement.

	<b>2014/2015</b>		<b>2013/2014</b>	
	<b>Number</b>	<b>Amount</b>	<b>Number</b>	<b>Amount</b>
Purchase Orders Issued	13,726	\$26,824,046	12,792	\$26,207,504
Tenders Processed	222	\$10,827,114	233	\$35,876,531
RFPs Processed	26	\$2,093,241	20	\$4,863,700
Purchase Card Transactions	10,138	\$2,104,595	9,881	\$2,005,415

### **Financial Information System**

Some work was done on a Property Manager proof of concept with TIR. Property Manager is a module that would allow them to manage space allocations and leases on that space.

Also, receivables collections gained some momentum and we researched what the Advanced Collections module would do and how that compared to the functionality that existed prior to the upgrade to Oracle Release 12.

The UPK module was configured and installed to determine how we can best use this new module. Its functionality allows us to create user documentation quickly and in a standard format as well as giving users a hands on experience with training.

A review was started on the GeoLinc interface as this interface and functionality is dated and is starting to cause some process issues. In addition, a review was started on the Discoverer application that is used for some

reporting needs throughout government.

Finally, we initiated a review of User Management to learn more about this enhanced functionality for assigning roles and responsibilities in Oracle.

### **Debt, Investment and Pension Management**

#### **Debentures**

A new 40 year debenture for \$125 Million was issued on July 17, 2014 at 3.85%. A five-year debenture for \$100 Million at 3.2% matured on June 2, 2014.

#### **Canada Pension Plan Borrowing**

The Province has borrowed \$140 million from the Canada Pension Plan. Beginning in July 2005, the Province rolled over maturities for a 30-year time period. The interest rates attached to the new refinancing are about one-half of the interest rates attached to the original debentures. By refinancing CPP debentures, the Province saves the fees that would be charged by the syndicate on a new issue.



### **Master Trust**

The Master Trust holds the pension assets of civil service employees, teachers and MLAs. At the end of 2014-2015, Master Trust assets had a market value of \$2.7 billion.

The Master Trust has contracts with nine investment managers (who invest the assets), one custodian (who holds, transfers and accounts for the assets), and one consultant/performance measurement provider (who gives advice and informs the Joint Investment Advisory Committee and Minister of how the investments are performing).

### **Bond Rating**

The Section is the focal point for all consultations with bond rating firms. During the 2014-2015 year, the Section provided information to three bond rating agencies. All three long-term credit ratings fall into the “A” category. The Province’s short-term credit rating is R-1 (low), and is considered by the Dominion Bond Rating Service to be prime credit quality.

Bonds and preferred stock which are rated “A” possess many favourable investment attributes and are to be considered as upper-medium grade obligations. The ratings for the Province continue to send a strong signal to Canadians that Prince Edward Island is a good and sound place for investment

Summary of Bond Ratings for PEI			
Bond Raters	Short-term Rating	Long-term Rating	Confirmation Date
Moody’s	–	Aa2	July 2014
DBRS	R-1 (low)	A (low)	October 2014
S&P	–	A/Stable	October 2014

# Appendix A

## Department of Finance, Energy and Municipal Affairs

### *Expenses by Division*

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>ADMINISTRATION</b>		
<b>General</b>		
Administration	16,349	20,800
Equipment	139	1,000
Materials, Supplies & Services	10,447	3,100
Salaries	398,556	412,800
Travel & Training	49,454	65,900
<b>Total Administration</b>	<b>474,945</b>	<b>503,600</b>
<b>ECONOMICS, STATISTICS AND FEDERAL FISCAL RELATIONS</b>		
<b>Economics, Statistics and Federal Fiscal Relations</b>		
Administration	104,115	100,800
Equipment	30	1,700
Materials, Supplies & Services	1,623	2,800
Professional and Contract Services	19,919	19,700
Salaries	294,271	349,500
Travel & Training	16,107	25,400
Grants	9,426,500	0
<b>Total Economics, Statistics and Federal Fiscal Relations</b>	<b>9,862,565</b>	<b>499,900</b>
<b>ENERGY AND MINERALS</b>		
<b>Energy and Minerals</b>		
Administration	5,869	21,500
Equipment	496	8,100
Materials, Supplies & Services	33,286	51,100
Professional and Contract Services	19,183	97,000
Salaries	399,200	397,500
Travel & Training	15,692	32,500
Grants	1,075,274	1,137,100
<b>Total Energy and Minerals</b>	<b>1,549,000</b>	<b>1,744,800</b>

	<b>Actual 2014/2015 \$</b>	<b>Estimate 2014/2015 \$</b>
<b>INFORMATION TECHNOLOGY SHARED SERVICES</b>		
<b>Information Technology Shared Services</b>		
Administration	540,345	542,700
Equipment	315,621	1,212,700
Materials, Supplies & Services	5,999,191	6,607,400
Professional & Contract Services	3,649,780	4,568,100
Salaries	13,376,958	13,886,400
Travel & Training	412,226	466,700
<b>Total Information Technology Shared Services</b>	<b>24,294,131</b>	<b>27,284,000</b>
<b>MUNICIPAL AFFAIRS AND PROVINCIAL PLANNING</b>		
<b>Municipal Affairs and Provincial Planning</b>		
Administration	47,026	112,400
Equipment	7,103	3,500
Materials, Supplies & Services	2,676	3,500
Professional and Contract Services	66,140	2,100
Salaries	664,738	826,700
Travel & Training	3,700	15,700
Grants	22,393,195	22,393,300
<b>Total Municipal Affairs and Provincial Planning</b>	<b>23,184,578</b>	<b>23,357,200</b>
<b>TAXATION AND PROPERTY RECORDS</b>		
<b>Administration</b>		
Administration	103,534	132,700
Debt	402	628,000
Equipment	3,779	6,000
Materials, Supplies & Services	74,510	116,800
Professional and Contract Services	79,274	160,000
Salaries	4,108,736	4,701,700
Travel & Training	86,745	100,500
<b>Total Taxation and Property Records</b>	<b>4,456,980</b>	<b>5,845,700</b>

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>TREASURY BOARD SECRETARIAT</b>		
<b>Administration</b>		
Administration	4,951	11,500
Equipment	2,282	1,000
Materials, Supplies & Services	223	2,000
Salaries	344,246	407,200
Travel & Training	6,275	7,500
	<b>357,977</b>	<b>429,200</b>
<b>Fiscal Management</b>		
Administration	17,241	17,600
Equipment	3,959	4,700
Materials, Supplies & Services	1,755	39,600
Salaries	213,923	317,100
Travel & Training	6,757	5,000
	<b>243,635</b>	<b>394,000</b>
<b>Pensions &amp; Benefits</b>		
Administration	17,980	16,300
Equipment	1,774	7,000
Materials, Supplies & Services	3,966	3,200
Salaries	1,029,736	941,100
Travel & Training	10,240	10,700
	<b>1,063,696</b>	<b>978,300</b>
<b>Office of the Comptroller</b>		
Administration	19,635	24,000
Equipment	2,355	2,800
Materials, Supplies & Services	2,180	3,000
Professional and Contract Services	1,005	34,600
Salaries	995,773	1,040,300
Travel & Training	6,091	8,800
	<b>1,027,039</b>	<b>1,113,500</b>
<b>Procurement</b>		
Administration	5,326	5,500
Equipment	478	2,900
Materials, Supplies & Services	3,005	2,200
Salaries	259,176	257,600
Travel & Training	964	3,100
	<b>268,949</b>	<b>271,300</b>

	<b>Actual 2014/2015 \$</b>	<b>Estimate 2014/2015 \$</b>
<b>Debt, Investment and Pension Management</b>		
Administration	9,853	18,800
Equipment	2,181	4,000
Materials, Supplies & Services	756	5,300
Professional and Contract Services	100,700	100,500
Salaries	371,947	406,100
Travel & Training	6,946	18,600
	<b>492,383</b>	<b>553,300</b>
<b>Risk Management and Insurance</b>		
Administration	6,237	5,900
Debt	2,260	0
Equipment	342	800
Materials, Supplies & Services	3,051	1,300
Professional and Contract Services	57,010	63,000
Salaries	251,681	283,000
Travel & Training	530	5,600
	<b>321,111</b>	<b>359,600</b>
<b>Corporate Finance</b>		
Administration	28,879	49,500
Equipment	0	1,000
Materials, Supplies & Services	244	1,600
Professional and Contract Services	9,048	0
Salaries	4,673,723	5,120,800
Travel & Training	28,013	101,500
	<b>4,739,907</b>	<b>5,274,400</b>
<b>Total Treasury Board Secretariat</b>	<b>8,514,697</b>	<b>9,373,600</b>
<b>TOTAL FINANCE, ENERGY AND MUNICIPAL AFFAIRS</b>	<b>72,336,886</b>	<b>68,608,800</b>

## Appendix B

### Department of Finance, Energy and Municipal Affairs

#### *Other Expenditure Budgetary Responsibilities*

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>General Government</b>		
Miscellaneous General	224,184	265,000
Grants	2,059,895	2,006,400
Government Insurance Program	1,698,206	1,729,900
Contingency Fund and Salary Negotiations	2,001,635	7,548,700
<b>Total General Government</b>	<b>5,983,920</b>	<b>11,550,000</b>

#### Explanation Notes:

Miscellaneous General includes funding for the Premier's and Minister's out-of-province travel, cabinet meetings, protocol-related expenses and unanticipated expenditures realized.

Miscellaneous Grants includes grants-in-lieu of property tax and other miscellaneous grants.

Government Insurance Program provides insurance coverage to all Government departments, and many Crown corporations, agencies and commissions.

The Contingency Fund is used by Government for unanticipated or unusual costs that occur throughout the fiscal year but are not budgeted.

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>Council of Atlantic Premiers</b>		
Council of Atlantic Ministers of Education and Training	15,051	15,300
Council of Atlantic Premiers Secretariat	74,492	81,100
Maritime Provinces Higher Education Commission	94,185	87,300
Atlantic Provinces Community College Consortium	4,514	4,700
<b>Total Council of Atlantic Premiers</b>	<b>188,242</b>	<b>188,400</b>

#### Explanation Notes:

The Council of Atlantic Premiers is funded by the four Atlantic Provinces. Contributions are based on population and upon the recommendation of the Regional Treasury Board.

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>Interest Charges on Debt</b>		
Debentures	103,452,484	105,943,400
Loans and Treasury Notes	2,462,331	4,368,500
Promissory Notes for Pension Funds	22,045,258	17,627,000
Bank Charges	553,490	625,000
<b>Total Interest Charges on Debt</b>	<b>128,513,563</b>	<b>128,563,900</b>

**Explanation Notes:**

Interest appropriations are provided for the funding of interest costs associated with monies borrowed by the way of issuance of Provincial Debentures, Treasury Notes, as well as borrowing through the use of bank lines of credit and loans from the Federal Government and the Canada Pension Plan.

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>Employee Benefits</b>		
Medical/Life Benefits	284,856	340,200
Employees' Future Benefits	20,113,897	21,630,100
Government Pension Contribution	33,905,350	24,672,000
Pension Management	927,337	790,400
<b>Total Employee Benefits</b>	<b>55,231,440</b>	<b>47,432,700</b>

# Appendix C

## Department of Finance, Energy and Municipal Affairs

### Revenue

	Actual 2014/2015 \$	Estimate 2014/2015 \$
<b>Federal</b>		
Equalization	359,821,000	359,821,000
Canada Health Transfer	132,192,000	131,225,000
Canada Social Transfer	51,813,000	51,434,000
Securities Regulation - Transitional Funding	35,000,000	0
New Build Canada Fund	3,507,293	25,000,000
Statutory Subsidy	684,541	684,500
<b>Total Federal Revenue</b>	<b>583,017,834</b>	<b>568,164,500</b>
<b>Provincial</b>		
Health Tax on Liquor	17,977,789	18,100,000
Health Tax on Tobacco	30,259,000	32,000,000
Real Property Tax	109,484,672	107,900,000
Revenue Tax	3,059,788	2,000,000
Gasoline Tax	35,397,582	36,000,000
Corporation Capital Tax	5,754,012	4,800,000
Environmental Tax	993,027	900,000
Real Property Transfer Tax	4,312,984	4,500,000
Harmonized Sales Tax	242,840,480	245,324,100
Personal Income Tax	329,813,557	322,005,100
Corporate Income Tax	52,459,307	52,852,000
Registry of Deeds Fees	2,299,083	2,424,000
Private Vehicle Sales	3,214,373	3,000,000
Beverage Container	6,221,996	6,600,000
Other	4,074,200	3,310,600
<b>Total Provincial Revenue</b>	<b>848,161,850</b>	<b>841,715,800</b>
<b>Investment Income</b>	<b>6,940,107</b>	<b>6,695,000</b>
<b>Sinking Fund Earnings</b>	<b>9,057,190</b>	<b>8,941,600</b>
<b>Employee Benefits</b>	<b>194,210</b>	<b>186,400</b>
<b>Total Revenue</b>	<b>1,447,371,191</b>	<b>1,425,703,300</b>