

Halifax Regional Municipality

October - 01 / 14

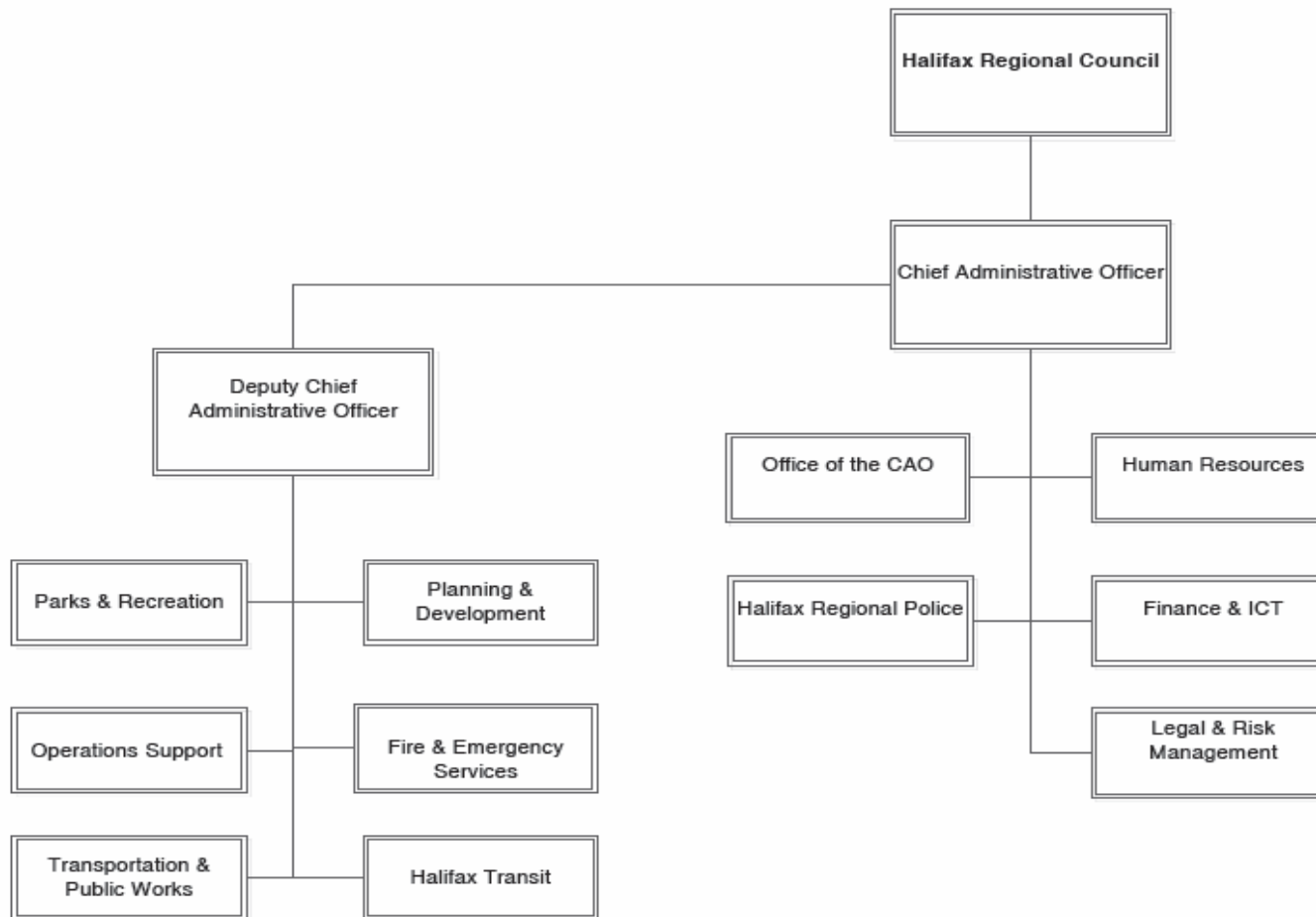


Table of Contents

Organizational Chart

Resolution

Tax Structure Map

Regional Transportation Map

Schedule of General & Area Rates

A

A4

A5

A6

Executive Summary

B

Introduction

Key Map

C

C3

Discussion & Analysis

D

Business Plans:

Fire and Emergency Services Business Plan

Financial Information Summary

E

E10

Halifax Public Libraries Business Plan

Financial Information Summary

F

F12

Parks & Recreation Business Plan

Financial Information Summary

G

G13

Planning & Development Business Plan

Financial Information Summary

H

H17

HRM Police Services & RCMP Business Plan

Financial Information Summary

RCMP Financial Information Summary

I

I14

I21

Halifax Transit Business Plan

Financial Information Summary

J

J12

Transportation & Public Works Business Plan

Financial Information Summary

K

K14

Auditor General Office Business Plan

Financial Information Summary

L

L3

Chief Administrative Officer Business Plan	M
<i>Financial Information Summary</i>	M16
Finance & ICT Business Plan	N
<i>Financial Information Summary</i>	N14
Human Resources Business Plan	O
<i>Financial Information Summary</i>	O16
Legal Services Business Plan	P
<i>Financial Information Summary</i>	P10
Operations Support Business Plan	Q
<i>Financial Information Summary</i>	Q16
Corporate Accounts Business Plan	R
<i>Financial Information Summary</i>	R6
Reserve Budget	
<i>Purpose of Reserves</i>	S
<i>Equipment and Operating Reserves</i>	S2
<i>Operating Reserves</i>	S3
<i>Capital Reserves</i>	S7
<i>Summary of Reserves Funds Approved to March 31, 2017</i>	S12
<i>Equipment and Operating Reserves: Approved to March 31, 2017</i>	S13
<i>Capital Reserves: Approved to March 31, 2017</i>	S14
<i>Withdrawals from Reserve</i>	S15
Glossary	T1
Appendices	U
<i>Public and Support Services</i>	U1
<i>Budget Consultation</i>	U2
<i>Expenditures and Tax Trends</i>	U7
<i>Municipal Expenditures, per dwelling unit</i>	U8
<i>Real Expenditures, per dwelling unit</i>	U9
<i>Residential & Resource Taxes, per dwelling unit</i>	U10
<i>Commercial and Business Occupancy Taxes</i>	U11
<i>Taxes and other HRM Revenues</i>	U12
<i>Trends in Residential Taxes over Income & Commercial taxes over GDP</i>	U13
<i>Growth in HRM Expenditures (per capita)</i>	U14
<i>Distribution of Total Property Taxes</i>	U15
<i>Average Property tax per single family home (2014)</i>	U16
<i>Average Annual Property Taxes of Class A Office Buildings</i>	U17
<i>Tax Structure Specifics</i>	U18
<i>Summary of FTE's</i>	U19
<i>Halifax Regional Municipality Financials</i>	U20

HALIFAX REGIONAL MUNICIPALITY

Approved 2016/17 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2016/17

It is hereby resolved that:

- a) the Operating Budget in the amount of **\$872,838,100** gross expenditures (which includes **\$724,006,200** in municipal expenditures including the reserve withdrawals specified in the Operating and Project Budget); **\$664,683,500** in property tax revenues (including area rate revenues) and **\$208,154,600** in other revenues be approved; and
- b) the Capital Budget in the amount of **\$197,934,000** be approved;
- c) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.662** for the urban area
 - (ii) **\$0.629** for the suburban area; and
 - (iii) **\$0.629** for the rural areaper \$100 of taxable assessment;
- d) the general rates of taxation on commercial property be set at
 - (i) **\$2.832** for the urban area;
 - (ii) **\$2.832** for the suburban area; and
 - (iii) **\$2.510** for the rural areaper \$100 of taxable assessment;
- e) the Halifax Transit Annual Service Plan and the tax rates associated with Transit Taxation be set at
 - (i) **\$0.049** for the Regional Transportation tax rate;
 - (ii) **\$0.102** for the Local Transit tax rateper \$100 of taxable assessment;
- f)
 - (i) the boundaries of the urban, suburban and rural areas are delineated in the attached “Tax Structure Map”;
 - (ii) the boundary of the Regional Transportation area includes all properties within communities included within the attached “Regional Transportation map”;
 - (iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop.
- g) **Fire Protection** rates shall be set at the rate of **\$0.015** per \$100 for all residential and resource assessment and at **\$0.041** per \$100 of the commercial assessment for properties which are within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes.

- h) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of **\$0.307**; and at a rate of **\$0.310** for all commercial assessment;
- i) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of **\$0.018**; and at a rate of **\$0.010** for all commercial assessment;
- j) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of **\$0.017**; and at a rate of **\$0.008** for all commercial assessment;
- k) the **Provincial Area Rate for Metro Regional Housing Authority** on residential and resource property be set at the rate of **\$0.008**; and at a rate of **\$0.008** for all commercial assessment;
- l) **Supplementary Education**, under Section 80 of the *Halifax Regional Municipality Charter*, shall be set at the rate of **\$0.030** per \$100 of the residential and resource assessment and at **\$0.082** per \$100 of the commercial assessment;
- m) Area rates shall be set on taxable residential, resource, and commercial assessment, as per the attached **Schedule of Area Tax Rates**;
- n) the final tax bills will become due on **Monday, October 31, 2016**;
- o) the Stormwater Right-of-Way charge shall be set at \$42 per property for those properties that are charged the Halifax Water Stormwater Charge;
- p) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 121(2) of the Halifax Charter, be set at the rate of return on funds invested by HRM for the period April 1, 2016 to March 31, 2017;
- q) the interest rate on all reserves except for those identified in (p) above will be set at the rate of return on funds invested by HRM for the period April 1, 2016 to March 31, 2017;
- r) an advance funding commitment is approved for the amount of **\$63,030,000** for the fiscal years 2017-18 through 2020-21 for the multi-year projects listed in the attached “Schedule One - Multi-Year Projects”; and
- s) withdrawals from Reserves in the amount of **\$110,673,100** are approved, as detailed in the attached “Schedule Two - 2016-17 Withdrawals from Reserves”.

Schedule of Multi-Year Projects

Project Start	Budget Category	Project Name	Project #	2015	2016	2017	2018	2019	2020	Grand Total	
2015	Buildings	Cole Harbour Place	C8000045	970,000	1,375,000	1,375,000				3,720,000	
		Dartmouth Multi-Pad	C8000049	2,000,000	34,000,000	7,000,000				43,000,000	
		Dartmouth Sportsplex Revitalization	C8000006	-	4,400,000	13,120,000	3,280,000			20,800,000	
	Equipment & Fleet	Fire Apparatus Replacement	CWJ01088	2,335,000	-	3,665,000				6,000,000	
		New Transit Technology	CM020005	1,000,000	5,700,000	16,115,000				22,815,000	
	Halifax Transit	Cole Harbour Turf	CP110002	100,000	3,800,000					3,900,000	
		Herring Cove Road Widening	CTX01116	200,000	300,000					500,000	
	2016	Parks & Playgrounds	Accident Reporting BI and RMV	CI000006		100,000	285,000				385,000
			Corporate Epayment Solution	CI000008		125,000	100,000				225,000
		Traffic Improvements	Enterprise Asset Management	CID000631		2,700,000	1,580,000				4,280,000
HR ESS/MSS			CI990032		-	670,000	520,000			1,190,000	
Business Tools		Permitting, Licensing, and Compliance Replacement Solution	CI990013		400,000	1,210,000	1,615,000				3,225,000
		Public Wifi	CI000013		945,000	525,000	525,000	525,000			3,045,000
		Recreation Services Software	CI000005		900,000	1,645,000	1,205,000	1,520,000			5,270,000
		Revenue Management Solution	CI990009		250,000	1,940,000	1,350,000	1,150,000			4,690,000
		Rostering	CI000015		150,000	1,000,000	170,000				1,320,000
		Source Management	CI000016		100,000	415,000					515,000
Grand Total			6,605,000	55,245,000	50,645,000	8,665,000	3,195,000	525,000	124,880,000		

* This list supercedes the list in schedule 1, Item #3, April 28, 2015

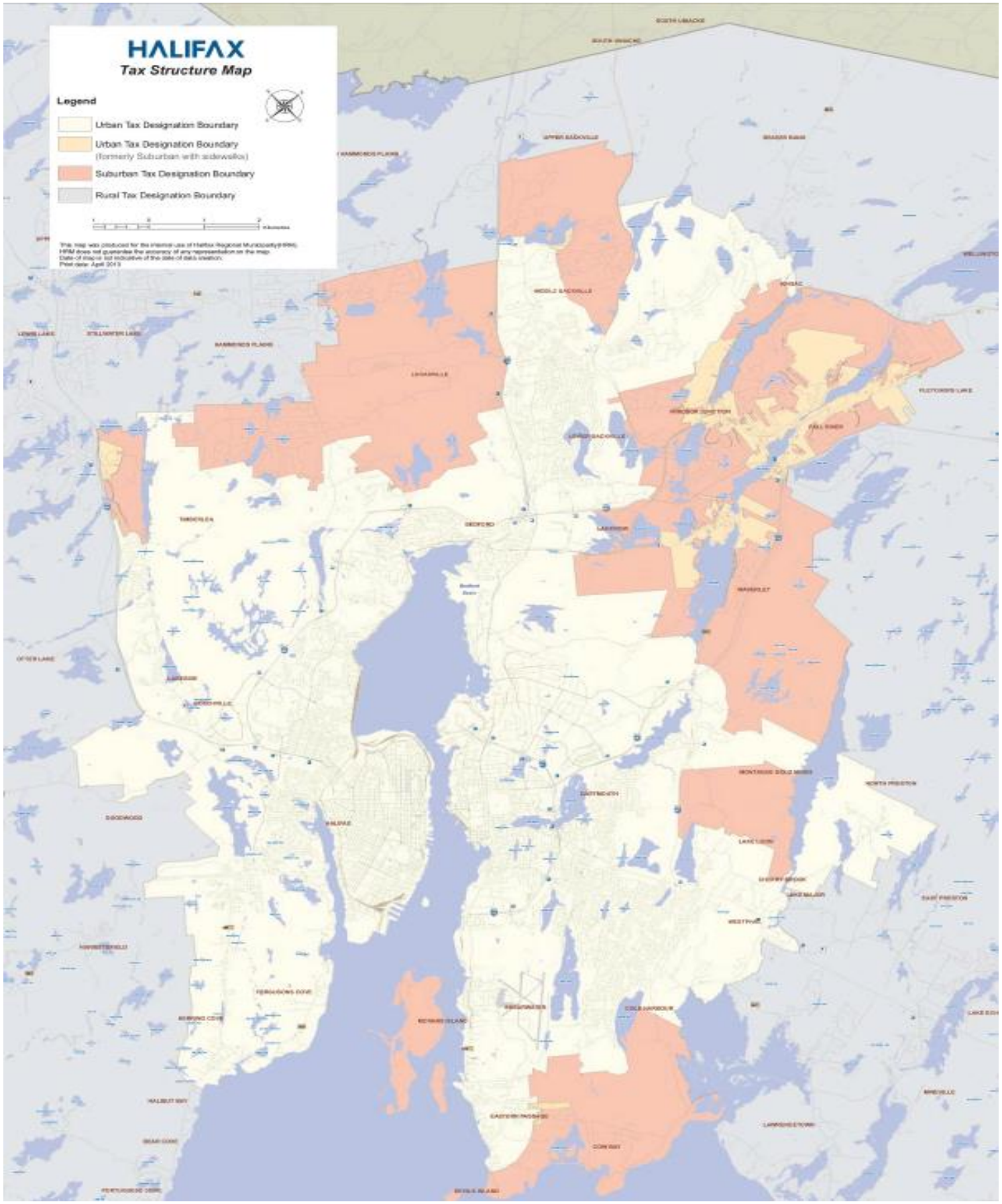
HALIFAX Tax Structure Map

Legend

- Urban Tax Designation Boundary
- Urban Tax Designation Boundary
(formerly Suburban with sidewalks)
- Suburban Tax Designation Boundary
- Rural Tax Designation Boundary



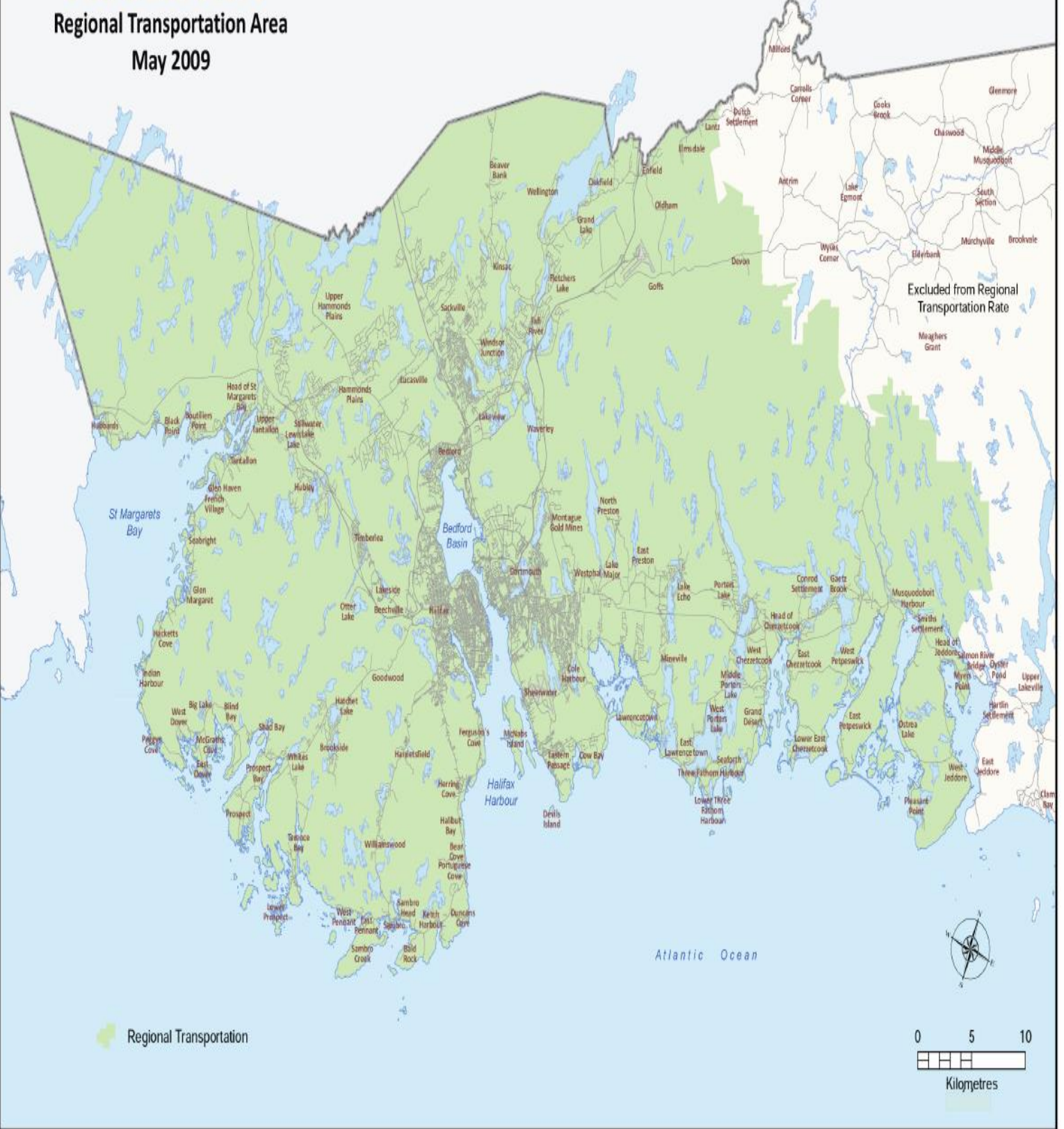
This map was produced for the private use of Halifax Regional Municipality (HRM). HRM does not guarantee the accuracy of any representation on the map. Date of issue is indicative of the date of data creation. Print date: April 2013



HALIFAX

Regional Transportation Area

May 2009



Schedule of Area Tax Rates	Residential and Resource Rate		Commercial Rate	
General Tax Rates for Municipal Services				
Urban Area	0.662		2.832	
Suburban Area	0.629		2.832	
Rural Area	0.629		2.510	
Tax Rates for Provincial Services (All of HRM)				
Mandatory Education	0.307		0.310	
Property Valuation Services	0.018		0.010	
Corrections Services	0.017		0.008	
Metro Housing Authority	0.008		0.008	
Total Provincial Area Rates:	0.350		0.336	
Supplementary Education				
HRM-wide	0.030		0.082	
Fire Protection				
To be levied on all assessable property that is within 1,200 feet of a fire hydrant:				
Fire Protection (Hydrants)	0.015		0.041	
Sidewalks				
Sheet Hbr & Area Streetscape Program (per property; not applicable to Resource)	\$11.84	Flat Fee	\$11.84	Flat Fee
Transit Services				
Regional Transportation	0.049		n/a	
Local Transit	0.102		n/a	
Community Facilities & Services				
Frame Subdivision Homeowners' Association (flat fee per residential property)	\$45.00	Flat Fee	n/a	
Haliburton Highbury Homeowner's Association	0.023		n/a	
Hammonds Plains Common Rate	0.005		n/a	
Highland Park Ratepayers Association	0.005		n/a	
Kingswood Ratepayers Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Lost Creek Community Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Maplewood Village Ratepayers Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Association (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour Common Rate	0.005		n/a	
Prospect Road and Area Recreation Association	0.012		n/a	
Sackville Heights Community & Cultural Centre	0.010		0.010	
Three Brooks Homeowners Association (flat fee per property)	\$20.00	Flat Fee	n/a	
St. Margaret's Village at Fox Hollow Homeowners Association (flat fee per property)	\$60.00	Flat Fee	\$60.00	Flat Fee
Glen Arbour Homeowner's Association (flat fee per property)	\$65.00	Flat Fee	\$65.00	Flat Fee
Westwood Hills Residents Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
White Hills Residents Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee

Schedule of Area Tax Rates (continued from page 1)	Residential and Resource Rate		Commercial Rate	
Private Infrastructure *				
Grand Lake Oakfield Community Centre		0.021		n/a
Ketch Harbour Area Residents Association (flat fee per dwelling)	\$66.67	Flat Fee		n/a
LWF Ratepayer's Association (Urban Core)		0.030		n/a
Silversides Residents Association (flat fee per property)	\$100.00	Flat Fee	\$100.00	Flat Fee
Business Improvement Districts				
Downtown Halifax Business Commission (Minimum \$250, Maximum \$50,000)		n/a		0.0821
Downtown Dartmouth Business Commission (Minimum \$300, Maximum \$17,500)		n/a		0.3600
Spring Garden Area Business Association (Minimum \$250, Maximum: \$12,000)		n/a		0.3400
Quinpool Road Mainstreet District Association (Minimum \$250, Maximum \$8,000)		n/a		0.1900
Spryfield & District Business Commission (Minimum \$125, Maximum \$10,000)		n/a		0.2700
Main Street Dartmouth & Area Business Improvement Assoc (Min \$250, Max \$25,000)		n/a		0.1600
Sackville Business Association (Minimum \$200, Maximum \$7,000)		n/a		0.1400
North End Business Association Commercial (Minimum \$350, Maximum \$3,000)		n/a		0.1600
Private Road Maintenance Fees				
Petpeswick Drive Improvement Society (flat fee per property)	\$300.00	Flat Fee	\$300.00	Flat Fee
Three Brooks Homeowner's Association (flat fee per property)	\$580.00	Flat Fee	\$580.00	Flat Fee
South West Grand Lake Property Owner's Association (flat fee per property)		Flat Fee Schedule		Flat Fee Schedule
Shag End Lot Owner's Association (flat fee per property)	\$600.00	Flat Fee	\$600.00	Flat Fee
River Bend Rd & River Court Homeowner's Association (flat fee per property)		Up to \$350 Flat Fee		Up to \$350 Flat Fee
Sambro Head Lot Owner's Association: Bald Rock Rd (flat fee per property)	\$385.33	Flat Fee	\$385.33	Flat Fee
St. Margaret's Village Community Association (flat fee per dwelling)	\$450.00	Flat Fee	\$450.00	Flat Fee
Rutter Court Residents Association (flat fee per property)	\$350.00	Flat Fee	\$350.00	Flat Fee
Range Road Land Owner's Association (flat fee per property)	\$150.00	Flat Fee	\$150.00	Flat Fee
Black's Subdivision Ratepayer's Association (flat fee per property)		Up to \$150 Flat Fee		Up to \$150 Flat Fee
Redoubt Head Homeowner's Association (flat fee per property)	\$750.00	Flat Fee	\$750.00	Flat Fee
Mariner's Anchorage Resident's Association (flat fee per property)	\$300.00	Flat Fee	\$300.00	Flat Fee
St. Margaret's Bay Heights Subdivision (flat fee per property)	\$240.00	Flat Fee	\$240.00	Flat Fee
Shiloh and Karla Drive Road Association (flat fee per property)	\$700.00	Flat Fee	\$700.00	Flat Fee
Local Improvement Charges				
O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$36.07	Flat Fee	\$36.07	Flat Fee

* These four area rates are for Private Infrastructure that supports private organizations or interests which are unavailable to the public. Effective November 18, 2014, new area rates for Private Infrastructure will not be considered. All the other recreation area rates are for Community Facilities and Services which support the community and are fully accessible to the public, but which would not otherwise be provided by HRM.

Executive Summary

Building on positive economic forecasts for the 2016-2017 fiscal year, the economy in Halifax will continue to perform strongly with steady growth in GDP, incomes, employment and population. Supported by these positive growth assumptions and the direction of Regional Council, the operating and capital budgets for 2016-2017 include improved municipal services while maintaining the same average property taxes for both residential and commercial taxpayers.

As per the direction of Regional Council, the average residential tax bill (\$1,835) and commercial tax bills (\$40,800) will remain the same as in 2015-2016. This will be achieved through a reduction in the tax rates that offsets the assessment increases. Over the last five years, concerted effort has been devoted to efficiencies in services, hence reducing the pressure to raise taxes. In 2016-2017, Commercial taxpayers will fund 38.6% of property tax revenues.

Total Municipal expenditures have declined from \$726.7m to \$724m. Savings were achieved in reductions in Capital from Operating (used to fund the capital budget), the new solid waste contract, fuel, salt and electricity. Also, inflationary pressures were absorbed across a range of goods and services. Additional costs were budgeted in compensation, reserves and in higher contract costs for the new performance based snow removal contracts.

Total debt levels also continue to decline. Debt had peaked in 1998-99 at nearly \$350m and now stands at \$251m, a reduction close to \$100m. This change represents an average decline in HRM debt of 1.6% per year since 1999. In 2016-2017 principle and interest payments supported through property tax total just under 6% of Municipal expenditures, well below the 15% ceiling established for municipalities by the Province as an indicator of solid financial health.

Council has passed a \$198m capital budget with a particular focus on the maintenance of existing assets and public infrastructure, in alignment with best practices in public finance. Notable projects include:

- Increased focus on road and street maintenance;
- An initial commitment to commence transit network change (Moving Forward Together); and,
- Construction of the Dartmouth Multi-Pad.

A new Strategic Infrastructure Reserve has been initiated with an investment of \$10m per year. This reserve is intended to offset the debt charges associated with up to \$75m in debt, which will allow HRM to leverage as much as \$225m in capital work through any new Federal-Provincial-Municipal Infrastructure programs. The creation of this reserve means that the debt can be repaid without increasing property tax levels or leaning into operating budgets that support municipal services and growth.

Future costs pressures for 2017-2018 are expected in the Halifax Regional Fire Services where service standards are under review by Council, in the modernization of Human Resources service delivery, in the quality and service delivery of Planning and Development to support anticipated growth, and in the continued digitization of service delivery to the public. In addition, many of the factors that helped lower costs in 2016-2017 are not expected to decline further in future years.

External factors such as the demographic challenges underlying Atlantic Canada's prosperity will eventually creep into the fiscal picture. Additionally, the Halifax housing market has softened over the last two years, a trend that will affect the Municipality as it adjusts to a changing dynamic of population and job growth.

Overall, the Municipality as a Region is in a healthy financial position given Council's commitment to expenditure and debt management, while paying attention to growth strategies to enable long-term prosperity and sustainability.

Key Highlights

Average Residential and Commercial Property Taxes remain the same as in 2015-2016;

Municipal Services levels are strong with some improvements in service levels; and,

Halifax is in a solid financial position to participate in infrastructure improvement partnerships.

Introduction to the Halifax Region

The Halifax Regional Municipality (Halifax) is Atlantic Canada's largest and most diverse municipality. Nearly 44 per cent of the provincial population resides within Halifax (Statistics Canada, 2014). Halifax has significant suburban and rural content, with a sizeable urban mix. The land area of the municipality – equal to 5,577 square kilometres is larger than that of Prince Edward Island (PEI). As of 2014, Halifax is home to 414,000 residents living in 200 communities. The municipality is the 14th largest population centre in Canada, as defined by Statistics Canada, similar to areas such as London, Ontario and Laval, Quebec. Halifax is a modern example of urban, suburban and rural living in Canada. Areas of note include the historic downtown areas on both sides of the world's second largest natural harbour; 400 kilometres of shoreline, fertile agricultural land in the Musquodoboit Valley and suburban communities such as Bedford, Sackville and Cole Harbour.

The region boasts one of the most complex histories among Canadian centres. European settlement coincided with the founding of Halifax in 1749. Nine years later, an election for Council members was held with the city becoming a forerunner in the later emergence of democratically elected governments in North America. Historical nuances have greatly influenced regional development, with over a million immigrants arriving in Canada through Pier 21 during the post-war period in Europe. Halifax's history is shaped by events from the Halifax Explosion, which devastated large swathes of the city with severe topographical change, to the significant role the city played in the Allied naval war effort during the Second World War.

Halifax is also home to a diverse and accomplished university environment. With a student population exceeding 37,000, the city is among the most education intensive cities adjusted for population in Canada. Institutions such as Dalhousie and Saint Mary's attract internationally skilled undergraduate and graduate students in disciplines ranging from medicine to engineering. This supply of talented graduates is a key underpinning for future economic prosperity.

The Local Economy

Halifax has a diverse economy; notable sectors include trade, health care, professional services, education and public administration. According to the Halifax Partnership, employment improved to 224,100, a modest increase from 2014. In the short run, Halifax remains insulated from regional headwinds affecting other parts of Atlantic Canada, this continued insulation is expected to dissipate in the longer term without significant policy action.

Average weekly earnings (wages) in Halifax grew 1.6%, modestly in real terms (i.e.; adjusted for inflation). Notable growth drivers include less drag related to offshore natural gas production and a relative demand recovery in the United States. Real GDP growth is expected to reach 3.0% owing to an improvement in exports due to currency depreciation and large investment projections beginning in the region, namely the construction of Canadian Arctic Patrol Ships (APS). Although housing activity is expected to soften due to higher levels of supply, building permits grew 6.1% from 2014, totalling \$ 659 million (Halifax Partnership, 2015)

The Municipal Government

- Halifax is governed by a Council/Chief Administrative Officer form of government, including one Councillor for each geographic area and an independently elected Mayor. Currently, there are 16 Councillors representing 16 distinct areas. The Chief Administrative Officer (CAO) provides advice and guidance to Council, while carrying out relevant Council policies and programs. The Municipality has over 4000 employees providing a wide range of services and programs as mandated by Regional Council.

Services include:

- Public Transit
- Policing
- Fire and Emergency
- Streets and Roads and Sidewalks
- Recreation and Cultural Programs
- Libraries
- Community Planning
- Economic Development
- Regulatory and Compliance
- Environmental Stewardship
- Environmental Services (water, waste water and storm water management services are provided by the Halifax Regional Water Commission)

The Municipality operates on a 12 month fiscal cycle, from April 1st to March 31st of the following year. Under provincial law, it is required to prepare an operating budget for ongoing items such as salaries, wages and other recurring costs, in addition to a capital budget for fixed assets. The operating budget is balanced. The capital budget is financed through a combination of debt, cost sharing, reserves and transfers from the operating budget (Capital from Operating).

Halifax Regional Municipality Key Map

Population: 413,700 (more than one-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

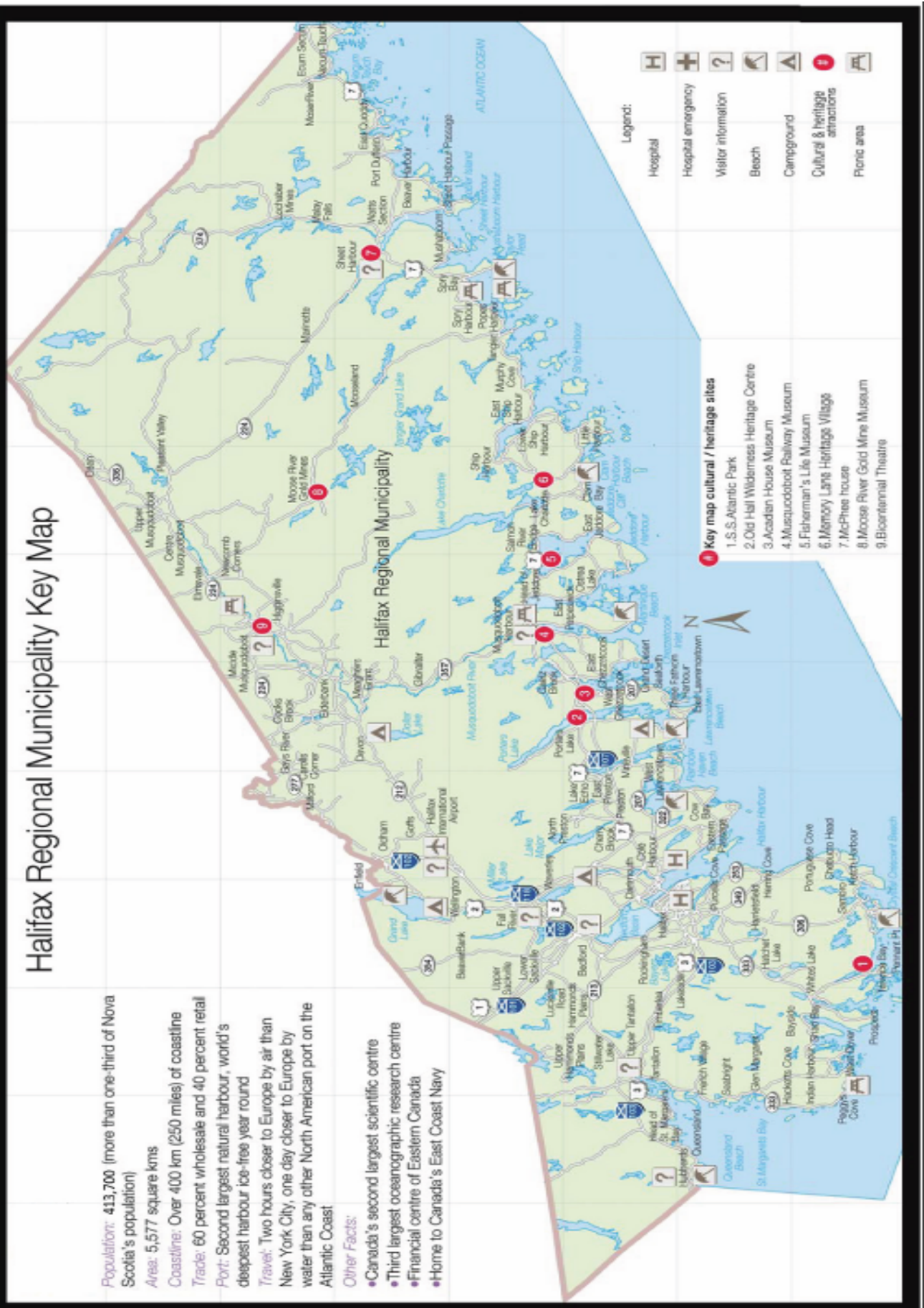
Trade: 60 percent wholesale and 40 percent retail

Port: Second largest natural harbour, world's deepest harbour ice-free year round

Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



Discussion and Analysis

In 2016-2017 fiscal year, the economy in Halifax will continue to perform strongly with steady growth in GDP, incomes, employment and population. At the direction of Regional Council, the operating and capital budgets for 2016-2017 include improved municipal services while maintaining the same average property taxes for both residential and commercial taxpayers. Due to a number of changes and factors, the total Municipal expenditures budgeted have declined both in absolute and real (after inflation) dollars. Total debt levels also continue to decline. Overall, Halifax as a Region is prosperous and in a strong position of financial health. It is able to offer valuable municipal services without increasing property tax levels.

Regional Council Direction

Council provides direction to staff on the annual budget and the services that are to be funded. That process starts in the fall with two key Committee of the Whole (COW) meetings. The first was on October 20, 2015 at which point Council provided **Preliminary Fiscal Direction** to staff. Council’s direction was for staff to develop a budget where

- Average property taxes aligned with economic indicators;
- Debt continued to decline at a moderate rate; and,
- Expenditures were managed in line with the growth in inflation, dwellings, personal income and GDP.

The second COW occurred on November 24th, 2015 at which time Council gave specific direction on its **Priority Outcomes** for 2016-2017. Outcomes were focused in four priority areas:

- Transportation;
- Healthy Communities;
- Economic Development; and,
- Governance & Communications.

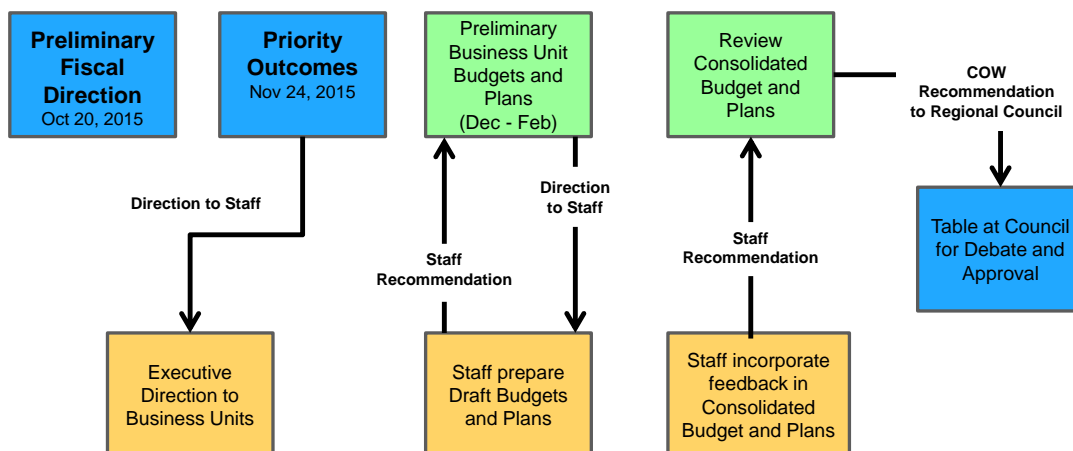
Key Highlights

Average Residential and Commercial Property Taxes remain the same as in 2015-2016;

Municipal Services are strong with some improvements in service levels; and,

Halifax is in solid financial position to participate in infrastructure improvement partnerships.

Budget and Business Planning Timeline



Budget Consultations

Public Consultations on the Budget were undertaken in three ways. First, there were presentations at Community Council. Secondly, during each meeting of Committee of the Whole during budget deliberations, dedicated time was given to public participants to voice opinion on business unit budgets and service levels. Finally, there was an on-line budget tool.

Using the on-line “Budget Allocator”, the public is able to provide input online regarding the forthcoming budget. It allows the public to change service provisions and understand the impact on the budget and taxes paid. The tool itself emphasizes the importance of prioritization during the process, that is, understanding the trade-offs between choices in services and taxes. Services that were available for on-line discussion included protective services such as policing, community services, infrastructure, transit and property development. Detailed results from the budget consultation process can be found in the Appendices.

Strategy - Planning and Key Initiatives

As part of its overall direction for the future of the municipality, and to provide a framework to consider program and service direction, Halifax Council has identified Priority Outcomes under the following four themes; Transportation, Healthy Communities, Economic Development, and Governance & Communication.

Council's Priority Outcomes guide the immediate and long-term efforts and investments for Halifax and address many key issues facing our communities. They represent, in essence, Council's commitment to residents to deal with these issues. The themes are not mutually exclusive since initiatives in one area often support another, however all elements are required to maintain and enhance the quality of life in Halifax. The themes assist Council and staff in planning, tracking, and executing on priorities. The following are some of the Key Initiatives in support of Council's Priority Outcomes:

Council Priorities - Key Initiatives

Transportation

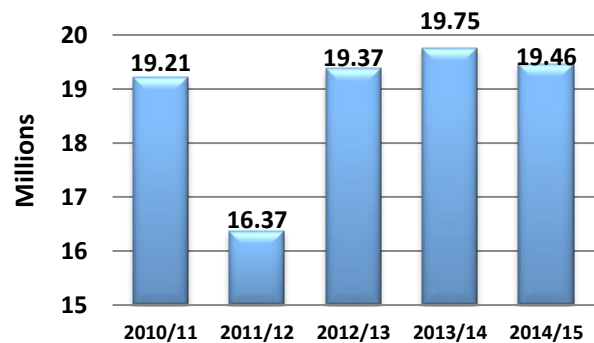
Halifax has an Integrated, multi-modal, long range plan to move people and goods in Halifax in support of neighbourhoods, communities & economic growth.



- Transportation Planning** - To meet regional mobility needs, Transportation Planning will measure and project demand and identify the projects and programs that will meet those demands in a sustainable manner. Development of a new Complete Streets Policy will tie together the Road Network, Transit, Parking, Active Transportation and Transportation Demand Management Priority Plans. Transportation Planning will continue to work to provide evidence based plans to support future transportation networks.
- Transit Service Plan** - To ensure Halifax Transit is offering the residents the best transit system that promotes high ridership opportunity and fosters future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.
- Transit Technology** - Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to increase efficiency of the transit system.
- Transportation Capital Program** - Transportation and Public Works will be responsible for developing an implementation plan integrating the state of good repair program with the Road Network, Transit, and Active Transportation Priority Plans. The program is developed in consultation with Halifax Water and other utilities.



Transit Ridership



Healthy Communities

Halifax is a safe, liveable and sustainable community that encourages public engagement and participation in civic life.

- Outreach and Access - Parks and Recreation Services will continue to explore opportunities for improved access to programs and services. The focus will be on outreach and access including the development of an outreach communications program, consolidating and enhancing registration and bookings, and leveraging partnerships with the Province of Nova Scotia and the Halifax Regional School Board to increase access to recreation programs at major facilities and community access to schools.

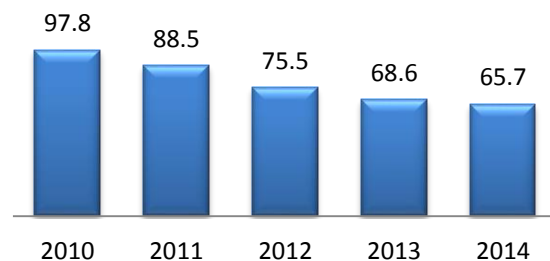


- Accessibility Coordination - The CAO's Office will provide direction and oversight in defining inclusive and accessible community, establishing a coordination and reporting model for Halifax's Inclusive and Accessible initiatives, and developing an Accessibility Policy for Halifax.

- Road Safety - To help ensure overall pedestrian safety for Halifax residents, TPW has led a pedestrian safety initiative. This included preparation of annual pedestrian safety plans. Together with partners in Corporate Communications and Halifax Regional Police (HRP), approved engineering, education, and enforcement programs were implemented. In 2016/2017 a broader general road safety strategy, including pedestrian safety, will be prepared.

- Significant Reduction of Crime and Significant Increase in Safety – HRP will work toward significantly reducing crime and significantly increasing safety in all communities by implementing various crime prevention and reduction tactics including, but not limited to, a revised Crime Reduction strategy that targets specific criminal elements.

Crime Severity Index



- Solid Waste Program Improvements - Solid Waste Resources will undertake a number of initiatives to improve the waste management system, including deliverables intended to reduce operating costs, ensure regulatory compliance and environmental protections, and improve waste diversion and source separation compliance.

- Environmental Protection and Growth Management - To build city resiliency by providing leadership in sustainable growth and environmental management, Halifax will provide research and data to inform planning and policy decisions relating to community and corporate energy initiatives, climate change mitigation and adaptation, watershed planning, stormwater management, infrastructure charges, growth management, and contaminated site management.

Economic Development

Halifax is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the business community.

- Economic Development - The CAO's office will lead an initiative that will identify specific opportunities and further develop the municipal economic strategy in order to encourage economic development as an integral part of the region's prosperity.
- Centre Plan - The Urban Design Project Team is leading the development of a comprehensive Centre Plan that will help guide growth in the Regional Centre to 2031. The 2014 Regional Plan sets growth targets for the Regional Centre as well as a Vision Statement and Guiding Principles for the Centre Plan project. The Centre Plan is comprised of technical studies, work with communities and stakeholders throughout the Regional Centre, and policy and bylaw review that all leads to a new Secondary Municipal Planning Strategy and Land Use By-Law for the Regional Centre.
- Fiscal Strategy - Finance and ICT will reshape Halifax's fiscal, debt and tax strategies to meet the emerging and long-term environment including demographic and economic changes.

Consideration will be given to structural and/or strategic changes that encourage a more resilient and sustainable future for Halifax.

- Diversity and Inclusion - The Diversity and Inclusion Office will oversee and coordinate implementation of diversity and inclusion framework and initiatives. This includes leading implementation of Halifax's Welcoming Newcomers Plan, active support of the Local Immigration Partnership, and ensuring progress on related strategic efforts
- Youth Attraction and Retention - The CAO's Office will encourage recent graduates (domestic and international) to stay in Halifax. This includes working closely with local universities and colleges, participation in welcoming events, and through programs such as the Bridging the Gap and the Connector Program, helping to connect newcomers and recent graduates to the labour market.



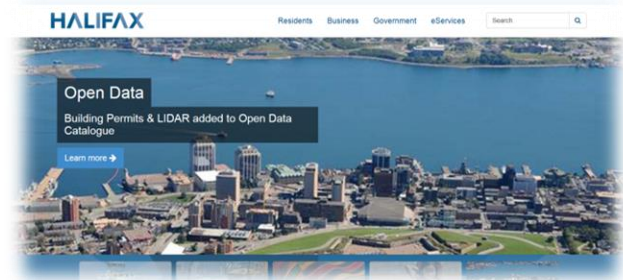
Governance & Communication

Halifax's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.



- ABC Governance Review - The CAO's office will provide executive oversight and leadership on the organizations efforts to complete a review of the governance models for all agencies, boards, and commissions (ABC).
- Modernize Partnership Agreement and Renewal - Completion of agreements and renewals with our Multi District Facilities (Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, and Sackville Sports Stadium).

- Improve Internal and External Communications - The CAO business unit will strengthen Halifax's communications channels and processes to extend the master brand visual identity and values by advancing appropriate products, messages, and behaviours, and by managing expectations for all audiences.



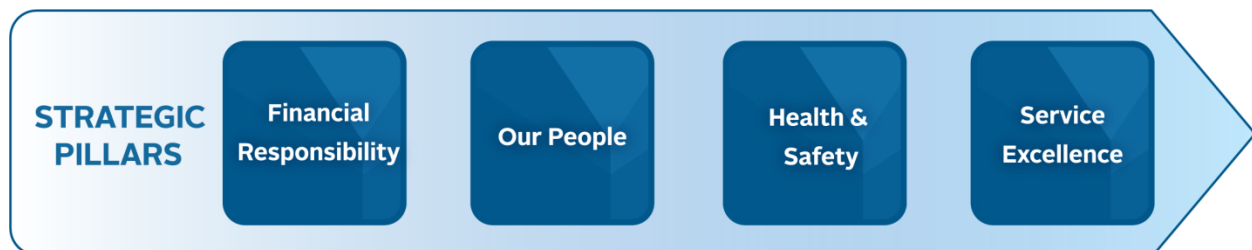
- halifax.ca - Finance and ICT will enable transformation of service delivery and communication through re-design of www.halifax.ca. This initiative includes a significant re-build of Halifax.ca bringing it to modern Web 3.0 standards and the development of a service strategy that will identify and prioritize municipal services to be provided through online, mobile-friendly options. The website will integrate with planned new technologies for permitting and licensing, transit public-facing services, and customer contact services. The transformed website will provide citizens with a modern, convenient, and user-friendly portal to access municipal services.

	<p>4,750,697 website visits</p>
--	---------------------------------

Administrative Pillars – Key Initiatives

In addition to Council’s Priority Outcomes, Management has established four “Strategic Pillars” to guide the organization in establishing priorities that support continuous improvement, credibility, and accountability in the Halifax Public Service:

- Financial Responsibility;
- Our People;
- Health & Safety; and,
- Service Excellence.



Financial Responsibility

We manage public funds with integrity.

- Expenditure Management -Finance and ICT will implement an enhanced approach to Expenditure Management. With the goal of continuously reducing the cost of any activity, this systematic approach is critical to: (a) ensuring that the cost of services, and the taxes that pay for them, remain affordable; (b) promoting continuous improvement; and (c) delivering value to citizens. Inflation exerts constant upward pressure on cost, and the only way to prevent this from putting upward pressure on taxes is to improve service efficiency.
- Performance Measurement -Halifax is striving to become a more performance managed organization. In support of this goal, Finance and ICT are leading the development of a comprehensive Performance Measurement and Reporting Framework. This includes definition of services, establishing service standards, developing performance reporting process, and ultimately supporting the use of performance information to enhance and improve service delivery (Performance Management). In 2016/2017, to support continued development of a customer service culture and performance management, performance reporting processes will be expanded to focus on those reports that better enable analysis of Service Delivery and long term sustainability.
- Management Accounting Framework & Reporting -To further support management decision-making within business units, the municipality will undertake an initiative to integrate non-financial performance information with financial and management accounting information. This collaborative effort will involve assessment of available information and use of technology to improve the ability to report information by various attributes including services, financial and non-financial information, and consideration of effectiveness as an evaluation tool.

Our People

Our success is our people.

- The Halifax People Plan – The multi-year People Plan is a foundational strategy for Halifax's Plan-on-a Page "Our People" pillar. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost. Human Resources will implement the Year 1 objectives from the 2016-2019 Halifax People Plan in partnership with Business Units.

Employee Incidents by BU

Apr 1 to Sep 30, 2014 Business Unit	Total Accidents			Time Loss Accidents		
	2013	2014	Var%	2013	2014	Var%
CAO	0	0	0%	0	0	0%
C&RS	18	29	61%	12	13	8%
Finance & ICT	0	0	0%	0	0	0%
Fire	23	36	56%	17	18	6%
HR	0	1		0	0	0%
Legal	0	0	0%	0	0	0%
Halifax Transit	46	61	32%	18	36	100%
P&I	0	0	0	0	0	0%
Police	22	24	9%	19	17	-10%
TPW	18	38	111%	9	15	66%
Total	127	189	48%	75	99	32%

Health & Safety

We are all responsible for putting safety first in our organization.

- Corporate Occupational Health and Safety Plan - Continue implementation of the three (3) to five (5) year Occupational Health and Safety Plan for Halifax in partnership with the Business Units (Year 3). The plan includes strategies to reduce incidents/accident trends and risk, while focusing on consistency of awareness and compliance. The plan also includes monthly/annual reviews, reporting on measurements and Health & Wellness Safety Talks.



Safety first!

Health & Safety Communication Boards are coming soon. Easily access information about first aid contacts, hazard alerts, wellness topics and more!

hrmmatters.ca

HALIFAX

Service Excellence

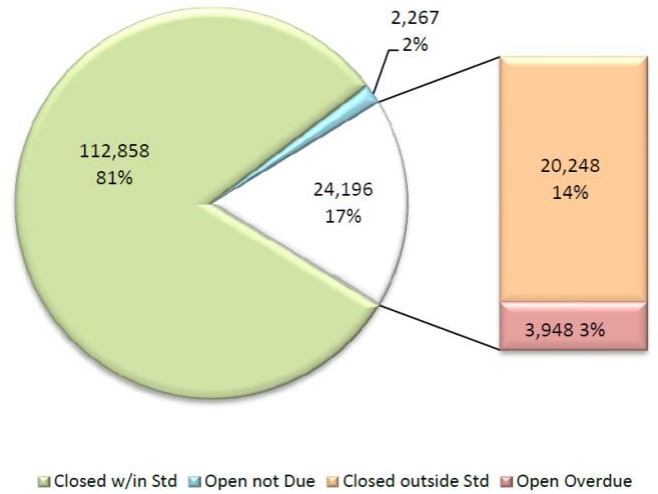
We take pride in delivering quality public service.

- Enterprise Asset Management (EAM) - The EAM program enables life-cycle cost based decisions on assets, and provides a better understanding of the relationship between assets and service delivery through improved technology and business processes. Various components of this program are being developed in conjunction with Halifax Water to provide a complete "city-wide" view of managing public assets.
- Corporate Customer Service Strategy - Finalize the Corporate Customer Service Strategy and begin work on the accompanying communication, change management and implementation plans.
- Various Service Improvement Initiatives across the organization including:
 - ICT Service Transformation and Governance Improvements
 - Revenue System Replacement
 - Human Resources Service Delivery Modernization and Technology Roadmap



- Halifax Regional Fire & Emergency Technology Roadmap / Data Management & Process Review
- Halifax Regional Police Operational Excellence and Technology Roadmap
- Legal Services / Risk Management Business Unit Efficiencies
- Library Information Technology Modernization
- Citizen Contact Centres 311 Telephony Implementation
- Customer Service Centre Rationalization of Services
- Corporate Facility Design & Construction Project Delivery Process Improvements
- Corporate Fleet Service Delivery Model Review
- Facility Maintenance & Operations Operational Review
- Planning and Development Renewal
- Horticulture Service Delivery Review
- Strategic Recreation Framework Implementation
- Transportation & Public Works Technology Roadmap
- Road Operations & Construction Depot Rationalization Study

HRM Tier 2 Citizen Service Requests
April 01, 2014 to March 31, 2015



Strategy – Financial Assumptions and Results

Key to the Budget is the various economic, demographic, taxation and service assumptions that underlie its development. Economic assumptions are principally derived from the Conference Board of Canada's Metropolitan Outlook Halifax series (Autumn 2015) with additional information available from Statistics Canada, the Property Valuation Services Corporation (PVSC) and others. The key assumptions that have been considered in designing the budget are:

Key Economic Assumptions

	Base Year 2015-16	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19
Inflation (CPI)	0.5%	2.4%	2.1%	2.1%
Income (per person)	\$40,385	\$41,395	\$42,341	\$43,224
- percentage change	1.2%	2.5%	2.3%	2.1%
Employment (000s)	224,000	228,000	230,000	231,000
New Homes	1,845	1,832	1,905	1,854
- percentage change	1.0%	1.0%	1.0%	1.0%
Real GDP	2.3%	3.0%	1.8%	1.7%

Expenditures and Revenues

After direction from Regional Council is given, the municipality then begins the formal budget process of developing expenditures for expected levels of service. The total expenditures budgeted in 2016-2017 is \$872.8m. This includes an estimated \$148.8m for provincial services that are required to be paid out under Provincial law. The total budget for municipal services has declined from \$726.7m to \$724m.

Municipal Expenditures and Revenues (\$m)

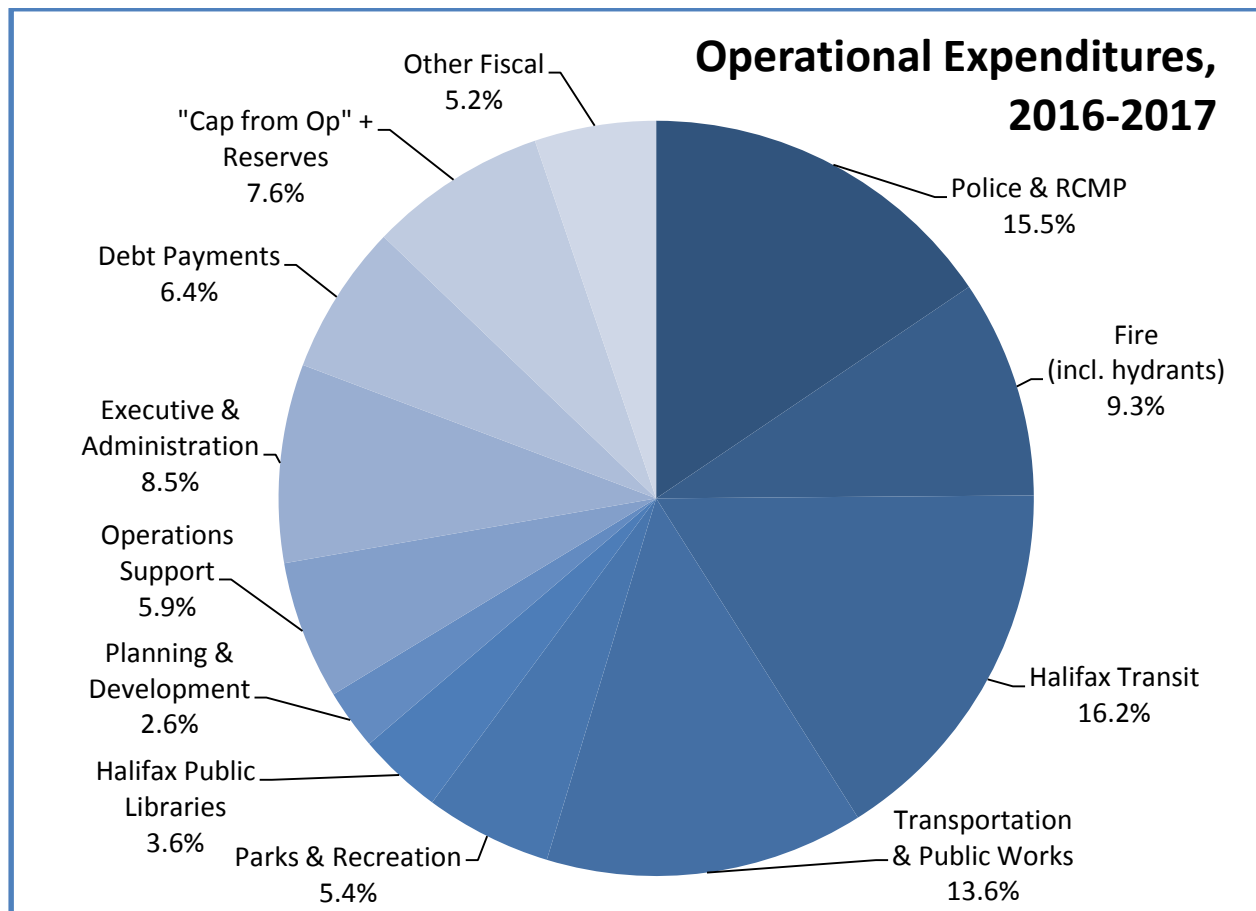
	Budget 2015-16	Budget 2016-2017
Municipal Expenditures	\$726.7	\$724.0
Revenues	-\$215.2	-\$208.0
Property Taxes	<u>-511.5</u>	<u>-516.0</u>
Revenues	-\$726.7	-\$724.0
(Surplus)/Deficit	\$0	\$0

Operating expenditures can be thought of as the cost to operate the municipality, such as labour, electricity, equipment and associated program costs. These costs are formulated by individual business units, dependent on their line of service, staffing requirements and capital intensity. Capital costs are best thought of as capital assets owned and operated (directly or indirectly) by the municipality. These include roads, buildings, transit buses and new technological upgrades. Capital expenditures are composed of up front consulting and construction costs, with operating costs and savings that continue over the life of the asset, known as operating costs of capital (OCC).

Significant expenditure savings for the municipality came from reductions in capital from operating (used to fund the capital budget), the new solid waste contract, fuel, salt, electricity and generally absorbing inflationary pressures across a wide range of goods and services. Additional costs pressures came in compensation, reserves and in higher costs for the new performance based snow removal contracts.

Other Key Assumptions	
Inflation for Assessment Cap	0.3%
Population	423,000
Population Growth	1.1%
Debenture Rate	2.4%
Short Term Interest Rate	0.85%
Diesel	73¢/L
Gasoline	75¢/L

Future costs pressures for 2017-2018 are expected in the fire service where the standards are being upgraded by Council. In addition, many of the factors that helped lower costs in 2016-2017 are not expected to be repeated in future years.



Summary of 2016-17 Budget Position

(Net Budget in Thousands)

	2015-16 Approved Budget	2016-17 Approved Budget
Auditor General	965.1	946.0
CAO	13,275.7	13,315.7
Fire and Emergency Services	58,580.0	58,305.0
Finance & ICT	28,192.9	28,752.3
Human Resource Services	5,453.4	5,396.4
Legal Services	4,186.0	4,253.4
Operations Support	39,926.9	39,451.5
Planning and Development	4,871.8	5,243.9
Halifax Transit	0.0	0.0
Parks and Recreation	26,249.4	25,804.1
RCMP	23,750.0	24,183.0
Halifax Regional Police	77,082.8	76,964.7
Transportation and Public Works	79,448.5	89,296.2
Library Services	18,848.5	19,440.0
Total	380,831.0	391,352.2
Fiscal Services	-380,831.0	-391,352.2
Total	0	0

Expenditures cover not only municipal services, but also some provincial mandated services such as mandatory education, corrections, housing and the cost of the Property Valuation Services Corporation (PVSC). Additional cost pressures include inflation on inputs such as asphalt and concrete to increases mandated by law such as minimum wage increases, pension costs, collective agreements and environmental regulation in areas like solid waste. Expenditures per dwelling have historically increased below the rate of inflation, with municipal expenditures per dwelling currently \$3,754 per dwelling unit for 2016-17.

As the largest cost driver of organizational expenditure, total compensation is a function of the total number of positions employed. The number of positions includes both full-time and less than full-time employees and can be expressed as a calculation of the number of full time equivalents (FTEs) metric.

2014/15	2015/16	2016/17	2016/17
Approved (Apr 1/14)	Approved Total FTE's	Proposed Change (+/-)	Approved Total FTE's

Total FTE's	4,176.3	4,228.9	45.6	4,274.5
-------------	---------	---------	------	---------

Capital Expenditures

Capital expenditures are costs related to the acquisition and maintenance of capital assets, which support municipal service delivery. Tangible capital assets are defined by the Canadian Institute of Chartered Accountants. In order to be considered a capital asset, it must be held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets:

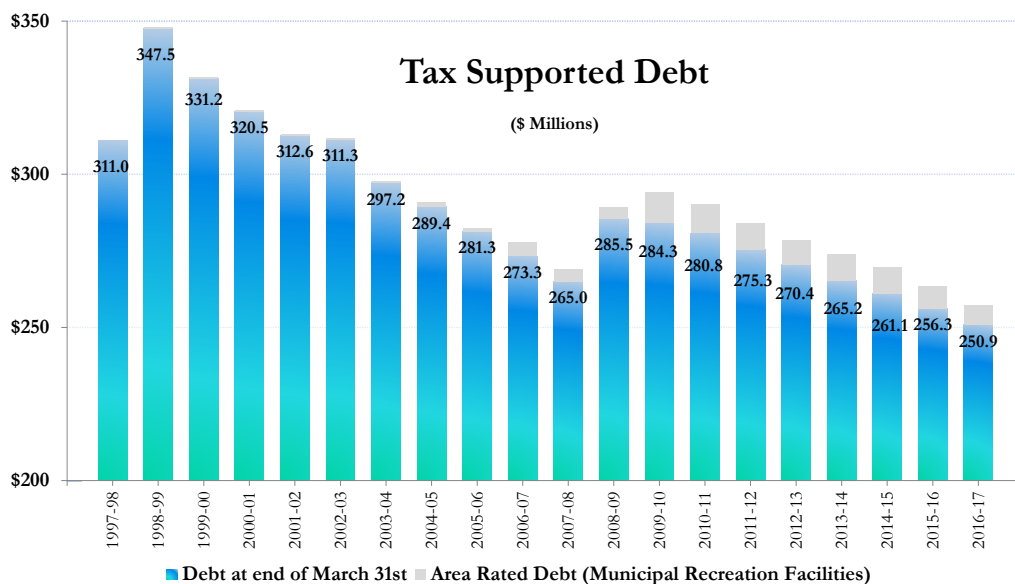
- Have useful economic lives extending beyond an accounting period (1 year);
- Are used on a continuing basis; and/or
- Are not for resale in the ordinary course of operations.

Total capital expenditures are detailed in a 5 year outlook by one of three categories; growth, service improvements or state of good repair. Preventative maintenance of capital assets can lead to financial and service efficiencies. In line with these best practices, Halifax is implementing an Enterprise Asset Management (EAM) program that will better inform policy makers, helping to align capital spending priorities with community expectations. A computerized work management system and asset registry is being developed and implemented across the organization to track and report information on asset condition and maintenance costs. Such information will be used to develop renewal and maintenance plans with due consideration of cost and level of service.

Notably, public assets have seen their conditions stabilize since 2010. This is a positive trend attributable to increased spending to maintain assets in a state of good repair. In addition, nearly \$65 million is being directed toward expansion of service such as new street paving, recreation buildings, streetscaping and sidewalks. Service improvement projects consider future operating costs to ensure financial sustainability.

Debt

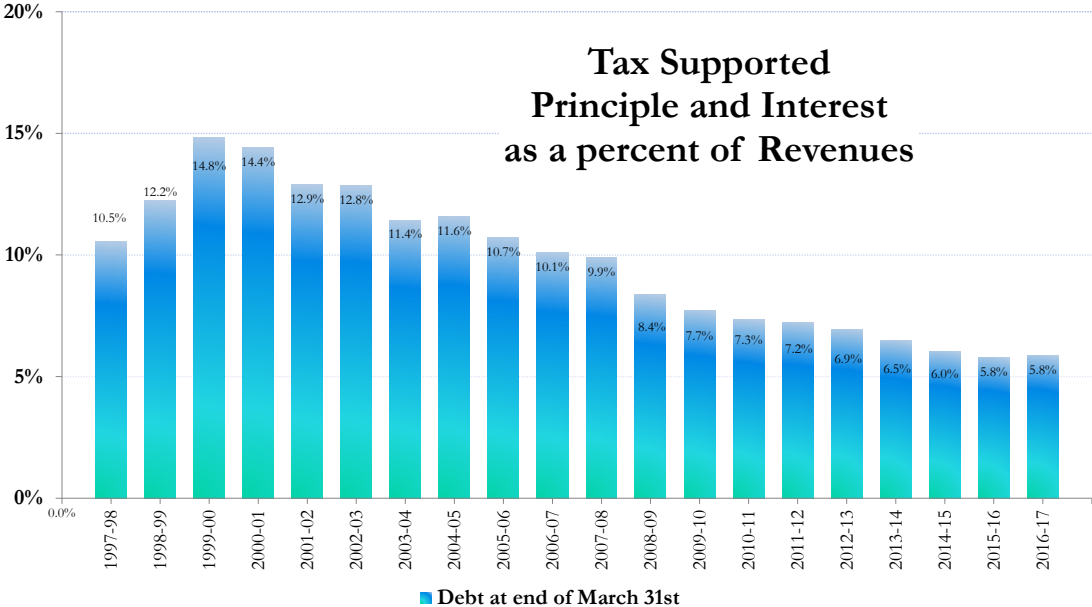
The tax supported debt of the municipality continues to steadily decline. Debt had peaked in 1998-99 at nearly \$350 million and now stands at \$251 million today, an average decline of 1.6% per year since 1999.



Debt includes funding that is approved, issued and work-in-progress (WIP) as of March 31st year-end.

Halifax’s approach to public debt is guided by the Multi-Year Financial Strategy which stipulates prudent use of debt with a reliance on operating to fund capital expenditures. The municipality has sufficient flexibility and creditworthiness to borrow in capital markets, which the Nova Scotia Municipal Finance Corporation (NSMFC) does on its behalf.

During the year, principle and interest payments are made on outstanding debt. In 2016-2017 these payments will equal \$54.2m or 6.2% of the total budget. These payments include some debt that is owed from outside sources such as Halifax Water. Tax supported principle and interest as a function of revenues is just under 6%.



Debt includes funding that is approved, issued and work-in-progress (WIP) as of March 31st year-end.

Reserves

Reserves also play a vital role in funding municipal expenditures including both operating and capital. In Halifax, reserves serve three basic purposes:

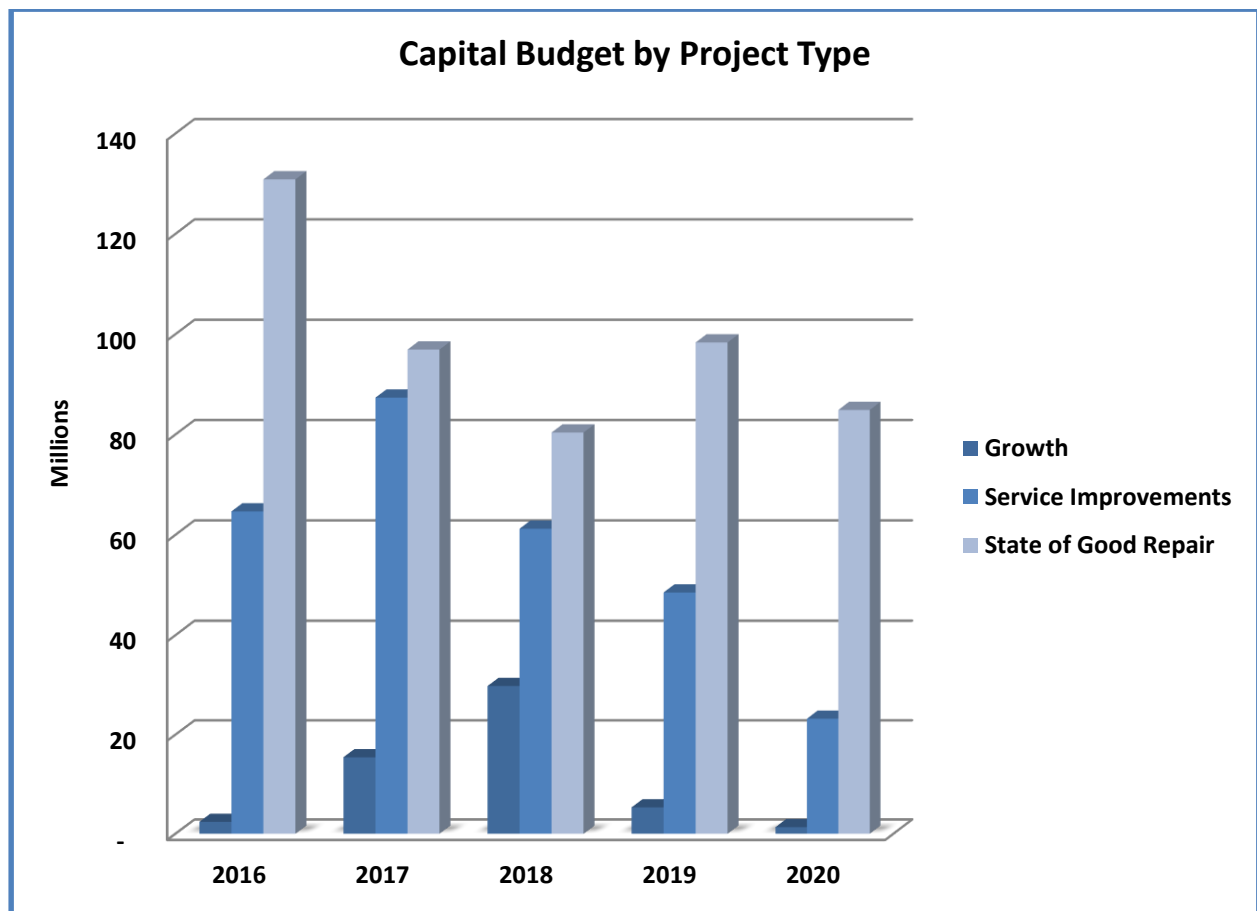
- Contingency Funds for Opportunities;
- Contingency Funds for Risks; and,
- Savings Funds for Obligations.

A reserve budget is created by using business cases for the reserves and detailing operating and capital requirements. Many reserves are funded through the general tax rate although others are funded through the sale of assets or other sources of funds. Just above \$72 million in reserve withdrawals will help fund the capital budget, amounting to above 36% of capital funding. Detailed information about reserve withdrawals can be found in the Capital Revenues section, which outlines funding sources for current year capital projects, and in the reserve budget.

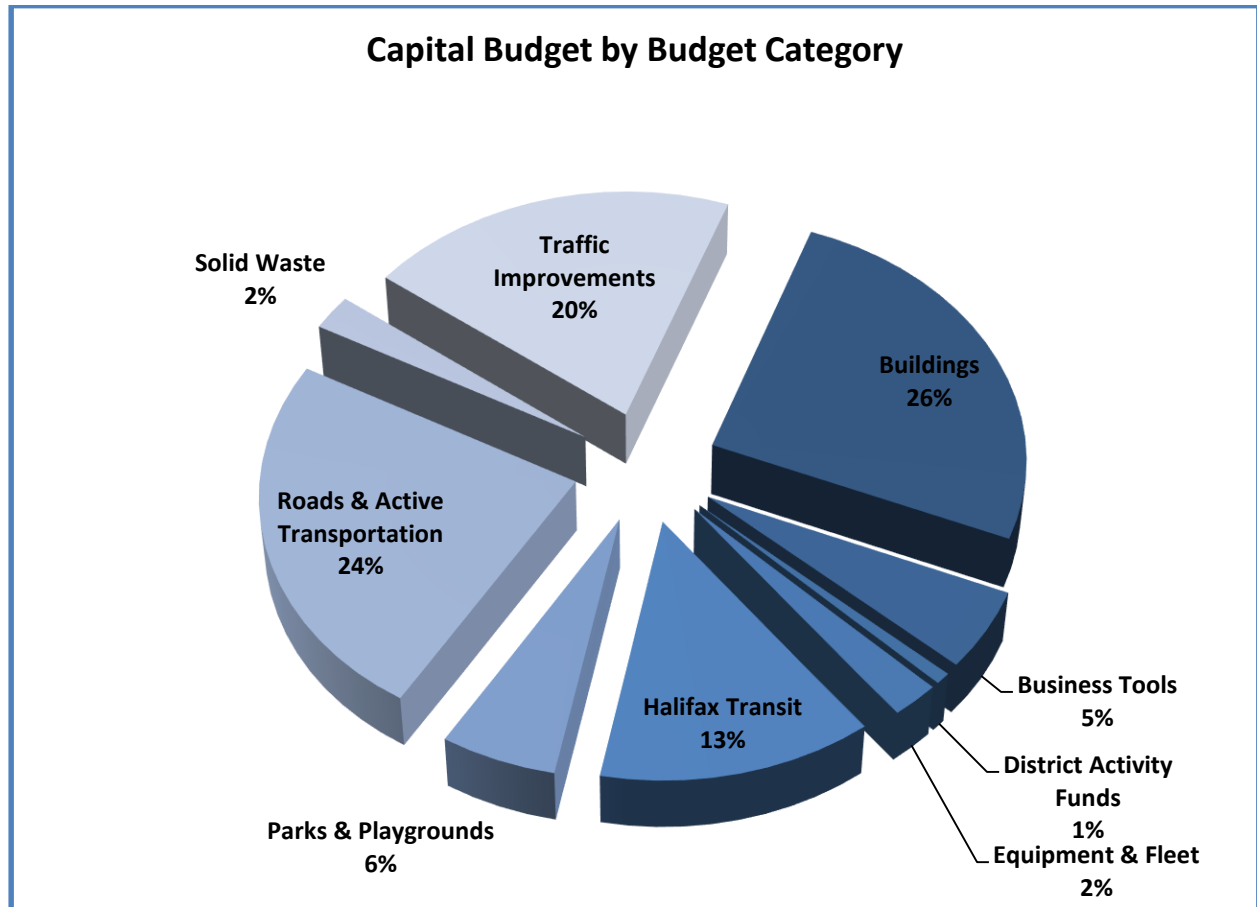
A new Strategic Infrastructure Reserve has been initiated with an investment of \$10m per year. This reserve is intended to offset the debt charges associated with up to \$75m in debt, leveraging \$225m in capital work through any new Federal-Provincial-Municipal Infrastructure programs.

The creation of this reserve means that the debt can be repaid without increasing property tax levels or leaning into operating budgets that support municipal services and growth.

During the past year, staff has undertaken an extensive review of all reserves. Phase 1 (Analyzing corporate risk factors) is nearly complete. Phase 2 will determine the number of reserves and their financial requirements. Phase 3 will deal with the processes for reserves.



Capital expenditures can also be viewed through budget categories. Project specific and supplementary details can be found in the 2016-17 Project Budget document.



These capital expenditures are in line with Council direction, and reflect the results of months of debate, staff information and public input which aim to promote community development and economic growth. Expenditures are detailed below by gross amounts for 2016-17.

Budget Category	Totals	Share of Total
Buildings	50,960,000	25.7%
Business Tools	10,420,000	5.2%
District Activity Funds	1,504,000	0.7%
Equipment and Fleet	4,690,000	2.3%
Halifax Transit	26,395,000	13.3%
Parks and Playgrounds	11,195,000	5.6%
Roads and Active Transportation	48,000,000	24.2%
Solid Waste	4,645,000	2.3%
Traffic Improvements	40,125,000	20.2%
Total	197,934,000	100%

Revenues

Revenue from property taxation forms nearly 82% of the revenue base. User fees from transit and deed transfer taxes (revenue derived from property transactions) are significant sources of revenue. Deed transfer taxes are expected to be largely flat in relation to 2015-16 owing to decreasing turnover in homes and softer demand for housing stock and commercial sales. The average tax per home will remain the same, keeping with Council direction of not increasing the average tax per home. Taxation revenue is derived from two main sources, residential and commercial. Residential tax bills are based on the assessed value of residential property with the applicable municipal tax rate applied. Commercial tax bills are derived in the same fashion.

Tax Rate ¹	2015-16	2016-17	Change
Residential:			
Urban	0.669	0.662	-1.1%
Suburban	0.636	0.629	-1.1%
Rural	0.636	0.629	-1.1%
Local Transit	0.102	0.102	-
Regional Transit	0.049	0.049	-
Supplementary Education	0.030	0.030	-
Fire Protection	0.019	0.015	-21.1%
Provincial Mandatory Education	0.302	0.307	1.7%
Property Valuation Services Corporation (PVSC)	0.018	0.018	-
Provincial Correctional Services	0.017	0.017	-
Metro Regional Housing Authority	0.008	0.008	-
Commercial:			
Urban	2.895	2.832	-2.2%
Suburban	2.895	2.832	-2.2%
Rural	2.566	2.510	-2.2%
Supplementary Education	0.083	0.082	-1.2%
Fire Protection	0.053	0.041	-22.6%
Provincial Mandatory Education	0.301	0.310	3%
Property Valuation Services Corporation (PVSC)	0.010	0.010	-
Provincial Correctional Services	0.008	0.008	-
Metro Regional Housing Authority	0.007	0.008	14.3%

In line with most OECD nations and cities, revenues are derived from a property tax on the assessed value of properties. Halifax uses urban, suburban and rural general tax rates. Sidewalks are not included in the suburban and rural rate structures. Halifax Transit is funded by two separate residential property rates, a regional transportation tax that is paid by those residing in urban and commuter shed areas (Hubbards to Jeddore), and a local transportation tax that is paid by those within one kilometre of a bus stop. The local transportation rate helps to fund the conventional transit routes and access-a-bus services. Commercial taxpayers pay either an urban, suburban or rural general tax rate.

¹ Mandatory Education, PVSC, Correctional Services and Metro Regional Housing Authority are provincially mandated services and the accompanying rates are not used to fund municipal services.

Average tax bills in Halifax fare well against other regional centres in Canada. Average commercial taxes are comparable to most cities. Differences vary in residential tax impact due to the provincial policy of “capping” certain residential assessments at the consumer price index (CPI) based on certain criteria. Homes that are uncapped include new homes, four unit complexes or homes recently sold. Detailed tax trends can be found in the appendices.

In 2016-2017, the average property tax bills for both single family homes (\$1,835) and the average business (\$40,800) will remain unchanged from the previous year.

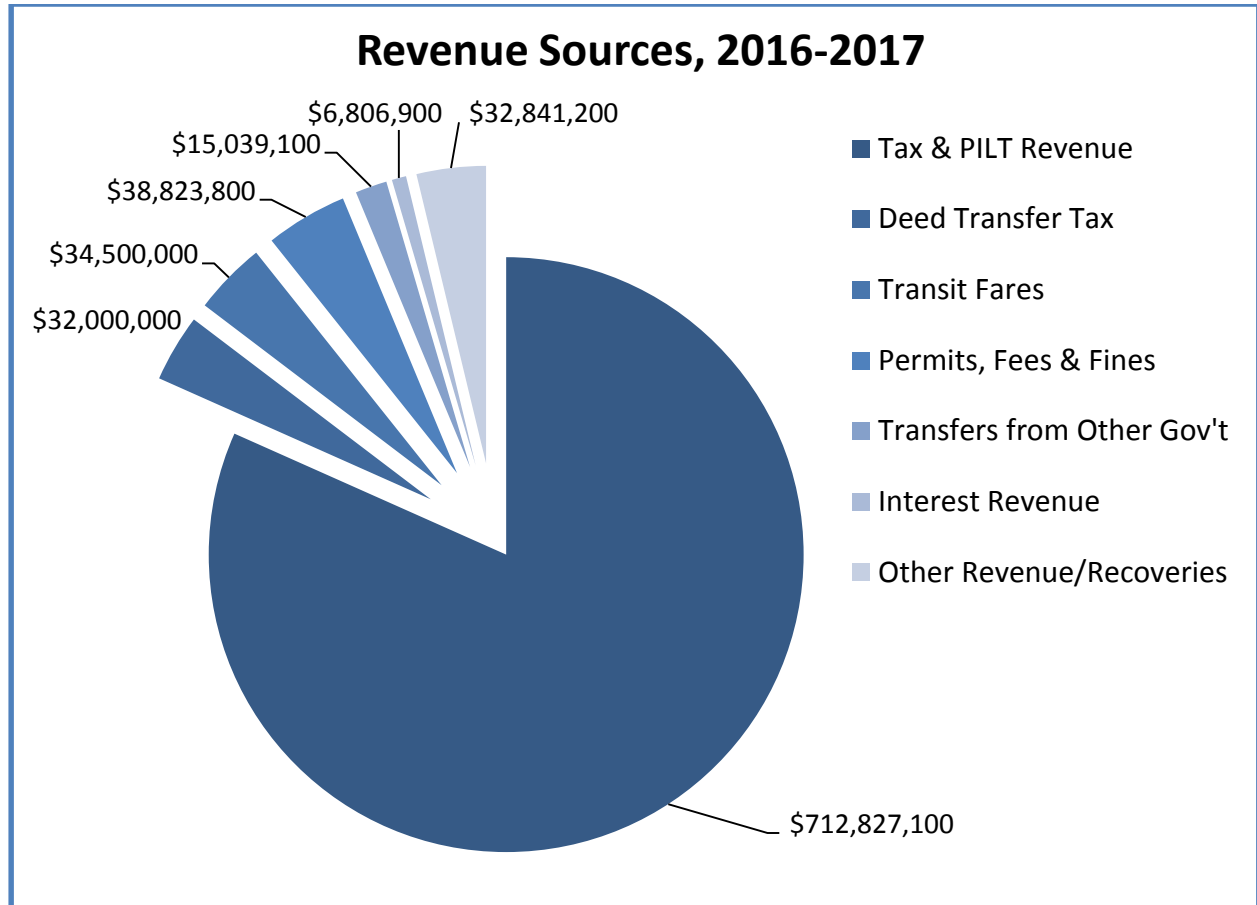
Average Assessments and Tax Rates

	Base Year 2015-16	Year 1 2016-17	
Average Assessment (Single Family Home)	\$223,700	\$225,700	} The property tax rates will be reduced to offset any assessment increase.
* Urban Tax Rate	0.820	0.813	
Average Tax Bill	\$1,835	\$1,835	

Average Assessments and Tax Rates

	Base Year 2015-16	Year 1 2016-17	
Average Comm'l Property (excl. 2015 bldg permits)	\$1,409,300	\$1,440,600	} The property tax rates will be reduced to offset any assessment increase.
Urban Tax Rate	2.895	2.832	
Average Tax Bill	\$40,800	\$40,800	

The operating budget is primarily funded through property tax and payments in lieu of taxes (PILTs), these revenues cover operational expenses such as compensation and labour related costs, program related costs, electricity and fuel among others. As per provincial legislation, municipal budgets cannot budget for a deficit position, meaning expenditures equal revenues.

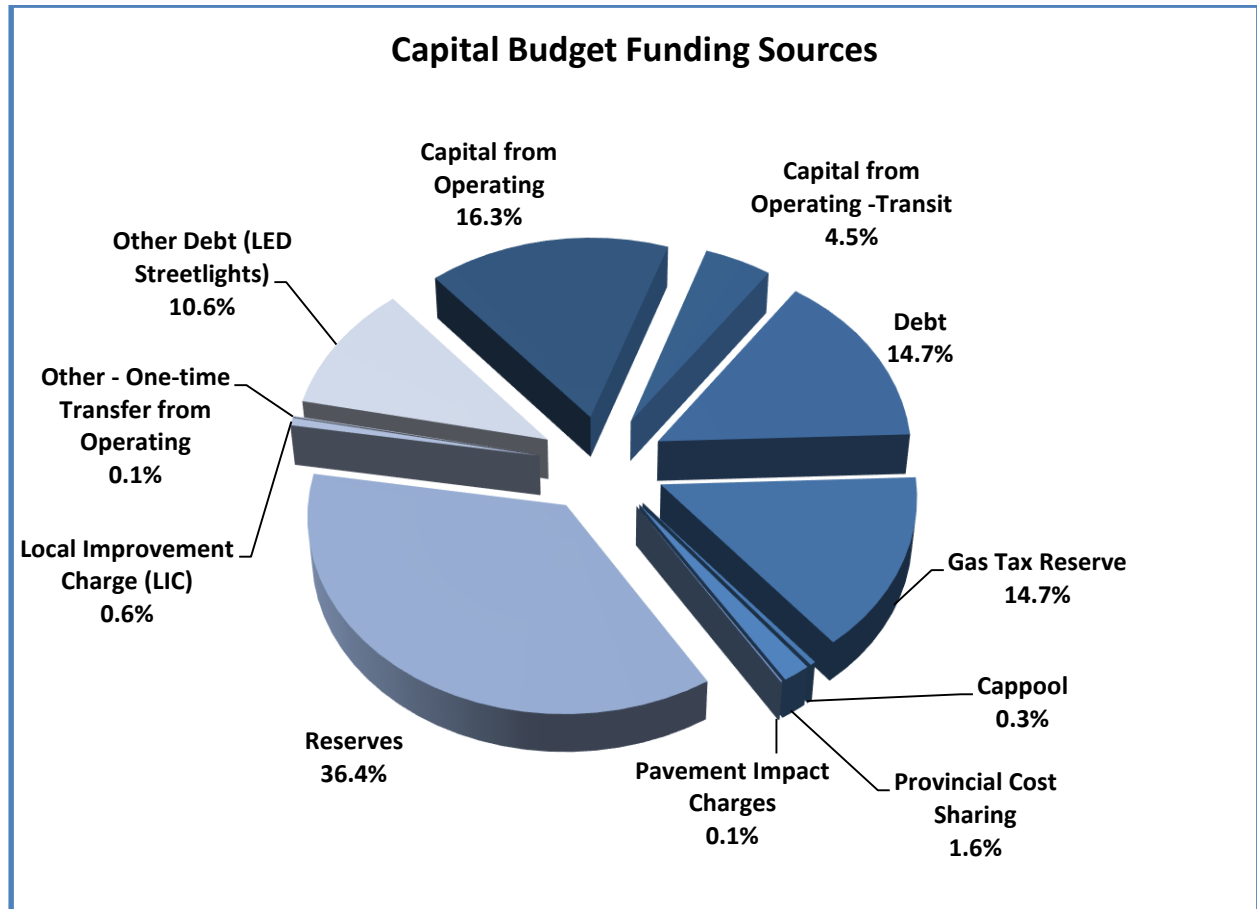


Revenue Source	Total Amount	Share of Total
Property Taxes and PILT	712,827,100	81.7%
Deed Transfer Tax	32,000,000	3.7%
Transit Fares	34,500,000	4.0%
Permits, Fees & Fines	38,823,800	4.4%
Transfers from Other Government	15,039,100	1.7%
Interest Revenue	6,806,900	0.8%
Other Revenue/Recoveries	32,841,200	3.8%
Total	872,838,100	100.0%

Capital Funding

Similar to the operating budget, funding for capital projects comes from a variety of sources. These include capital from operating transfers from the operating budget, debt issued on behalf of the municipality by the Nova Scotia

Municipal Finance Corporation (NSMFC), transfers from reserves and funding arrangements with other levels of government. Reserves also form a significant share of capital funding.



Funding Sources	Total Gross	Share of Total
Capital from Operating	32,280,000	16.31%
Capital from Operating - Transit	9,000,000	4.55%
Debt	29,045,000	14.67%
Gas Tax Reserve	29,000,000	14.65%
Cappool	669,000	0.34%
Provincial Cost Sharing	3,250,000	1.64%
Pavement Impact Charges	200,000	0.10%
Reserves	72,040,000	36.40%
Local Improvement Charge (LIC)	1,250,000	0.63%
Other-One-time Transfer fr Operating	160,000	0.08%
Other Debt (LED Streetlights)	21,040,000	10.63%
Total	197,934,000	100%

Reserve funding is 36.4% of capital revenue. These forms of funding come from varied reserves with specific business cases and purposes. Below is a list of reserve funding sources for the 2016-17 capital budget. Further details about reserve structures, balances and business cases can be found in the Project Budget document.

Reserve Name	Project Name	Project #	Reserve Withdrawal
Q101 - Sale of Capital Assets	Environmental Remediation/Building Demolition	CBX01162	200,000
	Fire Station Land Acquisition	CBX01102	1,000,000
	Road Corridor Land Acquisition	CTU00897	100,000
	Sports/Ball Fields/Courts - New	CP000004	465,000
Q101 - Sale of Capital Assets Total			1,765,000
Q103 - Capital Surplus	Composting/Anaerobic Digestion (AD) Plant	CW000004	500,000
Q103 - Capital Surplus Total			500,000
Q107 - Parkland Development	Park Land Acquisition	CPX01149	-
	Sports/Ball Fields/Courts - New	CP000004	100,000
Q107 - Parkland Development Total			100,000
Q119 - Sackville Landfill Closure	Environment Monitoring Site Work 101 Landfill	CWU01353	355,000
Q119 - Sackville Landfill Closure Total			355,000
Q120 - Otter Lake Landfill Closure	Half Closure Cell 6 - Otter Lake	CWU01358	2,630,000
Q120 - Otter Lake Landfill Closure Total			2,630,000
Q123 - Waste Resources	Green Carts for New Residents/Replacement Green carts	CW000001	500,000
	Rural Depot	CW000003	-
Q123 - Waste Resources Total			500,000
Q125 - Metro Park Parkade	Metropark Upgrades	CBX01140	90,000
Q125 - Metro Park Parkade Total			90,000
Q129 - Ferry Replacement	Ferry Replacement	CM000001	-
Q129 - Ferry Replacement Total			-
Q131 - Energy and Underground Services	Energy Efficiency Upgrades	CBX01161	300,000
	Eric Spicer	CB000069	500,000
Q131 - Energy and Underground Services Total			800,000
Q135 - Alderney Gate Recapitalization	Alderney Gate Recapitalization(Bundle)	CBX01157	210,000
Q135 - Alderney Gate Recapitalization Total			210,000
Q141 - BMO Life Cycle	BMO Centre	CB000064	80,000
Q141 - BMO Life Cycle Total			80,000
Q143 - Bus Replacement	Conventional Bus Replacement	CV020004	5,000,000
Q143 - Bus Replacement Total			5,000,000
Q144 - Metro Transit Technology	New Transit Technology	CM020005	1,885,000
Q144 - Metro Transit Technology Total			1,885,000
Q146 - Planned Strategic Projects	Cogswell Interchange Redevelopment	CT000007	3,000,000
	Dartmouth Multi-Pad	CB000049	34,000,000
	Dartmouth Sportsplex Revitalization	CB000006	4,400,000

	Downtown Streetscapes - Capital Improvement Campaign	CD000002	10,200,000
Q146 - Planned Strategic Projects Total			51,600,000
Q204 - General Fleet	Fleet Vehicle Replacement	CVD01087	1,700,000
Q204 - General Fleet Total			1,700,000
Q205 - Police Vehicles and Equipment	Police Fleet	CVK01090	375,000
	Police Services Replacement Equipment	CE020001	300,000
Q205 - Police Vehicles and Equipment Total			675,000
Q206 - Fire Vehicles and Equipment	Fire Services Equipment Replacement	CE010001	200,000
	Opticom Signalization System	CEJ01220	80,000
Q206 - Fire Vehicles and Equipment Total			280,000
Q312 - Culture Development	Cultural Spaces	CD990003	250,000
Q312 - Culture Development Total			250,000
Q319 - Major Events Facility	Scotiabank Centre	CB000028	3,620,000
Q319 - Major Events Facility Total			3,620,000
Total			72,040,000

Long Term Trends

Halifax is in a unique position as the largest regional centre in Atlantic Canada, namely a growth centre in a region that is aging quicker than any other in Canada. Although there continues to be net migration to the region, growth in the population is slowing, with the labour force forecast to shrink over the next decade. The fiscal position of the municipality remains conducive to support growth through public expenditure and provision of public services.

In order for a region or province to grow quickly and robustly beyond the mobilization of labour and capital, there needs to be a mix of strong institutions, demographics and infrastructure. The region has these in abundance but given forecasted chronic labour force shortages, pressure will continue on tax revenue to fund public goods like health, education and municipal services. According to the Halifax Partnership, population aging and the increase in the dependency ratio will likely continue for another 10-15 years when the last of the baby boomers reach typical retirement age. The challenge for employers and governments will be to find alternatives to labour needs, namely increased immigration, enhanced youth retention measures combined with improvements in labour productivity.

Change in Share of Total Labour Force

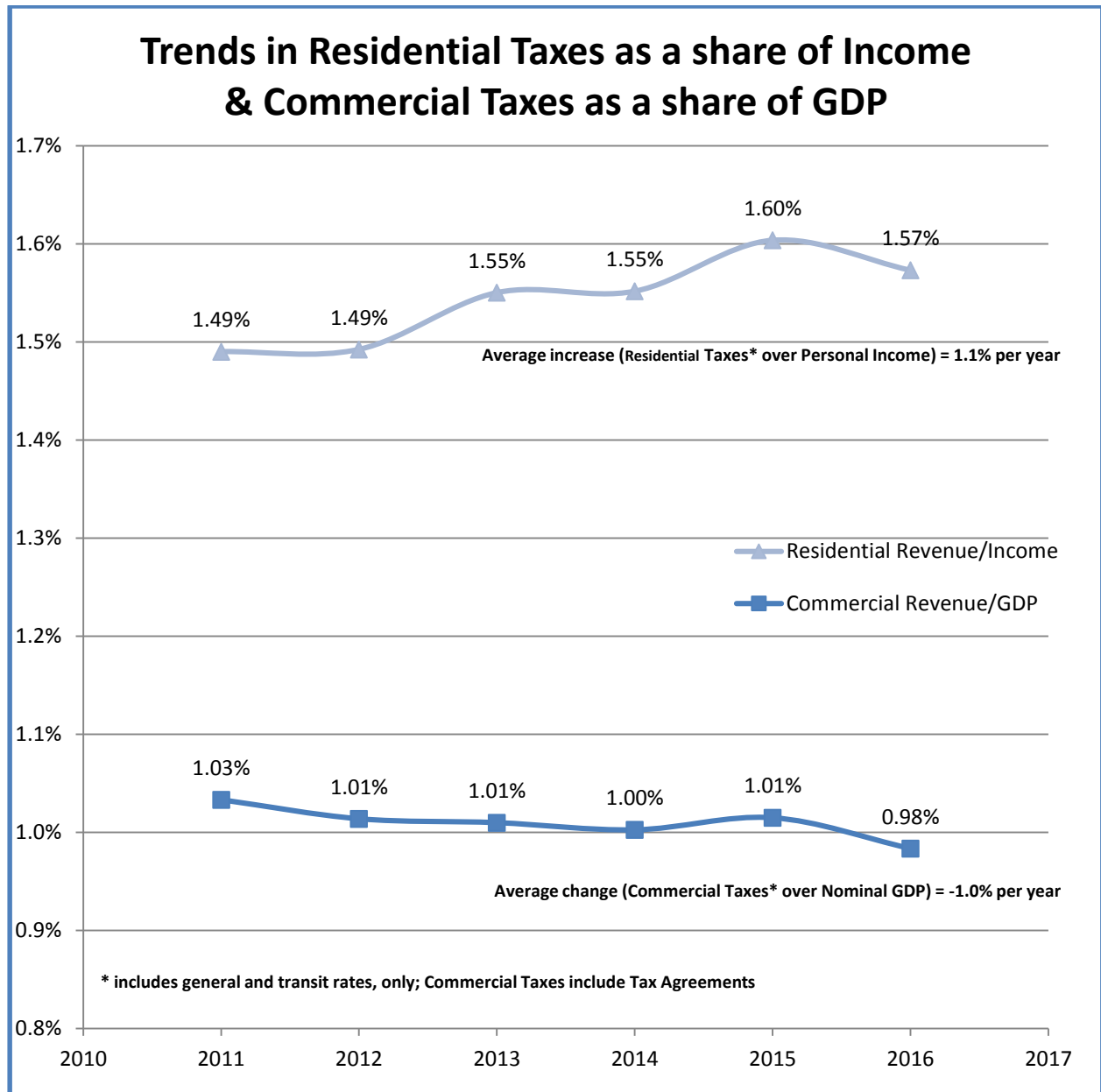
Age	Halifax	NS excl. Halifax	Canada
15-24	-2.0%	-2.1%	-1.8%
25-54	-7.8%	-11.3%	-7.5%
55-64	7.5%	9.7%	6.9%
65+	2.4%	3.7%	2.5%

*Halifax Partnership, January 2016 Economic Update

construction and service sectors with less drag from offshore natural gas production. After some softening in labour market growth in the fourth quarter of 2015, the unemployment rate has remained relatively steady at

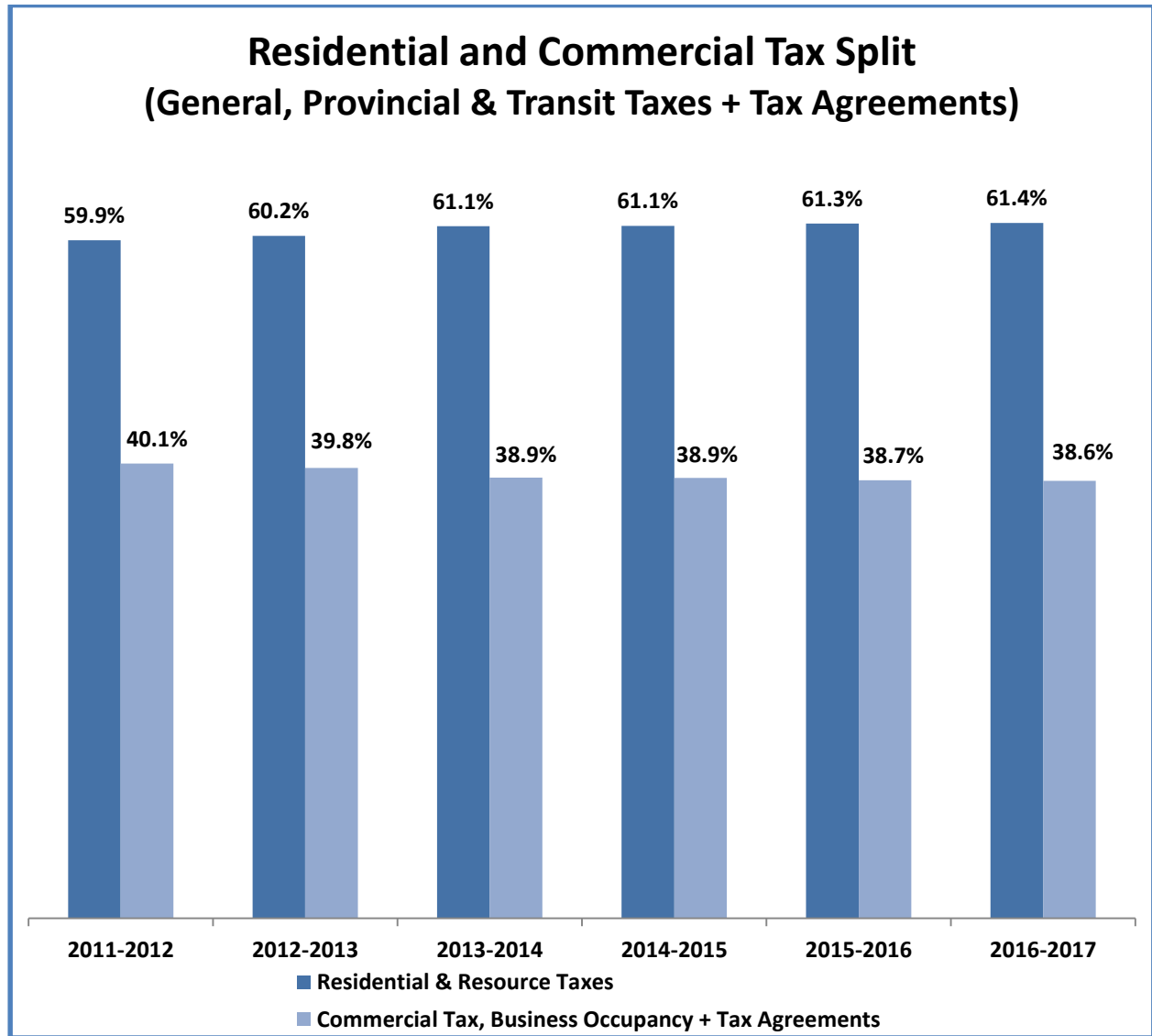
6.3%. With the service sector continuing to drive growth, combined with the continued ramping up of work at the Halifax shipyard, the unemployment rate is expected to fall modestly in the period to 2019-20.

The municipality is acutely aware of these challenges and is taking a pragmatic approach to balancing the fiscal burden on citizens and the need for continued productive spending on public services to help prepare the region for future economic success. Fiscal burden(s) as a share of the regional economy are shown below to help the reader understand how municipal expenditures fit into the structure of the economy.



*Financial Policy & Planning, Halifax, Conference Board of Canada, Statistics Canada.

Notably, commercial tax revenues as a share of total tax revenues have been declining as the municipality gradually reduces the share of revenue derived from commercial sources.



*Financial Policy and Planning, Halifax

Summary of Key Trends

Residential	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Revenue ¹	231,243,000	233,612,266	247,692,000	255,997,000	270,657,100	274,832,500
Single Family Home Assessment ³	192,700	203,500	211,200	216,800	223,600	226,400
Single Family Home Tax ³	1,823	1,825	1,867	1,880	1,943	1,943
General Urban Tax Rate	0.7088	0.661	0.668	0.658	0.669	0.662
Per Capita Income	\$38,561	\$38,484	\$38,966	\$39,890	\$40,385	\$41,395
Assessment Cap	2.9%	3.9%	1.4%	0.9%	2.1%	0.3%
Dwellings (000)	181.2	183.5	186.4	189.5	191.6	193.0
Population (000)	402.4	406.7	410.0	413.6	417.8	422.0
Residential Revenue/Income	1.49%	1.49%	1.55%	1.55%	1.60%	1.57%
Commercial	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Revenue ²	199,410,000	200,730,000	204,994,000	212,527,000	221,238,200	225,210,500
Average Commercial Assessment ³	1,183,000	1,253,100	1,292,600	1,375,800	1,450,700	1,514,900
Average Commercial Tax ³	41,192	41,240	41,790	42,471	43,971	44,765
General Urban Tax Rate	3.214	3.084	3.054	2.939	2.895	2.832
GDP Growth (Nominal)	3.8%	2.6%	2.5%	4.4%	2.8%	5.0%
Nominal GDP (\$,000,000)	19,300	19,800	20,300	21,200	21,800	22,900
Commercial Revenue/GDP	1.03%	1.01%	1.01%	1.00%	1.01%	0.98%
Commercial Revenue as a % of Total	40.1%	39.8%	38.9%	38.9%	38.7%	38.6%
Other	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Inflation - Halifax	3.5%	1.7%	1.1%	1.8%	0.5%	2.4%
Tax Supported Debt (\$000)	275,300	270,400	265,200	261,100	256,300	250,900
Debt per Household	1,519	1,473	1,422	1,378	1,338	1,299
Capital from Operating (\$000)	40,354	42,766	47,156	47,812	47,243	41,280

¹ Includes resource revenues.

² Includes Business Occupancy revenues & Tax Agreements

³ Includes all growth (new homes and businesses)

Halifax Regional Fire & Emergency

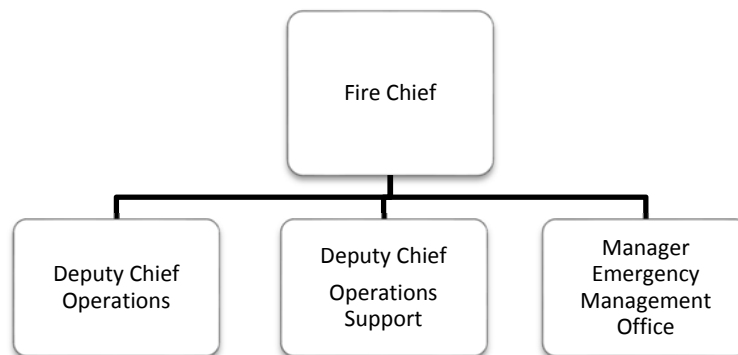
2016/17 Budget and Business Plan

Mission: Our members are dedicated to enhancing and preserving quality of life, property and environment through education, leadership, partnerships and effective response to emergencies to ensure the citizens of HRM live in safe, inclusive and welcoming communities.

Halifax Regional Fire & Emergency Overview

Halifax Regional Fire and Emergency (HRFE) serve and protect 419,000 permanent residents in a 5,577 km² area. Strategically located in 51 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), pre-hospital emergency medical services, and emergency preparedness.

Halifax Regional Fire & Emergency Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Full & part-time permanent positions	482	489	0	489
Term and Seasonal positions	0	0.8	-0.1	0.7

Halifax Regional Fire & Emergency Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	54,258,400	55,130,400	54,928,063	54,929,700	(200,700)	(0.4)
* Office	272,100	272,100	216,389	252,100	(20,000)	(7.4)
* External Services	517,500	542,500	322,588	487,500	(55,000)	(10.1)
* Supplies	492,000	559,000	801,095	589,000	30,000	5.4
* Materials			(60,857)			
* Building Costs	170,600	171,600	315,099	171,600		
* Equipment & Communications	409,300	408,300	461,053	408,300		
* Vehicle Expense			6,044			
* Other Goods & Services	1,114,900	944,900	1,011,168	904,900	(40,000)	(4.2)
* Interdepartmental			(57,984)			
* Debt Service	907,700	726,400	726,373	682,100	(44,300)	(6.1)
* Other Fiscal	152,500	167,500	156,023	192,500	25,000	14.9
** Total	58,295,000	58,922,700	58,825,054	58,617,700	(305,000)	(0.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(68,758)	(81,100)		
* Other Revenue	(461,600)	(261,600)	(320,354)	(231,600)	30,000	(11.5)
** Total	(542,700)	(342,700)	(389,113)	(312,700)	30,000	(8.8)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	57,752,300	58,580,000	58,435,941	58,305,000	(275,000)	(0.5)

Halifax Regional Fire & Emergency Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Operations Summary of Expense & Revenue Types	46,592,200	47,210,400	47,199,592	47,057,800	(152,600.0)	(0.3)
Operations Support Summary of Expense & Revenue Types	11,160,100	11,369,600	11,236,349	11,247,200	(122,400.0)	(1.1)
	57,752,300	58,580,000	58,435,941	58,305,000	(275,000.0)	(0.5)

Halifax Regional Fire & Emergency Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total (gross expenditures)	92%	93%	94%	94%
Expenditures (gross) per Dwelling (16/17 estimate: - 193,424 dwellings)	\$302	\$308	\$308	\$303
# First Due Career Staffed Apparatus Responding with a Crew of 4	12	22	23	27

Halifax Regional Fire & Emergency Strategic Initiatives for 2016/17

Strategic Alignment	
HRFE 1.01	Healthy Communities – Public Safety
HRFE Communications and Technology Roadmap Aligning and supporting HRFE's Master Fire Plan, this initiative focuses on driving service improvement through implementation and updating of supporting technology. Phased implementation of the roadmap began in 2014/15. Deliverables in 2016/17 will include implementation of a new rostering system and the completion of the FDM functional upgrade.	
HRFE 1.02	Healthy Communities – Public Safety
HRFE Operational Review/Strategic Master Plan Phase 4 in 2016/17 will include the implementation of Council direction for Administrative Order 24 and Service Delivery Standards which will include a safe staffing model for all apparatus.	
HRFE 1.03	Our People – Top Talent
HRFE Human Resource Initiatives Utilize the newly developed recruitment, outreach, and formal succession planning programs. Volunteers will be recruited for two urban fire stations and a new recruitment pool for career firefighters will be created.	

16/17 Deliverables – Fire Chief’s Office	
Financial Responsibility – Resource Planning and Management	
Collective Bargaining	The current IAFF agreement expires on May 31, 2016. Senior staff will work with corporate Labour Relations Department throughout the bargaining process.
Administrative Order 24 & Service Level Targets	Bring forward recommendations for Regional Council’s consideration with respect to AO 24 and Service Level Targets based on consultants findings.
Our People – Strong Leaders	
Succession Planning	Assess the formal succession planning model, including a career path for all positions in the department including management.
Recruitment	Continue with the recruitment and retention of volunteer firefighters in the rural stations. Begin recruitment efforts in the core to provide a new complement of volunteer firefighters for Stations 4(Lady Hammond) and 13 (King Street). Using the new recruitment process, approved by Regional Council in 2016, a new pool of career firefighter recruits will be created and the first class of 16 will graduate in December 2016. An additional class of 16 career firefighters will graduate in the Spring of 2017. Assess the new firefighter recruitment and selection process based on best industry practices and results of 2016 recruitment.

Summary of 2016/17 Halifax Regional Fire & Emergency Changes

Cost Reduction Initiatives	Proposed 16/17 Savings
Increase in Gapping Management (one time)	\$275,000
Line item savings	\$85,000
Debt Service Reduction	\$44,300
Total to offset base cost	\$404,300
New or Expanded Services	Projected 16/17 Costs
Equipment Costs for 40 new volunteers approved by Council (Capital Budget)	\$200,000
Total New or Expanded Service Costs	\$200,000

2016/17 Halifax Regional Fire & Emergency Service Area Plans

Operations:

The Operations Division provides emergency service protection to every part of HRM operating out of 51 fire stations: 18 – twenty four hour Career and Composite (Career and Volunteer) Stations, 11 E Platoon Composite Stations and 22 Volunteer Stations. The current delivery standard (2006) is predicated on population density.

Challenges facing the division include volunteer recruitment and retention, deployment issues (station location vs. effective service delivery), inadequate training facilities and increased strain on budget to provide medical first responder services.

Services Delivered:

Career and Volunteer fire crews provide a full range of fire rescue and emergency services including:

- fire suppression and rescue in structural and wildland/urban interface
- technical rescue-auto extrication
- hazardous materials/dangerous goods response
- trench rescue
- confined space rescue
- collapse rescue
- chemical biological radiological nuclear & explosive (CBRNE) – Provincial Team
- pre-hospital emergency medical services (MFR)
- high/low angle rope
- marine firefighting/shore line protection
- ice/water(shore based)

Operations Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	45,749,100	46,573,600	46,677,359	46,465,300	(108,300)	(0.2)
* Office			10			
* External Services	50,000	50,000	20,155	50,000		
* Supplies			5,547			
* Materials			(67,356)			
* Building Costs	4,000	4,000	4,739	4,000		
* Equipment & Communications	105,000	105,000	87,297	105,000		
* Vehicle Expense			5,959			
* Other Goods & Services	67,400	42,400	70,446	42,400		
* Interdepartmental			18			
* Debt Service	907,700	726,400	726,373	682,100	(44,300)	(6.1)
** Total	46,883,200	47,501,400	47,530,546	47,348,800	(152,600)	(0.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(68,758)	(81,100)		
* Other Revenue	(209,900)	(209,900)	(262,195)	(209,900)		
** Total	(291,000)	(291,000)	(330,954)	(291,000)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	46,592,200	47,210,400	47,199,592	47,057,800	(152,600)	(0.3)

Operations Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Cost Per Capita (Gross Expenditures)	\$112	\$115	\$115	\$113
Number of Calls	11,008	9,287	10,533	11,306

2016/17 Operations Key Deliverables

16/17 Deliverables
Healthy Communities – Public Safety
<p>Operational Review Recommendations Implement Council Approved Operational Review Recommendations relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes</p>
Our People – Top Talent
<p>Community Outreach program Asses newly developed Community Outreach Program intended to aid in both career and volunteer firefighter recruitment. Outreach is a permanent program.</p>

Operations Support

The role of this division is to provide public fire safety information, prevention, professional development, training and safety-related services in addition to supporting emergency operations. The division operates from a number of satellite locations in HRM.

Services Delivered:

- Fire Prevention – Responsible for life safety inspections and code enforcement, fire investigations, plans examination and public safety education, issues permits to support the prevention of fire related incidents.
- Professional Development, Training & Safety - Train and certify firefighters, company officers, and chief officers to industry and regulatory standards to support provision of effective and safe fire and emergency responses. This division also oversees all department accident reporting and investigates serious accidents directly. This division produces safety related policies and procedures and delivers health and safety training, investigates safety complaints, consults on safety challenges and represents the department to outside agencies i.e. NS Department of Labour.
- Communications and Technology – Fire relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Section staff evaluates ways to improve emergency response capability through the use of technology and stream-lining business processes.

- Logistics - The provision of physical equipment and resources needed for day-to-day operations including repairs and maintenance on self-contained breathing apparatus.
- Emergency Management Office - Ensures a professional municipal response to emergencies by providing leadership to HRM and agencies to ensure readiness in the event of a disaster or large scale emergency situation with multi-agency / multi-jurisdictional emergency response (large scale incident) coordination.
- Fire Fighter Assistance Program & Health and Wellness – Staff coordinate the Firefighter Assistance Program (FFAP), Critical Incident Stress Management Program (CSIM) and peer referral programs for career & volunteer members.

Operations Support Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	8,509,300	8,556,800	8,250,703	8,464,400	(92,400)	(1.1)
* Office	272,100	272,100	216,379	252,100	(20,000)	(7.4)
* External Services	467,500	492,500	302,434	437,500	(55,000)	(11.2)
* Supplies	492,000	559,000	795,549	589,000	30,000	5.4
* Materials			6,499			
* Building Costs	166,600	167,600	310,361	167,600		
* Equipment & Communications	304,300	303,300	373,756	303,300		
* Vehicle Expense			85			
* Other Goods & Services	1,047,500	902,500	940,722	862,500	(40,000)	(4.4)
* Interdepartmental			(58,002)			
* Other Fiscal	152,500	167,500	156,023	192,500	25,000	14.9
** Total	11,411,800	11,421,300	11,294,508	11,268,900	(152,400)	(1.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(251,700)	(51,700)	(58,159)	(21,700)	30,000	(58.0)
** Total	(251,700)	(51,700)	(58,159)	(21,700)	30,000	(58.0)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	11,160,100	11,369,600	11,236,349	11,247,200	(122,400)	(1.1)

Operations Support Key Metrics

Key Service Area Metrics	14/15	15/16	16/17
	Actual	Projection	Target
% of completed legislated inspections	7%	15%	20%
# Career Recruits	16	32	32
# Volunteer Recruits	60	80	80
# Total Training Hours	26536		

2016/17 Operations Support Key Deliverables

16/17 Deliverables
Financial Responsibility – Resource Planning and Management
<p>Year 2 Technology Roadmap: Implement Roster Management Implement rostering management system to comply with OAG recommendations to efficiently manage roster staffing requirements and minimize overtime expenditures.</p>
Service Excellence – Continuous Improvement
<p>Year 2 Technology Roadmap: FDM Upgrade Complete upgrade to FDM to a current supported version of the software.</p>
<p>Year 2 Technology Roadmap: Data Management & Process Review Implement recommendations from data management and process review intended to assist with the creation and availability of reliable data and associated reporting which will support strategic decision making.</p>
<p>Year 2 Technology Roadmap: Improve Dispatch/Call Management Process Continue to implement accepted recommendations from Pomax study to improve Dispatch Process including implementation of Volunteer notification software.</p>
<p>Review of Fire Prevention processes Continue with implementing the recommendations from Fire Prevention department review to increase the number of fire inspections completed yearly. Expand the current pilot project that engages operational crews with initial fire inspections.</p>
<p>Re-establish Heavy Urban Search & Rescue (HUSAR) Continue funding discussions through Atlantic Canada EMOs with the Federal Government to re-establish a HUSAR capability in HRM</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
F110 Operations	45,650,200	46,449,700	46,444,540	46,341,400	(108,300)	(0.2)
F791 Rural Fire Debt Payments	907,700	726,400	726,373	682,100	(44,300)	(6.1)
F793 Rural Fire-Rural Op	(8,100)	(8,100)	(13,720)	(8,100)		
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	46,592,200	47,210,400	47,199,592	47,057,800	(152,600)	(0.3)
A451 Emerg Measures Recov				25,000	25,000	
C801 Emergency Meas. Adm	353,400	228,600	205,997	229,500	900	0.4
F120 Training	2,081,700	2,108,000	2,192,576	2,152,800	44,800	2.1
F121 Career Development	105,000	105,000	78,960	75,000	(30,000)	(28.6)
F130 Prevention	1,912,900	2,142,100	1,817,974	1,905,500	(236,600)	(11.0)
F140 Administration	4,228,400	4,226,600	4,206,595	4,325,500	98,900	2.3
F141 Community Relations	113,000	113,000	128,934	113,000		
F160 Buildings & Logistic	1,976,400	2,055,500	2,203,846	2,000,200	(55,300)	(2.7)
F180 Safety & Strat. Init	90,000	90,000	108,348	120,000	30,000	33.3
F190 Communications	299,300	300,800	293,120	300,700	(100)	(0.0)
** Operations Support	11,160,100	11,369,600	11,236,349	11,247,200	(122,400)	(1.1)
*** Total	57,752,300	58,580,000	58,435,941	58,305,000	(275,000)	(0.5)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
F110 Operations	45,908,100	46,707,600	46,749,032	46,599,300	(108,300)	(0.2)
F791 Rural Fire Debt Payments	907,700	726,400	726,373	682,100	(44,300)	(6.1)
F793 Rural Fire-Rural Op	25,000	25,000	12,741	25,000		
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	46,883,200	47,501,400	47,530,546	47,348,800	(152,600)	(0.3)
A451 Emerg Measures Recov				25,000	25,000	
C801 Emergency Meas. Adm	353,400	228,600	205,997	229,500	900	0.4
F120 Training	2,084,700	2,111,000	2,192,576	2,155,800	44,800	2.1
F121 Career Development	105,000	105,000	78,960	75,000	(30,000)	(28.6)
F130 Prevention	2,123,600	2,152,800	1,833,343	1,916,200	(236,600)	(11.0)
F140 Administration	4,231,400	4,229,600	4,207,595	4,328,500	98,900	2.3
F141 Community Relations	113,000	113,000	131,659	113,000		
F160 Buildings & Logistic	1,981,400	2,060,500	2,212,911	2,005,200	(55,300)	(2.7)
F180 Safety & Strat. Init	120,000	120,000	138,348	120,000		
F181 USAR Project						
F190 Communications	299,300	300,800	293,120	300,700	(100)	(0.0)
** Operations Support	11,411,800	11,421,300	11,294,508	11,268,900	(152,400)	(1.3)
*** Total	58,295,000	58,922,700	58,825,054	58,617,700	(305,000)	(0.5)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
F110 Operations	(257,900)	(257,900)	(304,492)	(257,900)		
F793 Rural Fire-Rural Op	(33,100)	(33,100)	(26,462)	(33,100)		
* Operations	(291,000)	(291,000)	(330,954)	(291,000)		
F120 Training	(3,000)	(3,000)		(3,000)		
F130 Prevention	(210,700)	(10,700)	(15,369)	(10,700)		
F140 Administration	(3,000)	(3,000)	(1,000)	(3,000)		
F141 Community Relations			(2,725)			
F160 Buildings & Logistic	(5,000)	(5,000)	(9,065)	(5,000)		
F180 Safety & Strat. Init	(30,000)	(30,000)	(30,000)		30,000	(100.0)
F181 USAR Project						
* Operations Support	(251,700)	(51,700)	(58,159)	(21,700)	30,000	(58.0)
** Total	(542,700)	(342,700)	(389,113)	(312,700)	30,000	(8.8)

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	42,616,300	43,369,300	40,251,209	43,175,800	(193,500)	(0.4)
6002 Salaries - Overtime	1,458,000	1,458,000	3,760,706	1,594,800	136,800	9.4
6005 PDP & Union Con Incr			(87,403)			
6054 Vacation payout			96,335			
6099 Other Allowances	80,000					
6100 Benefits - Salaries	8,013,900	8,182,600	8,000,356	8,283,800	101,200	1.2
6101 Benefits - Wages			288			
6110 Vacancy Management	(912,500)	(900,000)		(1,175,000)	(275,000)	30.6
6150 Honorariums	1,904,300	1,904,300	1,879,844	1,904,300		
6151 Vehicle Allowance			4,659			
6152 Retirement Incentives	342,700	343,600	328,881	350,700	7,100	2.1
6153 Severance						
6154 Workers' Compensation	667,500	684,400	646,934	705,700	21,300	3.1
6156 Clothing Allowance	88,200	88,200	81,600	89,600	1,400	1.6
6199 Comp & Ben InterDept			(35,867)			
9200 HR CATS Wage/Ben			1,974			
9210 HR CATS OT Wage/Ben			(1,453)			
* Compensation and Benefits	54,258,400	55,130,400	54,928,063	54,929,700	(200,700)	(0.4)
6201 Telephone	96,100	96,100	81,192	96,100		
6202 Courier/Postage	16,000	16,000	21,528	16,000		
6203 Office Furn/Equip	80,000	80,000	70,754	80,000		
6204 Computer S/W & Lic	15,000	15,000	13,417	15,000		
6205 Printing & Reprod	10,000	10,000	3,734	10,000		
6207 Office Supplies	55,000	55,000	25,636	35,000	(20,000)	(36.4)
6299 Other Office Expenses			126			
* Office	272,100	272,100	216,389	252,100	(20,000)	(7.4)
6301 Professional Fees	50,000	120,000	76,470	120,000		
6302 Legal Fees	10,000	10,000	18,395	10,000		
6303 Consulting Fees			67,473			
6304 Janitorial Services			4,901			
6308 Snow Removal	20,000	100,000	77,232	100,000		
6311 Security	25,000	25,000	7,318	25,000		
6312 Refuse Collection			2,426			
6399 Contract Services	412,500	287,500	68,374	232,500	(55,000)	(19.1)
* External Services	517,500	542,500	322,588	487,500	(55,000)	(10.1)
6401 Uniforms & Clothing	325,000	332,000	484,501	332,000		
6402 Med & First Aid Supp			2,615			
6403 Patrol Equip Supplies			25			
6404 Rec Prog Supplies	60,000	120,000	176,336	150,000	30,000	25.0
6405 Photo Supp & Equip	2,500	2,500	3,774	2,500		
6406 Bridge Tolls			22			
6407 Clean/Sani Supplies	102,000	102,000	127,548	102,000		
6409 Personal Protect Equ			2,409			
6499 Other Supplies	2,500	2,500	3,866	2,500		
* Supplies	492,000	559,000	801,095	589,000	30,000	5.4

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6501 Asphalt			1,464			
6502 Chemicals			(67,479)			
6504 Hardware			1,874			
6505 Lubricants			78			
6511 Salt			2,348			
6520 Salt-Sand Mix			859			
* Materials			(60,857)			
6602 Electrical			1,204			
6607 Electricity	9,000	10,000	14,426	10,000		
6608 Water	11,500	11,500	26,293	11,500		
6612 Safety Systems			876			
6616 Natural Gas-Buildings	8,000	8,000	11,942	8,000		
6699 Other Building Cost	142,100	142,100	260,358	142,100		
* Building Costs	170,600	171,600	315,099	171,600		
6701 Equipment Purchase	147,500	146,500	131,875	146,500		
6702 Small Tools	35,000	35,000	35,981	35,000		
6703 Computer Equip/Rent	25,000	25,000	15,589	25,000		
6704 Equipment Rental			59			
6705 Equip - R&M	126,800	126,800	184,838	126,800		
6706 Computer R&M			713			
6707 Plumbing & Heating			70			
6708 Mechanical Equipment			549			
6711 Communication System	75,000	75,000	91,379	75,000		
* Equipment & Communications	409,300	408,300	461,053	408,300		
6802 Vehicle R&M			6,007			
6803 Vehicle Fuel - Diesel			18			
6804 Vehicle Fuel - Gas			19			
* Vehicle Expense			6,044			
6901 Membership Dues	12,500	12,500	11,858	12,500		
6903 Travel - Local	30,000	25,000	27,738	25,000		
6904 Travel - Out of Town	100,000	75,000	39,024	45,000	(30,000)	(40.0)
6905 Training & Education	400,000	270,000	248,570	190,000	(80,000)	(29.6)
6906 Licenses & Agreements	42,400	42,400	42,973	42,400		
6907 Commission Fees						
6908 Medical Examinations	25,000	25,000	31,077	25,000		
6909 Cost of Sales			180			
6911 Facilities Rental	70,000	70,000	116,108	120,000	50,000	71.4
6912 Advertising/Promotio	35,000	35,000	34,461	35,000		
6913 Awards	50,000	50,000	47,478	50,000		
6914 Recruiting	40,000	40,000	53,392	60,000	20,000	50.0
6916 Public Education	65,000	65,000	56,244	65,000		
6917 Books and Periodicals	25,000	25,000	65,090	25,000		
6918 Meals	35,000	35,000	47,817	35,000		
6928 Committee Expenses	2,000	2,000	75	2,000		
6933 Community Events	10,000	10,000	5,597	10,000		
6938 Rewarding Excellence	25,000	25,000	22,867	25,000		
6943 Health and Wellness	120,000	120,000	117,214	120,000		
6999 Other Goods/Services	28,000	18,000	43,407	18,000		
* Other Goods & Services	1,114,900	944,900	1,011,168	904,900	(40,000)	(4.2)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
7009 Internal Trfr Other			(59,676)			
9911 PM Labour-Reg			1,692			
* Interdepartmental			(57,984)			
8011 Interest on Debentur	151,600	126,300	126,318	106,500	(19,800)	(15.7)
8012 Principal on Debentur	756,100	600,100	600,055	575,600	(24,500)	(4.1)
* Debt Service	907,700	726,400	726,373	682,100	(44,300)	(6.1)
8003 Insurance Pol/Prem	4,000	19,000	18,523	19,000		
8004 Grants	148,500	148,500	137,500	148,500		
8008 Transf to/fr Reserve				25,000	25,000	
* Other Fiscal	152,500	167,500	156,023	192,500	25,000	14.9
** Total	58,295,000	58,922,700	58,825,054	58,617,700	(305,000)	(0.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4909 False Alarm Recovery	(60,000)	(60,000)	(47,613)	(60,000)		
5102 Facilities Rentals	(21,100)	(21,100)	(21,146)	(21,100)		
* Fee Revenues	(81,100)	(81,100)	(68,758)	(81,100)		
5508 Recov External Parti	(253,900)	(253,900)	(302,424)	(223,900)	30,000	(11.8)
5600 Miscellaneous Revenue	(207,700)	(7,700)	(17,930)	(7,700)		
* Other Revenue	(461,600)	(261,600)	(320,354)	(231,600)	30,000	(11.5)
** Total	(542,700)	(342,700)	(389,113)	(312,700)	30,000	(8.8)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	57,752,300	58,580,000	58,435,941	58,305,000	(275,000)	(0.5)

Halifax Public Libraries

2016/17 Budget and Business Plan

Mission: Connecting people. Enriching communities. Inspiring discovery.

Vision: Halifax Public Libraries: Where we shape the future together... Imagine the possibilities.

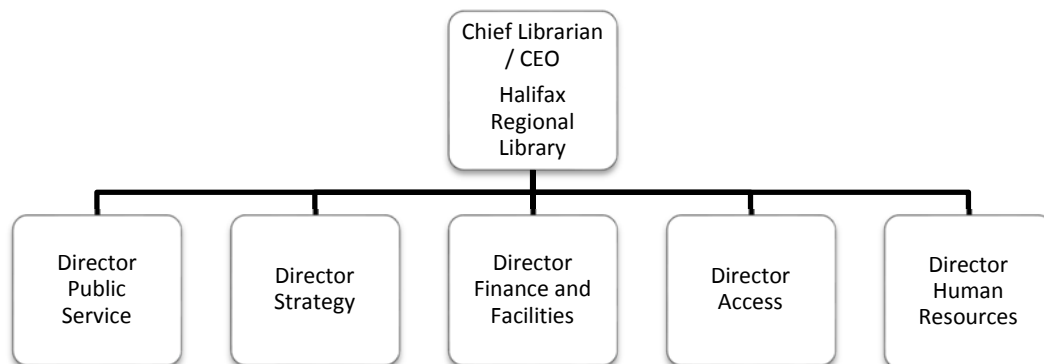
Halifax Public Libraries Overview

The Halifax Public Libraries provides public library service to the residents of the Municipality of Halifax under the direction of the Halifax Regional Library Board in alignment with its strategic vision and mission, through a network of 14 branches, a website, Borrow by Mail and Home Delivery services.

A collection of almost 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, magazines, videos and audiobooks. As well, a range of programs for all ages are designed in collaboration with the communities served by each branch, including: reading development for children, puppet shows, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, computer training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designated for reading, studying, access to technology (computer use, wireless access and gaming), organized meetings, socializing, connecting with people and the world. The website (halifaxpubliclibraires.ca) brings the Library to residents where they are, 24/7.

Halifax Public Libraries Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	298.1	337.9	-4.4	333.5

Halifax Public Libraries Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	16,525,100	18,131,000	17,952,066	19,259,500	1,128,500	6.2
* Office	426,800	364,500	407,046	434,060	69,560	19.1
* External Services	348,900	1,014,500	911,140	1,071,100	56,600	5.6
* Supplies	119,400	123,400	112,063	124,700	1,300	1.1
* Materials	1,000	1,000	1,005		(1,000)	(100.0)
* Building Costs	903,600	1,315,100	1,323,091	1,283,000	(32,100)	(2.4)
* Equipment & Communications	516,800	433,500	306,529	368,140	(65,360)	(15.1)
* Vehicle Expense			9			
* Other Goods & Services	3,055,100	3,141,400	3,188,216	3,136,600	(4,800)	(0.2)
* Interdepartmental	6,000	5,000	14,107	5,000		
* Other Fiscal	1,101,500	591,600	827,821	(800)	(592,400)	(100.1)
** Total	23,004,200	25,121,000	25,043,094	25,681,300	560,300	2.2
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,916,000)	(4,930,400)	(4,916,000)		
* Fee Revenues	(495,900)	(515,200)	(789,466)	(1,040,300)	(525,100)	101.9
* Other Revenue	(1,423,100)	(841,300)	(793,989)	(285,000)	556,300	(66.1)
** Total	(6,754,200)	(6,272,500)	(6,513,855)	(6,241,300)	31,200	(0.5)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	16,250,000	18,848,500	18,529,239	19,440,000	591,500	3.1

Halifax Public Libraries Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Administrative Services Summary of Expense & Revenue Types	(3,577,000)	(3,621,800)	(3,323,993)	(3,825,400)	(203,600)	5.6
Information Technology/Collection Manage Summary of Expense &	4,221,200	4,334,600	5,015,461	4,954,700	620,100.0	14.3
Branches/Public Services Summary of Expense & Revenue Types	15,605,900	18,135,700	16,925,125	18,310,700	175,000.0	1.0
Restricted Funds Summary of Expense & Revenue Types	(100)		(1,332)			
Capital Transactions Summary of Expense & Revenue Types			(86,022)			
	16,250,000	18,848,500	18,529,239	19,440,000	591,500.0	3.1

Halifax Public Libraries Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	71.5%	73.3%	75%	75.1%
Expenditures per Dwelling (16/17 estimate: 193,424 dwellings)	\$119.46	\$115.68	\$131.96	\$132.76

Halifax Public Libraries Strategic Initiatives for 2016/17

Strategic Alignment	
HPL 1.01	Healthy Communities – Inclusive and Accessible Community
<p>Universal Access Development of barrier-free access for persons with disabilities will continue by working with the community to create universally accessible programs, collections of library materials, services, and facilities.</p>	
HPL 1.02	Healthy Communities – Recreation and Leisure
<p>Youth Review Regional Children's Programming Plan and Regional Teen Services Plan for opportunities for collaboration and integration with HRM's Parks and Recreation plans in addressing the needs of these age groups (e.g. programming, community van, shared activities for youth.)</p>	
HPL 1.03	Healthy Communities – Recreation and Leisure
<p>Master Facilities Plan Library service is delivered through 14 facilities that vary in quality and condition. The updated Library's Master Facilities Plan will be reviewed in relation to Parks and Recreation's Community Master Plan to determine alignments, identify shared priority areas and potential collaboration. As well, it will provide direction for future capital and operating investments in library facilities to ensure a state of good repair and for expanded/new facilities. A focus on an expanded Bedford Library remains a priority.</p>	
HPL 1.04	Economic Development – Welcoming Community and Youth Retention
<p>Diversity / Immigrant Services The Library's Immigrant Services Community Advisory Committee is active, engaged, and supporting in the development of programs and services that respond to integration and settlement needs. Work will continue with a broad array of community partners, as well as participation in regional initiatives such as the Local Immigration Partnership (LIP). Work will continue with our funding partners to ensure the sustainability of the Library's English Language Learning programs.</p>	
HPL 1.05	Governance and Communication – Public Engagement
<p>Customer and Community Engagement The Library continues to develop, implement and integrate community and customer engagement through internal capacity building and service development. A focus on community engagement continues in 2016-17 with Branch Libraries working with their communities to identify community-specific service needs and to strengthen community partnerships.</p>	

HPL 1.06	Financial Responsibility – Resource Planning and Management
Strategic Planning	
A new Strategic Plan will be developed to guide strategic and operational initiatives in 2016-2017 and in the future.	

2016/17 Director’s Office Key Deliverables

16/17 Deliverables – Director’s Office	
Financial Responsibility – Resource Planning and Management	
Strategic Plan	To set the strategic priorities for the Library for the coming 5 years, the Library will develop and begin implementing the 2016-2020 strategic plan.
Organizational Structure Review	To ensure that staff resources are allocated to provide optimal service to the public, the Library will evaluate the staffing structure across the organization and adjust accordingly.
Strategic Fundraising Plan	Draft a strategic fundraising plan to set the framework for excellent decision making into the future.

Summary of 2016/17 Halifax Public Libraries Changes

Cost Reduction Initiatives	Proposed 16/17 Savings
Compensation and Benefits (Reduce full-time positions and part-time hours / Increase vacancy management)	\$325,000
Optimized Revenue (Increased parking, meeting room and photocopying/printing revenue)	\$265,000
Total to offset Base Cost Increase	\$590,000

2016/17 Halifax Public Libraries Service Area Plans

Administrative Services

The functions of Strategy, Finance & Facilities, and Human Resources are centralized to support the provision of library service across the region.

Services Delivered:

- Strategy - providing administrative support services to the Library Board, Chief Librarian/CEO, Senior Management Team and all managers across the Library system. Responsible for record and document development and management, maintenance of the staff Intranet site, maintenance of fund development and donor database. It also encompasses the Research and Development division providing management services, facilitating processes and planning including business plan coordination, project planning, demographic and performance analysis and data research.
- Finance and Facilities - ensuring funding levels and facility maintenance are adequate to support the various services and initiatives provided by the Library system and that all related public service needs are being met. Key functional areas include managing financial planning, analysis and the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receiving, asset management and all aspects of facility management.
- Human Resources / Payroll - providing direction for Payroll and HR programs and services in all Library branches and departments. Key functional areas include: managing labour and employee relations, occupational health and safety, training and development, recruitment and selection, organizational development, compensation and benefits and volunteer oversight.

Administrative Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	916,000	965,900	1,289,088	973,600	7,700	0.8
* Office	119,100	105,700	106,713	98,300	(7,400)	(7.0)
* External Services	75,000	70,000	71,285	125,000	55,000	78.6
* Supplies	1,500	1,500	277	1,500		
* Building Costs	7,600	5,000	4,444		(5,000)	(100.0)
* Equipment & Communications	5,000	5,000	6,903	5,000		
* Vehicle Expense			9			
* Other Goods & Services	160,100	168,200	166,314	172,200	4,000	2.4
* Interdepartmental	1,000					
* Other Fiscal						
** Total	1,285,300	1,321,300	1,645,034	1,375,600	54,300	4.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,916,000)	(4,930,400)	(4,916,000)		
* Fee Revenues	(4,000)	(4,000)	(4,172)		4,000	(100.0)
* Other Revenue	(23,100)	(23,100)	(34,455)	(285,000)	(261,900)	1,133.8
** Total	(4,862,300)	(4,943,100)	(4,969,027)	(5,201,000)	(257,900)	5.2
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	(3,577,000)	(3,621,800)	(3,323,993)	(3,825,400)	(203,600)	5.6

Administrative Services Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Job Postings	146	211	156	140
Internal Hire Rate	72%	66%	70%	70%
External Hire Rate	28%	34%	30%	30%
Turnover Rate	10.4%	7.4%	8.8%	8%

2016/17 Administrative Services Key Deliverables

16/17 Deliverables
Economic Development – Welcoming Community and Youth Retention
<p>Youth Employment To support career opportunities for youth and support retention of youth in the community, the Library will develop & implement a plan to increase employment of youth, including those at risk of exclusion, across the Library.</p>
Governance and Communication - Communications
<p>Communication Improvement To facilitate members of the community having a high level of awareness about library programs and services and their value, the Library will develop a marketing and communication strategy.</p>
Our People – Top Talent
<p>Employee Recruitment Portal To streamline the experience for individuals seeking employment with the Library and better measure recruitment success, the Library will implement an online staff recruitment tool.</p>
Service Excellence – Continuous Improvement
<p>Business Intelligence Strategy To support resources being put towards activities and services that have the greatest impact on the community, the Library will develop a business intelligence strategy to identify the success and impact measures that will best inform management decisions.</p>
Governance and Communications - Communications
<p>Library Website Launch the Library's new website to enhance the public's access to online resources and information.</p>
Our People - Workforce Planning
<p>Staff Training and Development Plan Launch a comprehensive staff training and development plan to support service excellence and succession planning.</p>

Community and Branch Services

Public library service is provided to residents of the Municipality via fourteen (14) branches, Borrow by Mail and Home Delivery Services and a website supporting a range of electronic services and resources. More than 3.5 million in-person and over 2 million on-line visits are anticipated by the end of 2015.16. Currently 43.3% of HRM residents have a Halifax Public Libraries membership card.

Services Delivered:

- Community Engagement - providing direct library services for the Municipality's communities through the Library's branches, Borrow by Mail and Home Delivery service; working with community members, partners and staff to develop community-led library services and facilitate accessibility and respect for diversity; participating in the province-wide program Borrow Anywhere Return Anywhere. Library services include lending services, programs for all ages, literacy upgrading, services to immigrants, and meeting room rentals.
- Branch Services - managing service development and delivery for 14 library branches, including Central Library, as well as the development of system-wide programming and services for all ages, and the circulation of a wide variety of print and electronic library material. Library staff assists the public with information and leisure reading needs, provides access to local history and genealogy information, and assists people with accessing the latest electronic materials and devices in collaborative and social spaces.
- Communications and Marketing - developing all communications and marketing strategies and promotional materials, managing the library's website and special events, representing the library to the media, and providing support to the Central Library capital campaign.

Community and Branch Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	13,622,700	15,289,900	14,248,735	15,879,000	589,100	3.9
* Office	162,100	133,700	130,784	149,300	15,600	11.7
* External Services	242,700	758,300	735,348	693,600	(64,700)	(8.5)
* Supplies	1,000	5,000	2,306	1,200	(3,800)	(76.0)
* Materials	1,000	1,000	1,005		(1,000)	(100.0)
* Building Costs	896,000	1,310,100	1,318,647	1,283,000	(27,100)	(2.1)
* Equipment & Communications	80,600	97,800	123,266	76,800	(21,000)	(21.5)
* Vehicle Expense						
* Other Goods & Services	1,074,500	1,272,700	1,113,928	1,263,900	(8,800)	(0.7)
* Interdepartmental	5,000	5,000	14,016	5,000		
* Other Fiscal	12,200	21,600	21,846	(800)	(22,400)	(103.7)
** Total	16,097,800	18,895,100	17,709,883	19,351,000	455,900	2.4
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(491,900)	(511,200)	(785,294)	(1,040,300)	(529,100)	103.5
* Other Revenue		(248,200)	536		248,200	(100.0)
** Total	(491,900)	(759,400)	(784,758)	(1,040,300)	(280,900)	37.0
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	15,605,900	18,135,700	16,925,125	18,310,700	175,000	1.0

Community and Branch Services Key Metrics

Key Service Area Metrics	13/14	14/15 *	15/16	16/17
	Actual	Actual	Projection	Target
Active Library users	159,635	172,520	179,323	191,000
Circulation (Total)	4,709,496	4,607,928	5,142,187	5,000,000
Circulation per capita	11.57	11.23	12.41	12.0
Digital Media Checkouts	387,326	463,202	613,936 **	620,000
Home Delivery / Borrow by Mail Checkouts	57,295	54,809	58,187	58,000
In-Person visits	2,350,484	2,867,486	3,685,822	3,700,000
Visits per capita	5.77	6.99	8.89	9.0
Website visits	1,693,489	1,877,896	2,073,132	2,200,000
Program Attendance (Total)	151,583	159,141	211,696	220,000
Information Questions Asked	313,248	325,180	349,770	350,000
Meeting Room Bookings	4,753	6,067	10,027	10,200
Volunteer Hours	n/a	23,221	22,991	23,000

*Spring Garden Rd Library closed permanently in August 2014; Halifax Central Library opened in December 2014 and Cole Harbour Library closed for 5 weeks for renovations in July 2015

** Zinio digital magazine service introduced

2016/17 Community and Branch Services Key Deliverables

16/17 Deliverables
Economic Development – Welcoming Community and Youth Retention
<p>Immigrant Services Development To provide long-term support for immigrants and newcomers to Halifax, the Library will develop specialized regional programs and services and create awareness of those programs within the community.</p>
Healthy Communities – Recreation and Leisure
<p>Musquodoboit Harbour Refurbishment To provide more collaborative community meeting spaces, a streamlined service desk, improved washrooms and additional space for technology, the Library will redesign and renovate the Musquodoboit Harbour Public Library.</p>
Governance and Communication – Public Engagement
<p>Branch Community Engagement Projects To ensure the library is successfully reaching beyond its branches and into the community, the Library will evaluate 2015-16 Community Engagement Project Pilots and implement the Community Engagement Strategy more broadly, where appropriate.</p>
Healthy Communities - Recreation and Leisure

16/17 Deliverables
<p>Youth Technology Plan Launch a youth technology plan, including gaming, creative lab and media studio, aimed at engaging a broad range of youth in the library.</p>
Service Excellence – Continuous Improvement
<p>Customer Service Review Review the Library's customer service model and adjust to ensure the highest level of service expertise and friendliness.</p>

Access Services

The infrastructure to support the delivery of library service throughout the region is provided by the Access Services department encompassing library materials and technological infrastructure. A specialized integrated library system supports the library materials database, customer database and community resources database listing clubs, organizations and continuing education courses across the Municipality.

Services Delivered:

- Collection Management - developing meaningful and high quality print and electronic collections, ordering and receiving all materials, managing the Library's electronic catalogue to make items searchable and easily accessible to the public.
- Information Technology - implementing and supporting system-wide public use and office computer hardware and software, managing the information technology environment including the integrated library system.

Access Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,905,800	1,875,200	2,272,230	2,406,900	531,700	28.4
* Office	137,100	125,100	165,537	186,460	61,360	49.0
* External Services	30,200	186,200	101,507	252,500	66,300	35.6
* Supplies	116,900	116,900	109,480	122,000	5,100	4.4
* Equipment & Communications	330,700	330,700	525,821	286,340	(44,360)	(13.4)
* Other Goods & Services	1,700,500	1,700,500	1,845,287	1,700,500		
** Total	4,221,200	4,334,600	5,019,861	4,954,700	620,100	14.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue			(4,400)			
** Total			(4,400)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	4,221,200	4,334,600	5,015,461	4,954,700	620,100	14.3

Access Services Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Public Use Computer Bookings	647,098	799,960	1,539,387	1,540,000
Catalogue Logins	1,100,829	1,379,718	1,052,267	1,200,000
Collection Size	961,208	994,706	943,000	950,000
<i>Collection per capita</i>	2.46	2.42	2.32	2.32
Titles Added to the Collection	33,862	33,841	33,442	32,000
Items added to the Collection	148,211	133,077	138,888	130,000

2016/17 Access Services Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>Library Information Technology Modernization - Infrastructure and Tools To ensure the Library is able to meet the current and future needs of Library customers, select technology infrastructure and tools will be upgraded in accordance with best practices. This includes an upgrade to wireless internet access across all branches; migration of the Library's primary systems to hosted service; and enhancements to the Library's web-based tools and content.</p>
Our People - Workforce Planning
<p>Staff Scheduling Implement staff scheduling software to improve efficiency.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
B011 Administrative Services	(3,577,000)	(3,621,800)	(3,323,993)	(3,825,400)	(203,600)	5.6
* Administrative Services	(3,577,000)	(3,621,800)	(3,323,993)	(3,825,400)	(203,600)	5.6
B012 IT & Collection Mgmt	4,221,200	4,334,600	5,015,461	4,954,700	620,100	14.3
* Information Technology/Collecti	4,221,200	4,334,600	5,015,461	4,954,700	620,100	14.3
B013 Communications & Mkt	570,600	551,800	420,481	566,400	14,600	2.6
B021 Alderney Gate Library	1,386,500	1,314,900	1,261,469	1,387,200	72,300	5.5
B032 LKDSpr. Gard Library	3,422,300					
B034 Central Library		5,961,400	4,884,870	5,439,500	(521,900)	(8.8)
B035 Central, Parkg/Plaza			161			
B041 Branch Library Services	913,600	931,000	988,972	998,900	67,900	7.3
B042 Cole Harbour Library	871,900	863,000	832,286	903,800	40,800	4.7
B043 Dartmouth North Library	379,500	380,300	374,098	397,400	17,100	4.5
B044 Sackville Library	825,600	826,300	815,203	875,900	49,600	6.0
B045 Woodlawn Library	1,813,900	1,865,100	1,800,763	1,915,000	49,900	2.7
B046 Bedford Library	742,300	739,700	722,950	796,400	56,700	7.7
B047 Cpt Wil.Spry Library	663,700	653,800	654,451	728,600	74,800	11.4
B048 Halifax North Library	724,800	737,000	844,347	813,500	76,500	10.4
B049 Keshen Goodman Library	1,700,200	1,744,000	1,703,680	1,831,500	87,500	5.0
B051 Musq. Harb. Library	214,800	213,600	220,049	230,100	16,500	7.7
B052 Shatford Memorial Library	177,200	173,500	192,351	193,700	20,200	11.6
B053 Sheet Harbour Library	213,200	204,100	213,193	223,200	19,100	9.4
B054 Tantallon Library	985,800	976,200	995,802	1,009,600	33,400	3.4
* Branches/Public Services	15,605,900	18,135,700	16,925,125	18,310,700	175,000	1.0
** Library General Rate	16,250,100	18,848,500	18,616,593	19,440,000	591,500	3.1
B061 Special Projects			(1,332)			
B063 Res Capital Campaign	(100)					
* Restricted Funds	(100)		(1,332)			
** Library Restricted Funds	(100)		(1,332)			
B071 Capital Transactions			(86,022)			
** Capital Transactions			(86,022)			
*** Total	16,250,000	18,848,500	18,529,239	19,440,000	591,500	3.1

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
B011 Administrative Services	1,285,300	1,321,300	1,645,034	1,375,600	54,300	4.1
* Administrative Services	1,285,300	1,321,300	1,645,034	1,375,600	54,300	4.1
B012 IT & Collection Mgmt	4,221,200	4,334,600	5,019,861	4,954,700	620,100	14.3
* Information Technology/Collecti	4,221,200	4,334,600	5,019,861	4,954,700	620,100	14.3
B013 Communications & Mkt	570,600	551,800	420,481	566,400	14,600	2.6
B021 Alderney Gate Library	1,441,100	1,374,500	1,324,236	1,452,200	77,700	5.7
B032 LKDSpr. Gard Library	3,507,700					
B034 Central Library		6,373,000	5,342,612	6,156,500	(216,500)	(3.4)
B041 Branch Library Services	913,600	931,000	988,972	998,900	67,900	7.3
B042 Cole Harbour Library	901,300	887,500	852,173	921,800	34,300	3.9
B043 Dartmouth North Library	386,500	387,300	380,952	404,400	17,100	4.4
B044 Sackville Library	867,800	858,500	849,553	908,100	49,600	5.8
B045 Woodlawn Library	1,873,300	1,916,500	1,846,840	1,959,800	43,300	2.3
B046 Bedford Library	768,900	762,300	741,905	814,000	51,700	6.8
B047 Cpt Wil.Spry Library	687,700	673,800	673,442	746,600	72,800	10.8
B048 Halifax North Library	742,200	751,500	855,193	825,500	74,000	9.8
B049 Keshen Goodman Library	1,803,400	1,822,000	1,775,446	1,905,000	83,000	4.6
B051 Musq. Harb. Library	222,000	219,800	226,764	236,300	16,500	7.5
B052 Shatford Memorial Library	181,800	177,800	196,262	198,000	20,200	11.4
B053 Sheet Harbour Library	216,000	206,900	216,054	226,200	19,300	9.3
B054 Tantallon Library	1,013,900	1,000,900	1,018,837	1,031,300	30,400	3.0
* Branches/Public Services	16,097,800	18,895,100	17,709,883	19,351,000	455,900	2.4
** Library General Rate	21,604,300	24,551,000	24,374,778	25,681,300	1,130,300	4.6
B063 Res Capital Campaign	1,399,900	570,000	491,559		(570,000)	(100.0)
* Restricted Funds	1,399,900	570,000	754,338		(570,000)	(100.0)
** Library Restricted Funds	1,399,900	570,000	754,338		(570,000)	(100.0)
** Capital Transactions			(86,022)			
*** Total	23,004,200	25,121,000	25,043,094	25,681,300	560,300	2.2

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	14,269,600	15,268,500	15,758,332	16,291,600	1,023,100	6.7
6002 Salaries - Overtime			36,310			
6005 PDP & Union Con Incr			(1,062,047)			
6054 Vacation payout			9,691			
6100 Benefits - Salaries	2,568,500	2,992,500	2,969,288	3,233,500	241,000	8.1
6110 Vacancy Management	(500,000)	(350,000)		(500,000)	(150,000)	42.9
6151 Vehicle Allowance						
6152 Retirement Incentives	94,100	123,700	113,938	131,800	8,100	6.5
6154 Workers' Compensation	92,900	96,300	91,763	102,600	6,300	6.5
6155 Overtime Meals			234			
6194 Sick Bank allowance			(39,100)			
6199 Comp & Ben InterDept						
9200 HR CATS Wage/Ben			54,223			
9210 HR CATS OT Wage/Ben			19,435			
* Compensation and Benefits	16,525,100	18,131,000	17,952,066	19,259,500	1,128,500	6.2
6201 Telephone	116,800	97,000	96,667	98,000	1,000	1.0
6202 Courier/Postage	21,000	17,000	30,810	21,000	4,000	23.5
6203 Office Furn/Equip	42,600	41,900	32,005	44,600	2,700	6.4
6204 Computer S/W & Lic	40,000	50,000	30,454	65,060	15,060	30.1
6205 Printing & Reprod	65,000	25,000	22,264	25,000		
6207 Office Supplies	80,400	72,600	79,430	68,400	(4,200)	(5.8)
6208 Binding	15,000	15,000	10,779	13,000	(2,000)	(13.3)
6299 Other Office Expenses	46,000	46,000	104,638	99,000	53,000	115.2
* Office	426,800	364,500	407,046	434,060	69,560	19.1
6301 Professional Fees	50,000	50,000	37,177	50,000		
6302 Legal Fees	11,000	10,000	10,584	10,000		
6304 Janitorial Services	194,100	446,800	452,479	449,900	3,100	0.7
6308 Snow Removal	36,800	58,800	56,464	64,300	5,500	9.4
6311 Security		67,100	157,491	67,100		
6312 Refuse Collection	11,800	18,600	26,283	27,300	8,700	46.8
6399 Contract Services	45,200	363,200	170,662	402,500	39,300	10.8
* External Services	348,900	1,014,500	911,140	1,071,100	56,600	5.6
6401 Uniforms & Clothing	1,000		1,024	700	700	
6402 Med & First Aid Supp			78			
6406 Bridge Tolls	500	500	1,597	3,000	2,500	500.0
6407 Clean/Sani Supplies			621			
6499 Other Supplies	117,900	122,900	108,743	121,000	(1,900)	(1.5)
* Supplies	119,400	123,400	112,063	124,700	1,300	1.1
6502 Chemicals			1			
6504 Hardware			641			
6507 Propane	1,000	1,000			(1,000)	(100.0)
6515 Stone and Gravel			363			
6517 Paint						
* Materials	1,000	1,000	1,005		(1,000)	(100.0)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6602 Electrical			9,737			
6603 Grnds & Landscaping	4,000	4,000	3,316	4,000		
6605 Municipal Taxes	217,800	223,800	213,253	198,900	(24,900)	(11.1)
6606 Heating Fuel	73,100					
6607 Electricity	319,900	557,100	514,575	559,400	2,300	0.4
6608 Water	14,500	47,400	44,322	42,000	(5,400)	(11.4)
6609 Elevator & Escalator	4,500	22,700	16,177	21,500	(1,200)	(5.3)
6610 Building - Exterior			1,086			
6611 Building - Interior						
6612 Safety Systems	1,600	1,600	12,843	1,600		
6616 Natural Gas-Buildings	49,900	246,800	138,819	214,800	(32,000)	(13.0)
6617 Pest Management			1,810			
6699 Other Building Cost	218,300	211,700	367,152	240,800	29,100	13.7
* Building Costs	903,600	1,315,100	1,323,091	1,283,000	(32,100)	(2.4)
6701 Equipment Purchase	344,300	243,800	119,629	191,740	(52,060)	(21.4)
6702 Small Tools						
6705 Equip - R&M	3,000	1,500		1,500		
6706 Computer R&M	151,900	151,900	149,064	159,600	7,700	5.1
6707 Plumbing & Heating			3,905			
6708 Mechanical Equipment	17,600	36,300	33,931	15,300	(21,000)	(57.9)
6711 Communication System						
* Equipment & Communications	516,800	433,500	306,529	368,140	(65,360)	(15.1)
6802 Vehicle R&M						
6804 Vehicle Fuel - Gas			9			
* Vehicle Expense			9			
6901 Membership Dues	12,500	16,600	18,275	16,600		
6903 Travel - Local	35,000	40,000	31,361	40,000		
6904 Travel - Out of Town	30,000	30,000	18,137	30,000		
6905 Training & Education	70,000	70,000	85,086	70,000		
6906 Licenses & Agreements						
6911 Facilities Rental	997,200	1,051,700	1,014,770	1,042,800	(8,900)	(0.8)
6912 Advertising/Promotio	40,000	20,000	17,285	20,400	400	2.0
6917 Books and Periodicals	1,800,500	1,825,500	1,851,763	1,825,500		
6918 Meals			905			
6928 Committee Expenses	5,000	4,000	12,306	8,000	4,000	100.0
6938 Rewarding Excellence						
6946 Branch Programming	28,100	39,900	62,008	41,700	1,800	4.5
6947 Literacy/Heritage Pr	10,500	10,500	33,457	9,500	(1,000)	(9.5)
6948 Arts/Perform.Program	8,600	12,000	12,206	10,900	(1,100)	(9.2)
6950 Region.Serv.Program	16,500	20,000	29,142	20,000		
6999 Other Goods/Services	1,200	1,200	1,514	1,200		
* Other Goods & Services	3,055,100	3,141,400	3,188,216	3,136,600	(4,800)	(0.2)
7009 Internal Trfr Other			5,536			
7011 Int Trf Record Check	1,000					
7012 Int Trf Print/Reprod	5,000	5,000	1,619	5,000		
7099 Interdept Chargeback						
9910 PM Shop Expenses						
9911 PM Labour-Reg			6,953			
* Interdepartmental	6,000	5,000	14,107	5,000		

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
8002 Insurance Claims						
8008 Transf to/fr Reserve	1,102,300	(2,507,600)	513,959		2,507,600	(100.0)
8017 Bank Charges						
8022 Transf to/fr Trust	(800)	(800)	(554)	(800)		
8024 Transf to/fr Capital		3,100,000			(3,100,000)	(100.0)
8045 Amortization Expense			314,415			
* Other Fiscal	1,101,500	591,600	827,821	(800)	(592,400)	(100.1)
** Total	23,004,200	25,121,000	25,043,094	25,681,300	560,300	2.2
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4703 Cond.Grant NS(Other)	(4,835,200)	(4,916,000)	(4,930,400)	(4,916,000)		
* Transfers from other Gov'ts	(4,835,200)	(4,916,000)	(4,930,400)	(4,916,000)		
4902 Fines Fees	(486,300)	(475,600)	(465,462)	(569,200)	(93,600)	19.7
5101 Parking Rentals			(94,416)	(204,000)	(204,000)	
5102 Facilities Rentals	(9,600)	(39,600)	(107,018)	(147,100)	(107,500)	271.5
5151 Lease Revenue			(112,751)	(120,000)	(120,000)	
5204 Administration Fees			(1,999)			
5227 Photocopier Revenue			(7,819)			
* Fee Revenues	(495,900)	(515,200)	(789,466)	(1,040,300)	(525,100)	101.9
5508 Recov External Parti			(20,377)			
5520 Donations	(1,411,100)	(581,100)	(465,584)	(270,000)	311,100	(53.5)
5600 Miscellaneous Revenue	(12,000)	(260,200)	(308,029)	(15,000)	245,200	(94.2)
* Other Revenue	(1,423,100)	(841,300)	(793,989)	(285,000)	556,300	(66.1)
** Total	(6,754,200)	(6,272,500)	(6,513,855)	(6,241,300)	31,200	(0.5)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	16,250,000	18,848,500	18,529,239	19,440,000	591,500	3.1

Parks & Recreation

2016/17 Budget and Business Plan

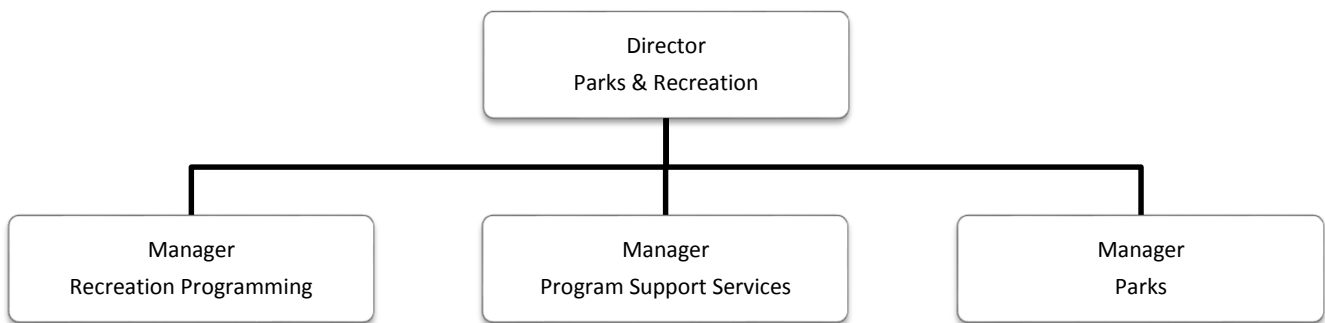
Mission: Parks & Recreation works to create a Halifax where everyone has access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment.

We make a difference.

Parks & Recreation Overview

Parks & Recreation is committed to enhancing the health & quality of life for all citizens through accessible programs, services, facilities and open spaces including diverse recreation and cultural choices; and delivering inclusive civic events. Services provided through recreation, facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sportsfields and skateboard parks.

Parks & Recreation Org Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs Includes full & part-time permanent positions	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full Time	244.0	231.6	-4.4	227.2
Casual, Seasonal and Term	219.8	250.9	-1.7	249.2
Total FTE's	463.8	482.5	-6.1	476.4

Parks & Recreation Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	23,885,700	23,246,000	21,535,976	23,330,300	84,300	0.4
* Office	592,700	558,500	342,293	508,500	(50,000)	(9.0)
* External Services	2,606,900	5,149,700	4,992,641	4,842,200	(307,500)	(6.0)
* Supplies	557,900	578,000	586,553	562,300	(15,700)	(2.7)
* Materials	564,500	534,300	497,248	515,100	(19,200)	(3.6)
* Building Costs	3,874,000	2,056,800	2,252,179	2,178,900	122,100	5.9
* Equipment & Communications	588,600	532,000	432,373	554,100	22,100	4.2
* Vehicle Expense	23,900	16,100	16,535	15,700	(400)	(2.5)
* Other Goods & Services	2,925,800	2,890,700	2,792,326	2,656,200	(234,500)	(8.1)
* Interdepartmental	130,200	129,200	(189,000)	192,400	63,200	48.9
* Debt Service	1,392,200	1,379,500	1,379,618	1,343,900	(35,600)	(2.6)
* Other Fiscal	1,768,500	1,728,700	1,921,378	1,726,800	(1,900)	(0.1)
** Total	38,910,900	38,799,500	36,560,119	38,426,400	(373,100)	(1.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Area Rate Revenue	(1,642,300)					
* Fee Revenues	(11,227,800)	(11,450,500)	(11,143,422)	(11,513,700)	(63,200)	0.6
* Other Revenue	(1,216,200)	(1,099,600)	(1,265,946)	(1,108,600)	(9,000)	0.8
** Total	(14,086,300)	(12,550,100)	(12,409,368)	(12,622,300)	(72,200)	0.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	24,824,600	26,249,400	24,150,751	25,804,100	(445,300)	(1.7)

Parks & Recreation Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Parks & Recreation Administration Summary of Expense & Revenue Types	385,700	390,900	361,872	411,000	20,100	5.1
Parks Operations Summary of Expense & Revenue Types	11,308,800	11,312,900	10,468,797	11,281,700	(31,200)	(0.3)
Program Support Services Summary of Expense & Revenue Types	3,609,700	4,982,800	4,526,462	4,711,200	(271,600)	(5.5)
Recreation Programming Summary of Expense & Revenue Types	8,739,200	9,264,300	8,654,407	9,400,200	135,900	1.5
Municipal Recreation Facility & Area Services Summary of Expense & Revenue						
TourBlocked Summary of Expense & Revenue	781,200	298,500	139,213		(298,500)	(100.0)
	24,824,600	26,249,400	24,150,751	25,804,100	(445,300)	(1.7)

Parks & Recreation Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	N/A*	N/A*	59.25%	60.71%
Expenditures per dwelling (16/17 estimate: 193,424 dwellings)	N/A*	N/A*	\$130.47	\$132.35

*No data – Parks & Recreation is a new business unit formed April 1, 2015.

Parks & Recreation Strategic Initiatives for 2016/17

Strategic Alignment	
P&R 1.01	Healthy Communities - Recreation and Leisure
<p>Develop/Implement Strategic Plans Develop a Parks and Recreation Strategic Policy Framework that identifies expected outcomes regarding service delivery, fiscal sustainability, accessibility, and inclusion. The framework will guide the integration and completion of current strategic planning priorities such as Green Network Plan, Community Facility Master Plan, Cultural Spaces Plan, and several Parks Master Plans.</p>	
P&R 1.02	Healthy Communities - Recreation and Leisure
<p>Improve Customer Outreach and Access Continue to explore opportunities for improved access to programs and services. The focus will be on outreach and access including the development of an outreach communications program, consolidating and enhancing registration and bookings, and leveraging partnerships with the Province of Nova Scotia and the Halifax Regional School Board to increase access to recreation programs at major facilities and schools.</p>	
P&R 1.03	Governance & Communications - ABCs Governance
<p>Strengthen Partnerships The primary outcome of any partnership is realization that by working together the organizations are able to achieve a greater impact than if they pursued the objective on their own. Parks & Recreation will strengthen partnership agreements with Multi-District Facilities and community groups to better align programs and increase resource efficiency.</p>	
P&R 1.04	Healthy Communities - Recreation and Leisure
<p>Improve Asset Management Parks & Recreation is responsible for the provision of safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. There will be an increased investment of Parks and Recreation's human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets.</p>	

Summary of 2016/17 Parks & Recreation Changes

Cost Reduction Initiatives	Proposed 16/17
Compensation Efficiencies	\$285,100
Continued Budget Efficiencies	\$577,600
Increase in Revenue	\$72,200
Compensation Pressures	-\$285,500
Total to offset Base Cost Increase	\$649,400

New or Expanded Services including Operating Costs for New Assets	Proposed 16/17
Business Application Specialist (1 FTE) for Recreation Scheduling Software	100,000
Oval Pavilion Equipment	57,500
Maintenance Costs (Donated Assets, Western Common)	39,500
Utility Costs (Bayers Westwood Splashpad)	5,200
Mobile Adventure Earth Centre Pilot Program	25,000
Total New or Expanded Services Cost	\$ 227,200

2016/17 Parks & Recreation Service Area Plans

Recreation Programming:

Recreation Programming delivers a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth- at- risk, sport and wellness.

Services Delivered:

- Recreation Program Delivery - Delivery of neighbourhood-based inclusive recreation programs and services. Children and youth are priority target groups and programs include arts and cultural activities, dance, swimming, sport, skating, physical activity, etc. Staff design and schedule class sessions; coordinate, hire and train instructors; coordinate equipment and supply needs; and coordinate public relations and promotion tools.
- Youth Development - The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.
- Community Development and Support - Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

Recreation Programming Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	9,806,100	10,383,000	9,838,507	12,204,600	1,821,600	17.5
* Office	227,500	208,200	152,783	243,300	35,100	16.9
* External Services	718,500	796,200	865,137	779,100	(17,100)	(2.1)
* Supplies	400,500	415,400	404,646	457,800	42,400	10.2
* Materials	66,500	66,500	49,016	87,400	20,900	31.4
* Building Costs	813,700	825,200	759,561	907,100	81,900	9.9
* Equipment & Communications	355,200	319,100	213,523	420,800	101,700	31.9
* Vehicle Expense	5,800	5,800	7,021	5,800		
* Other Goods & Services	748,900	724,100	651,252	1,102,200	378,100	52.2
* Interdepartmental	(20,000)	(20,000)	12,176	(20,000)		
* Debt Service	271,400	266,200	266,188	266,200		
* Other Fiscal	(29,000)					
** Total	13,365,100	13,989,700	13,219,809	16,454,300	2,464,600	17.6
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Area Rate Revenue	(42,600)					
* Fee Revenues	(4,019,500)	(4,138,300)	(3,876,257)	(6,451,600)	(2,313,300)	55.9
* Other Revenue	(563,800)	(587,100)	(689,145)	(602,500)	(15,400)	2.6
** Total	(4,625,900)	(4,725,400)	(4,565,403)	(7,054,100)	(2,328,700)	49.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	8,739,200	9,264,300	8,654,407	9,400,200	135,900	1.5

Recreation Programming Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
# Direct Programs delivered by Recreation Programming	6,929	7,171	7,250	7,300
# of Registrants	54,944	59,509	59,600	60,000
# Youth Enrolled in Leadership Training	2,183	2,749	2,800	2,850
# Participants at Emera Oval	132,018	142,984	150,000	150,000
# Community based partnerships	-	371	375	375

2016/17 Recreation Programming Key Deliverables

16/17 Deliverables
Healthy Communities - Inclusive and Accessible Community
<p>Develop/Implement Inclusion Policy Develop an Inclusion Policy to ensure HRM recreation programs are following best practices and all governing regulations. This will include the hiring of an Inclusion and Accessibility Specialist. The inclusion policy will be embedded into the Recreation Policy framework.</p>
<p>Develop Outreach Marketing & Communications Plan Develop an Outreach and Marketing and Communications Plan in consultation with Corporate Communications.</p>
Healthy Communities - Recreation and Leisure
<p>Parks & Recreation Strategic Framework Develop Strategic Parks & Recreation Framework designed to help Regional Council determine future directions for service delivery.</p>
<p>Provide Programs for Senior and Youth Interaction Provide opportunities for interaction between seniors and youth to increase shared activities and learning. For each geographical area, a minimum of two programs that integrate seniors and youth are to be offered.</p>
<p>Youth Plan Development To create an improved understanding and clarity to youth services, Parks & Recreation will develop a Youth Plan, in consultation with the Halifax Public Libraries, intended to aid decision making as the municipality offers youth programs and services.</p>
<p>Provide Unstructured Play Opportunities Increase opportunities for unstructured play. Operationalize mobile recreation programs and expand to include mobile adventure earth outdoor play wagon. In consultation with Corporate Communications, create a communication plan for HRM Recreation Programming regarding no cost, unstructured play opportunities.</p>

Program Support Services:

Program Support Services delivers support services designed to enhance and empower communities such as civic events, cultural initiatives, strategic recreation and open space planning, community and regional recreation facility partnership support.

Services Delivered:

- Strategic Recreation Planning - Development of recreation strategic plans through the assessment of needs for recreation programs and facilities.
- Facility Partnership Management - Alternate service delivery through agreements with community groups and board-run facilities such as Facility Lease Agreement (FLA) boards, Multi-District facilities.

- Arts and Culture Development and Support - Implementation programs, plans, and policies related to culture and art.
- Civic, Cultural, and Arts Events Support - Planning, financial support, delivery and logistical support of cultural, and arts festivals and events such as Natal Day, Canada Day, Parade of Lights, Nocturne.
- Volunteer and Non-Profit Support - Supports the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.
- Property Portfolio Management - Identify real property for acquisition in support of Parks and Recreation services. Includes municipal land management, strategic property acquisition and disposals.
- Recreation Facility Scheduling - Scheduling rentals for HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional School Board schools.

Program Support Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,756,900	2,607,100	2,488,167	2,771,100	164,000	6.3
* Office	245,200	244,400	103,633	242,000	(2,400)	(1.0)
* External Services	1,101,100	1,096,500	748,189	923,400	(173,100)	(15.8)
* Supplies	12,200	12,200	7,501	12,200		
* Materials	8,000	8,000	8,598	8,000		
* Building Costs	951,100	847,800	1,041,230	847,800		
* Equipment & Communications	31,500	30,000	41,642	30,000		
* Vehicle Expense			584			
* Other Goods & Services	1,437,600	1,378,700	1,499,700	1,278,700	(100,000)	(7.3)
* Interdepartmental	213,400	212,400	(23,447)	212,400		
* Debt Service	1,120,800	1,113,300	1,113,430	1,077,700	(35,600)	(3.2)
* Other Fiscal	1,797,500	1,753,700	1,988,316	1,726,800	(26,900)	(1.5)
** Total	9,675,300	9,304,100	9,017,544	9,130,100	(174,000)	(1.9)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Area Rate Revenue	(1,599,700)					
* Fee Revenues	(3,945,400)	(4,015,200)	(4,175,619)	(4,052,800)	(37,600)	0.9
* Other Revenue	(520,500)	(306,100)	(315,463)	(366,100)	(60,000)	19.6
** Total	(6,065,600)	(4,321,300)	(4,491,082)	(4,418,900)	(97,600)	2.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,609,700	4,982,800	4,526,462	4,711,200	(271,600)	(5.5)

Program Support Services Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Cost to provide Arts, Heritage and Festival Grants per resident	\$3.15	\$5.88	\$4.40	\$4.86
# Hallmark / Large Scale Events	21	28	29	20
Value of Hallmark / Large Scale Event Grants	\$1M	\$1.55M	\$1.28M	\$1.2M
# Facility Agreements	33	33	33	33
Financial Support Provided through Facility Lease Agreements	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000

2016/17 Program Support Services Key Deliverables

16/17 Deliverables
Healthy Communities - Recreation and Leisure
<p>Arena Replacement / Rehabilitation Council has approved the design-build-operate contract for the new Dartmouth 4-Pad. Construction will commence in early 2016 for a fall 2017 opening. Finalize agreement for the operation of the facility along with exploration of naming rights.</p>
<p>Dartmouth Sportsplex Recapitalization To advance the recapitalization work, complete design and tender documents for the Dartmouth Sportsplex project.</p>
<p>HRSB Service Exchange Agreement / Joint Use Agreement – Implement Negotiate with HRSB to update the Service Exchange Agreement (SEA) and specific Joint Use Agreements (JUA) to provide improved access for citizens.</p>
<p>Establish Internal Sport Committee Explore development of an Internal Sport Committee to ensure respective efforts are aligned, efficient and effective in meeting public need.</p>
<p>Community Facilities Master Plan Finalization of the review of the Community Facility Master Plan (CFMP2) and obtain Regional Council approval.</p>
<p>Halifax Common Plan Review Initiate a review of the 1994 Halifax Common Plan to update the policies and governance, tie together the existing plans for the Historic Halifax Common, and produce a plan for the redevelopment of the Central Common.</p>
<p>Fort Needham Master Plan Implement the Fort Needham Master Plan approved by Regional Council and continue to explore opportunities for partnership funding with a timeline to meet the upcoming centenary of the 100th anniversary of the Halifax Explosion in 2017.</p>
<p>Green Network Plan Complete the remaining phases and consultation for the Halifax Green Network Plan and obtain Regional Council approval.</p>

16/17 Deliverables
<p>Off-Leash Strategy (Administrative Order) Finalize the Administrative Order for implementation of the Off-Leash Strategy approved by Council and obtain Regional Council approval of the Administrative Order.</p>
<p>Fee Structure Review Initiate a review and analysis on the fees associated within Parks & Recreation including arenas, sportfields, sportcourts and gyms in order to provide proposed standardization for Council's consideration.</p>
<p>Replace Recreation Management Software Implementation of a software solution to meet the needs of all HRM owned recreation facilities including those operated by HRM as well as Multi-District Facilities and community boards. The new solution will include program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>
Governance & Communication - ABCs Governance
<p>Multi-District Facility Project, Phase 2 Obtain Regional Council approval of the implementation plan for standard governance and increased oversight for the facilities included in the project (Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum and Sackville Sports Stadium) and then initiate implementation through the negotiation of the new standard management agreements.</p>
<p>Modernize Facility Management/Lease Agreements Initiate review of all management and lease agreements for community run facilities and update to improve consistency, clarity and relevancy.</p>
Economic Development - Arts, Culture & Heritage Initiatives
<p>Cultural Spaces Plan Continue work on Cultural Spaces Plan and finalize recruitment of Program Lead, Cultural Asset Coordinator.</p>

Parks:

Parks delivers operation/maintenance services for all parks, open spaces sports fields, courts, playgrounds, green spaces and splash pads.

Services Delivered:

- Infrastructure Delivery - playgrounds, parks, and open space infrastructure. Responsible for planning, designing, implementation and project management of construction and improvement projects for municipally owned and operated playgrounds, parks, and open space infrastructure, including recreational trails and other park amenities.
- State of Good Repair (Recapitalization) - playgrounds, parks, and open space infrastructure. Delivery of capital improvements or repair/replacement work for municipally owned and operated playgrounds, parks, and open space infrastructure, including regional trails and other park amenities.
- Asset Stewardship – Park and Recreational Assets (Inspection and Maintenance). The inspection and maintenance of parks, open spaces, sports fields, playgrounds and greenbelts to ensure safety and cleanliness.
- Cemetery Management - Management of HRM-owned cemeteries.

- Horticulture Services - lawn maintenance, shrub and flower bed maintenance, litter pick up, watering, propagation plant material, pathway maintenance and pond maintenance.

Parks Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	8,344,400	7,927,400	6,994,118	7,969,400	42,000	0.5
* Office	27,600	25,200	39,938	19,300	(5,900)	(23.4)
* External Services	782,400	3,227,100	3,361,126	3,139,700	(87,400)	(2.7)
* Supplies	102,400	101,900	129,143	92,300	(9,600)	(9.4)
* Materials	468,200	438,000	418,091	419,700	(18,300)	(4.2)
* Building Costs	2,032,300	305,600	374,020	424,000	118,400	38.7
* Equipment & Communications	172,400	134,200	144,838	103,300	(30,900)	(23.0)
* Vehicle Expense	18,100	10,300	8,744	9,900	(400)	(3.9)
* Other Goods & Services	268,700	317,500	308,220	253,400	(64,100)	(20.2)
* Interdepartmental			(74,223)			
* Other Fiscal		(25,000)	(66,938)		25,000	(100.0)
** Total	12,216,500	12,462,200	11,637,077	12,431,000	(31,200)	(0.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(856,700)	(1,009,300)	(950,113)	(1,009,300)		
* Other Revenue	(51,000)	(140,000)	(218,167)	(140,000)		
** Total	(907,700)	(1,149,300)	(1,168,280)	(1,149,300)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	11,308,800	11,312,900	10,468,797	11,281,700	(31,200)	(0.3)

Parks and Recreation Administration

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	359,300	364,500	335,169	385,200	20,700	5.7
* Office	5,500	5,500	5,036	3,900	(1,600)	(29.1)
* Materials						
* Other Goods & Services	20,900	20,900	21,589	21,900	1,000	4.8
* Interdepartmental			78			
** Total	385,700	390,900	361,872	411,000	20,100	5.1
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	385,700	390,900	361,872	411,000	20,100	5.1

Parks Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Cost to Operate the Parks System per Person	n/a	n/a	\$22.38	\$22.17
Number of Playground Sites per 100,000 Population	*	*	95.32 (395)	94.75 (397)
% of parks capital projects completed on time within budgeted costs	*	*	70%	80%
Cost per sq. m of grass mowed	\$0.23	\$0.23	\$.020	\$0.20
% of Playground inspections completed	*	*	30%	60%
Customer Service Requests closed within standard	*	*	60%	70%

*No data – Parks & Recreation is a new business unit formed April 1, 2015.

2016/17 Parks Key Deliverables

16/17 Deliverables
Healthy Communities - Recreation and Leisure
Horticulture Service Delivery Review Conduct a service delivery review of Horticulture Services to improve the quality, efficiency and sustainability of delivering a horticulture program in HRM.
Regional Parks Washroom Strategy Establish appropriate washroom service levels for parks and a strategy to implement.
Implement Park Identification Signage Program Install Park Identification signage in all HRM parks to improve customer experience and safety.
Conduct Sport Court Assessments Update sports court inventory and condition assessment to determine future capital plan.
Improve Playground Conditions Playground equipment is assessed annually, following Canadian Safety Association (CSA) standards to ensure equipment is safe and functional. The replacement of 30 playgrounds is scheduled in 2016/17.
Construct All Weather Field Re-develop the municipally-owned Gordon Bell site and field into a Class A all-weather turf sports field with lighting. Associated facilities will include a parking lot, a storm water detention system and a barrier-free, accessible pedestrian pathway system.
Capital Process Improvements Improve planning processes for District Capital Fund and Area Rate Projects.
Asset Management Participate in development of an Enterprise Asset Management System to plan and track the lifecycle repair and replacement of park assets.
Develop Park Asset Guidelines Develop guidelines for assessing park asset requirements throughout the lifecycle of a park.

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
C410 Director's Office	385,700	390,900	361,872	411,000	20,100	5.1
**** Parks & Recreation Administra	385,700	390,900	361,872	411,000	20,100	5.1
R851 Horticulture East	1,099,600	728,900	557,356	720,700	(8,200)	(1.1)
W180 Playgrounds East	686,600	638,200	521,699	640,500	2,300	0.4
W181 Parks East Admin	234,100	234,100	198,554	231,900	(2,200)	(0.9)
W182 Sportsfields East	831,700	804,500	740,113	762,500	(42,000)	(5.2)
W183 Playgrounds Central	704,800	658,300	666,509	668,700	10,400	1.6
W185 Sportsfields - Central	865,700	842,900	806,266	839,900	(3,000)	(0.4)
W187 Artificial Fields	55,100	16,900	60,974	(26,900)	(43,800)	(259.2)
W191 Cntrcts-Grass/Hort	1,855,900	1,974,000	1,847,333	1,906,900	(67,100)	(3.4)
*** Parks East	6,333,500	5,897,800	5,398,804	5,744,200	(153,600)	(2.6)
R831 Parks West Admin	91,200	588,700	600,543	585,800	(2,900)	(0.5)
R850 Horticulture West	926,200	1,252,200	1,110,635	1,138,900	(113,300)	(9.0)
R855 Cemeteries	(56,600)	(57,800)	(15,163)	29,700	87,500	(151.4)
R860 Major Parks	760,000	564,800	663,154	629,500	64,700	11.5
W184 Playgrounds West	886,100	875,200	721,821	875,000	(200)	(0.0)
W186 Sportsfields West	1,053,900	1,041,500	996,598	1,033,300	(8,200)	(0.8)
*** Parks West	3,660,800	4,264,600	4,077,587	4,292,200	27,600	0.6
W954 Parks Capital Projects	847,800	655,100	542,566	686,300	31,200	4.8
W702 Parks Administration	466,700	495,400	446,027	559,000	63,600	12.8
**** Parks	11,308,800	11,312,900	10,468,797	11,281,700	(31,200)	(0.3)
C705 Community Partnerships	1,931,800	1,739,000	1,426,074	1,439,000	(300,000)	(17.3)
C760 Culture & Events	1,309,300	1,666,500	1,623,020	1,505,800	(160,700)	(9.6)
D710 Program Sup Serv Adm	553,200	99,900	183,882	184,300	84,400	84.5
D911 Administration Services	242,300	391,300	366,422	518,200	126,900	32.4
W700 Policy & Planning	642,900	875,700	721,286	889,100	13,400	1.5
*** Operations	4,679,500	4,772,400	4,320,684	4,536,400	(236,000)	(4.9)
C706 BMO Centre	(281,600)	(294,400)	(344,707)	(294,400)		
D104 LEED Facilities	146,100	146,100	154,971	146,100		
C910 Facility Transfers	140,000	140,000	140,000	140,000		
*** Facilities	4,500	(8,300)	(48,766)	(8,300)		
D960 Devonshire Arena	(226,500)	(220,200)	(213,616)	(220,200)		
D970 Le Brun Centre	(267,400)	(290,200)	(281,172)	(290,200)		
D980 Gray Arena	(318,300)	(301,300)	(285,891)	(301,300)		
D985 Bowles Arena	(312,700)	(315,100)	(298,518)	(315,100)		
*** Arenas	(1,124,900)	(1,126,800)	(1,079,196)	(1,126,800)		
C220 Riverlake Com. Ctr.	5,300	5,300	5,019	5,300		
C230 Waverley Com. Centre	22,300	22,300	12,395	22,300		
C260 Lockview Ratepayers	6,900	6,900	6,554	6,900		
C270 Lucasville Comm. Ctr	8,400	8,400	6,152	8,400		
C290 Upper Sack. Com. Ctr			2,611			
*** Area Services	50,600	50,600	40,429	50,600		
C106 Prospect Rd Com Ctr		213,100	213,130	208,400	(4,700)	(2.2)
C110 East Preston Rec Ctr		33,400	31,195	33,400		
C125 Beaver Bank Com. Ctr		354,900	365,579	350,100	(4,800)	(1.4)
C150 Up. Ham Plns Com Ctr		34,100	39,070	34,100		
C155 Hrtsfld/Wlmwd Com Ct		32,000	20,805	32,000		
C165 Dth Stlmnt/Rvrlne CC		12,100	8,183	12,100		
C194 G.Snow/Fall Riv Rec		393,500	393,507	381,700	(11,800)	(3.0)
C199 St. Marg Bay Ctr		221,800	221,841	207,500	(14,300)	(6.4)
*** Mun. Rec. Facil-General Rate		1,294,900	1,293,310	1,259,300	(35,600)	(2.7)
**** Program Support Services	3,609,700	4,982,800	4,526,462	4,711,200	(271,600)	(5.5)

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
D101 Rec. Prog. Admin.	540,300	486,100	383,399	458,800	(27,300)	(5.6)
D999 Clearing Account Rec			112,787			
D175 CWSCC PR AQ FC	73,000	240,100	194,675	388,500	148,400	61.8
D320 Bedford Outdoor Pool	(7,400)	(17,800)	(2,448)	(12,800)	5,000	(28.1)
D540 Beaches/Commons Pool	499,400	506,300	473,986	463,100	(43,200)	(8.5)
D570 Needham Pool	79,300	75,700	48,330	92,400	16,700	22.1
Z186 Sackville SS Pool	(368,300)	(302,500)	(252,803)	(282,500)	20,000	(6.6)
** Aquatics & Leisure	329,200	554,600	498,317	777,300	222,700	40.2
C471 Emera Oval	313,600	289,400	281,740	336,300	46,900	16.2
D180 Herring Cove Program	153,900	69,300	46,848	246,800	177,500	256.1
D840 Physical Active Living	17,100	17,200	(13,796)	33,500	16,300	94.8
D850 Inclusion Services				69,300	69,300	
*** Aquatics,Leisure,Active Livin	813,800	930,500	813,109	1,463,200	532,700	57.2
S210 Youth LIVE Admin	334,100	321,400	236,907	277,400	(44,000)	(13.7)
S231 947 Mitchell	87,000	87,000	95,687	95,600	8,600	9.9
S232 1300 St. Margaret's Bay	15,600	16,600	16,771	16,600		
S233 Youth LIVE Initiatives				488,700	488,700	
** Youth LIVE Operations	436,700	425,000	349,365	878,300	453,300	106.7
C762 Youth Advocate Program			27			
D755 Youth Programming	327,500	480,700	388,487	505,700	25,000	5.2
*** Youth Programming	764,200	905,700	737,879	1,384,000	478,300	52.8
C175 Hubbards Programming		42,600	36,112	42,600		
D155 Chocolate Lk Program	239,400	165,000	177,028	170,500	5,500	3.3
D210 Lakeside Programming	344,300	470,600	439,023	374,600	(96,000)	(20.4)
D215 St.Margs/Tantal Prog				27,600	27,600	
D580 St Andrews Programming	191,600	169,500	164,765	162,200	(7,300)	(4.3)
*** Mainland North & Western	775,300	847,700	816,927	777,500	(70,200)	(8.3)
D310 Gordon Snow Programm	852,500	918,300	758,171	211,500	(706,800)	(77.0)
D315 Acadia Programming				369,200	369,200	
D325 Lebrun Programming			(160)	306,900	306,900	
D330 Mid. Musq. Program	37,900	38,400	41,708	38,400	0	0.0
D350 Bdfd/Hmdplns CommCtr	106,000	128,500	223,350	139,600	11,100	8.6
*** Bedford/Sackville/Fall River	996,400	1,085,200	1,023,069	1,065,600	(19,600)	(1.8)
D172 NPCC Programming	451,300	510,400	512,976	515,600	5,200	1.0
D410 Musq Harbour Prog/FC	229,900	232,900	244,320	300,100	67,200	28.9
D430 Sheet Hbr.Prog/FC	155,200	149,900	144,526	214,300	64,400	43.0
D620 Cherrybrk/LkEcho Pro	34,600	48,000	38,051	31,100	(16,900)	(35.2)
D630 Cole Hbr Programming	389,400	429,300	395,329	355,500	(73,800)	(17.2)
D810 Findlay Programming	536,200	578,600	600,901	262,800	(315,800)	(54.6)
D825 Tallahassee Programming			178	314,500	314,500	
*** Cole Harbour/Dartmouth & East	2,036,900	2,191,800	2,162,808	2,240,200	48,400	2.2
D510 Needham Programming	310,900	395,700	385,770	361,200	(34,500)	(8.7)
D550 G. Dixon Programming	254,300	240,400	219,113	242,100	1,700	0.7
D555 Isleville Programming				(1,800)	(1,800)	
D565 The Pavilion/HFX Com	15,000	15,000	13,198	13,200	(1,800)	(12.0)
D590 Citadel Programming	271,500	266,300	224,512	160,200	(106,100)	(39.8)
*** Peninsula	851,700	917,400	842,594	773,900	(143,500)	(15.6)
Z112 Stadium Operations	1,503,300	1,549,500	1,434,770	1,694,000	144,500	9.3
Z118 Stadium Programming	(341,400)	(425,400)	(415,961)	(84,800)	340,600	(80.1)
Z125 Stadium Admin.	798,700	775,800	743,026	(372,200)	(1,148,000)	(148.0)
*** Sackville Sports Stadium	1,960,600	1,899,900	1,761,834	1,237,000	(662,900)	(34.9)
**** Recreation Programming	8,739,200	9,264,300	8,654,407	9,400,200	135,900	1.5
*** RTC Locked						
D811 LKD Rec. Arts & Cult	217,700	107,800	62,648		(107,800)	(100.0)
*** Dartmouth/Eastern Passage	217,700	107,800	62,648		(107,800)	(100.0)

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Z116 LKD Aquatics Operations	26,300	26,300	29,053		(26,300)	(100.0)
Z123 Stad. Aquatics General	(14,100)	(87,800)	(20,483)		87,800	(100.0)
Z182 LKD Aqua Fit & Leis	(1,100)	7,200	9,639		(7,200)	(100.0)
Z183 Aquasize			1,051			
Z184 LKD Leadership	(10,500)	(1,500)	(3,871)		1,500	(100.0)
Z185 LKDFirst Aid & Sp Pr	(10,200)	(400)	4,561		400	(100.0)
** Aquatics	(9,600)	(56,200)	19,950		56,200	(100.0)
Z142 LKD Group Exercise	29,400	119,000	27,425		(119,000)	(100.0)
Z143 LKD Mind & Body	(300)	2,700	(714)		(2,700)	(100.0)
Z144 LKD F & L Leisure	(31,200)	(21,000)	(5,109)		21,000	(100.0)
Z145 LKD Camps	(59,400)	(65,100)	(44,277)		65,100	(100.0)
Z161 LKD Personal Training	(1,800)	(800)	(958)		800	(100.0)
Z164 LKD F & L Fitness	(12,300)	(10,300)	6,299		10,300	(100.0)
Z165 LKD Training/Cycle	(18,000)	4,600	7,430		(4,600)	(100.0)
** Fitness & Leisure	(93,600)	29,100	(9,904)		(29,100)	(100.0)
Z141 LKD Arena	(568,900)	(538,300)	(494,223)		538,300	(100.0)
*** Arena	(672,100)	(565,400)	(484,178)		565,400	(100.0)
S241 LKD Paper Recycling	244,300	253,300	279,298		(253,300)	(100.0)
S242 Enviro Depot	164,300	167,300	120,996		(167,300)	(100.0)
S243 LKD By Law Remedies	78,600	90,200	102,657		(90,200)	(100.0)
S244 KKD Organic Carts	35,900	38,200	(51,331)		(38,200)	(100.0)
S245 LKDCommercial Depot	15,900	18,200	46,443		(18,200)	(100.0)
* Initiatives	539,000	567,200	498,064		(567,200)	(100.0)
** Youth Live	539,000	567,200	498,064		(567,200)	(100.0)
*** Recreation Programming	539,000	567,200	498,064		(567,200)	(100.0)
C726 Marketing & Promotions	84,000	65,000	49,344		(65,000)	(100.0)
Z121 Stadium Other	(67,200)	(65,900)	(40,989)		65,900	(100.0)
Z117 Sales & Marketing	110,100	120,300	46,531		(120,300)	(100.0)
Z113 Front Desk	211,700	215,000	220,175		(215,000)	(100.0)
D585 BloomfieldProg& Main	0	(14,000)	(3,999)		14,000	(100.0)
Z101 Curling Centre	(95,300)	(78,600)	(74,126)		78,600	(100.0)
D420 MH Office & FitnessCtr	72,300	68,700	66,539		(68,700)	(100.0)
Z102 Commercial	(312,500)	(294,700)	(342,397)		294,700	(100.0)
D170 CWSCC Prog. & Maint.	130,200	130,500	118,482		(130,500)	(100.0)
D440 Sheet Hbr. Fitness Ctr	63,900	64,400	64,229		(64,400)	(100.0)
R852 Cap Dis Main Weekend	514,100		891			
D176 CWSCC Fitness Ctr	(21,300)	(28,400)	(47,613)		28,400	(100.0)
S220 Trucking/Fleet Services	6,600	6,600	5,611		(6,600)	(100.0)
**** Locked	781,200	298,500	139,213		(298,500)	(100.0)
***** Total	24,824,600	26,249,400	24,150,751	25,804,100	(445,300)	(1.7)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
C410 Director's Office	385,700	390,900	361,872	411,000	20,100	5.1
**** Parks & Recreation Administra	385,700	390,900	361,872	411,000	20,100	5.1
R851 Horticulture East	1,099,600	728,900	589,789	720,700	(8,200)	(1.1)
W180 Playgrounds East	686,600	638,200	521,699	640,500	2,300	0.4
W181 Parks East Admin	234,100	234,100	200,389	231,900	(2,200)	(0.9)
W182 Sportsfields East	932,400	934,500	864,948	892,500	(42,000)	(4.5)
W183 Playgrounds Central	704,800	658,300	666,509	668,700	10,400	1.6
W185 Sportsfields - Central	885,700	902,900	873,482	899,900	(3,000)	(0.3)
W187 Artificial Fields	370,100	366,900	361,843	323,100	(43,800)	(11.9)
W191 Cntrcts-Grass/Hort	1,906,900	2,114,000	2,003,526	2,046,900	(67,100)	(3.2)
*** Parks East	6,820,200	6,577,800	6,082,185	6,424,200	(153,600)	(2.3)
R831 Parks West Admin	91,200	588,700	601,661	585,800	(2,900)	(0.5)
R850 Horticulture West	926,200	1,252,200	1,111,384	1,138,900	(113,300)	(9.0)
R855 Cemeteries	263,700	232,500	266,114	320,000	87,500	37.6
R860 Major Parks	760,000	564,800	666,130	629,500	64,700	11.5
W184 Playgrounds West	886,100	875,200	747,496	875,000	(200)	(0.0)
W186 Sportsfields West	1,154,600	1,220,500	1,169,702	1,212,300	(8,200)	(0.7)
*** Parks West	4,081,800	4,733,900	4,562,486	4,761,500	27,600	0.6
W954 Parks Capital Projects	847,800	655,100	542,566	686,300	31,200	4.8
W702 Parks Administration	466,700	495,400	446,027	559,000	63,600	12.8
**** Parks	12,216,500	12,462,200	11,637,077	12,431,000	(31,200)	(0.3)
C705 Community Partnerships	2,013,300	1,840,500	1,533,714	1,600,500	(240,000)	(13.0)
C760 Culture & Events	1,846,700	2,203,900	2,104,130	2,080,800	(123,100)	(5.6)
D710 Program Sup Serv Adm	568,200	114,900	188,542	199,300	84,400	73.5
D911 Administration Services	284,600	433,600	405,520	560,500	126,900	29.3
W700 Policy & Planning	642,900	875,700	721,286	889,100	13,400	1.5
*** Operations	5,355,700	5,468,600	4,953,193	5,330,200	(138,400)	(2.5)
C706 BMO Centre	2,030,400	2,029,500	2,252,894	2,029,500		
D104 LEED Facilities	146,100	146,100	154,971	146,100		
C910 Facility Transfers	290,000	290,000	262,330	290,000		
*** Facilities	2,466,500	2,465,600	2,671,165	2,465,600		
D960 Devonshire Arena	3,800	3,000	4,665	3,000		
D970 Le Brun Centre	2,500	2,500	3,317	2,500		
D980 Gray Arena	7,000	7,000	5,920	7,000		
D985 Bowles Arena	7,500	6,500	8,112	6,500		
*** Arenas	20,800	19,000	22,014	19,000		
C220 Riverlake Com. Ctr.	5,300	5,300	5,019	5,300		
C230 Waverley Com. Centre	27,700	27,700	12,395	27,700		
C260 Lockview Ratepayers	6,900	6,900	6,554	6,900		
C270 Lucasville Comm. Ctr	8,400	8,400	6,152	8,400		
C290 Upper Sack. Com. Ctr			40,042			
*** Area Services	56,000	56,000	77,861	56,000		
C106 Prospect Rd Com Ctr	264,000	213,100	213,130	208,400	(4,700)	(2.2)
C110 East Preston Rec Ctr	33,400	33,400	31,195	33,400		
C113 Bedford Hamm P C/Ctr	559,700					
C125 Beaver Bank Com. Ctr	222,400	354,900	365,579	350,100	(4,800)	(1.4)
C150 Up. Ham Plns Com Ctr	38,100	34,100	39,070	34,100		
C155 Hrtsfld/Wlmwd Com Ct	32,000	32,000	20,805	32,000		
C165 Dth Stlmnt/Rvrlne CC	12,100	12,100	8,183	12,100		
C194 G.Snow/Fall Riv Rec		393,500	393,507	381,700	(11,800)	(3.0)
C199 St. Marg Bay Ctr	307,700	221,800	221,841	207,500	(14,300)	(6.4)
C215 Porter's Lake Com Ct	306,900					
*** Mun. Rec. Facil-General Rate	1,776,300	1,294,900	1,293,310	1,259,300	(35,600)	(2.7)

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
**** Program Support Services	9,675,300	9,304,100	9,017,544	9,130,100	(174,000)	(1.9)
D101 Rec. Prog. Admin.	540,300	486,100	392,203	458,800	(27,300)	(5.6)
D999 Clearing Account Rec			112,787			
*** Recreation Services	540,300	486,100	504,990	458,800	(27,300)	(5.6)
D175 CWSCC PR AQ FC	473,500	672,600	673,475	932,500	259,900	38.6
D320 Bedford Outdoor Pool	73,600	69,200	56,093	74,200	5,000	7.2
D540 Beaches/Commons Pool	510,400	517,300	492,421	467,100	(50,200)	(9.7)
D570 Needham Pool	169,800	172,200	146,704	188,900	16,700	9.7
Z186 Sackville SS Pool	157,500	157,500	106,426	488,700	331,200	210.3
** Aquatics & Leisure	1,539,200	1,745,800	1,622,846	2,405,500	659,700	37.8
C471 Emera Oval	343,600	332,400	314,274	379,300	46,900	14.1
D180 Herring Cove Program	222,700	139,700	129,506	344,200	204,500	146.4
D840 Physical Active Living	52,800	35,300	95,302	105,000	69,700	197.5
D850 Inclusion Services				69,300	69,300	
*** Aquatics,Leisure,Active Livin	2,158,300	2,253,200	2,161,928	3,303,300	1,050,100	46.6
S210 Youth LIVE Admin	349,100	336,400	245,726	287,400	(49,000)	(14.6)
S231 947 Mitchell	87,000	87,000	95,687	95,600	8,600	9.9
S232 1300 St. Margaret's Bay	15,600	16,600	16,771	16,600		
S233 Youth LIVE Initiatives				1,191,700	1,191,700	
** Youth LIVE Operations	451,700	440,000	358,184	1,591,300	1,151,300	261.7
C762 Youth Advocate Program			27			
C763 Souls Strong Project	191,400	248,200	223,434	251,700	3,500	1.4
D755 Youth Programming	397,100	550,300	440,890	575,300	25,000	4.5
*** Youth Programming	1,040,200	1,238,500	1,022,535	2,418,300	1,179,800	95.3
C175 Hubbards Programming	42,600	42,600	36,112	42,600		
D155 Chocolate Lk Program	483,400	407,700	391,109	410,700	3,000	0.7
D210 Lakeside Programming	498,100	584,400	527,199	453,600	(130,800)	(22.4)
D215 St.Margs/Tantal Prog				50,000	50,000	
D580 St Andrews Programming	326,900	314,000	320,350	315,400	1,400	0.4
*** Mainland North & Western	1,351,000	1,348,700	1,274,770	1,272,300	(76,400)	(5.7)
D310 Gordon Snow Programm	1,297,600	1,363,400	1,176,742	369,700	(993,700)	(72.9)
D315 Acadia Programming				466,700	466,700	
D325 Lebrun Programming				494,100	494,100	
D330 Mid. Musq. Program	50,300	50,800	63,044	48,300	(2,500)	(4.9)
D350 Bdfd/Hmdplns CommCtr	224,900	308,500	395,746	327,100	18,600	6.0
*** Bedford/Sackville/Fall River	1,572,800	1,722,700	1,635,531	1,705,900	(16,800)	(1.0)
D172 NPCC Programming	501,400	560,000	576,202	561,700	1,700	0.3
D410 Musq Harbour Prog/FC	294,500	297,000	314,494	397,200	100,200	33.7
D430 Sheet Hbr.Prog/FC	179,300	172,800	170,682	246,500	73,700	42.7
D620 Cherrybrk/LkEcho Pro	42,900	57,200	56,178	40,300	(16,900)	(29.5)
D630 Cole Hbr Programming	513,000	554,300	508,257	480,500	(73,800)	(13.3)
D810 Findlay Programming	926,000	979,500	932,016	419,100	(560,400)	(57.2)
D815 Dart North Com Ctr.	283,200	285,600	284,457	303,300	17,700	6.2
D825 Tallahassee Programming			143	409,000	409,000	
*** Cole Harbour/Dartmouth & East	2,740,300	2,906,400	2,842,428	2,857,600	(48,800)	(1.7)
D510 Needham Programming	413,400	522,000	516,073	467,900	(54,100)	(10.4)
D550 G. Dixon Programming	361,800	365,400	336,316	367,100	1,700	0.5
D555 Isleville Programming				20,800	20,800	
D565 The Pavilion/HFX Com	15,000	15,000	13,198	13,200	(1,800)	(12.0)
D575 Larry O'Connell Prog				13,000	13,000	
D590 Citadel Programming	456,400	476,300	469,303	316,200	(160,100)	(33.6)
*** Peninsula	1,246,600	1,378,700	1,334,890	1,198,200	(180,500)	(13.1)
Z112 Stadium Operations	1,503,300	1,549,500	1,434,837	1,694,000	144,500	9.3
Z118 Stadium Programming	413,600	330,100	244,875	871,000	540,900	163.9
Z125 Stadium Admin.	798,700	775,800	763,026	674,900	(100,900)	(13.0)
*** Sackville Sports Stadium	2,715,600	2,655,400	2,442,737	3,239,900	584,500	22.0

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
**** Recreation Programming	13,365,100	13,989,700	13,219,809	16,454,300	2,464,600	17.6
Z116 LKD Aquatics Operations	26,300	26,300	29,053		(26,300)	(100.0)
*** Recreation Programming	1,161,000	1,180,200	1,015,914		(1,180,200)	(100.0)
C726 Marketing & Promotions	84,000	65,000	49,344		(65,000)	(100.0)
Z121 Stadium Other	22,100	22,100	20,038		(22,100)	(100.0)
Z117 Sales & Marketing	110,100	120,300	46,531		(120,300)	(100.0)
Z113 Front Desk	211,700	215,000	220,175		(215,000)	(100.0)
D585 BloomfieldProg& Main	20,200	6,200	175		(6,200)	(100.0)
Z101 Curling Centre	8,900	8,900	10,972		(8,900)	(100.0)
D420 MH Office & FitnessCtr	104,800	101,700	100,239		(101,700)	(100.0)
Z102 Commercial	43,400	43,400	41,888		(43,400)	(100.0)
D440 Sheet Hbr. Fitness Ctr	73,200	73,700	73,059		(73,700)	(100.0)
D176 CWSCC Fitness Ctr	44,200	41,100	39,329		(41,100)	(100.0)
S220 Trucking/Fleet Services	6,600	6,600	5,611		(6,600)	(100.0)
**** Locked	3,268,300	2,652,600	2,323,817		(2,652,600)	(100.0)
***** Total	38,910,900	38,799,500	36,560,119	38,426,400	(373,100)	(1.0)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
W181 Parks East Admin			(1,835)			
W182 Sportsfields East	(100,700)	(130,000)	(124,835)	(130,000)		
W185 Sportsfields - Central	(20,000)	(60,000)	(67,216)	(60,000)		
W187 Artificial Fields	(315,000)	(350,000)	(300,870)	(350,000)		
W191 Cntrcts-Grass/Hort	(51,000)	(140,000)	(156,193)	(140,000)		
*** Parks East	(486,700)	(680,000)	(683,381)	(680,000)		
R831 Parks West Admin			(1,118)			
R850 Horticulture West			(749)			
R855 Cemeteries	(320,300)	(290,300)	(281,277)	(290,300)		
R860 Major Parks			(2,976)			
W184 Playgrounds West			(25,675)			
W186 Sportsfields West	(100,700)	(179,000)	(173,104)	(179,000)		
*** Parks West	(421,000)	(469,300)	(484,899)	(469,300)		
**** Parks	(907,700)	(1,149,300)	(1,168,280)	(1,149,300)		
C705 Community Partnerships	(81,500)	(101,500)	(107,640)	(161,500)	(60,000)	59.1
C760 Culture & Events	(537,400)	(537,400)	(481,110)	(575,000)	(37,600)	7.0
D710 Program Sup Serv Adm	(15,000)	(15,000)	(4,660)	(15,000)		
D911 Administration Services	(42,300)	(42,300)	(39,098)	(42,300)		
*** Operations	(676,200)	(696,200)	(632,509)	(793,800)	(97,600)	14.0
C706 BMO Centre	(2,312,000)	(2,323,900)	(2,597,601)	(2,323,900)		
C910 Facility Transfers	(150,000)	(150,000)	(122,330)	(150,000)		
*** Facilities	(2,462,000)	(2,473,900)	(2,719,931)	(2,473,900)		
D960 Devonshire Arena	(230,300)	(223,200)	(218,281)	(223,200)		
D970 Le Brun Centre	(269,900)	(292,700)	(284,490)	(292,700)		
D980 Gray Arena	(325,300)	(308,300)	(291,811)	(308,300)		
D985 Bowles Arena	(320,200)	(321,600)	(306,629)	(321,600)		
*** Arenas	(1,145,700)	(1,145,800)	(1,101,210)	(1,145,800)		
C230 Waverley Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(37,432)			
*** Area Services	(5,400)	(5,400)	(37,432)	(5,400)		
C106 Prospect Rd Com Ctr	(264,000)					
C110 East Preston Rec Ctr	(33,400)					
C113 Bedford Hamm P C/Ctr	(559,700)					
C125 Beaver Bank Com. Ctr	(222,400)					
C150 Up. Ham Plns Com Ctr	(38,100)					
C155 Hrtsfld/Wlmwd Com Ct	(32,000)					
C165 Dth Stlmnt/Rvrlne CC	(12,100)					
C194 G.Snow/Fall Riv Rec						
C199 St. Marg Bay Ctr	(307,700)					
C215 Porter's Lake Com Ct	(306,900)					
*** Mun. Rec. Facil-General Rate	(1,776,300)					
**** Program Support Services	(6,065,600)	(4,321,300)	(4,491,082)	(4,418,900)	(97,600)	2.3
D101 Rec. Prog. Admin.			(8,804)			
*** Recreation Services			(8,804)			
D160 SMBC Prog. & Skating	(101,200)	(104,200)	(111,150)	(125,500)	(21,300)	20.4
D175 CWSCC PR AQ FC	(400,500)	(432,500)	(478,800)	(544,000)	(111,500)	25.8
D320 Bedford Outdoor Pool	(81,000)	(87,000)	(58,540)	(87,000)		
D540 Beaches/Commons Pool	(11,000)	(11,000)	(18,435)	(4,000)	7,000	(63.6)
D570 Needham Pool	(90,500)	(96,500)	(98,373)	(96,500)		
Z186 Sackville SS Pool	(525,800)	(460,000)	(359,229)	(771,200)	(311,200)	67.7
** Aquatics & Leisure	(1,210,000)	(1,191,200)	(1,124,529)	(1,628,200)	(437,000)	36.7

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
C471 Emera Oval	(30,000)	(43,000)	(32,534)	(43,000)		
D180 Herring Cove Program	(68,800)	(70,400)	(82,658)	(97,400)	(27,000)	38.4
D840 Physical Active Living	(35,700)	(18,100)	(109,097)	(71,500)	(53,400)	295.0
*** Aquatics,Leisure,Active Livin	(1,344,500)	(1,322,700)	(1,348,819)	(1,840,100)	(517,400)	39.1
S210 Youth LIVE Admin	(15,000)	(15,000)	(8,819)	(10,000)	5,000	(33.3)
S233 Youth LIVE Initiatives				(703,000)	(703,000)	
** Youth LIVE Operations	(15,000)	(15,000)	(8,819)	(713,000)	(698,000)	4,653.3
C762 Youth Advocate Program						
C763 Souls Strong Project	(191,400)	(248,200)	(223,434)	(251,700)	(3,500)	1.4
D755 Youth Programming	(69,600)	(69,600)	(52,403)	(69,600)		
*** Youth Programming	(276,000)	(332,800)	(284,657)	(1,034,300)	(701,500)	210.8
C175 Hubbards Programming	(42,600)					
D155 Chocolate Lk Program	(244,000)	(242,700)	(214,082)	(240,200)	2,500	(1.0)
D210 Lakeside Programming	(153,800)	(113,800)	(88,176)	(79,000)	34,800	(30.6)
D215 St.Margs/Tantal Prog				(22,400)	(22,400)	
D580 St Andrews Programming	(135,300)	(144,500)	(155,585)	(153,200)	(8,700)	6.0
*** Mainland North & Western	(575,700)	(501,000)	(457,842)	(494,800)	6,200	(1.2)
D310 Gordon Snow Programm	(445,100)	(445,100)	(418,571)	(158,200)	286,900	(64.5)
D315 Acadia Programming				(97,500)	(97,500)	
D325 Lebrun Programming			(160)	(187,200)	(187,200)	
D330 Mid. Musq. Program	(12,400)	(12,400)	(21,336)	(9,900)	2,500	(20.2)
D350 Bdfd/Hmdplns CommCtr	(118,900)	(180,000)	(172,395)	(187,500)	(7,500)	4.2
*** Bedford/Sackville/Fall River	(576,400)	(637,500)	(612,462)	(640,300)	(2,800)	0.4
D172 NPCC Programming	(50,100)	(49,600)	(63,226)	(46,100)	3,500	(7.1)
D410 Musq Harbour Prog/FC	(64,600)	(64,100)	(70,173)	(97,100)	(33,000)	51.5
D430 Sheet Hbr.Prog/FC	(24,100)	(22,900)	(26,155)	(32,200)	(9,300)	40.6
D620 Cherrybrk/LkEcho Pro	(8,300)	(9,200)	(18,127)	(9,200)		
D630 Cole Hbr Programming	(123,600)	(125,000)	(112,928)	(125,000)		
D810 Findlay Programming	(389,800)	(400,900)	(331,116)	(156,300)	244,600	(61.0)
D815 Dart North Com Ctr.	(42,900)	(42,900)	(57,930)	(57,000)	(14,100)	32.9
D825 Tallahassee Programming			35	(94,500)	(94,500)	
*** Cole Harbour/Dartmouth & East	(703,400)	(714,600)	(679,619)	(617,400)	97,200	(13.6)
D510 Needham Programming	(102,500)	(126,300)	(130,303)	(106,700)	19,600	(15.5)
D550 G. Dixon Programming	(107,500)	(125,000)	(117,203)	(125,000)		
D555 Isleville Programming				(22,600)	(22,600)	
D575 Larry O'Connell Prog				(14,000)	(14,000)	
D590 Citadel Programming	(184,900)	(210,000)	(244,790)	(156,000)	54,000	(25.7)
*** Peninsula	(394,900)	(461,300)	(492,297)	(424,300)	37,000	(8.0)
Z112 Stadium Operations			(67)			
Z118 Stadium Programming	(755,000)	(755,500)	(660,836)	(955,800)	(200,300)	26.5
Z125 Stadium Admin.			(20,000)	(1,047,100)	(1,047,100)	
*** Sackville Sports Stadium	(755,000)	(755,500)	(680,903)	(2,002,900)	(1,247,400)	165.1
**** Recreation Programming	(4,625,900)	(4,725,400)	(4,565,403)	(7,054,100)	(2,328,700)	49.3
Z123 Stad. Aquatics General	(244,200)	(244,200)	(231,188)		244,200	(100.0)
Z182 LKD Aqua Fit & Leis	(40,900)	(32,000)	(27,719)		32,000	(100.0)
Z184 LKD Leadership	(30,000)	(20,000)	(18,111)		20,000	(100.0)
Z185 LKDFirst Aid & Sp Pr	(23,700)	(15,000)	(4,168)		15,000	(100.0)
** Aquatics	(338,800)	(311,200)	(281,187)		311,200	(100.0)
Z142 LKD Group Exercise	(9,500)	(8,000)	(6,064)		8,000	(100.0)
Z143 LKD Mind & Body	(10,000)	(7,000)	(5,817)		7,000	(100.0)
Z144 LKD F & L Leisure	(46,500)	(36,900)	(10,779)		36,900	(100.0)
Z145 LKD Camps	(98,700)	(105,000)	(103,221)		105,000	(100.0)
Z161 LKD Personal Training	(7,000)	(3,500)	(2,370)		3,500	(100.0)
Z164 LKD F & L Fitness	(22,200)	(11,000)	(11,182)		11,000	(100.0)

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Z165 LKD Training/Cycle	(40,000)	(19,000)	(9,525)		19,000	(100.0)
** Fitness & Leisure	(233,900)	(190,400)	(148,957)		190,400	(100.0)
Z141 LKD Arena	(600,000)	(576,400)	(548,321)		576,400	(100.0)
*** Arena	(1,172,700)	(1,078,000)	(978,465)		1,078,000	(100.0)
S241 LKD Paper Recycling	(48,000)	(48,000)	(30,177)		48,000	(100.0)
S242 Enviro Depot	(435,000)	(435,000)	(389,797)		435,000	(100.0)
S243 LKD By Law Remedies	(24,000)	(15,000)	(3,402)		15,000	(100.0)
S245 LKDCommercial Depot	(115,000)	(115,000)	(94,473)		115,000	(100.0)
* Initiatives	(622,000)	(613,000)	(517,849)		613,000	(100.0)
** Youth Live	(622,000)	(613,000)	(517,849)		613,000	(100.0)
*** Recreation Programming	(622,000)	(613,000)	(517,849)		613,000	(100.0)
Z121 Stadium Other	(89,300)	(88,000)	(61,028)		88,000	(100.0)
D585 BloomfieldProg& Main	(20,200)	(20,200)	(4,174)		20,200	(100.0)
Z101 Curling Centre	(104,200)	(87,500)	(85,098)		87,500	(100.0)
D420 MH Office & FitnessCtr	(32,500)	(33,000)	(33,700)		33,000	(100.0)
Z102 Commercial	(355,900)	(338,100)	(384,285)		338,100	(100.0)
W192 LKD Cntrcts-Grass/						
D170 CWSCC Prog. & Maint.	(15,500)	(17,500)	(24,199)		17,500	(100.0)
D440 Sheet Hbr. Fitness Ctr	(9,300)	(9,300)	(8,830)		9,300	(100.0)
R852 Cap Dis Main Weekend			(34)			
D176 CWSCC Fitness Ctr	(65,500)	(69,500)	(86,942)		69,500	(100.0)
**** Locked	(2,487,100)	(2,354,100)	(2,184,603)		2,354,100	(100.0)
***** Total	(14,086,300)	(12,550,100)	(12,409,368)	(12,622,300)	(72,200)	0.6

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	15,978,200	15,919,700	14,004,198	14,997,800	(921,900)	(5.8)
6002 Salaries - Overtime	201,400	190,800	517,699	193,000	2,200	1.2
6003 Wages - Regular			4,506,497			
6005 PDP & Union Con Incr			(132,402)			
6051 Shift Agreements			5,948	6,400	6,400	
6052 Shift Differentials	6,400	6,400			(6,400)	(100.0)
6054 Vacation payout			19,090			
6100 Benefits - Salaries	3,186,200	3,062,200	2,785,602	3,070,800	8,600	0.3
6101 Benefits - Wages			292,013			
6110 Vacancy Management	(591,000)	(840,600)		(840,100)	500	(0.1)
6150 Honorariums	12,400	12,100	7,939	10,600	(1,500)	(12.4)
6152 Retirement Incentives	95,100	89,500	83,390	93,300	3,800	4.2
6154 Workers' Compensation	234,800	236,300	330,271	235,400	(900)	(0.4)
6155 Overtime Meals	500	500	14,497	500		
6156 Clothing Allowance			126			
6157 stipends	319,500	319,500	329,002	326,500	7,000	2.2
6158 WCB Recov Earnings			(564)			
6199 Comp & Ben InterDept	5,900	(450,300)	(79,012)	(465,600)	(15,300)	3.4
9200 HR CATS Wage/Ben	4,436,300	4,699,900	(670,597)	5,701,700	1,001,800	21.3
9210 HR CATS OT Wage/Ben			(482,000)			
* Compensation and Benefits	23,885,700	23,246,000	21,535,976	23,330,300	84,300	0.4
6201 Telephone	82,800	55,800	68,578	54,200	(1,600)	(2.9)
6202 Courier/Postage	67,200	66,000	59,687	68,800	2,800	4.2
6203 Office Furn/Equip	50,700	54,200	28,509	41,300	(12,900)	(23.8)
6204 Computer S/W & Lic	11,900	11,600	8,779	11,400	(200)	(1.7)
6205 Printing & Reprod	58,500	48,500	30,747	39,700	(8,800)	(18.1)
6207 Office Supplies	104,500	106,700	83,623	95,900	(10,800)	(10.1)
6299 Other Office Expenses	217,100	215,700	62,369	197,200	(18,500)	(8.6)
* Office	592,700	558,500	342,293	508,500	(50,000)	(9.0)
6301 Professional Fees	5,300	5,300	29,244	5,100	(200)	(3.8)
6303 Consulting Fees	12,500	21,500	9,379	21,500		
6304 Janitorial Services	287,200	442,800	525,146	454,100	11,300	2.6
6305 Property Appraisal			7,445	5,100	5,100	
6308 Snow Removal	48,900	49,000	47,208	50,000	1,000	2.0
6309 Litigation Disburse			2,104			
6310 Outside Personnel	161,300	155,500	195,774	120,800	(34,700)	(22.3)
6311 Security	84,400	82,500	96,094	80,200	(2,300)	(2.8)
6312 Refuse Collection	31,800	38,800	59,172	40,400	1,600	4.1
6399 Contract Services	1,975,500	4,354,300	4,021,074	4,065,000	(289,300)	(6.6)
* External Services	2,606,900	5,149,700	4,992,641	4,842,200	(307,500)	(6.0)
6401 Uniforms & Clothing	87,700	93,200	96,672	103,800	10,600	11.4
6403 Patrol Equip Supplies						
6404 Rec Prog Supplies	350,100	354,300	339,230	337,300	(17,000)	(4.8)
6405 Photo Supp & Equip	1,500	1,500			(1,500)	(100.0)
6406 Bridge Tolls	4,700	4,600	5,893	4,500	(100)	(2.2)
6407 Clean/Sani Supplies	82,900	80,800	77,019	72,600	(8,200)	(10.1)
6409 Personal Protect Equ	6,000	6,900	16,635	8,700	1,800	26.1
6499 Other Supplies	15,700	23,100	45,413	25,300	2,200	9.5
* Supplies	557,900	578,000	586,553	562,300	(15,700)	(2.7)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6501 Asphalt			331			
6502 Chemicals	21,600	21,600	22,235	21,400	(200)	(0.9)
6503 Fertilizer	24,900	24,200	10,851	22,200	(2,000)	(8.3)
6504 Hardware	44,900	41,600	42,812	38,800	(2,800)	(6.7)
6505 Lubricants	3,000	3,000	1,688	3,400	400	13.3
6506 Lumber	31,000	32,500	48,111	38,300	5,800	17.8
6507 Propane	65,800	65,800	48,291	65,800		
6508 Ready Mix Concrete	4,200	4,200	1,495	1,800	(2,400)	(57.1)
6510 Road Oils	100		117			
6511 Salt	2,000	2,000	38	500	(1,500)	(75.0)
6512 Sand	29,200	29,200	14,939	19,200	(10,000)	(34.2)
6513 Seeds & Plants	58,800	54,100	61,614	80,800	26,700	49.4
6514 Sods	15,000	13,500	14,994	10,400	(3,100)	(23.0)
6515 Stone and Gravel	56,800	56,800	96,074	48,900	(7,900)	(13.9)
6516 Topsoil	100,300	80,400	52,652	69,900	(10,500)	(13.1)
6517 Paint	71,800	71,800	66,373	72,100	300	0.4
6518 Metal	6,000	6,000		1,500	(4,500)	(75.0)
6519 Welding Supplies	500	500	11,419	500		
6520 Salt-Sand Mix	600	600			(600)	(100.0)
6599 Other Materials	28,000	26,500	3,215	19,600	(6,900)	(26.0)
* Materials	564,500	534,300	497,248	515,100	(19,200)	(3.6)
6602 Electrical	63,500	64,400	117,457	66,400	2,000	3.1
6603 Grnds & Landscaping	1,780,100	91,600	60,005	191,400	99,800	109.0
6605 Municipal Taxes	43,400	43,400	49,408	43,400		
6606 Heating Fuel	264,200	264,200	175,834	266,200	2,000	0.8
6607 Electricity	1,135,900	1,120,400	1,202,536	1,132,200	11,800	1.1
6608 Water	141,300	145,900	150,049	152,500	6,600	4.5
6609 Elevator & Escalator			(198)			
6610 Building - Exterior	8,400	6,600	7,096	6,700	100	1.5
6611 Building - Interior	74,800	77,300	101,409	84,300	7,000	9.1
6612 Safety Systems	300	300	6,786	800	500	166.7
6614 Envir Assess/Cleanup	1,100	1,100	860	1,100		
6617 Pest Management	35,300	5,300	3,292	5,300		
6699 Other Building Cost	325,700	236,300	377,645	228,600	(7,700)	(3.3)
* Building Costs	3,874,000	2,056,800	2,252,179	2,178,900	122,100	5.9
6701 Equipment Purchase	386,200	333,700	262,901	377,600	43,900	13.2
6702 Small Tools	26,500	26,700	37,511	28,000	1,300	4.9
6703 Computer Equip/Rent	2,200	2,200		2,200		
6704 Equipment Rental	94,700	84,600	55,880	61,200	(23,400)	(27.7)
6705 Equip - R&M	34,800	40,800	31,896	38,800	(2,000)	(4.9)
6706 Computer R&M	1,100	1,100	3,467	600	(500)	(45.5)
6707 Plumbing & Heating	11,800	11,800	12,803	14,100	2,300	19.5
6708 Mechanical Equipment	4,600	4,600	663	4,600		
6711 Communication System	26,700	26,500	27,252	27,000	500	1.9
* Equipment & Communications	588,600	532,000	432,373	554,100	22,100	4.2
6802 Vehicle R&M	2,400	2,000	1,792	1,200	(800)	(40.0)
6803 Vehicle Fuel - Diesel	2,200	2,200	3,747	3,100	900	40.9
6804 Vehicle Fuel - Gas	6,400	6,400	6,583	6,400		
6805 Tires and Tubes	500	500			(500)	(100.0)
6806 Vehicle Rentals	12,400	5,000	2,886	5,000		
6899 Other Vehicle Expense			1,527			
* Vehicle Expense	23,900	16,100	16,535	15,700	(400)	(2.5)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6901 Membership Dues	17,200	17,900	17,360	18,200	300	1.7
6902 Conferences/Workshop	17,150	18,100	7,866	18,400	300	1.7
6903 Travel - Local	193,500	205,900	200,204	200,600	(5,300)	(2.6)
6904 Travel - Out of Town	14,700	18,300	24,987	18,000	(300)	(1.6)
6905 Training & Education	47,950	58,800	41,317	61,300	2,500	4.3
6906 Licenses & Agreements	16,200	23,200	3,344	23,200		
6908 Medical Examinations	2,900	2,900	548	2,900		
6909 Cost of Sales	282,800	282,800	383,513	252,800	(30,000)	(10.6)
6910 Signage	23,400	24,300	3,065	25,200	900	3.7
6911 Facilities Rental	363,400	354,900	283,358	350,700	(4,200)	(1.2)
6912 Advertising/Promotio	81,350	84,800	46,553	72,600	(12,200)	(14.4)
6913 Awards	39,600	45,600	39,735	47,100	1,500	3.3
6915 Research Data Acquis			16,384			
6916 Public Education	38,000	34,000	33,823	26,000	(8,000)	(23.5)
6917 Books and Periodicals	1,800	2,300	1,639	1,900	(400)	(17.4)
6918 Meals	4,400	4,400	9,547	4,300	(100)	(2.3)
6919 Special Projects	423,900	326,300	229,318	221,700	(104,600)	(32.1)
6928 Committee Expenses	300	300		300		
6929 Procurement Card Clg			58			
6933 Community Events	831,400	831,400	895,316	837,400	6,000	0.7
6936 Staff Relations			65			
6938 Rewarding Excellence	14,250	14,700	9,311	15,500	800	5.4
6940 Fencing	91,700	127,900	82,330	60,400	(67,500)	(52.8)
6941 Playground Equipment	33,400	30,900	56,556	38,400	7,500	24.3
6942 Management Fees	367,400	359,300	335,574	359,300		
6999 Other Goods/Services	19,100	21,700	70,556		(21,700)	(100.0)
* Other Goods & Services	2,925,800	2,890,700	2,792,326	2,656,200	(234,500)	(8.1)
7009 Internal Trfr Other	(83,200)	(83,200)	(161,596)	(20,000)	63,200	(76.0)
7010 IntTrfr Insur Funds			(5,209)			
7011 Int Trf Record Check			12,740			
7012 Int Trf Print/Reprod			3,122			
7013 Int Trf Extra Duty	212,400	212,400	104,143	212,400		
7015 Int Trf FacilityRent			70,630			
7099 Interdept Chargeback			(217,100)			
9900 Rev/Exp.Vehicle Rent	1,000	0	368	0		
9911 PM Labour-Reg			3,902			
* Interdepartmental	130,200	129,200	(189,000)	192,400	63,200	48.9
8011 Interest on Debentur	426,900	384,400	384,495	348,100	(36,300)	(9.4)
8012 Principal on Debentu	965,300	995,100	995,123	995,800	700	0.1
* Debt Service	1,392,200	1,379,500	1,379,618	1,343,900	(35,600)	(2.6)
8001 Transf Outside Agenc	1,582,200	1,255,800	1,450,473	1,205,800	(50,000)	(4.0)
8003 Insurance Pol/Prem	6,000	9,000	13,965	9,000		
8004 Grants	1,697,865	3,521,643	1,664,717	1,998,800	(1,522,843)	(43.2)
8008 Transf to/fr Reserve	(3,050,600)	(3,057,743)	(1,152,946)	(1,486,800)	1,570,943	(51.4)
8017 Bank Charges						
8024 Transf to/fr Capital	559,700					
8034 Approp for Forecast	1,633,635					
9000 Prior Yr. Sur/Def	(660,300)		3,115			
** Total	38,910,900	38,799,500	36,560,119	38,426,400	(373,100)	(1.0)

Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4201 Area Rate Residential	(1,521,600)					
4202 Area Rate Commercial	(100,400)					
4206 Area Rate Resource	(20,300)					
* Area Rate Revenue	(1,642,300)					
5101 Parking Rentals	(154,600)	(154,600)	(126,504)	(150,000)	4,600	(3.0)
5102 Facilities Rentals	(1,306,400)	(1,558,100)	(1,408,361)	(1,545,900)	12,200	(0.8)
5150 Other Rental Revenue	(10,000)	(38,600)	(38,835)	(38,600)		
5151 Lease Revenue	(470,700)	(465,100)	(552,174)	(508,200)	(43,100)	9.3
5201 Fare Revenue						
5204 Administration Fees	(17,500)	(17,500)	(20,942)	(17,500)		
5207 Arts & Crafts Revenue	(82,500)	(99,500)	(94,045)	(123,700)	(24,200)	24.3
5208 Dance & Drama Revenue	(106,100)	(109,200)	(85,771)	(93,900)	15,300	(14.0)
5209 Comm. Events Rev.	(530,800)	(530,800)	(531,830)	(567,200)	(36,400)	6.9
5210 Sport & Fitness Rev.	(758,000)	(727,800)	(682,974)	(634,800)	93,000	(12.8)
5211 Program Facil. Rev.	(87,000)	(80,000)	(76,233)	(77,000)	3,000	(3.8)
5212 Leisure Skills Rev.	(276,300)	(261,100)	(230,771)	(237,700)	23,400	(9.0)
5213 Play. & Camp Rev.	(651,800)	(708,900)	(699,149)	(719,400)	(10,500)	1.5
5214 Wellness Revenue	(12,500)	(15,500)	(17,311)	(28,200)	(12,700)	81.9
5215 Aquat.Rev.-Instuct.	(1,001,300)	(937,000)	(833,422)	(957,000)	(20,000)	2.1
5216 Aquat.Rev.-Recreat.	(173,100)	(179,500)	(178,391)	(181,500)	(2,000)	1.1
5218 Hockey Revenue			(11,457)	(11,400)	(11,400)	
5219 Ice Rentals	(3,670,000)	(3,681,400)	(3,740,002)	(3,663,400)	18,000	(0.5)
5220 Public Skates	(25,000)	(25,000)	(19,441)	(18,000)	7,000	(28.0)
5228 Membership Revenue	(919,800)	(929,800)	(826,911)	(979,300)	(49,500)	5.3
5235 GRS Drop In Program	(13,100)	(13,100)			13,100	(100.0)
5250 Sales of Svcs-Other	(379,800)	(348,300)	(285,383)	(421,300)	(73,000)	21.0
5402 Sale of Bottles	(85,000)	(85,000)	(56,143)	(85,000)		
5403 Sale-Other Recycle	(465,000)	(465,000)	(431,543)	(435,000)	30,000	(6.5)
5404 Canteen Revenue	(5,100)	(5,100)	(177,267)	(5,100)		
5450 Other Sales Revenue	(26,400)	(14,600)	(18,563)	(14,600)		
* Fee Revenues	(11,227,800)	(11,450,500)	(11,143,422)	(11,513,700)	(63,200)	0.6
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5503 Advertising Revenue	(157,300)	(151,900)	(146,470)	(150,700)	1,200	(0.8)
5508 Recov External Parti	(517,500)	(661,300)	(847,264)	(668,500)	(7,200)	1.1
5509 NSF Chq Fee	(8,400)	(8,400)	(7,780)	(8,400)		
5600 Miscellaneous Revenue	(351,000)	(272,600)	(264,431)	(275,600)	(3,000)	1.1
5803 Transfer General Rat	(4,500)					
5804 Transfer - Urban Rate	(172,100)					
* Other Revenue	(1,216,200)	(1,099,600)	(1,265,946)	(1,108,600)	(9,000)	0.8
** Total	(14,086,300)	(12,550,100)	(12,409,368)	(12,622,300)	(72,200)	0.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	24,824,600	26,249,400	24,150,751	25,804,100	(445,300)	(1.7)

Planning & Development

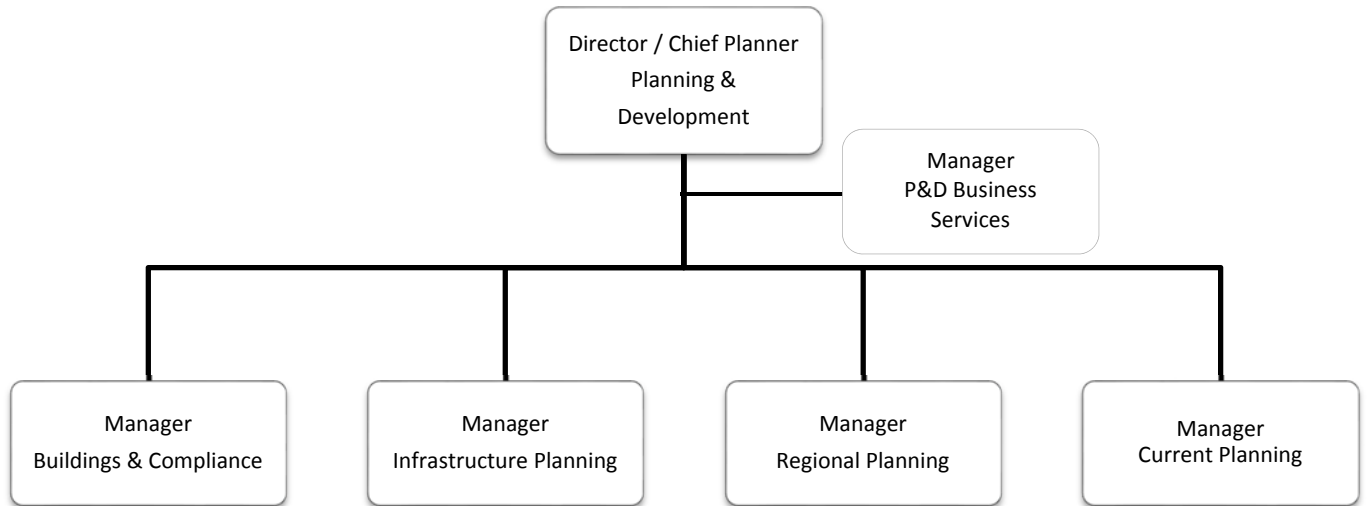
2016/17 Budget and Business Plan

Mission: Planning & Development is leading Halifax's transformation, ensuring our city is resilient and a preferred destination for people, investment and new ideas. We are taking action aligned with these priorities and are committed to delivering results that are valued by Council and the community by improving and streamlining our legislation, processes, supporting tools and technologies.

Planning & Development Overview

Planning & Development delivers services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, parking strategy, energy and environmental management, licencing, compliance and building standards.

Planning & Development Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full and part-time permanent positions	189.5	187.5	+15.5	203.0
Term and seasonal positions	5.1	5.7	-1.0	4.7

Planning & Development Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	13,616,700	13,934,100	13,090,977	14,799,900	865,800	6.2
* Office	280,300	230,100	202,438	226,400	(3,700)	(1.6)
* External Services	2,047,400	4,028,900	2,544,272	2,859,900	(1,169,000)	(29.0)
* Supplies	34,750	30,200	29,828	31,300	1,100	3.6
* Materials	100	100		100		
* Building Costs	90,800	50,000	26,297	47,000	(3,000)	(6.0)
* Equipment & Communications	99,950	325,800	98,368	115,900	(209,900)	(64.4)
* Vehicle Expense	3,500	5,700	2,812	8,700	3,000	52.6
* Other Goods & Services	302,100	667,400	382,419	976,500	309,100	46.3
* Interdepartmental		400	337	400		
* Other Fiscal	179,700	(1,757,900)	(136,784)	(836,200)	921,700	(52.4)
** Total	16,655,300	17,514,800	16,240,965	18,229,900	715,100	4.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(12,249,000)	(12,445,000)	(10,680,768)	(12,791,000)	(346,000)	2.8
* Other Revenue	(156,500)	(198,000)	(447,688)	(195,000)	3,000	(1.5)
** Total	(12,405,500)	(12,643,000)	(11,128,456)	(12,986,000)	(343,000)	2.7
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	4,249,800	4,871,800	5,112,509	5,243,900	372,100	7.6

Planning & Development Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Director/Chief Planner Summary of Expense & Revenue Types	176,000	592,600	612,802	739,300	146,700	24.8
Business Services Summary of Expense & Revenue Types			1,008	1,416,200	1,416,200	
Buildings & Compliance Summary of Expense & Revenue Types	(4,058,100)	(4,191,100)	(3,043,892)	(4,598,000)	(406,900)	9.7
Infrastructure Planning Summary of Expense & Revenue Types	1,276,800	1,484,300	1,175,821	1,905,100	420,800	28.4
Regional Planning Summary of Expense & Revenue Types	2,695,800	2,804,200	2,642,873	3,645,200	841,000	30.0
Current Planning Summary of Expense & Revenue Types	4,159,300	4,181,800	3,723,897	2,136,100	(2,045,700)	(48.9)
	4,249,800	4,871,800	5,112,509	5,243,900	372,100	7.6

Planning & Development Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	83.14%	81.60%	78.40%	81.20%
Expenditures per dwelling (16/17 estimate: 193,424 dwellings)	\$80.14	\$83.00	\$88.12	\$94.25

Planning & Development Strategic Initiatives for 2016/17

Strategic Alignment	
P&D 1.01	Economic Development - Focus on the Regional Centre
<p>Centre Plan The Urban Design Project Team is leading the development of a comprehensive Centre Plan that will help guide growth in the Regional Centre to 2031. The 2014 Regional Plan sets growth targets for the Regional Centre as well as a Vision Statement and Guiding Principles for the Centre Plan project. The Centre Plan is comprised of technical studies, work with communities and stakeholders throughout the Regional Centre, and policy and bylaw review that all leads to a new Secondary Municipal Planning Strategy & Land Use By-Law for the Regional Centre.</p>	
P&D 1.02	Economic Development - Focus on the Regional Centre
<p>Parking Strategy The Regional Parking Strategy, approved by Regional Council in 2009, is a comprehensive 25-year plan addressing a wide range of issues related to parking. The Parking Strategy Roadmap is a focused examination of high priorities from the Strategy and provides a three-year program of deliverables with a concentration on governance, new technologies and supply/demand inventory. The Roadmap was approved by Regional Council in 2014. In 2016/17, Planning and Development will continue work on the year 1 deliverables.</p>	
P&D 1.03	Healthy Communities - Energy and Environment
<p>Environmental Protection and Growth Management To build city resiliency by providing leadership in sustainable growth and environmental management, we will provide research and data to inform planning and policy decisions relating to community and corporate energy initiatives, climate change mitigation and adaptation, watershed planning, stormwater management, infrastructure charges, growth management, and contaminated site management.</p>	
P&D 1.04	Transportation - Integrated Mobility
<p>Transportation Planning To meet regional mobility needs, Transportation Planning will measure and project demand and identify the projects and programs that will meet those demands in a sustainable manner. Development of a new Complete Streets Policy will tie together the Road Network, Transit, Parking, Active Transportation and Transportation Demand Management Priority Plans. Transportation Planning will continue to work to provide evidence based plans to support future transportation networks.</p>	

Strategic Alignment	
P&D 1.05	Service Excellence - Continuous Improvement
<p>Planning and Development Renewal Planning and Development will continue to renew the department through the implementation of the 2015-2019 Planning & Development Strategic Framework. During 2016/2017, focus will be on the Year 1 and 2 Recommendations of the Framework. Priority actions include: (a) Replacement of the Permitting and Licensing System (b) Implementation of Fee Service Review (c) Consolidation and Simplification of Land Use Bylaws and (d) Organizational Design Implementation.</p>	
P&D 1.06	Other
<p>Regional Plan The Regional Plan establishes long-range, region-wide planning policies outlining where, when, and how future growth and development should take place in the municipality over the life of the Plan (to 2031). The Planning Team will lead and support the implementation of Regional Plan policy. Deliverables will include a defined community planning process and prioritized community planning program, a Culture and Heritage Priorities Plan, a Road Network Priorities Plan, and a Greenbelting and Public Open Space Priorities Plan. Planning will have a direct role and key areas of responsibility in implementing the Greater Halifax - 2011 to 2016 - Economic Strategy for directing economic programs and initiatives.</p>	

Summary of 2016/17 Planning & Development Changes

Cost Reduction Initiatives	Proposed 16/17
Reduced budget for office expenditures	\$4,800
Reduced budget for external services (i.e. consulting fees, contract services)	\$50,000
Parking Ticket Review	\$250,000
Fee Review	Future Years
Total to offset Base Cost increase	\$304,800

New or Expanded Services Including Operating Costs for New Assets	Proposed 16/17
P&D Service Renewal	\$462,500
Trunk Mobile Radio 2	12,400
Dynamic Messaging Signs Operations & Maintenance	10,000
Total New or Expanded Services Cost	\$484,900

2016/17 Planning & Development Service Area Plans

Business Services:

Planning & Development Business Services leads the business unit in formulating and implementing its strategic plan and service standards to achieve goals, objectives, and outcomes consistent with the business unit's strategic direction and corporate vision.

Services Delivered:

- Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.
- Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, supporting program and service delivery procedures and business processes, so customer/client interests are well represented through direct contact and change, as needed, to support operational functions.

Business Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits				1,384,800	1,384,800	
* Office			308	15,000	15,000	
* External Services				70,000	70,000	
* Building Costs						
* Other Goods & Services			700	16,400	16,400	
* Interdepartmental						
* Other Fiscal				(70,000)	(70,000)	
** Total			1,008	1,416,200	1,416,200	
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit			1,008	1,416,200	1,416,200	

2016/17 Business Services Key Deliverables

16/17 Deliverables
Economic Development – Business Climate
<p>Continuous Improvement of Planning & Development Processes and Services Complete and document business process review of all P&D Permitting and Licensing Processes. Document and implement new processes, supported by operations/procedures manuals to create efficiencies and improve service delivery. Focus areas will be Planning Applications, MICI Review, Inspections, Licensing Standards, Customer Service Review and AG Buildings and Compliance Recommendations.</p>
<p>Front Counter Improvement Plan Development Development of a 3 year work plan to improve front counter services per the outcome of the Customer Service Review and P&D Strategic Planning Process</p>
<p>Licensing and Permitting Technologies Procurement Develop business requirements and procure a Licensing and Permitting technology solution that will provide tools for speedier and efficient services including self-service and counter services.</p>
Governance Communications – Public Engagement
<p>Define Planning & Development Public Engagement Reporting Practice Define measures, processes, and tools to support annual reporting on P&D public engagement activities. Regular reporting will help ensure public consultation processes are transparent and credible. Tracking activities year over year will allow us to gauge employee resource levels in engagement and the effectiveness of engagement programs.</p>
Service Excellence – Continuous Improvement
<p>Records Management Work plan Development Development of a 3 year work plan for the tracking, placement, specification, and retention of files which will be aligned with the Corporate Information Management program. This work will support a shift to electronic/digital records and file management, as well as respond to the AG recommendations for Buildings and Compliance to improve file control.</p>
<p>Plan and By-Law Simplification Undertake an intensive plan and bylaw simplification project to reduce the overall number of land use by-laws in existence in an effort to simplify the way land use is regulated in the Halifax region. This project will modernize processes, uses, and other land use regulation in an effort to position Halifax as a leader in the area of planning and development in Canada.</p>

Buildings & Compliance:

Buildings & Compliance is responsible for the administration and implementation of policies, by-laws and regulations to ensure the quality delivery of services related to building construction and licensing, and adherence to by-laws in the Halifax Regional Municipality, including construction approvals and inspection, license issuance and regulation, and by-law compliance and enforcement. The group is responsible to foster and maintain productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

Services Delivered:

- Animal Control - HRM Animal Services responds to animal related public safety and nuisance issues. Enforcement and public education services are performed by HRM Animal Services staff. Sheltering services for lost and impounded pets are provided through a contractual arrangement.
- Parking Enforcement - Patrol municipality for compliance with parking regulations
- Licencing - The administration and issuance of various licences, as well as the inspection of licensed service providers for compliance with by-laws and regulations
- Building Approvals - HRM reviews and issues permits and performs inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings
- Building / Property Standards - This service includes minimum standards investigations and compliance related to dangerous and unsightly premises, sub-standard residential housing, and rooming house licensing
- By-Law Enforcement - The enforcement of HRM's By-Laws through response to complaints by way of site inspection, evidence gathering and remedy as required

Buildings & Compliance Budget Overview**Summary of Expense & Revenue Types**

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	5,292,300	5,508,200	5,271,548	5,524,600	16,400	0.3
* Office	216,200	143,700	115,378	129,000	(14,700)	(10.2)
* External Services	1,503,500	1,501,000	1,512,424	1,520,500	19,500	1.3
* Supplies	33,000	25,800	28,281	26,900	1,100	4.3
* Materials						
* Building Costs	90,800	25,000	4,004	12,000	(13,000)	(52.0)
* Equipment & Communications	98,700	90,700	96,076	15,800	(74,900)	(82.6)
* Vehicle Expense	3,500	4,000	2,351	6,500	2,500	62.5
* Other Goods & Services	94,400	188,100	150,135	255,300	67,200	35.7
* Interdepartmental		400	(13,626)	400		
* Other Fiscal	60,000	60,000	61,973	60,000		
** Total	7,392,400	7,546,900	7,228,543	7,551,000	4,100	0.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(11,432,000)	(11,678,000)	(10,019,288)	(12,089,000)	(411,000)	3.5
* Other Revenue	(18,500)	(60,000)	(253,147)	(60,000)		
** Total	(11,450,500)	(11,738,000)	(10,272,435)	(12,149,000)	(411,000)	3.5
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	(4,058,100)	(4,191,100)	(3,043,892)	(4,598,000)	(406,900)	9.7

Buildings & Compliance Key Metrics

Key Service Area Metrics	13/14	14/15	15/16
	Actual	Actual	Projection
Building Permits / Inspection Services Cost per \$1,000 in Construction Value	\$10	\$11	\$11
Parking Enforcement -Tickets	184,259	186,473	178,620
Animal Control - Animals handled	767	686	704
Bylaw - Service Requests	13,692*	15,537	16,000
Bylaw Services - Inspections	13,502	14,833	15,500
Licenses Issued	22,339	22,807	24,390
Building Inspections & Reviews	24,122	19,416	21,653
Permits Issued	4,140	3,472	3,922
Minimum Standards Service Request (M100)	539	577	631

* Service Requests include requests from Animal Services, License Standards and Bylaw Standards (Cumulative total of 3 former sections).

2016/17 Buildings & Compliance Key Deliverables

16/17 Deliverables
Healthy Communities – Inclusive and Accessible Community
Development and Implementation of Accessibility Regulations To improve accessibility in new structures built within HRM. Building Code changes to improve accessibility
Service Excellence – Continuous Improvement
Parking Ticket Management System Replacement As the current parking ticket management system (PTMS) is no longer sustainable, we will be implementing a replacement parking ticket management system, including replacement of parking ticket handhelds, and online ticket payment capability. The project is planned for fiscal 16/17, and will be completed in fiscal 17/18. The focus on 16/17 will be on product selection and procurement. The long term direction will be dependent on results of a Parking Technology Opportunity Assessment that will be completed by March 2016.

Infrastructure Planning:

Infrastructure Planning is responsible for the formulation of policies, standards, and by-laws related to the ongoing management of infrastructure, growth and development, including development charges. These recommendations have far reaching implications for the organization as they influence and help define the regional settlement pattern.

Services Delivered:

- Infrastructure Policy & Standards – Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues, taking direction from the Regional Plan; responsible for developing infrastructure standards to be employed in the assessment of municipally-approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to stormwater management
- Growth Analysis - responsible for the development of infrastructure plans and strategies to manage and finance growth and development related issues, including but not limited to the corporate development charges program.
- Development Engineering – This group is the department lead in providing advice and direction in the administration of municipal engineering aspects of the Subdivision Approvals, Construction Approvals, and Planning Applications programs. Under the authority of the HRM Charter, this group administers engineering specifications and HRM By-laws and approves various activities and permits relating to the design, review, inspection and acceptance of municipal service systems associated with development, subdivision and planning projects.
- Transportation Planning – Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation and Transportation Demand Management
- Parking Policy - The Parking Strategy Roadmap is a focused examination of high priorities from the Regional Parking Strategy and provides a three-year program of deliverables with a concentration on governance, new technologies and supply/demand inventory.

Infrastructure Planning Budget Overview**Summary of Expense & Revenue Types**

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,366,500	1,392,600	1,115,098	1,728,700	336,100	24.1
* Office	4,600	18,700	11,370	19,700	1,000	5.3
* External Services		678,269	183,760	568,100	(110,169)	(16.2)
* Supplies	650	3,200	1,495	3,200		
* Equipment & Communications	250	235,100		100,100	(135,000)	(57.4)
* Vehicle Expense		700	129	700		
* Other Goods & Services	50,800	87,100	61,144	89,700	2,600	3.0
* Interdepartmental			3,025			
* Other Fiscal	40,000	(727,369)	(48,604)	(468,100)	259,269	(35.6)
** Total	1,462,800	1,688,300	1,327,418	2,042,100	353,800	21.0
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(186,000)	(204,000)	(147,595)	(137,000)	67,000	(32.8)
* Other Revenue			(4,003)			
** Total	(186,000)	(204,000)	(151,597)	(137,000)	67,000	(32.8)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	1,276,800	1,484,300	1,175,821	1,905,100	420,800	28.4

2016/17 Infrastructure Key Deliverables

16/17 Deliverables
Healthy Communities – Energy and Environment
<p>Flooding Risk Assessments Subject to approval of federal funding from the National Disaster Mitigation Program, conduct risk assessments on flood prone areas according to federal guidelines. The risk assessment will be used to inform a long-term funding strategy for major storm sewers, as part of the Integrated Stormwater Management Policy with Halifax Water.</p>
<p>Flooding By-law Development As part of the Integrated Stormwater Management Policy with Halifax Water, develop a stormwater management and erosion control by-law (formally known as the stormwater functional plan) to reduce the quantity and improve the quality of stormwater run-off associated with the development.</p>
Transportation – Integrated Mobility
<p>Parking Roadmap - Year 1 Recommendations The Roadmap serves to optimize parking supply and improve the delivery of parking services to the public. In 16/17, Planning & Development will undertake the following Year 1 activities from the Parking Roadmap: 1) Establish interim service management responsibility based on recommended governance structure 2) Outline the role and objectives of the parking service and create an organizational change management plan 3) Engage public and stakeholders in focus group(s) and discussion sessions, consult with established Committees, and establish opportunities to further consult on parking with representatives from a broad range of perspectives and is integrated with the Centre Plan.</p>
Financial Responsibility – Resource Planning & Management
<p>Infrastructure Charges Implementation Plan To develop methodology and implementation strategy for infrastructure charges to pay growth related capital costs of facilities needed to support growth.</p>

Regional Planning:

Regional Planning is responsible for the formulation of long range objectives and policies related to future land use, growth and development of the municipality. These recommendations have far reaching implications for the organization, as they regulate use of land and proactively define the regional settlement pattern and influence the long-term environmental, social and economic resiliency of the community. Regional Planning sets the framework for major investment impacting future capital budgets and also significantly impacts HRM operational service delivery (e.g. transit, parks, road maintenance).

Services Delivered:

- Strategic Land Use Policy/Plan - Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review (RP+5), Centre Plan Development and Community Plan Development.

- Priority Plans - On-going work to develop and implement Priorities Plans including Cultural and Heritage and Greenbelting and Public Open Space.
- Urban Design - Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and bylaws for the Regional Centre that care for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.
- Heritage Property Program - Respond to land development and heritage property registration requests through staff or Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street Heritage Conservation District and the Heritage Property Act.
- Affordable Housing – Support for the Housing and Homelessness Partnership.
- Energy & Environment – Provides vision and leadership in environmental sustainability and strategic energy opportunities and issues. Develops and oversees projects and programs to ensure the quality delivery of services related to the municipal role in Energy and Environment in the HRM. Administers environmental and energy performance measurement, contaminated site management, and environmental policy development for the municipality.
- Social & Economic Research – Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on Regional Plan indicators and Development Trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

Regional Planning Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,325,700	2,197,000	2,183,671	2,908,300	711,300	32.4
* Office	21,400	21,800	25,525	21,800		
* External Services	516,100	1,787,331	753,449	680,000	(1,107,331)	(62.0)
* Supplies						
* Materials						
* Building Costs						
* Equipment & Communications	1,000		1,949			
* Vehicle Expense		1,000	332	1,500	500	50.0
* Other Goods & Services	70,700	206,400	109,075	401,700	195,300	94.6
* Interdepartmental			1,119			
* Other Fiscal	(226,100)	(1,396,331)	(374,646)	(358,100)	1,038,231	(74.4)
** Total	2,708,800	2,817,200	2,700,474	3,655,200	838,000	29.7
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(13,000)	(13,000)	(57,601)	(10,000)	3,000	(23.1)
** Total	(13,000)	(13,000)	(57,601)	(10,000)	3,000	(23.1)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,695,800	2,804,200	2,642,873	3,645,200	841,000	30.0

Regional Planning Key Metrics

Key Service Area Metrics	2012	2013	2014	2015	25 year
	Actual	Actual	Actual	Actual	Target
Housing Starts: Regional Centre	16.8%	18.2%	18.6%	Not Available	25%
Housing Starts: Urban Communities	59.5%	59.0%	58.2%	Not Available	50%
Housing Starts: Rural	23.6%	22.8%	23.1%	Not Available	25%

*Housing Starts data is cumulative average since 2006

	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Cost for planning services per resident	\$20.00	\$20.20	\$21.74	\$21.72

2016/17 Regional Planning Key Deliverables

16/17 Deliverables
Healthy Communities – Energy and Environment
<p>Community Energy Plan To support local-level sustainability in the production and use of energy, Planning & Development will implement first year of approved actions of Community Energy Plan.</p>
<p>Solar City 2.0 Promote renewable energy, Planning & Development will implement Solar City 2.0, first year of a three-year solar energy program.</p>
<p>Contaminated Sites Policy Implementation To outline roles and responsibilities for HRM employees in adhering to the provincial Contaminated Sites Regulations that became effective July 2013, Planning & Development will implement the corporate operational policy on the Management of Contaminated Sites.</p>
<p>Climate Adaptation Integrate the Hazard Risk Vulnerability Assessment with Community Planning Project Framework; Focus on E&E/EMO collaboration on climate change preparedness.</p>
<p>Watershed / Water Quality Program Work Plan Development To support detail planning, develop a 3-year watershed / water quality work plan, based on outcomes of the corporate watershed studies and water quality monitoring programs. This will include opportunities for collaboration with the Province for LiDAR and other information sources.</p>
<p>Lakes MicMac and Banook Weed Harvesting Continue to manage weed harvesting activities in lakes MicMac and Banook to maintain recreational value and meet health and safety objectives.</p>
Healthy Communities – Inclusive and Accessible Community

16/17 Deliverables
<p>Annual Housing Symposium To support capacity building of the non-profit housing sector, Planning & Development will work as a member of the HHP Affordable Housing Working Group to organize an annual housing symposium and continue to work with the Housing and Homelessness Partnership.</p>
<p>Community Food Security To support the building of a healthy, just and sustainable food system for Halifax, Planning and Development will factor food security challenges and opportunities into ongoing planning processes, including the Centre Plan and Port Wallace Master Plan. The Community Food Toolkit, developed in 2015/16, will guide planners and communities in exploring policies, practices and partnerships to improve community food security.</p>
Healthy Communities – Recreation and Leisure
<p>Green Network Plan Upon Council's consideration of the Halifax Green Network Plan in the spring/summer of 2016, develop a framework for local open space planning.</p>
Economic Development – Arts, Culture & Heritage Initiatives
<p>Culture & Heritage Priorities Plan Development To advance work on the Culture and Heritage Priorities Plan which will provide greater direction for strategic planning and investment in culture and heritage, Planning and Development will confirm scope for phase 2 of the priorities plan. This will involve collaboration with the Province to evaluate the cultural inventory collected in 2015-16 and engaging with communities and Council to identify gaps and opportunities.</p>
<p>Adopt South Barrington and Schmidville Heritage Conservation Districts Development and adoption of new Heritage Conservation Districts in the South Barrington and Schmidville areas to protect and enhance the special buildings and cultural characteristics of the areas.</p>
Economic Development – Business Climate
<p>St. Pats High School Redevelopment Planning Policy Development To provide direction for future development of the site, Planning & Development and Corporate Real Estate staff will develop new planning policy to be applied to the surplus St. Pats High School property prior to its sale.</p>
<p>Define Development Trends and Statistics Reporting Practice Define measures, processes, and tools to support annual reporting on development trends and statistics. Regular reporting will help to track economic activity, spatial development activity, and provide useful indicators for corporate business planning as well as external economic development planning for the city and region. Key areas of planning policy development and research to include smaller units, secondary suites, laneway housing and row housing, rooming houses and group homes, and the community land trust model.</p>
Economic Development – Focus on the Regional Centre
<p>Convention Center Streetscaping Planning and executing the streetscaping around the new Convention Centre</p>
<p>Regional Centre Plan In coordination with the development and adoption of new Centre Plan Municipal Planning Strategy & Land Use Bylaw, an engagement strategy will be implemented for public consultation. Implementation of Density Bonusing Study findings in all Plan Areas within the Regional Centre, allowing for investment in public benefits in response to increased density. Incentive or Bonus Zoning will be in effect in the 2016/17 Business Year</p>
Economic Development – Supply of Industrial, Commercial and Institutional Lands

16/17 Deliverables
<p>Establish Data Gathering Process for Retail, Commercial and Institutional Define data requirement, processes, and tools to support annual data gathering and analysis related to of retail, commercial and institutional use of lands.</p>
Governance Communications – Council and Committee Governance
<p>Define Regional Plan Performance Reporting Practice Define measures, processes, and tools to support annual reporting on progress toward Regional Plan indicators. This will allow Council to monitor the effectiveness of this policy framework and provide useful indicators for business planning.</p>

Current Planning:

This division is responsible for the administration and implementation of policies, by-laws and regulations related to land use and property development in the Halifax Regional Municipality, including planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program. The team delivers services in an efficient, accurate, professional and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

Services Delivered:

- As-of-Right Land Development Regulation – Responds to requests for land development approval (variances), through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the HRM Charter.
- Discretionary Land Development Regulation - Responds to requests for land development approval, through Council, as per the requirements of various HRM Municipal Planning Strategies, the Regional Plan and the HRM Charter.
- Subdivision Approvals - Respond to requests for subdivision approval as per the requirements of the Regional Subdivision By-law and the HRM Charter.
- Civic Addressing - Assignment and correction of civic addresses, including street naming and community names / boundary delineation and HRM Asset Naming.
- Urban & Rural Applications - Applies existing planning policy in response to development-related planning applications and oversees the preparation of planning analyses and staff reports submitted to Regional and Community Councils for their consideration and decision.

Current Planning Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	4,456,200	4,359,700	4,031,969	2,678,800	(1,680,900)	(39)
* Office	38,100	45,900	40,236	37,900	(8,000)	(17)
* External Services	27,800	62,300	11,160	21,300	(41,000)	(66)
* Supplies	1,100	1,200	52	1,200		
* Materials	100	100		100		
* Equipment & Communications			343			
* Other Goods & Services	86,200	94,800	52,809	86,800	(8,000)	(8)
* Interdepartmental			9,658			
* Other Fiscal	305,800	305,800	224,493		(305,800)	(100)
** Total	4,915,300	4,869,800	4,370,720	2,826,100	(2,043,700)	(42)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(631,000)	(563,000)	(513,884)	(565,000)	(2,000)	
* Other Revenue	(125,000)	(125,000)	(132,938)	(125,000)		
** Total	(756,000)	(688,000)	(646,822)	(690,000)	(2,000)	
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	4,159,300	4,181,800	3,723,897	2,136,100	(2,045,700)	(49)

Current Planning Key Metrics

Key Service Area Metrics	13/14	14/15	15/16
	Actual	Actual	As of Feb 2nd
# Subdivision Applications Processed	439	378	313
# Development Permit Applications Processed	4600	4336	4058
# Discretionary Land Development Applications Processed	122	105	64
# Civic Addressing Transactions	1060	1001	827
% of development applications processed within standard	38%	38%	Not Available

2016/17 Current Planning Key Deliverables

16/17 Deliverables
Economic Development – Rural Economic Development
<p>Rural Plan Development</p> <p>Develop a 3-year work plan for a Rural Planning Program focused on HRMs rural communities to help improve economic, environmental and cultural resiliency of those communities. The program will consider the unique needs of HRM's rural areas and set out an appropriate land use management framework.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
D001 Director P&D	176,000	592,600	612,802	739,300	146,700	24.8
D002 PD Business Services			1,008	1,416,200	1,416,200	
* P & D - Administration	176,000	592,600	613,810	2,155,500	1,562,900	263.7
** Planning & Development Admin	176,000	592,600	613,810	2,155,500	1,562,900	263.7
A315 Ticket Office	(5,184,400)	(4,904,800)	(4,736,075)	(5,354,400)	(449,600)	9.2
S320 Animal control	1,005,200	1,068,300	989,637	1,027,900	(40,400)	(3.8)
S330 Taxi & Limousine	(196,300)	(218,700)	(267,289)	(369,000)	(150,300)	68.7
* License	(4,375,500)	(4,055,200)	(4,013,726)	(4,695,500)	(640,300)	15.8
S310 Contractual Serv Adm	200,600	194,300	128,213	176,000	(18,300)	(9.4)
S410 By-Law Services Adm	448,700	481,000	401,759	500,900	19,900	4.1
S420 By-Law Standards	1,147,700	1,048,800	890,395	942,700	(106,100)	(10.1)
* Bylaw	1,797,000	1,724,100	1,420,366	1,619,600	(104,500)	(6.1)
C430 Building Standards	(1,479,600)	(1,860,000)	(450,532)	(1,522,100)	337,900	(18.2)
* Buildings	(1,479,600)	(1,860,000)	(450,532)	(1,522,100)	337,900	(18.2)
** Municipal Compliance	(4,058,100)	(4,191,100)	(3,043,892)	(4,598,000)	(406,900)	9.7
C450 Development Engineering	965,000	1,025,000	775,713	926,900	(98,100)	(9.6)
C455 Infrastructure Standards				463,000	463,000	
R951 StrategicTrans Plan	271,800	284,300	345,473	389,200	104,900	36.9
R953 TDM Programs	40,000	175,000	54,635	126,000	(49,000)	(28.0)
** Infrastructure Growth	1,276,800	1,484,300	1,175,821	1,905,100	420,800	28.4
C002 Urban Design		31,550	220,335	1,051,300	1,019,750	3,232.2
C320 Policy & Strtgc Plan	2,023,200	1,889,900	1,884,805	1,333,600	(556,300)	(29.4)
C340 Social & Eco. Resrch			45	420,400	420,400	
D935 Energy and Environment	672,600	882,750	536,915	839,900	(42,850)	(4.9)
D940 Solar City Program			774			
** Planning	2,695,800	2,804,200	2,642,873	3,645,200	841,000	30.0
C310 Urban & Rural Applic	1,805,500	1,939,400	1,705,391	1,150,300	(789,100)	(40.7)
C420 Land Dev & Subdv	2,248,000	2,135,800	1,920,621	985,800	(1,150,000)	(53.8)
** Development	4,053,500	4,075,200	3,626,013	2,136,100	(1,939,100)	(47.6)
C330 Civic Addressing	105,800	106,600	97,885		(106,600)	(100.0)
* Development Approvals	105,800	106,600	97,885		(106,600)	(100.0)
** Not active	105,800	106,600	97,885		(106,600)	(100.0)
*** Total	4,249,800	4,871,800	5,112,509	5,243,900	372,100	7.6

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
D001 Director P&D	176,000	592,600	612,802	739,300	146,700	24.8
D002 PD Business Services			1,008	1,416,200	1,416,200	
* P & D - Administration	176,000	592,600	613,810	2,155,500	1,562,900	263.7
** Planning & Development Admin	176,000	592,600	613,810	2,155,500	1,562,900	263.7
A315 Ticket Office	1,379,600	1,459,200	1,257,109	1,415,600	(43,600)	(3.0)
S320 Animal control	1,205,200	1,268,300	1,227,960	1,227,900	(40,400)	(3.2)
S330 Taxi & Limousine	263,700	242,300	196,134	147,000	(95,300)	(39.3)
* License	2,848,500	2,969,800	2,681,203	2,790,500	(179,300)	(6.0)
S310 Contractual Serv Adm	200,600	194,300	128,213	176,000	(18,300)	(9.4)
S410 By-Law Services Adm	467,200	541,000	488,845	560,900	19,900	3.7
S420 By-Law Standards	1,147,700	1,048,800	890,494	942,700	(106,100)	(10.1)
* Bylaw	1,815,500	1,784,100	1,672,055	1,679,600	(104,500)	(5.9)
C430 Building Standards	2,728,400	2,793,000	2,875,285	3,080,900	287,900	10.3
* Buildings	2,728,400	2,793,000	2,875,285	3,080,900	287,900	10.3
** Municipal Compliance	7,392,400	7,546,900	7,228,543	7,551,000	4,100	0.1
C450 Development Engineering	1,139,000	1,182,000	887,072	1,026,900	(155,100)	(13.1)
C455 Infrastructure Standards				463,000	463,000	
R951 StrategicTrans Plan	271,800	284,300	349,475	389,200	104,900	36.9
R953 TDM Programs	52,000	222,000	90,870	163,000	(59,000)	(26.6)
** Infrastructure Growth	1,462,800	1,688,300	1,327,418	2,042,100	353,800	21.0
C002 Urban Design		31,550	220,335	1,051,300	1,019,750	3,232.2
C320 Policy & Strtgc Plan	2,023,200	1,889,900	1,909,879	1,343,600	(546,300)	(28.9)
C340 Social & Eco. Resrch			45	420,400	420,400	
D935 Energy and Environment	685,600	895,750	569,441	839,900	(55,850)	(6.2)
** Planning	2,708,800	2,817,200	2,700,474	3,655,200	838,000	29.7
C310 Urban & Rural Applic	1,871,500	2,000,400	1,784,811	1,211,300	(789,100)	(39.4)
C420 Land Dev & Subdv	2,813,000	2,637,800	2,356,260	1,614,800	(1,023,000)	(38.8)
** Development	4,684,500	4,638,200	4,141,071	2,826,100	(1,812,100)	(39.1)
C330 Civic Addressing	230,800	231,600	229,649		(231,600)	(100.0)
D945 EE Projects						
C779 Locked Capital District						
C440 Blocked:Bylaw Enforcement						
** Not active	230,800	231,600	229,649		(231,600)	(100.0)
*** Total	16,655,300	17,514,800	16,240,965	18,229,900	715,100	4.1

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A315 Ticket Office	(6,564,000)	(6,364,000)	(5,993,184)	(6,770,000)	(406,000)	6.4
S320 Animal control	(200,000)	(200,000)	(238,322)	(200,000)		
S330 Taxi & Limousine	(460,000)	(461,000)	(463,423)	(516,000)	(55,000)	11.9
* License	(7,224,000)	(7,025,000)	(6,694,929)	(7,486,000)	(461,000)	6.6
S410 By-Law Services Adm	(18,500)	(60,000)	(87,086)	(60,000)		
S420 By-Law Standards			(99)			
S421 Contracted Remedies			(164,504)			
* Bylaw	(18,500)	(60,000)	(251,689)	(60,000)		
C430 Building Standards	(4,208,000)	(4,653,000)	(3,325,817)	(4,603,000)	50,000	(1.1)
* Buildings	(4,208,000)	(4,653,000)	(3,325,817)	(4,603,000)	50,000	(1.1)
** Municipal Compliance	(11,450,500)	(11,738,000)	(10,272,435)	(12,149,000)	(411,000)	3.5
C450 Development Engineering	(174,000)	(157,000)	(111,360)	(100,000)	57,000	(36.3)
R951 StrategicTrans Plan			(4,003)			
R953 TDM Programs	(12,000)	(47,000)	(36,235)	(37,000)	10,000	(21.3)
** Infrastructure Growth	(186,000)	(204,000)	(151,597)	(137,000)	67,000	(32.8)
C320 Policy & Strtgc Plan			(25,074)	(10,000)	(10,000)	
D935 Energy and Environment	(13,000)	(13,000)	(32,527)		13,000	(100.0)
D940 Solar City Program						
** Planning	(13,000)	(13,000)	(57,601)	(10,000)	3,000	(23.1)
C310 Urban & Rural Applic	(66,000)	(61,000)	(79,420)	(61,000)		
C420 Land Dev & Subdv	(565,000)	(502,000)	(435,638)	(629,000)	(127,000)	25.3
** Development	(631,000)	(563,000)	(515,058)	(690,000)	(127,000)	22.6
C330 Civic Addressing	(125,000)	(125,000)	(131,764)		125,000	(100.0)
* Development Approvals	(125,000)	(125,000)	(131,764)		125,000	(100.0)
C431 Solid Waste Enforcement						
** Not active	(125,000)	(125,000)	(131,764)		125,000	(100.0)
*** Total	(12,405,500)	(12,643,000)	(11,128,456)	(12,986,000)	(343,000)	2.7

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	11,639,700	11,850,100	10,837,170	13,075,800	1,225,700	10.3
6002 Salaries - Overtime	89,200	89,200	64,496	79,200	(10,000)	(11.2)
6005 PDP & Union Con Incr			(85,878)			
6051 Shift Agreements	2,700	2,700	1,249		(2,700)	(100.0)
6054 Vacation payout			12,017			
6100 Benefits - Salaries	2,465,800	2,497,800	2,291,156	2,768,400	270,600	10.8
6110 Vacancy Management	(746,500)	(746,500)		(1,415,500)	(669,000)	89.6
6152 Retirement Incentives	70,000	68,400	64,697	80,200	11,800	17.3
6153 Severance			1,030			
6154 Workers' Compensation	166,700	172,300	164,358	211,800	39,500	22.9
6155 Overtime Meals	100	100			(100)	(100.0)
6158 WCB Recov Earnings			(58)			
6199 Comp & Ben InterDept	(71,000)		(259,358)			
9200 HR CATS Wage/Ben			98			
* Compensation and Benefits	13,616,700	13,934,100	13,090,977	14,799,900	865,800	6.2
6201 Telephone	93,400	93,100	87,949	89,400	(3,700)	(4.0)
6202 Courier/Postage	22,600	17,600	14,508	17,700	100	0.6
6203 Office Furn/Equip	72,500	24,600	16,423	20,100	(4,500)	(18.3)
6204 Computer S/W & Lic	6,700	16,100	2,935	24,000	7,900	49.1
6205 Printing & Reprod	25,600	26,900	12,582	23,900	(3,000)	(11.2)
6207 Office Supplies	59,500	51,800	66,878	51,300	(500)	(1.0)
6299 Other Office Expenses			1,164			
* Office	280,300	230,100	202,438	226,400	(3,700)	(1.6)
6301 Professional Fees	4,500	997,187	5,345	16,200	(980,987)	(98.4)
6302 Legal Fees	500		1,782	1,300	1,300	
6303 Consulting Fees	315,000	764,769	651,787	985,600	220,831	28.9
6306 Property Survey			365			
6309 Litigation Disburse			36			
6311 Security	300	300		300		
6399 Contract Services	1,727,100	2,266,644	1,884,957	1,856,500	(410,144)	(18.1)
* External Services	2,047,400	4,028,900	2,544,272	2,859,900	(1,169,000)	(29.0)
6401 Uniforms & Clothing	19,500	14,000	17,117	14,900	900	6.4
6402 Med & First Aid Supp	100	200		200		
6404 Rec Prog Supplies			22			
6406 Bridge Tolls	5,650	6,500	5,757	6,500		
6407 Clean/Sani Supplies	2,000	1,000	560	1,000		
6409 Personal Protect Equ		7,000	5,508	7,000		
6499 Other Supplies	7,500	1,500	865	1,700	200	13.3
* Supplies	34,750	30,200	29,828	31,300	1,100	3.6
6504 Hardware	100	100		100		
* Materials	100	100		100		
6611 Building - Interior	90,800	50,000	26,297	47,000	(3,000)	(6.0)
* Building Costs	90,800	50,000	26,297	47,000	(3,000)	(6.0)
6701 Equipment Purchase	57,600	288,600	95,126	102,600	(186,000)	(64.4)
6702 Small Tools	650	500	57	500		
6703 Computer Equip/Rent	100		2,548			
6705 Equip - R&M	5,000	1,500	322	1,500		
6706 Computer R&M	7,600	200	316	200		
6711 Communication System	29,000	35,000		11,100	(23,900)	(68.3)
* Equipment & Communications	99,950	325,800	98,368	115,900	(209,900)	(64.4)
6802 Vehicle R&M	2,000	1,000	2,450	4,000	3,000	300.0
6804 Vehicle Fuel - Gas			25			
6806 Vehicle Rentals	1,500	4,200	75	3,700	(500)	(11.9)
6899 Other Vehicle Expense		500	261	1,000	500	100.0

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Vehicle Expense	3,500	5,700	2,812	8,700	3,000	52.6
6901 Membership Dues	38,300	42,750	25,681	45,400	2,650	6.2
6902 Conferences/Workshop	14,200	21,950	22,894	25,200	3,250	14.8
6903 Travel - Local	42,300	46,900	30,621	42,500	(4,400)	(9.4)
6904 Travel - Out of Town	12,500	20,100	25,232	21,900	1,800	9.0
6905 Training & Education	55,500	110,500	98,335	157,300	46,800	42.4
6906 Licenses & Agreements	20,300	77,400	33,958	32,500	(44,900)	(58.0)
6907 Commission Fees			32			
6910 Signage	25,000	25,000	19,204	25,000		
6911 Facilities Rental	4,000	41,000	2,371	15,200	(25,800)	(62.9)
6912 Advertising/Promotio	39,000	104,300	67,209	99,300	(5,000)	(4.8)
6913 Awards		4,000	3,749	6,000	2,000	50.0
6915 Research Data Acquis			18	42,100	42,100	
6917 Books and Periodicals	17,600	9,300	13,023	6,800	(2,500)	(26.9)
6918 Meals	800	14,800	12,019	9,800	(5,000)	(33.8)
6919 Special Projects	30,000	144,000	396	440,600	296,600	206.0
6938 Rewarding Excellence	1,600	4,400	643	5,400	1,000	22.7
6999 Other Goods/Services	1,000	1,000	27,032	1,500	500	50.0
* Other Goods & Services	302,100	667,400	382,419	976,500	309,100	46.3
7009 Internal Trfr Other		400	(367)	400		
7015 Int Trf FacilityRent			287			
9911 PM Labour-Reg			417			
* Interdepartmental		400	337	400		
8001 Transf Outside Agenc				(150,000)	(150,000)	
8004 Grants	345,800	405,800	314,428	300,000	(105,800)	(26.1)
8008 Transf to/fr Reserve	(166,100)	(2,163,700)	(451,211)	(986,200)	1,177,500	(54.4)
8024 Transf to/fr Capital						
* Other Fiscal	179,700	(1,757,900)	(136,784)	(836,200)	921,700	(52.4)
** Total	16,655,300	17,514,800	16,240,965	18,229,900	715,100	4.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4901 Parking Meters	(10,000)	(10,000)			10,000	(100.0)
4902 Fines Fees	(4,064,000)	(4,064,000)	(3,872,849)	(4,470,000)	(406,000)	10.0
4903 Building Permits	(3,600,000)	(4,000,000)	(2,689,820)	(3,900,000)	100,000	(2.5)
4904 Plumbing Permits	(105,000)	(120,000)	(73,221)	(125,000)	(5,000)	4.2
4905 St. Opening Permits	(73,000)	(60,000)	(32,200)	(40,000)	20,000	(33.3)
4906 Subdivision Applic.	(100,000)	(83,000)	(63,804)	(83,000)		
4907 Taxi Licenses	(165,000)	(158,000)	(150,060)	(158,000)		
4908 Animal Licenses	(200,000)	(200,000)	(238,223)	(200,000)		
4911 Zoning Fees	(89,000)	(88,000)	(87,275)	(88,000)		
4912 Signs & Encroachments	(513,500)	(555,000)	(595,837)	(602,000)	(47,000)	8.5
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(39,000)	(32,000)	(17,475)	(20,000)	12,000	(37.5)
4915 Minor Variance	(24,500)	(26,000)	(32,220)	(26,000)		
4916 Vending Licenses	(40,000)	(40,000)	(32,452)	(40,000)		
4920 Development Permits	(338,000)	(280,000)	(217,775)	(280,000)		
4950 Other Lic. & Permits	(39,000)	(34,000)	(89,230)	(86,000)	(52,000)	152.9
5101 Parking Rentals	(37,000)	(72,000)	(66,775)	(72,000)		
5204 Administration Fees	(190,000)	(190,000)	(163,500)	(190,000)		
5250 Sales of Svcs-Other	(96,000)	(99,000)	(119,404)	(99,000)		
5253 Subdiv Insp Fees	(24,000)	(32,000)	(18,413)	(10,000)	22,000	(68.8)
5256 SOT Revenue	(2,500,000)	(2,300,000)	(2,120,235)	(2,300,000)		
* Fee Revenues	(12,249,000)	(12,445,000)	(10,680,768)	(12,791,000)	(346,000)	2.8
5508 Recov External Parti	(156,500)	(198,000)	(446,990)	(195,000)	3,000	(1.5)
5600 Miscellaneous Revenue			(698)			
* Other Revenue	(156,500)	(198,000)	(447,688)	(195,000)	3,000	(1.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
** Total	(12,405,500)	(12,643,000)	(11,128,456)	(12,986,000)	(343,000)	2.7
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	4,249,800	4,871,800	5,112,509	5,243,900	372,100	7.6



Halifax Regional Police

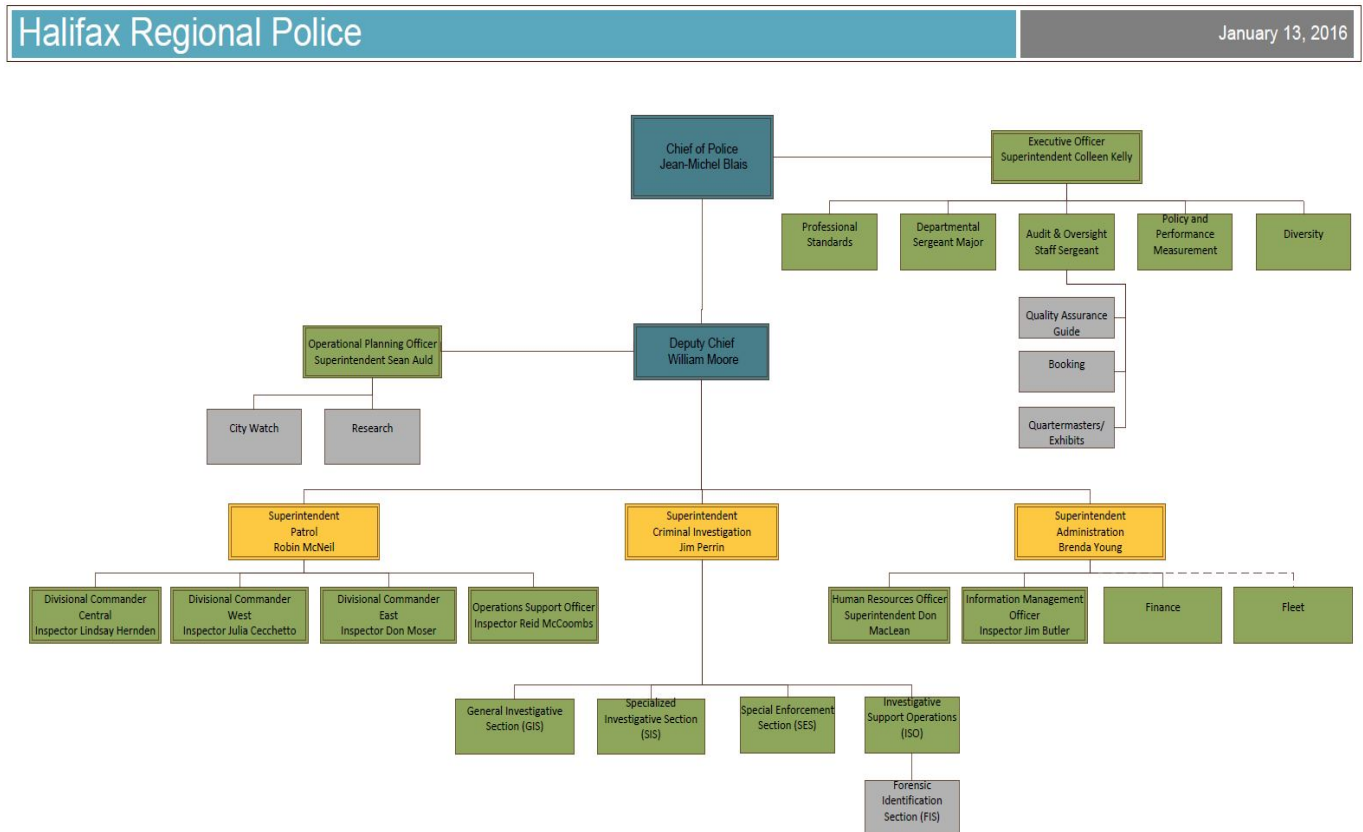
2016/17 Budget and Business Plan

Mission: Safety, Peace and Order in the community.

Halifax Regional Police Overview

Halifax Regional Police (HRP) is responsible for delivering an effective and efficient police service for all of HRM in partnership with the Halifax District of the Royal Canadian Mounted Police. Our mission is to make ongoing and meaningful contributions to the well-being and safety of our communities. HRP is committed to providing this service to build and maintain citizen confidence, trust and safety in partnership with the citizens of the Halifax Regional Municipality.

Halifax Regional Police Organization Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Full & part-time permanent positions	701.5 FTEs 513 Sworn Officers 188.5 Civilian	710.5 FTEs 516 194.5	+14 Sworn Officers +4 awaiting classification	728.5 FTEs 530 198.5
Term and seasonal positions	77	70.5	-5.2	65.3

Changes for 2016/17:

- Backfills for individuals assigned to the Airport Security Contract (14 FTE - 1 Sergeant , 13 Constables)
- Positions requiring classification (3 School Crossing Guards, 1 Court Admin. Clerk)

Halifax Regional Police Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	77,091,900	77,934,600	76,844,907	78,596,900	662,300	0.8
* Office	555,100	555,100	515,450	560,200	5,100	0.9
* External Services	2,862,900	2,721,500	2,913,468	2,930,700	209,200	7.7
* Supplies	596,200	596,200	809,619	632,200	36,000	6.0
* Materials						
* Building Costs	53,700	53,700	78,066	53,700		
* Equipment & Communications	1,509,200	1,799,700	946,707	1,689,500	(110,200)	(6.1)
* Vehicle Expense	4,000	4,000	7,529	4,000		
* Other Goods & Services	1,407,000	1,667,800	1,626,675	1,810,300	142,500	8.5
* Interdepartmental	(216,200)	(216,200)	345,945	(216,200)		
* Other Fiscal	(529,500)	(639,800)	30,238	(319,900)	319,900	(50.0)
** Total	83,334,300	84,476,600	84,118,602	85,741,400	1,264,800	1.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Transfers from other Gov'ts			(3,841,667)	(3,800,000)	(3,800,000)	
* Fee Revenues	(650,000)	(730,000)	(726,780)	(730,000)		
* Other Revenue	(6,589,600)	(6,663,800)	(3,205,374)	(4,246,700)	2,417,100	(36.3)
** Total	(7,239,600)	(7,393,800)	(7,773,821)	(8,776,700)	(1,382,900)	18.7
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)

Halifax Regional Police Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Chief's Office Summary of Expense & Revenue Types	3,828,700	3,673,800	4,045,414	3,647,300	(26,500)	(0.7)
Operations Division Summary of Expense & Revenue Types	72,266,000	73,409,000	72,299,367	73,317,400	(91,600)	(0.1)
	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)

Halifax Regional Police Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total Expenditures <i>(Only factors in HRP Compensation and Total Expenditures)</i>	91%	91%	91%	92%
Expenditures per Dwelling <i>(Factors in all policing expenditures including HRP's and RCMP Contract Costs)</i> <i>(16/17 estimate: 193,424 dwellings)</i>	\$548.90	\$565.53	\$565.74	\$568.31

- Halifax Regional Police Association (HRPA) Collective Agreement covers 650 positions consisting of 517 sworn officers (including 14 new airport personnel) and 133 civilians.
- Salaries under the HRPA collective agreement have increased by 60.1% since March 31, 2003. The average annual salary increase over the same time period was 4.0%.
- The current HRPA Collective Agreement expired March 31, 2015. If an annual rate increase is identified in the new collective agreement, it would be budgeted in HRM Fiscal Services and a transfer to HRP would take place once a new collective agreement is finalized.

Halifax Regional Police Strategic Initiatives for 2016/17

Strategic Alignment	
HRP 1.01	Governance and Communication – Public Engagement
HRP Employee and Public Relations HRP will assess its Public Relations functions to ensure that the necessary PR support is being provided to the organization. Given the community-based nature of police operations, effective communication internally and externally will aid in boosting public confidence in HRP and enhance effective and efficient collaboration of operational and partnership-based initiatives.	
HRP 1.02	Governance and Communication – Public Engagement
HRP Partnerships and Integrated Community Partnerships HRP will work toward operating within a community partnership. HRP will properly identify community partners and analyze and update its practices to ensure intelligence, expertise, and protocols are the most up-to-date and are being delivered through robust community relationships.	
HRP 1.03	Healthy Communities – Public Safety
Effective and Efficient Crime Response HRP will work to ensure that proper resources are in place to effectively and efficiently respond to crime. HRP will analyze our response metrics, identify gaps in alignment with other agencies, and align with other HRM business units so that we can effectively respond in times of crisis.	

HRP 1.04	Healthy Communities – Public Safety
Reduction of Victimization HRP will work to reduce victimization of HRM citizens by implementing our Victim Support Strategy and potentially expanding our Victim Services Mandate.	
HRP 1.05	Healthy Communities – Public Safety
Significant Reduction of Crime and Significant Increase in Safety HRP will work toward significantly reducing crime and significantly increasing safety in all HRM communities by implementing various crime prevention and reduction tactics including but not limited to a revised Crime Reduction strategy that targets specific criminal elements.	
HRP 1.06	Our People – Learning Organization
Good HRP Governance HRP will work toward having its employees fully reflecting its new Core Values. HRP will also research and implement new and innovative ways to provide outstanding leadership throughout the organization and the community.	
HRP 1.07	
HRP Facilities and Infrastructure HRP will work toward having the proper facilities and infrastructure in place so that HRP members can more effectively and efficiently perform their duties in the coming years.	
HRP 1.08	Our People – Strong Leaders
HRP Learning and Innovative Culture HRP plans to develop a Human Resources Strategy that will focus on ensuring that personnel are being fully utilized based on their skills and expertise while also ensuring their well-being. Specific areas of emphasis for the strategy will be on recruitment, performance management, professional development, succession planning, and diversity.	
HRP 1.09	Service Excellence – Continuous Improvement
HRP Operational Excellence HRP will work toward identifying and implementing operational performance improvements and develop a Performance Measurement Strategy.	
HRP 1.10	Our People – Positive Workplace Culture
HRP Organizational Culture and Response Philosophy HRP will work towards establishing a new organizational culture that will be based on its new response philosophy and crime reduction strategy. Updated values and goals will help to legitimize new culture allowing it to permeate every process, procedure, and service that HRP undertakes or offers.	

Summary of 2016/17 Halifax Regional Police Changes

Budget Pressures Addressed in the 16/17 HRP Operating Budget	
Halifax Int'l Airport Aviation Security contract costs including compensation, equipment, supplies, etc. (\$1,778,900 with 100% cost recovery through invoicing Halifax International Airport as per the established contract)	\$0
Provincial DNA operating costs for HRM. (Contractual) <i>(Previously funded through HRM Fiscal Services)</i>	535,800
Reduction in recoveries due to 2 UN Missions that took place in 2015/16.	256,200
Wage model pressures including 3% annual increase for CUPE 4814 (School Crossing Guards), RPA Step increases, non-union adjustments/ISA's approved in 15/16, slight increase in the Youth Advocate Program compensation costs and one less working day in 16/17 compared to 15/16. (Contractual) <i>Note: Does not include an annual increase for HRP members or NSUPE 13 members, as both contracts expired in 2015. Annual increases, should new contracts be established are budgeted in HRM Fiscal Services.</i>	166,600
Overstaffing of 2 positions as a result of long term on the job officer injuries	132,400
Increase in licensing/network related costs as a result of Trunk Mobile Radio 2 (TMR2) service.	127,500
Requirement to add 3 Crossing Guard Supervisor positions and 1 Court Administration Clerk position to mitigate risks involved with this work currently being completed through an external service provider.	111,900
Secondment with the RCMP discontinued.	109,400
Secondment with the Halifax Regional School Board discontinued.	109,400
Estimating a 5% increase in the contract for HRP Security and Administrative Services. <i>(The contract for these services has expired, and is under review/analysis.)</i>	69,300
Estimating a 3% increase in operating costs on leased facilities where required.	57,700
City Watch services with Department of National Defence (DND) discontinued.	5,000
Estimating a 2% increase in the Lake Patrol contract.	1,500
Total Budget Pressures	\$1,682,700

Cost Reduction Initiatives	Proposed 16/17 Savings / Cost Recovery
Efficiencies from backfilling officers who will be assigned to Halifax Int'l Airport with entry level constables.	600,800
Efficiencies due to known retirements which will be replaced with new entry level constables.	682,000
Contribution from reserve Q316 (<i>DNA Reserve</i>)	224,000
Miscellaneous cost recovery increases due to inflation and compensation relative to existing secondments.	84,000
Contribution from reserve Q322 Police Emergency/ Extraordinary Investigation reserve, to utilize interest accumulated above the capped amount of \$1,000,000.	50,000
Total to offset Base Cost Increase	\$1,640,800

2016/17 Halifax Regional Police Service Area Plans

Chief's Office

The Chief's Office is organized into service areas which emphasize service delivery to citizens and support of Halifax Regional Municipality's strategic outcomes: Financial stewardship, audit, policy, and public relations. Halifax Regional Police is responsible for delivering an effective and efficient police service that provides safety, peace, and order in our communities to ensure that citizens and visitors to our community are safe.

Services Delivered:

- Financial Stewardship - Ensures the efficient and effective use of police resources to achieve the goals and objectives of HRP.
- Executive Office - Manages audit and evaluation services, lost/found property services, Prisoner Care Facility (formerly known as Booking), and professional standards.
- Public Relations Unit - Creates and implements communication plans and strategies for both internal and external audiences.

Chief's Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,774,800	2,896,400	2,898,394	2,876,600	(19,800)	(0.7)
* Office	90,100	90,100	102,322	90,100		
* External Services	518,900	423,400	470,814	423,400		
* Supplies	250,400	250,400	463,291	278,400	28,000	11.2
* Building Costs			5,532			
* Equipment & Communications	299,900	118,900	2,529	88,900	(30,000)	(25.2)
* Vehicle Expense			46			
* Other Goods & Services	60,400	60,400	140,651	60,400		
* Interdepartmental			614			
* Other Fiscal	50,000	50,000	332,634	50,000		
** Total	4,044,500	3,889,600	4,416,826	3,867,800	(21,800)	(0.6)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(215,800)	(215,800)	(371,411)	(220,500)	(4,700)	2.2
** Total	(215,800)	(215,800)	(371,411)	(220,500)	(4,700)	2.2
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,828,700	3,673,800	4,045,414	3,647,300	(26,500)	(0.7)

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Police Officers and civilian staff per 100,000 population <i>(Includes both HRP and RCMP Officers and civilian staff)</i>	223	223	223	225
Total gross cost of Police services per capita ¹ <i>(Includes gross costs for both HRP and RCMP)</i>	\$251.58	\$261.41	\$261.54	\$262.35
Total net cost of Police services per capita ² <i>(Includes net costs for HRP and RCMP)</i>	\$232.55	\$242.26	\$243.25	\$241.40
Crime Severity Index *	68.6	65.7	TBA	---
Crime Severity Comparators	---	---	TBA	---
Quebec	46.5	45.2	TBA	---
London	67.2	66.3	TBA	---
Winnipeg	83.2	80.7	TBA	---
Niagara Region	57.5	57.3	TBA	---
Solvency rate	38%	34%	TBA	---
Citizens Survey Results – Satisfaction with the Quality of Policing	86%	86%	TBA	---
Overtime costs	\$2,201,700	\$3,022,195	\$3,643,500	\$2,715,300

¹ Does not factor in police fleet and IT related operating costs

² Does not factor in police fleet and IT related operating costs

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Numbers of training hours	30,225	32,776.5 (Jan. 2015)	28,590.00 (Dec. 2015)	---
Number of courses taken through online portal	277	280 (Jan. 2015)	393 (Dec. 2015)	---

*Source: <http://www.statcan.gc.ca/pub/85-002-x/2015001/article/14211/tbl/tbl03-eng.htm>

The Crime Severity Index is calculated using Incident-based Uniform Crime Reporting Survey (UCR2) data and includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index enables citizens to track changes in the severity of police-reported crime from year to year. It does so by taking into account not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes by assigning a weight to crime types. Further information on the CSI can be found at the link above.

2016/17 Chief's Office Key Deliverables

16/17 Deliverables
Healthy Communities – Public Safety
<p>HRM-aligned Emergency Response Plan HRP will continue to develop an Emergency Response Plan that is All Hazards-based, HRM-aligned, and informed by work accomplished to date on business continuity at HRP, including the Amber Alert Emergency Operations Centre.</p>
<p>Incident Command System (ICS) Implementation HRP will continue to transition toward the ICS model guided by the 15/16 ICS Strategy, and will support HRM-aligned training exercises using ICS for multi-agency responses.</p>
<p>HRP Joint Partnership Plan HRP will develop a Joint Partnership Plan that outlines the objectives and commitments of those involved, and addresses gaps identified in the 15/16 Partnership Analysis.</p>
Healthy Communities – Pedestrian Safety
<p>Annual Pedestrian Safety Action Plan HRP will continue to work with TPW and Corporate Communications to implement approved recommendations from the Pedestrian Safety Action Plan, as well as work toward a comprehensive road safety plan for HRM.</p>
Governance and Communications - Communications
<p>Public Relations Strategy HRP will implement a Public Relations strategy and related tactics, including those arising out of the 15/16 Social Media Strategy and the 15/16 Public Relations Engagement Protocol in light of the current duties and capacity of the Public Relations Unit.</p>
Governance and Communications – ABCs Governance
<p>HRP Alignment with the Police Board of Commissioners HRP will develop, in collaboration with the Police Board of Commissioners, a process for a robust reporting mechanism between the two bodies.</p>
Our People – Top Talent

16/17 Deliverables
<p>2016 Atlantic Police Academy Class HRP will develop a strategy for supporting the 2016 Atlantic Police Academy class.</p>
Our People – Strong Leaders
<p>HRP Leadership Profile HRP will implement development plans arising out of challenges identified in the 15/16 Leadership Profile report.</p>
Our People – Learning Organization
<p>Review of HRP promotional training process HRP will review and make changes to the promotional training process for Non-Commissioned Officers (Sergeants and Staff Sergeants). After a promotional routine is completed, new NCOs will be monitored, developed, and given the proper tools to manage their performance, as well as their subordinates, in order to work effectively and efficiently in their new roles.</p>
Health and Safety – Safer Workplaces
<p>HRP Health and Wellness Program Begin implementing a Road to Mental Readiness program and developing potential wellness coordinator functions based on the challenges identified in the 15/16 Health and Wellness Strategy.</p>
Service Excellence – High Value Results
<p>Upgrades to HRP Intranet Site HRP will complete an Opportunity Assessment that outlines upgrades to HRP's Intranet site in light of HRP's ongoing Information Management Strategy.</p>
Service Excellence – Continuous Improvement
<p>Improve Dispatch/Call Management Process HRP will implement accepted recommendations from the Pomax study to improve Dispatch Process and related governance issues.</p>
<p>HRP Technology Roadmap HRP will support and implement the ICT Technological Roadmap and its associated projects.</p>
<p>Quality Assurance Audits HRP will develop and execute an annual audit plan for Quality Assurance (QA) functions based on risk profiles.</p>
No Strategic Alignment
<p>HRP Facilities Plan In support of a multi-year HRP facilities plan, a facilities plan will be completed that outlines requirements for all facilities including how HRP will be more customer focused and more focused on safety and security.</p>
<p>HRP Facilities Plan and Council Report In support of a multi-year HRP facilities plan, HRP will continue to work with Facilities, Design, and Construction to complete a business case and subsequent council report for a new headquarters that will focus on innovation, learning culture, operational excellence, customer service, and safety and security.</p>
<p>HRP Human Resources skills map HRP will determine gaps that need to be filled in employee skills and competencies based on the human resources skills map carried out in 15/16.</p>

HRP Operations

HRP Operations is primarily responsible for delivering the front-line emergency response and follow-up service to citizens of HRM. It includes Patrol and Criminal Investigation Divisions, Integrated Emergency Services (police dispatch), as well as corporate and support services.

Services Delivered:

- **Criminal Investigation Division (CID Integrated Units):** This Division is integrated with HRP and RCMP members who work together to provide service across all of HRM. It provides specialized investigative services such as General Investigation, Major Crime, Financial Crime, Vice, HRP Forensic Identification, Drugs, Cold Case, Sexual Assault, High-Risk Offender Enforcement, Guns and Gangs, Computer Forensics, and Internet Child Exploitation.
- **Patrol (Central, East, and West):** Provides 24/7 uniformed patrol and response by HRP to emergency and non-emergency calls. It also includes the Quick Response Unit, the integrated K-9 Unit (Police Service Dog), Traffic Section, and the Mobile Mental Health Team.
- **Administration -** Provides financial, fleet, human resources, employee family assistance, and training.
- **Support Division -** Provides support services relating to records, court files, accident reporting services, summary offence ticket processing, and the school crossing guard program.
- **Integrated Emergency Services -** Provides 911 emergency call-taking for all calls within HRM, non-emergency call taking for Halifax Regional Police and Halifax Regional Fire and Emergency, and dispatch services for HRP, HRF, and RCMP Halifax District.

HRP Operations Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	74,317,100	75,038,200	73,946,513	75,720,300	682,100	0.9
* Office	465,000	465,000	413,128	470,100	5,100	1.1
* External Services	2,344,000	2,298,100	2,442,654	2,507,300	209,200	9.1
* Supplies	345,800	345,800	346,328	353,800	8,000	2.3
* Materials						
* Building Costs	53,700	53,700	72,534	53,700		
* Equipment & Communications	1,209,300	1,680,800	944,178	1,600,600	(80,200)	(4.8)
* Vehicle Expense	4,000	4,000	7,484	4,000		
* Other Goods & Services	1,346,600	1,607,400	1,486,023	1,749,900	142,500	8.9
* Interdepartmental	(216,200)	(216,200)	345,331	(216,200)		
* Other Fiscal	(579,500)	(689,800)	(302,396)	(369,900)	319,900	(46.4)
** Total	79,289,800	80,587,000	79,701,776	81,873,600	1,286,600	1.6
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Transfers from other Gov'ts			(3,841,667)	(3,800,000)	(3,800,000)	
* Fee Revenues	(650,000)	(730,000)	(726,780)	(730,000)		
* Other Revenue	(6,373,800)	(6,448,000)	(2,833,963)	(4,026,200)	2,421,800	(37.6)
** Total	(7,023,800)	(7,178,000)	(7,402,410)	(8,556,200)	(1,378,200)	19.2
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	72,266,000	73,409,000	72,299,367	73,317,400	(91,600)	(0.1)

HRP Operations Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Actual	Target
Crime severity index	68.6	65.7	TBA	Continue downward trend
Overall crime reduction: persons and property	Persons: -5% Property: -2%	Persons: -5.2% Property: -1.5%	TBA	Continue downward trend
Solvency rate	38%	34%	TBA	---

2016/17 HRP Operations Key Deliverables

16/17 Deliverables
Healthy Communities – Public Safety
<p>Implementation of Audit Recommendations HRP will implement recommendations from the Domestic Violence Strategy Document, including programming related to communications, prevention, intervention, enforcement, and quality assurance.</p>
<p>Juvenile Prostitution Targeting Strategy HRP will implement the Juvenile Prostitution Targeting strategy, including early identification of high-risk individuals and active enforcement.</p>
<p>HRP Capability Response Framework HRP will continue implementing a Capability Response Framework based on the 15/16 Roadmap, the 15/16 Operational Assessment, and the Clairmont Report.</p>
<p>HRP Crime Reduction Strategy HRP will continue towards implementing a Crime Reduction Strategy based on the 15/16 Roadmap, including a report outlining a recommended position on crime reduction.</p>
<p>HRP Expanded Victim Support Plan HRP will support victims of crimes by implementing and addressing the issues and recommendations from the 15/16 Victim Support Plan.</p>
<p>Real Time Crime Centre Pilot Project Outcomes The data collected from the Real-Time Crime Centre pilot project will be analyzed and decisions will be made on the program's feasibility and/or implementation, including cross-training for existing staff and other potential internal support.</p>
<p>Review of School Liaison Officer function HRP will undertake a full review of the School Liaison Officer function, educational requirements for prospective officers, workload analysis, and programming delivered.</p>
<p>Operational Assessment for a Mass Notification System In collaboration with all other HRM business units, HRP will explore the potential for leading and implementing a mass notification system.</p>

16/17 Deliverables
<p>Active Aggressor and Lockdown Procedures HRP will finalize an internal process for responding to active aggressors in police buildings including facility security audits and protocols for sworn members, civilian employees, and persons in custody. HRP will also communicate and advise active aggressor and lockdown procedures externally in collaboration with other HRM business units.</p>
<p>Investigator's Guide For Online Crime HRP will create an investigator's guide for all officers that will outline procedures and resources relating tech crime and cyber threats.</p>
<p>Cyber Threat Protocol HRP will develop and implement a cyber threat protocol and policy which will detail how HRP combats and responds to external attacks on HRP's technological infrastructure.</p>
<p>Social Media Crime Solving Tool HRP will implement recommendations from the 15/16 Social Media Crime Solving Tool pilot project and continue to explore its potential for aiding in the prevention, intervention, and investigation of crime.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P110 Professional Stds	330,600	334,000	410,425	337,000	3,000	0.9
P125 Audit & Policy	290,800	291,800	228,521	291,500	(300)	(0.1)
P255 Exhibits & Property	714,600	534,300	954,206	532,200	(2,100)	(0.4)
P370 Booking	746,900	755,800	807,653	749,800	(6,000)	(0.8)
**** Executive Office	2,082,900	1,915,900	2,400,805	1,910,500	(5,400)	(0.3)
P105 Chief's Office	1,219,700	1,162,000	1,105,215	1,140,600	(21,400)	(1.8)
P115 Legal	60,400	60,400	90,968	60,400		
P120 Public Affairs	465,700	535,500	448,427	535,800	300	0.1
**** Chief's Division	1,745,800	1,757,900	1,644,609	1,736,800	(21,100)	(1.2)
**** Chief's Office	3,828,700	3,673,800	4,045,414	3,647,300	(26,500)	(0.7)
A551 City Watch	94,100	94,500	69,475	99,500	5,000	5.3
P405 Deputy Operations	615,000	662,600	807,161	971,800	309,200	46.7
S120 FOIPOP Coordinator	58,500	61,000	54,123	62,400	1,400	2.3
**** Deputy Operations	767,600	818,100	930,759	1,133,700	315,600	38.6
P312 SES Technical Unit	526,200	666,500	475,416	599,900	(66,600)	(10.0)
P313 VICLAS	130,200	112,400	123,541	130,600	18,200	16.2
P314 Computer Forensics	238,000	238,800	257,361	239,000	200	0.1
P315 Inves. Call Back Unit	70,400	112,400	109,368	112,300	(100)	(0.1)
P316 CID	(2,855,900)	(2,722,300)	(2,848,137)	(2,568,700)	153,600	(5.6)
P320 Polygraph	118,000	118,300	123,773	118,300		
P325 Identification	1,762,600	1,593,600	1,586,492	2,021,300	427,700	26.8
P330 Fraud Unit	943,800	997,900	946,887	993,200	(4,700)	(0.5)
P335 Special Enforcement	1,538,300	1,588,600	1,508,835	1,579,400	(9,200)	(0.6)
P340 Criminal Intel Unit	1,096,600	1,125,200	1,132,453	1,094,000	(31,200)	(2.8)
P345 Vice	770,900	769,300	767,604	813,000	43,700	5.7
P360 GIS	3,346,300	3,364,200	3,314,554	3,269,600	(94,600)	(2.8)
P375 Major Crime	2,976,600	2,839,800	2,974,442	2,903,500	63,700	2.2
P380 Crime Analysis	1,217,700	1,151,800	1,142,739	1,186,700	34,900	3.0
**** Criminal Investigations Div	11,879,700	11,956,500	13,032,675	12,492,100	535,600	4.5
A450 Integrated Emerg Srv	7,137,300	7,204,000	6,576,578	7,019,200	(184,800)	(2.6)
** Emergency 911 Communication	7,137,300	7,204,000	6,576,578	7,019,200	(184,800)	(2.6)
N711 Dispatch Centre	42,000	42,000	26,621	105,700	63,700	151.7
* Dispatch	42,000	42,000	26,621	105,700	63,700	151.7
N721 HRP	242,300	242,300	371,516	291,800	49,500	20.4
* Police	242,300	242,300	371,516	291,800	49,500	20.4
N731 Core Fire & EMO	53,000	53,000	24,117	3,000	(50,000)	(94.3)
N732 Rural Fire	381,000	637,000	583,343	701,300	64,300	10.1
* Fire	434,000	690,000	607,460	704,300	14,300	2.1
** Integrated Dispatch Communi	718,300	974,300	1,005,596	1,101,800	127,500	13.1
*** Integrated Emergency Servic	7,855,600	8,178,300	7,582,174	8,121,000	(57,300)	(0.7)
P235 Extra Duty	(12,100)	(12,100)	(151,390)	(12,100)		
P240 SOTS	494,600	419,600	395,316	420,800	1,200	0.3
P245 Court Officers	1,332,700	1,351,200	1,334,088	1,349,000	(2,200)	(0.2)
P265 Records	137,000	144,200	125,700	140,300	(3,900)	(2.7)
P310 R.A.P.I.D.	5,900	5,900		5,900		
P311 Projects Unit	675,200	689,100	690,086	706,900	17,800	2.6
*** Information Services	2,633,300	2,597,900	2,393,801	2,610,800	12,900	0.5
P210 EAP	135,200	135,600	143,547	135,800	200	0.1
P220 Human Resources	419,400	438,800	649,352	456,100	17,300	3.9
P225 Training	1,142,100	1,313,400	1,093,337	1,310,500	(2,900)	(0.2)
P505 Police Science Train						
*** Human Resources	1,696,700	1,887,800	1,886,235	1,902,400	14,600	0.8

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P130 Facilities & Prop.	96,600	196,600	200,577	196,600		
P205 Superintendent's Off	397,600	652,200	655,605	538,900	(113,300)	(17.4)
P208 Back Check	(114,000)	(107,700)	(172,498)	(112,400)	(4,700)	4.4
P230 Finance	518,300	526,100	461,377	527,000	900	0.2
P250 Fleet Maintenance	80,000	80,000	95,792	80,000		
P270 Commissionaires	1,151,700	1,187,200	1,254,111	1,243,600	56,400	4.8
P445 Marine	73,000	73,000	73,031	74,500	1,500	2.1
*** Corporate Services	2,203,200	2,607,400	2,567,996	2,548,200	(59,200)	(2.3)
**** Administration	14,388,800	15,271,400	14,430,206	15,182,400	(89,000)	(0.6)
P415 Central	12,906,600	12,988,200	12,447,225	13,027,200	39,000	0.3
P475 QRU - Central Patrol	749,200	721,600	722,175	757,400	35,800	5.0
*** Operations Central	13,655,800	13,709,800	13,169,400	13,784,600	74,800	0.5
P425 East	11,520,900	11,629,400	11,001,260	11,303,400	(326,000)	(2.8)
P490 QRU - East Patrol	823,800	825,600	814,967	781,700	(43,900)	(5.3)
*** Operations East	12,344,700	12,455,000	11,816,227	12,085,100	(369,900)	(3.0)
P420 West	10,865,700	10,827,500	10,528,129	10,648,300	(179,200)	(1.7)
P495 QRU - West Patrol	822,500	826,100	807,609	824,200	(1,900)	(0.2)
*** Operations West	11,688,200	11,653,600	11,335,739	11,472,500	(181,100)	(1.6)
E123 Comm. Response	340,800	345,800	313,931	348,000	2,200	0.6
P365 Accidents	230,200	231,100	219,647	188,500	(42,600)	(18.4)
P410 Shared Resources	1,399,300	1,375,100	1,599,960	1,538,200	163,100	11.9
P430 Victim Service	187,700	206,300	220,274	212,800	6,500	3.2
P435 Canine	30,700	30,700	60,749	32,700	2,000	6.5
P440 ERT	58,900	154,400	154,783	154,400		
P450 Public Safety Unit	36,700	36,700	24,852	36,700		
P455 Bike Patrol	16,000	16,000	13,034	16,000		
P460 Sch. Crossing Guard	1,677,400	1,734,900	1,625,575	1,787,200	52,300	3.0
P465 Mounted	233,200	234,000	272,729	233,900	(100)	(0.0)
P470 Port's Policing	144,900	70,100	134,197	120,700	50,600	72.2
P480 CR/CP	1,328,900	1,294,000	1,324,492	1,292,800	(1,200)	(0.1)
P481 Youth Advocate Prg	532,000	528,700	535,377	538,100	9,400	1.8
P485 Traffic	1,106,200	1,110,400	827,389	1,112,000	1,600	0.1
P486 Mental Health Crisis	218,300	176,400	252,524	199,800	23,400	13.3
P488 Aviation Security			4,848	(644,800)	(644,800)	
*** Shared Services	7,541,200	7,544,600	7,584,360	7,167,000	(377,600)	(5.0)
**** Patrol Operations	45,229,900	45,363,000	43,905,726	44,509,200	(853,800)	(1.9)
***** Operations Division	72,266,000	73,409,000	72,299,367	73,317,400	(91,600)	(0.1)
***** HRM Police	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)
***** Total	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P110 Professional Stds	330,600	334,000	410,425	337,000	3,000	0.9
P125 Audit & Policy	290,800	291,800	228,521	291,500	(300)	(0.1)
P222 LEOSH Conference 2015			56,030			
P255 Exhibits & Property	714,600	534,300	954,206	532,200	(2,100)	(0.4)
P370 Booking	873,000	881,900	942,339	884,500	2,600	0.3
**** Executive Office	2,209,000	2,042,000	2,591,521	2,045,200	3,200	0.2
P105 Chief's Office	1,309,400	1,251,700	1,282,808	1,226,400	(25,300)	(2.0)
P115 Legal	60,400	60,400	93,914	60,400		
P120 Public Affairs	465,700	535,500	448,583	535,800	300	0.1
**** Chief's Division	1,835,500	1,847,600	1,825,305	1,822,600	(25,000)	(1.4)
**** Chief's Office	4,044,500	3,889,600	4,416,826	3,867,800	(21,800)	(0.6)
A551 City Watch	104,100	104,500	79,475	104,500		
P405 Deputy Operations	615,000	790,700	859,509	971,800	181,100	22.9
S120 FOIPOP Coordinator	58,500	61,000	54,123	62,400	1,400	2.3
**** Deputy Operations	777,600	956,200	993,108	1,138,700	182,500	19.1
P312 SES Technical Unit	526,200	666,500	475,416	599,900	(66,600)	(10.0)
P313 VICLAS	130,200	112,400	123,541	130,600	18,200	16.2
P314 Computer Forensics	238,000	238,800	257,361	239,000	200	0.1
P315 Inves. Call BackUnit	70,400	112,400	109,368	112,300	(100)	(0.1)
P316 CID	1,805,200	1,756,800	1,624,233	1,814,600	57,800	3.3
P317 CATS Clearing Account			1,417,347			
P320 Polygraph	118,000	118,300	123,773	118,300		
P325 Identification	1,762,600	1,593,600	1,586,492	2,021,300	427,700	26.8
P330 Fraud Unit	943,800	997,900	946,887	993,200	(4,700)	(0.5)
P335 Special Enforcement	1,538,300	1,588,600	1,508,835	1,579,400	(9,200)	(0.6)
P340 Criminal Intel Unit	1,333,000	1,361,600	1,389,595	1,331,400	(30,200)	(2.2)
P345 Vice	770,900	769,300	768,407	813,000	43,700	5.7
P360 GIS	3,346,300	3,364,200	3,334,431	3,269,600	(94,600)	(2.8)
P375 Major Crime	3,086,000	3,077,300	3,086,339	3,012,900	(64,400)	(2.1)
P380 Crime Analysis	1,217,700	1,151,800	1,142,739	1,186,700	34,900	3.0
**** Criminal Investigations Div	16,886,600	16,909,500	17,894,763	17,222,200	312,700	1.8
A450 Integrated Emerg Srv	7,137,300	7,204,000	6,615,031	7,019,200	(184,800)	(2.6)
A452 Eric Spicer-Operatio						
** Emergency 911 Communication	7,137,300	7,204,000	6,615,031	7,019,200	(184,800)	(2.6)
N711 Dispatch Centre	42,000	42,000	26,621	105,700	63,700	151.7
* Dispatch	42,000	42,000	26,621	105,700	63,700	151.7
N721 HRP	242,300	242,300	371,516	291,800	49,500	20.4
* Police	242,300	242,300	371,516	291,800	49,500	20.4
N731 Core Fire & EMO	53,000	53,000	24,117	3,000	(50,000)	(94.3)
N732 Rural Fire	381,000	637,000	583,343	701,300	64,300	10.1
* Fire	434,000	690,000	607,460	704,300	14,300	2.1
** Integrated Dispatch Communi	718,300	974,300	1,005,596	1,101,800	127,500	13.1
*** Integrated Emergency Servic	7,855,600	8,178,300	7,620,627	8,121,000	(57,300)	(0.7)
P235 Extra Duty	400,300	400,300	360,261	400,300		
P240 SOTS	539,600	544,600	543,466	545,800	1,200	0.2
P245 Court Officers	1,332,700	1,351,200	1,335,733	1,349,000	(2,200)	(0.2)
P265 Records	637,000	644,200	609,274	640,300	(3,900)	(0.6)
P310 R.A.P.I.D.	5,900	5,900		5,900		
P311 Projects Unit	675,200	689,100	690,086	706,900	17,800	2.6
*** Information Services	3,590,700	3,635,300	3,538,821	3,648,200	12,900	0.4
P210 EAP	135,200	135,600	143,547	135,800	200	0.1
P220 Human Resources	419,400	438,800	649,352	456,100	17,300	3.9
P225 Training	1,142,100	1,313,400	1,114,109	1,310,500	(2,900)	(0.2)
*** Human Resources	1,696,700	1,887,800	1,907,007	1,902,400	14,600	0.8
P130 Facilities & Prop.	96,600	196,600	200,577	196,600		
P205 Superintendent's Off	520,900	775,500	760,386	662,200	(113,300)	(14.6)
P208 Back Check	210,200	216,500	210,694	224,800	8,300	3.8
P230 Finance	518,300	526,100	461,377	527,000	900	0.2

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P250 Fleet Maintenance	80,000	80,000	95,792	80,000		
P270 Commissionaires	1,183,800	1,219,300	1,290,811	1,280,300	61,000	5.0
P445 Marine	73,000	73,000	73,031	74,500	1,500	2.1
*** Corporate Services	2,682,800	3,087,000	3,092,669	3,045,400	(41,600)	(1.3)
**** Administration	15,825,800	16,788,400	16,159,124	16,717,000	(71,400)	(0.4)
P415 Central	13,016,000	13,097,600	12,479,130	13,027,200	(70,400)	(0.5)
P475 QRU - Central Patrol	749,200	721,600	722,175	757,400	35,800	5.0
*** Operations Central	13,765,200	13,819,200	13,201,305	13,784,600	(34,600)	(0.3)
P425 East	11,520,900	11,629,400	11,002,432	11,303,400	(326,000)	(2.8)
P490 QRU - East Patrol	823,800	825,600	814,967	781,700	(43,900)	(5.3)
*** Operations East	12,344,700	12,455,000	11,817,399	12,085,100	(369,900)	(3.0)
P420 West	10,865,700	10,827,500	10,528,104	10,648,300	(179,200)	(1.7)
P495 QRU - West Patrol	822,500	826,100	807,609	824,200	(1,900)	(0.2)
*** Operations West	11,688,200	11,653,600	11,335,714	11,472,500	(181,100)	(1.6)
E123 Comm. Response	340,800	345,800	314,156	348,000	2,200	0.6
P365 Accidents	230,200	231,100	219,647	188,500	(42,600)	(18.4)
P410 Shared Resources	1,399,300	1,375,100	1,599,960	1,538,200	163,100	11.9
P430 Victim Service	232,700	251,300	265,324	257,800	6,500	2.6
P435 Canine	30,700	30,700	71,749	32,700	2,000	6.5
P440 ERT	58,900	154,400	154,783	154,400		
P450 Public Safety Unit	36,700	36,700	24,852	36,700		
P455 Bike Patrol	16,000	16,000	13,034	16,000		
P460 Sch. Crossing Guard	1,677,600	1,735,100	1,625,575	1,787,400	52,300	3.0
P465 Mounted	233,200	234,000	272,729	233,900	(100)	(0.0)
P470 Port's Policing	344,200	269,400	374,741	349,500	80,100	29.7
P480 CR/CP	1,328,900	1,294,000	1,325,992	1,292,800	(1,200)	(0.1)
P481 Youth Advocate Prg	532,000	528,700	549,343	538,100	9,400	1.8
P485 Traffic	1,106,200	1,110,400	1,006,462	1,112,000	1,600	0.1
P486 Mental Health Crisis	434,300	392,400	477,170	433,400	41,000	10.4
P488 Aviation Security			4,848	1,134,100	1,134,100	
*** Shared Services	8,001,700	8,005,100	8,300,364	9,453,500	1,448,400	18.1
**** Patrol Operations	45,799,800	45,932,900	44,654,781	46,795,700	862,800	1.9
***** Operations Division	79,289,800	80,587,000	79,701,776	81,873,600	1,286,600	1.6
***** HRM Police	83,334,300	84,476,600	84,118,602	85,741,400	1,264,800	1.5
***** Total	83,334,300	84,476,600	84,118,602	85,741,400	1,264,800	1.5

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P370 Booking	(126,100)	(126,100)	(134,686)	(134,700)	(8,600)	6.8
*** Executive Office	(126,100)	(126,100)	(190,716)	(134,700)	(8,600)	6.8
P105 Chief's Office	(89,700)	(89,700)	(177,593)	(85,800)	3,900	(4.3)
P115 Legal			(2,946)			
P120 Public Affairs			(156)			
*** Chief's Division	(89,700)	(89,700)	(180,696)	(85,800)	3,900	(4.3)
**** Chief's Office	(215,800)	(215,800)	(371,411)	(220,500)	(4,700)	2.2
A551 City Watch	(10,000)	(10,000)	(10,000)	(5,000)	5,000	(50.0)
P405 Deputy Operations		(128,100)	(52,348)		128,100	(100.0)
*** Deputy Operations	(10,000)	(138,100)	(62,348)	(5,000)	133,100	(96.4)
P316 CID	(4,661,100)	(4,479,100)	(4,472,370)	(4,383,300)	95,800	(2.1)
P340 Criminal Intel Unit	(236,400)	(236,400)	(257,141)	(237,400)	(1,000)	0.4
P345 Vice			(802)			
P360 GIS			(19,877)			
P375 Major Crime	(109,400)	(237,500)	(111,897)	(109,400)	128,100	(53.9)
*** Criminal Investigations Divi	(5,006,900)	(4,953,000)	(4,862,088)	(4,730,100)	222,900	(4.5)
A450 Integrated Emerg Srv			(38,453)			
* Emergency 911 Communications			(38,453)			
** Integrated Emergency Service			(38,453)			
P235 Extra Duty	(412,400)	(412,400)	(511,652)	(412,400)		
P240 SOTS	(45,000)	(125,000)	(148,149)	(125,000)		
P245 Court Officers			(1,645)			
P265 Records	(500,000)	(500,000)	(483,574)	(500,000)		
** Information Services	(957,400)	(1,037,400)	(1,145,020)	(1,037,400)		
P225 Training			(20,772)			
** Human Resources			(20,772)			
P205 Superintendent's Off	(123,300)	(123,300)	(104,781)	(123,300)		
P208 Back Check	(324,200)	(324,200)	(383,192)	(337,200)	(13,000)	4.0
P230 Finance						
P270 Commissionaires	(32,100)	(32,100)	(36,700)	(36,700)	(4,600)	14.3
** Corporate Services	(479,600)	(479,600)	(524,673)	(497,200)	(17,600)	3.7
*** Administration	(1,437,000)	(1,517,000)	(1,728,918)	(1,534,600)	(17,600)	1.2
P415 Central	(109,400)	(109,400)	(31,905)		109,400	(100.0)
P475 QRU - Central Patrol						
** Operations Central	(109,400)	(109,400)	(31,905)		109,400	(100.0)
P425 East			(1,173)			
** Operations East			(1,173)			
P420 West			25			
** Operations West			25			
E123 Comm. Response			(225)			
P430 Victim Service	(45,000)	(45,000)	(45,050)	(45,000)		
P435 Canine			(11,000)			
P460 Sch. Crossing Guard	(200)	(200)		(200)		
P470 Port's Policing	(199,300)	(199,300)	(240,544)	(228,800)	(29,500)	14.8
P480 CR/CP			(1,500)			
P481 Youth Advocate Program			(13,966)			
P485 Traffic			(179,073)			
P486 Mental Health Crisis	(216,000)	(216,000)	(224,646)	(233,600)	(17,600)	8.1
P488 Aviation Security				(1,778,900)	(1,778,900)	
** Shared Services	(460,500)	(460,500)	(716,003)	(2,286,500)	(1,826,000)	396.5
*** Patrol Operations	(569,900)	(569,900)	(749,055)	(2,286,500)	(1,716,600)	301.2
**** Operations Division	(7,023,800)	(7,178,000)	(7,402,410)	(8,556,200)	(1,378,200)	19.2
***** HRM Police	(7,239,600)	(7,393,800)	(7,773,821)	(8,776,700)	(1,382,900)	18.7
***** Total	(7,239,600)	(7,393,800)	(7,773,821)	(8,776,700)	(1,382,900)	18.7

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	59,534,600	60,111,900	57,665,097	60,230,200	118,300	0.2
6002 Salaries - Overtime	2,618,000	2,618,000	3,575,796	2,715,300	97,300	3.7
6003 Wages - Regular				244,300	244,300	
6005 PDP & Union Con Incr			(87,947)			
6050 Court Time	1,187,500	1,187,500	1,110,893	1,187,500		
6051 Shift Agreements			68,213			
6052 Shift Differentials	403,700	403,700	279,933	403,700		
6053 Extra Duty	612,400	612,400	640,956	612,400		
6054 Vacation payout			48,278			
6099 Other Allowances	17,000	17,000		17,000		
6100 Benefits - Salaries	11,581,500	11,721,200	11,804,670	11,992,900	271,700	2.3
6110 Vacancy Management	(800,000)	(800,000)		(800,000)		
6152 Retirement Incentives	602,600	576,000	582,068	601,700	25,700	4.5
6154 Workers' Compensation	457,000	476,100	211,493	508,200	32,100	6.7
6156 Clothing Allowance	418,100	418,100	434,070	418,100		
6199 Comp & Ben InterDept	459,500	592,700	505,174	465,600	(127,100)	(21.4)
* Compensation and Benefits	77,091,900	77,934,600	76,844,907	78,596,900	662,300	0.8
6201 Telephone	168,500	168,500	158,041	173,600	5,100	3.0
6202 Courier/Postage	29,100	29,100	27,182	29,100		
6203 Office Furn/Equip	101,700	101,700	114,808	101,700		
6204 Computer S/W & Lic	118,000	118,000	93,893	118,000		
6205 Printing & Reprod	3,600	3,600	1,711	3,600		
6207 Office Supplies	134,200	134,200	119,814	134,200		
* Office	555,100	555,100	515,450	560,200	5,100	0.9
6302 Legal Fees	60,400	60,400	93,914	60,400		
6303 Consulting Fees	37,900	37,900	40,102	37,900		
6304 Janitorial Services	52,000	52,000	97,298	52,000		
6311 Security	15,000	115,000	54,827	115,000		
6312 Refuse Collection	15,000	15,000	15,394	15,000		
6315 Outside Policing	432,500	337,000	325,658	337,000		
6399 Contract Services	2,250,100	2,104,200	2,286,274	2,313,400	209,200	9.9
* External Services	2,862,900	2,721,500	2,913,468	2,930,700	209,200	7.7
6401 Uniforms & Clothing	189,200	189,200	319,158	203,200	14,000	7.4
6402 Med & First Aid Supp			881			
6403 Patrol Equip Supplies	376,400	376,400	462,664	398,400	22,000	5.8
6404 Rec Prog Supplies			486			
6405 Photo Supp & Equip	20,000	20,000	17,158	20,000		
6406 Bridge Tolls			180			
6407 Clean/Sani Supplies	5,700	5,700	8,135	5,700		
6499 Other Supplies	4,900	4,900	956	4,900		
6602 Electrical			214			
6607 Electricity	6,400	6,400	5,884	6,400		
6611 Building - Interior			4,876			
6699 Other Building Cost	47,300	47,300	67,064	47,300		
* Building Costs	53,700	53,700	78,066	53,700		
6701 Equipment Purchase	427,000	461,500	204,608	385,900	(75,600)	(16.4)
6702 Small Tools			100			
6703 Computer Equip/Rent	9,500	9,500	5,207	10,000	500	5.3
6704 Equipment Rental	1,800	1,800	3,437	1,800		
6705 Equip - R&M	193,500	193,500	92,273	135,200	(58,300)	(30.1)
6706 Computer R&M	8,700	8,700	13,519	8,700		

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6708 Mechanical Equipment	4,100	4,100	35,021	4,100		
6711 Communication System	301,400	370,400	258,186	885,100	514,700	139.0
6730 Comm. Circuits	50,000					
6731 Airtime	494,200	750,200	334,297	258,700	(491,500)	(65.5)
6733 Site Rentals	19,000					
* Equipment & Communications	1,509,200	1,799,700	946,707	1,689,500	(110,200)	(6.1)
6802 Vehicle R&M			4,219			
6803 Vehicle Fuel - Diesel	3,000	3,000	2,843	3,000		
6804 Vehicle Fuel - Gas	1,000	1,000	24	1,000		
6806 Vehicle Rentals			443			
* Vehicle Expense	4,000	4,000	7,529	4,000		
6901 Membership Dues	27,200	27,200	30,835	27,200		
6902 Conferences/Workshop	19,200	19,200	71,841	19,200		
6903 Travel - Local	25,900	25,900	30,049	25,900		
6904 Travel - Out of Town	222,700	322,700	350,709	329,700	7,000	2.2
6906 Licenses & Agreements	14,000	14,000		84,800	70,800	505.7
6907 Commission Fees			217			
6911 Facilities Rental	779,800	880,600	804,264	938,300	57,700	6.6
6912 Advertising/Promotio	20,500	20,500	21,271	20,500		
6913 Awards			28			
6914 Recruiting			1,071			
6915 Research Data Acquis	1,500	11,500		11,500		
6917 Books and Periodicals	10,400	10,400	12,658	10,400		
6928 Committee Expenses	500	500	500	500		
6938 Rewarding Excellence	9,000	9,000	7,553	9,000		
6999 Other Goods/Services			2,016			
* Other Goods & Services	1,407,000	1,667,800	1,626,675	1,810,300	142,500	8.5
7011 Int Trf Record Check	(3,300)	(3,300)	(6,390)	(3,300)		
7013 Int Trf Extra Duty	(212,400)	(212,400)	(184,821)	(212,400)		
7015 Int Trf FacilityRent						
* Interdepartmental	(216,200)	(216,200)	345,945	(216,200)		
8003 Insurance Pol/Prem	54,100	54,100	67,038	54,100		
8008 Transf to/fr Reserve	(583,600)	(693,900)	(545,300)	(374,000)	319,900	(46.1)
8024 Transf to/fr Capital			508,500			
* Other Fiscal	(529,500)	(639,800)	30,238	(319,900)	319,900	(50.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4703 Cond. Grant NS(Other)			(3,841,667)	(3,800,000)	(3,800,000)	
* Transfers from other Gov'ts			(3,841,667)	(3,800,000)	(3,800,000)	
4909 False Alarm Recovery	(105,000)	(105,000)	(95,225)	(105,000)		
5250 Sales of Svcs-Other	(545,000)	(545,000)	(534,147)	(545,000)		
5256 SOT Revenue		(80,000)	(97,408)	(80,000)		
* Fee Revenues	(650,000)	(730,000)	(726,780)	(730,000)		
5508 Recov External Parti	(5,975,600)	(6,049,800)	(2,395,381)	(3,603,200)	2,446,600	(40.4)
5600 Miscellaneous Revenue	(614,000)	(614,000)	(809,993)	(643,500)	(29,500)	4.8
* Other Revenue	(6,589,600)	(6,663,800)	(3,205,374)	(4,246,700)	2,417,100	(36.3)
** Total	(7,239,600)	(7,393,800)	(7,773,821)	(8,776,700)	(1,382,900)	18.7
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)

2016/17 RCMP Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* External Services	23,750,000	23,750,000	24,182,904	24,183,000	433,000	1.8
* Interdepartmental			(432,900)			
** Total	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P710 RCMP	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
* RCMP	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
** Total	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
P710 RCMP	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
* RCMP	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
** Total	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6315 Outside Policing	23,750,000	23,750,000	24,182,904	24,183,000	433,000	1.8
* External Services	23,750,000	23,750,000	24,182,904	24,183,000	433,000	1.8
7009 Internal Trfr Other			(432,900)			
* Interdepartmental			(432,900)			
** Total	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8

Halifax Transit

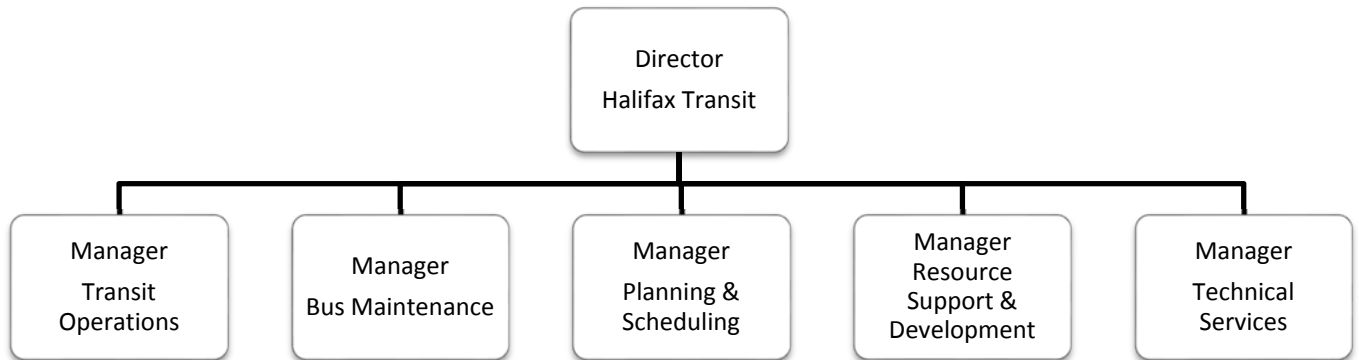
2016/17 Budget and Business Plan

Mission: Working together to provide a safe, reliable and sustainable transit system for all

Halifax Transit Overview

Halifax Transit provides public transit services supporting approximately 19.2 million revenue rides, 27 million transit rides annually. It operates 278 conventional vehicles, as well as 5 ferries, 38 Access-A-Bus vehicles, 20 premium branded MetroLink vehicles, and 25 MetroX vehicles. It employs a workforce of 933 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 16 Park & Ride lots.

Halifax Transit Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full and part-time permanent positions	920.5	922	8	930
Term and seasonal positions	3.3	4.7	-0.5	4.2

* 9 approved / pending (not yet established), 8 proposed new FTEs

Halifax Transit Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	67,118,400	70,932,000	68,934,687	72,843,200	1,911,200	2.7
* Office	1,677,500	1,003,300	722,446	1,073,000	69,700	6.9
* External Services	1,635,000	1,897,400	2,518,608	3,231,900	1,334,500	70.3
* Supplies	952,450	1,076,600	922,117	1,056,500	(20,100)	(1.9)
* Materials	38,000	40,900	222,060	225,500	184,600	451.3
* Building Costs	2,187,350	2,111,700	2,598,084	2,605,400	493,700	23.4
* Equipment & Communications	860,700	797,600	891,503	848,700	51,100	6.4
* Vehicle Expense	20,372,100	18,508,600	19,158,266	17,171,900	(1,336,700)	(7.2)
* Other Goods & Services	1,476,200	1,904,000	1,294,327	1,874,700	(29,300)	(1.5)
* Interdepartmental	14,000	(86,000)	77,766	(100,000)	(14,000)	16.3
* Debt Service	5,426,900	4,385,100	4,385,170	3,902,100	(483,000)	(11.0)
* Other Fiscal	9,264,000	9,934,500	10,531,565	9,552,100	(382,400)	(3.8)
** Total	111,022,600	112,505,700	112,256,600	114,285,000	1,779,300	1.6
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue	(33,342,100)	(33,748,500)	(33,748,500)	(34,491,000)	(742,500)	2.2
* Area Rate Revenue	(42,730,000)	(43,304,800)	(43,273,531)	(44,257,500)	(952,700)	2.2
* Fee Revenues	(34,123,000)	(34,568,500)	(33,659,476)	(34,599,000)	(30,500)	0.1
* Other Revenue	(827,500)	(883,900)	(1,575,094)	(937,500)	(53,600)	6.1
** Total	(111,022,600)	(112,505,700)	(112,256,600)	(114,285,000)	(1,779,300)	1.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit						

Halifax Transit Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Transit Facilities Summary of Expense & Revenue Types	3,091,200	3,343,300	4,513,341	4,401,400	1,058,100	31.6
Access-A-Bus Summary of Expense & Revenue Types	5,268,800	6,033,500	5,184,553	6,139,800	106,300	1.8
Fiscal Service Summary of Expense & Revenue Types	(59,547,100)	(62,363,700)	(62,271,445)	(64,411,400)	(2,047,700)	3.3
Conventional Service Summary of Expense & Revenue Types	48,586,000	50,519,800	50,448,814	51,721,100	1,201,300	2.4
Ferry Service Summary of Expense & Revenue Types	2,601,100	2,467,100	2,124,738	2,149,100	(318,000)	(12.9)
Total						

Halifax Transit Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of operating expenditures	56.91%	60.65%	64.48%	63.24%
Expenditures per dwelling (16/17 estimate: 193,424 dwellings)	\$560.33	\$579.51	\$587.26	\$590.85

Halifax Transit Operational Key Performance Indicators

Key Performance Indicators	Division	13/14 Actual	14/15 Actual	15/16 Projection	16/17 Target	% change (14/15- 15/16)
Transit Ridership	All	19,754,847	19,464,798	19,379,900	N/A	-0.4%
Service Utilization (passengers per capita)	Bus & Ferry	64.36	62.70	62.40	N/A	-0.5%
Service Utilization (passengers per service hour)	Bus & Ferry	26.43	24.81	24.37	N/A	-1.8%
Amount of Service (service hours per capita)	Bus & Ferry	2.43	2.53	2.60	N/A	2.8%
	Bus	2.41	2.49	2.57	2.61	3.2%
Cost to operate a conventional transit bus for each in-service hour	Bus	\$111	\$113	\$109	\$111	-3.5%
Cost Effectiveness (operating expense per passenger)	Bus & Ferry	\$4.08	\$4.66	\$4.45	N/A	-4.5%
Average Fare (passenger revenue per passenger)	Bus & Ferry	\$1.64	\$1.72	\$1.80	N/A	4.7%
Financial (cost recovery)	All	39%	35%	38%	37%	8.6%
	AAB	4%	5%	5%	5%	0%
	Bus & Ferry	41%	37%	39%	39%	5.4%
Customer Service (requests addressed within standard)	All	72%	94%	97%	N/A	3.2%
Operational Customer Satisfaction (passenger survey)	All	61%	65%	N/A	N/A	N/A

Bus & Ferry does not include Access-A-Bus

Halifax Transit Strategic Initiatives for 2016/17

Strategic Alignment	
HT 1.01	Transportation - Asset and Service Plan
<p>Transit Asset & Infrastructure Renewal</p> <p>With the goal of improving the environment for our customers that promotes transit as a competitor to the single occupant vehicle, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction and stop locations as well as replacement of Conventional, MetroX and Access-A-Bus vehicles.</p>	
HT 1.02	Transportation - Asset and Service Plan
<p>Transit Service Plan</p> <p>To ensure Halifax Transit is offering the residents the best transit system that promotes high ridership opportunity and fosters future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.</p>	
HT 1.03	Transportation - Technology
<p>Transit Technology</p> <p>Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.</p>	

Summary of 2016/17 Halifax Transit Changes

Cost Reduction Initiatives	Proposed 16/17
Reduced Overtime	\$500,000
Increased Vacancy Savings	\$200,000
Surplus in Supplies & Building	\$132,000
Efficiencies in Vehicle Maintenance	\$253,000
Efficiencies in other expenses	\$132,000
Reduced Cost of Debt	\$483,000
Total to offset Base Cost increase	\$1,700,000

New or Expanded Services Including Operating Costs for New Assets	Proposed 16/17
Access-A-Bus Expansion (staffing, fuel/tolls, maintenance, and radio licensing)	\$297,200
New Transit Technology (staffing, licensing, maintenance)	\$725,800
Replacement Technology (maintenance / support)	\$4,600
Transit Security (equipment, fencing, access controls)	\$85,000

New or Expanded Services Including Operating Costs for New Assets	Proposed 16/17
Scotia Square Lobby (furniture, fixtures, equipment)	\$14,000
Total New or Expanded Services Cost	\$1,126,600

2016/17 Halifax Transit Service Area Plans

Access-A-Bus Service:

Access-A-Bus service provides a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and are declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 38 vehicles, traveling 1,900,000 kilometers annually to provide more than 160,000 passenger trips each year.

Services Delivered:

- Paratransit service for persons who are unable to use the conventional transit system.

Access-A-Bus Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	4,646,800	5,118,700	4,569,092	5,239,500	120,800	2.4
* Supplies	22,000	60,600	45,562	72,600	12,000	19.8
* Vehicle Expense	350,000	389,000	268,764	333,100	(55,900)	(14.4)
* Other Goods & Services		34,500	910	34,600	100	0.3
* Interdepartmental	500,000	700,700	597,069	775,000	74,300	10.6
** Total	5,518,800	6,303,500	5,481,398	6,454,800	151,300	2.4
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(250,000)	(270,000)	(296,845)	(315,000)	(45,000)	16.7
* Other Revenue						
** Total	(250,000)	(270,000)	(296,845)	(315,000)	(45,000)	16.7
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	5,268,800	6,033,500	5,184,553	6,139,800	106,300	1.8

Conventional Transit Service:

Conventional Transit provides a network of routes that operate throughout the defined service area. This service ensures the mobility of over 27 million passenger trips annually and travels more than 19,000,000 kilometres.

The Bus Maintenance division supports all transit service operations through the provision of repair and preventative maintenance services.

Services Delivered:

- 60 fixed-route services
- 2 MetroLink limited stop bus rapid routes
- 3 MetroX express routes to outlying rural areas

Conventional Transit Service Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	58,376,300	62,110,800	60,661,832	63,372,100	1,261,300	2.0
* Office	913,000	967,200	720,651	1,072,000	104,800	10.8
* External Services	351,000	452,500	783,933	1,254,500	802,000	177.2
* Supplies	862,200	950,200	831,959	927,700	(22,500)	(2.4)
* Materials			126,546	144,000	144,000	
* Building Costs	93,000	137,500	82,520	156,000	18,500	13.5
* Equipment & Communications	654,000	604,500	639,786	617,200	12,700	2.1
* Vehicle Expense	18,833,100	17,181,500	17,954,100	16,000,000	(1,181,500)	(6.9)
* Other Goods & Services	1,377,500	1,680,800	1,227,297	1,667,100	(13,700)	(0.8)
* Interdepartmental	(500,000)	(800,700)	(504,805)	(875,000)	(74,300)	9.3
** Total	80,960,100	83,284,300	82,523,820	84,335,600	1,051,300	1.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(31,550,000)	(31,884,000)	(30,520,272)	(31,684,000)	200,000	(0.6)
* Other Revenue	(824,100)	(880,500)	(1,554,735)	(930,500)	(50,000)	5.7
** Total	(32,374,100)	(32,764,500)	(32,075,007)	(32,614,500)	150,000	(0.5)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	48,586,000	50,519,800	50,448,814	51,721,100	1,201,300	2.4

Ferry Service:

Halifax Transit operates a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. Ferry Service serves 1,500,000 riders each year with passenger terminals located in Dartmouth, Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

- Service between Dartmouth and Halifax
- Service between Halifax and Woodside
- Extra Service
- Ferry Boat / Pontoon Maintenance

Ferry Service Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	3,221,500	3,253,000	3,492,245	3,233,600	(19,400)	(0.6)
* Office	1,000	1,000	1,794	1,000		
* External Services	430,000	490,000	432,164	490,000		
* Supplies	34,000	44,000	31,439	44,000		
* Materials			3,250			
* Building Costs	50,000	55,000	38,676	55,000		
* Equipment & Communications	5,000	2,000	914	2,000		
* Vehicle Expense	1,060,000	901,000	931,258	836,000	(65,000)	(7.2)
* Other Goods & Services	53,000	124,500	54,757	94,500	(30,000)	(24.1)
* Interdepartmental			958			
** Total	4,854,500	4,870,500	4,987,456	4,756,100	(114,400)	(2.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(2,250,000)	(2,400,000)	(2,842,360)	(2,600,000)	(200,000)	8.3
* Other Revenue	(3,400)	(3,400)	(20,358)	(7,000)	(3,600)	105.9
** Total	(2,253,400)	(2,403,400)	(2,862,718)	(2,607,000)	(203,600)	8.5
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,601,100	2,467,100	2,124,738	2,149,100	(318,000)	(12.9)

Fiscal Transit Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	873,800	449,500	85,950	700,000	250,500	55.7
* Office	763,500	35,100			(35,100)	(100.0)
* External Services		45,000		390,000	345,000	766.7
* Supplies	25,050	8,300			(8,300)	(100.0)
* Building Costs	42,750					
* Equipment & Communications	13,300					
* Vehicle Expense	129,000	34,600			(34,600)	(100.0)
* Other Goods & Services	45,700	50,100		45,000	(5,100)	(10.2)
* Interdepartmental	14,000	14,000			(14,000)	(100.0)
* Debt Service	5,426,900	4,385,100	4,385,170	3,902,100	(483,000)	(11.0)
* Other Fiscal	9,264,000	9,682,400	10,279,465	9,300,000	(382,400)	(3.9)
** Total	16,598,000	14,704,100	14,750,585	14,337,100	(367,000)	(2.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue	(33,342,100)	(33,748,500)	(33,748,500)	(34,491,000)	(742,500)	2.2
* Area Rate Revenue	(42,730,000)	(43,304,800)	(43,273,531)	(44,257,500)	(952,700)	2.2
* Fee Revenues	(73,000)	(14,500)			14,500	(100.0)
** Total	(76,145,100)	(77,067,800)	(77,022,031)	(78,748,500)	(1,680,700)	2.2
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	(59,547,100)	(62,363,700)	(62,271,445)	(64,411,400)	(2,047,700)	3.3

2016/17 Halifax Transit - Key Deliverables

16/17 Deliverables
Transportation - Asset Service Plan
<p>Ferry Replacement - Construct / Fit-out / Certify To support sustainable ferry operations into the future by implementing the Ferry Replacement project with the construction, fit out and certification of a replacement ferry.</p>
<p>Burnside Transit Centre Expansion Preparatory Work In order to facilitate the continued growth of Halifax Transit Service and continued operation of the Burnside Transit Centre, Halifax Transit will complete environmental assessments and other preparatory work required in advance of construction in 2017-18.</p>
<p>Halifax Ferry Terminal Renovation To improve the customer experience at the Halifax Ferry Terminal, Halifax Transit will undergo a renovation to improve the environment in the terminal. This will be completed in conjunction with Operations Support.</p>
<p>Woodside Ferry Terminal Renovation To maintain a state of good repair at the Woodside Ferry Terminal and improve the customer experience, Halifax Transit will undergo a multi-year renovation effort. This will include structural and mechanical work along with improvements to the overall building environment. This will be completed in conjunction with Operations Support.</p>

16/17 Deliverables
<p>Conventional Bus Procurement</p> <p>To improve reliability, reduce maintenance costs and provide expanded service, Halifax Transit will complete year one of the five year bus replacement plan, procuring 40 of 112 forty foot (40') conventional buses, to be delivered July 2016.</p>
<p>Para-transit Vehicle Procurement</p> <p>To improve reliability, reduce maintenance costs and provide expanded service, Halifax Transit will complete year one of the three year para-transit vehicle replacement plan, tendering and procuring nine of 28 para-transit vehicles, to be delivered January 2017.</p>
<p>Alternative Fuel Study - Conventional Fleet</p> <p>To identify facility requirements and retro fit costs, maintenance efficiencies, rate of return on investments and regulatory requirements, Halifax Transit will complete a business case for the shift to alternative fuel usage in the conventional bus fleet.</p>
Transportation - Integrated Mobility
<p>Wright's Cove Terminal</p> <p>To enable implementation of the Moving Forward Together Plan and improve the connectivity of the Halifax Transit network, Halifax Transit will continue preparations for the Wright's Cove Terminal in cooperation with Operations Support.</p>
<p>Moving Forward Together Plan Preparation</p> <p>Prepare for initial implementation of the Moving Forward Together Plan</p>
<p>Access-A-Bus Review</p> <p>Examine options for expansion and increased flexibility of door-to-door paratransit service for persons who meet the eligibility criteria for Access-A-Bus. This will include a review of the relationship with conventional service areas/levels and opportunities for community partnerships</p>
<p>Transit Priority Measures Implementation</p> <p>To increase service reliability, a transit right turn lane will be constructed on the west side of Windmill Road from Seapoint Road to Bancroft Lane.</p> <p>In addition, following the completion of the Transit Priority Measures Study undertaken in 2015/16, approximately one to three of the transit priority measures recommended by the study will be implemented. This will be completed in conjunction with Road Operations & Construction and Traffic Management.</p>
Transportation - Technology
<p>Automated Passenger Counting Solution Implementation</p> <p>Complete the implementation of automated passenger counters to allow more accurate counting of passenger boardings and origin destination information to aid better data driven decisions on future improvements. This improved information can be used by Regional Council when considering service adjustments.</p>
<p>Bus Stop Announcement / Text Display System Implementation</p> <p>Complete the implementation of bus stop announcement, a voice call-out and text display system that automatically detects the bus's position using GPS. This new technology will provide improved information to customers, increasing accessibility and transportation options.</p>
<p>Fare Management Solution - Award RFP / Begin Implementation</p> <p>To increase revenues, increase operator safety, and provide timely data for management decisions, Halifax Transit will begin implementation of a fare management solution. Features include easy, electronic fare payment, automated transfers, smart fare technology, electronic web purchasing, fare vending machines and re-loadable smart cards.</p>

16/17 Deliverables

Transit Computer Aided Dispatch/Automated Vehicle Locator System Implementation

Complete the implementation of the Computer Aided Dispatch/Automated Vehicle Locator system to provide improved service reliability and real time information to the travelling public. The customers will be able to confirm the location of a bus using a mobile application and the system will provide accuracy of bus stop level information with text and email notification. The CAD/AVL will create a base for upcoming electronic fare management systems.

Halifax Transit Facilities Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits			125,567	298,000	298,000	
* External Services	854,000	909,900	1,302,511	1,097,400	187,500	20.6
* Supplies	9,200	13,500	13,157	12,200	(1,300)	(9.6)
* Materials	38,000	40,900	92,264	81,500	40,600	99.3
* Building Costs	2,001,600	1,919,200	2,476,888	2,394,400	475,200	24.8
* Equipment & Communications	188,400	191,100	250,803	229,500	38,400	20.1
* Vehicle Expense		2,500	4,144	2,800	300	12.0
* Other Goods & Services		14,100	11,363	33,500	19,400	137.6
* Interdepartmental			(15,457)			
* Other Fiscal		252,100	252,100	252,100		
** Total	3,091,200	3,343,300	4,513,341	4,401,400	1,058,100	31.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,091,200	3,343,300	4,513,341	4,401,400	1,058,100	31.6

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R680 Facilities - Ragged Lake	1,240,000	1,046,700	1,561,604	1,507,800	461,100	44.1
R681 Facilities - Burnside	1,151,200	1,130,900	1,503,049	1,569,000	438,100	38.7
R682 Facil-Ferry Terminal	300,000	654,700	596,690	628,500	(26,200)	(4.0)
R683 Facil-Other Property	400,000	511,000	851,998	696,100	185,100	36.2
*** Transit Facilities	3,091,200	3,343,300	4,513,341	4,401,400	1,058,100	31.6
R652 Access-A -Bus Operations	5,268,800	6,033,500	5,184,553	6,139,800	106,300	1.8
R653 Lock Contract Access						
R654 Locked AAB Operations						
R960 Lkd Fleet R&M:AAB						
*** Access-A-Bus Service	5,268,800	6,033,500	5,184,553	6,139,800	106,300	1.8
R641 Locked Community Transit						
R961 LkdFlt R&M:Tran Comm						
*** Community Transit Service						
R622 Lkd Marketing & Comm						
R624 HT Director's Office	1,612,800	1,736,300	1,631,201	2,111,900	375,600	21.6
R631 Revenue	(32,245,000)	(32,534,000)	(31,241,587)	(32,434,500)	99,500	(0.3)
R637 Service Development	1,082,700	1,239,100	1,118,473	1,389,300	150,200	12.1
R952 LKD Smart Trip Prgrm	12,100	(50,500)	581		50,500	(100.0)
** Halifax Transit Administratio	(29,537,400)	(29,609,100)	(28,491,331)	(28,933,300)	675,800	(2.3)
R640 Technical Services	1,504,900	1,695,000	1,420,730	2,500,200	805,200	47.5
R657 Security	541,900	813,100	655,081	731,300	(81,800)	(10.1)
** Halifax Transit - Technical Se	2,046,800	2,508,100	2,075,811	3,231,500	723,400	28.8
R932 BTC Facility Maintenance	714,000	588,400	690,595	589,900	1,500	0.3
R933 Locked RM:Transit-Ilisley						
R935 Bus Rebuild Program	4,900	8,300	24,310	469,100	460,800	5,551.8
R936 Lkd Fleet R&M:Thor						
R938 BTC Bus Maintenance	11,622,200	11,857,500	12,206,328	11,940,600	83,100	0.7
R962 RLTC Facility Maint	120,000	116,500	133,183	116,500		
R963 RLTC Bus Maint	7,857,600	8,234,800	8,923,153	8,691,300	456,500	5.5
** Halifax Transit - Bus Maintena	20,318,700	20,805,500	21,977,569	21,807,400	1,001,900	4.8
R656 Safety and Training	628,200	816,900	770,161	786,700	(30,200)	(3.7)
R658 Resource Sup & Dev	981,800	1,180,800	930,007	1,058,500	(122,300)	(10.4)
** Halifax Transit - Resource Sup	1,610,000	1,997,700	1,700,168	1,845,200	(152,500)	(7.6)
A640 Lkd Veh. Track/Comm.						
R635 BTC Operators	23,854,000	24,840,400	24,691,414	25,198,400	358,000	1.4
R636 Service Supervisors	3,286,400	3,347,600	3,293,359	3,306,700	(40,900)	(1.2)
R638 BTC & RLTC Bus Ops	11,370,300	10,074,200	8,794,970	8,715,500	(1,358,700)	(13.5)
R659 LKD RLTC Operations	71,500					
R670 RLTC Operators	15,565,700	16,555,400	16,406,854	16,549,700	(5,700)	(0.0)
** Halifax Transit - Bus Operatio	54,147,900	54,817,600	53,186,597	53,770,300	(1,047,300)	(1.9)
*** Conventional Service	48,586,000	50,519,800	50,448,814	51,721,100	1,201,300	2.4
R661 Ferry Operations	2,601,100	2,467,100	2,124,738	2,149,100	(318,000)	(12.9)
R668 Locked Ferry Operations						
*** Ferry Service	2,601,100	2,467,100	2,124,738	2,149,100	(318,000)	(12.9)
M701 Fiscal Transit	(64,974,000)	(66,748,800)	(66,656,615)	(68,313,500)	(1,564,700)	2.3
R671 Halifax Tr. Debt Chg	5,426,900	4,385,100	4,385,170	3,902,100	(483,000)	(11.0)
*** Fiscal Transit	(59,547,100)	(62,363,700)	(62,271,445)	(64,411,400)	(2,047,700)	3.3
**** Total						

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R680 Facilities - Ragged Lake	1,240,000	1,046,700	1,561,604	1,507,800	461,100	44.1
R681 Facilities - Burnside	1,151,200	1,130,900	1,503,049	1,569,000	438,100	38.7
R682 Facil-Ferry Terminal	300,000	654,700	596,690	628,500	(26,200)	(4.0)
R683 Facil-Other Property	400,000	511,000	851,998	696,100	185,100	36.2
*** Transit Facilities	3,091,200	3,343,300	4,513,341	4,401,400	1,058,100	31.6
R652 Access-A -Bus Operations	5,518,800	6,303,500	5,481,398	6,454,800	151,300	2.4
*** Access-A-Bus Service	5,518,800	6,303,500	5,481,398	6,454,800	151,300	2.4
*** Community Transit Service						
R624 HT Director's Office	1,612,800	1,736,300	1,631,457	2,111,900	375,600	21.6
R631 Revenue			(20,254)			
R637 Service Development	1,082,700	1,239,100	1,118,473	1,389,300	150,200	12.1
R952 LKD Smart Trip Prgm	62,600		721			
** Halifax Transit Administratio	2,758,100	2,975,400	2,730,396	3,501,200	525,800	17.7
R640 Technical Services	1,504,900	1,695,000	1,420,730	2,500,200	805,200	47.5
R657 Security	541,900	813,100	655,081	731,300	(81,800)	(10.1)
** Halifax Transit - Technical Se	2,046,800	2,508,100	2,075,811	3,231,500	723,400	28.8
R932 BTC Facility Maintenance	714,000	588,400	690,595	589,900	1,500	0.3
R935 Bus Rebuild Program	4,900	8,300	24,310	469,100	460,800	5,551.8
R938 BTC Bus Maintenance	11,635,000	11,929,500	12,952,419	12,012,600	83,100	0.7
R962 RLTC Facility Maint	120,000	116,500	133,183	116,500		
R963 RLTC Bus Maint	7,863,400	8,282,800	8,952,663	8,739,300	456,500	5.5
** Halifax Transit - Bus Maintena	20,337,300	20,925,500	22,753,171	21,927,400	1,001,900	4.8
R656 Safety and Training	628,200	816,900	770,161	786,700	(30,200)	(3.7)
R658 Resource Sup & Dev	981,800	1,180,800	930,007	1,058,500	(122,300)	(10.4)
** Halifax Transit - Resource Sup	1,610,000	1,997,700	1,700,168	1,845,200	(152,500)	(7.6)
R635 BTC Operators	23,914,000	24,900,400	24,766,600	25,258,400	358,000	1.4
R636 Service Supervisors	3,286,400	3,347,600	3,293,359	3,306,700	(40,900)	(1.2)
R638 BTC & RLTC Bus Ops	11,370,300	10,074,200	8,795,159	8,715,500	(1,358,700)	(13.5)
R659 LKD RLTC Operations	71,500					
R670 RLTC Operators	15,565,700	16,555,400	16,409,157	16,549,700	(5,700)	(0.0)
** Halifax Transit - Bus Operatio	54,207,900	54,877,600	53,264,275	53,830,300	(1,047,300)	(1.9)
*** Conventional Service	80,960,100	83,284,300	82,523,820	84,335,600	1,051,300	1.3
R661 Ferry Operations	4,854,500	4,870,500	4,987,456	4,756,100	(114,400)	(2.3)
*** Ferry Service	4,854,500	4,870,500	4,987,456	4,756,100	(114,400)	(2.3)
M701 Fiscal Transit	11,171,100	10,319,000	10,365,415	10,435,000	116,000	1.1
R671 Halifax Tr. Debt Chg	5,426,900	4,385,100	4,385,170	3,902,100	(483,000)	(11.0)
*** Fiscal Transit	16,598,000	14,704,100	14,750,585	14,337,100	(367,000)	(2.5)
**** Total	111,022,600	112,505,700	112,256,600	114,285,000	1,779,300	1.6

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R652 Access-A -Bus Operations	(250,000)	(270,000)	(296,845)	(315,000)	(45,000)	16.7
*** Access-A-Bus Service	(250,000)	(270,000)	(296,845)	(315,000)	(45,000)	16.7
R624 HT Director's Office			(255)			
R631 Revenue	(32,245,000)	(32,534,000)	(31,221,333)	(32,434,500)	99,500	(0.3)
R952 LKD Smart Trip Prgrm	(50,500)	(50,500)	(139)		50,500	(100.0)
** Halifax Transit Administratio	(32,295,500)	(32,584,500)	(31,221,727)	(32,434,500)	150,000	(0.5)
R938 BTC Bus Maintenance	(12,800)	(72,000)	(746,092)	(72,000)		
R963 RLTC Bus Maint	(5,800)	(48,000)	(29,510)	(48,000)		
** Halifax Transit - Bus Maintena	(18,600)	(120,000)	(775,602)	(120,000)		
R635 BTC Operators	(60,000)	(60,000)	(75,186)	(60,000)		
R638 BTC & RLTC Bus Ops			(189)			
R670 RLTC Operators			(2,303)			
** Halifax Transit - Bus Operatio	(60,000)	(60,000)	(77,678)	(60,000)		
*** Conventional Service	(32,374,100)	(32,764,500)	(32,075,007)	(32,614,500)	150,000	(0.5)
R661 Ferry Operations	(2,253,400)	(2,403,400)	(2,862,718)	(2,607,000)	(203,600)	8.5
*** Ferry Service	(2,253,400)	(2,403,400)	(2,862,718)	(2,607,000)	(203,600)	8.5
M701 Fiscal Transit	(76,145,100)	(77,067,800)	(77,022,031)	(78,748,500)	(1,680,700)	2.2
** Fiscal Transit	(76,145,100)	(77,067,800)	(77,022,031)	(78,748,500)	(1,680,700)	2.2
**** Total	(111,022,600)	(112,505,700)	(112,256,600)	(114,285,000)	(1,779,300)	1.6

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	47,011,700	50,394,300	48,064,903	51,137,600	743,300	1.5
6002 Salaries - Overtime	5,224,200	5,887,800	6,029,485	5,387,200	(500,600)	(8.5)
6005 PDP & Union Con Incr	130,000	308,000			(308,000)	(100.0)
6051 Shift Agreements		35,000	71,071	50,000	15,000	42.9
6052 Shift Differentials	14,800	13,000	14,773	13,000		
6054 Vacation payout			328,359			
6099 Other Allowances		3,000	4,072	3,000		
6100 Benefits - Salaries	10,559,100	11,065,200	11,371,659	11,456,200	391,000	3.5
6110 Vacancy Management	(1,000,000)	(800,000)		(1,000,000)	(200,000)	25.0
6120 Comp OCC Budget Yr 1				1,158,800	1,158,800	
6152 Retirement Incentives	408,700	413,700	416,792	440,400	26,700	6.5
6153 Severance			26,366			
6154 Workers' Compensation	2,656,100	2,673,600	2,647,057	2,719,500	45,900	1.7
6155 Overtime Meals	13,700	13,900	13,216	13,900		
6156 Clothing Allowance	129,700	126,600	126,750	126,600		
6158 WCB Recov Earnings	(18,300)	(18,300)	(51,833)	(18,300)		
6199 Comp & Ben InterDept	1,988,700	816,200	(255,907)	1,217,300	401,100	49.1
9200 HR CATS Wage/Ben			96,601	106,000	106,000	
9210 HR CATS OT Wage/Ben			31,322	32,000	32,000	
* Compensation and Benefits	67,118,400	70,932,000	68,934,687	72,843,200	1,911,200	2.7
6201 Telephone	156,000	156,000	166,402	156,000		
6202 Courier/Postage	10,000	38,000	22,448	18,000	(20,000)	(52.6)
6203 Office Furn/Equip	30,000	30,000	86,151	45,000	15,000	50.0
6204 Computer S/W & Lic	370,000	380,000	158,941	380,000		
6205 Printing & Reprod	315,000	330,000	219,697	318,000	(12,000)	(3.6)
6207 Office Supplies	33,000	34,200	68,795	46,000	11,800	34.5
6290 Office Transfer	763,500	35,100		110,000	74,900	213.4
6299 Other Office Expenses			12			
* Office	1,677,500	1,003,300	722,446	1,073,000	69,700	6.9
6301 Professional Fees		1,500	11,434	3,500	2,000	133.3
6302 Legal Fees	1,000	1,000	28,838	1,000		
6304 Janitorial Services	370,000	536,300	607,243	594,200	57,900	10.8
6308 Snow Removal	300,000	216,600	417,294	285,000	68,400	31.6
6310 Outside Personnel	350,000	400,000	361,696	400,000		
6311 Security	400,000	511,000	460,200	529,500	18,500	3.6
6312 Refuse Collection		55,500	90,127	68,400	12,900	23.2
6390 Ext Svc Transfer		45,000			(45,000)	(100.0)
6399 Contract Services	214,000	130,500	541,778	1,350,300	1,219,800	934.7
* External Services	1,635,000	1,897,400	2,518,608	3,231,900	1,334,500	70.3
6401 Uniforms & Clothing	482,700	616,700	452,177	566,700	(50,000)	(8.1)
6402 Med & First Aid Supp	6,000	6,000	21,699	6,000		
6403 Patrol Equip Supplies	5,000	5,000	4,624	5,000		
6406 Bridge Tolls	422,000	424,600	415,310	424,600		
6407 Clean/Sani Supplies	4,000	17,500	20,708	27,200	9,700	55.4
6409 Personal Protect Equ			7,536	15,000	15,000	
6490 Supplies Transfer	23,550	6,800		12,000	5,200	76.5
6499 Other Supplies	9,200		62			
* Supplies	952,450	1,076,600	922,117	1,056,500	(20,100)	(1.9)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6501 Asphalt			66,339	60,600	60,600	
6502 Chemicals			187	200	200	
6504 Hardware		9,800	9,435	5,600	(4,200)	(42.9)
6505 Lubricants			129,796	144,000	144,000	
6519 Welding Supplies						
6599 Other Materials	38,000					
* Materials	38,000	40,900	222,060	225,500	184,600	451.3
6602 Electrical		41,600	69,864	48,000	6,400	15.4
6603 Grnds & Landscaping		33,700	23,672	33,800	100	0.3
6604 Bus Gates/Shltr-R&M	20,000	73,600	30,335	125,500	51,900	70.5
6605 Municipal Taxes	3,000	5,000	10,084	5,000		
6606 Heating Fuel		244,700	28,484	21,000	(223,700)	(91.4)
6607 Electricity		961,700	1,111,794	981,700	20,000	2.1
6608 Water		89,700	111,120	108,700	19,000	21.2
6609 Elevator & Escalator		19,200	34,204	27,500	8,300	43.2
6610 Building - Exterior		133,400	46,052	46,000	(87,400)	(65.5)
6611 Building - Interior		11,000	44,689	42,000	31,000	281.8
6612 Safety Systems	35,000	114,000	140,663	114,000		
6613 Overhead Doors		17,000	104,748	65,000	48,000	282.4
6614 Envir Assess/Cleanup		26,200	3,128	26,200		
6616 Natural Gas-Buildings		248,500	764,473	692,500	444,000	178.7
6617 Pest Management		16,400	17,376	13,300	(3,100)	(18.9)
6690 Building Exp Transfe	42,750					
6699 Other Building Cost	2,086,600	76,000	57,398	255,200	179,200	235.8
* Building Costs	2,187,350	2,111,700	2,598,084	2,605,400	493,700	23.4
6701 Equipment Purchase			3,618	1,400	1,400	
6702 Small Tools	53,000	53,000	42,792	53,000		
6703 Computer Equip/Rent	3,000	3,000	23,920	3,000		
6704 Equipment Rental		6,300	10,320	10,300	4,000	63.5
6705 Equip - R&M	493,400	255,500	367,454	270,500	15,000	5.9
6707 Plumbing & Heating		53,800	57,129	61,800	8,000	14.9
6708 Mechanical Equipment		128,000	174,243	153,000	25,000	19.5
6711 Communication System	10,000	10,000	9,455	46,400	36,400	364.0
6731 Airtime	100,000	100,000	35,852	63,600	(36,400)	(36.4)
6732 Mobile Data	190,000	190,000	166,719	185,700	(4,300)	(2.3)
6790 Equipment Transfer	11,300	(2,000)			2,000	(100.0)
* Equipment & Communications	860,700	797,600	891,503	848,700	51,100	6.4
6802 Vehicle R&M	8,447,000	8,636,000	10,392,642	8,169,500	(466,500)	(5.4)
6803 Vehicle Fuel - Diesel	11,045,000	9,276,500	8,160,113	8,192,800	(1,083,700)	(11.7)
6804 Vehicle Fuel - Gas	139,100	22,000	19,702	22,000		
6805 Tires and Tubes	805,000	730,000	777,327	771,000	41,000	5.6
6806 Vehicle Rentals		9,500	13,921	9,500		
6807 Vehicle Leases	7,000					
6899 Other Vehicle Expense			68			
* Vehicle Expense	20,372,100	18,508,600	19,158,266	17,171,900	(1,336,700)	(7.2)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6901 Membership Dues	29,500	53,200	23,661	53,200		
6902 Conferences/Workshop	25,500	30,000	15,396	60,000	30,000	100.0
6903 Travel - Local	32,000	36,500	33,124	36,500		
6904 Travel - Out of Town	45,000	62,000	24,897	62,000		
6905 Training & Education	119,200	306,000	188,540	271,000	(35,000)	(11.4)
6906 Licenses & Agreements	72,300	104,100	80,673	73,400	(30,700)	(29.5)
6907 Commission Fees	360,000	360,000	402,391	400,000	40,000	11.1
6908 Medical Examinations	88,000	91,500	48,313	74,500	(17,000)	(18.6)
6910 Signage		6,100	7,655	700	(5,400)	(88.5)
6911 Facilities Rental	52,000	115,000	77,575	85,000	(30,000)	(26.1)
6912 Advertising/Promotio	500,000	500,000	255,868	500,000		
6913 Awards	20,000	20,000	12,241	20,000		
6914 Recruiting	35,000	71,000	69,681	56,000	(15,000)	(21.1)
6918 Meals	2,000	14,500	9,749	14,500		
6919 Special Projects		25,000	9,442	25,000		
6920 Land Purchase				14,000	14,000	
6936 Staff Relations	50,000	50,000	25,933	50,000		
6940 Fencing			2,112	2,500	2,500	
6990 Gds & Svcs Trsf	45,700	50,100		45,100	(5,000)	(10.0)
6999 Other Goods/Services		9,000	7,077	31,300	22,300	247.8
* Other Goods & Services	1,476,200	1,904,000	1,294,327	1,874,700	(29,300)	(1.5)
7009 Internal Trfr Other			141,440			
7010 IntTrfr Insur Funds		(100,000)	(83,686)	(100,000)		
7015 Int Trf FacilityRent			82			
* Interdepartmental	14,000	(86,000)	77,766	(100,000)	(14,000)	16.3
8011 Interest on Debentur	769,700	606,700	606,749	513,900	(92,800)	(15.3)
8012 Principal on Debentu	4,657,200	3,778,400	3,778,421	3,388,200	(390,200)	(10.3)
* Debt Service	5,426,900	4,385,100	4,385,170	3,902,100	(483,000)	(11.0)
8008 Transf to/fr Reserve	500,000	3,152,100	3,028,965	552,100	(2,600,000)	(82.5)
8014 Capital from Operati	8,764,000	6,782,400	4,780,000	9,000,000	2,217,600	32.7
8024 Transf to/fr Capital			2,722,600			
* Other Fiscal	9,264,000	9,934,500	10,531,565	9,552,100	(382,400)	(3.8)
** Total	111,022,600	112,505,700	112,256,600	114,285,000	1,779,300	1.6
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4002 Comm. Property Taxes	(33,342,100)	(33,748,500)	(33,748,500)	(34,491,000)	(742,500)	2.2
* Tax Revenue	(33,342,100)	(33,748,500)	(33,748,500)	(34,491,000)	(742,500)	2.2
4204 Area Rate Loc Transi	(26,258,000)	(26,717,500)	(26,704,570)	(27,305,300)	(587,800)	2.2
4205 Area Rate Reg Transp	(16,472,000)	(16,587,300)	(16,568,961)	(16,952,200)	(364,900)	2.2
* Area Rate Revenue	(42,730,000)	(43,304,800)	(43,273,531)	(44,257,500)	(952,700)	2.2
5101 Parking Rentals			(222)			
5102 Facilities Rentals		(84,000)	(157,013)	(84,000)		
5201 Fare Revenue	(34,050,000)	(34,470,000)	(33,502,695)	(34,500,000)	(30,000)	0.1
5450 Other Sales Revenue	(73,000)	(14,500)	454	(15,000)	(500)	3.4
* Fee Revenues	(34,123,000)	(34,568,500)	(33,659,476)	(34,599,000)	(30,500)	0.1
5503 Advertising Revenue	(640,000)	(650,000)	(663,658)	(700,000)	(50,000)	7.7
5508 Recov External Parti	(115,600)	(217,000)	(883,703)	(217,000)		
5600 Miscellaneous Revenue	(71,900)	(16,900)	(27,733)	(20,500)	(3,600)	21.3
* Other Revenue	(827,500)	(883,900)	(1,575,094)	(937,500)	(53,600)	6.1
** Total	(111,022,600)	(112,505,700)	(112,256,600)	(114,285,000)	(1,779,300)	1.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit						

Transportation and Public Works

2016/17 Budget and Business Plan

Mission: To deliver public works services and systems that meet the needs and expectations of our communities and citizens.

Transportation and Public Works Overview

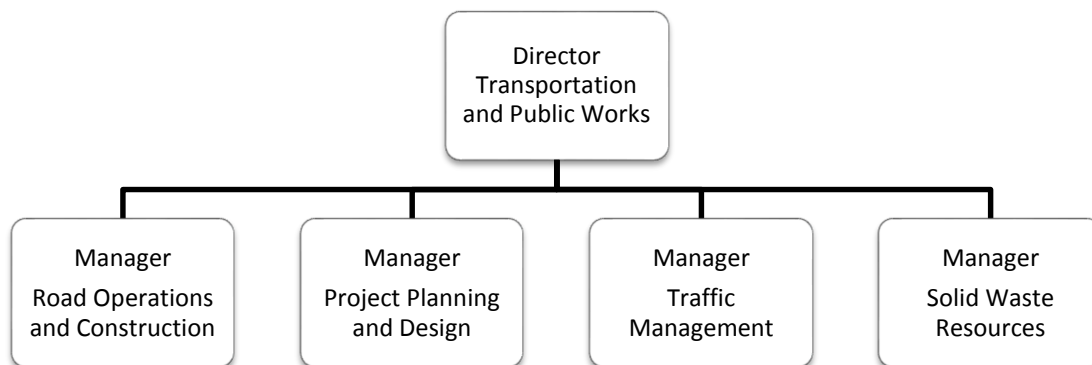
Transportation and Public Works (TPW) consolidates critical and operational-based services that contribute to sustainable public infrastructure and transportation networks.

Through dedicated teamwork and responsible leadership, TPW will continue to balance economic growth, environmental concerns and fiscal responsibility to enhance quality of life to all HRM citizens.

Asset Responsibility:

- 3,792 lane kms roads; 928 kms of sidewalks and 85 bridges;
- 268 signalized intersections, 44,395 street lights;
- 2,408 crosswalks; 549 bike symbols painted;
- 8 street sweepers; 3 sidewalk sweepers; 2 graffiti trucks and 65 pieces of snow and ice control equipment
- 180,000 street trees; 9 million trees on HRM properties;
- Collection of recyclables, organics and refuse at 144,000 eligible curbside and condominium serviced properties;
- Average annual solid waste tonnage collected and processed (approx.) 26,000 tonnes recyclables, 51,000 tonnes organics and 100,000 tonnes refuse;
- Licensing of sites that divert 92,000 tonnes of construction and demolition material;
- Contract management for the operation and maintenance of 7 solid waste processing facilities.

Transportation and Public Works Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15	2015/16 Approved (Apr 1/15)	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Full & part-time permanent positions	290	281	-1	280
Term and seasonal positions	44	22.3	-0.8	21.5

Transportation and Public Works Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	19,405,200	20,749,200	19,950,667	20,476,100	(273,100)	(1.3)
* Office	236,100	215,600	177,398	212,700	(2,900)	(1.3)
* External Services	55,960,900	61,682,000	69,406,405	61,264,200	(417,800)	(0.7)
* Supplies	247,800	220,600	362,477	257,300	36,700	16.6
* Materials	2,443,300	2,548,000	2,301,132	1,597,700	(950,300)	(37.3)
* Building Costs	7,118,400	5,183,900	4,306,760	3,189,400	(1,994,500)	(38.5)
* Equipment & Communications	2,320,100	216,500	174,292	464,900	248,400	114.7
* Vehicle Expense	41,100	9,700	16,799	9,500	(200)	(2.1)
* Other Goods & Services	1,740,200	2,629,800	2,073,358	2,591,200	(38,600)	(1.5)
* Interdepartmental	23,200	23,200	(113,961)	38,200	15,000	64.7
* Debt Service	2,828,800	2,707,000	2,597,203	2,518,400	(188,600)	(7.0)
* Other Fiscal	2,217,000	494,200	(243,661)	3,935,000	3,440,800	696.2
** Total	94,582,100	96,679,700	101,008,870	96,554,600	(125,100)	(0.1)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Area Rate Revenue	(40,300)	(40,800)	(40,682)	(40,900)	(100)	0.2
* Transfers from other Gov'ts	(2,123,100)	(2,123,100)	(3,019,437)	(2,623,100)	(500,000)	23.6
* Fee Revenues	(13,326,000)	(12,999,500)	(9,381,555)	(3,109,500)	9,890,000	(76.1)
* Other Revenue	(1,748,400)	(2,067,800)	(3,643,198)	(1,484,900)	582,900	(28.2)
** Total	(17,237,800)	(17,231,200)	(16,084,872)	(7,258,400)	9,972,800	(57.9)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	77,344,300	79,448,500	84,923,998	89,296,200	9,847,700	12.4

Transportation and Public Works Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Director/Administration Summary of Expense & Revenue Types	560,500	750,700	605,174	749,400	(1,300)	(0.2)
Traffic Management Summary of Expense & Revenue Types	11,222,800	11,231,700	11,650,068	12,192,600	960,900	8.6
Road Operations & Construction Summary of Expense & Revenue Types	28,398,800	32,115,700	37,182,220	38,548,300	6,432,600	20.0
Project planning & Design Summary of Expense & Revenue Types	3,143,300	2,983,700	2,785,103	2,939,100	(44,600)	(1.5)
Solid Waste Resources Summary of Expense & Revenue Types	34,018,900	32,366,700	32,701,433	34,866,800	2,500,100	7.7
	77,344,300	79,448,500	84,923,998	89,296,200	9,847,700	12.4

Transportation and Public Works Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	21%	19%	20%	21%
Expenditures per Dwelling (16/17 estimate: 193,424 dwellings)	\$530.83	\$589.34	\$530.42	\$499.19

Transportation and Public Works Strategic Initiatives for 2016/17

Strategic Alignment	
TPW 1.01	Healthy Communities – Energy and Environment
Solid Waste Program Improvements Solid Waste Resources will undertake a number of initiatives to improve the waste management system, including deliverables intended to reduce operating costs, ensure regulatory compliance and environmental protections, and improve waste diversion and source separation compliance	
TPW 1.02	Transportation – Integrated Mobility
Active Transportation Implement the second year of the 2014-2019 Active Transportation Plan as outlined in the 2016/17 Capital Program.	
TPW 1.03	Healthy Communities – Pedestrian Safety
Road Safety To help ensure overall pedestrian safety for HRM residents, TPW has led a pedestrian safety initiative. This included preparation of annual pedestrian safety plans and together with partners in Corporate Communications and HRP, approved engineering, education, and enforcement programs were implemented. In 2016/17 a broader general road safety strategy, including pedestrian safety, will be prepared for Regional Council in Q4 of 2016/17.	
TPW 1.04	Transportation – Integrated Mobility
Transportation Capital Works Transportation & Public Works will be responsible for developing an implementation plan integrating the state of good repair program with the Road Network, Transit and Active Transportation Priority Plans. The program is developed in consultation with the Integration Committee which includes Halifax Water and other utilities.	
TPW 1.05	Transportation – Integrated Mobility
Winter Works Review Implement Council approved recommendations from internal/external review of Winter Works operation.	

Summary of 2016/17 Transportation and Public Works Changes

Cost Reduction Initiatives	Proposed 16/17
Increase in Winter Service Contracts	\$5,600,000
Cost Restructure of Solid Waste as a result of Otter Lake agreement	\$2,515,000
Service Agreement with Halifax Water regarding tree roots	-\$350,000
Increase in Street Lighting Expenditures	\$700,000
Other Operational Maintenance and Material Pressures	\$736,500
OCC and TMR adjustments added after Committee of the Whole presentation	\$646,200
Total to offset Base Cost Increase	\$9,847,700

New or Expanded Services including Operating Costs for New Assets	Proposed 16/17
New development acceptance	\$310,000
Street recapitalization	\$35,500
Active Transportation – strategic projects	\$51,900
New paving – HRM owned roads	\$33,400
Other road related work	\$800
Street lighting	\$1,000
Traffic signal installation / signal integration	\$52,900
Trunk Mobile Radio	\$160,700
Total New or Expanded Service Costs	\$646,200

2016/17 Transportation and Public Works Service Area Plans Director's Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	359,300	351,100	353,884	354,800	3,700	1.1
* Office	8,000	8,000	6,159	8,000		
* External Services			5,339			
* Supplies	1,000	1,000	188	1,000		
* Materials			4,943			
* Building Costs	30,000	30,000	1,619	25,000	(5,000)	(16.7)
* Equipment & Communications	3,000	3,000	3,614	3,000		
* Vehicle Expense			234			
* Other Goods & Services	159,200	357,600	218,623	357,600		
* Interdepartmental			10,572			
** Total	560,500	750,700	605,174	749,400	(1,300)	(0.2)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	560,500	750,700	605,174	749,400	(1,300)	(0.2)

2016/17 Director's Office Deliverables

16/17 Deliverables – Director's Office
Service Excellence – High Value Results
ICT Roadmap Develop a technology roadmap for ICT projects in TPW.

Road Operations and Construction

Proactively maintains and improves a safe, efficient, aesthetic and clean street, sidewalk, and walkway system for use by HRM residents and visitors. Provides construction inspection services on capital projects for Project Planning and Design and other business units (i.e. Traffic Management, Corporate Real Estate, etc.)

Services Delivered:

- Bridges (Inspection and Maintenance) - Perform the Level 1 inspection and maintenance of bridges to ensure safety and cleanliness.
- Sidewalks (Inspection and Maintenance) - The inspection and maintenance of sidewalks to ensure safety and cleanliness included but not limited to inspection, snow and ice control, repair and cleaning.
- Streets (Inspection and Maintenance) - The inspection and maintenance of streets to ensure safety and cleanliness included but not limited to inspection, snow and ice control, obstruction removal, flood prevention, repair and cleaning.
- Provides construction inspection services of capital projects in support of the refurbishment of HRM's Project Planning and Design roadway assets.
- Provides construction inspection services of capital projects to other HRM Business Units to support their infrastructure needs.
- Urban Forestry – Implementation of the Urban Forest Master Plans and cyclic/reactive pruning and stump removal of HRM trees.

Road Operations and Construction Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	11,411,100	12,720,600	12,279,425	12,482,800	(237,800)	(1.9)
* Office	61,200	42,900	53,524	43,600	700	1.6
* External Services	11,035,200	14,985,000	21,229,342	22,187,500	7,202,500	48.1
* Supplies	155,000	127,800	210,714	141,500	13,700	10.7
* Materials	2,240,800	2,345,500	2,080,711	1,373,300	(972,200)	(41.4)
* Building Costs	260,400	231,900	218,136	229,200	(2,700)	(1.2)
* Equipment & Communications	2,254,500	167,000	138,708	405,400	238,400	142.8
* Vehicle Expense	37,600	6,200	9,638	5,900	(300)	(4.8)
* Other Goods & Services	943,000	1,488,800	1,191,128	1,687,100	198,300	13.3
* Interdepartmental			(189,713)			
* Debt Service	17,700	17,400	14,001	17,100	(300)	(1.7)
* Other Fiscal	22,600	23,400	25,788	23,800	400	1.7
** Total	28,439,100	32,156,500	37,261,400	38,597,200	6,440,700	20.0
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Area Rate Revenue	(40,300)	(40,800)	(40,682)	(40,900)	(100)	0.2
* Fee Revenues			(400)			
* Other Revenue			(38,098)	(8,000)	(8,000)	
** Total	(40,300)	(40,800)	(79,180)	(48,900)	(8,100)	19.9
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	28,398,800	32,115,700	37,182,220	38,548,300	6,432,600	20.0

Road Operations and Construction Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Total Cost to maintain roads per lane KM (incl. snow removal)	\$14,459	\$18,510	\$18,221	\$17,268
Cost for snow removal operations for 1 km of street	\$4,981	\$7,332	\$4,992	\$4,838
Cost for snow removal operations for 1 km of sidewalk	\$5,579	\$7,002	\$5,818	\$5,434

2016/17 Road Operations and Construction Key Deliverables

16/17 Deliverables
Transportation – Integrated Mobility
Complete fourth year of Urban Forest Master Plan Complete fourth year of Urban Forest Master Plan including scheduled cyclical pruning and tree plantings.
Depot Rationalization Study Define and complete an infrastructure/ depot rationalization review of functions delivered from Eric Spicer, Turner, MacKintosh depots to determine required space and necessary updates.

Project Planning and Design

Delivers road asset-related professional and technical services including surveying, engineering design, infrastructure management and records management. This unit is the asset manager for HRM's streets, roads, sidewalks, curbs and bridges.

Services Delivered:

- Roadway Assets (Project Planning & Design capital program) - Provides surveying and/or design in support of the refurbishment of HRM's roadway assets.
- Roadway Assets (In support of other Business Units) - Provides surveying and/or design services to HRM Business Units to support their infrastructure needs.
- Roadway Asset Management (In support of the Enterprise Asset Management initiative) – Responsible for the condition rating of roadway assets i.e., asphalt, sidewalk, curb and gutter and bridges)

Project Planning and Design Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,949,600	2,844,200	2,733,852	2,809,800	(34,400)	(1.2)
* Office	51,700	49,500	34,517	49,600	100	0.2
* External Services	39,700	39,700		14,700	(25,000)	(63.0)
* Supplies	3,200	3,200	1,605	3,200		
* Equipment & Communications	38,900	22,800	5,914	22,000	(800)	(3.5)
* Other Goods & Services	60,200	24,300	21,843	39,800	15,500	63.8
* Interdepartmental			18			
** Total	3,143,300	2,983,700	2,797,749	2,939,100	(44,600)	(1.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues			(12,646)			
* Other Revenue						
** Total			(12,646)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,143,300	2,983,700	2,785,103	2,939,100	(44,600)	(1.5)

Project Planning and Design Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Remaining km of gravel roads to be paved (based on street locations that were successfully petitioned and/or Council approved)	< 0.5	1.8	<0.5	1.0
Average SDI (Surface Distress Index)	7.39	7.45	7.49	7.49

2016/17 Project Planning and Design Key Deliverables

16/17 Deliverables
Transportation – Asset Service Plan
<p>Development of the 2017/18 Streets and Roads Capital Program Through a systematic approach, develop the 2017/17 Streets and Roads Capital Program in a manner that supports proper planning, coordination and integration, and meets appropriate timeline submissions.</p>
<p>Bridge Capital / Maintenance Upgrade Implement the 2016/17 recommendations as prescribed in the 2013 Level II bridge inspection report.</p>
<p>Bridge Capital / Maintenance Upgrade Initiate a new Level II bridge inspection program of all HRM owned street/road bridges for 2016 which will form the basis of the 2017-2019 work plan.</p>
<p>Active Transportation Implement year 2 of the 2014-2019 Active Transportation (AT) Priorities Plan which includes Strategic AT projects, Regional Trails, new sidewalks and bike lane facilities.</p>
<p>Condition rating of existing sidewalks and asphalt streets/roads Initiate the condition rating programs for both the existing sidewalks and street/road pavements. The data collected will support the development of short to mid-term street and road capital projects, and serves to highlight specific maintenance requirements.</p>
<p>Pavement Management Processes Conduct a comprehensive review of the overall pavement management operations, processes and procedures of Project Planning and Design Services. Outcome is to provide recommendations to strengthen the pavement program.</p>
<p>Complete Tenders Tender a minimum of 90% of the Project Planning and Design Services 2016/17 capital program by Fall 2016.</p>
Transportation – Technology
<p>Pavement Management System – Implement In partnership with ICT, procure a new Pavement Management System and have it fully operationally prior to end of Q4.</p>

Traffic Management

Traffic Management provides for the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage and traffic markings. It also coordinates and manages HRM right of way balancing competing demands for space.

Services Delivered:

- Right of Way Approvals/Permitting/Utility Inspection - Provide regulation of all activities within the right of way to ensure that the integrity of the roadway infrastructure and operation is protected.
- Traffic Operations - Management and operation of the roadway network.

Traffic Management Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	3,428,100	3,594,900	3,320,976	3,528,900	(66,000)	(1.8)
* Office	24,100	24,100	21,609	26,400	2,300	9.5
* External Services	1,240,200	2,305,600	2,783,912	1,832,900	(472,700)	(20.5)
* Supplies	84,500	84,500	141,262	107,500	23,000	27.2
* Materials	202,500	202,500	215,478	224,400	21,900	10.8
* Building Costs	6,806,700	4,900,700	4,079,533	2,913,900	(1,986,800)	(40.5)
* Equipment & Communications	23,700	23,700	26,057	34,500	10,800	45.6
* Vehicle Expense	3,500	3,500	3,153	3,600	100	2.9
* Other Goods & Services	147,800	114,100	85,964	166,700	52,600	46.1
* Interdepartmental	(40,000)	(40,000)	(100,276)	(95,000)	(55,000)	137.5
* Other Fiscal		676,400	1,727,301	4,116,800	3,440,400	508.6
** Total	11,921,100	11,890,000	12,304,969	12,860,600	970,600	8.2
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(410,000)	(370,000)	(217,283)	(320,000)	50,000	(13.5)
* Other Revenue	(288,300)	(288,300)	(437,618)	(348,000)	(59,700)	20.7
** Total	(698,300)	(658,300)	(654,901)	(668,000)	(9,700)	1.5
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	11,222,800	11,231,700	11,650,068	12,192,600	960,900	8.6

Traffic Management Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Number of Traffic Regulations issued	750	794	819	800
Number of Streets & Services Permits issued	1,192	1,401	1,100	1,100

2016/17 Traffic Management Key Deliverables

16/17 Deliverables
Healthy Communities – Energy and Environment
LED Streetlight Conversion Project - Implement Year 2 Complete the design, supply and installation of all LED street lights by March 31, 2017.
Healthy Communities – Pedestrian Safety
Annual Pedestrian Safety Action Plan - Implement Engineering Recommendations Implement approved engineering recommendations identified in the 2016/17 Pedestrian Safety Action Plan by March 31, 2017.

16/17 Deliverables
<p>Road Safety Strategy Develop a broader Road Safety strategy which includes pedestrian safety by March 31, 2017.</p>
Transportation – Technology
<p>Traffic Signal Control Solution - Phase 2 Complete inventory of on-street controller and communication system equipment at the remaining signalized intersections and develop strategy to integrate into the iNet traffic signal control system by September 30, 2016.</p>

Solid Waste Resources

Manage the municipal solid waste source separated collection and diversion programs for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; deliver education programs; and administer the C&D waste management strategy.

Services Delivered:

- Diversion Programming - Provide education, outreach, inspections and resources to support source separated recycling, composting and diversion programming as required by provincial legislation and regulations, HRM by-laws and SWR business planning objectives to enhance overall municipal diversion.
- Construction and Demolition - Administer Construction and Demolition administrative program to maximize diversion.
- Composting - Solid Waste Resources contracts for the operation of two compost plants and other sites outside HRM which process materials collected from HRM residents and from industrial, commercial, and institutional (ICI) sector deliveries.
- Collection - Solid Waste Resources contracts for the curbside collection of garbage, organics and recyclables from approximately 136,000 serviced units. Solid Waste Resources also contracts for the collection of garbage, organics and recyclables from approximately 9,000 condominium units.
- Recycling - Solid Waste Resources contracts the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, the ICI sector and materials from other jurisdictions outside HRM.
- Garbage - Solid Waste Resources contracts the operation of the Front End Processor, Waste Stabilization Facility and Residuals Disposal Facility including ancillary landfill operations for the processing and disposal of materials collected from HRM residents and the ICI sector.
- Rural Refuse Depot Operations - Operation of two consolidation depots for refuse on the Eastern Shore and Musquodoboit Valley.
- Household Special Handling Waste - Contract operation of a Special Handling and Household Special Waste Depot and multiple yearly mobile events for HRM residents to drop off household special handling waste, and the siting of a new second depot.

- Highway 101 Landfill Site Management - Solid Waste Resources manages site maintenance, contracts for site monitoring and operation of the site leachate plant. SWR also oversees Energy from Waste project operating at the site.

Solid Waste Resources Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,257,100	1,238,400	1,262,530	1,299,800	61,400	5.0
* Office	91,100	91,100	61,591	85,100	(6,000)	(6.6)
* External Services	43,645,800	44,351,700	45,387,812	37,229,100	(7,122,600)	(16.1)
* Supplies	4,100	4,100	8,709	4,100		
* Materials						
* Building Costs	21,300	21,300	7,472	21,300		
* Vehicle Expense			3,775			
* Other Goods & Services	430,000	645,000	555,801	340,000	(305,000)	(47.3)
* Interdepartmental	63,200	63,200	165,438	133,200	70,000	110.8
* Debt Service	2,811,100	2,689,600	2,583,202	2,501,300	(188,300)	(7.0)
* Other Fiscal	2,194,400	(205,600)	(1,996,751)	(205,600)		
** Total	50,518,100	48,898,800	48,039,578	41,408,300	(7,490,500)	(15.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Transfers from other Gov'ts	(2,123,100)	(2,123,100)	(3,019,437)	(2,623,100)	(500,000)	23.6
* Fee Revenues	(12,916,000)	(12,629,500)	(9,151,226)	(2,789,500)	9,840,000	(77.9)
* Other Revenue	(1,460,100)	(1,779,500)	(3,167,482)	(1,128,900)	650,600	(36.6)
** Total	(16,499,200)	(16,532,100)	(15,338,145)	(6,541,500)	9,990,600	(60.4)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	34,018,900	32,366,700	32,701,433	34,866,800	2,500,100	7.7

Solid Waste Resources Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
% of Solid Waste Diverted (all streams, Residential & ICI properties)	61%	61%	61%	63%
Annual Operating Cost/Serviced Unit - Collection of all materials – Residential (1)	\$98	\$106	\$106	\$109
Tonnes of all material collected per Serviced Unit – Residential	0.794	0.761	0.690	0.690
Cost of Waste Processing & Disposal Per Tonne – Residential & Commercial (2)	\$192	\$170	TBD Subject to Contract	TBD Subject to Contract
Cost of Composting Per Tonne –	\$162	\$190	\$162	\$160

Residential & Commercial (3)		Subject to Contract Re-Negotiation	Subject to Contract Re-Negotiation	Subject to Contract Re-Negotiation
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$123	\$125	\$119	\$119

- (1) Includes curb side and condominium collection, weekly summer organics and peak collections.
- (2) Includes waste processing and disposal, both annualized capital and operating costs; includes leachate haulage and treatment, debt servicing from SWR operating budget and annual landfill closure reserve allocation.
- (3) Operating cost of composting facilities including peak organics haulage and processing, leaf and yard waste and Christmas trees processing, bio-water costs and recapitalization.
- (4) Operating cost of the recycling facility program including recapitalization but excluding revenues from the sale of recyclable materials.

2016/17 Solid Waste Resources Key Deliverables

16/17 Deliverables
Healthy Communities – Energy and Environment
Solid Waste - Recycling Facility Complete facility expansion feasibility review and business case. Assess recyclable materials collected in other jurisdictions and investigate ability to integrate into current operations.
Solid Waste – Compost Program Develop and award RFP for the development of compost capacity and CCME compliance. Develop and award RFP for the operations of Halifax’s compost facility located in Goodwood.
Solid Waste - Landfill Operations Manage the transition to a new contract and business model.
Solid Waste - Clear Bag Policy Review effects of the clear bag policy through continued curbside monitoring and waste audits.
Solid Waste - Multi-Residential Increase multi residential building audits and education.

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R100 Directors Admin.	560,500	750,700	605,174	749,400	(1,300)	(0.2)
R101 LKD Serv. Deliv.& Qu						
**** TPW Administration	560,500	750,700	605,174	749,400	(1,300)	(0.2)
***** Director/Administration	560,500	750,700	605,174	749,400	(1,300)	(0.2)
R170 Transportation Serv.	1,040,800	1,230,600	852,040	1,184,300	(46,300)	(3.8)
**** Transportation Services	1,040,800	1,230,600	852,040	1,184,300	(46,300)	(3.8)
R112 Rights of Way Approval	96,800	134,100	242,167	252,700	118,600	88.4
**** Right of Way Services	96,800	134,100	242,167	252,700	118,600	88.4
R746 LockStreet Name Sign						
R747 Traffic Signs	1,610,300	1,592,800	1,486,053	1,599,100	6,300	0.4
**** Sign Shop	1,610,300	1,592,800	1,486,053	1,599,100	6,300	0.4
R825 Streetlighting	6,825,800	6,511,100	7,016,258	7,115,400	604,300	9.3
R827 Traffic Lights	1,649,100	1,763,100	2,053,550	2,041,100	278,000	15.8
**** Traffic Signals & Streetligh	8,474,900	8,274,200	9,069,807	9,156,500	882,300	10.7
***** Traffic Management	11,222,800	11,231,700	11,650,068	12,192,600	960,900	8.6
W120 Operations Admin	(341,400)	(500,800)	236,863	(406,700)	94,100	(18.8)
W199 Fleet Maintenance			30,772			
W944 SH Streetscape Prog						
**** Municipal Operations Admin	(341,400)	(500,800)	267,636	(406,700)	94,100	(18.8)
R710 Municipal Op Support	1,803,200	1,825,200	1,322,004	1,981,500	156,300	8.6
**** Municipal Operations Support	1,803,200	1,825,200	1,322,004	1,981,500	156,300	8.6
R845 Parks Urban Forestry	2,017,600	2,847,800	2,425,003	2,565,100	(282,700)	(9.9)
*** Urban Forestry	2,017,600	2,847,800	2,425,003	2,565,100	(282,700)	(9.9)
R120 Construction Ser	1,053,500	1,105,600	1,041,919	1,113,500	7,900	0.7
*** Construction Services	1,053,500	1,105,600	1,041,919	1,113,500	7,900	0.7
R723 Enhanced Maint Area	1,328,700	2,084,800	1,627,688	2,099,800	15,000	0.7
*** Enhanced Maintenance Area	1,328,700	2,084,800	1,627,688	2,099,800	15,000	0.7
R880 PB Contr. Streets		6,386,000	12,241,465	14,258,500	7,872,500	123.3
R881 PB Contr. Sidewalks		4,168,900	4,391,120	4,268,900	100,000	2.4
** Performance Based Contracts		10,554,900	16,632,584	18,527,400	7,972,500	75.5
R882 WW Administration		309,300	334,313	312,900	3,600	1.2
** Winter Works Administration		309,300	334,313	312,900	3,600	1.2
R883 Hourly Based Contracts		2,024,000	436,660	1,024,000	(1,000,000)	(49.4)
** Hourly Based Contracts		2,024,000	436,660	1,024,000	(1,000,000)	(49.4)
R884 WW Infrastr Repairs		127,500	416,392	127,500		
** Winter Infrastructure Repair		127,500	416,392	127,500		
R885 Related Program Costs		2,917,300	4,356,658	2,064,900	(852,400)	(29.2)
** Related Program Costs		2,917,300	4,356,658	2,064,900	(852,400)	(29.2)
R771 LKD East Ice Control	2,391,700					
R772 LKD West Ice Control	3,038,700		3,010			
* Ice Control (East, West and	5,430,400		3,010			
R774 Locked East - Plowing	903,128					
R775 Locked West - Plowing	702,872					
* Plowing (East, West and Cen	1,606,000					
R777 LKDEast Snow Removal	14,600		2,503			
R778 LKDWest Snow Removal	42,100		697			
* Snow Removal (East, West an	56,700		3,200			
R780 LKDEast-SidewkPl/Ice	3,133,185					
R781 LKDWest-SidewkPl/Ice	3,453,815		(48,342)			
* Sidewalk Plowing/Ice Control	6,587,000		(48,342)			
R783 LKDEastRelatedPrCost	43,600					
R784 LKDWestRelatedPrCost	52,100		1,314			
* Related Program Costs(East,	95,700		1,314			

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R768 LKDPriority2&3Sn&Ice			29			
* Snow & Ice Control Priority			29			
** Prior Hierarchy, Locked	13,775,800		(40,789)			
*** Operation Coordinator/Snow &	13,775,800	15,933,000	22,135,818	22,056,700	6,123,700	38.4
R715 Administration - St.	1,855,300	1,618,100	1,654,983	1,531,700	(86,400)	(5.3)
R718 Contracts-Asphalt E	357,500	282,500	275,732	507,700	225,200	79.7
R719 Contracts-Asphalt W	332,500	257,500	314,481	507,700	250,200	97.2
R720 Street Clean/Graffiti	1,265,200	1,263,000	1,062,111	1,290,200	27,200	2.2
R735 Street Mtce-East Rgn	1,286,400	1,369,000	1,223,945	1,310,700	(58,300)	(4.3)
R740 Concrete SW-Wst/Bedf	1,351,000	1,410,200	1,229,611	1,408,600	(1,600)	(0.1)
R741 Asph-Crb/Wlkwy-East	623,200	766,700	990,704	773,300	6,600	0.9
R742 Concrete Sdewlk East	705,200	820,000	491,339	750,200	(69,800)	(8.5)
R743 Asphlt Patching West	985,100	1,033,100	1,119,246	1,058,300	25,200	2.4
*** Streets & Roads	8,761,400	8,820,100	8,362,152	9,138,400	318,300	3.6
**** Public Works Operations	26,937,000	30,791,300	35,592,581	36,973,500	6,182,200	20.1
***** Road Operations & Constructi	28,398,800	32,115,700	37,182,220	38,548,300	6,432,600	20.0
R110 Design Admin.	743,200	517,000	383,444	264,800	(252,200)	(48.8)
R111 Design	1,118,300	1,129,000	1,069,111	1,190,900	61,900	5.5
R130 Infrastr MgmtServ.	288,300	230,400	172,216	170,900	(59,500)	(25.8)
R140 Surveying	751,900	747,900	750,444	749,300	1,400	0.2
R150 Record Management	141,400	136,200	104,350	136,100	(100)	(0.1)
R180 Active Transportation			223,619	421,700	421,700	
W943 Reg Trails/Streetsca	100,200	223,200	81,919	5,400	(217,800)	(97.6)
**** Project Planning & Design	3,143,300	2,983,700	2,785,103	2,939,100	(44,600)	(1.5)
R311 MA Solid Waste Debt	98,900	98,900	200		(98,900)	(100.0)
R315 Leach. Trt./FlareStc			8,689			
**** Former Solid Waste System	98,900	98,900	8,889		(98,900)	(100.0)
R319 Community Monitoring	65,000	65,000	68,266	90,000	25,000	38.5
R321 Administration - WR	(8,993,200)	(8,569,200)	(5,311,473)	1,007,500	9,576,700	(111.8)
*** Admin WR	(8,928,200)	(8,504,200)	(5,243,206)	1,097,500	9,601,700	(112.9)
R320 Otter Lake Operations			344,561	8,000,000	8,000,000	
R326 Otter Lake WSF	2,183,900	2,201,400	2,158,968	543,300	(1,658,100)	(75.3)
R327 Otter Lake RDF	9,093,600	6,725,900	6,444,950	1,482,800	(5,243,100)	(78.0)
R329 Otter Lake FEP	8,042,500	8,050,200	6,793,673	467,300	(7,582,900)	(94.2)
*** Otter Lake	19,320,000	16,977,500	15,742,152	10,493,400	(6,484,100)	(38.2)
R322 Collection & RRFB	13,616,100	13,722,200	12,949,281	13,590,200	(132,000)	(1.0)
R323 Waste Res Sy Debt Ch	153,400	147,800	147,793	141,900	(5,900)	(4.0)
R324 Compost Fac. Burnside	3,371,000	3,369,500	5,010,978	4,293,500	924,000	27.4
R325 Compost Fac. RaggedLk	4,476,000	4,423,000	2,223,036	2,732,000	(1,691,000)	(38.2)
R328 Rural Depots	155,400	180,400	242,512	210,400	30,000	16.6
R330 Material Recov. Fac.	1,347,500	1,410,500	1,208,175	1,640,000	229,500	16.3
R331 RRFB Contract	(498,000)	(509,700)	(575,281)	(510,000)	(300)	0.1
R333 C & E Progrms HRM	510,900	510,900	506,457	429,900	(81,000)	(15.9)
R334 Household Haz. Waste	395,900	539,900	480,648	748,000	208,100	38.5
*** SW Other	23,528,200	23,794,500	22,193,599	23,275,900	(518,600)	(2.2)
**** Waste Resources	33,920,000	32,267,800	32,692,545	34,866,800	2,599,000	8.1
***** Solid Waste Services	34,018,900	32,366,700	32,701,433	34,866,800	2,500,100	7.7
***** Total	77,344,300	79,448,500	84,923,998	89,296,200	9,847,700	12.4

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R100 Directors Admin.	560,500	750,700	605,174	749,400	(1,300)	(0.2)
**** TPW Administration	560,500	750,700	605,174	749,400	(1,300)	(0.2)
**** Director/Administration	560,500	750,700	605,174	749,400	(1,300)	(0.2)
R170 Transportation Serv.	1,040,800	1,230,600	861,640	1,184,300	(46,300)	(3.8)
**** Transportation Services	1,040,800	1,230,600	861,640	1,184,300	(46,300)	(3.8)
R112 Rights of Way Approval	695,100	692,400	636,050	696,000	3,600	0.5
**** Right of Way Services	695,100	692,400	636,050	696,000	3,600	0.5
R747 Traffic Signs	1,630,300	1,612,800	1,503,360	1,619,100	6,300	0.4
**** Sign Shop	1,630,300	1,612,800	1,503,360	1,619,100	6,300	0.4
R825 Streetlighting	6,905,800	6,591,100	7,228,039	7,305,100	714,000	10.8
R827 Traffic Lights	1,649,100	1,763,100	2,075,880	2,056,100	293,000	16.6
**** Traffic Signals & Streetligh	8,554,900	8,354,200	9,303,919	9,361,200	1,007,000	12.1
**** Traffic Management	11,921,100	11,890,000	12,304,969	12,860,600	970,600	8.2
W120 Operations Admin	(341,400)	(500,800)	236,863	(406,700)	94,100	(18.8)
W199 Fleet Maintenance			30,772			
W944 SH Streetscape Prog	40,300	40,800	40,682	40,900	100	0.2
**** Municipal Operations Admin	(301,100)	(460,000)	308,318	(365,800)	94,200	(20.5)
R710 Municipal Op Support	1,803,200	1,825,200	1,324,177	1,981,500	156,300	8.6
**** Municipal Operations Support	1,803,200	1,825,200	1,324,177	1,981,500	156,300	8.6
R845 Parks Urban Forestry	2,017,600	2,847,800	2,425,003	2,565,100	(282,700)	(9.9)
*** Urban Forestry	2,017,600	2,847,800	2,425,003	2,565,100	(282,700)	(9.9)
R120 Construction Ser	1,053,500	1,105,600	1,041,919	1,113,500	7,900	0.7
*** Construction Services	1,053,500	1,105,600	1,041,919	1,113,500	7,900	0.7
R723 Enhanced Maint Area	1,328,700	2,084,800	1,635,713	2,107,800	23,000	1.1
*** Enhanced Maintenance Area	1,328,700	2,084,800	1,635,713	2,107,800	23,000	1.1
R880 PB Contr. Streets		6,386,000	12,241,465	14,258,500	7,872,500	123.3
R881 PB Contr. Sidewalks		4,168,900	4,391,120	4,268,900	100,000	2.4
** Performance Based Contracts		10,554,900	16,632,584	18,527,400	7,972,500	75.5
R882 WW Administration		309,300	334,313	312,900	3,600	1.2
** Winter Works Administration		309,300	334,313	312,900	3,600	1.2
R883 Hourly Based Contracts		2,024,000	436,660	1,024,000	(1,000,000)	(49.4)
** Hourly Based Contracts		2,024,000	436,660	1,024,000	(1,000,000)	(49.4)
R884 WW Infrastr Repairs		127,500	443,757	127,500		
** Winter Infrastructure Repair		127,500	443,757	127,500		
R885 Related Program Costs		2,917,300	4,357,058	2,064,900	(852,400)	(29.2)
** Related Program Costs		2,917,300	4,357,058	2,064,900	(852,400)	(29.2)
R771 LKD East Ice Control	2,391,700					
R772 LKD West Ice Control	3,038,700		3,010			
* Ice Control (East, West and	5,430,400		3,010			
R774 Locked East - Plowing	903,128					
R775 Locked West - Plowing	702,872					
* Plowing (East, West and Cen	1,606,000					
R777 LKDEast Snow Removal	14,600		2,503			
R778 LKDWest Snow Removal	42,100		697			
* Snow Removal (East, West an	56,700		3,200			
R780 LKDEast-SidewkPl/Ice	3,133,185					
R781 LKDWest-SidewkPl/Ice	3,453,815		(48,342)			
* Sidewalk Plowing/Ice Control	6,587,000		(48,342)			
R783 LKDEastRelatedPrCost	43,600					
R784 LKDWestRelatedPrCost	52,100		1,314			
* Related Program Costs(East,	95,700		1,314			
R768 LKDPriority2&3Sn&Ice			29			
* Snow & Ice Control Priority			29			

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
** Prior Hierarchy, Locked	13,775,800		(40,789)			
*** Operation Coordinator/Snow &	13,775,800	15,933,000	22,163,584	22,056,700	6,123,700	38.4
R715 Administration - St.	1,855,300	1,618,100	1,654,983	1,531,700	(86,400)	(5.3)
R718 Contracts-Asphalt E	357,500	282,500	275,732	507,700	225,200	79.7
R719 Contracts-Asphalt W	332,500	257,500	314,481	507,700	250,200	97.2
R720 Street Clean/Graffiti	1,265,200	1,263,000	1,062,111	1,290,200	27,200	2.2
R735 Street Mtce-East Rgn	1,286,400	1,369,000	1,223,945	1,310,700	(58,300)	(4.3)
R740 Concrete SW-Wst/Bedf	1,351,000	1,410,200	1,230,145	1,408,600	(1,600)	(0.1)
R741 Asph-Crb/Wlkwy-East	623,200	766,700	990,704	773,300	6,600	0.9
R742 Concrete Sdewlk East	705,200	820,000	491,339	750,200	(69,800)	(8.5)
R743 Asphlt Patching West	985,100	1,033,100	1,119,246	1,058,300	25,200	2.4
*** Streets & Roads	8,761,400	8,820,100	8,362,686	9,138,400	318,300	3.6
**** Public Works Operations	26,937,000	30,791,300	35,628,905	36,981,500	6,190,200	20.1
***** Road Operations & Constructi	28,439,100	32,156,500	37,261,400	38,597,200	6,440,700	20.0
R110 Design Admin.	743,200	517,000	396,090	264,800	(252,200)	(48.8)
R111 Design	1,118,300	1,129,000	1,069,111	1,190,900	61,900	5.5
R130 Infrastr MgmtServ.	288,300	230,400	172,216	170,900	(59,500)	(25.8)
R140 Surveying	751,900	747,900	750,444	749,300	1,400	0.2
R150 Record Management	141,400	136,200	104,350	136,100	(100)	(0.1)
R180 Active Transportation			223,619	421,700	421,700	
W943 Reg Trails/Streetsca	100,200	223,200	81,919	5,400	(217,800)	(97.6)
**** Project Planning & Design	3,143,300	2,983,700	2,797,749	2,939,100	(44,600)	(1.5)
R311 MA Solid Waste Debt	98,900	98,900			(98,900)	(100.0)
R315 Leach. Trt./FlareStc			8,689			
**** Former Solid Waste System	98,900	98,900	8,689		(98,900)	(100.0)
R319 Community Monitoring	65,000	65,000	68,266	90,000	25,000	38.5
R321 Administration - WR	1,065,600	1,373,600	1,000,211	1,110,300	(263,300)	(19.2)
*** Admin WR	1,130,600	1,438,600	1,068,478	1,200,300	(238,300)	(16.6)
R320 Otter Lake Operations			344,561	8,000,000	8,000,000	
R326 Otter Lake WSF	2,183,900	2,201,400	2,158,968	543,300	(1,658,100)	(75.3)
R327 Otter Lake RDF	9,093,600	6,725,900	6,444,950	1,482,800	(5,243,100)	(78.0)
R329 Otter Lake FEP	8,535,700	8,700,800	8,542,112	467,300	(8,233,500)	(94.6)
*** Otter Lake	19,813,200	17,628,100	17,490,591	10,493,400	(7,134,700)	(40.5)
R322 Collection & RRFB	15,367,100	15,473,200	15,572,897	15,841,200	368,000	2.4
R323 Waste Res Sy Debt Ch	153,400	147,800	147,793	141,900	(5,900)	(4.0)
R324 Compost Fac. Burnside	3,976,000	3,976,000	5,648,049	4,900,000	924,000	23.2
R325 Compost Fac. RaggedLk	5,131,000	5,131,000	2,870,381	3,440,000	(1,691,000)	(33.0)
R328 Rural Depots	155,400	180,400	242,512	210,400	30,000	16.6
R330 Material Recov. Fac.	3,317,500	3,317,500	3,533,120	3,547,000	229,500	6.9
R331 RRFB Contract	409,100	397,400	375,446	397,100	(300)	(0.1)
R333 C & E Progrms HRM	554,000	554,000	556,838	473,000	(81,000)	(14.6)
R334 Household Haz. Waste	411,900	555,900	524,785	764,000	208,100	37.4
*** SW Other	29,475,400	29,733,200	29,471,820	29,714,600	(18,600)	(0.1)
**** Waste Resources	50,419,200	48,799,900	48,030,889	41,408,300	(7,391,600)	(15.1)
***** Solid Waste Services	50,518,100	48,898,800	48,039,578	41,408,300	(7,490,500)	(15.3)
***** Total	94,582,100	96,679,700	101,008,870	96,554,600	(125,100)	(0.1)

Summary of Gross Revenue						
Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var	Var as %
**** TPW Administration						
***** Director/Administration						
R170 Transportation Serv.			(9,600)			
**** Transportation Services			(9,600)			
R112 Rights of Way Approval	(598,300)	(558,300)	(393,883)	(443,300)	115,000	(20.6)
**** Right of Way Services	(598,300)	(558,300)	(393,883)	(443,300)	115,000	(20.6)
R747 Traffic Signs	(20,000)	(20,000)	(17,307)	(20,000)		
**** Sign Shop	(20,000)	(20,000)	(17,307)	(20,000)		
R825 Streetlighting	(80,000)	(80,000)	(211,781)	(189,700)	(109,700)	137.1
R827 Traffic Lights			(22,330)	(15,000)	(15,000)	
**** Traffic Signals & Streetligh	(80,000)	(80,000)	(234,111)	(204,700)	(124,700)	155.9
***** Traffic Management	(698,300)	(658,300)	(654,901)	(668,000)	(9,700)	1.5
W944 SH Streetscape Prog	(40,300)	(40,800)	(40,682)	(40,900)	(100)	0.2
**** Municipal Operations Admin	(40,300)	(40,800)	(40,682)	(40,900)	(100)	0.2
R710 Municipal Op Support			(2,174)			
**** Municipal Operations Support			(2,174)			
*** Urban Forestry						
R723 Enhanced Maint Area			(8,024)	(8,000)	(8,000)	
*** Enhanced Maintenance Area			(8,024)	(8,000)	(8,000)	
R884 WW Infrastr Repairs			(27,366)			
** Winter Infrastructure Repair			(27,366)			
R885 Related Program Costs			(400)			
** Related Program Costs			(400)			
* Sidewalk Plowing/Ice Control						
** Prior Hierarchy, Locked						
*** Operation Coordinator/Snow &			(27,766)			
R740 Concrete SW-Wst/Bedf			(534)			
*** Streets & Roads			(534)			
**** Public Works Operations			(36,324)	(8,000)	(8,000)	
***** Road Operations & Constructi	(40,300)	(40,800)	(79,180)	(48,900)	(8,100)	19.9
R110 Design Admin.			(12,646)			
***** Project Planning & Design			(12,646)			
R311 MA Solid Waste Debt			200			
**** Former Solid Waste System			200			
R321 Administration - WR	(10,058,800)	(9,942,800)	(6,311,684)	(102,800)	9,840,000	(99.0)
*** Admin WR	(10,058,800)	(9,942,800)	(6,311,684)	(102,800)	9,840,000	(99.0)
R329 Otter Lake FEP	(493,200)	(650,600)	(1,748,439)		650,600	(100.0)
*** Otter Lake	(493,200)	(650,600)	(1,748,439)		650,600	(100.0)
R322 Collection & RRFB	(1,751,000)	(1,751,000)	(2,623,616)	(2,251,000)	(500,000)	28.6
R324 Compost Fac. Burnside	(605,000)	(606,500)	(637,071)	(606,500)		
R325 Compost Fac. RaggedLk	(655,000)	(708,000)	(647,346)	(708,000)		
R330 Material Recov. Fac.	(1,970,000)	(1,907,000)	(2,324,945)	(1,907,000)		
R331 RRFB Contract	(907,100)	(907,100)	(950,727)	(907,100)		
R333 C & E Progrms HRM	(43,100)	(43,100)	(50,381)	(43,100)		
R334 Household Haz. Waste	(16,000)	(16,000)	(44,137)	(16,000)		
*** SW Other	(5,947,200)	(5,938,700)	(7,278,221)	(6,438,700)	(500,000)	8.4
**** Waste Resources	(16,499,200)	(16,532,100)	(15,338,345)	(6,541,500)	9,990,600	(60.4)
***** Solid Waste Services	(16,499,200)	(16,532,100)	(15,338,145)	(6,541,500)	9,990,600	(60.4)
***** Total	(17,237,800)	(17,231,200)	(16,084,872)	(7,258,400)	9,972,800	(57.9)

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	15,602,300	16,848,300	14,757,524	16,575,700	(272,600)	(1.6)
6002 Salaries - Overtime	1,281,600	1,280,200	1,000,062	1,260,200	(20,000)	(1.6)
6005 PDP & Union Con Incr			(117,370)			
6051 Shift Agreements			24,520	12,500	12,500	
6054 Vacation payout			38,154			
6099 Other Allowances			26,012			
6100 Benefits - Salaries	3,386,700	3,580,100	3,296,354	3,592,900	12,800	0.4
6110 Vacancy Management	(1,088,900)	(1,330,600)		(1,330,600)		
6152 Retirement Incentives	105,500	108,400	97,909	110,500	2,100	1.9
6154 Workers' Compensation	234,800	262,800	247,081	254,900	(7,900)	(3.0)
6155 Overtime Meals			19,575			
6156 Clothing Allowance			374			
6158 WCB Recov Earnings			(8,244)			
6199 Comp & Ben InterDept			(494,497)			
9210 HR CATS OT Wage/Ben	(79,400)		345,424			
9230 HR CATS OT Meals			190			
* Compensation and Benefits	19,405,200	20,749,200	19,950,667	20,476,100	(273,100)	(1.3)
6201 Telephone	24,800	23,900	42,128	27,200	3,300	13.8
6202 Courier/Postage	49,900	33,100	23,101	43,100	10,000	30.2
6203 Office Furn/Equip	31,100	25,900	11,793	25,700	(200)	(0.8)
6204 Computer S/W & Lic	21,100	15,500	9,765	13,500	(2,000)	(12.9)
6205 Printing & Reprod	64,000	62,200	42,176	46,200	(16,000)	(25.7)
6206 Microfilms	4,800	4,800	4,800	4,800		
6207 Office Supplies	40,300	50,200	47,807	52,200	2,000	4.0
6299 Other Office Expenses	100		627			
* Office	236,100	215,600	177,398	212,700	(2,900)	(1.3)
6301 Professional Fees	148,800	68,800	47,610	83,800	15,000	21.8
6303 Consulting Fees	115,000	287,700	96,997	179,700	(108,000)	(37.5)
6304 Janitorial Services			8			
6308 Snow Removal		1,400,000	820,463	837,600	(562,400)	(40.2)
6310 Outside Personnel	63,600	459,600	539,331	468,100	8,500	1.8
6311 Security	600	16,500	144,109	49,500	33,000	200.0
6312 Refuse Collection	76,200	46,000	59,472	46,500	500	1.1
6399 Contract Services	55,541,700	59,383,400	67,686,741	59,579,000	195,600	0.3
* External Services	55,960,900	61,682,000	69,406,405	61,264,200	(417,800)	(0.7)
6403 Patrol Equip Supplies						
6404 Rec Prog Supplies						
6405 Photo Supp & Equip	500	500	344	300	(200)	(40.0)
6406 Bridge Tolls	13,100	9,400	39,922	10,400	1,000	10.6
6407 Clean/Sani Supplies	18,600	12,500	19,842	22,500	10,000	80.0
6409 Personal Protect Equ	53,600	82,400	92,606	70,400	(12,000)	(14.6)
6499 Other Supplies	103,300	76,700	138,499	96,900	20,200	26.3
* Supplies	247,800	220,600	362,477	257,300	36,700	16.6
6501 Asphalt	165,000	225,600	453,472	225,600		
6502 Chemicals	33,800	35,600	12,040	35,600		
6503 Fertilizer	600	300		300		
6504 Hardware	108,100	158,100	130,960	167,500	9,400	5.9
6505 Lubricants	2,600	4,300	7,298	4,400	100	2.3
6506 Lumber	13,300	16,800	13,140	16,800		
6507 Propane	2,000	2,200	722	2,200		
6508 Ready Mix Concrete	121,600	121,500	97,832	121,500		
6510 Road Oils	6,500	6,700	352	6,700		

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6511 Salt	1,625,200	1,625,200	1,313,726	725,200	(900,000)	(55.4)
6512 Sand	124,800	124,800	193	24,800	(100,000)	(80.1)
6513 Seeds & Plants		1,200	2,091	1,200		
6514 Sods	23,100	9,400	2,085	4,900	(4,500)	(47.9)
6515 Stone and Gravel	9,500	28,700	62,804	52,700	24,000	83.6
6516 Topsoil	3,200	4,900	2,889	4,900		
6517 Paint	118,000	119,100	112,762	138,600	19,500	16.4
6518 Metal	46,000	35,600	42,470	35,600		
6520 Salt-Sand Mix			5,882			
6599 Other Materials	35,500	26,500	31,495	26,700	200	0.8
* Materials	2,443,300	2,548,000	2,301,132	1,597,700	(950,300)	(37.3)
6602 Electrical	539,000	538,000	658,408	540,000	2,000	0.4
6603 Grnds & Landscaping	52,300	15,300	2,863	15,300		
6605 Municipal Taxes	6,000	6,000	4,106	6,000		
6606 Heating Fuel			173			
6608 Water	10,100	10,100	13,263	10,100		
6610 Building - Exterior						
6611 Building - Interior	25,000	25,000	2,031	20,300	(4,700)	(18.8)
6612 Safety Systems			8			
6613 Overhead Doors			141			
6614 Envir Assess/Cleanup	400	10,000	4,257	5,000	(5,000)	(50.0)
6615 Vandalism Clean-up	201,900	201,900	193,972	201,900		
6699 Other Building Cost	5,000	5,000	867	5,000		
* Building Costs	7,118,400	5,183,900	4,306,760	3,189,400	(1,994,500)	(38.5)
6701 Equipment Purchase	67,100	56,300	30,439	51,300	(5,000)	(8.9)
6702 Small Tools	19,700	44,300	56,113	53,300	9,000	20.3
6703 Computer Equip/Rent	41,500	20,000	28,800	17,600	(2,400)	(12.0)
6705 Equip - R&M	32,400	25,800	14,889	15,400	(10,400)	(40.3)
6706 Computer R&M	1,000	1,000		1,000		
6707 Plumbing & Heating	1,100		178			
6708 Mechanical Equipment			16			
6711 Communication System	31,800	15,000	64,960	174,100	159,100	1,060.7
6731 Airtime				116,100	116,100	
* Equipment & Communications	2,320,100	216,500	174,292	464,900	248,400	114.7
6802 Vehicle R&M	33,800	1,200	88	1,400	200	16.7
6803 Vehicle Fuel - Diesel	300	200	305	200		
6804 Vehicle Fuel - Gas	1,300	1,300	3,522	600	(700)	(53.8)
6805 Tires and Tubes			11			
6806 Vehicle Rentals	4,500	3,500	4,263	3,600	100	2.9
6807 Vehicle Leases			490			
6899 Other Vehicle Expense	1,200	3,500	8,120	3,700	200	5.7
* Vehicle Expense	41,100	9,700	16,799	9,500	(200)	(2.1)
6901 Membership Dues	34,400	33,900	27,715	34,100	200	0.6
6903 Travel - Local	287,500	299,700	276,756	294,800	(4,900)	(1.6)
6904 Travel - Out of Town	58,100	58,100	28,331	58,100		
6905 Training & Education	162,200	87,200	40,371	87,200		
6906 Licenses & Agreements	87,500	172,500	195,208	203,200	30,700	17.8
6907 Commission Fees						
6911 Facilities Rental	17,500	17,300	22,547	8,300	(9,000)	(52.0)
6912 Advertising/Promotio	275,800	275,500	439,839	290,200	14,700	5.3
6913 Awards	1,000		107			
6914 Recruiting			9,195			
6915 Research Data Acquis			60			
6916 Public Education	146,000	146,000	147,739	91,000	(55,000)	(37.7)
6917 Books and Periodicals	3,600	3,100	2,646	3,800	700	22.6
6918 Meals	17,100	16,700	15,090	19,300	2,600	15.6
6928 Committee Expenses	2,200	2,300	1,671	2,300		

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6929 Procurement Card Clg			97	200	200	
6933 Community Events	6,000	6,000		6,000		
6936 Staff Relations			4,162	200	200	
6937 Corporate Training						
6938 Rewarding Excellence	21,900	19,700	2,495	17,700	(2,000)	(10.2)
6940 Fencing	32,100	12,000	6,893	12,100	100	0.8
6943 Health and Wellness	700	700	9,191	700		
* Other Goods & Services	1,740,200	2,629,800	2,073,358	2,591,200	(38,600)	(1.5)
7015 Int Trf FacilityRent			100			
7099 Interdept Chargeback			(35,000)			
9900 Rev/Exp.Vehicle Rent			(368)			
9911 PM Labour-Reg			648			
9972 Truck Stock Chargebk						
* Interdepartmental	23,200	23,200	(113,961)	38,200	15,000	64.7
8010 Other Interest	30,000	30,000	22,572	30,000		
8012 Principal on Debentu	2,290,800	2,253,300	2,154,637	2,157,000	(96,300)	(4.3)
8001 Transf Outside Agenc	18,600	23,400	30,466	28,900	5,500	23.5
8008 Transf to/fr Reserve	2,194,400	470,800	(269,450)	3,911,200	3,440,400	730.8
8009 Fire Protection						
9000 Prior Yr. Sur/Def	4,000			(5,100)	(5,100)	
9001 Current Yr. Sur/Def			(4,678)			
* Other Fiscal	2,217,000	494,200	(243,661)	3,935,000	3,440,800	696.2
** Total	94,582,100	96,679,700	101,008,870	96,554,600	(125,100)	(0.1)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4201 Area Rate Residential	(40,300)	(40,800)	(40,682)	(40,900)	(100)	0.2
4750 Other Grants	(2,123,100)	(2,123,100)	(3,019,437)	(2,623,100)	(500,000)	23.6
* Transfers from other Gov'ts	(2,123,100)	(2,123,100)	(3,019,437)	(2,623,100)	(500,000)	23.6
4905 St. Opening Permits	(220,000)	(180,000)	(112,319)	(130,000)	50,000	(27.8)
4912 Signs & Encroachments	(190,000)	(190,000)	(104,964)	(190,000)		
4914 Grade Alterations						
5225 Tipping Fees-Waste R	(11,216,000)	(11,154,500)	(7,502,967)	(1,314,500)	9,840,000	(88.2)
5250 Sales of Svcs-Other			(400)			
5255 Engineering Fees			(12,646)			
5403 Sale-Other Recycle	(1,700,000)	(1,475,000)	(1,648,258)	(1,475,000)		
* Fee Revenues	(13,326,000)	(12,999,500)	(9,381,555)	(3,109,500)	9,890,000	(76.1)
5508 Recov External Parti	(1,370,300)	(1,589,700)	(3,032,407)	(1,100,800)	488,900	(30.8)
5600 Miscellaneous Revenue	(378,100)	(478,100)	(610,791)	(384,100)	94,000	(19.7)
* Other Revenue	(1,748,400)	(2,067,800)	(3,643,198)	(1,484,900)	582,900	(28.2)
** Total	(17,237,800)	(17,231,200)	(16,084,872)	(7,258,400)	9,972,800	(57.9)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	77,344,300	79,448,500	84,923,998	89,296,200	9,847,700	12.4

Office of the Auditor General

2016/17 Budget and Business Plan

Mission: *The Office of the Auditor General independently prepares and publishes its work plan and reports.*

Details can be found at: <http://www.halifax.ca/auditorgeneral>

Funded Full Time Equivalent (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full and part-time permanent positions	8	10	0	10
Term and seasonal positions	2	0	0	0

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	801,000	898,500	715,042	888,900	(9,600)	(1.1)
* Office	14,000	14,000	6,966	13,500	(500)	(3.6)
* External Services	11,000	11,600	5,710	8,600	(3,000)	(25.9)
* Materials						
* Equipment & Communications	2,000	2,000		2,000		
* Other Goods & Services	37,000	39,000	21,720	33,000	(6,000)	(15.4)
* Interdepartmental						
** Total	865,000	965,100	749,438	946,000	(19,100)	(2.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue			(8,734)			
** Total			(8,734)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	865,000	965,100	740,704	946,000	(19,100)	(2.0)

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A317 Bus Process & QA						
G100 Off of the Aud Gen	865,000	965,100	740,704	946,000	(19,100)	(2.0)
* Total	865,000	965,100	740,704	946,000	(19,100)	(2.0)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A317 Bus Process & QA						
G100 Off of the Aud Gen	865,000	965,100	749,438	946,000	(19,100)	(2.0)
* Total	865,000	965,100	749,438	946,000	(19,100)	(2.0)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
G100 Off of the Aud Gen			(8,734)			
* Total			(8,734)			

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	675,000	750,300	605,900	738,500	(11,800)	(1.6)
6005 PDP & Union Con Incr			(10,821)			
6054 Vacation payout						
6100 Benefits - Salaries	115,000	135,900	110,292	138,500	2,600	1.9
6152 Retirement Incentives	3,000	3,500	2,611	3,500		
6154 Workers' Compensation	8,000	8,800	7,060	8,400	(400)	(4.5)
* Compensation and Benefits	801,000	898,500	715,042	888,900	(9,600)	(1.1)
6201 Telephone			584			
6202 Courier/Postage	1,000	1,000	127	500	(500)	(50.0)
6203 Office Furn/Equip	2,000	2,000		2,000		
6204 Computer S/W & Lic	4,000	4,000	2,140	4,000		
6207 Office Supplies	7,000	7,000	4,115	7,000		
* Office	14,000	14,000	6,966	13,500	(500)	(3.6)
6301 Professional Fees	1,000	1,000			(1,000)	(100.0)
6302 Legal Fees	10,000	10,000	4,709	7,500	(2,500)	(25.0)
6311 Security		300			(300)	(100.0)
6399 Contract Services		300	1,001	1,100	800	266.7
* Materials						
6703 Computer Equip/Rent	2,000	2,000		2,000		
* Equipment & Communications	2,000	2,000		2,000		
6901 Membership Dues	10,000	10,000	10,312	10,000		
6902 Conferences/Workshop	10,000	8,000	1,625	5,000	(3,000)	(37.5)
6903 Travel - Local	2,000	2,000	1,392	1,500	(500)	(25.0)
6904 Travel - Out of Town	1,000	1,000	1,036	1,000		
6908 Medical Examinations						
6912 Advertising/Promotio						
6917 Books and Periodicals	2,000	2,000	1,475	1,500	(500)	(25.0)
6919 Special Projects	5,000	5,000	2,145	4,000	(1,000)	(20.0)
6938 Rewarding Excellence	1,000	1,000		1,000		
9911 PM Labour-Reg						
* Interdepartmental						
** Total	865,000	965,100	749,438	946,000	(19,100)	(2.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5508 Recov External Parti			(8,734)			
* Other Revenue			(8,734)			
** Total			(8,734)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	865,000	965,100	740,704	946,000	(19,100)	(2.0)

CAO Business Unit

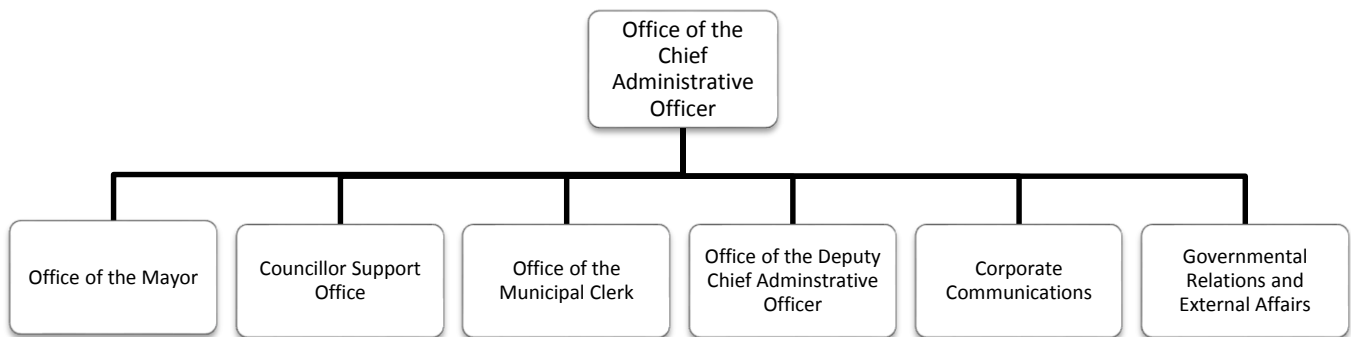
2016/17 Budget and Business Plan

Mission: To create a great place to live, work and play by becoming the best managed municipality in Canada.

Chief Administrative Office Business Unit Overview

The Chief Administrative Officer’s (CAO) business unit is accountable for strategic and operational guidance to ensure delivery of highly professional public service in support of Council. The CAO business unit manages HRM’s public relations, external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Council. The business unit is overseen by the Chief Administrative Officer and Deputy Chief Administrative Officer.

Chief Administrative Office Business Unit Org Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full and part-time permanent positions	77.5	82.5	-1.5	81.0
Term and seasonal positions	8.5	11.3	-1.3	10.0

Chief Administrative Office Business Unit Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	8,346,700	8,893,600	8,738,451	9,054,400	160,800	1.8
* Office	969,600	957,300	922,296	1,416,000	458,700	47.9
* External Services	213,900	278,400	373,874	1,501,750	1,223,350	439.4
* Supplies	93,400	83,400	51,651	83,950	550	0.7
* Materials	500					
* Building Costs	15,000	13,000	15,950	33,000	20,000	153.8
* Equipment & Communications	64,000	53,500	50,018	161,500	108,000	201.9
* Vehicle Expense	46,700	41,900	38,836	41,900		
* Other Goods & Services	966,400	786,100	762,639	979,000	192,900	24.5
* Interdepartmental			(163,949)	2,700	2,700	
* Other Fiscal	5,884,800	6,010,600	6,430,662	4,037,800	(1,972,800)	(32.8)
** Total	16,601,000	17,117,800	17,220,427	17,312,000	194,200	1.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue						
* Area Rate Revenue	(1,950,000)	(2,049,800)	(2,042,344)	(2,209,000)	(159,200)	7.8
* Payments in Lieu of taxes	(147,700)	(143,100)	(143,029)	(138,100)	5,000	(3.5)
* Fee Revenues	(40,200)	(40,200)	(37,100)	(40,200)		
* Other Revenue	(1,609,000)	(1,609,000)	(2,039,543)	(1,609,000)		
** Total	(3,746,900)	(3,842,100)	(4,262,016)	(3,996,300)	(154,200)	4.0
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	12,854,100	13,275,700	12,958,411	13,315,700	40,000	0.3

Chief Administrative Office Business Unit Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var. %
CAO Office	876,300	706,700	752,243	826,900	120,200	17.0
DCAO Operations	539,300	623,600	658,055	661,300	37,700	6.0
Mayors Office	809,600	812,500	764,809	812,100	(400)	(0.0)
Councillor Support	2,541,700	2,587,300	2,440,814	2,621,500	34,200	1.3
Municipal Clerks	2,153,500	2,126,000	2,056,645	2,188,300	62,300	2.9
Government Relations & External Affairs	2,712,600	3,168,700	2,979,247	3,104,800	(63,900)	(2.0)
Corporate Communications	3,221,100	3,250,900	3,306,597	3,100,800	(150,100)	(4.6)
	12,854,100	13,275,700	12,958,411	13,315,700	40,000	0.3

Chief Administrative Office Business Unit Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	47.80%	49.70%	51.96%	52.77%
Expenditures per dwelling (16/17 estimate: 193,424 dwellings)	\$68.80	\$64.35	\$67.37	\$68.71

Chief Administrative Office Business Unit Strategic Initiatives for 2016/17

Strategic Alignment	
CAO 1.01	Economic Development - Business Climate
<p>Economic Development The CAO's office will lead an initiative that will identify specific opportunities and further develop the municipal economic strategy in order to encourage economic development as an integral part of the region's prosperity.</p>	
CAO 1.02	Economic Development - Welcoming Community & Youth Retention
<p>Diversity and Inclusion The Diversity and Inclusion Office will oversee and coordinate implementation of HRM's diversity and inclusion framework and initiatives. This includes leading implementation of HRM's Welcoming Newcomers Plan, active support of the Local Immigration Partnership, and ensuring progress on related strategic efforts.</p>	
CAO 1.03	Economic Development - Welcoming Community & Youth Retention
<p>Youth Attraction and Retention The CAO's Office will encourage recent graduates (domestic and international) to stay in Halifax. This includes working closely with local universities and colleges, participation in welcoming events, and through programs such as the Bridging the Gap and the Connector Program, helping to connect newcomers and recent graduates to the labour market.</p>	
CAO 1.04	Governance & Communication - ABCs Governance
<p>ABC Governance Review The CAO's office will provide executive oversight and leadership on the organizations efforts to complete a review of the governance models for all agencies boards and commissions.</p>	
CAO 1.05	Governance & Communication - Communications
<p>Improve Internal and External Communications The CAO business unit will strengthen HRM's communications channels and processes to continually extend the master brand visual identity and values by advancing appropriate products, messages and behaviours, and by managing expectations for all audiences.</p>	

CAO 1.06	Governance & Communication - Council and Committee Governance
2016 Municipal Election The CAO business unit will provide leadership, logistical coordination, and communications to enable the successful delivery of a municipal election in the fall of 2016.	
CAO 1.07	Healthy Communities - Inclusive and Accessible Community
Accessibility Coordination The CAO's Office will provide direction and oversight in defining inclusive and accessible community, establishing a coordination and reporting model for Halifax's Inclusive and Accessible initiatives, and developing an Accessibility Policy for Halifax.	
CAO 1.08	Healthy Communities - Inclusive and Accessible Community
Engagement of the African Nova Scotian Community The African & NS Affairs Integration Office will work to identify barriers and potential actions to improve municipal service delivery to African Nova Scotian communities. 16/17 deliverables will include employee development, promoting youth engagement with HRM and support to business units as they engage with African Nova Scotian communities.	
CAO 1.09	Healthy Communities - Public Safety
Public Safety Strategic Plan The CAO's office will provide executive oversight and leadership to support increasing safety in public places, complete a public safety strategic plan including setting priorities among its strategic directions, establishing a timetable for implementation and specifying measurable outcomes.	
CAO 1.10	Governance & Communication - Council and Committee Governance
Changes to HRM Charter The CAO's Office will lead the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax.	

2016/17 CAO Office Deliverables

16/17 Deliverables
Economic Development - Welcoming Community & Youth Retention
Mayor's International Student Reception – Support Support the Mayor's office with the planning and coordination of the Mayor's Welcome Reception for first year international students.
Governance & Communication - Council and Committee Governance
Councillor Orientation Provide a coordinated and effective post-election mayor and councillor orientation program.

16/17 Deliverables
Healthy Communities - Inclusive and Accessible Community
<p>HRM's Welcoming Newcomers Plan Implementation</p> <p>To identify the outcomes and measures to achieve success in integrating and retaining newcomers and creating a welcoming and friendly community for all, the CAO's Office will lead the implementation of HRM's Welcoming Newcomers Plan and actively support of the Local Immigration Partnership.</p>

Summary of 2016/17 Chief Administrative Office Business Unit Changes

Cost Reduction Initiatives	Proposed 16/17
Staff reductions resulting from reorganization of Corporate Communications	\$285,000
Compensation reduction associated with the conversion of a Marketing Manager position to the Report Production Controller position	\$36,000
Positive compensation gapping in GREA	\$33,000
Miscellaneous Efficiencies	\$18,600
Total to offset Base Cost increase	\$372,600

2016/17 Chief Administrative Office Business Unit Service Area Plans

Office of the Chief Administrative Officer (CAO Office):

The Chief Administrative Officer's (CAO) service area is accountable for strategic and operational guidance to ensure efficient delivery of highly professional public service in support of Council.

Services Delivered:

- Corporate Direction - Overall strategic and operational direction to all HRM's business units
- Leadership - Leadership of the administrative branch of municipal government
- Resource Assignment - Assignment of corporate resources required to implement policies and programs as directed by Council
- Operational Oversight - Direct oversight to Finance, Human Resources, Legal Services and Halifax Police Services

CAO Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	752,300	592,800	680,757	711,100	118,300	20.0
* Office	16,600	15,000	11,989	14,000	(1,000)	(6.7)
* External Services	3,000	3,000		3,000		
* Supplies	3,000	3,000	1,304	3,000		
* Building Costs	15,000	13,000	15,950	13,000		
* Equipment & Communications	14,500	14,000	333	13,500	(500)	(3.6)
* Vehicle Expense	4,700	4,700	2,951	4,700		
* Other Goods & Services	67,200	61,200	38,960	64,600	3,400	5.6
** Total	876,300	706,700	752,243	826,900	120,200	17.0
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue						
** Total						
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	876,300	706,700	752,243	826,900	120,200	17.0

Office of the Deputy Chief Administrative Officer (DCAO Office):

The Deputy Chief Administrative Officer's service area is leadership support and oversight and strategic direction to the five core (operational) business units.

Services Delivered:

- CAO Support – Support for the CAO's leadership of the administrative branch of municipal government
- Operational Oversight - Direct oversight to HRM's operational business units – Transportation and Public Works, Planning and Development, Parks and Recreation, Halifax Transit, Operations Support and Halifax Regional Fire and Emergency Services
- Special Project Delivery - Delivery of special project objectives as directed by the CAO

DCAO Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	415,700	500,000	507,002	512,700	12,700	2.5
* Office	5,000	5,000	2,387	5,000		
* External Services	116,200	116,200	139,632	141,200	25,000	21.5
* Other Goods & Services	2,400	2,400	9,034	2,400		
* Interdepartmental						
** Total	539,300	623,600	658,055	661,300	37,700	6.0
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	539,300	623,600	658,055	661,300	37,700	6.0

Office of the Mayor:

The Office of the Mayor coordinates constituent relations, communications, and administrative support to the Mayor. The office liaises with constituents and HRM staff to investigate issues or concerns and shares information to support the Mayor.

Services Delivered:

- Mayoral Support - Delivery of legislative and administrative support to the Mayor
- Issue Coordination - Coordination of resident issues, providing responses to residents' questions
- Mayoral Correspondence - Preparing correspondence and district communications on behalf of the Mayor

Office of the Mayor Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	669,400	681,300	704,639	682,900	1,600	0.2
* Office	27,100	22,200	6,341	13,200	(9,000)	(40.5)
* External Services			109	25,000	25,000	
* Supplies	500	500		500		
* Materials	500					
* Equipment & Communications	500	500		500		
* Other Goods & Services	111,600	108,000	68,574	90,000	(18,000)	(16.7)
* Interdepartmental			210			
** Total	809,600	812,500	779,873	812,100	(400)	(0.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue			(15,063)			
** Total			(15,063)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	809,600	812,500	764,809	812,100	(400)	(0.0)

Councillors Support Office:

The Councillors' Support Office coordinates resident relations, communications, and administrative support for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

Services Delivered:

- Council Support - Delivery of administrative support to Council
- Issue Coordination - Coordination of resident issues, providing responses to residents' questions
- Council Correspondence - Preparing correspondence and district communications on behalf of Councillors
- Council Communications - Maintenance of Councillor websites and preparation of newsletters, speeches, briefing notes, and Public Service Announcements

Councillors Support Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,269,300	2,346,700	2,223,515	2,380,900	34,200	1.5
* Office	29,100	24,300	26,777	26,300	2,000	8.2
* Vehicle Expense	42,000	37,200	35,760	37,200		
* Other Goods & Services	239,800	217,600	190,940	215,600	(2,000)	(0.9)
* Interdepartmental			1,267			
** Total	2,580,200	2,625,800	2,478,259	2,660,000	34,200	1.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(38,500)	(38,500)	(37,100)	(38,500)		
* Other Revenue			(345)			
** Total	(38,500)	(38,500)	(37,445)	(38,500)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,541,700	2,587,300	2,440,814	2,621,500	34,200	1.3

The Office of the Municipal Clerk:

The Office of the Municipal Clerk is a legislated office, under the Halifax Regional Municipality Charter, tasked with facilitating and supporting Council, Community Council, and the official committee structure of Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

Services Delivered:

- Council, Committee, and Board Support - Procedural and legislative support to Regional Council, Community Councils, Standing Committees and HRM's Boards, Committees and Commissions
- Council Records - Creation, maintenance and certification of Council records
- Legislative Process Access - Facilitation of public access to the legislative process
- Elections - Organization of Municipal and School Board Elections
- Operational Oversight - Oversight of the Access & Privacy Office
- Operational Management - Management of the Corporate Records Facility & Municipal Archives and related policies

Office of the Municipal Clerk Budget Overview**Summary of Expense & Revenue Types**

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,542,600	1,577,600	1,633,202	1,971,100	393,500	24.9
* Office	63,500	62,500	57,836	454,200	391,700	626.7
* External Services	49,400	116,400	188,945	1,289,750	1,173,350	1,008.0
* Supplies	8,000	8,000	92	8,550	550	6.9
* Building Costs				20,000	20,000	
* Equipment & Communications	4,400	4,400	539	112,900	108,500	2,465.9
* Vehicle Expense			125			
* Other Goods & Services	184,100	55,600	99,235	265,100	209,500	376.8
* Interdepartmental			3,292	2,700	2,700	
* Other Fiscal	303,200	303,200	94,617	(1,934,300)	(2,237,500)	(738.0)
** Total	2,155,200	2,127,700	2,077,883	2,190,000	62,300	2.9
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(1,700)	(1,700)		(1,700)		
* Other Revenue			(21,239)			
** Total	(1,700)	(1,700)	(21,239)	(1,700)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,153,500	2,126,000	2,056,645	2,188,300	62,300	2.9

Municipal Clerk Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16
	Actual	Actual	Projection
Cost per formal Freedom of Information Request	\$732	\$633	\$523 to date (Dec 31/15)

2016/17 Office of the Municipal Clerk Key Deliverables

16/17 Deliverables
Governance & Communication - Public Engagement
<p>2016 Election - Voter Turnout Work to influence voter turnout for the 2016 municipal election by completing a facilitated voter participation community engagement program and developing an overall communications plan focused on voter participation in close consultation with Corporate Communications.</p>
Governance & Communication - Council and Committee Governance
<p>Board and Committee Appointment Process - Enhance Continue to enhance the appointment process to Council advisory boards and committees by upgrading the advertising content to provide an emphasis on competency based candidates, developing a more robust membership orientation program and instituting a mandatory committee functional evaluation program.</p>
<p>Admin Order 1 Amendment Implementation Lead the implementation of procedural and governance changes as set out in the amendments to Admin Order 1.</p>
<p>2016 Municipal Election Successfully deliver the 2016 municipal and school board elections.</p>
<p>Records Retention Plans Support the business units in the development of records retention management plans as required under new Admin Order.</p>

Government Relations & External Affairs:

Government Relations & External Affairs provides strategic advice to the corporation on a range of initiatives focused on creating opportunities for effective integration with external partners.

Services Delivered:

Provides oversight, advice, research, coordination, reporting and stakeholder relations in a variety of strategic areas including:

- policy,
- economic development (includes oversight of municipal relationship with the Halifax Partnership, Destination Halifax, and the Business Improvement Districts),
- diversity and inclusion,
- African Nova Scotian Affairs,
- public safety, and
- government relations.

Government Relations & External Affairs Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	812,900	1,238,400	905,683	1,064,000	(174,400)	(14.1)
* Office	1,200	1,200	5,226	1,200		
* External Services			3,600			
* Other Goods & Services	13,600	13,600	33,796	13,600		
* Interdepartmental			(135,000)			
* Other Fiscal	5,581,600	5,707,400	6,336,044	5,972,100	264,700	4.6
** Total	6,409,300	6,960,600	7,149,350	7,050,900	90,300	1.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue						
* Area Rate Revenue	(1,950,000)	(2,049,800)	(2,042,344)	(2,209,000)	(159,200)	7.8
* Payments in Lieu of taxes	(147,700)	(143,100)	(143,029)	(138,100)	5,000	(3.5)
* Other Revenue	(1,599,000)	(1,599,000)	(1,984,730)	(1,599,000)		
** Total	(3,696,700)	(3,791,900)	(4,170,102)	(3,946,100)	(154,200)	4.1
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,712,600	3,168,700	2,979,247	3,104,800	(63,900)	(2.0)

2016/17 Government Relations & External Affairs Key Deliverables

16/17 Deliverables
Economic Development - Business Climate
<p>Oversee Economic Strategy Development/Reboot The Economic Strategy provides direction on the best opportunities for economic growth and development and is used to marshal the resources of the municipality, the Halifax Partnership, and other partners. In 16/17, HRM and its partners will begin implementation of the renewed economic strategy. As the strategy is currently under development, specific implementation activities for 16/17 are currently unknown though continuation of a number of current activities is likely.</p>
<p>Build Canada Fund Applications To leverage funding from the federal and provincial governments which supports infrastructure related to Regional Council's priorities, the CAO's Office will coordinate HRM's Building Canada Fund Applications.</p>
Economic Development - International Recognition & Awareness
<p>Tourism Strategy Alignment Align tourism approach with municipal economic development goals.</p>

16/17 Deliverables
<p>Destination Halifax and Trade Centre Limited Collaboration</p> <p>To drive visitation to Halifax, increase pre- and post-convention activity, promote the convention centre to support use, and leverage the convention centre use for business attraction, Destination Halifax will collaborate and integrate programming with Halifax Convention Centre to promote all areas of Halifax. HRM will provide oversight and facilitation.</p>
<p>Business Attractiveness Promotion</p> <p>Through Destination Halifax and the Halifax Partnership, promote Halifax as an attractive destination for business; including business tourism, foreign direct investment, and business location.</p>
Economic Development - Rural Economic Development
<p>Rural Economic Development Opportunities Identification</p> <p>To support economic development in rural areas, the CAO's Office will identify further specific rural economic development opportunities through implementation of the Economic Strategy and the SLA with the Halifax Partnership. Implementation will depend on opportunities identified in 15/16 and direction from Council.</p>
<p>Sheet Harbour Chamber of Commerce Participation</p> <p>Through the Halifax Partnership, continued representation on and support to the Sheet Harbour Chamber of Commerce.</p>
Economic Development - Welcoming Community & Youth Retention
<p>Immigration Collaboration Opportunities</p> <p>To support the ultimate goal of helping newcomers make meaningful connections in the city more quickly and helping them to succeed and participate fully, the CAO's Office will identify opportunities for cross sector collaboration in support of the Local Immigration Partnership.</p>
<p>African Nova Scotian Communities - Enhance Service Delivery</p> <p>To support full participation of persons of African descent in the community and improved interactions with HRM, the CAO's Office will continue to work to enhance service delivery to African Nova Scotian communities and work to identify and overcome barriers to the full participation of the ANS community in the broader community and economy. 16/17 activities are extensions of current work.</p>
<p>Diversity and Inclusion Framework Implementation</p> <p>To promote full participation of all communities and persons in community and improved interactions with HRM, the CAO's Office will implement a framework for diversity and inclusion for Halifax.</p>
<p>Universities / NSCC MOU - Implement Initiatives</p> <p>Implement initiatives identified in MOU with Metro Universities and the NSCC - the first three years of which are focused on talent retention and attraction. Activities include the Mayor's Welcome Reception for First Year International Students.</p>
Healthy Communities - Public Safety
<p>Public Safety Strategy Development</p> <p>Public Safety Advisor to lead development of a public safety strategic plan including setting priorities among its strategic directions, establishing a timetable for implementation and specifying measureable outcomes.</p>

Corporate Communications:

The Corporate Communications division delivers all services related to internal and external communications, marketing, brand management, creative development, printing and distribution/mail, media relations and issue management for HRM's Business Units and the Corporation as a whole.

Services Delivered:

- Marketing Strategies - Development and implementation of integrated strategies to deliver marketing and creative products and services that support Business Unit and Corporation outcomes
- Visual Identity Standards Oversight - Oversight of the development and implementation of HRM visual identity standards and templates
- Media Relations - Management of the interaction between all media and HRM
- Halifax Transit Communications - Management of all Halifax Transit customer communications and engagement
- Issue / Crisis Communications - Strategic issues management, crisis communications and public relations counsel to all municipal interests
- Internal Communications Projects - Delivery of strategies and tools to promote and maintain employee engagement, leadership visibility, and promote an organizational culture of accountability, continuous improvement and performance measurement
- Print Services - Delivery of printing, copying, bindery and distribution/mailing services for the corporation

Corporate Communications Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,884,500	1,956,800	2,083,652	1,731,700	(225,100)	(11.5)
* Office	827,100	827,100	811,741	902,100	75,000	9.1
* External Services	45,300	42,800	41,589	42,800		
* Supplies	81,900	71,900	50,255	71,900		
* Building Costs						
* Equipment & Communications	44,600	34,600	49,146	34,600		
* Other Goods & Services	347,700	327,700	322,099	327,700		
* Interdepartmental			(33,719)			
* Other Fiscal						
** Total	3,231,100	3,260,900	3,324,763	3,110,800	(150,100)	(4.6)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(10,000)	(10,000)	(18,166)	(10,000)		
** Total	(10,000)	(10,000)	(18,166)	(10,000)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,221,100	3,250,900	3,306,597	3,100,800	(150,100)	(4.6)

2016/17 Corporate Communications Key Deliverables

16/17 Deliverables
Governance & Communications - Public Engagement
<p>Public Engagement Policy Conduct a review of the Corporate Public Engagement Strategy in consultation with Planning and Development.</p>
Governance & Communications - Communications
<p>Social Media Governance To provide the foundation, short-term tactics, and long-term strategy needed to support Corporate Communication's efforts and to engage citizens in two-way dialogue that better support business objectives, the CAO's Office will establish renewed governance, guidelines, and assigned resources for all municipal social media activity by Q2.</p>
<p>Social Media Streamlining Reduce number of municipal twitter handles by 50% in Q2 to reduce audience fragmentation and improve overall communications workflow efficiency and integration.</p>
<p>Social Media Audience Survey Conduct audience survey to determine where to drive streamlined social media presence to improved content on transformed halifax.ca site, leading to increased web traffic (+20%).</p>
<p>Renew Facebook Site Renew municipal Facebook site and increase audience connections by 100% to 3,000 by December 2016.</p>
<p>Crisis Communication Strategy To ensure the accurate, timely, and clear communication of emergency information to internal and external audiences, the CAO's Office will complete and roll out a crisis communications strategy and protocol aligned with HRP, HRFE and EMO interests by Q2.</p>
<p>Incident Command System Protocol Training To support rollout of the Crisis Communication Strategy, train all public affairs staff and others who deal with media on Incident Command System protocol by June 2016.</p>
<p>Crisis Communication Simulation To support rollout of the Crisis Communication Strategy, ensure all relevant staff participate in at least one crisis communications simulation exercise by Q2.</p>
<p>Bring the Brand to Life To support the Plan on a Page's Core values (our organizational credo) and bring the HALIFAX brand (our community's values) to life by reflecting them in our actions, the CAO's Office will educate HRM employees and external stakeholders on the HALIFAX brand values and how our actions and decisions serve those values.</p>
<p>Internal Communications Service Catalogue Develop an Internal Communications Service Catalogue by end of 2016 business cycle.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
E200 Councillor's Support	2,541,700	2,587,300	2,440,814	2,621,500	34,200	1.3
*** Councillor Support	2,541,700	2,587,300	2,440,814	2,621,500	34,200	1.3
E300 Mayor's office	809,600	812,500	764,809	812,100	(400)	(0.0)
*** Mayors Office	809,600	812,500	764,809	812,100	(400)	(0.0)
** GOVN Blocked						
E110 CAO Office	826,300	661,000	730,200	781,200	120,200	18.2
E113 City Hall Operations	50,000	45,700	22,035	45,700		
E124 DCAO-Corp Serv & Str			9			
*** CAO Office	876,300	706,700	752,243	826,900	120,200	17.0
C511 Downtown Dartmouth BID			83			
C512 Downtown Halifax BID			(1,527)			
C513 Spring Garden Road BID			499			
C514 Quinpool Road BID			0			
C515 Spryfield & District BID			0			
C516 Sackville Drive BID			104			
C518 Agricola/Gottingen BID			412			
C711 Destination Halifax	388,100	390,300	412,154	282,100	(108,200)	(27.7)
E121 Greater Hlfx Partner	1,602,800	1,633,400	1,700,873	1,737,500	104,100	6.4
E400 Intergovrn. Relation	721,700	738,700	590,071	557,900	(180,800)	(24.5)
E401 Diversity-Inclusion		406,300	276,579	527,300	121,000	29.8
*** Government Relations & Externa	2,712,600	3,168,700	2,979,247	3,104,800	(63,900)	(2.0)
A124 Office Services	614,200	630,700	600,856	632,700	2,000	0.3
A620 Mrkt & Promotions	1,905,200	1,718,700	1,585,574	1,251,700	(467,000)	(27.2)
A622 Public Affairs	388,400	403,000	502,820	413,300	10,300	2.6
A623 Internal Communications	313,300	315,500	351,423	401,600	86,100	27.3
A624 Brand Management			79,290	213,700	213,700	
E112 Corp.Comm.Admin.		183,000	186,634	187,800	4,800	2.6
*** Corporate Communications	3,221,100	3,250,900	3,306,597	3,100,800	(150,100)	(4.6)
A121 Municipal Clerk	1,141,800	1,099,100	1,120,033	1,127,300	28,200	2.6
A125 Elections	303,200	303,200	303,200	328,200	25,000	8.2
A722 Access & Privacy	193,800	201,400	195,706	205,800	4,400	2.2
A725 Information Management	514,700	522,300	436,672	527,000	4,700	0.9
A122 Info Resource Mgmt			1,034			
*** Municipal Clerks	2,153,500	2,126,000	2,056,645	2,188,300	62,300	2.9
C001 DCAO - Operations	539,300	623,600	658,055	661,300	37,700	6.0
*** DCAO Operations	539,300	623,600	658,055	661,300	37,700	6.0
**** Total	12,854,100	13,275,700	12,958,411	13,315,700	40,000	0.3

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
E200 Councillor's Support	2,580,200	2,625,800	2,478,259	2,660,000	34,200	1.3
*** Councillor Support	2,580,200	2,625,800	2,478,259	2,660,000	34,200	1.3
E300 Mayor's office	809,600	812,500	779,873	812,100	(400)	(0.0)
*** Mayors Office	809,600	812,500	779,873	812,100	(400)	(0.0)
** GOVN Blocked						
E110 CAO Office	826,300	661,000	730,200	781,200	120,200	18.2
E113 City Hall Operations	50,000	45,700	22,035	45,700		
E124 DCAO-Corp Serv & Str			9			
*** CAO Office	876,300	706,700	752,243	826,900	120,200	17.0
C511 Downtown Dartmouth BID	267,500	269,600	272,218	299,000	29,400	10.9
C512 Downtown Halifax BID	885,500	940,300	935,899	993,700	53,400	5.7
C513 Spring Garden Road BID	384,300	379,100	380,422	392,000	12,900	3.4
C514 Quinpool Road BID	104,700	114,000	110,592	109,200	(4,800)	(4.2)
C515 Spryfield & District BID	72,200	92,100	90,856	92,600	500	0.5
C516 Sackville Drive BID	171,100	176,100	175,350	185,200	9,100	5.2
C517 Dart Main St BID	92,000	93,700	92,523	105,500	11,800	12.6
C518 Agricola/Gottingen BID	120,400	128,000	127,084	169,900	41,900	32.7
C711 Destination Halifax	1,987,100	1,989,300	2,308,828	1,881,100	(108,200)	(5.4)
E121 Greater Hlfx Partner	1,602,800	1,633,400	1,700,873	1,737,500	104,100	6.4
E400 Intergovrn. Relation	721,700	738,700	678,127	557,900	(180,800)	(24.5)
E401 Diversity-Inclusion		406,300	276,579	527,300	121,000	29.8
*** Government Relations & Externa	6,409,300	6,960,600	7,149,350	7,050,900	90,300	1.3
A124 Office Services	624,200	640,700	611,522	642,700	2,000	0.3
A620 Mrkt & Promotions	1,905,200	1,718,700	1,593,074	1,251,700	(467,000)	(27.2)
A622 Public Affairs	388,400	403,000	502,820	413,300	10,300	2.6
A623 Internal Communications	313,300	315,500	351,423	401,600	86,100	27.3
A624 Brand Management			79,290	213,700	213,700	
E112 Corp.Comm.Admin.		183,000	186,634	187,800	4,800	2.6
*** Corporate Communications	3,231,100	3,260,900	3,324,763	3,110,800	(150,100)	(4.6)
A121 Municipal Clerk	1,141,800	1,099,100	1,120,033	1,127,300	28,200	2.6
A125 Elections	303,200	303,200	303,200	328,200	25,000	8.2
A722 Access & Privacy	194,000	201,600	197,961	206,000	4,400	2.2
A725 Information Management	516,200	523,800	455,595	528,500	4,700	0.9
A122 Info Resource Mgmt			1,094			
*** Municipal Clerks	2,155,200	2,127,700	2,077,883	2,190,000	62,300	2.9
C001 DCAO - Operations	539,300	623,600	658,055	661,300	37,700	6.0
*** DCAO Operations	539,300	623,600	658,055	661,300	37,700	6.0
**** Total	16,601,000	17,117,800	17,220,427	17,312,000	194,200	1.1

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
E200 Councillor's Support	(38,500)	(38,500)	(37,445)	(38,500)		
** Councillor Support	(38,500)	(38,500)	(37,445)	(38,500)		
E300 Mayor's office			(15,063)			
** Mayors Office			(15,063)			
** CAO Office						
C511 Downtown Dartmouth BID	(267,500)	(269,600)	(272,135)	(299,000)	(29,400)	10.9
C512 Downtown Halifax BID	(885,500)	(940,300)	(937,426)	(993,700)	(53,400)	5.7
C513 Spring Garden Road BID	(384,300)	(379,100)	(379,923)	(392,000)	(12,900)	3.4
C514 Quinpool Road BID	(104,700)	(114,000)	(110,592)	(109,200)	4,800	(4.2)
C515 Spryfield & District BID	(72,200)	(92,100)	(90,856)	(92,600)	(500)	0.5
C516 Sackville Drive BID	(171,100)	(176,100)	(175,246)	(185,200)	(9,100)	5.2
C517 Dartmouth Main Street BID	(92,000)	(93,700)	(92,523)	(105,500)	(11,800)	12.6
C518 Agricola/Gottingen BID	(120,400)	(128,000)	(126,672)	(169,900)	(41,900)	32.7
C711 Destination Halifax	(1,599,000)	(1,599,000)	(1,896,674)	(1,599,000)		
E400 Intergovrn. Relation			(88,055)			
** Government Relations & External	(3,696,700)	(3,791,900)	(4,170,102)	(3,946,100)	(154,200)	4.1
A124 Office Services	(10,000)	(10,000)	(10,666)	(10,000)		
A620 Mrkt & Promotions			(7,500)			
** Corporate Communications	(10,000)	(10,000)	(18,166)	(10,000)		
A722 Access & Privacy	(200)	(200)	(2,255)	(200)		
A725 Information Management	(1,500)	(1,500)	(18,924)	(1,500)		
A122 Info Resource Mgmt			(60)			
** Municipal Clerks	(1,700)	(1,700)	(21,239)	(1,700)		
*** Total	(3,746,900)	(3,842,100)	(4,262,016)	(3,996,300)	(154,200)	4.0

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	7,104,400	7,538,200	7,573,593	7,674,500	136,300	1.8
6002 Salaries - Overtime	20,400	19,400	11,767	20,400	1,000	5.2
6003 Wages - Regular			5,138	25,000	25,000	
6005 PDP & Union Con Incr			(138,042)			
6054 Vacation payout			42,016			
6099 Other Allowances			15,200	15,000	15,000	
6100 Benefits - Salaries	1,272,300	1,377,300	1,308,748	1,366,000	(11,300)	(0.8)
6101 Benefits - Wages			2	100	100	
6110 Vacancy Management	(138,100)	(138,100)		(156,100)	(18,000)	13.0
6151 Vehicle Allowance	3,000	3,000		3,000		
6152 Retirement Incentives	40,500	42,400	41,349	43,500	1,100	2.6
6153 Severance			139,745			
6154 Workers' Compensation	71,600	78,800	86,063	90,400	11,600	14.7
6199 Comp & Ben InterDept	(27,400)	(27,400)	(347,209)	(27,400)		
9210 HR CATS OT Wage/Ben						
* Compensation and Benefits	8,346,700	8,893,600	8,738,451	9,054,400	160,800	1.8
6201 Telephone	40,900	42,400	35,412	78,800	36,400	85.8
6202 Courier/Postage	624,400	617,900	649,251	890,300	272,400	44.1
6203 Office Furn/Equip	137,000	135,200	84,687	145,200	10,000	7.4
6204 Computer S/W & Lic	7,600	14,600	12,195	89,600	75,000	513.7
6205 Printing & Reprod	93,300	90,300	90,258	152,200	61,900	68.5
6207 Office Supplies	63,200	55,200	45,407	58,200	3,000	5.4
6299 Other Office Expenses	3,200	1,700	5,087	1,700		
* Office	969,600	957,300	922,296	1,416,000	458,700	47.9
6301 Professional Fees	10,600	10,600	3,970	10,600		
6303 Consulting Fees	1,800	1,800	7,230	126,800	125,000	6,944.4
6306 Property Survey						
6310 Outside Personnel			31,414	401,350	401,350	
6311 Security			2,446	10,000	10,000	
6312 Refuse Collection			79	2,000	2,000	
6399 Contract Services	201,500	266,000	328,626	951,000	685,000	257.5
* External Services	213,900	278,400	373,874	1,501,750	1,223,350	439.4
6401 Uniforms & Clothing			92			
6405 Photo Supp & Equip	900	900		900		
6406 Bridge Tolls	500	500		550	50	10.0
6499 Other Supplies	92,000	82,000	51,559	82,500	500	0.6
* Materials	500					
6602 Electrical						
6607 Electricity						
6611 Building - Interior				20,000	20,000	
6699 Other Building Cost	15,000	13,000	15,950	13,000		
* Building Costs	15,000	13,000	15,950	33,000	20,000	153.8
6701 Equipment Purchase	5,000	5,000	190	105,000	100,000	2,000.0
6702 Small Tools	3,000	2,500	204	2,500		
6703 Computer Equip/Rent	5,500	5,500	13,194	13,000	7,500	136.4
6704 Equipment Rental	3,000	3,000		3,000		
6705 Equip - R&M	45,900	35,900	35,701	36,900	1,000	2.8
6706 Computer R&M	1,600	1,600	580	1,100	(500)	(31.3)
6708 Mechanical Equipment			148			
* Equipment & Communications	64,000	53,500	50,018	161,500	108,000	201.9

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6804 Vehicle Fuel - Gas	2,400	2,400	18	2,400		
6806 Vehicle Rentals			125			
6899 Other Vehicle Expense	44,300	39,500	38,692	39,500		
* Vehicle Expense	46,700	41,900	38,836	41,900		
6901 Membership Dues	133,500	14,800	13,460	14,800		
6902 Conferences/Workshop	54,100	47,100	17,656	44,600	(2,500)	(5.3)
6905 Training & Education	34,350	34,350	6,273	35,850	1,500	4.4
6906 Licenses & Agreements	7,000					
6907 Commission Fees						
6911 Facilities Rental	7,000	7,000	12,880	97,000	90,000	1,285.7
6912 Advertising/Promotio	175,300	137,100	121,202	231,200	94,100	68.6
6913 Awards	5,200	5,200	2,232	4,700	(500)	(9.6)
6914 Recruiting			42,295			
6915 Research Data Acquis	4,900	4,900		4,900		
6916 Public Education	35,000	27,000	29,499	32,000	5,000	18.5
6917 Books and Periodicals	5,500	5,500	8,254	7,000	1,500	27.3
6929 Procurement Card Clg			125			
6933 Community Events	53,300	48,700	56,712	45,500	(3,200)	(6.6)
6936 Staff Relations			931	2,000	2,000	
6999 Other Goods/Services	5,100	5,100	18,597	6,600	1,500	29.4
7007 ltnTrsf Paper Recyc				200	200	
7012 Int Trf Print/Reprod			(5,089)			
7015 Int Trf FacilityRent			913	2,000	2,000	
9911 PM Labour-Reg			324			
* Interdepartmental			(163,949)	2,700	2,700	
8001 Transf Outside Agenc	3,950,100	4,074,000	4,500,960	4,234,600	160,600	3.9
8004 Grants	1,602,800	1,633,400	1,835,873	1,737,500	104,100	6.4
9000 Prior Yr. Sur/Def	28,700		(788)			
** Total	16,601,000	17,117,800	17,220,427	17,312,000	194,200	1.1
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4002 Comm. Property Taxes						
* Tax Revenue						
4202 Area Rate Commercial	(1,950,000)	(2,049,800)	(2,042,344)	(2,209,000)	(159,200)	7.8
* Area Rate Revenue	(1,950,000)	(2,049,800)	(2,042,344)	(2,209,000)	(159,200)	7.8
4601 Grant in Lieu-Fed	(84,900)	(22,900)	(68,351)	(25,300)	(2,400)	10.5
4602 Grant in Lieu-Prov.	(62,800)	(120,200)	(74,678)	(112,800)	7,400	(6.2)
* Payments in Lieu of taxes	(147,700)	(143,100)	(143,029)	(138,100)	5,000	(3.5)
4950 Other Lic. & Permits	(1,500)	(1,500)		(1,500)		
5206 Stipends	(38,500)	(38,500)	(37,100)	(38,500)		
5227 Photocopier Revenue	(200)	(200)		(200)		
* Fee Revenues	(40,200)	(40,200)	(37,100)	(40,200)		
5508 Recov External Parti	(1,609,000)	(1,609,000)	(2,039,543)	(1,609,000)		
* Other Revenue	(1,609,000)	(1,609,000)	(2,039,543)	(1,609,000)		
** Total	(3,746,900)	(3,842,100)	(4,262,016)	(3,996,300)	(154,200)	4.0
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	12,854,100	13,275,700	12,958,411	13,315,700	40,000	0.3

Finance and Information, Communication, and Technology

2016/17 Budget and Business Plan

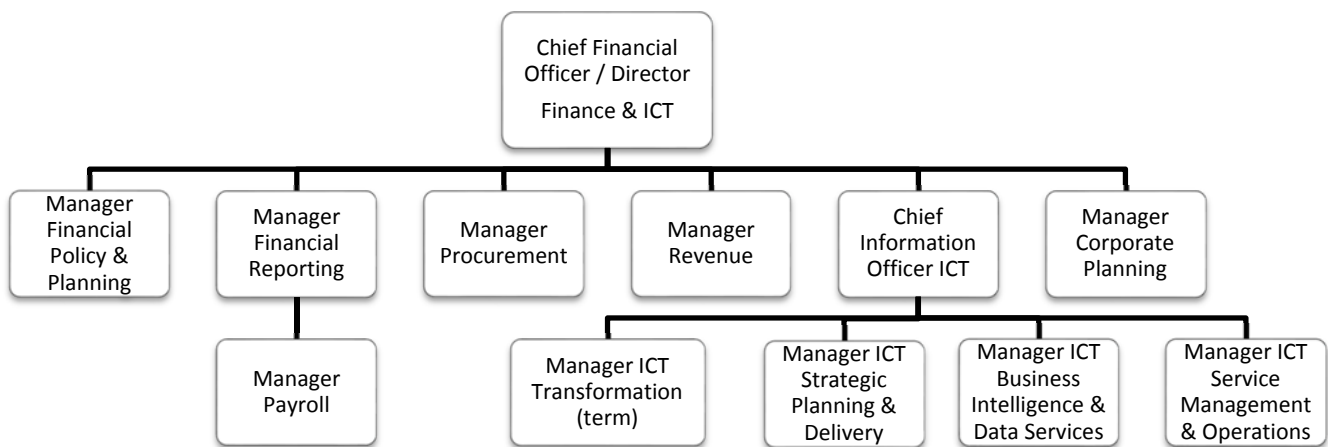
Mission: Leading Financial and Technological Stewardship

We lead financial stewardship through advice, services and policy.
We provide timely and supported solutions, in partnership with business units, to enable the efficient and effective delivery of municipal services.

Finance and Information, Communication and Technology Overview

Finance leads the Financial Responsibility activities in support of the administrative outcomes and provides services and advice to internal clients, Council and residents of Halifax. ICT supports Service Excellence by providing reliable, cost effective, information and technology services to internal clients, Council and residents of Halifax. Corporate Planning provides support to the organization by assisting business units in service improvement; strategic and operational decision making; performance management and maximizing collaboration on Council’s priorities.

Finance and Information, Communication and Technology Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Includes full & part-time permanent positions	285.6	285.6	-4	281.6
Term and seasonal positions	2.1	5.4	-2.0	3.4

Finance and Information, Communication and Technology Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	21,483,700	21,813,200	20,940,257	21,942,600	129,400	0.6
* Office	5,562,800	4,905,250	5,900,163	5,414,100	508,850	10.4
* External Services	1,679,700	1,695,700	1,992,769	2,124,200	428,500	25.3
* Supplies	20,500	17,000	10,265	17,000		
* Materials	20,000	23,000	28,512	25,000	2,000	8.7
* Building Costs			2,006			
* Equipment & Communications	1,926,900	1,684,300	1,554,331	1,742,600	58,300	3.5
* Vehicle Expense	28,000	26,500	(3,671)	1,500	(25,000)	(94.3)
* Other Goods & Services	532,000	681,350	607,285	651,800	(29,550)	(4.3)
* Interdepartmental			(969,223)			
* Other Fiscal	(429,600)					
** Total	30,824,000	30,846,300	30,062,694	31,918,800	1,072,500	3.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(2,260,000)	(2,260,000)	(2,153,155)	(2,495,000)	(235,000)	10.4
* Other Revenue	(388,400)	(393,400)	(646,579)	(671,500)	(278,100)	70.7
** Total	(2,648,400)	(2,653,400)	(2,799,733)	(3,166,500)	(513,100)	19.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	28,175,600	28,192,900	27,262,960	28,752,300	559,400	2.0

Finance and Information, Communication and Technology Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Admin-Finance & ICT Summary of Expense & Revenue Types	744,800	977,100	758,833	872,600	(104,500)	(10.7)
Corporate Planning Summary of Expense & Revenue Types	655,600	577,100	552,555	584,500	7,400	1.3
Procurement Summary of Expense & Revenue Types	4,045,700	4,093,300	3,902,321	4,010,600	(82,700)	(2.0)
Finance Summary of Expense & Revenue Types	5,435,500	5,419,700	5,325,535	5,206,600	(213,100)	(3.9)
Information Technology Summary of Expense & Revenue Types	17,294,000	17,125,700	16,723,716	18,078,000	952,300	5.6
	28,175,600	28,192,900	27,262,960	28,752,300	559,400	2.0

Finance and Information, Communication and Technology Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	68.84%	67.53%	68.63%	68.75%
Expenditures per dwelling – Finance (includes Admin, Corporate Planning and Procurement)	\$68.38	\$69.26	\$69.80	\$70.60
Expenditures per dwelling – ICT (16/17 estimate: 193,424 dwellings)	\$85.44	\$91.22	\$89.52	\$94.42

Finance and Information, Communication and Technology Strategic Initiatives for 2016/17

Strategic Alignment	
FICT 1.01	Governance & Communication - Communications
<p>halifax.ca Finance & ICT will enable transformation of service delivery and communication through re-design of www.halifax.ca. This initiative includes a significant re-build of halifax.ca bringing it to modern Web 3.0 standards and the development of a service strategy that will identify and prioritize municipal services to be provided through online, mobile-friendly options. The website will integrate with planned new technologies for permitting and licensing, transit public-facing services, and customer contact services. The transformed website will provide citizens with a modern, convenient, and user-friendly portal to access municipal services.</p>	
FICT 1.02	Financial Responsibility - Financial Impacts
<p>Expenditure Management Finance & ICT will implement an enhanced approach to Expenditure Management. With the goal of continuously reducing the cost of any activity, this systematic approach is critical to: (a) ensuring that the cost of services, and the taxes that pay for them, remain affordable; (b) promoting continuous improvement; and (c) delivering value to citizens. Inflation exerts constant upward pressure on cost, and the only way to prevent this from putting upward pressure on taxes is to continuously find more efficient ways to do things.</p>	
FICT 1.03	Service Excellence - Continuous Improvement
<p>ICT Transformation to a Strategic Business Partner The ICT organization will continue its transformation towards becoming a strategic partner to all business units, supporting and enabling organizational transformation in the delivery of municipal services across the organization. Value added services such as strategic planning, roadmap development, portfolio management, business process mapping / re-engineering, effective delivery of projects, and benefits realization will figure prominently. ICT will become recognized as a change agent. ICT will demonstrate its commitment to service excellence through adoption and implementation of Service Management best practices and will measure and share its performance in this regard.</p>	
FICT 1.04	Financial Responsibility - Financial Impacts

Strategic Alignment	
Management Accounting Framework & Reporting	
To further support management decision-making within HRM Business Units, Finance & ICT will undertake an initiative to integrate non-financial performance information with financial information. This collaborative effort will involve assessment of available information, use of technology to improve the ability to report financial information by various attributes including services and bring together financial and non-financial information, and consideration of effectiveness as an evaluation tool.	
FICT 1.05	Financial Responsibility - Resource Planning & Management
Performance Measurement	
HRM is striving to become a more performance managed organization. In support of this goal, Finance & ICT is leading the development of a comprehensive Performance Measurement and Reporting Framework. This includes definition of services, establishing service standards, developing performance reporting process, and ultimately supporting the use of performance information to enhance and improve service delivery (Performance Management). In 16/17, to support continued development of a customer service and performance management culture, HRM will be exploring joining Municipal Benchmarking Network Canada to further formalize performance reporting processes and provide useful benchmarking, networking and knowledge sharing opportunities.	
FICT 1.06	Economic Development - Business Climate
Fiscal Strategy	
Finance & ICT will reshape Halifax's long term fiscal strategy to meet the emerging and long-term environment including demographic and economic changes. Consideration will be given to structural and/or strategic changes that encourage a more resilient and sustainable future for Halifax. Key Council assumptions and decisions to be included are: tax levels; debt; capital from operating and reserves; capital budget and service enhancements.	

Summary of 2016/17 Finance and Information, Communication and Technology Changes

Cost Reduction Initiatives	Proposed 16/17
Compensation Efficiencies	\$342,505
Continued Budget Efficiencies	\$470,000
Equipment Planning	\$193,000
Total to offset Base Cost Increase	\$1,005,505

New or Expanded Services including Operating Costs for New Assets	Proposed 16/17
New ICT Staff (2 FTE's)	
Trunk Mobile and Radios: Business Intelligence for Corporate Business Unit Support	166,300
Annual Licensing, Maintenance, Support, Service & Support Costs	
Contact Centre Telephony; IT Service Management; Web Transformation; Council Chambers Technology Upgrade; Computer Aided Dispatch; HRP GO Data & Info Management; HRFE Dispatch; Parking Ticket Management System; ICT Infrastructure Recapitalization; ICT Business Tools; Enterprise Asset Management; Health & Safety Incident Reporting; Traffic Signal Integration	816,900
Total New or Expanded Service Costs	\$983,200

2016/17 Finance and Information, Communication and Technology Service Area Plans

FICT Administrative

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	439,800	450,600	510,151	446,000	(4,600)	(1.0)
* Office	24,500	24,500	20,261	17,500	(7,000)	(28.6)
* External Services	255,000	343,500	51,708	253,800	(89,700)	(26.1)
* Supplies	300	300	215	300		
* Other Goods & Services	25,200	158,200	175,157	155,000	(3,200)	(2.0)
* Interdepartmental			1,342			
** Total	744,800	977,100	758,833	872,600	(104,500)	(10.7)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	744,800	977,100	758,833	872,600	(104,500)	(10.7)

Finance:

Finance is organized into three areas which emphasize service delivery to citizens and business units in support of the Municipality's strategic outcomes: Financial Policy and Planning which includes Grants; Accounting which includes Payroll, and Revenue.

Services Delivered:

- Budgeting - Multi-Year Financial Strategy; coordination of the annual operating, project and reserve budgets.
- Financial Analysis and Reporting - Project and asset accounting, projection and financial reporting and revenue and expenditure analysis.
- Financial Support and Oversight - Council report review and support, provision of specialized financial advice to the municipality, support Business Units by providing timely and appropriate financial advice and guidance, costing of collective agreement changes, cost-sharing claims coordination and preparation and compliance with policy and legislation.
- Investment Management - Investment strategy and cash management, investment policy.
- Taxation - Taxation policy, administration of area rate guidelines, tax billings, tax sales and corporate collections, tax rebate programs.
- Revenue Management - General revenue billings, payment processing, coin processing.
- Accounts Payable Processing - Record approved invoices and pay vendors for HRM, Library and various Agencies, Boards and Commissions (ABC's)
- Payroll - Provision of payroll functions to HRM and several ABC's and management of positions.

- Grants Support - Supporting the Grants Committee including grants, tax exemptions, funding for Business Improvement District Commissions (BIDC) and below-market sales and leases.
- On-street Parking – Maintenance, revenue collection and auditing of Parking Meters.
- By-law Administration - Revenue and recovery billings per HRM by-laws including LIC's, Solid Waste, False Alarm.

Finance Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	7,232,100	7,216,300	7,100,545	7,237,700	21,400	0.3
* Office	76,600	67,350	56,654	64,300	(3,050)	(4.5)
* External Services	343,700	346,200	329,488	364,200	18,000	5.2
* Supplies	3,300	3,300	586	3,300		
* Materials	20,000	23,000	28,512	25,000	2,000	8.7
* Equipment & Communications	7,300	8,600	6,371	7,600	(1,000)	(11.6)
* Other Goods & Services	216,500	223,950	210,940	226,500	2,550	1.1
* Interdepartmental			3,048			
** Total	7,899,500	7,888,700	7,736,143	7,928,600	39,900	0.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(2,260,000)	(2,260,000)	(2,153,162)	(2,495,000)	(235,000)	10.4
* Other Revenue	(204,000)	(209,000)	(257,446)	(227,000)	(18,000)	8.6
** Total	(2,464,000)	(2,469,000)	(2,410,608)	(2,722,000)	(253,000)	10.2
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	5,435,500	5,419,700	5,325,535	5,206,600	(213,100)	(3.9)

Finance Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Residential Tax Revenue lost due to appeals	0.2%	0.2%	0.3%	0.3%
Commercial Tax Revenue lost due to appeals	1.0%	1.0%	1.3%	1.5%
Total uncollected taxes as a % of current year tax levy	4.2%	3.9%	3.9%	4.0%
Total uncollected current year taxes as a % of current year tax levy	3.0%	3.0%	3.2%	3.0%
% Of General Revenue Receivables over 90 days	10.7%	6%	9%	5%
% of Resident Inquiries completed within 2 business days	86.2%	86%	95%	95%
% of billed revenue written off	0.07%	0.05%	0.06%	0.06%
Cost to process and collect one invoice	\$16.16	\$16.18	\$16.30	\$16.50

2016/17 Finance Key Deliverables

16/17 Deliverables
Economic Development - Focus on the Regional Centre
<p>Convention Centre Report Provide oversight and collaboration on behalf of HRM in development of the Halifax Convention Centre.</p>
Economic Development - Business Climate
<p>Tax System Improvements -Small Business Support Council's consideration of tax improvements. Work may include initiatives linked to the assessment cap and possible changes to the commercial tax system that could protect small business.</p>
<p>Proposed Taxation Powers -MGA and Charter Complete the MGA (Municipal Government Act) and Charter reviews including changes to tax powers, thus provide broader, less prescribed, taxation authority.</p>
Financial Responsibility - Resource Planning & Management
<p>Financial Reporting Determine business unit requirements and identify existing opportunities to meet business units reporting needs. With the support of ICT, SAP and IBM, develop additional means to analyze financial information, across business units and by services.</p>
Service Excellence - Continuous Improvement
<p>Hansen Revenue System Replacement Replace the current end of life revenue/receivable/cashiering system. Seek possible partnerships with existing municipal SAP users (East Hants, CBRM, Halifax Water).</p>
<p>Business Modernization With the support of a collaborative steering committee, Finance will lead the project to modernize HRM's payroll system to include Employee and Manager self-serve technology.</p>
Other
<p>Taxation Improvements-Non-Profits Review and improve approaches to taxation of non-profits and seek charter amendments that enable appropriate taxation of non-profits under our administrative orders.</p>
<p>Provincial-Municipal Fiscal Relations-Partnership Agreement Participate and support the negotiation of the "partnership agreement", that is being proposed by the Province in response to municipal requests.</p>
<p>Payments In Lieu of Taxes–Citadel and Halifax Port Authority Continue to seek final resolution and payment with respect to Citadel Hill PILT (payment in lieu of taxes). Complete land valuation and resolve PILT issues with the Halifax Port Authority.</p>
<p>Problem Tax Sales Files and Land Titles Support the Land Titles Clarification project as well as the ongoing collection and resolution of problem tax files.</p>

Procurement

The Procurement division of Finance provides services in support of the capital projects and operating activities of the Municipality.

Services Delivered:

- Procurement and Disposal - Acquisition of goods, services, construction and facilities; coordination of contracts and contract administration; surplus storage and disposal.
- Inventory Management - Warehouse and inventory management of stores locations, fuel depots and salt sheds.

Procurement Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	3,830,000	3,870,600	3,883,663	3,894,200	23,600	0.6
* Office	33,300	43,300	47,249	43,300		
* External Services	18,500	43,500	109,230	191,500	148,000	340.2
* Supplies	16,900	13,400	9,139	13,400		
* Materials						
* Building Costs			1,981			
* Equipment & Communications	89,600	65,700	70,168	83,600	17,900	27.2
* Vehicle Expense	26,500	25,000	(3,860)		(25,000)	(100.0)
* Other Goods & Services	30,900	31,800	(8,014)	44,600	12,800	40.3
* Interdepartmental			1,184			
** Total	4,045,700	4,093,300	4,110,739	4,270,600	177,300	4.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues			7			
* Other Revenue			(208,426)	(260,000)	(260,000)	
** Total			(208,419)	(260,000)	(260,000)	
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	4,045,700	4,093,300	3,902,321	4,010,600	(82,700)	(2.0)

2016/17 Procurement Key Deliverables

16/17 Deliverables
Service Excellence - Continuous Improvement
<p>Revision of Administrative Order #35 – Procurement Policy To provide clearer direction to, and for, internal and external clients regarding procurement practices utilized by HRM. The revised policy will provide direction on applicable processes in a fair, objective and transparent manner, with a focus on providing service in a timely manner, meeting realistic expectations, with client satisfaction achieved.</p>
Financial Responsibility – Expenditure Management
<p>Alignment of Fleet Focus To identify and address the issues identified resulting from the implementation of Fleet Focus that have impacted Procurement, to ensure the information provided by Procurement to HRM via SAP is reliable and financially sound.</p>
<p>Procurement and Distribution of Salt Revise the process for Salt to reflect the Fuel process, to ensure it meets customer needs, is financially sound, and compliant with HRM guidelines.</p>

Information, Communication and Technology (ICT):

ICT is organized into three divisions, Strategic Planning and Delivery, Business Intelligence and Data Services and Service Management and Operations which emphasize the development, delivery and management of technology based business solutions to business units and citizens in support of the Municipality's strategic outcomes.

Services Delivered:

- Service Desk - ICT Service Desk provides break / fix support to and manages service requests for HRM employees across all of HRM's ICT infrastructure and business applications.
- Enabling New & Enhanced Business Solutions – Facilitates transformation in HRM service delivery through the introduction of beneficial changes to business process and supporting technologies. In partnership with business units, this service ensures joint planning, delivery and maximization of capital technology investments.
- Data Management and Analytics (Business Intelligence) – Comprises all of the disciplines related to managing data as a valuable asset for HRM. Providing consulting and management services resulting in access to complete, accurate and up-to-date data that can be transformed to information and knowledge which supports improved decision making.
- ICT Business Application Management – Applying best practices to the lifecycle management of HRM's valuable application assets which provide focused capabilities to business units in support of their service delivery to the public.
- ICT Infrastructure Management – Applying best practices to the lifecycle management of HRM's valuable ICT infrastructure assets. These assets act as a critical foundation in support of the delivery of focused capabilities to business units to enhance their service delivery.

- Personal Computing Services – Delivering a bundle of personal computing assets and supporting services to enable HRM daily business functions and service delivery. This includes the lifecycle management of devices such as laptops, desktops and printers and the provisioning and management of desktop software.
- Telecommunications Services – Applying best practices to the contracting, provisioning and management of telecommunications services including internet access, cellular voice and data, desktop telephone, long distance, and mobile radio.

Information, Communication and Technology Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	9,351,300	9,723,700	8,899,641	9,793,900	70,200	0.7
* Office	5,415,900	4,765,600	5,775,999	5,288,300	522,700	11.0
* External Services	1,062,500	962,500	1,501,842	1,314,700	352,200	36.6
* Supplies			325			
* Building Costs			25			
* Equipment & Communications	1,830,000	1,610,000	1,477,793	1,651,400	41,400	2.6
* Vehicle Expense	1,500	1,500	189	1,500		
* Other Goods & Services	246,800	246,800	223,494	212,700	(34,100)	(13.8)
* Interdepartmental			(974,884)			
* Other Fiscal	(429,600)					
** Total	17,478,400	17,310,100	16,904,423	18,262,500	952,400	5.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues						
* Other Revenue	(184,400)	(184,400)	(180,707)	(184,500)	(100)	0.1
** Total	(184,400)	(184,400)	(180,707)	(184,500)	(100)	0.1
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	17,294,000	17,125,700	16,723,716	18,078,000	952,300	5.6

Information, Communication and Technology Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
ICT Service Desk - Contact Volume	37,467	30,527	33,728	32,127
ICT Service Desk - Grade of Service	60%	72%	73%	76%
ICT-Service Desk - Customer Satisfaction	97%	97%	98%	97%
Total cost for Information Technology Services (thousands)	\$15,717	\$17,099	\$16,975	\$18,078
Cost (Operating & Capital) for Information Technology Services per Municipal Staff	\$5,673	\$8,010	\$7,530	\$6,777

2016/17 Information, Communication and Technology Key Deliverables

16/17 Deliverables
Governance & Communication - Communications
<p>Web Transformation Program To provide citizens with a modern, convenient, and user-friendly portal to access municipal services. ICT in partnership with Operations Support and Corporate Communications will complete the web transformation program.</p>
Service Excellence - Continuous Improvement
<p>Digital Strategy Develop multi-year Digital Strategy which outlines citizen focused technology enabled service improvements and seek Regional Council's approval. The strategy will identify new digital opportunities including smart city initiatives, digital services, mobile capabilities, and digital infrastructure.</p>
<p>ICT Governance Implement ICT governance structure to ensure appropriate prioritization of ICT investments and a forum to monitor benefits realization. Develop and implement benefits realization framework.</p>
<p>ICT Transformation To facilitate ICT becoming a strategic partner to all business units, ICT will complete a business case in support of ICT transformation, undertake client satisfaction surveys to identify opportunities for improvement, and develop KPIs to establish performance baselines and monitor performance.</p>
<p>ICT Project Delivery Improve the effective and efficient delivery of ICT projects by maturing the ICT Project Management Office. Develop and implement a delivery framework, resourcing model, procurement models and establish KPIs to track performance.</p>
<p>Shared Services Work with Recreation Services to develop a plan to collaborate with Multi-District Facilities in the provision of common information technology infrastructure and services.</p>

Corporate Planning:

Corporate Planning provides support to the organization by assisting business units in service improvement; strategic and operational decision making; and maximizing collaboration on Council's priorities.

Services Delivered:

- Strategic and Business Planning Support - assist Business Units in strategic and operational planning, decision-making, and accountability reporting, ensuring that these processes are tightly integrated with HRM's budgeting processes and to maximize collaboration on HRM's priorities.
- Performance Measurement and Service Improvement Support - provide methods and tools that allow for a coordinated, focussed, and objective review of corporate service delivery through service definition, standards, performance measurement, and process improvement services.
- Corporate Risk Management - continue to refine and provide oversight of the organization's Enterprise Risk Management processes.

Corporate Planning Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	630,500	552,000	546,258	570,800	18,800	3.4
* Office	12,500	4,500		700	(3,800)	(84.4)
* External Services			501			
* Other Goods & Services	12,600	20,600	5,708	13,000	(7,600)	(36.9)
* Interdepartmental			88			
** Total	655,600	577,100	552,555	584,500	7,400	1.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	655,600	577,100	552,555	584,500	7,400	1.3

2016/17 Corporate Planning Key Deliverables

16/17 Deliverables
Governance & Communication - ABCs Governance
<p>Halifax Water Business Planning Include Halifax Water in the 17/18 Business Planning Process as per April 14, 2015 Council Report.</p>
Financial Responsibility - Resource Planning & Management
<p>Key Performance Indicator Plan Development To support the organization's ability to measure, understand, and improve on its performance, FICT will develop a comprehensive plan to develop and implement KPIs for HRM services by leading engagement with Municipal Benchmarking Network Canada which enables useful benchmarking, networking, and knowledge sharing opportunities.</p>
<p>Service Strategy Development To support business units in their service improvement initiatives, facilitate development of service strategies in key areas of the organization based on organizational priorities, business unit capacity, ICT plans, etc.</p>
<p>Cost Allocation Model Development To support measurement of service cost, develop and implement a comprehensive Cost Allocation Model for HRM Administrative Services.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A301 Admin-FICT	494,800	777,100	746,726	722,600	(54,500)	(7.0)
M351 Managers Contingency	250,000	200,000	12,108	150,000	(50,000)	(25.0)
*** Admin - Finance & IT	744,800	977,100	758,833	872,600	(104,500)	(10.7)
A302 Corporate Planning	655,600	577,100	552,555	584,500	7,400	1.3
*** Corporate Planning	655,600	577,100	552,555	584,500	7,400	1.3
A331 General Purchasing	712,500	736,500	692,670	737,200	700	0.1
A332 Inventory & Asset Mg	151,600	223,400	134,269	161,500	(61,900)	(27.7)
A333 Stores-Transit/Fire	533,100	537,100	551,669	532,200	(4,900)	(0.9)
A334 Stores-East/West	560,000	564,300	541,715	562,000	(2,300)	(0.4)
A335 Procurement PSRs	532,000	536,600	510,602	534,400	(2,200)	(0.4)
A336 Procurement Staff	677,200	614,800	560,713	613,300	(1,500)	(0.2)
A337 Disp.of Surplus Equi			(77)			
A338 Stores- Ragged Lake	375,500	381,500	348,932	372,900	(8,600)	(2.3)
A339 Inventory Administration	503,800	499,100	561,829	497,100	(2,000)	(0.4)
*** Procurement	4,045,700	4,093,300	3,902,321	4,010,600	(82,700)	(2.0)
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		
* Grants	107,000	107,000	107,000	107,000		
A810 Fiscal & Tax Policy	1,102,400	1,137,900	1,128,981	1,158,900	21,000	1.8
A811 Community Grants	236,600	237,600	237,950	243,600	6,000	2.5
** Fiscal Policy & Financial Plan	1,446,000	1,482,500	1,473,931	1,509,500	27,000	1.8
A311 Revenue - Administration	245,200	422,600	323,257	328,200	(94,400)	(22.3)
A304 Treasury & Investments	206,400		215			
A312 Coin Room	255,700	262,500	233,557	227,600	(34,900)	(13.3)
A313 Cash Management	336,400	339,300	330,615	340,000	700	0.2
A314 General Revenue	216,300	223,550	222,677	215,200	(8,350)	(3.7)
A316 Taxation	(1,526,700)	(1,526,000)	(1,345,853)	(1,678,000)	(152,000)	10.0
A325 Collections	89,400	92,450	130,715	147,500	55,050	59.5
A360 Parking Meters	228,900	237,400	240,388	219,000	(18,400)	(7.8)
** Revenue	51,600	51,800	135,572	(200,500)	(252,300)	(487.1)
A615 Payroll Ctrl's & Rptg	437,300	452,300	414,933	472,000	19,700	4.4
A616 Payroll Service Delivery	681,400	577,300	638,927	635,300	58,000	10.0
A617 Payroll Processing	312,800	319,000	279,156	322,000	3,000	0.9
* Payroll	1,431,500	1,348,600	1,333,016	1,429,300	80,700	6.0
A321 Accounting Admin	507,500	514,600	483,778	502,500	(12,100)	(2.4)
A322 Payment Processing	567,900	651,700	532,432	588,800	(62,900)	(9.7)
A323 Accounting Ctrl's/Rpt	424,900	512,400	528,740	517,450	5,050	1.0
A324 Accounting Svce Del	1,006,100	858,100	838,066	859,550	1,450	0.2
** Accounting	3,937,900	3,885,400	3,716,032	3,897,600	12,200	0.3
*** Finance	5,435,500	5,419,700	5,325,535	5,206,600	(213,100)	(3.9)
A410 Business Intel/Data	1,346,300	1,500,900	1,313,167	1,524,800	23,900	1.6
A721 Chief Info Office	454,500	556,500	1,065,583	541,600	(14,900)	(2.7)
** Chief Information Office	1,800,800	2,057,400	2,378,750	2,066,400	9,000	0.4
A724 Enterprise Architect	609,300	576,300	381,331	575,700	(600)	(0.1)
A642 Portfolio Management	393,100	398,600	340,482	414,500	15,900	4.0
A645 Strategic Plan/Deliv	158,300	176,000	69,594	174,700	(1,300)	(0.7)
A734 ICT Proj Mgmt (PMO)	1,218,300	1,131,300	1,082,212	1,164,900	33,600	3.0
** Strategic Planning & Delivery	2,379,000	2,282,200	1,873,619	2,329,800	47,600	2.1
Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A421 ICT Corporate Services	3,522,500	3,020,013	2,888,604	3,114,600	94,587	3.1
A723 ITSM-Info Tech Sys	1,354,600	1,697,200	1,725,308	1,743,600	46,400	2.7
A732 Business App Mgt	4,088,200	3,909,305	3,920,944	4,491,300	581,995	14.9
A733 Enterprise Applications	113,000	111,900	7,205	3,000	(108,900)	(97.3)
A741 Svc Mgt & Ops Admin	258,500	221,500	259,691	211,400	(10,100)	(4.6)
A742 Technology Infrastructure	1,655,400	2,059,349	1,890,811	2,217,900	158,551	7.7
A743 ICT Asset Management	2,122,000	1,766,834	1,778,784	1,900,000	133,166	7.5
** Service Management & Operation	13,114,200	12,786,100	12,471,347	13,681,800	895,700	7.0
*** Information Technology	17,294,000	17,125,700	16,723,716	18,078,000	952,300	5.6
**** Hurricane Juan						
**** Total	28,175,600	28,192,900	27,262,960	28,752,300	559,400	2.0

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A301 Admin-FICT	494,800	777,100	746,726	722,600	(54,500)	(7.0)
M351 Managers Contingency	250,000	200,000	12,108	150,000	(50,000)	(25.0)
*** Admin - Finance & IT	744,800	977,100	758,833	872,600	(104,500)	(10.7)
A302 Corporate Planning	655,600	577,100	552,555	584,500	7,400	1.3
*** Corporate Planning	655,600	577,100	552,555	584,500	7,400	1.3
A331 General Purchasing	712,500	736,500	763,898	777,200	40,700	5.5
A332 Inventory & Asset Mg	151,600	223,400	259,247	371,500	148,100	66.3
A333 Stores-Transit/Fire	533,100	537,100	551,669	532,200	(4,900)	(0.9)
A334 Stores-East/West	560,000	564,300	541,715	562,000	(2,300)	(0.4)
A335 Procurement PSRs	532,000	536,600	510,602	534,400	(2,200)	(0.4)
A336 Procurement Staff	677,200	614,800	560,713	613,300	(1,500)	(0.2)
A337 Disp.of Surplus Equi			12,135	10,000	10,000	
A338 Stores- Ragged Lake	375,500	381,500	348,932	372,900	(8,600)	(2.3)
A339 Inventory Administration	503,800	499,100	561,829	497,100	(2,000)	(0.4)
*** Procurement	4,045,700	4,093,300	4,110,739	4,270,600	177,300	4.3
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		
* Grants	107,000	107,000	107,000	107,000		
A810 Fiscal & Tax Policy	1,102,400	1,137,900	1,129,181	1,158,900	21,000	1.8
A811 Community Grants	236,600	237,600	237,950	243,600	6,000	2.5
** Fiscal Policy & Financial Plan	1,446,000	1,482,500	1,474,131	1,509,500	27,000	1.8
A311 Revenue - Administration	245,200	422,600	323,257	328,200	(94,400)	(22.3)
A304 Treasury & Investments	206,400		215			
A312 Coin Room	285,700	292,500	278,085	262,600	(29,900)	(10.2)
A313 Cash Management	336,400	339,300	330,615	340,000	700	0.2
A314 General Revenue	356,300	363,550	345,876	365,200	1,650	0.5
A316 Taxation	478,300	479,000	576,691	552,000	73,000	15.2
A325 Collections	304,400	307,450	353,593	362,500	55,050	17.9
A360 Parking Meters	228,900	237,400	240,388	219,000	(18,400)	(7.8)
** Revenue	2,441,600	2,441,800	2,448,720	2,429,500	(12,300)	(0.5)
A615 Payroll Ctrl's & Rptg	437,300	452,300	415,683	472,000	19,700	4.4
A616 Payroll Service Delivery	725,400	621,300	687,472	677,300	56,000	9.0
A617 Payroll Processing	312,800	319,000	279,156	322,000	3,000	0.9
* Payroll	1,475,500	1,392,600	1,382,311	1,471,300	78,700	5.7
A321 Accounting Admin	507,500	514,600	484,709	502,500	(12,100)	(2.4)
A322 Payment Processing	597,900	686,700	578,811	638,800	(47,900)	(7.0)
A323 Accounting Ctrl's/Rpt	424,900	512,400	528,740	517,450	5,050	1.0
A324 Accounting Svce Del	1,006,100	858,100	838,721	859,550	1,450	0.2
** Accounting	4,011,900	3,964,400	3,813,292	3,989,600	25,200	0.6
*** Finance	7,899,500	7,888,700	7,736,143	7,928,600	39,900	0.5
A410 Business Intel/Data	1,394,600	1,500,900	1,315,455	1,524,800	23,900	1.6
A721 Chief Info Office	454,500	556,500	1,065,687	541,600	(14,900)	(2.7)
** Chief Information Office	1,849,100	2,057,400	2,381,142	2,066,400	9,000	0.4
A724 Enterprise Architect	609,300	576,300	381,331	575,700	(600)	(0.1)
A642 Portfolio Management	393,100	398,600	340,482	414,500	15,900	4.0
A645 Strategic Plan/Deliv	158,300	176,000	69,594	174,700	(1,300)	(0.7)
A734 ICT Proj Mgmt (PMO)	1,218,300	1,131,300	1,082,212	1,164,900	33,600	3.0
** Strategic Planning & Delivery	2,379,000	2,282,200	1,873,619	2,329,800	47,600	2.1
Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A421 ICT Corporate Services	3,522,500	3,022,500	2,893,000	3,117,100	94,600	3.1
A723 ITSM-Info Tech Sys	1,354,600	1,697,200	1,725,640	1,743,600	46,400	2.7
A732 Business App Mgt	4,159,600	4,036,600	4,050,582	4,618,600	582,000	14.4
A733 Enterprise Applications	113,000	111,900	7,205	3,000	(108,900)	(97.3)
A741 Svc Mgt & Ops Admin	258,500	221,500	259,691	211,400	(10,100)	(4.6)
A742 Technology Infrastructure	1,704,200	2,106,800	1,928,985	2,265,400	158,600	7.5
A743 ICT Asset Management	2,137,900	1,774,000	1,784,560	1,907,200	133,200	7.5
** Service Management & Operation	13,250,300	12,970,500	12,649,662	13,866,300	895,800	6.9
*** Information Technology	17,478,400	17,310,100	16,904,423	18,262,500	952,400	5.5
**** Hurricane Juan						
**** Total	30,824,000	30,846,300	30,062,694	31,918,800	1,072,500	3.5

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
*** Admin - Finance & IT						
A331 General Purchasing			(71,228)	(40,000)	(40,000)	
A332 Inventory & Asset Mg			(124,978)	(210,000)	(210,000)	
A337 Disp.of Surplus Equi			(12,213)	(10,000)	(10,000)	
*** Procurement			(208,419)	(260,000)	(260,000)	
* Grants						
A810 Fiscal & Tax Policy			(200)			
** Fiscal Policy & Financial Plan			(200)			
A312 Coin Room	(30,000)	(30,000)	(44,527)	(35,000)	(5,000)	16.7
A314 General Revenue	(140,000)	(140,000)	(123,199)	(150,000)	(10,000)	7.1
A316 Taxation	(2,005,000)	(2,005,000)	(1,922,543)	(2,230,000)	(225,000)	11.2
A325 Collections	(215,000)	(215,000)	(222,878)	(215,000)		
** Revenue	(2,390,000)	(2,390,000)	(2,313,148)	(2,630,000)	(240,000)	10.0
A615 Payroll Ctrl's & Rptg			(750)			
A616 Payroll Service Delivery	(44,000)	(44,000)	(48,545)	(42,000)	2,000	(4.5)
* Payroll	(44,000)	(44,000)	(49,295)	(42,000)	2,000	(4.5)
A321 Accounting Admin			(932)			
A322 Payment Processing	(30,000)	(35,000)	(46,379)	(50,000)	(15,000)	42.9
A324 Accounting Svce Del			(655)			
** Accounting	(74,000)	(79,000)	(97,260)	(92,000)	(13,000)	16.5
*** Finance	(2,464,000)	(2,469,000)	(2,410,608)	(2,722,000)	(253,000)	10.2
A410 Business Intel/Data	(48,300)		(2,288)			
A721 Chief Info Office			(104)			
** Chief Information Office	(48,300)		(2,392)			
A421 ICT Corporate Services		(2,487)	(4,395)	(2,500)	(13)	0.5
A723 ITSM-Info Tech Sys			(333)			
A732 Business App Mgt	(71,400)	(127,295)	(129,638)	(127,300)	(5)	0.0
A733 Enterprise Applications						
A742 Technology Infrastructure	(48,800)	(47,451)	(38,174)	(47,500)	(49)	0.1
A743 ICT Asset Management	(15,900)	(7,166)	(5,776)	(7,200)	(34)	0.5
** Service Management & Operation	(136,100)	(184,400)	(178,315)	(184,500)	(100)	0.1
*** Information Technology	(184,400)	(184,400)	(180,707)	(184,500)	(100)	0.1
**** Total	(2,648,400)	(2,653,400)	(2,799,733)	(3,166,500)	(513,100)	19.3

Summary Details						
Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	17,656,600	17,897,100	17,002,095	17,982,700	85,600	0.5
6002 Salaries - Overtime	297,100	296,100	379,735	288,100	(8,000)	(2.7)
6005 PDP & Union Con Incr			(235,547)			
6051 Shift Agreements	2,200	2,200	2,266	2,200		
6054 Vacation payout			59,664			
6099 Other Allowances			691			
6100 Benefits - Salaries	3,636,500	3,661,600	3,539,608	3,756,500	94,900	2.6
6110 Vacancy Management	(509,300)	(446,200)		(575,300)	(129,100)	28.9
6120 Comp OCC Budget Yr 1				80,000	80,000	
6150 Honorariums		1,000	2,000	1,000		
6152 Retirement Incentives	109,700	105,800	103,899	112,900	7,100	6.7
6154 Workers' Compensation	282,800	289,500	292,482	288,400	(1,100)	(0.4)
6155 Overtime Meals	4,000	2,000	631	2,000		
6156 Clothing Allowance	4,100	4,100	2,249	4,100		
6199 Comp & Ben InterDept			(211,435)			
9200 HR CATS Wage/Ben			1,920			
* Compensation and Benefits	21,483,700	21,813,200	20,940,257	21,942,600	129,400	0.6
6201 Telephone	1,723,500	1,409,900	1,969,990	1,490,500	80,600	5.7
6202 Courier/Postage	27,600	37,050	56,352	34,800	(2,250)	(6.1)
6203 Office Furn/Equip	32,100	32,100	24,446	25,100	(7,000)	(21.8)
6204 Computer S/W & Lic	2,729,100	2,729,100	3,172,972	3,145,600	416,500	15.3
6205 Printing & Reprod	961,300	611,300	614,801	643,600	32,300	5.3
6207 Office Supplies	84,200	80,800	60,198	69,500	(11,300)	(14.0)
6299 Other Office Expenses	5,000	5,000	1,402	5,000		
* Office	5,562,800	4,905,250	5,900,163	5,414,100	508,850	10.4
6301 Professional Fees	164,000	165,000	132,181	163,300	(1,700)	(1.0)
6303 Consulting Fees	260,000	348,500	139,714	250,000	(98,500)	(28.3)
6310 Outside Personnel			2,033			
6311 Security	1,000	30,000	41,883	40,000	10,000	33.3
6312 Refuse Collection	3,000	3,000	778	1,000	(2,000)	(66.7)
6399 Contract Services	1,251,700	1,149,200	1,676,179	1,669,900	520,700	45.3
* External Services	1,679,700	1,695,700	1,992,769	2,124,200	428,500	25.3
6401 Uniforms & Clothing	16,500	13,000	7,953	13,000		
6402 Med & First Aid Supp	300	300	215	300		
6406 Bridge Tolls	300	300	214	300		
6407 Clean/Sani Supplies	1,700	1,700	680	1,700		
6409 Personal Protect Equ	1,700	1,700	808	1,700		
6499 Other Supplies			395			
* Supplies	20,500	17,000	10,265	17,000		
6504 Hardware	20,000	23,000	28,512	25,000	2,000	8.7
* Materials	20,000	23,000	28,512	25,000	2,000	8.7
6608 Water			22			
6612 Safety Systems			33			
6699 Other Building Cost			1,951			
* Building Costs			2,006			
6701 Equipment Purchase	12,100	7,100	9,451	7,100		
6702 Small Tools	1,500	1,500	1,768	1,500		
6703 Computer Equip/Rent	1,223,200	1,003,000	971,554	1,002,000	(1,000)	(0.1)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6705 Equip - R&M	82,000	64,600	70,119	82,500	17,900	27.7
6706 Computer R&M	237,100	237,100	193,869	279,500	42,400	17.9
6711 Communication System	371,000	371,000	307,603	370,000	(1,000)	(0.3)
6790 Equipment Transfer			(32)			
* Equipment & Communications	1,926,900	1,684,300	1,554,331	1,742,600	58,300	3.5
6802 Vehicle R&M	25,000	25,000	(5,280)		(25,000)	(100.0)
6803 Vehicle Fuel - Diesel			304			
6804 Vehicle Fuel - Gas	1,500		1,116			
6805 Tires and Tubes			72			
6806 Vehicle Rentals	1,500	1,500	117	1,500		
* Vehicle Expense	28,000	26,500	(3,671)	1,500	(25,000)	(94.3)
6901 Membership Dues	36,350	174,550	182,653	168,000	(6,550)	(3.8)
6902 Conferences/Workshop	33,300	36,500	25,754	34,100	(2,400)	(6.6)
6903 Travel - Local	55,050	56,050	53,900	55,350	(700)	(1.2)
6904 Travel - Out of Town	55,400	52,100	47,494	52,100		
6905 Training & Education	184,500	200,300	159,995	188,300	(12,000)	(6.0)
6906 Licenses & Agreements	8,500	700		1,000	300	42.9
6907 Commission Fees			1,460			
6910 Signage			40			
6911 Facilities Rental	8,000	8,000	1,777	3,500	(4,500)	(56.3)
6912 Advertising/Promotio	12,200	14,200	10,919	13,200	(1,000)	(7.0)
6913 Awards	3,600	3,600	234	3,600		
6914 Recruiting			3,276			
6915 Research Data Acquis			12,514			
6917 Books and Periodicals	4,300	4,300	748	3,300	(1,000)	(23.3)
6918 Meals	7,250	9,700	5,120	9,850	150	1.5
6919 Special Projects	107,000	107,000	107,000	107,000		
6933 Community Events			2,000			
6936 Staff Relations			9,890			
6937 Corporate Training			296			
6938 Rewarding Excellence	15,550	13,350	2,767	11,500	(1,850)	(13.9)
6999 Other Goods/Services	1,000	1,000	(20,552)	1,000		
* Other Goods & Services	532,000	681,350	607,285	651,800	(29,550)	(4.3)
7009 Internal Trfr Other			(654,286)			
7013 Int Trf Extra Duty			2,412			
7099 Interdept Chargeback			(318,000)			
9911 PM Labour-Reg			652			
* Interdepartmental			(969,223)			
8008 Transf to/fr Reserve	(429,600)					
* Other Fiscal	(429,600)					
** Total	30,824,000	30,846,300	30,062,694	31,918,800	1,072,500	3.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4909 False Alarm Recovery	(110,000)	(110,000)	(91,268)	(120,000)	(10,000)	9.1
4950 Other Lic. & Permits						
4951 By-Law F300 Revenue	(1,735,000)	(1,735,000)	(1,692,662)	(1,960,000)	(225,000)	13.0
5204 Administration Fees			7			
5205 Tax Certificates	(270,000)	(270,000)	(229,882)	(270,000)		
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(139,350)	(145,000)		
* Fee Revenues	(2,260,000)	(2,260,000)	(2,153,155)	(2,495,000)	(235,000)	10.4
5508 Recov External Parti	(388,400)	(393,400)	(621,554)	(671,500)	(278,100)	70.7
5600 Miscellaneous Revenue			(25,025)			
* Other Revenue	(388,400)	(393,400)	(646,579)	(671,500)	(278,100)	70.7
** Total	(2,648,400)	(2,653,400)	(2,799,733)	(3,166,500)	(513,100)	19.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	28,175,600	28,192,900	27,262,960	28,752,300	559,400	2.0

Human Resources

2016/17 Budget and Business Plan

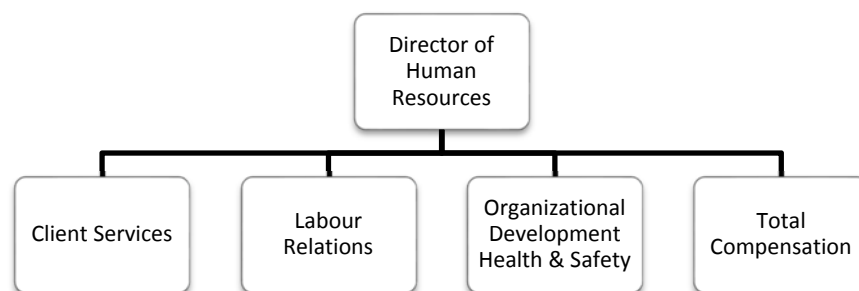
Mission: Human Resources is committed to providing innovative and practical human resource strategies and solutions that address business needs and promote service excellence.

Human Resources Overview

Human Resources (HR) is responsible for providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

In order to achieve this, HR recognizes the value of a workplace where employee actions are directly aligned with organizational goals. Employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized and fairly rewarded.

Human Resources Org Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Full & part-time permanent positions	55	54	0	54
Term and seasonal positions	3.3	4.0	-1.7	2.3

Human Resources Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	4,823,700	4,761,500	4,524,774	4,794,900	33,400	0.7
* Office	33,600	34,600	40,206	33,600	(1,000)	(2.9)
* External Services	264,400	683,100	1,018,048	215,600	(467,500)	(68.4)
* Supplies	1,500	1,500	734	1,500		
* Materials			306			
* Building Costs			3,020			
* Equipment & Communications	3,000	3,000	681	3,000		
* Vehicle Expense						
* Other Goods & Services	438,100	439,300	427,393	427,800	(11,500)	(2.6)
* Interdepartmental			(276,803)			
* Other Fiscal		(389,600)	(389,653)		389,600	(100.0)
** Total	5,564,300	5,533,400	5,348,705	5,476,400	(57,000)	(1.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(54,190)	(80,000)		
** Total	(80,000)	(80,000)	(54,190)	(80,000)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	5,484,300	5,453,400	5,294,514	5,396,400	(57,000)	(1.0)

Human Resources Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Director's Office Summary of Expense & Revenue Types	414,000	481,400	417,444	358,000	(123,400)	(25.6)
Client Services Summary of Expense & Revenue Types	1,565,100	1,529,800	1,513,603	1,542,800	13,000	0.8
Labour Relations Summary of Expense & Revenue Types	596,500	597,200	600,336	560,900	(36,300)	(6.1)
Organizational Development & Health Summary of Expense & Revenue Types	1,870,000	1,707,000	1,681,419	1,831,700	124,700	7.3
Corporate Safety Summary of Expense & Revenue Types	341,400	439,900	329,765	374,100	(65,800)	(15.0)
Total Compensation Summary of Expense & Revenue Types	697,300	698,100	751,946	728,900	30,800	4.4
	5,484,300	5,453,400	5,294,514	5,396,400	(57,000)	1.0

Human Resources Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	84%	83%	86%	88%
Expenditures per Dwelling (16/17 estimate: 193,424 Dwellings)	\$28	\$28	\$29	\$28

Human Resources Strategic Initiatives for 2016/17

Strategic Alignment	
HR 1.01	Health and Safety – Safety First Culture
Corporate Occupational Health and Safety Plan Continue implementation of the three (3) to five (5) year Occupational Health and Safety Plan for HRM in partnership with the Business Units (Year 3). The plan includes strategies to reduce incidents/accident trends and risk, while focusing on consistency of awareness and compliance. The plan also includes monthly/annual reviews, reporting on measurements and Health & Wellness Safety Talks.	
HR 1.02	Service Excellence – Continuous Improvement
HR Service Delivery Modernization Begin implementation of HR Service Delivery Modernization to ensure that HR is well positioned to support the organization in the achievement of business goals.	
HR 1.03	Service Excellence – Continuous Improvement
HR Technology Roadmap Work in partnership with ICT to implement Year 1 SAP enhancements defined in the HR technology roadmap to support efficient and effective HR service delivery.	
HR 1.04	Our People – Top Talent
The HRM People Plan Implement Year 1 objectives from the 2016-2019 HRM People Plan in partnership with Business Units. Human Resources' multi-year People Plan is a foundational strategy for HRM's Plan-on-a Page "Our People" pillar. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost.	

Summary of 2016/17 Human Resources Changes

Cost Reduction Initiatives	Proposed 16/17 Savings
Vacancy Savings	424,800
Service Efficiencies	90,400
	Total to offset Base Cost increase
	\$515,200
New or Expanded Service Initiatives	Proposed 16/17 Cost
HR Service Modernization implementation	\$0

2016/17 Human Resources Service Area Plans

Director's Office:

The Director's Office provides leadership and strategic direction in human resource management, ensures HR structure, resources, policies and business practices are aligned to support organizational and human resource effectiveness and capacity.

Services Delivered:

- Human Capital Strategy – coordination of strategy to enable service excellence and ensure HRM has the people resources to support sustainable municipal service delivery
- Advice and expertise on the administration of Human Resources services, policies and business practices to support organizational goals
- Human Resources policy and business practice development/coordination
- Workforce data and reporting

Director's Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	354,100	357,600	362,616	309,600	(48,000)	(13.4)
* Office	25,800	26,800	13,978	25,800	(1,000)	(3.7)
* External Services	7,000	467,500	685,752		(467,500)	(100.0)
* Supplies						
* Building Costs			2,822			
* Equipment & Communications	2,000	2,000		2,000		
* Vehicle Expense						
* Other Goods & Services	25,100	17,100	20,022	20,600	3,500	20.5
* Interdepartmental			(278,093)			
* Other Fiscal		(389,600)	(389,653)		389,600	(100.0)
** Total	414,000	481,400	417,444	358,000	(123,400)	(25.6)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	414,000	481,400	417,444	358,000	(123,400)	(25.6)

Director's Office Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
HR administration operating cost per employee supported	\$1,127	\$1,200	\$1,241	-
Compensation as a % of Total	76%	69%	83%	86%
% of People Plan tasks completed	72%	80%	90%	-

2016/17 Director's Office Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>HR Service Modernization To improve and modernize the delivery of HR services, Human Resources will implement the recommendations scheduled for 2015/16 from the consultant's report.</p>
<p>HR Technology Roadmap To support HR's Service Modernization and ability to deliver service efficiently, Human Resources will commence core implementations of HR Technologies as identified in the HR Technology Roadmap (i.e. Employee and Manager Self Service)</p>
Service Excellence – Positive Relationships
<p>Partnership Opportunities To support the delivery of efficient and effective service delivery, HR will continue to explore partnership opportunities with other public sector employers to identify shared services opportunities.</p>

16/17 Deliverables
Our People – Top Talent
<p>People Plan - Multi-Year Plan (Year 1) To support the achievement of HRM's business goals, HR will lead the implementation of the People Plan - HR Strategy objectives scheduled for 16/17 in partnership with stakeholders.</p>
Our People – Positive Workplace Culture
<p>Organizational Culture To improve organizational alignment on corporate priorities and increase employee engagement, HR will support the CAO with the further development and implementation of Plan-on-a-Page.</p>
Service Excellence – Continuous Improvement
<p>Workforce Data Reporting To improve decision making capabilities, Human Resources will further develop workforce data reporting and analytics in partnership with Information, Communications, & Technology, Finance.</p>

Client Services:

Client Services provides expertise and consulting to Business Units to ensure efficient and consistent delivery of service and integration of human resource principles and practices in day-to-day operations, including: recruitment/selection/staffing, workforce planning, succession planning, career development and management, organizational design and realignment, general HR administration, employee relations, and performance management.

Services Delivered:

- Organizational effectiveness by responding to HR issues in the areas of business and workforce planning, succession planning, career development and management consulting by developing strategic frameworks and approaches that contribute to organizational effectiveness
- Value-added expertise/options to address recruitment and staffing issues unique to the client (security clearances, selection tools, qualifications, position changes, and job descriptions)
- Consulting expertise in the areas of organizational design and realignment, HR administration, employee relations, and performance management

Client Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,457,100	1,412,400	1,383,579	1,425,300	12,900	0.9
* Office	4,500	4,500	7,443	4,500		
* External Services	73,200	57,400	61,982	57,400		
* Materials			306			
* Building Costs						
* Other Goods & Services	30,300	55,500	60,215	55,600	100	0.2
* Interdepartmental			79			
** Total	1,565,100	1,529,800	1,513,603	1,542,800	13,000	0.8
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	1,565,100	1,529,800	1,513,603	1,542,800	13,000	0.8

Client Services Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	93%	89%	92%	92%
Turnover rate	3.5%	3.2%	2.0%	-
Turnover rate (permanent employees only)	4.1%	4.0%	1.9%	-
# Jobs Filled	1438	1240	763	-
Internal Hire Rate	62%	54%	41%	-
External Hire Rate	38%	46%	59%	-

2016/17 Client Services Key Deliverables

16/17 Deliverables	
Service Excellence – Continuous Improvement	
Recruitment and Staffing	To further align recruitment and staffing activities with HRM's talent requirements and public service priorities, Human Resources will implement recommendations from the Hiring Policy/Business Practice review as well as the Employment Systems Review. This will include revising current policy and practices, updating tools and training for Managers and Supervisors as well as refreshing the employment section on halifax.ca.
Our People – Top Talent	
Workforce Planning	To ensure that HRM is well positioned to address current and future workforce challenges, Human Resources will lead and support the development of Workforce Capacity Plans. The Plans will support having the right skills, in the right job, at the right time, at the right cost in order to achieve the priorities of Regional Council to meet current and future needs.

Labour Relations:

Labour Relations is responsible for consulting expertise to business units to ensure efficient and effective delivery of labour relations service and integration of labour relations strategy and principles to support organizational outcomes and sustainable municipal service delivery.

Labour Relations also assures labour relations strategy to support organizational capability to address compliance with collective agreement provisions, legislation and policies applicable to the organized workforces across HRM and union management relations in support of service excellence.

Services Delivered:

- Negotiation of Collective Agreements and coordination of collective bargaining to support corporate outcomes
- Labour relations consulting
- Strategic grievance handling and grievance mediation
- Research, fact-finding and investigation
- Subject matter expertise and advice regarding the daily administration of collective agreements and assistance with interest and rights arbitration
- Training and development to enhance organizational capacity of managers within a unionized environment
- Support for the integration of duty to accommodate principles throughout the organized workforce

Labour Relations Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	568,900	569,600	557,252	532,300	(37,300)	(6.5)
* Office	800	800	3,199	800		
* External Services						
* Other Goods & Services	26,800	26,800	39,866	27,800	1,000	3.7
* Interdepartmental			18			
** Total	596,500	597,200	600,336	560,900	(36,300)	(6.1)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	596,500	597,200	600,336	560,900	(36,300)	(6.1)

Labour Relations Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	95%	93%	93%	95%
Overtime (\$)	\$17,600	\$0	\$500	\$0
# New Grievances	78	150	57 ¹	-

¹ The 15/16 projection represents new grievances filed to Dec 2015.

2016/17 Labour Relations Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>Lead Collective Bargaining</p> <p>To meet our Employer obligations and support the delivery of efficient, effective municipal services, Human Resources will advance collective bargaining and interest arbitration initiatives scheduled for 2016-17 and those carried forward from prior years.</p>

Organizational Development & Health:

Organizational Development & Health is responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Talent Management, Business Transition including Change Management, Conflict Resolution, Human Rights, Corporate Safety and Workplace Health Services.

Services Delivered:

- Provision of organizational development services including needs assessments, customized training, workforce analytics, organizational design, talent management, program and policy development
- Corporate learning and development program and expertise in adult learning to support continuous learning and service excellence
- Dispute Resolution Services including expertise in mediation, facilitated discussions, workplace assessments and other types of conflict resolution tools as well as training resources and coaching
- Facilitation of employment equity strategy and program development
- Leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion and the Employee and Family Assistance Program (EFAP)

Organizational Development & Health

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,421,300	1,300,300	1,203,306	1,441,500	141,200	10.9
* Office	1,800	1,800	11,135	1,800		
* External Services	164,200	138,200	257,710	138,200		
* Building Costs			198			
* Equipment & Communications			324			
* Other Goods & Services	282,700	266,700	207,722	250,200	(16,500)	(6.2)
* Interdepartmental			1,024			
** Total	1,870,000	1,707,000	1,681,419	1,831,700	124,700	7.3
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	1,870,000	1,707,000	1,681,419	1,831,700	124,700	7.3

Organizational Development & Health Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	73%	77%	71%	79%

2016/17 Organizational Development & Health Key Deliverables

16/17 Deliverables
Our People – Learning Organization
<p>Corporate Learning and Development Strategy To align with recommendations from the Auditor General's Report and to advance fiscal responsibility, efficiency, and effectiveness gains for HRM, Human Resources will implement recommendations from an organization-wide Learning & Development strategy in partnership with business units.</p>
Our People – Learning Organization
<p>Leadership Development To develop an integrated leadership program to ensure managers have the leadership skills and knowledge to build a high performing, inclusive workforce to support service excellence now and in the future.</p>
Financial Management – Resource Planning and Management
<p>Attendance Support Program To improve employee attendance, HR will continue to advance the attendance support program goals and support the business units with implementation.</p>
Our People – Positive Workplace Culture
<p>Workplace Rights To support a positive workplace culture, Human Resources will update the Workplace Rights Policy, associated processes, and provide additional educational initiatives.</p>
Economic Development – Welcoming Community and Youth Retention
<p>Bridging Program To create internship opportunities for recent graduates, Human Resources will continue to administer the Bridging the Gap Program and, in doing so, assist in the attraction and retention of talent in Halifax/Nova Scotia and promote the municipal public service as a viable career option.</p>

Corporate Safety:

Corporate Safety is responsible for developing a Corporate Occupational Health and Safety Plan including strategies to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance.

Services Delivered:

- Leadership and expertise to support a “Safety First” workplace culture

Corporate Safety Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	328,900	427,400	312,278	362,500	(64,900)	(15.2)
* Office			3,184			
* External Services			2,357			
* Supplies	1,500	1,500	734	1,500		
* Building Costs						
* Equipment & Communications	1,000	1,000	53	1,000		
* Other Goods & Services	10,000	10,000	11,053	9,100	(900)	(9.0)
* Interdepartmental			108			
** Total	341,400	439,900	329,765	374,100	(65,800)	(15.0)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	341,400	439,900	329,765	374,100	(65,800)	(15.0)

Corporate Safety Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	96%	89%	94%	97%
WCB # Time Loss Accidents	69	89	112	-
WCB Total # Accidents	198	211	246	-
Total Cost	\$471,053	\$570,080	\$560,670	-

2016/17 Corporate Safety Key Deliverables

16/17 Deliverables
Health and Safety – Safer Workplaces
<p>Provision of Corporate Safety Services to all Community Recreation Facilities</p> <p>To support the improvement of safety in HRM community recreation facilities, Human Resources will continue to provide baseline health and safety assessments, communication of OHS Responsibilities (under OHS Act and Regulations), and support for health and safety programming.</p>
Health and Safety – Safety First Culture
<p>HRM's OHS Incident Reporting System</p> <p>To improve tracking and reporting of OHS incidents, and to reduce the risk of non-compliance with legislated reporting requirements, Human Resources will continue implementation including standardized incident investigation and training with a focus on accident prevention.</p>

16/17 Deliverables

Corporate Occupational Health and Safety Plan – Year 3

To prevent and reduce accidents in the workplace and to build a safety-first culture, Human Resources will complete Year 3 of the three (3) to five (5) year Occupational Health and Safety Plan for HRM in partnership with the Business Units. Areas of concentration in Year 3 include:

- Accident Investigation
- Revised OHS Corporate Procedures

Total Compensation:

Total Compensation is responsible for Total Compensation Strategy including design and administration, benefits plan consulting and administration, Human Resource policy specific to compensation, Human Resource information/ reporting (SAP/HR), labour market research, job evaluation design and administration, and HR business process consulting.

Services Delivered:

- Administration of compensation programs
- Administration of five (5) separate benefit programs (NSUPE, ATU, CUPE, Flex and Retiree)
- Coordination & facilitation of the Job Evaluation Committee as well as direct job rating services
- Total compensation plan design including salary, benefits, pension, etc.
- Salary and benefits research, benchmarking, consulting and advice including establishing salary levels for non-union employees
- Development and delivery of annual Non-Union Individual Salary Adjustment (ISA) program

Total Compensation Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	693,400	694,200	705,743	723,700	29,500	4.2
* Office	700	700	1,267	700		
* External Services	20,000	20,000	10,248	20,000		
* Equipment & Communications			304			
* Other Goods & Services	63,200	63,200	88,515	64,500	1,300	2.1
* Interdepartmental			60			
** Total	777,300	778,100	806,137	808,900	30,800	4.0
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(54,190)	(80,000)		
** Total	(80,000)	(80,000)	(54,190)	(80,000)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	697,300	698,100	751,946	728,900	30,800	4.4

Total Compensation Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	88%	88%	88%	89%
PRL (Pre-Retirement Leave) Processing Time	2 weeks	2 weeks	2 weeks	2 weeks
Customer Service Request Processing Times	2 days	2 days	2 days	2 days
Non Union Salary Bands relative to Compensation Philosophy	100%	100%	100%	-
Retirements	133	109	149	-

2016/17 Total Compensation Key Deliverables

16/17 Deliverables
Financial Responsibility – Resource Planning and Management
<p>HRM Pension Reform To support HRM's financial and human capital priorities, HR will work with internal and external stakeholders to advance changes to the pension plan to ensure an affordable pension benefit for both employee and the taxpayer.</p>
<p>Total Compensation Roadmap To support workforce planning and management of human capital costs, HR will implement year 2 activities of the 5 year strategic plan for refreshing HRM's Total Compensation offering including input into Collective Bargaining mandates.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A205 Administration	414,000	481,400	417,444	358,000	(123,400)	(25.6)
A210 Org.Develop.& Health	1,870,000	1,707,000	1,681,419	1,831,700	124,700	7.3
A220 Client Services	1,565,100	1,529,800	1,513,603	1,542,800	13,000	0.8
A221 Locked WCB						
A230 Total Compensation	697,300	698,100	751,946	728,900	30,800	4.4
A235 Shared Services						
A240 Labour Relations	596,500	597,200	600,336	560,900	(36,300)	(6.1)
F182 Corporate Safety	341,400	439,900	329,765	374,100	(65,800)	(15.0)
** Total	5,484,300	5,453,400	5,294,514	5,396,400	(57,000)	(1.0)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A205 Administration	414,000	481,400	417,444	358,000	(123,400)	(25.6)
A210 Org.Develop.& Health	1,870,000	1,707,000	1,681,419	1,831,700	124,700	7.3
A220 Client Services	1,565,100	1,529,800	1,513,603	1,542,800	13,000	0.8
A221 Locked WCB						
A230 Total Compensation	777,300	778,100	806,137	808,900	30,800	4.0
A235 Shared Services						
A240 Labour Relations	596,500	597,200	600,336	560,900	(36,300)	(6.1)
F182 Corporate Safety	341,400	439,900	329,765	374,100	(65,800)	(15.0)
** Total	5,564,300	5,533,400	5,348,705	5,476,400	(57,000)	(1.0)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A230 Total Compensation	(80,000)	(80,000)	(54,190)	(80,000)		
** Total	(80,000)	(80,000)	(54,190)	(80,000)		

HR Summary Detail

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	4,253,100	4,277,100	3,973,510	4,302,700	25,600	0.6
6002 Salaries - Overtime	1,500	1,500	5,312	1,000	(500)	(33.3)
6005 PDP & Union Con Incr			(116,328)			
6054 Vacation payout			7,950			
6100 Benefits - Salaries	769,000	793,100	720,922	817,400	24,300	3.1
6110 Vacancy Management	(273,700)	(387,900)		(424,800)	(36,900)	9.5
6152 Retirement Incentives	25,100	25,400	23,248	26,700	1,300	5.1
6154 Workers' Compensation	48,700	52,300	51,462	51,700	(600)	(1.1)
6199 Comp & Ben InterDept			(141,820)	20,200	20,200	
* Compensation and Benefits	4,823,700	4,761,500	4,524,774	4,794,900	33,400	0.7
6201 Telephone	3,700	3,700	10,899	3,700		
6202 Courier/Postage	2,900	2,900	1,638	2,900		
6203 Office Furn/Equip	10,500	10,500	11,677	10,500		
6204 Computer S/W & Lic	500	500	198	500		
6205 Printing & Reprod			3,634			
6207 Office Supplies	16,000	17,000	11,634	16,000	(1,000)	(5.9)
6299 Other Office Expenses			526			
* Office	33,600	34,600	40,206	33,600	(1,000)	(2.9)
6301 Professional Fees	164,200	138,200	144,007	138,200		
6302 Legal Fees			278,711			
6303 Consulting Fees	24,600	47,700	110,058	20,000	(27,700)	(58.1)
6311 Security			2,466			
6399 Contract Services	75,600	497,200	482,806	57,400	(439,800)	(88.5)
* External Services	264,400	683,100	1,018,048	215,600	(467,500)	(68.4)
6401 Uniforms & Clothing	1,500	1,500	55	1,500		
6406 Bridge Tolls			286			
6409 Personal Protect Equ			344			
6499 Other Supplies			46			
* Supplies	1,500	1,500	734	1,500		
6504 Hardware			306			
* Materials			306			
6699 Other Building Cost			3,020			
* Building Costs			3,020			
6701 Equipment Purchase	1,000	1,000	53	1,000		
6703 Computer Equip/Rent			324			
6704 Equipment Rental			304			
6705 Equip - R&M	2,000	2,000		2,000		
* Equipment & Communications	3,000	3,000	681	3,000		
* Vehicle Expense						
6901 Membership Dues	30,000	30,000	35,733	30,000		
6902 Conferences/Workshop			18,359			
6903 Travel - Local	19,200	19,200	33,607	20,200	1,000	5.2
6904 Travel - Out of Town	3,000	3,000	17,221	3,000		
6905 Training & Education	50,100	50,100	20,770	50,100		
6906 Licenses & Agreements			19			
6911 Facilities Rental			76			
6914 Recruiting	5,000	31,200	35,785	31,200		
6917 Books and Periodicals	9,000	7,000	5,917	7,000		
6918 Meals	3,200	3,200	2,853	3,200		
6919 Special Projects	67,600	67,600	55,784	67,600		
6937 Corporate Training	215,500	200,000	169,522	200,000		
6938 Rewarding Excellence	10,500	3,000	123	3,000		
6999 Other Goods/Services	25,000	25,000	31,624	12,500	(12,500)	(50.0)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Goods & Services	438,100	439,300	427,393	427,800	(11,500)	(2.6)
7009 Internal Trfr Other			(277,081)			
7015 Int Trf FacilityRent						
8008 Transf to/fr Reserve		(389,600)	(389,653)		389,600	(100.0)
* Other Fiscal		(389,600)	(389,653)		389,600	(100.0)
** Total	5,564,300	5,533,400	5,348,705	5,476,400	(57,000)	(1.0)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5508 Recov External Parti			(4,000)			
5521 CUPE Admin Fee	(80,000)	(80,000)	(50,190)	(80,000)		
* Other Revenue	(80,000)	(80,000)	(54,190)	(80,000)		
** Total	(80,000)	(80,000)	(54,190)	(80,000)		
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	5,484,300	5,453,400	5,294,514	5,396,400	(57,000)	(1.0)

Legal, Insurance and Risk Management Services

2016/17 Budget and Business Plan

Mission: To provide Halifax Regional Municipality with quality, cost effective, timely, and accessible legal, insurance and risk management services for all facets of its operations across the organization.

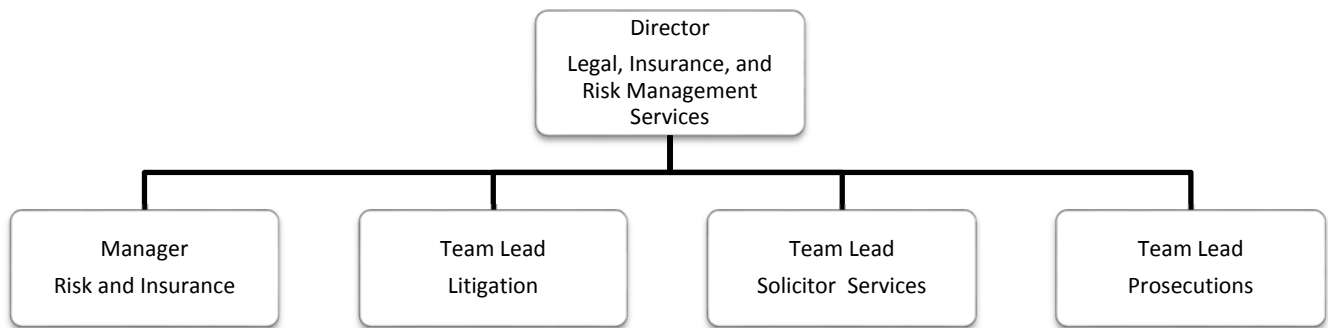
Legal, Insurance and Risk Management Services Overview

This business unit has two sections - Legal Services, and Risk and Insurance Services which together provide support to HRM initiatives and operations.

Legal Services supports Regional Council, its boards, commissions, committees and the business units with litigation, prosecution, and solicitor services.

Risk and Insurance Services is responsible for insurance claims brought against or made on behalf of HRM, risk management processes, and insurance coverage.

Legal, Insurance and Risk Management Org Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTE's
Full and part-time permanent positions	34	36	0	36
Term and seasonal positions	0.6	1.8	0.3	2.1

Legal, Insurance and Risk Management Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	3,173,100	3,745,800	3,657,688	3,826,900	81,100	2.2
* Office	96,600	94,600	93,931	101,600	7,000	7.4
* External Services	386,100	399,200	209,439	347,000	(52,200)	(13.1)
* Supplies	4,000	2,500	3,301	1,500	(1,000)	(40.0)
* Building Costs			186			
* Vehicle Expense			445			
* Other Goods & Services	189,400	195,900	203,257	206,400	10,500	5.4
* Interdepartmental			436			
* Other Fiscal	(449,700)	(30,000)	(7,445)	(20,000)	10,000	(33.3)
** Total	3,399,500	4,408,000	4,161,237	4,463,400	55,400	1.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(186,400)	(182,000)	(205,866)	(185,000)	(3,000)	1.6
* Other Revenue	(31,000)	(40,000)	(31,408)	(25,000)	15,000	(37.5)
** Total	(217,400)	(222,000)	(237,274)	(210,000)	12,000	(5.4)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6

Legal, Insurance and Risk Management Budget Overview by Service Area

Service Area Budget Overview						
Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Risk and Insurance Services Summary of Expense & Revenue Types		439,900	475,241	506,700	66,800	15.2
Legal Services Summary of Expense & Revenue Types	3,182,100	3,746,100	3,448,722	3,746,700	600	0.0
	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6

Legal, Insurance and Risk Management Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Compensation as a % of Total	95%	94%	86%	86%
Expenditures per dwelling (16/17 estimate: 193,424 dwellings)	\$16.67	\$17.78	\$22.26	\$21.50

Legal, Insurance and Risk Management Strategic Initiatives for 2016/17

Strategic Alignment	
LIRM 1.01	Service Excellence -Continuous Improvement
By-law Review Project LIRMS will undertake a multi-year project to review all HRM By-laws. This includes drafting of new, as well as amending, repealing, and consolidating existing by-laws as necessary.	
LIRM 1.02	Service Excellence -Continuous Improvement
Contract Review LIRMS will lead a multi-year initiative working with business units to identify, prioritize, and undertake a comprehensive review of HRM contracts, agreements, and leases, and develop standard templates where appropriate.	
LIRM 1.03	Service Excellence -Continuous Improvement
LIRMS Business Unit Efficiencies To more efficiently manage HRM legal files and documents and enhance reporting capabilities, LIRMS will undertake a multi-year initiative to implement improvements in technology, processes, physical and electronic file and case management, and categorization and management of physical legal files.	

Summary of 2016/17 Legal, Insurance and Risk Management Business Unit Changes

New or Expanded Services Cost	Proposed 16/17
Storage Tank Insurance Policy* (estimated)	\$70,000
Total New or Expanded Services Cost	\$70,000

*may include Environmental Impairment Liability

2016/17 Legal, Insurance and Risk Management Service Area Plans

Legal Services:

Legal Services is comprised of three service teams: Solicitor Services, Litigation and Prosecutions.

Services Delivered:

- Solicitor Services - provides legal advice to Council, Committees of Council, Boards and Commissions, in respect of the conduct of the business of the municipality; provides advice to management and staff on a wide range of topics, including related research on a daily basis for the HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance-documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.
- Litigation Services – advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before various levels of courts, including the Supreme Court and Courts of Appeal, administrative tribunals including arbitration panels, Labour Boards, Police Review Board, Human Rights Commission, National Energy Board, Nova Scotia Utility and Review Board and Canadian Transportation Agency as well as in various alternative dispute resolution forums.
- Prosecution Services – provides training to HRP and staff and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

Legal Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,786,400	3,350,200	3,221,288	3,347,200	(3,000)	(0.1)
* Office	71,700	74,300	67,908	81,600	7,300	9.8
* External Services	374,000	399,200	208,060	347,000	(52,200)	(13.1)
* Supplies			146			
* Other Goods & Services	167,400	174,400	193,337	190,900	16,500	9.5
* Interdepartmental			18			
* Other Fiscal		(30,000)	(7,445)	(20,000)	10,000	(33.3)
** Total	3,399,500	3,968,100	3,683,311	3,946,700	(21,400)	(0.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(186,400)	(182,000)	(205,866)	(175,000)	7,000	(3.8)
* Other Revenue	(31,000)	(40,000)	(28,723)	(25,000)	15,000	(37.5)
** Total	(217,400)	(222,000)	(234,589)	(200,000)	22,000	(9.9)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,182,100	3,746,100	3,448,722	3,746,700	600	0.0

Legal Services Key Metrics

Legal Files Opened	13/14	14/15	15/16
	Actual	Actual	Projection
Number of Legal Files Opened	824	735	946
Library	2	1	3
HRWC	3		
Other Boards/Commissions			1
CAO	36	43	45
C&RS**	117	22	0
Council	11	6	10
External & Corp Affairs	7	3	10
FICT	112	115	160
Fire	7	10	12
HR	21	15	22
Legal/Risk & Insurance*	212	134	175
Operations Support	44	105	130
Parks & Recreation***	16	49	85
Planning & Development	75	108	150
P&I**	36	19	0
Police	49	41	48
Transit	32	12	20
TPW	44	52	75

Legal Files Opened	13/14	14/15	15/16
	Actual	Actual	Projection
Prosecution Files	161	148	118

*Includes administrative and general files

**departments restructured in 2014 and no longer active in 2015-16

***new department includes files formerly in other BU

	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Legal Operating Costs per In-House Lawyer Hour	n/a	n/a	\$138	\$138
Proportion of Legal Costs that are External	n/a	15%	14%	14%

2016/17 Legal Services Key Deliverables

16/17 Deliverables
Governance & Communication - ABCs Governance
<p>Draft Halifax Water Admin Order Legal to draft Admin Order in cooperation with Finance resulting from the ABC review to outline the governance relationship between HRM and HRWC.</p>
Governance & Communication - Council and Committee Governance
<p>Changes to HRM Charter Support the CAO's office and GREA in the review of the HRM Charter and liaise with the Legislative Counsel office when required.</p>
<p>Post-Election Council Training To support the post-election training of a new Regional Council, in particular with regard to conflict of interest, roles and responsibilities, and legal implications of actions. Legal will prepare training/reference materials for councillors and conduct training sessions regarding Municipal Law for Councillors and Conflict of Interest.</p>
Service Excellence - Continuous Improvement
<p>By-law Review Project Undertake Year 3 of the multi-year By-law review project - to carry out a complete review of HRM By-laws (new, amend or repeal existing, consolidate existing). By-law priorities to be identified through Council and business unit consultations.</p>
<p>Contract Review Project Legal Services is continuing its work on the Contract Review Project to create templates for use by business units and is endeavoring to create a template "bank".</p>
Financial Responsibility - Resource Planning & Management
<p>Prosecution Restructuring - Court Consolidation As a result of changes implemented by Provincial Court to consolidate all night court prosecutions to one court house and the reduction of courtrooms available, night court prosecutions are being monitored in advance of restructuring to respond to these changes.</p>

Risk and Insurance Services:

Risk and Insurance Services acts in conjunction with legal services to manage claims made against the HRM. This section manages the financing of HRM risk through insurance and a reserve. To reduce losses they seek to apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM.

Services Delivered:

- Handles investigation, management, resolution and administration of all insurance claims made against or on behalf of HRM
- Market HRM to national and international insurance companies
- Design and management of self-insurance program, reserve funds and insurance coverage to fit the needs of HRM operations
- Ongoing review, procurement and maintenance of optimum insurance coverage suitable to the needs of HRM
- Ongoing review of contracts, agreements, leases and special events to address risk exposures
- Conduct site assessments and obtain building appraisals
- Provide risk management advice, training and monitoring, particularly in the area of loss control to internal and external clients

Risk and Insurance Services Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	386,700	395,600	436,401	479,700	84,100	21.3
* Office	24,900	20,300	26,022	20,000	(300)	(1.5)
* External Services	12,100		1,380			
* Supplies	4,000	2,500	3,155	1,500	(1,000)	(40.0)
* Building Costs			186			
* Vehicle Expense			445			
* Other Goods & Services	22,000	21,500	9,920	15,500	(6,000)	(27.9)
* Interdepartmental			418			
* Other Fiscal	(449,700)					
** Total		439,900	477,926	516,700	76,800	17.5
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues				(10,000)	(10,000)	
* Other Revenue			(2,685)			
** Total			(2,685)	(10,000)	(10,000)	
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit		439,900	475,241	506,700	66,800	15.2

Risk and Insurance Services Key Metrics

Key Metrics and Drivers	13/14	14/15	15/16
	Actual	Actual	Projection
Claims received by fiscal year	1319	1843	1277

2016/17 Risk and Insurance Services Key Deliverables

16/17 Deliverables
Financial Responsibility - Resource Planning & Management
<p>Storage Tank Assessment Identify storage tank inventory to determine requirements for insurability, replacement or removal; to implement appropriate risk management strategies to reduce potential environmental impact.</p>
<p>Insurance Coverage Augmentation - Fine Arts and Playgrounds Obtain inventory of HRM's fine art collection and playgrounds valued in excess of \$100,000 to properly determine insurance requirements and obtain required coverage.</p>
Service Excellence - Continuous Improvement
<p>Risk & Claims Policy and Procedures Manual Develop a multi-year plan and initial outline for the development of Risk and Claims Policy and Procedure Manual and begin work as per plan timeline. The manual will define HRM business unit roles and responsibilities and include standardized forms.</p>

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A101 Lock: Administration						
A110 Legal Services	3,182,100	3,746,100	3,448,722	3,746,700	600	0.0
A303 Risk & Insurance Services		439,900	475,241	506,700	66,800	15.2
* Legal Services	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6
** Total	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A101 Lock: Administration						
A110 Legal Services	3,399,500	3,968,100	3,683,311	3,946,700	(21,400)	(0.5)
A303 Risk & Insurance Services		439,900	477,926	516,700	76,800	17.5
* Legal Services	3,399,500	4,408,000	4,161,237	4,463,400	55,400	1.3
** Total	3,399,500	4,408,000	4,161,237	4,463,400	55,400	1.3

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
A110 Legal Services	(217,400)	(222,000)	(234,589)	(200,000)	22,000	(9.9)
A303 Risk & Insurance Services			(2,685)	(10,000)	(10,000)	
* Legal Services	(217,400)	(222,000)	(237,274)	(210,000)	12,000	(5.4)
** Total	(217,400)	(222,000)	(237,274)	(210,000)	12,000	(5.4)

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	2,652,400	3,110,600	3,181,256	3,219,800	109,200	3.5
6002 Salaries - Overtime	2,600	2,600	955	2,500	(100)	(3.8)
6005 PDP & Union Con Incr			(72,159)			
6054 Vacation payout			3,228			
6100 Benefits - Salaries	491,800	561,500	567,668	588,400	26,900	4.8
6110 Vacancy Management	(20,400)	(20,400)		(79,200)	(58,800)	288.2
6152 Retirement Incentives	16,300	18,500	19,120	19,900	1,400	7.6
6154 Workers' Compensation	30,400	32,300	35,817	33,500	1,200	3.7
6157 stipends				21,500	21,500	
6199 Comp & Ben InterDept		40,700	(78,197)	20,500	(20,200)	(49.6)
* Compensation and Benefits	3,173,100	3,745,800	3,657,688	3,826,900	81,100	2.2
6201 Telephone	3,000	2,000	7,060	10,500	8,500	425.0
6202 Courier/Postage	5,100	6,600	6,297	6,300	(300)	(4.5)
6203 Office Furn/Equip	11,000	9,500	9,837	8,500	(1,000)	(10.5)
6204 Computer S/W & Lic	54,200	55,000	53,790	55,000		
6205 Printing & Reprod	700	500	9	300	(200)	(40.0)
6207 Office Supplies	22,600	21,000	16,896	21,000		
6299 Other Office Expenses			42			
* Office	96,600	94,600	93,931	101,600	7,000	7.4
6301 Professional Fees	27,100	45,000	380	10,000	(35,000)	(77.8)
6302 Legal Fees	175,000	175,000	61,654	175,000		
6309 Litigation Disburse	15,000	12,000	11,953	15,000	3,000	25.0
6314 Prosecution Services	161,500	162,200	122,283	120,000	(42,200)	(26.0)
6316 Real Property Disb			7,445	20,000	20,000	
6399 Contract Services	7,500	5,000	5,725	7,000	2,000	40.0
* External Services	386,100	399,200	209,439	347,000	(52,200)	(13.1)
6499 Other Supplies	4,000	2,500	3,301	1,500	(1,000)	(40.0)
* Supplies	4,000	2,500	3,301	1,500	(1,000)	(40.0)
6699 Other Building Cost			186			
* Building Costs			186			
6804 Vehicle Fuel - Gas			20			
6806 Vehicle Rentals			425			
* Vehicle Expense			445			
6901 Membership Dues	82,000	93,700	90,065	98,700	5,000	5.3
6902 Conferences/Workshop	5,000	5,000	292	2,000	(3,000)	(60.0)
6903 Travel - Local	9,900	9,900	14,162	12,400	2,500	25.3
6904 Travel - Out of Town	8,000	8,000	5,192	8,000		
6905 Training & Education	40,500	36,000	25,119	30,000	(6,000)	(16.7)
6917 Books and Periodicals	41,000	41,000	65,882	53,000	12,000	29.3
6918 Meals	500	300	367	300		
6938 Rewarding Excellence	1,500	1,500	1,356	1,500		
6999 Other Goods/Services	1,000	500	822	500		
* Other Goods & Services	189,400	195,900	203,257	206,400	10,500	5.4
7009 Internal Trfr Other			400			
9911 PM Labour-Reg			36			
* Interdepartmental			436			
8008 Transf to/fr Reserve	(449,700)	(30,000)	(7,445)	(20,000)	10,000	(33.3)
* Other Fiscal	(449,700)	(30,000)	(7,445)	(20,000)	10,000	(33.3)
** Total	3,399,500	4,408,000	4,161,237	4,463,400	55,400	1.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5250 Sales of Svcs-Other	(186,400)	(182,000)	(205,866)	(185,000)	(3,000)	1.6
* Fee Revenues	(186,400)	(182,000)	(205,866)	(185,000)	(3,000)	1.6
5508 Recov External Parti	(31,000)	(40,000)	(31,408)	(25,000)	15,000	(37.5)
* Other Revenue	(31,000)	(40,000)	(31,408)	(25,000)	15,000	(37.5)
** Total	(217,400)	(222,000)	(237,274)	(210,000)	12,000	(5.4)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6

Operations Support

2016/17 Budget and Business Plan

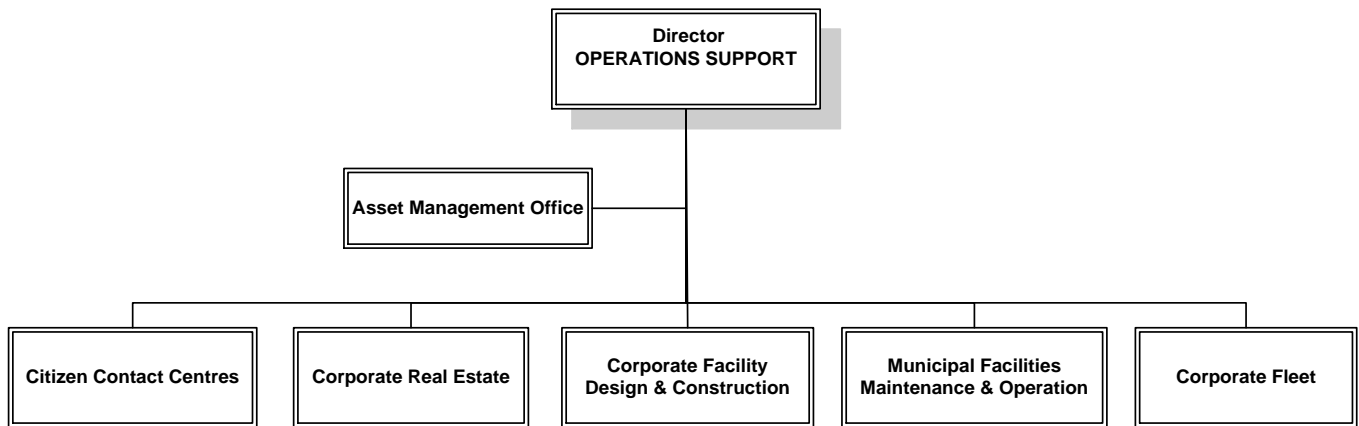
Mission: *Promoting service excellence, by providing operations support to HRM Business Units*

Operations Support Overview

The Operations Support Business Unit was created in October 2014, to facilitate the efficient operations of other Business Units by offering high-quality and cost-effective services that focus on reliability, flexibility, and service excellence. Services offered include:

- Land transactions, leasing, industrial parks, corporate accommodations;
- Building design and construction;
- Building operations, maintenance and corporate security;
- Corporate fleet;
- Citizen contact centres;
- Capital budgeting; and
- Enterprise asset management

Operations Support Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs	2014/15 Approved	2015/16 Approved	2016/17 Approved Change (+/-)	2016/17 Approved Total FTEs
Full & part-time permanent positions	New Business Unit	224	-1.0	223
Term and seasonal employees		0	4.0	4.0

Operations Support Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	15,725,400	16,638,700	14,602,129	16,893,900	255,200	1.5
* Office	334,800	318,200	209,606	114,200	(204,000)	(64.1)
* External Services	4,270,200	5,221,000	6,062,416	5,422,300	201,300	3.9
* Supplies	252,200	264,700	277,647	267,500	2,800	1.1
* Materials	480,900	461,300	359,767	319,900	(141,400)	(30.7)
* Building Costs	7,934,500	8,507,300	8,092,690	8,691,000	183,700	2.2
* Equipment & Communications	1,289,000	1,350,400	1,531,524	1,146,000	(204,400)	(15.1)
* Vehicle Expense	5,672,200	4,694,100	4,787,655	4,491,800	(202,300)	(4.3)
* Other Goods & Services	3,862,600	3,786,900	3,772,446	3,891,200	104,300	2.8
* Interdepartmental	20,000	(9,000)	(311,590)	(9,000)		
* Debt Service	35,400		13,913	10,400	10,400	
* Other Fiscal	1,070,700	807,300	1,031,331	761,900	(45,400)	(5.6)
** Total	40,947,900	42,040,900	40,429,534	42,001,100	(39,800)	(0.1)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(1,960,000)	(1,835,000)	(1,854,155)	(2,164,000)	(329,000)	17.9
* Other Revenue	(279,000)	(279,000)	(435,340)	(385,600)	(106,600)	38.2
** Total	(2,239,000)	(2,114,000)	(2,289,495)	(2,549,600)	(435,600)	20.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	38,708,900	39,926,900	38,140,039	39,451,500	(475,400)	(1.2)

Operations Support Budget Overview by Service Area

Service Area Budget Overview

Service Area	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Director's Office	682,500	752,700	703,146	716,100	(36,600)	(4.9)
Citizen Contact Centres	2,748,200	2,778,000	2,632,137	2,743,800	(34,200)	(1.2)
Facility Design & Construction Summary of Expense & Revenue Types	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
Corporate Fleet	11,001,800	10,298,600	9,535,851	10,143,000	(155,600)	(1.5)
Corporate Real Estate	3,944,200	4,435,300	4,412,968	4,437,300	2,000	0.0
Municipal Facilities Maintenance & Operations	19,548,700	20,623,100	19,835,919	20,372,500	(250,600)	(1.2)
	38,708,900	39,926,900	38,140,039	39,451,500	(475,400)	-1.2

Operations Support Key Metrics

Key Metrics and Drivers	12/13	13/14	14/15	15/16	16/17
	Actual	Actual	Actual	Projection	Target
Compensation as % of Total	NA	34%	36%	38%	40%
Expenditures per Dwelling (16/17 estimate: 193,424 dwellings)	NA	\$216.81	\$208.61	\$219.62	\$217.15

Operations Support Strategic Initiatives for 2016/17

Strategic Alignment	
OS 1.01	Economic Development – Regional Centre
<p>Cogswell Interchange</p> <p>The Project Director will oversee all aspects of the Cogswell Redevelopment. In addition to the engineering and procurement aspects of the project, there will be significant communication requirements with stakeholders, decision makers, steering committee members, the working committee, staff, and Regional Council. Critical aspects of the project management include: risk assessments; construction and critical path scheduling; ensuring land negotiations for land assembly/land agreements are concluded; and urban planning requirements are initiated and aligned with other projects underway in the downtown area including the Angus L MacDonald bridge re-decking project, and abutting properties such as the Casino, Marriott Harbourfront Hotel, and Delta Barrington Hotel. The demolition and reconstruction of the Cogswell Lands is estimated to be a four year project. The development of the lands, including land use by-law planning and real estate marketing, will occur over an additional four to five years.</p>	
OS 1.02	Economic Development – Supply of Industrial Lands
<p>20-Year Supply of Industrial Land</p> <p>HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, by implementing the following: 1) adjusting capital plans to finance the acquisition and preparation of land for industrial development; 2) amending and introducing nuance zoning in the Burnside expansion area, 3) maintaining the industrial land in existing industrial business parks, and limiting retail and office development within them; and 4) planning of the municipally owned lands at Aerotech and Ragged Lake Park to provide for future expansion.</p>	

Summary of 2016/17 Operations Support Changes

Cost Reduction Initiatives	Proposed 16/17 Savings
Fleet – Warranty	34,000
Fleet – Elimination of small equipment / tool repairs	77,385
Fleet Focus	85,000
Corporate Real Estate – Disposal of surplus assets	60,000

Maintenance and Operations – Service level agreements	165,000
Corporate Real Estate – Land lease revenues	350,000
Continued budget efficiencies	135,000
Total to offset base cost	\$906,385

* Reductions are offset by increases in other areas such as salaries, building maintenance and consulting services

New or Expanded Services including Operating Costs for New Assets	Projected 16/17 Costs
Service Level Agreements	No Associated cost – expected efficiencies
Municipal Maintenance & Operations Operational Review	Funded in 15/16 – expected efficiencies in 16/17
Customer Service Rationalization of Services	Funded in 15/16 – expected efficiencies in 16/17
Fleet Service Delivery Model Review	No Associated cost – expected efficiencies
Sackville Splash Pad and Oval Pavilion Maintenance and Operations	108,000
Trunk Mobile Radios (TMR2)	2,000
Maintenance (Westwood Splash Pad)	1,800
Total	\$111,800

2016/17 Operations Support Service Area Plans

Director's Office

Services Delivered:

- Oversight of HRM's Capital Project Budget and projections – The planned expenditures, to acquire and maintain capital assets, in order to support the many services provided by the Municipality
- Lead the Enterprise Asset Management project - to ensure the Municipality has sustainable, reliable infrastructure that provides optimal service delivery in support of community health, safety and economic prosperity and quality of life
- Oversight of the Cogswell Redevelopment Project - The demolition and reconstruction of the Cogswell Lands is estimated to be a four year project that will include the design, procurement, and construction. The development of the lands, including land use by-law planning and real estate marketing, will occur over an additional four to five years.

Director's Office Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	620,400	636,100	613,535	663,900	27,800	4.4
* Office	6,200	3,600	982	3,000	(600)	(16.7)
* External Services	10,500	85,000	71,431	20,000	(65,000)	(76.5)
* Equipment & Communications						
* Other Goods & Services	45,400	28,000	35,040	29,200	1,200	4.3
* Interdepartmental			(17,842)			
** Total	682,500	752,700	703,146	716,100	(36,600)	(4.9)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	682,500	752,700	703,146	716,100	(36,600)	(4.9)

2016/17 Director's Office Key Deliverables

16/17 Deliverables – Director's Office

Service Excellence – Continuous Improvement

Convention Centre Construction

The MOU between the Province of Nova Scotia (PNS) and HRM lays out the process for the disposal of the existing facility. Staff will continue to participate on the joint PNS/HRM negotiating team to monitor the construction of the new Convention Centre.

Cogswell Interchange

With the Project Office in place, staff are now moving forward with developing the detailed operational plan to include procurement of key services such as a design team and fairness monitor. Legal review of the land parcels are to be conducted and will include surveying, identification of required resources, risk assessments, and technical surveys.

Enterprise Asset Management (EAM)

The EAM program enables life-cycle cost based decisions on assets, and provides a better understanding of the relationship between assets and service delivery through improved technology and business processes. Various components of this program are being developed in conjunction with Halifax Water to provide a complete "city-wide" view of managing public assets.

Service Level Agreements

Operations Support will draft Service Level Agreements with their internal clients to define the types of services provided and the process to request and deliver those services; identify those responsible within the service request/delivery exchange; develop standards to address service expectations; improve efficiency; and improve communications with client Business Units.

Citizen Contact Centres

The Citizen Contact Centre provides easy access to municipal services by phone, in-person, or on-line. Citizens can call 311 toll-free from anywhere in the Municipality, and access a wide variety of municipal information and services in over 150 languages. HRM also maintains five walk-in Customer Service Centres throughout the Municipality.

Services Delivered:

- Information / Service Request Intake and Routing for Response - 311 Call Centre serves as the initial intake point for citizen service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2)
- Urgent Service Request Intake and Response – 311 Call Centre receives urgent requests for service and dispatches appropriate service responders during regular business hours
- After-Hours Alarm Monitoring and Responder Dispatch - 311 Call Centre receives urgent after hour calls, monitors various alarm systems such as elevators, pumping stations, etc., and dispatches appropriate service responders
- Licenses, Permits, Products, or Services Payments – Customer Service Centres accommodate this in-person service consisting of processing and/or accepting of payment for various licenses, permits, products or services

Citizen Contact Centres Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	2,547,900	2,636,400	2,527,540	2,634,200	(2,200)	(0.1)
* Office	26,000	22,500	15,377	17,000	(5,500)	(24.4)
* External Services	135,900	80,200	60,500	55,000	(25,200)	(31.4)
* Supplies	400	400	216	400		
* Building Costs						
* Equipment & Communications	800	800		1,800	1,000	125.0
* Other Goods & Services	17,200	17,700	8,249	15,400	(2,300)	(13.0)
* Interdepartmental	20,000	20,000	20,174	20,000		
** Total	2,748,200	2,778,000	2,632,055	2,743,800	(34,200)	(1.2)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues			(57)			
* Other Revenue			138			
** Total			81			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	2,748,200	2,778,000	2,632,137	2,743,800	(34,200)	(1.2)

Citizen Contact Centres Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Grade of Service Target (GOS - 80% of calls answered within 25 seconds)	63%	68%	41%	80%
Call Volume	405,000	399,000	418,000	400,000
# of Counter Service Transactions	95,000	99,000	90,000	100,000
Customer Satisfaction – Call Centre	85%	85%	87%	85%
Abandonment Rate	9.7%	7%	22%	10%

2016/17 Citizen Contact Centres Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>Corporate Customer Service Strategy Finalize the Corporate Customer Service Strategy and begin work on the accompanying communication, change management and implementation plans.</p>
<p>311 Telephony implementation Citizen Contact Centres will champion the install and implementation of a new telephony system for 311 Halifax to improve call handling and response times.</p>
<p>Customer Service Centre Rationalization of Services In an effort to enhance operational efficiencies, and to ensure a citizen centred approach to the delivery of services, Operations Support will conduct a review of the Customer Service Centres in relation to the web and channel management strategies.</p>

Corporate Facility Design and Construction

Facility Design and Construction provides professional and technical services which include the design, construction, inspection, condition assessments, and records management for Municipal buildings.

Services Delivered:

- Service Improvement (Capital Delivery) – Provides professional project management and consultation services for the design and construction of new buildings.
- State of Good Repair (Recapitalization) - Delivery of capital improvements or repair/replacement work, Facility Condition Assessments, and Facility Condition Index Benchmarks to analyze the effect of investing in municipally owned and operated buildings. HRM currently owns or leases approximately 300 buildings.

Corporate Facility Design and Construction Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	757,300	991,700	981,561	1,014,500	22,800	2.3
* Office	4,000	5,000	3,060	2,300	(2,700)	(54.0)
* External Services	4,400	49,600			(49,600)	(100.0)
* Supplies	300	300	322	500	200	66.7
* Building Costs						
* Equipment & Communications			(0)			
* Other Goods & Services	17,500	42,200	35,076	21,500	(20,700)	(49.1)
* Interdepartmental						
* Other Fiscal		(49,600)			49,600	(100.0)
** Total	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)

Corporate Facility Design and Construction Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Service Improvement delivered	\$6,229,000	\$6,079,000	\$3,400,000	0
State of Good Repair delivered	\$10,207,000	\$20,216,000	\$18,325,000	\$50,960,000
80% of Capital Budget is committed within the fiscal year	77%	81%	92%	80%

2016/17 Corporate Facility Design and Construction Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>Process Improvements for the Delivery of Projects</p> <p>Identify, through clients and facility condition assessments, infrastructure investment opportunities. Draft a decision making matrix and detailed criteria to prioritize projects and establish a three (3) year work plan to deliver on those priorities.</p>
Healthy Communities – Recreation and Leisure
<p>Implementation of the Long Term Arena Strategy Recommendations</p> <p>Complete design of the Dartmouth 4 Pad. Commence construction and provide ongoing project management services. Provide support and oversight of the future operational requirements during the construction phase.</p>
Healthy Communities – Inclusive and Accessible Community

16/17 Deliverables**HRM Recreation Facility Accessibility Projects - Define / Prioritize**

Develop an accessibility work plan in cooperation with GREA for HRM buildings. Complete the remaining 40% of upgrades associated to the Recreation Facilities audits. Commence upgrade work for additional buildings added to the audit list

Corporate Fleet

Corporate Fleet is responsible for the purchase, maintenance, repair and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit service vehicles (excluding buses and ferries) and Municipal fleet. Corporate Fleet is the asset manager for over 1530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Services Delivered:

- Fleet and Equipment Acquisition and Disposal – Corporate Fleet procures vehicles, maintains equipment and disposes of vehicles when they are no longer suitable for use by HRM.
- Fleet Planning and Maximization - Corporate Fleet provides strategic and tactical fleet planning and related analysis and reporting.
- Vehicle Repair and Maintenance - Corporate Fleet provides timely maintenance and repair to keep all HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation, and fit for business unit use. All vehicles maintained by Corporate Fleet, are subject to at least one preventive maintenance inspection annually. Over 24,000 inspection and repair work orders are conducted per year.

Corporate Fleet Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	4,510,300	4,844,500	4,253,738	4,929,200	84,700	1.7
* Office	13,300	12,700	18,853	10,600	(2,100)	(16.5)
* External Services	388,600	378,100	151,613	281,300	(96,800)	(25.6)
* Supplies	73,700	73,200	86,189	76,600	3,400	4.6
* Materials	35,000	24,200	68,238	48,900	24,700	102.1
* Building Costs	14,000	13,000	10,121	12,800	(200)	(1.5)
* Equipment & Communications	122,900	142,600	100,505	139,200	(3,400)	(2.4)
* Vehicle Expense	5,622,200	4,630,600	4,721,812	4,444,800	(185,800)	(4.0)
* Other Goods & Services	221,800	208,700	295,833	228,600	19,900	9.5
* Interdepartmental		(29,000)	(158,349)	(29,000)		
** Total	11,001,800	10,298,600	9,548,554	10,143,000	(155,600)	(1.5)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Other Revenue			(12,703)			
** Total			(12,703)			
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	11,001,800	10,298,600	9,535,851	10,143,000	(155,600)	(1.5)

Corporate Fleet Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Maintenance Requests (Preventative maintenance work)	11,023	11,569	9,350	13,500
Maintenance Requests (demand maintenance work)	14,116	13,489	8,700	11,500
Operating Cost per Vehicle KM	\$0.75	\$0.68	\$0.69	\$0.65

2016/17 Corporate Fleet Key Deliverables

16/17 Deliverables
Service Excellence – Continuous Improvement
<p>Service Delivery Model Review</p> <p>In an effort to enhance operational efficiencies, Corporate Fleet will examine opportunities for service enhancements; conduct process reviews and best practice research; and make recommendations for a phased approach to service model improvements.</p>

Corporate Real Estate

Corporate Real Estate is responsible for real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

Services Delivered:

- **Public Lands and Portfolio Management** – The Municipality holds public lands for the provision of public services, the protection and fostering of cultural and environmental assets, and to shape communities and the region as a whole. Corporate Real Estate is responsible for identifying real property for acquisition in support of other business units' strategic corporate initiatives. This includes municipal land management, strategic property acquisition, and disposals. Services provided include site; strategic property disposal and acquisition; property rationalization support and coordination of asset reviews for property and land; and the development of policies and direction as it pertains to public lands.
- **Acquisition and Disposal** – Provides strategic portfolio management. Real estate assets are subject to regular review. Corporate Real Estate leads the Administrative Order 50 review process where properties that no longer serve an operational requirement, or otherwise appear to be surplus, are disposed of, as directed by policy of Regional Council.

- Industrial Park Development – Leads municipal development of regional industrial parks. Primary supplier of competitively priced industrial and commercial lands for attraction, growth, and expansion to support HRM’s Economic Strategy and Regional Plan. Program management and contract sales of lot inventory, direct to industrial/commercial end users and developers, for immediate construction of purpose-built commercial buildings or multi-tenant commercial buildings.
- Leasing - Acquires leased properties to meet clients' requirements, leases out municipal properties for interim use by third parties, and manages financial and landlord/tenant contract functions.
- Lease Management and Accommodations Planning - Oversees all facets of leasing for internal municipal clients, as well as provides property management and/or coordination of property management for HRM owned buildings and facilities. Manages the end to end process of commercial transactions such as procuring space for staff and commercial leasing.

Corporate Real Estate Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	1,284,200	1,297,800	1,476,395	1,632,200	334,400	25.8
* Office	15,900	14,900	17,596	11,500	(3,400)	(22.8)
* External Services	218,000	292,100	301,019	300,000	7,900	2.7
* Supplies			(689)			
* Materials			3,308			
* Building Costs	526,300	810,700	804,433	817,000	6,300	0.8
* Equipment & Communications			3,224			
* Other Goods & Services	3,353,800	3,358,800	3,275,149	3,466,600	107,800	3.2
* Interdepartmental			(60,279)			
* Other Fiscal	(105,000)	(115,000)	(115,000)	(210,000)	(95,000)	82.6
** Total	5,293,200	5,659,300	5,705,156	6,017,300	358,000	6.3
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(1,345,000)	(1,220,000)	(1,285,380)	(1,580,000)	(360,000)	29.5
* Other Revenue	(4,000)	(4,000)	(6,808)		4,000	(100.0)
** Total	(1,349,000)	(1,224,000)	(1,292,188)	(1,580,000)	(356,000)	29.1
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	3,944,200	4,435,300	4,412,968	4,437,300	2,000	0.0

Corporate Real Estate Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Property Acquisitions	\$355,000	\$4.00*	\$3,264,374	\$3,863,650
Property Disposals	\$3,700,000	\$2,521,763	\$10,125,003	\$43,542,100
Industrial Park Sales	\$8,000,000	\$4,325,856	\$5,091,476	\$5,800,000
Industrial Park Acres (Sales)	35.9 Acres	17.69 Acres	21.27Acres	28 Acres

*Four \$1.00 nominal transactions

2016/17 Corporate Real Estate Key Deliverables

16/17 Deliverables
<p>Economic Development – Supply of Industrial Commercial, and Institutional Lands</p> <p>Supply of Industrial Lands HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, by implementing the following:</p> <ol style="list-style-type: none"> 1) Adjust capital plans to finance the acquisition and preparation of land for industrial development; 2) Amend zoning in the Burnside expansion area to better define target market uses; 3) Plan for future expansion of the municipally owned lands at Aerotech and Ragged Lake Park; and 4) Continue to collaborate with Halifax Water and the Halifax Stanfield International Airport Authority on planned servicing upgrades to enable Aerotech industrial lands to come on line over the next few years.
<p>Service Excellence – Continuous Improvement</p> <p>Corporate Accommodations Review and dissemination of the report recommendations; determine strategic priorities for implementation with Legal Services identified as an early deliverable; education regarding new standards for accommodation and alternative workspace arrangements (change management); communication of plan phases; and plan implementation (design, construction, relocation) likely occur over several years.</p>

Municipal Facility Maintenance and Operations

Facilities Management maintains 224 HRM owned buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM residents, customers and staff.

Services Delivered:

- Property Operation - Provides operations services and project management expertise for HRM owned and leased buildings and properties, as well as maintenance, repair and cleaning for HRM owned recreation assets, including arenas, swimming pools and the outdoor skating oval.
- Property Operation (Security) - Leads the development of corporate security initiatives. Provides security and access management services for HRM-owned and leased buildings and properties.
- Energy Efficiency Retrofit Projects - Implements or assists in the implementation of energy retrofits to HRM buildings and facilities.

Municipal Facility Maintenance and Operations Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	6,005,300	6,232,200	4,749,359	6,019,900	(212,300)	(3.4)
* Office	269,400	259,500	153,737	69,800	(189,700)	(73.1)
* External Services	3,512,800	4,336,000	5,477,853	4,766,000	430,000	9.9
* Supplies	177,800	190,800	191,609	190,000	(800)	(0.4)
* Materials	445,900	437,100	288,221	271,000	(166,100)	(38.0)
* Building Costs	7,394,200	7,683,600	7,278,137	7,861,200	177,600	2.3
* Equipment & Communications	1,165,300	1,207,000	1,427,795	1,005,000	(202,000)	(16.7)
* Vehicle Expense	50,000	63,500	65,843	47,000	(16,500)	(26.0)
* Other Goods & Services	206,900	131,500	123,099	129,900	(1,600)	(1.2)
* Interdepartmental			(95,294)			
* Debt Service	35,400		13,913	10,400	10,400	
* Other Fiscal	1,175,700	971,900	1,146,331	971,900		
** Total	20,438,700	21,513,100	20,820,605	21,342,100	(171,000)	(0.8)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Fee Revenues	(615,000)	(615,000)	(568,718)	(584,000)	31,000	(5.0)
* Other Revenue	(275,000)	(275,000)	(415,968)	(385,600)	(110,600)	40.2
** Total	(890,000)	(890,000)	(984,686)	(969,600)	(79,600)	8.9
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	19,548,700	20,623,100	19,835,919	20,372,500	(250,600)	(1.2)

Municipal Facility Maintenance and Operations Key Metrics

Key Service Area Metrics	13/14	14/15	15/16	16/17
	Actual	Actual	Projection	Target
Planned Maintenance Work Order Requests	49%	46%	48%	55%
Cost of facilities maintenance per square foot	\$4.26	\$5.09	\$5.17	\$4.99
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.72	\$2.73	\$2.32	\$2.42

2016/17 Municipal Facility Maintenance and Operations Key Deliverables

16/17 Deliverables
Health and Safety – Safer Workplaces
<p>Operational Review Begin to implement priority recommendations identified in the 15/16 review as year one priorities with client business units, to create better resource alignment, efficiencies and improve service delivery.</p>
<p>Corporate Security Strategic Plan Implementation Implement the Corporate Security Strategic Plan by:</p> <ol style="list-style-type: none"> 1. Finalizing the Close Circuit TV (CCTV) Policy and beginning implementation; 2. Evaluating and determining the most effective and efficient delivery model for monitoring alarms (in-house vs outsource); 3. Developing a robust critical incident protocol for HRM employees; 4. Developing a communications plan to share corporate security policies, standards and processes to all clients

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
I101 Operations Support Admin	397,600	467,000	422,368	431,500	(35,500)	(7.6)
C460 Locked Infrastructure	11,100					
W701 Asset Management	273,800	285,700	280,778	284,600	(1,100)	(0.4)
*** Director's Office Operation Su	682,500	752,700	703,146	716,100	(36,600)	(4.9)
W100 Real Est & Mgt Admin	546,700	695,200	816,307	905,700	210,500	30.3
W400 Acquisitions & Disposals	417,000	425,100	326,963	361,100	(64,000)	(15.1)
W500 Business Parks	412,600	422,100	388,596	84,500	(337,600)	(80.0)
W955 Corporate Accommodations	100,000	100,000	94,253	100,000		
W202 Commercial Leasing	2,467,900	2,792,900	2,786,849	2,986,000	193,100	6.9
*** Corporate Real Estate	3,944,200	4,435,300	4,412,968	4,437,300	2,000	0.0
W953 Facility Development	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
*** Facility Design & Construction	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
** Ops Admin						
R102 Integrated Sec Manag	527,900	590,700	572,253	728,200	137,500	23.3
W160 Facilities Admin	2,195,900	2,316,200	1,778,024	1,775,600	(540,600)	(23.3)
W169 Transitional Properties	313,000	830,000	761,258	727,000	(103,000)	(12.4)
W200 Facility Operations	7,037,700	6,578,700	6,047,251	6,690,400	111,700	1.7
W203 Alderney Gate FacMgt	1,256,500	1,191,900	1,343,017	1,320,800	128,900	10.8
W211 Clean & Tenant Serv.	2,404,100	2,747,500	2,344,571	2,749,700	2,200	0.1
W212 Structural and Arenas	2,475,300	2,498,200	3,055,357	2,714,500	216,300	8.7
W213 Mechanical & PM Serv	3,338,300	3,869,900	3,934,188	3,666,300	(203,600)	(5.3)
** Operations	19,548,700	20,623,100	19,835,919	20,372,500	(250,600)	(1.2)
*** Municipal Facilities Mtce & Op	19,548,700	20,623,100	19,835,919	20,372,500	(250,600)	(1.2)
R912 Fleet: Administration	518,300	557,800	430,440	574,300	16,500	3.0
** Fleet: Administration	518,300	557,800	430,440	574,300	16,500	3.0
R970 Fleet R&M:Municipal	5,881,400	5,583,800	5,492,890	5,584,900	1,100	0.0
R971 Fleet Rentals (Vehicle)		(27,400)	(18,924)		27,400	(100.0)
** Fleet: Turner Site	5,881,400	5,556,400	5,473,966	5,584,900	28,500	0.5
R981 Fleet R&M:Fire	2,520,800	2,403,300	2,224,248	2,250,900	(152,400)	(6.3)
R985 Fleet R&M:Police	2,081,300	1,781,100	1,407,198	1,732,900	(48,200)	(2.7)
** Fleet: Emergency	4,602,100	4,184,400	3,631,446	3,983,800	(200,600)	(4.8)
*** Corporate Fleet	11,001,800	10,298,600	9,535,851	10,143,000	(155,600)	(1.5)
* Visitor Services						
A663 Alderney Gate	170,000	166,400	127,159	166,100	(300)	(0.2)
A664 Bayers Road	167,000	171,200	170,138	168,600	(2,600)	(1.5)
A665 Scotia Square	168,200	168,300	148,007	167,400	(900)	(0.5)
A667 Acadia Centre	117,700	116,700	111,540	115,100	(1,600)	(1.4)
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
** Customer Service Centres	642,900	642,600	576,844	637,200	(5,400)	(0.8)
A625 Call Centre	2,105,300	2,135,400	2,055,293	2,106,600	(28,800)	(1.3)
*** Citizen Contact Centres	2,748,200	2,778,000	2,632,137	2,743,800	(34,200)	(1.2)
**** Total	38,708,900	39,926,900	38,140,039	39,451,500	(475,400)	(1.2)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
I101 Operations Support Admin	397,600	467,000	422,368	431,500	(35,500)	(7.6)
C460 Locked Infrastructure	11,100					
W701 Asset Management	273,800	285,700	280,778	284,600	(1,100)	(0.4)
*** Director's Office Operation Su	682,500	752,700	703,146	716,100	(36,600)	(4.9)
W100 Real Est & Mgt Admin	546,700	695,200	816,307	905,700	210,500	30.3
W400 Acquisitions & Disposals	417,000	425,100	403,671	411,100	(14,000)	(3.3)
W500 Business Parks	412,600	422,100	388,096	384,500	(37,600)	(8.9)
W955 Corporate Accommodations	100,000	100,000	94,253	100,000		
W202 Commercial Leasing	3,816,900	4,016,900	4,002,829	4,216,000	199,100	5.0
*** Corporate Real Estate	5,293,200	5,659,300	5,705,156	6,017,300	358,000	6.3
W953 Facility Development	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
*** Facility Design & Construction	783,500	1,039,200	1,020,018	1,038,800	(400)	(0.0)
** Ops Admin						
R102 Integrated Sec Manag	527,900	590,700	572,253	728,200	137,500	23.3
W160 Facilities Admin	2,195,900	2,316,200	1,778,024	1,775,600	(540,600)	(23.3)
W169 Transitional Properties	313,000	830,000	761,258	727,000	(103,000)	(12.4)
W200 Facility Operations	7,037,700	6,578,700	6,047,236	6,690,400	111,700	1.7
W203 Alderney Gate FacMgt	2,146,500	2,081,900	2,327,635	2,290,400	208,500	10.0
W211 Clean & Tenant Serv.	2,404,100	2,747,500	2,344,571	2,749,700	2,200	0.1
W212 Structural and Arenas	2,475,300	2,498,200	3,055,357	2,714,500	216,300	8.7
W213 Mechanical & PM Serv	3,338,300	3,869,900	3,934,271	3,666,300	(203,600)	(5.3)
** Operations	20,438,700	21,513,100	20,820,605	21,342,100	(171,000)	(0.8)
*** Municipal Facilities Mtce & Op	20,438,700	21,513,100	20,820,605	21,342,100	(171,000)	(0.8)
R912 Fleet: Administration	518,300	557,800	430,440	574,300	16,500	3.0
** Fleet: Administration	518,300	557,800	430,440	574,300	16,500	3.0
R970 Fleet R&M:Municipal	5,881,400	5,583,800	5,492,890	5,584,900	1,100	0.0
R971 Fleet Rentals (Vehicle)		(27,400)	(18,924)		27,400	(100.0)
** Fleet: Turner Site	5,881,400	5,556,400	5,473,966	5,584,900	28,500	0.5
R981 Fleet R&M:Fire	2,520,800	2,403,300	2,235,951	2,250,900	(152,400)	(6.3)
R985 Fleet R&M:Police	2,081,300	1,781,100	1,408,197	1,732,900	(48,200)	(2.7)
** Fleet: Emergency	4,602,100	4,184,400	3,644,148	3,983,800	(200,600)	(4.8)
*** Corporate Fleet	11,001,800	10,298,600	9,548,554	10,143,000	(155,600)	(1.5)
* Visitor Services						
A663 Alderney Gate	170,000	166,400	127,159	166,100	(300)	(0.2)
A664 Bayers Road	167,000	171,200	170,138	168,600	(2,600)	(1.5)
A665 Scotia Square	168,200	168,300	147,956	167,400	(900)	(0.5)
A667 Acadia Centre	117,700	116,700	111,540	115,100	(1,600)	(1.4)
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
** Customer Service Centres	642,900	642,600	576,792	637,200	(5,400)	(0.8)
A625 Call Centre	2,105,300	2,135,400	2,055,264	2,106,600	(28,800)	(1.3)
*** Citizen Contact Centres	2,748,200	2,778,000	2,632,055	2,743,800	(34,200)	(1.2)
**** Total	40,947,900	42,040,900	40,429,534	42,001,100	(39,800)	(0.1)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
W400 Acquisitions & Disposals			(76,708)	(50,000)	(50,000)	
W500 Business Parks			500	(300,000)	(300,000)	
W202 Commercial Leasing	(1,349,000)	(1,224,000)	(1,215,980)	(1,230,000)	(6,000)	0.5
*** Corporate Real Estate	(1,349,000)	(1,224,000)	(1,292,188)	(1,580,000)	(356,000)	29.1
W220 Clearing-Facilities						
** Ops Admin						
W200 Facility Operations			15			
W203 Alderney Gate FacMgt	(890,000)	(890,000)	(984,617)	(969,600)	(79,600)	8.9
W213 Mechanical & PM Serv			(83)			
** Operations	(890,000)	(890,000)	(984,686)	(969,600)	(79,600)	8.9
*** Municipal Facilities Mtce & Op	(890,000)	(890,000)	(984,686)	(969,600)	(79,600)	8.9
R981 Fleet R&M:Fire			(11,704)			
R985 Fleet R&M:Police			(999)			
** Fleet: Emergency			(12,703)			
*** Corporate Fleet			(12,703)			
A663 Alderney Gate						
A665 Scotia Square			52			
** Customer Service Centres			52			
A625 Call Centre			29			
*** Citizen Contact Centres			81			
**** Total	(2,239,000)	(2,114,000)	(2,289,495)	(2,549,600)	(435,600)	20.6

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	12,880,400	13,367,300	11,730,283	13,868,800	501,500	3.8
6002 Salaries - Overtime	408,800	404,500	647,667	402,900	(1,600)	(0.4)
6005 PDP & Union Con Incr			(117,660)			
6051 Shift Agreements	51,100	51,100	37,938	48,100	(3,000)	(5.9)
6054 Vacation payout			27,864			
6100 Benefits - Salaries	2,794,500	2,850,600	2,520,006	2,972,300	121,700	4.3
6110 Vacancy Management	(547,300)	(351,000)		(231,000)	120,000	(34.2)
6150 Honorariums			75			
6152 Retirement Incentives	91,100	91,400	80,751	96,300	4,900	5.4
6154 Workers' Compensation	193,600	208,200	189,692	209,600	1,400	0.7
6155 Overtime Meals	12,000	13,400	2,619	7,000	(6,400)	(47.8)
6156 Clothing Allowance	3,200	3,200	10,639	3,100	(100)	(3.1)
6158 WCB Recov Earnings			(59)			
6199 Comp & Ben InterDept	(162,000)		(219,470)	(483,200)	(483,200)	
9200 HR CATS Wage/Ben			(224,029)			
9210 HR CATS OT Wage/Ben			(83,998)			
9230 HR CATS OT Meals			(190)			
* Compensation and Benefits	15,725,400	16,638,700	14,602,129	16,893,900	255,200	1.5
6201 Telephone	18,900	24,300	31,543	27,000	2,700	11.1
6202 Courier/Postage	7,500	8,200	9,115	5,300	(2,900)	(35.4)
6203 Office Furn/Equip	30,900	31,100	32,961	18,300	(12,800)	(41.2)
6204 Computer S/W & Lic	207,600	208,600	90,545	29,100	(179,500)	(86.0)
6205 Printing & Reprod	9,400	7,200	2,323	2,900	(4,300)	(59.7)
6207 Office Supplies	36,900	38,800	42,004	30,600	(8,200)	(21.1)
6290 Office Transfer						
6299 Other Office Expenses	23,600		1,114	1,000	1,000	
* Office	334,800	318,200	209,606	114,200	(204,000)	(64.1)
6301 Professional Fees	17,400	53,000	40,160	21,000	(32,000)	(60.4)
6302 Legal Fees	1,000					
6303 Consulting Fees	30,700	129,800	174,475	61,000	(68,800)	(53.0)
6304 Janitorial Services	889,000	1,317,000	1,498,359	1,416,000	99,000	7.5
6305 Property Appraisal	80,000	80,000	86,705	90,000	10,000	12.5
6306 Property Survey	15,000	25,000	34,472	40,000	15,000	60.0
6308 Snow Removal	781,200	730,000	708,526	780,000	50,000	6.8
6309 Litigation Disburse						
6310 Outside Personnel	14,400	20,000	7,615	7,000	(13,000)	(65.0)
6311 Security	317,200	614,900	877,566	652,000	37,100	6.0
6312 Refuse Collection	395,000	360,000	397,715	390,000	30,000	8.3
6390 Ext Svc Transfer						
6399 Contract Services	1,729,300	1,891,300	2,236,824	1,965,300	74,000	3.9
* External Services	4,270,200	5,221,000	6,062,416	5,422,300	201,300	3.9
6401 Uniforms & Clothing	44,900	36,100	35,669	34,600	(1,500)	(4.2)
6402 Med & First Aid Supp	2,400	2,900	9,479	2,500	(400)	(13.8)
6403 Patrol Equip Supplies	37,000	36,000	39,992	37,000	1,000	2.8
6404 Rec Prog Supplies	1,000		13,484			
6405 Photo Supp & Equip			48			
6406 Bridge Tolls	9,000	10,400	8,117	8,500	(1,900)	(18.3)
6407 Clean/Sani Supplies	141,300	162,800	152,817	165,000	2,200	1.4
6409 Personal Protect Equ	8,800	14,000	16,542	17,400	3,400	24.3
6499 Other Supplies	7,800	2,500	1,500	2,500		
* Supplies	252,200	264,700	277,647	267,500	2,800	1.1

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6501 Asphalt	32,000	32,000	18,525	10,000	(22,000)	(68.8)
6502 Chemicals	72,500	108,300	83,471	75,000	(33,300)	(30.7)
6503 Fertilizer			62			
6504 Hardware	71,000	88,200	70,783	50,000	(38,200)	(43.3)
6505 Lubricants	24,500	23,700	42,356	43,900	20,200	85.2
6506 Lumber	15,000	10,000	654	5,000	(5,000)	(50.0)
6507 Propane	67,700	66,200	69,628	82,000	15,800	23.9
6510 Road Oils	2,700	1,200	212	500	(700)	(58.3)
6511 Salt	1,200	1,200	1,817	500	(700)	(58.3)
6513 Seeds & Plants						
6514 Sods						
6515 Stone and Gravel	5,000	4,000	34,675	5,000	1,000	25.0
6516 Topsoil			223			
6517 Paint	175,100	121,500	23,659	40,000	(81,500)	(67.1)
6519 Welding Supplies		5,000	8,675	8,000	3,000	60.0
6520 Salt-Sand Mix			475			
6590 Materials Transfer						
6599 Other Materials	14,200		4,550			
* Materials	480,900	461,300	359,767	319,900	(141,400)	(30.7)
6602 Electrical	266,000	273,000	347,237	316,000	43,000	15.8
6603 Grnds & Landscaping	79,000	100,000	34,550	40,000	(60,000)	(60.0)
6604 Bus Gates/Shltr-R&M			386			
6605 Municipal Taxes	697,300	872,800	657,994	777,000	(95,800)	(11.0)
6606 Heating Fuel	1,295,000	1,180,000	840,429	1,275,000	95,000	8.1
6607 Electricity	3,604,300	3,589,800	3,153,675	3,263,000	(326,800)	(9.1)
6608 Water	376,100	432,000	514,728	581,000	149,000	34.5
6609 Elevator & Escalator	193,800	85,000	115,132	100,000	15,000	17.6
6610 Building - Exterior	185,200	227,700	377,395	200,000	(27,700)	(12.2)
6611 Building - Interior	283,200	260,700	307,850	275,000	14,300	5.5
6612 Safety Systems	341,500	678,000	548,469	666,000	(12,000)	(1.8)
6613 Overhead Doors	53,700	86,800	99,186	80,000	(6,800)	(7.8)
6614 Envir Assess/Cleanup	33,000	123,300	83,831	50,000	(73,300)	(59.4)
6615 Vandalism Clean-up			2,106	2,200	2,200	
6616 Natural Gas-Buildings	360,400	522,200	960,451	990,000	467,800	89.6
6617 Pest Management	63,000	63,000	28,825	63,000		
6690 Building Exp Transfe						
6699 Other Building Cost	103,000	13,000	20,447	12,800	(200)	(1.5)
* Building Costs	7,934,500	8,507,300	8,092,690	8,691,000	183,700	2.2
6701 Equipment Purchase	142,900	150,900	29,326	79,300	(71,600)	(47.4)
6702 Small Tools	44,400	42,700	38,534	30,900	(11,800)	(27.6)
6703 Computer Equip/Rent			67			
6704 Equipment Rental	82,900	95,000	44,603	50,000	(45,000)	(47.4)
6705 Equip - R&M	62,000	58,900	77,772	67,200	8,300	14.1
6706 Computer R&M	9,000	2,000	73	2,000		
6707 Plumbing & Heating	119,000	181,700	434,485	267,300	85,600	47.1
6708 Mechanical Equipment	826,100	817,500	904,346	647,500	(170,000)	(20.8)
6711 Communication System	2,700	1,700	2,319	1,800	100	5.9
6790 Equipment Transfer						
* Equipment & Communications	1,289,000	1,350,400	1,531,524	1,146,000	(204,400)	(15.1)
6802 Vehicle R&M	2,648,600	2,487,700	2,876,366	2,317,100	(170,600)	(6.9)
6803 Vehicle Fuel - Diesel	1,058,800	771,400	687,235	757,100	(14,300)	(1.9)
6804 Vehicle Fuel - Gas	1,742,800	1,237,400	1,191,128	1,201,400	(36,000)	(2.9)
6805 Tires and Tubes	200,000	187,600	192,657	210,200	22,600	12.0
6806 Vehicle Rentals	8,000	10,000	7,179	6,000	(4,000)	(40.0)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6807 Vehicle Leases						
6810 Comm Vehicle R&M			14,193			
6890 Vehicle Transfer			(183,824)			
6899 Other Vehicle Expense	14,000		2,721			
* Vehicle Expense	5,672,200	4,694,100	4,787,655	4,491,800	(202,300)	(4.3)
6901 Membership Dues	18,000	21,400	30,142	28,600	7,200	33.6
6902 Conferences/Workshop	10,300	16,200	6,890	12,900	(3,300)	(20.4)
6903 Travel - Local	112,900	113,600	101,328	111,500	(2,100)	(1.8)
6904 Travel - Out of Town	16,400	18,200	6,422	17,200	(1,000)	(5.5)
6905 Training & Education	31,400	49,200	51,666	43,000	(6,200)	(12.6)
6906 Licenses & Agreements	189,300	183,800	233,094	203,700	19,900	10.8
6908 Medical Examinations	300	300	209	300		
6910 Signage	35,500	36,500	2,787	20,000	(16,500)	(45.2)
6911 Facilities Rental	3,284,000	3,280,000	3,236,753	3,390,000	110,000	3.4
6912 Advertising/Promotio	32,600	31,400	19,927	24,000	(7,400)	(23.6)
6913 Awards	3,500		22	100	100	
6914 Recruiting			391			
6917 Books and Periodicals	1,500	500	408	700	200	40.0
6918 Meals	7,400		2,335	500	500	
6919 Special Projects	33,100		1,685			
6929 Procurement Card Clg			1,087			
6933 Community Events						
6938 Rewarding Excellence	11,000	15,800	3,514	15,500	(300)	(1.9)
6940 Fencing	15,000	15,000	9,503	20,000	5,000	33.3
6942 Management Fees	15,000	5,000			(5,000)	(100.0)
6990 Gds & Svcs Trsf						
6999 Other Goods/Services	45,400		64,284	3,200	3,200	
* Other Goods & Services	3,862,600	3,786,900	3,772,446	3,891,200	104,300	2.8
7006 Interdept REV						
9971 Labour Chargeback RPS			(2)			
9972 Truck Stock Chargebk						
* Interdepartmental	20,000	(9,000)	(311,590)	(9,000)		
8010 Other Interest	35,400		13,913	10,400	10,400	
* Debt Service	35,400		13,913	10,400	10,400	
8003 Insurance Pol/Prem	20,300		879			
8008 Transf to/fr Reserve	1,050,400	807,300	1,030,453	761,900	(45,400)	(5.6)
* Other Fiscal	1,070,700	807,300	1,031,331	761,900	(45,400)	(5.6)
** Total	40,947,900	42,040,900	40,429,534	42,001,100	(39,800)	(0.1)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5101 Parking Rentals	(325,000)	(325,000)	(338,385)	(330,000)	(5,000)	1.5
5102 Facilities Rentals	(1,300,000)	(1,175,000)	(1,158,301)	(1,180,000)	(5,000)	0.4
5151 Lease Revenue	(335,000)	(335,000)	(357,912)	(654,000)	(319,000)	95.2
5201 Fare Revenue			(57)			
5207 Arts & Crafts Revenue						
5250 Sales of Svcs-Other			500			
* Fee Revenues	(1,960,000)	(1,835,000)	(1,854,155)	(2,164,000)	(329,000)	17.9
5508 Recov External Parti	(279,000)	(279,000)	(375,251)	(385,600)	(106,600)	38.2
5600 Miscellaneous Revenue			(60,089)			
* Other Revenue	(279,000)	(279,000)	(435,340)	(385,600)	(106,600)	38.2
** Total	(2,239,000)	(2,114,000)	(2,289,495)	(2,549,600)	(435,600)	20.6
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	38,708,900	39,926,900	38,140,039	39,451,500	(475,400)	(1.2)

Corporate Accounts

2016/17 Budget and Business Plan

Corporate Accounts Overview

Corporate Accounts, includes HRM's financial responsibilities and obligations that are not directly related to any specific Business Unit.

This encompasses:

- Property Tax Revenue
- Provincial Area Rates collected and transferred to the Province
- Area Rated Community & Private Organizations
- Halifax Regional Water Commission – Stormwater Right of Way expense
- Debt and Interest expenses/revenue
- Insurance costs
- Reserve Funds
- Private Roads & Local Improvement Charges.

Corporate Accounts Operating Budget Overview

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	9,975,100	9,937,000	8,859,174	14,193,700	4,256,700	42.8
* Office	20,400	21,600	7,851	17,800	(3,800)	(17.6)
* External Services	314,800	1,358,700	795,886	1,230,300	(128,400)	(9.5)
* Supplies	5,500	6,500	5,021	5,800	(700)	(10.8)
* Materials			6,970			
* Building Costs	211,500	169,800	119,148	122,950	(46,850)	(27.6)
* Equipment & Communications	38,100	27,100	6,415	15,600	(11,500)	(42.4)
* Vehicle Expense		867,100	34,529		(867,100)	(100.0)
* Other Goods & Services	2,596,600	3,448,700	812,258	2,079,050	(1,369,650)	(39.7)
* Interdepartmental	40,000	140,000	2,089,580	140,000		
* Debt Service	45,261,900	44,777,100	44,656,343	45,495,100	718,000	1.6
* Other Fiscal	237,622,900	249,194,100	257,795,336	245,700,800	(3,493,300)	(1.4)
** Total	296,086,800	309,947,700	315,188,511	309,001,100	(946,600)	(0.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue	(425,840,900)	(439,420,200)	(441,196,536)	(445,037,700)	(5,617,500)	1.3
* Area Rate Revenue	(163,228,000)	(169,407,600)	(169,639,355)	(172,749,100)	(3,341,500)	2.0
* Tax Agreements	(4,852,000)	(9,614,000)	(10,229,090)	(10,358,500)	(744,500)	7.7
* Payments in Lieu of taxes	(36,178,000)	(37,247,000)	(37,633,843)	(37,509,000)	(262,000)	0.7
* Transfers from other Gov'ts	(3,600,000)	(3,700,000)	(3,654,973)	(3,700,000)		
* Interest Revenue	(7,146,000)	(6,765,800)	(7,818,594)	(6,806,900)	(41,100)	0.6
* Fee Revenues	(4,350,000)	(4,650,000)	(4,611,173)	(4,575,000)	75,000	(1.6)
* Other Revenue	(20,427,600)	(19,974,100)	(20,060,115)	(19,617,100)	357,000	(1.8)
** Total	(665,622,500)	(690,778,700)	(694,843,679)	(700,353,300)	(9,574,600)	1.4
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	(369,535,700)	(380,831,000)	(379,655,168)	(391,352,200)	(10,521,200)	2.8

Corporate Accounts Budget Overview

Service Area	2014-15 Budget	2015-16 Budget	2015-16 Actuals	2016-17 Budget	2015 to 16 Var.	Var %
Debt Services	32,580,200	33,240,000	33,106,229	34,336,900	1,096,900	3.3%
Provincial Area Rates	135,894,000	142,433,000	142,625,381	148,831,900	6,398,900	4.5%
Other Transfers	30,745,000	31,499,600	31,567,340	28,548,200	(2,951,400)	-9.4%
Grants	6,514,000	6,064,000	5,294,749	6,224,000	160,000	2.6%
Valuation Allowance	3,700,000	4,200,000	8,523,974	4,200,000	-	0%
Reserves	15,333,700	18,373,700	18,587,690	20,393,400	2,019,700	11.0%
Capital from Operating	39,048,000	40,461,000	40,461,000	32,280,000	(8,181,000)	-20.2%
Operating Cost of Capital (OCC)	3,146,000	2,305,400	820,714	-	(2,305,400)	-100%
Non-Dept Revenue & Area Rates	(648,912,600)	(675,757,800)	(680,310,871)	(686,025,800)	(10,268,000)	1.5%
Other	12,416,000	16,350,100	19,668,626	19,859,200	3,509,100	21%
Total Corp Accounts	(369,535,700)	(380,831,000)	(379,655,168)	(391,352,200)	(10,521,200)	2.8%

2016/17 Corporate Account Summary

Debt Servicing:

The goal of the Debt Servicing Plan is to reduce HRM's tax supported debt by 3% per dwelling each year.

The Capital from Operating funding has been reduced this year (combining both the transit and general rated amount). This is a departure from the Debt Policy, as HRM had exceeded targets in previous years.

Operating Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totalling about \$788 thousand. A small percentage of HRM's debt charges are included in their respective departments; Halifax Transit, Solid Waste, Fire and some Area Rates.

Transfers to Outside Agencies

HRM has an obligation and responsibility to provide funding to outside agencies or collect funding on their behalf for education costs, fire protection, and for other services provided by the Province of Nova Scotia. These funding arrangements are required under legislation or agreements signed by HRM.

1) **Mandatory Education and Services Provided by the Province of Nova Scotia**

The funding source for the following transfers is the Provincial Area Rates and any increase in the budget amount has zero net impact to the overall HRM budget.

i) **Mandatory Education**

This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The budget for 2016/17 is \$131.9 million, an increase of \$6.1 million from the prior year.

ii) Assessment

Property Valuation Services Corporation is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. HRM's share of the Uniform Assessment and its assessment accounts. The cost estimate for 2016/17 is \$6.9 million, an increase of \$48,000 from last year.

iii) Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM's budgeted amount of \$6.7 million for 2016/17 is an increase of \$46,000 from the prior year.

iv) Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$3.2 million for 2016/17 is an increase of \$25,000 from the prior year.

2) World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2016/17 fiscal year, HRM has budgeted an amount of \$643,000; plus \$1.22 million towards marketing the new Halifax Convention Centre.

3) Supplementary Education

HRM provides funding to the Halifax Regional School Board (HRSB) and the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). Per HRM's agreement with the above school boards, the total payment for 2016/17 will be \$16.3 million, a decrease of \$450,000 from the prior year.

4) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to make a contribution to Halifax Regional Water Commission (HRWC) to fund the hydrant costs incurred by the Commission and are set by a formula approved by the NSUARB. The hydrant charges are recovered via a special "Fire Protection" area rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The amount required for the 2016/17 area rate is \$7.5M.

5) Halifax Regional Water Commission (Stormwater ROW)

The Nova Scotia Utilities and Review Board (NSUARB) require HRM to pay for the cost of the Stormwater drainage in the right-of-way of HRM streets and roads to Halifax Regional Water Commission (HRWC). This became effective as of July 1, 2013. The amount required for the 2016/17 area rate is \$3.9M.

Transfers to/from Other Funds

This includes funding for both HRM Insurance and Reserves. Reserves are funds set aside for a specific purpose, e.g. Ferry Replacement, similar to how an individual might create a savings account for a specific purpose. Reserves are currently under review to ensure that they fit within the long term Operating and Capital plan.

Other Fiscal Services

Includes funding for Grants and Tax Concessions, Valuation Allowance, Retirement Obligation, etc. It also contains provisions for salary and wage compensation for collective bargaining.

Obligations / Responsibilities:	Grants & Concessions to Non-Profit Organizations
Included within Corporate Accounts are various grants and tax concessions to registered Non-Profit Organizations. The 2016/17 budget includes the following amounts:	
Community Grants	\$ 500,000
Residential Tax Exemptions/Low Income Contingency	1,425,000
Non-Profit Tax Concessions	3,775,000
Tax Concessions - Fire Protection on Exempt Properties	125,000
Subtotal Grant & Tax Concessions (M311)	\$ 5,825,000
Councillors Discretionary Grants (M361)	69,000
Commercial Tax Concessions - Barrington Street Heritage (M310)	330,000
Total Grant & Tax Concessions	\$ 6,224,000

Non-Departmental Revenue

Includes: the municipality’s revenues from Property Tax, Deed Transfer Tax, and Grants-in-Lieu payments. Also, includes income from investments, parking meters and the MetroPark parkade.

Transfers to Outside Organizations

Includes Area Rates for Community and Private organizations, as well as Private Roads. All expenses are offset by the collection of Area Rate revenue.

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
M110 Debt & Interest Chg	43,207,500	42,329,400	36,634,503	42,744,500	415,100	1.0
M112 Alloc Debt Chg to BU	(10,627,300)	(9,089,000)	(9,066,086)	(8,407,600)	681,400	(7.5)
** Debt Servicing	32,580,200	33,240,400	33,106,229	34,336,900	1,096,500	3.3
M250 World Trade Centre	1,274,000	1,790,600	1,773,333	1,862,000	71,400	4.0
M318 Prop Valuation Serv						
** Transfers To Outside Agencies	1,274,000	1,790,600	1,773,333	1,862,000	71,400	4.0
M270 Compensation PPP	4,057,800	4,681,000	3,713,362	5,021,000	340,000	7.3
M310 Other Fiscal Serv.	4,207,000	6,728,100	9,844,954	9,746,200	3,018,100	44.9
M341 Surplus/Deficit			931,949			
M361 Councillors Discreti	69,000	69,000	66,272	69,000		
M451 Valuation Allowance	3,700,000	4,200,000	8,523,974	4,200,000		
** Other Fiscal Services	17,618,800	21,263,100	28,276,553	24,861,200	3,598,100	16.9
M316 Strategic Growth Fund	5,000,000	10,173,000	9,173,000	16,042,400	5,869,400	57.7
M317 Oper Costs New Cap	3,146,000	2,305,400	820,714		(2,305,400)	(100.0)
M319 DNA Reserve	366,000	397,400	397,400		(397,400)	(100.0)
M320 Insurance Claims	4,174,800	3,560,000	3,651,452	3,560,000		
M324 Capital Surplus Reserve		8,854,500	8,854,500		(8,854,500)	(100.0)
M433 Waste Resource Cap R	7,978,000			500,000	500,000	
M461 Capital Fr Operating	39,048,000	40,461,000	40,461,000	32,280,000	(8,181,000)	(20.2)
M471 Other Transfers	1,540,000	(1,051,200)	(51,200)	3,851,000	4,902,200	(466.3)
** Transfers to/fr Other Funds	61,252,800	64,700,100	63,306,866	56,233,400	(8,466,700)	(13.1)
M510 Property Tax	(396,992,300)	(419,559,000)	(421,016,093)	(426,095,500)	(6,536,500)	1.6
M520 Deed Transfer	(36,000,000)	(32,000,000)	(33,401,113)	(32,000,000)		
M540 Grants in Lieu	(36,178,000)	(37,247,000)	(37,633,843)	(37,509,000)	(262,000)	0.7
M550 Own Source Revenue	(9,490,000)	(9,140,000)	(10,264,190)	(9,162,000)	(22,000)	0.2
M555 Parkade	(1,200)	(179,200)	(147,938)	(179,200)		
M560 Unconditional Trans.	(3,600,000)	(3,700,000)	(3,654,973)	(3,700,000)		
** Non-Departmental Revenue	(482,261,500)	(501,825,200)	(506,118,150)	(508,645,700)	(6,820,500)	1.4
* Community and Private Organizat	0					
R794 Shiloh & Karla Drive						
* Private Roads			0			
** Transfers to Outside Organizati	0		0			
*** Total	(369,535,700)	(380,831,000)	(379,655,168)	(391,352,200)	(10,521,200)	2.8

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
M110 Debt & Interest Chg	43,207,500	42,329,400	36,634,503	42,744,500	415,100	1.0
M112 Alloc Debt Chg to BU	(10,627,300)	(9,089,000)	(9,066,086)	(8,407,600)	681,400	(7.5)
M122 HRWC Debt Charges	10,784,200	10,164,100	10,170,945	9,621,900	(542,200)	(5.3)
M530 Local Improvement Charges	2,536,000	2,056,900	1,544,300	1,902,200	(154,700)	(7.5)
M531 LIC Solar City Project		400,000	447,132	400,000		
** Debt Servicing	45,900,400	45,861,400	45,268,607	46,261,000	399,600	0.9
M230 Corrections Services	6,396,000	6,525,000	6,432,535	6,739,500	214,500	3.3
M240 Metro Housing Authority	2,763,000	3,147,000	3,265,942	3,419,900	272,900	8.7
M250 World Trade Centre	1,274,000	1,790,600	1,773,333	1,862,000	71,400	4.0
M280 Mandatory Education	119,941,000	125,726,000	126,003,133	131,658,400	5,932,400	4.7
M288 Suppl Educ HRM-wide	17,281,000	16,576,000	16,435,337	16,503,700	(72,300)	(0.4)
M291 Fire Protection	12,830,000	13,133,000	13,358,670	6,247,300	(6,885,700)	(52.4)
M293 Stormwater ROW				3,935,200	3,935,200	
M318 Prop Valuation Serv	6,794,000	7,035,000	6,923,771	7,014,100	(20,900)	(0.3)
** Transfers To Outside Agencies	167,279,000	173,932,600	174,192,721	177,380,100	3,447,500	2.0
M270 Compensation PPP	4,057,800	4,681,000	3,713,362	5,021,000	340,000	7.3
M310 Other Fiscal Serv.	5,007,000	7,628,100	10,722,925	10,696,200	3,068,100	40.2
M341 Surplus/Deficit			931,949			
M361 Councillors Discreti	69,000	69,000	66,272	69,000		
M451 Valuation Allowance	3,700,000	4,200,000	8,523,974	4,200,000		
** Other Fiscal Services	18,418,800	22,163,100	29,154,524	25,811,200	3,648,100	16.5
M316 Strategic Growth Fund	5,000,000	10,173,000	9,173,000	16,042,400	5,869,400	57.7
M317 Oper Costs New Cap	3,146,000	2,305,400	820,714		(2,305,400)	(100.0)
M319 DNA Reserve	366,000	397,400	397,400		(397,400)	(100.0)
M320 Insurance Claims	4,714,800	3,990,000	4,084,031	3,990,000		
M324 Capital Surplus Reserve		8,854,500	8,854,500		(8,854,500)	(100.0)
M433 Waste Resource Cap R	7,978,000			500,000	500,000	
M461 Capital Fr Operating	39,048,000	40,461,000	40,461,000	32,280,000	(8,181,000)	(20.2)
M471 Other Transfers	1,540,000	(1,051,200)	(51,200)	3,851,000	4,902,200	(466.3)
** Transfers to/fr Other Funds	61,792,800	65,130,100	63,739,445	56,663,400	(8,466,700)	(13.0)
M550 Own Source Revenue			(113,922)			
M555 Parkade	1,598,800	1,720,800	1,805,277	1,720,800		
** Non-Departmental Revenue	1,598,800	1,720,800	1,691,355	1,720,800		
C101 Frame Subdivision		3,700	3,735	3,700		
C105 Sackville Hts El Sch	237,900	248,300	247,645	254,300	6,000	2.4
C107 GlenArb Hme Owners	21,500	21,500	21,450	21,500		
C108 White Hill Res Assoc	27,600	27,600	27,550	27,600		
C112 Waterstone Neighbour						
C114 Ketch Hbr Resi. Asso	10,100	10,200	10,201	10,200		
C115 Mineville Community	10,500	10,600	10,580	10,600		
C117 Three Brks Homeowner	3,100	3,400	3,340	3,500	100	2.9
C120 Haliburton Hills	48,500	50,000	49,934	50,300	300	0.6
C130 Highland Park	8,500	8,800	8,845	9,000	200	2.3
C132 Birch Bear Run HO	5,100	3,900	3,945		(3,900)	(100.0)
C135 Kingswood Ratepayers	52,500	52,500	52,450	52,500		
C142 Glengarry Estates HO						
C145 Westwood H Res Assoc	34,300	34,600	34,600	34,600		
C160 Musquodoboit Harbour	9,700	10,000	9,961	10,100	100	1.0
C170 Hammonds Plns Com.RT	65,000	67,000	66,938	68,000	1,000	1.5
C185 District 3 Cap. Fund						
C190 Maplewood Subdivisio	18,300	18,300	18,200	18,200	(100)	(0.5)
C196 Silverside Res.Assoc	16,300	16,300	16,300	16,400	100	0.6
C198 St. Margaret's/Fox Hollow	6,200	6,200	6,180	6,200		
C210 LWF Recreation Ctr	188,400	193,800	193,672	196,300	2,500	1.3
* Community and Private Organizat	877,800	904,500	903,089	912,400	7,900	0.9

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R756 Petpeswick Drive	3,600	3,600	3,600	5,400	1,800	50.0
R757 Three Brooks Home Ow	53,900	57,400	58,000	57,400		
R758 Shag End Lot Owner	40,800	40,800	40,800	43,200	2,400	5.9
R759 SW Grand Lake Prop	31,600	33,700	33,745	33,700		
R769 River Bend HOA	7,800	7,800	7,800	8,400	600	7.7
R786 Bald Rock Road Maint	5,800	5,800	5,780	5,800		
R787 SMCA Road Maint	43,700	43,700	43,650	45,000	1,300	3.0
R788 Rutter Court Road	4,600	4,600	4,550	4,600		
R789 Range rd Priv Rd Fee	3,200	3,300	3,300	3,300		
R790 Blacks Sudb. Rd Main	3,800	3,800	3,825	3,800		
R791 Redoubt Head Rd Main	7,500	7,500	10,500	7,500		
R792 MARA Road Maintenance Fee	12,900	12,900	12,900	12,900		
R793 St Marg Bay Heights		10,300	10,320	10,000	(300)	(2.9)
R794 Shiloh & Karla Drive				11,200	11,200	
* Private Roads	219,200	235,200	238,770	252,200	17,000	7.2
** Transfers to Outside Organizati	1,097,000	1,139,700	1,141,859	1,164,600	24,900	2.2
*** Total	296,086,800	309,947,700	315,188,511	309,001,100	(946,600)	(0.3)

Summary of Gross Revenue

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
M122 HRWC Debt Charges	(10,784,200)	(10,164,100)	(10,170,945)	(9,621,900)	542,200	(5.3)
M530 Local Improvement Charges	(2,536,000)	(2,056,900)	(1,544,300)	(1,902,200)	154,700	(7.5)
M531 LIC Solar City Project		(400,000)	(447,132)	(400,000)		
** Debt Servicing	(13,320,200)	(12,621,000)	(12,162,377)	(11,924,100)	696,900	(5.5)
M230 Corrections Services	(6,396,000)	(6,525,000)	(6,432,535)	(6,739,500)	(214,500)	3.3
M240 Metro Housing Authority	(2,763,000)	(3,147,000)	(3,265,942)	(3,419,900)	(272,900)	8.7
M280 Mandatory Education	(119,941,000)	(125,726,000)	(126,003,133)	(131,658,400)	(5,932,400)	4.7
M288 Suppl Educ HRM-wide	(17,281,000)	(16,576,000)	(16,435,337)	(16,503,700)	72,300	(0.4)
M291 Fire Protection	(12,830,000)	(13,133,000)	(13,358,670)	(6,247,300)	6,885,700	(52.4)
M293 Stormwater ROW				(3,935,200)	(3,935,200)	
M318 Prop Valuation Serv	(6,794,000)	(7,035,000)	(6,923,771)	(7,014,100)	20,900	(0.3)
** Transfers To Outside Agencies	(166,005,000)	(172,142,000)	(172,419,388)	(175,518,100)	(3,376,100)	2.0
M341 Surplus/Deficit						
M316 Strategic Growth Fund						
M320 Insurance Claims	(540,000)	(430,000)	(432,578)	(430,000)		
** Transfers to/fr Other Funds	(540,000)	(430,000)	(432,578)	(430,000)		
M510 Property Tax	(396,992,300)	(419,559,000)	(421,016,093)	(426,095,500)	(6,536,500)	1.6
M520 Deed Transfer	(36,000,000)	(32,000,000)	(33,401,113)	(32,000,000)		
M540 Grants in Lieu	(36,178,000)	(37,247,000)	(37,633,843)	(37,509,000)	(262,000)	0.7
M550 Own Source Revenue	(9,490,000)	(9,140,000)	(10,150,269)	(9,162,000)	(22,000)	0.2
M555 Parkade	(1,600,000)	(1,900,000)	(1,953,215)	(1,900,000)		
M570 Conditional Transfer						
** Non-Departmental Revenue	(483,860,300)	(503,546,000)	(507,809,505)	(510,366,500)	(6,820,500)	1.4
C101 Frame Subdivision		(3,700)	(3,735)	(3,700)		
C105 Sackville Hts El Sch	(237,900)	(248,300)	(247,645)	(254,300)	(6,000)	2.4
C107 GlenArb Hme Owners	(21,500)	(21,500)	(21,450)	(21,500)		
C108 White Hill Res Assoc	(27,600)	(27,600)	(27,550)	(27,600)		
C112 Waterstone Neighbour						
C114 Ketch Hbr Resi. Asso	(10,100)	(10,200)	(10,201)	(10,200)		
C115 Mineville Community	(10,500)	(10,600)	(10,580)	(10,600)		
C117 Three Brks Homeowner	(3,100)	(3,400)	(3,340)	(3,500)	(100)	2.9
C120 Haliburton Hills	(48,500)	(50,000)	(49,934)	(50,300)	(300)	0.6
C130 Highland Park	(8,500)	(8,800)	(8,845)	(9,000)	(200)	2.3
C132 Birch Bear Run HO	(5,100)	(3,900)	(3,945)		3,900	(100.0)
C135 Kingswood Ratepayers	(52,500)	(52,500)	(52,450)	(52,500)		
C142 Glengarry Estates HO						
C145 Westwood H Res Assoc	(34,300)	(34,600)	(34,600)	(34,600)		
C160 Musquodoboit Harbour	(9,700)	(10,000)	(9,961)	(10,100)	(100)	1.0
C170 Hammonds Plns Com.RT	(65,000)	(67,000)	(66,938)	(68,000)	(1,000)	1.5
C185 District 3 Cap. Fund						
C190 Maplewood Subdivisio	(18,300)	(18,300)	(18,200)	(18,200)	100	(0.5)
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,400)	(100)	0.6
C198 St. Margaret's/Fox Hollow	(6,200)	(6,200)	(6,180)	(6,200)		
C210 LWF Recreation Ctr	(188,400)	(193,800)	(193,672)	(196,300)	(2,500)	1.3
* Community and Private Organizat	(877,800)	(904,500)	(903,089)	(912,400)	(7,900)	0.9

Halifax Regional Municipality

2016/17 Budget and Business Plan (Approved)

Corporate Accounts

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
R756 Petpeswick Drive	(3,600)	(3,600)	(3,600)	(5,400)	(1,800)	50.0
R757 Three Brooks Home Ow	(53,900)	(57,400)	(58,000)	(57,400)		
R758 Shag End Lot Owner	(40,800)	(40,800)	(40,800)	(43,200)	(2,400)	5.9
R759 SW Grand Lake Prop	(31,600)	(33,700)	(33,745)	(33,700)		
R769 River Bend HOA	(7,800)	(7,800)	(7,800)	(8,400)	(600)	7.7
R786 Bald Rock Road Maint	(5,800)	(5,800)	(5,780)	(5,800)		
R787 SMCA Road Maint	(43,700)	(43,700)	(43,650)	(45,000)	(1,300)	3.0
R788 Rutter Court Road	(4,600)	(4,600)	(4,550)	(4,600)		
R789 Range rd Priv Rd Fee	(3,200)	(3,300)	(3,300)	(3,300)		
R790 Blacks Sudb. Rd Main	(3,800)	(3,800)	(3,825)	(3,800)		
R791 Redoubt Head Rd Main	(7,500)	(7,500)	(10,500)	(7,500)		
R792 MARA Road Maintenance Fee	(12,900)	(12,900)	(12,900)	(12,900)		
R793 St Marg Bay Heights		(10,300)	(10,320)	(10,000)	300	(2.9)
R794 Shiloh & Karla Drive				(11,200)	(11,200)	
* Private Roads	(219,200)	(235,200)	(238,770)	(252,200)	(17,000)	7.2
** Transfers to Outside Organizati	(1,097,000)	(1,139,700)	(1,141,859)	(1,164,600)	(24,900)	2.2
*** Total	(665,622,500)	(690,778,700)	(694,843,679)	(700,353,300)	(9,574,600)	1.4

Summary of Expense & Revenue Types

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	6,655,800	6,284,000	2,795,933	10,527,600	4,243,600	67.5
6002 Salaries - Overtime						
6003 Wages - Regular	141,300	133,000		146,100	13,100	9.8
6005 PDP & Union Con Incr			2,263,604			
6054 Vacation payout						
6100 Benefits - Salaries	74,000	520,000	526,838	520,000		
6152 Retirement Incentives	3,102,000	3,000,000	2,128,372	3,000,000		
6154 Workers' Compensation			106			
6158 WCB Recov Earnings						
6199 Comp & Ben InterDept			1,143,280			
9200 HR CATS Wage/Ben	2,000		1,009			
9210 HR CATS OT Wage/Ben			32			
* Compensation and Benefits	9,975,100	9,937,000	8,859,174	14,193,700	4,256,700	42.8
6201 Telephone	2,600	2,800	1,891	2,000	(800)	(28.6)
6202 Courier/Postage	1,300	1,300	767	1,000	(300)	(23.1)
6204 Computer S/W & Lic		800	1,550	800		
6205 Printing & Reprod	1,900	1,800	668	1,200	(600)	(33.3)
6207 Office Supplies	5,300	4,600	89	5,400	800	17.4
6299 Other Office Expenses	9,300	10,300	2,886	7,400	(2,900)	(28.2)
* Office	20,400	21,600	7,851	17,800	(3,800)	(17.6)
6301 Professional Fees		135,000	13,587	3,000	(132,000)	(97.8)
6302 Legal Fees		150,300	51,526	250,100	99,800	66.4
6303 Consulting Fees		200,000	22,087		(200,000)	(100.0)
6306 Property Survey			469			
6308 Snow Removal	8,000	9,000	1,085	9,000		
6309 Litigation Disburse			101,303			
6310 Outside Personnel	9,500	13,000	151,150		(13,000)	(100.0)
6311 Security	4,000	4,700	2,496	3,000	(1,700)	(36.2)
6312 Refuse Collection	4,000	4,000	3,679	4,000		
6399 Contract Services	289,300	842,700	448,502	961,200	118,500	14.1
* External Services	314,800	1,358,700	795,886	1,230,300	(128,400)	(9.5)
6404 Rec Prog Supplies	500	500		500		
6407 Clean/Sani Supplies	5,000	6,000	4,414	5,000	(1,000)	(16.7)
6499 Other Supplies			607	300	300	
* Supplies	5,500	6,500	5,021	5,800	(700)	(10.8)
6503 Fertilizer						
6504 Hardware			54			
6515 Stone and Gravel			6,916			
6599 Other Materials						
* Materials			6,970			
6602 Electrical			3,758			
6603 Grnds & Landscaping	89,000	58,300	18,671	48,700	(9,600)	(16.5)
6605 Municipal Taxes		300		100	(200)	(66.7)
6606 Heating Fuel	19,000	21,000	11,893	22,000	1,000	4.8
6607 Electricity	25,000	24,000	20,719	25,500	1,500	6.3
6608 Water	2,300	4,200	4,273	5,000	800	19.0
6610 Building - Exterior	15,000	15,000	5,705	10,400	(4,600)	(30.7)
6611 Building - Interior	45,000	45,000	4,406	10,000	(35,000)	(77.8)
6612 Safety Systems	1,200	1,000	565	1,250	250	25.0
6614 Envir Assess/Cleanup			48,972			
6699 Other Building Cost	15,000	1,000	186		(1,000)	(100.0)
* Building Costs	211,500	169,800	119,148	122,950	(46,850)	(27.6)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6701 Equipment Purchase	2,000	1,000	623	2,000	1,000	100.0
6704 Equipment Rental	200	1,200	1,089	700	(500)	(41.7)
6705 Equip - R&M	35,900	24,900	3,216	12,900	(12,000)	(48.2)
6707 Plumbing & Heating			42			
6708 Mechanical Equipment			384			
6711 Communication System			1,062			
* Equipment & Communications	38,100	27,100	6,415	15,600	(11,500)	(42.4)
6802 Vehicle R&M			34,529			
6803 Vehicle Fuel - Diesel		867,100			(867,100)	(100.0)
* Vehicle Expense		867,100	34,529		(867,100)	(100.0)
6901 Membership Dues	100	100			(100)	(100.0)
6903 Travel - Local			3,246			
6905 Training & Education	1,000	1,000		1,000		
6906 Licenses & Agreements			684			
6908 Medical Examinations			235,089			
6909 Cost of Sales	250,000	340,000	389,775	340,000		
6910 Signage	4,500	10,700	9,392	13,900	3,200	29.9
6911 Facilities Rental	500	2,100	860	1,700	(400)	(19.0)
6912 Advertising/Promotio	300	400	1,344	1,600	1,200	300.0
6919 Special Projects	656,200	636,700	75	889,550	252,850	39.7
6928 Committee Expenses	500	300		1,200	900	300.0
6933 Community Events	100,500	162,600	29,019	172,800	10,200	6.3
6941 Playground Equipment	3,500	7,600		15,000	7,400	97.4
6942 Management Fees	125,000	157,000	146,215	157,000		
6943 Health and Wellness				500	500	
6999 Other Goods/Services	1,454,500	2,130,200	(3,441)	484,800	(1,645,400)	(77.2)
* Other Goods & Services	2,596,600	3,448,700	812,258	2,079,050	(1,369,650)	(39.7)
7009 Internal Trfr Other			1,223,406			
7010 IntTrfr Insur Funds	40,000	140,000	299,136	140,000		
7011 Int Trf Record Check			(6,350)			
7099 Interdept Chargeback			573,100			
9911 PM Labour-Reg			288			
* Interdepartmental	40,000	140,000	2,089,580	140,000		
8010 Other Interest	700	600	561	500	(100)	(16.7)
8011 Interest on Debentur	9,976,500	9,291,900	9,171,211	8,671,100	(620,800)	(6.7)
8012 Principal on Debentu	35,282,300	35,482,200	35,484,571	36,821,100	1,338,900	3.8
8013 Loan Principal Repay	2,400	2,400		2,400		
* Debt Service	45,261,900	44,777,100	44,656,343	45,495,100	718,000	1.6
8001 Transf Outside Agenc	155,154,300	162,160,600	162,120,729	167,820,800	5,660,200	3.5
8002 Insurance Claims			955,092			
8003 Insurance Pol/Prem	4,234,600	3,859,600	1,969,873	3,859,400	(200)	(0.0)
8004 Grants	869,000	569,000	514,435	569,000		
8005 Tax Exemptions	1,425,000	1,425,000	1,276,300	1,425,000		
8006 Tax Concess Non Prof	3,535,000	3,535,000	3,331,640	3,775,000	240,000	6.8
8007 Tax Concess Commerci	755,000	605,000	124,726	455,000	(150,000)	(24.8)
8008 Transf to/fr Reserve	16,557,500	19,597,500	20,791,086	21,617,200	2,019,700	10.3
8009 Fire Protection	10,467,000	9,645,000	8,560,239	7,456,600	(2,188,400)	(22.7)
8014 Capital from Operati	39,048,000	40,461,000	40,461,000	32,280,000	(8,181,000)	(20.2)
8015 Debenture Discount	269,300	270,700	270,352	256,800	(13,900)	(5.1)
8016 Provision for Allow	3,700,000	4,200,000	8,523,974	4,200,000		
8017 Bank Charges	380,200	410,200	404,395	410,100	(100)	(0.0)
8022 Transf to/fr Trust			(113,922)			
8024 Transf to/fr Capital	12,100	416,000	8,510,132	1,600	(414,400)	(99.6)
8026 Property Damage			81,846			
8046 Stormwater ROW Chg	3,881,000	3,881,000	3,881,408	3,881,400	400	0.0
9000 Prior Yr. Sur/Def	(2,665,100)	(1,841,500)	(3,634,282)	(2,307,100)	(465,600)	25.3

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
9001 Current Yr. Sur/Def			(233,687)			
* Other Fiscal	237,622,900	249,194,100	257,795,336	245,700,800	(3,493,300)	(1.4)
** Total	296,086,800	309,947,700	315,188,511	309,001,100	(946,600)	(0.3)
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4001 Res. Property Taxes	(211,864,900)	(225,942,300)	(225,862,501)	(229,173,000)	(3,230,700)	1.4
4002 Comm. Property Taxes	(174,345,000)	(177,875,700)	(178,826,412)	(180,361,000)	(2,485,300)	1.4
4005 Resrc Property Taxes	(1,390,000)	(1,410,000)	(1,424,589)	(1,402,000)	8,000	(0.6)
4006 Rec. Non Profit	(15,000)	(15,000)	(17,823)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(41,664)	(42,000)		
4008 Comm. Forest Taxes	(81,000)	(81,000)	(85,569)	(81,000)		
4100 Deed Transfer Taxes	(36,000,000)	(32,000,000)	(33,401,113)	(32,000,000)		
4101 Capital Charges	(2,103,000)	(2,054,200)	(1,536,865)	(1,963,700)	90,500	(4.4)
* Tax Revenue	(425,840,900)	(439,420,200)	(441,196,536)	(445,037,700)	(5,617,500)	1.3
4201 Area Rate Residential	(129,050,600)	(134,129,200)	(134,159,590)	(137,624,100)	(3,494,900)	2.6
4202 Area Rate Commercial	(33,319,800)	(34,435,800)	(34,639,939)	(34,276,900)	158,900	(0.5)
4206 Area Rate Resource	(857,600)	(842,600)	(839,826)	(848,100)	(5,500)	0.7
* Area Rate Revenue	(163,228,000)	(169,407,600)	(169,639,355)	(172,749,100)	(3,341,500)	2.0
4501 Tax Agreement - NSLC	(697,000)	(696,000)	(712,721)	(723,500)	(27,500)	4.0
4502 Tax Agreement - NSPI	(3,186,000)	(3,200,000)	(3,489,548)	(3,500,000)	(300,000)	9.4
4503 Tax Agreement - MT&T	(1,727,000)	(1,645,000)	(1,749,133)	(1,714,000)	(69,000)	4.2
4505 Tax Agreement - Impe	(250,000)					
4506 Tax Agreement - Mari	(973,000)	(912,000)	(897,178)	(887,000)	25,000	(2.7)
4507 Tax Agreement - Heri	(769,000)	(1,100,000)	(1,175,333)	(1,210,000)	(110,000)	10.0
4508 Tax Agreement - HIAA		(1,447,000)	(1,446,508)	(1,455,000)	(8,000)	0.6
4509 Tax Agrmnt - Irving		(564,000)	(598,181)	(629,000)	(65,000)	11.5
4550 Tax Agreement - Other		(50,000)	(160,489)	(240,000)	(190,000)	380.0
4551 Hfx Int'l Tax O-set	2,750,000					
* Tax Agreements	(4,852,000)	(9,614,000)	(10,229,090)	(10,358,500)	(744,500)	7.7
4601 Grant in Lieu-Fed	(22,184,000)	(22,390,000)	(22,728,748)	(22,621,000)	(231,000)	1.0
4602 Grant in Lieu-Prov.	(8,638,000)	(9,004,000)	(8,882,869)	(8,993,000)	11,000	(0.1)
4603 Grant in Lieu-CPC	(660,000)	(685,000)	(688,697)	(693,000)	(8,000)	1.2
4605 Grant Lieu-Hflx Port	(2,788,000)	(2,926,000)	(2,930,260)	(2,999,000)	(73,000)	2.5
4606 Grant in Lieu - CBC	(346,000)	(208,000)	(198,060)	(197,000)	11,000	(5.3)
4607 Grant Lieu -Via Rail	(143,000)	(172,000)	(177,395)	(175,000)	(3,000)	1.7
4608 Grant in Lieu - WCB	(129,000)	(133,000)	(132,998)	(131,000)	2,000	(1.5)
4609 Grant in Lieu- Citad	(1,059,000)	(1,485,000)	(1,485,174)	(1,456,000)	29,000	(2.0)
4610 Grant in Lieu-NRC	(68,000)	(70,000)	(76,507)	(69,000)	1,000	(1.4)
4650 Grant in Lieu - Other	(163,000)	(174,000)	(333,137)	(175,000)	(1,000)	0.6
* Payments in Lieu of taxes	(36,178,000)	(37,247,000)	(37,633,843)	(37,509,000)	(262,000)	0.7
4706 Uncond. Grant NS(oth)	(3,600,000)	(3,700,000)	(3,654,973)	(3,700,000)		
* Transfers from other Gov'ts	(3,600,000)	(3,700,000)	(3,654,973)	(3,700,000)		
4801 Int. Rev. - Tax	(4,550,000)	(4,700,000)	(5,488,001)	(4,800,000)	(100,000)	2.1
4803 Int. Rev. - Cap.Chrg	(426,000)	(395,800)	(450,311)	(336,900)	58,900	(14.9)
4850 Int. Rev. - Other	(70,000)	(70,000)	(301,459)	(70,000)		
4860 Investment Income	(2,100,000)	(1,600,000)	(1,578,824)	(1,600,000)		
* Interest Revenue	(7,146,000)	(6,765,800)	(7,818,594)	(6,806,900)	(41,100)	0.6
4901 Parking Meters	(2,750,000)	(2,750,000)	(2,657,958)	(2,675,000)	75,000	(2.7)
5101 Parking Rentals	(1,600,000)	(1,900,000)	(1,953,215)	(1,900,000)		
* Fee Revenues	(4,350,000)	(4,650,000)	(4,611,173)	(4,575,000)	75,000	(1.6)
5502 HRWC Dividend	(4,579,000)	(4,579,000)	(4,528,445)	(4,663,000)	(84,000)	1.8
5504 StormWater ROW Levies	(3,881,000)	(3,881,000)	(3,928,773)	(3,935,200)	(54,200)	1.4
5508 Recov External Parti	(11,324,200)	(10,594,100)	(10,603,524)	(10,051,900)	542,200	(5.1)
5509 NSF Chq Fee	(20,000)	(20,000)	(16,292)	(17,000)	3,000	(15.0)
5600 Miscellaneous Revenue	(800,000)	(900,000)	(983,081)	(950,000)	(50,000)	5.6
5803 Transfer General Rat	4,500					
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5804 Transfer - Urban Rate	172,100					
* Other Revenue	(20,427,600)	(19,974,100)	(20,060,115)	(19,617,100)	357,000	(1.8)
** Total	(665,622,500)	(690,778,700)	(694,843,679)	(700,353,300)	(9,574,600)	1.4
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	(369,535,700)	(380,831,000)	(379,655,168)	(391,352,200)	(10,521,200)	2.8

Reserves

Purpose of Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. In general, Reserve Funds are intended to serve three specific purposes:

Contingency Funds for Opportunities;
Contingency Funds for Risk; or
Savings Funds for Obligations

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Halifax Charter, must budget for a year-end net balance of zero.

The Financial Reserves Administrative Order Number 2014-015 ADM approved by Regional Council on October 15, 2014 implemented the following strategies:

- (a) assist in planning for the long-term financial health and stability of the Municipality;
- (b) assist in removing unstable and unpredictable tax rates;
- (c) integrate the Reserve Business Cases into the Business Planning and Long-term Operating and Capital budgets;
- (d) ensure the Municipality has the ability to fund projects and events:
 - a. that produce long-term efficiency gains,
 - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
 - c. between budget approvals where there is sudden or unexpected business opportunity,
 - d. where future obligations can be reasonable foreseen, and
 - e. where substantial risk to the Municipality may occur; and
- (e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

A full review of reserves is currently underway. This review is to group the reserves into the new themes, recommend the "right balance" to have in the new themes, identify reserves that could be merged together to eliminate duplication, identify any new reserves required, and to rewrite all the reserve business cases to bring them up to date to meet the new Administrative Order on Reserves.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16 as issued by the Province of Nova Scotia. Also, the Halifax Regional Municipality Charter, section 120 (6) states that a Municipality may maintain other reserve funds for such purposes as the Council may determine. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

Equipment Reserves:

Q204 General Fleet (1997): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Transportation and Public Works, including Parks and Metro Transit. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q205 Police Vehicles & Equipment (1998): To provide for replacement of Police Service vehicles with a useful life of less than 10 years. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q206 Fire Vehicles & Equipment (2000): To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks). Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Operating Reserves:

Q306 Self Insurance (2006): To provide funds for settlement of insured risks to HRM and to reduce the expenses associated with insurance costs by increasing the minimum deductible provided in HRM's policy. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This reserve will provide an amount to stabilize the fluctuation of these costs and reserve monies for outstanding claims. Funding to come from the operating budget of Fiscal Services (M320) and from interest paid to the reserve.

Q308 Operations Stabilization (1999): Many regular operating expenditures fluctuate from year to year based on demand for the service. Occasionally, an unusual fluctuation occurs which is significantly greater than the normal expenditure pattern and which cannot reasonably be covered within available funding. This reserve can be used to smooth significant fluctuations in operating expenditures which cannot be anticipated and are beyond the control of the organization. Funding to come from the operating budget of Fiscal Services (M411) and from interest paid to the reserve.

Q309 Snow & Ice Control Variable Operating (1999): This reserve provides funding for costs associated with snow and ice control which are beyond that provided for in the annual operating budget. Given the unpredictability of winter weather, it is prudent to plan for the contingency that any one winter may place an onerous burden on the resources of the Municipality. Funding to come from operating budget of Fiscal Services (M471) and from interest paid to the reserves.

Q310 Service Improvement (2003): This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down-stream benefits that will result from reworking processes and activities. Funding to come in the form of loan repayments (principal & interest) from projects. Also, any operating surplus at the end of the year from Fiscal Services (M421) may be directed into this reserve to replenish withdrawals that are not repayable.

Q311 Cemetery Maintenance (2000): This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. Funding to come from the sale of cemetery lots and from interest paid on the reserve.

Q312 Culture Development (2003): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations. Funding to come from 10% of HRM's development levies from the Parkland Reserve to assist in funding the HRM Cultural Plan and from interest paid on the reserve.

Q313 Municipal Elections (2001): Funds from this reserve are allocated for the purpose of conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding (\$2,000 - \$3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections. Funding to come from operating budgets of Administrative Services (A125) and from interest paid to reserve.

Q314 Emergency Measures Organization (EMO) Cost Recovery (2001): This reserve provides funding to offset the costs associated with responding to large-scale emergencies. Because such emergencies are unpredictable and very expensive, business units do not normally provide funding for them within their operating budgets. Funding to come from operating budget of Emergency Measures Cost Recovery (A451) and from interest paid to reserve.

Q315 Marketing Levy Special Events (2001): This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events that typically are national or international in caliber and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role. Funding to come directly from the 2% Hotel Marketing Levy collected (only 40% of this amount is allocated to fund this reserve) and from interest paid to reserve.

Q316 DNA Costs (HRP and RCMP) (2001): This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The Federal government charges each province a flat fee; the reserve covers the municipal component. Funding to come from the operating budget of Fiscal Services (M319) and from interest paid to the reserve. **This reserve is to close in 2016/17.**

Q317 Titanic Reserve (2002): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is funded from an annual transfer of \$25,000 from the Cultural Development Reserve, donations and interest from the Trust account and from interest paid to the reserve.

Q318 Library Capital Campaign (2005): This reserve is used to fund the Central Library fund- raising capital campaign. Any additional funds beyond that required to cover campaign costs will be transferred to the capital project for architectural design fees, construction, materials, furniture and equipment for the Central Library. Funding will be from Provincial grant increases paid to the Halifax Regional Library and from interest paid to the reserve. **This reserve is to close in 2016/17.**

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from the operating surplus and naming rights from Scotiabank Centre and from interest paid to the reserve.

Q321 Information and Communication Technologies (2006): To provide a mechanism to capture savings generated by information or communication technology systems improvements and upgrades. Funds will be used to support future maintenance, upgrade, and replacement requirements of information or communication systems. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid to the reserve. **This Reserve will be closing and no new funds have been contributed to the reserve since 2015/16. Once obligations are complete the reserve will close.**

Q322 Police Emergency/ Extraordinary Investigation (2006): To provide a source of funds for an emergency event or extraordinary investigation which, because of the complexity, expense, and low frequency of occurrence, could not be covered by the Operating Budget. Funding of the reserve to come from the Regional Police and HRM's operating budgets depending on the availability of any surplus being realized at year end and interest paid to the reserve.

Q323 Police Officer On the Job Injury (2003): This reserve will be used to provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability insurance as provided by Article 44 of the 2003 MAPP collective agreement. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self coverage. Funding to come from Police WCB operating account depending on the availability of any surplus being realized at year end and interest paid to the reserve.

Q325 Provincially Funded Police Officers & Facility Lease (2009): This reserve is used for the purposes of funding the salaries, space and equipment costs for incremental police officers. Funding for this reserve is from P316 and is calculated as the difference between funds received from the Province and the expenditures required to pay for the costs for the incremental police officer and interest paid to the reserve.

Q326 Convention Centre Reserve (2011) Obligation: Reserve business case being drafted to be created to support convention centre.

Q327 LED Street Lighting Reserve (2013): This reserve is to provide funding for the purchase of lights from NSPI and the conversion of street lights from conventional to LED technology. Funding for this reserve will be funded on an on-going basis from the savings realized in the Street Lighting Operating Budget R825. The reserve also receives interest paid to the reserve.

Q328 Operating Surplus Reserve (2013): This reserve is in response to a new criteria in the Financial Reporting and Accounting Manual where any operating surplus is to be deposited to an Operating Reserve. This began for year-end 2013/14. Reserve Business Case is to be developed.

Q329 Regional Parking Strategy & Urban Core Improvement Reserve (2014): This reserve is to establish long-term support for the recommendations arising from the 2008 HRM Regional Parking Strategy Functional Plan and the Parking roadmap as well as address recommendations arising from the Downtown I'm In Initiative. Funding to the reserve will be provided annually from the surplus of the Metro Park Parkade and interest earned on the reserve.

Q330 Strategic Studies Reserve (2015): This reserve was established in an effort to clear studies from the capital budget. Capital projects were reduced by the amount of studies not completed by March 31, 2015 and those funds were deposited to this reserve and are to be used to fund operating studies within various business units. Funding to the reserve is provided annually from fiscal services and interest earned on the reserve.

Q331 Strategic Infrastructure Reserve (2016): The creation of this reserve will be reviewed in this fiscal year and if a new reserve is required, a reserve business case will be brought forward to Council. The intent of the reserve will be to fund principle and interest payments on long term debt. Funding will be the .01 cent increase that had been approved for the Potential Strategic Project Reserve and from funds formally allocated to Solid Waste, as well as interest earned on the reserve. Business Case will be presented to Council in 2016/17.

Capital Reserves

The Halifax Regional Municipality Charter addresses these types of reserves in Sections 120 and 121. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Q101 Sale of Capital Assets (1999): It is Council's intention that this reserve be primarily used for the acquisition of land, buildings and similar fixed assets. The reserve was created in accordance with the requirements of Section 120 of the Halifax Regional Municipality Charter. Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property, other than the sale of Business/Industrial Parks land; sales of Parkland; and other specific large properties. Reserve is also to receive interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 120 of the Halifax Regional Municipality Charter which requires that any proceeds from the sales of land be deposited into a Capital Reserve fund. Specifically, funding for this reserve is to come from the sale of land in HRM business and industrial parks and from interest paid to reserve.

Q103 Capital Surplus (1999): This reserve is for any purpose identified in Section 120 of the Halifax Regional Municipality Charter under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt. Funding to come from any surplus funds remaining from debentures issued, any capital grant not expended, funds in excess of twenty years in the Tax Sale Surplus Trust account, operating budget of Fiscal Services (M310) and from interest paid to the reserve.

Q107 Parkland Development (2006): As prescribed by the Halifax Regional Municipality Charter, the reserve is used in new residential developments for the acquisition of, and capital improvements to, parks, playgrounds and similar purposes and may use interest paid for the operation and maintenance costs of similar public places. The reserve was created in accordance with the requirements of Sections 281 & 283 of the Halifax Regional Municipality Charter. Funding to come from real estate developers in the form of cash in-lieu of 5% assessed value of the subdivision's lots approved for development and from interest paid to the reserve.

Q119 Sackville Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The reserve funding comes from operating budget of Solid Waste Services (M431) and from interest paid to reserve.

Q120 Otter Lake Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Otter Lake Landfill site and monitor it thereafter for environmental impact. It is currently estimated that Otter Lake will accept waste for approximately 25 years. Funding to come from the operating budget of Solid Waste Services (R327) and from interest paid to reserve.

Q123 Waste Resources (2000): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

Q124 Upper Sackville Turf (2000): This reserve provides funding to offset the costs of maintaining, upgrading, and eventual replacement of the artificial turf field and amenities at Weir Field in Upper Sackville. The reserve may also be used for upgrading and replacement of ancillary structures associated with the field such as lighting, bleachers, and the parking lot. The reserve is funded from 3/4 of all user fees generated from the artificial turf facilities.

Q125 Metro Park Parkade (2002): This reserve is used to maintain and upgrade this property owned by the Municipality. The reserve is funded from a percentage of the parking fees collected under Fiscal Services (M555) and from interest paid to reserve.

Q126 Potential Strategic Growth (2003): (currently referred to as the Potential Strategic Project Reserve) The purpose of this reserve was to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve was meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies. Funding to come from the operating budget of Fiscal Services (M316), funds from specific land sales and from interest paid to the reserve. Due to recommendations approved by Council on June 5, 2014, during Strategic Capital Budget discussions, a new business case will be developed and presented to Council for approval as this reserve will be used for potential strategic items such as Police Station, Fire Services Training, Stadium, Library facilities, and possible Commuter Rail. Funding to this revised reserve will be from the sale of St. Pats High, Alderney property, Lyle Street property and arenas that used to be deposited to Q145 Regional Facility Expansion Reserve, which was closed in implementing the new Strategic Project Reserve to implement the arena strategy.

Q127 Sustainable Community (2004): The purpose of this reserve is to fund environmentally friendly projects, including those which reduce the environmental impacts of municipal operations and community activities. Primary funding to come from interest savings on loans from the Federation of Canadian Municipalities' Green Municipal Investment Fund and other potential sources are: corporate contributions, public partnerships, and savings produced from reduced reliance on fossil fuels. **This reserve will be closing in 2016/17 once the final projects have been completed.**

Q129 Ferry Replacement (2003): This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$8 - \$12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years. Funding to come from the operating budget of Fiscal Services (M701) and from interest paid in reserve.

Q130 Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life. Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

Q131 Energy and Underground Services (2004): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate underground services such as natural gas conduit, fibre optic cable, power and telecom lines with other capital projects. Funding to come from any future net proceeds from the sale of natural gas orphan systems or conduit assets, annual contribution from the Provincial Department of Energy ending in 2014/15 fiscal year, and from interest paid to reserve.

Q134 Gas Tax (2006): This reserve is used as a financial vehicle for maintaining the funds received under the Canada-Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues. This is in compliance with the Federal Government requirement for the Municipality to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. The funds are used to acquire sustainable infrastructure as outlined in the Municipal Funding Agreement (2014) between the Province and HRM.

Q135 Alderney Gate Recapitalization/Leasehold Improvement (2005): This reserve will be used to cover costs to preserve the structural integrity of the Alderney Gate building and systems, maintenance items that are not directly recoverable from tenants, leasehold improvements and/or tenant allowances to retain tenants or attract new tenants at the expiration of leases, etc. Annual funding equivalent to about 1.5% of the 2005 purchase price of the building escalated to reflect inflation over the period, will come from the operating budget of Alderney Gate (W203) and from interest paid to the reserve.

Q137 Regional Capital Cost Charges (2007): This reserve will be used to fund the growth-related share of regional infrastructure for which a Capital Cost Contribution (CCC) is collected. CCCs collected for Wastewater Treatment Facilities and other Regional infrastructure will be deposited into the reserve and expended according to the purpose for which they were collected. The reserve will not be used for area CCCs.

Q138 Community Facility Partnership (2010): This reserve is to provide funding to community non-profit and public institutions in support of major capital initiatives undertaken as part of a formal partnership agreement.

Q139 Central Library Repayment Reserve (2010): This reserve was to fund HRM's commitment to the Central Library capital project. Funding was provided by the sale of specific parcels of HRM owned land and interest was also paid to the reserve. This reserve has completed its planned purpose and has closed.

Q140 Central Library Repayment Reserve (2010): This reserve will be used to cover costs to preserve the structural integrity of the Central Library building, systems and maintenance items. The reserve will be funded from 2% of the estimated building costs, escalated by 2% annually to reflect inflation and will be from the Central Library Operating Budget and from interest per the reserve policy. This reserve began in 2014/15 once the library opened.

Q141 BMO Centre Life Cycle Reserve (2012): This reserve is to fund capital expenditures, for the new BMO Centre which was outlined in the Operating Agreement with Nustadia. Interest will also be paid to the reserve in accordance to the reserve policy.

Q142 Waterfront Development Reserve (2011): This reserve is to support the enhancement of HRM owned waterfront assets, through a parking enforcement partnership with Waterfront Development Corporation. Interest will also be paid to the reserve in accordance to the reserve policy.

Q143 Bus Replacement Reserve (2012): This reserve is to establish a long term funding source for the replacement of buses in order to reduce the financial impact on future budgets. The reserve will be funded through Metro Transit's Operating budget and through interest earned per the reserve policy. Business Case will be presented to Council in 2016/17.

Q144 Metro Transit Technology Reserve (2013): This reserve was created in 2013 to provide a mechanism for Metro Transit to allocate funds for technical solutions. Funds will be used to support projects included in the Metro Transit Technical Roadmap. This will include, maintenance, upgrades and replacement of technical or communication systems, as well as new business projects identified moving forward. Business Case will be presented to Council in 2016/17.

Q146 Planned Strategic Project Reserve (2015): This reserve is to fund planned strategic projects such as the Halifax Multi Pad, Dartmouth Multi Pad, Dartmouth Sportsplex Upgrades, Cogswell Interchange and the \$50M5yr projects. Funding will be from specific sale of properties such as Bloomfield, Queen Street property, Bayne Street and St. Patrick's Alexandria school as outlined in the Strategic Capital Projects presentation and recommendations approved by Council on June 5, 2014. Business Case will be developed and presented to Council in 2016/17.

Q112 5594-96 Morris St (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2017 based on the 2016-2017 Proposed Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY
APPROVED RESERVE BUDGET 2016/17
SUMMARY**

	Actual Net Available Balance April 1, 2016	Contributions	Interest	Withdrawals	Projected Net Available Balance March 31, 2017
Equipment Reserves	4,141,628	205,000	24,235	(2,655,000)	1,715,863
Operating Reserves	27,177,120	20,838,650	340,938	(10,459,500)	37,897,208
Capital Reserves	81,863,820	89,274,309	1,146,483	(97,558,600)	74,726,012
	113,182,568	110,317,959	1,511,656	(110,673,100)	114,339,083

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2016 to March 31, 2017

		Actual Net Available Balance April 1, 2016	2016/17 Budgeted Contributions	2016/17 Projected Interest	2016/17 Capital Budget Withdrawals	2016/17 Operating Budget Withdrawals	2016/17 Other Budgeted Withdrawals	Projected Net Available Balance March 31, 2017
Equipment Reserves								
Q204	General Fleet	2,661,525	80,000	15,233	(1,700,000)	-	-	1,056,758
Q205	Police Vehicles and equipment	702,897	50,000	3,113	(675,000)	-	-	81,010
Q206	Fire Vehicles and equipment	777,206	75,000	5,889	(280,000)	-	-	578,095
	Total Equipment Reserves	4,141,628	205,000	24,235	(2,655,000)	-	-	1,715,863
Operating Reserves								
Q306	Self Insurance	3,995,377	-	34,093	-	-	-	4,029,470
Q308	Operations Stabilization	994,722	-	8,488	-	-	-	1,003,210
Q309	Snow & Ice Control	2,750,329	-	23,469	-	-	-	2,773,798
Q310	Service Improvement	1,110,146	-	13,040	-	-	-	1,123,186
Q311	Cemetery Maintenance	148,607	1,500	1,275	-	-	-	151,382
Q312	Culture Development Reserve	(274,733)	625,000	2,529	(250,000)	(300,000)	(25,000)	(222,204)
Q313	Municipal Elections	1,576,157	995,200	7,521	-	(2,237,500)	-	341,378
Q314	EMO Cost Recovery	350,747	25,000	3,108	-	-	-	378,855
Q315	Marketing Levy Special Events	218,422	1,200,000	1,787	-	(1,286,800)	-	133,409
Q316	DNA Costs (HRP and RCMP)	223,930	-	1,752	-	(224,000)	-	1,682
Q317	Titanic Reserve	114,379	25,600	1,094	-	-	-	141,073
Q318	Central Library Capital Campaign & Development Operating	-	-	-	-	-	-	-
Q319	Major Events Facilities	(2,439,134)	467,150	12,119	(3,620,000)	-	-	(5,579,865)
Q321	Information & Communication Technology	16,403	-	401	-	-	-	16,804
Q322	Police Emergency/Extraordinary Investigation	1,037,009	-	10,244	-	(50,000)	-	997,253
Q323	Police Officer On the Job Injury	1,851,908	-	15,803	-	-	-	1,867,711
Q325	Provincially Funded Police Officers & Facility Lease	3,520,205	-	29,577	-	(100,000)	-	3,449,782
Q326	Convention Centre Reserve	2,773,899	1,390,000	30,087	-	-	-	4,193,986
Q327	LED Streetlighting Reserve	3,117,937	4,116,800	46,183	-	-	-	7,280,920
Q328	Operating Surplus Reserve	2,687,753	-	13,814	-	(1,200,000)	-	1,501,567
Q329	Regional Parking Strategy & Urban Core Improvement Reserve	2,022,515	1,000,000	21,875	-	-	-	3,044,390
Q330	Strategic Studies Reserve	1,380,542	950,000	16,322	-	(1,166,200)	-	1,180,664
Q331	Strategic Infrastructure Reserve	-	10,042,400	46,357	-	-	-	10,088,757
	Total Operating Reserves	27,177,120	20,838,650	340,938	(3,870,000)	(6,564,500)	(25,000)	37,897,208
	Total Equipment & Operating Reserves	31,318,748	21,043,650	365,173	(6,525,000)	(6,564,500)	(25,000)	39,613,071

**HALIFAX REGIONAL MUNICIPALITY
APPROVED CAPITAL RESERVE FUNDS BUDGET
April 1, 2016 to March 31, 2017**

		Actual Net Available Balance April 1/16	2016/17 Budgeted Contributions	2016/17 Projected Interest	2016/17 Capital Budget Withdrawals	2016/17 Operating Budget Withdrawals	2016/17 Other Budgeted Withdrawals	Projected Net Available Balance March 31/17
Capital Reserves								
Q101	Sale of Capital Assets	(6,913,193)	6,846,672	9,154	(1,765,000)	(187,000)	-	(2,009,367)
Q121	Business/Industrial Parks Expansion	723,567	7,514,100	120,553	-	(43,000)	-	8,315,219
Q103	Capital Surplus	5,138,697	-	65,681	(500,000)	-	-	4,704,378
Q107	Parkland Development	3,483,553	500,000	36,111	(100,000)	-	(50,000)	3,869,664
Q119	Sackville Landfill Closure	741,846	-	8,102	(355,000)	(333,600)	-	61,348
Q120	Otter Lake Landfill Closure	3,783,398	2,421,828	70,150	(2,630,000)	-	-	3,645,376
Q123	Waste Resources	9,294,484	500,000	89,204	(500,000)	-	-	9,383,688
Q124	Upper Sackville Turf	146,969	20,000	1,332	-	-	-	168,301
Q125	Metro Park Parkade	2,653,165	223,800	23,258	(90,000)	-	-	2,810,223
Q126	Potential Strategic Projects	37,309,724	26,025,000	463,425	-	-	-	63,798,149
Q127	Sustainable Communities	159,093	-	-	-	-	-	159,093
Q129	Ferry Replacement	808,345	1,500,000	19,657	-	-	-	2,328,001
Q130	Capital Replacement	1,587,984	127,340	14,305	-	-	-	1,729,629
Q131	Energy & Underground Services	313,267	793,800	9,347	(800,000)	-	-	316,414
Q134	Gas Tax Reserve	4,084,672	24,997,000	63,198	(29,000,000)	-	-	144,870
Q135	Alderney Gate Recapitalization	109,855	405,200	4,625	(210,000)	-	-	309,680
Q137	Regional Capital Cost Contribution	3,232,675	950,000	11,491	-	-	(2,400,000)	1,794,166
Q138	Community Facility Partnership	550,722	-	-	-	-	-	550,722
Q139	Central Library Repayment Reserve	-	-	-	-	-	-	-
Q140	Central Library Recapitalization Reserve	1,634,328	836,000	17,805	-	-	-	2,488,133
Q141	BMO Ctr Life Cycle Reserve	1,275,849	250,000	11,982	(80,000)	-	-	1,457,831
Q142	Waterfront Development Reserve	268,175	60,000	2,565	-	-	-	330,740
Q143	Bus Replacement Reserve	5,087,862	-	18,571	(5,000,000)	-	-	106,433
Q144	Metro Transit Technology Reserve	1,895,615	-	6,727	(1,885,000)	-	-	17,342
Q146	Planned Strategic Projects Reserve	4,425,539	15,296,000	78,753	(51,600,000)	-	-	(31,799,708)
Q112	5594-96 Morris St	67,629	7,569	489	-	(30,000)	-	45,687
Total Capital Reserves		81,863,820	89,274,309	1,146,485	(94,515,000)	(593,600)	(2,450,000)	74,726,012

2016/17 Withdrawals from Reserves

Reserve	Withdrawals	Amount
Q101 Sale of Capital Assets (Sale of Land)	CBX01162 Environmental Remediation/Building Demolition	(200,000)
	CBX01102 Fire Station Land Acquisition	(1,000,000)
	CTU000897 Road Corridor Land Acquisition	(100,000)
	CP000004 Sports ball fields courts - new	(465,000)
	Fund A110	(20,000)
	Fund W400	(167,000)
Q121 Business/Industrial Parks Expansion	Fund W500	(43,000)
Q103 Capital Surplus	CW000004 Composting/Anaerobic Digestion (AD) Plant	(500,000)
Q107 Parkland Development	CP000004 Sports/Ball Fields/Courts	(100,000)
	Transfer to Q312	(50,000)
Q119 Sackville Landfill Closure	CWU01353 Environmt Monit.Site Work 101 Landfill	(355,000)
	Fund R314	(15,300)
	Fund R315	(318,300)
Q120 Otter Lake Landfill Closure	CWU01358 Half Closure Cell 6 Otter Lake	(2,630,000)
Q123 Waste Resources	CW000001 Additional Green Carts New Resid.	(500,000)
Q125 Metro Park Parkade	CBX01140 Metro Park Upgrades	(90,000)
Q131 Energy & Underground Services Reserve	CBX01161 Energy Efficiency Projects	(300,000)
	CB000069 Eric Spicer Energy Upgrades	(500,000)
Q134 Gas Tax Reserve	CV020004 Conventional Bus Replacement	(6,000,000)
	CM020002 Metro X Bus Replacement	(1,810,000)
	CR000005 Street Recapitalization	(21,190,000)
Q135 Alderney Gate Recapitalization	CBX01157 Alderney Gate Recapitalization	(210,000)
Q137 Capital Cost Contribution	Transfer to Q120 Otter Lake Reserve	(2,400,000)
Q141 BMO Centre Life Cycle Reserve	CB000064 BMO Centre	(80,000)
Q143 Bus Replacement Reserve	CV0200004 Conventional Bus Replacement	(5,000,000)
Q144 Metro Transit Technology Reserve	CM0200005 New Transit Technology	(1,885,000)
Q146 Planned Strategic Project Reserve	CB0000049 Dartmouth Multi Pad	(34,000,000)
	CB000006 Dartmouth Sportsplex	(4,400,000)
	CT000007 Cogswell Interchange	(3,000,000)
	CD000002 50M5yr Downtown Streetscapes	(10,200,000)
Q112 5594-96 Morris St	Fund W204	(30,000)
Q204 General Fleet	CVD01087 Fleet Vehicle Replacement	(1,700,000)
Q205 Police Vehicles and equipment	CVK01090 Police Fleet	(375,000)
	CE020001 Police Services Replacement Equipment	(300,000)
Q206 Fire Vehicles and equipment	CEJ01220 Opticom Signalization System	(80,000)
	CE010001 Fire equipment new employees	(200,000)
Q312 Culture Development Reserve	CD990003 Cultural Structures and Places	(250,000)
	C764 8004 Cultural Events & Showcases Program	(200,000)
	C764 6919 Public Art operating costs	(100,000)
	Transfer to Titanic Reserve	(25,000)
Q313 Municipal Elections	Fund A125 Election Costs	(2,237,500)
Q315 Marketing Levy Special Events	Fund C772 Events	(1,286,800)
Q316 DNA Costs (HRP & RCMP)	Fund P325	(224,000)
Q319 Major Events Facilities	CB000028 Scotiabank Centre	(3,620,000)
Q322 Police Emergency/Extraordinary Investigation	Fund P360	(50,000)
Q325 Provincially Funded Police Officers & Facility	Fund P316	(100,000)
Q328 Operating Surplus Reserve	Return Metro Transit 15/16 surplus to M701	(1,200,000)
Q330 Strategic Studies Reserve	Fund C320 Regional Plan Study	(173,100)
	Fund D002 By-Law Simplification Study	(70,000)
	Fund R951 Functional Transportation Plan Study	(68,100)
	Fund R951 Integrated Mobility Plan Study	(350,000)
	Fund C002 Centre Plan Study	(385,000)
	Fund C705 Recreation Fee Study	(120,000)
	Totals	(110,673,100)

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc

Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as “pay-as-you-go” capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.

Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Multiplier	A factor that is used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.

Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

Director	The most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMS	Environmental Management Services
Executive Management Team (EMT)	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officers.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections. The framework is frequently presented to Council using a Base Case scenario. Council can then provide staff with direction regarding the assumptions that underlie the development of the proposed budget.
Fiscal Year	Runs from April 1 to March 31.
Corporate Accounts (Formally Fiscal Services)	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.

FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals (GAAP)	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST (Goods and Services Tax)	The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	<p>The 10 year Capital Plan consisting of a 3 year detailed plan which includes all project costs and funding sources, and a 7 year capital outlook.</p> <p>The first year is approved by Regional Council as the Project Budget.</p> <p>The second and third year are approved as a detailed planning tool.</p>
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.

Multi-Year Financial Strateg	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, acCapital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act and HRM Bylaws</i> .

Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP Royal Canadian Mounted Police	Federal policing agency.
RDP- Real Domestic Product	Is the Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

Districts. Regional council is elected once every four years.

Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations (SNSMR)	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poor's	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education funding, which is provided by HRM to the Halifax Regional School Board, provides funding for programs and special services which are outside the core curriculum. The Municipal Government Act requires separate area rates for Supplementary Education, one for each of the former City of Halifax, and former City of Dartmouth. HRM does have the discretion to decrease it each year by up to 10%.
Surplus	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review. All aspects of the budget are open for debate and change.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
TPW	Transportation and Public Works

Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transfers from other Gov'ts	Funding received from the federal or provincial governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
Water Commission Dividend	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.
WTI West Texas Intermediate	This is a benchmark used when measuring the market price per barrel of crude oil.

Appendices

Program Listing

Public services include:

- Animal control
- Building permit approvals
- Civic, cultural and arts support
- Community planning, development approvals
- Community, volunteer and youth development and support
- Economic development
- Fire services
- By-Law enforcement
- Library services delivery
- License administration
- Parking management
- Police services
- Public Transit
- Recreation program delivery
- Solid waste management
- Parks, open space, playground, sports field management
- Roadway traffic network management
- Street and sidewalk snow and ice control
- Street and street infrastructure management

Support services include:

- 311 service request intake and response
- 911 integrated emergency dispatch
- Fleet management
- Building and facility management
- Information, communications and technology services
- Property acquisition and disposal
- Corporate communications services
- Financial services
- Human resource services
- Legal services
- Risk, insurance and claims management

2016 Budget Consultation

In an effort to encourage citizen engagement with the budget process, public consultations, known as *Shape Your City, Shape Your Budget*, were conducted to help inform policy makers of public opinion. This was the third year for public consultation for the budget, with citizens sharing their thoughts on service priorities and how they would like to see their municipal taxes allocated. In order to maximize engagement, the consultation was promoted through various means such as Halifax.ca and social media.

The process began on October 1st, 2015 and continued during the budget presentations to Committee of the Whole. The public engagement strategy included the following elements:

- I. Reviewing informational fact-sheets, FAQs and a municipal budget video on the engagement site.
- II. Using the budget allocator, an on-line budget tool.
- III. Attending Community Council Presentations.
- IV. Public participation at Committee of the Whole.

The on-line information included services that the public encounters or utilizes on a daily basis, as well as the administrative costs of governance and support services.

- I. Protective Services
 - a. Police
 - b. RCMP
 - c. Fire
 - d. Emergency Services
- II. Community & Recreation Services
 - a. Recreation (Arenas, Aquatics, Programs, Community Centres, etc.)
 - b. Sports fields and Playgrounds
 - c. Parks, Trails & Open Green Space
 - d. Municipal Compliance / By-Law Enforcement
 - e. Libraries
 - f. Culture/Heritage/Events
 - g. Customer Service Centres & 311 Call Centre
 - h. Transit
- III. Infrastructure
 - a. Roadway Maintenance
 - b. Right of Way and Traffic Management (including Streetlights)
 - c. Snow Removal & Ice Control
 - d. Solid Waste
- IV. Planning & Property Development
 - a. Regional & Community Planning, Urban Design and Transportation Planning
 - b. Development Approvals, Permits and Inspections
 - c. Economic Development
- V. Governance and Support Services

Informational fact sheets were available for viewing to provide background information on the various services, prior to engaging the budget allocator for the opportunity to re-balance the budget of \$422.9 million, based on an individual's priorities. Each service showed the budget allocated for the 2015-16 year, with the choice and impact for the following options:

- I. to maintain the current budget
- II. to increase the budget by 5%
- III. to increase the budget by 10%
- IV. to decrease the budget by 5%
- V. to decrease the budget by 10%

The percentage amounts used were limited by the consultation software. A 5% option should be interpreted as adding or removing some funding and 10% would indicate more significant spending or cuts are suggested.

Finance staff also provided a presentation on the budget process to both the public and Councillors at the following Community Councils.

01 Oct 2015 – Community Council – Harbour East

14 Oct 2015 – Community Council – Halifax West

26 Oct 2015 -- Community Council – North West

Consultation Findings

Since this was an open invitation to all citizens of the municipality, the results were not a statistically perfect sample of the average citizen. The Consultation software did not provide an opportunity to collect data on age, community and/or income. The number of participants who completed the consultation rose to 582 from 438 in the previous year, a 33% increase. However, the number of citizens who then reviewed the supporting material in the Shape Your City, Shape Your Budget was greatly reduced as summarized below.

The following summarizes participation in the engagement process:

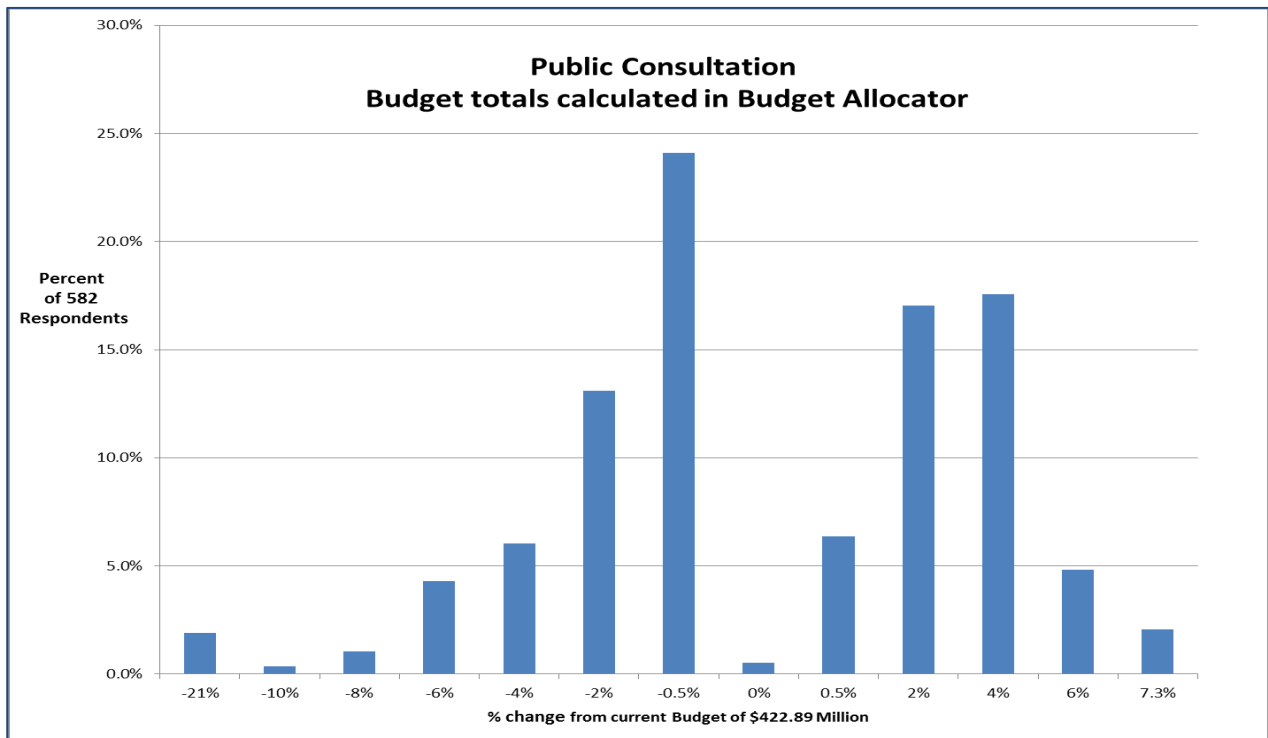
- I. 882 visitors to the Shape your City engagement site
- II. 632 views of the on-line information video
- III. 230 views of the FAQ's – additional statistics posted to inform the public
- IV. 582 participants completed the Budget Allocator
- V. 24 individuals attended the Presentations at Community Council
- VI. 8 individuals representing themselves or stakeholder groups spoke during the public participation at both Community Council and COW.

Summary of citizen participation in the Budget Consultation:

	Budget Consultation		
Citizen participation	2014-15	2015-16	2016-17
Visitors to the Shape your City engagement site	7,585	5,939	882
Views of the on-line information videos	2,369	2,081	632
Views of the FAQ's – additional statistics posted to inform the public	744	375	230
Number of citizens completing Budget Allocator	367	434	582
Percent of visitors, who completed Budget Allocator	5%	7%	66%
Citizens attending presentations at Community Council	95	25	24
Citizens speaking during Open Microphone at COW	4	10	8

The citizen’s participation resulted in the following:

- I. 8% of citizens that completed the budget allocator expressed positive thoughts at being invited to participate in the budget process; down from 20% in the previous two years.
- II. The average budget calculated by the 582 respondents was \$421.7million; \$1.2 million less than the 2015-16 budget of \$422.9m for these services.
- III. The citizens were almost evenly split between decreasing and increasing the budget for current services.
 - a. 51.5% completed their budget priorities below the current spend vs. 65% and 51% from previous years;
 - b. With 0.5% maintaining the current budget vs. 1% and 14% from previous years.
 - c. 48% were willing to increase the budget and the tax rate, vs. 34% and 35% from previous years. This was voiced in many of the comments as well.



The priorities for the Budget Distribution were:

1. To increase the current budget.

- I. **Roadway Maintenance** - the majority of respondents wanted to maintain (28%) or increase the budget (64%), up from last year.
- II. **Transit** - the majority of respondents wanted to maintain (27%) or increase the budget (56%); an increase from last year.
- III. **Snow Removal & Ice Control** - the majority of respondents wanted to maintain (44%), or increase the budget (47%), an increase from last year.
- IV. **Parks, Trails & Open Green Space** - the majority of respondents wanted to maintain (35%) or increase the budget (47%).
- V. **Sports fields & Playgrounds** – the majority of respondents wanted to maintain (39%) or increase the budget (45%).
- VI. **Recreation** (Arenas, Aquatic, Program, Community Centres, etc.) – the majority of respondents wanted to maintain (37%) or increase the budget (45%) in this area.

- VII. **Economic Development** - the majority of respondents wanted to maintain (36%) or increase the budget (37%), up slightly from last year.
- VIII. **Culture/Heritage Events** - the majority of respondents wanted to maintain (40%) or increase the budget (32%); up slightly from last year.

2. Maintain the current budget.

The same services remained in this category from last year, with the exception of Snow Removal which moved to the increase the budget category.

- I. All of the Protective Services fell into this category:
 - i. RCMP – 61% of respondents wanted to maintain; 64% last year.
 - ii. Police – 57% of respondents wanted to maintain, the same as last year.
 - iii. Emergency Measures – 57% of respondents wanted to maintain, vs. 59% last year.
 - iv. Fire – 55% of respondents wanted to maintain; 59% last year
- II. **Solid Waste** - the majority of respondents wanted to maintain (58%), up from last year – 53%
- III. **Customer Service Centres & 311 Call Centre** - the majority of respondents wanted to maintain (53%), slightly down from last year – 56%
- IV. **Libraries** - the majority of respondents wanted to maintain (52%) the budget, just slightly down from last year – 54%
- V. **Right of Way and Traffic Management** - the majority of respondents wanted to maintain (50%), down slightly from last year – 55%
- VI. **Development Approvals, Permits and Inspections** - the majority of respondents wanted to maintain (50%), similar to last year – 51%
- VII. **Regional & Community Planning** - the majority of respondents wanted to maintain (44%), up from last year – 37%

3. To decrease the current budget.

- I. **Governance & Support Services** – the majority of respondents wanted to decrease (53%) or maintain the budget (40%); down slightly from last year.
- II. **Municipal Compliance / By-Law Enforcement** - the majority of respondents wanted to maintain (44%) or decrease the budget (40%), down slightly from last year.

Along with balancing the budget, participants were invited to provide general comments on the municipal budget, as well as comment on why they made their choice with each particular service. There were 64 service related comments and 233 general comments provided by participants.

The following are typical of comments repeated by many participants.

- I. More spending for Economic Development
- II. Willing to pay more taxes for maintained, improved or new services; a small increase in property taxes is worth expanding some essential services that are underfunded.
- III. More effective use of technology and automation
- IV. Let's make transit and active transportation a priority in this city.
- V. More bike lanes and transit with dedicated lanes.
- VI. Focus on core services and increase administrative efficiencies.
- VII. Council should revisit Fire Strategy and follow Chief's and expert's advice.
- VIII. Snow removal must be a priority; provide additional support.
- IX. A city of two police forces, too expensive.
- X. The city over spends on consulting and studies.
- XI. Time for major infrastructure investment

The engagement site also requested participants to respond to questions on the following topics, Future Services, Revenue Fees, Capital projects and Municipal Infrastructure.

A summary of the comments are:

1. **Future Services – Would you be willing to pay more taxes for enhanced or improved services?** - 7 of 10 respondents replied yes, with emphasis on the following services.
 - I. To enhance green building and infrastructure.
 - II. Make it easier to walk and bike around Halifax, not just downtown
 - III. Transit, youth programs and community services.
 - IV. Infrastructure (not car related)
 - V. Snow Clearing, Police, Fire, Street maintenance and extra playgrounds/parks.

2. **Revenue Fees – account for \$47million or 5.6% of revenues received by the municipality (excluding Transit). This includes everything from recreation fee, permit fees for parking and facility rentals. Do you support increasing these user fees and/or creating additional user fees to maintain a lower tax rate or provide additional services?**

- There was no general consensus among the 6 citizens who chose to answer this question. Responses ranged from subsidized programs for children, to pay as you go.

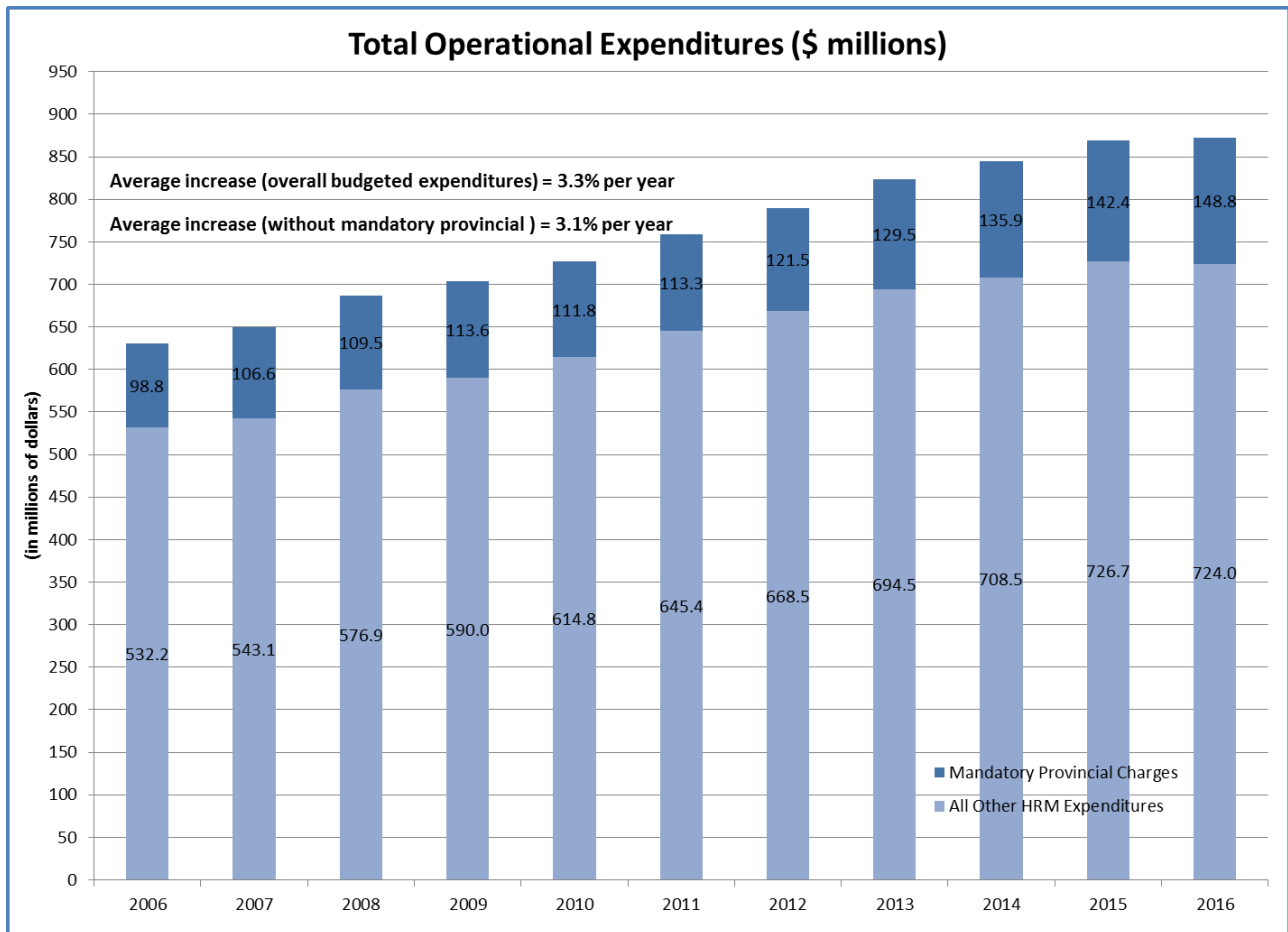
3. **Capital Projects – Where would you like to see your capital dollars spent?** (12 respondents)
 - I. More money on neighbourhood design for walking and biking.
 - II. Spend money on investments that pay. Building culture, recreation, walkability, creates a high-status city that can make people happier, more connected, and more creative.
 - III. Don't widen roads to accommodate traffic; all it accomplishes is more traffic.

4. **Municipal Infrastructure – Given the current Infrastructure in the municipality, do you feel it is more important to maintain our existing infrastructure or to build new infrastructure?**

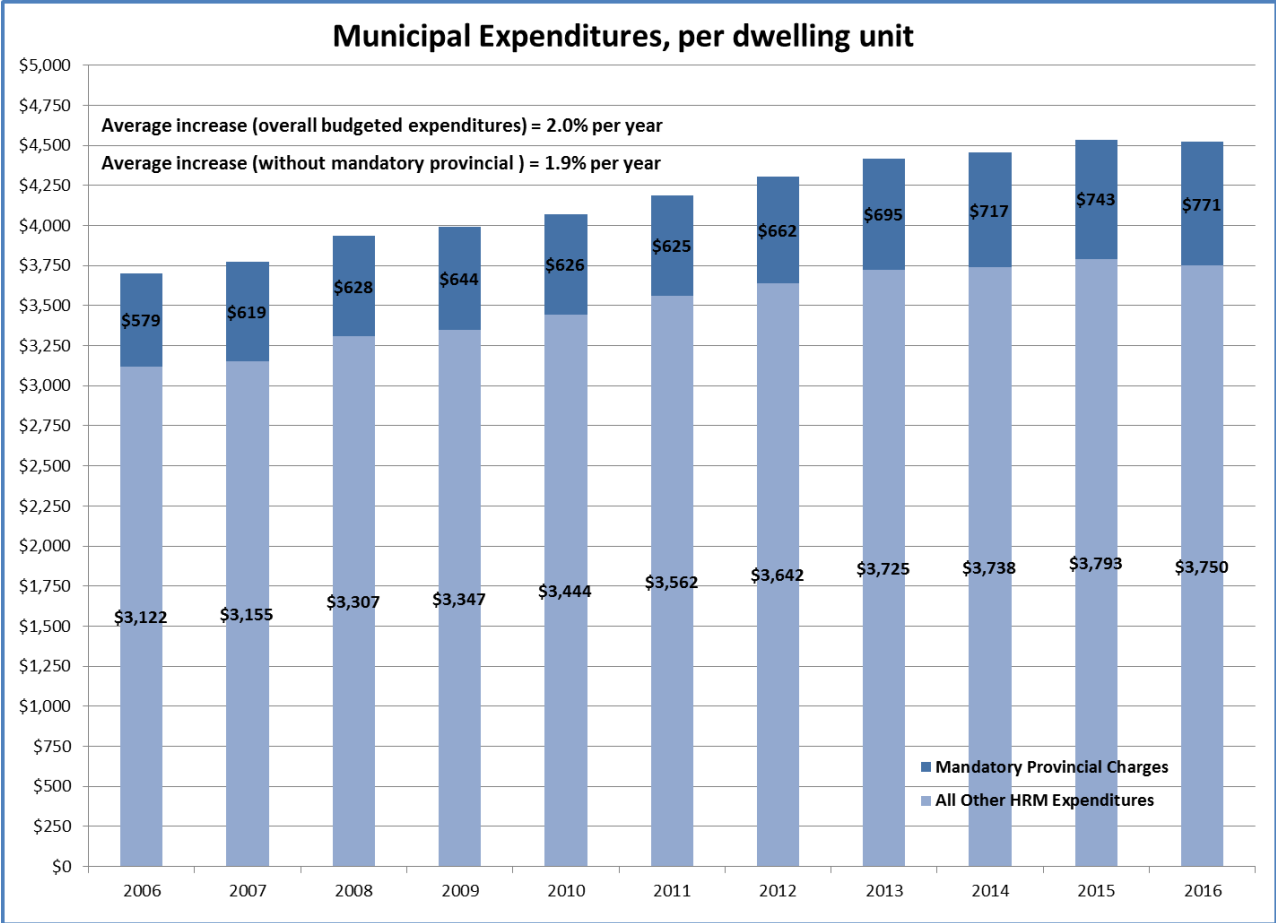
Of the 6 respondents, 3 suggested a mixture of both.

 - I. Both are necessary.
 - II. The spending needs to be targeted at really improving people's daily lives and making the city more efficient.
 - III. Decision should be made by what can be done most cost effectively.
 - IV. If you build new infrastructure, it lasts longer as well as new tech ideas have come along that in the long term will save the city more money in the long run.

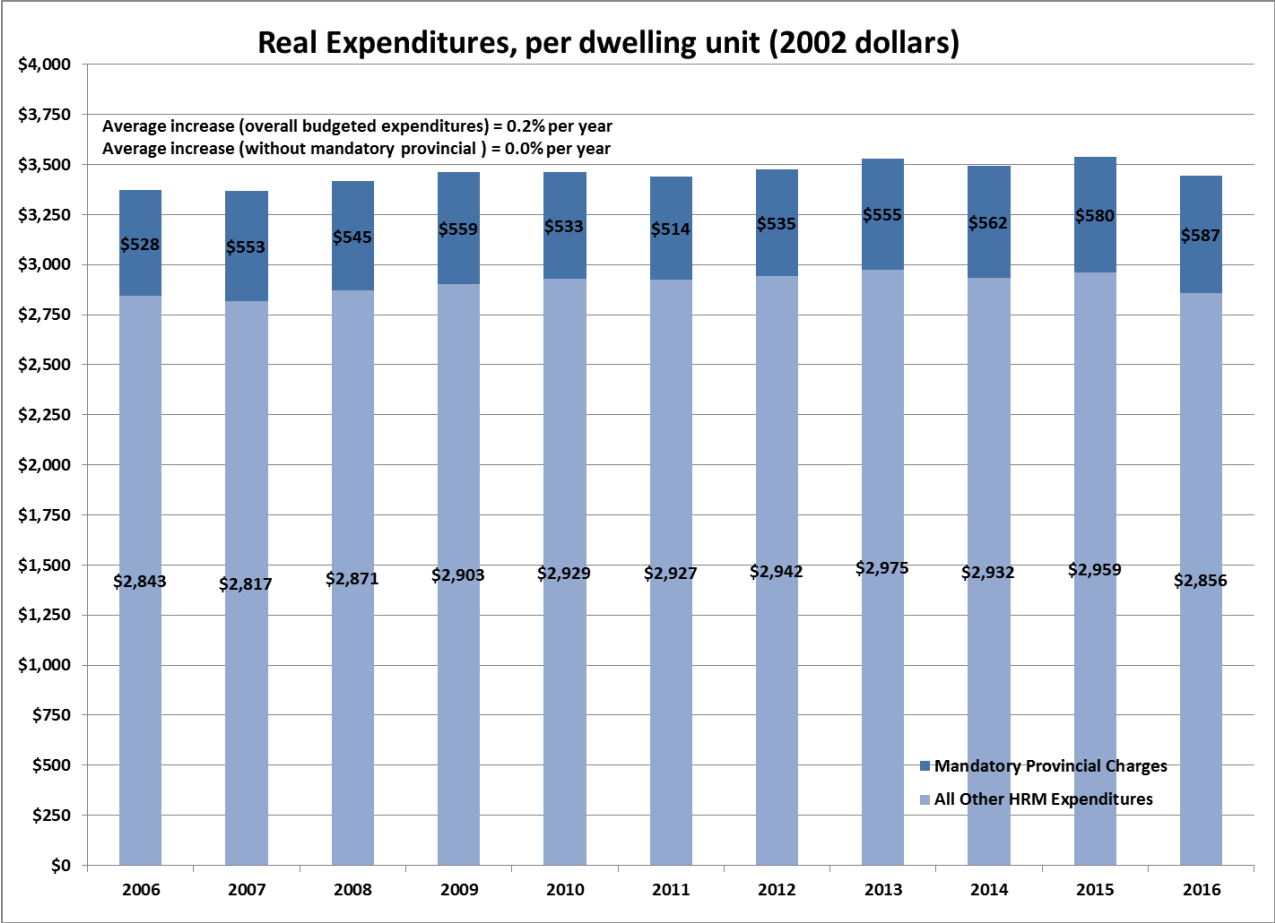
Expenditure and Tax Trends



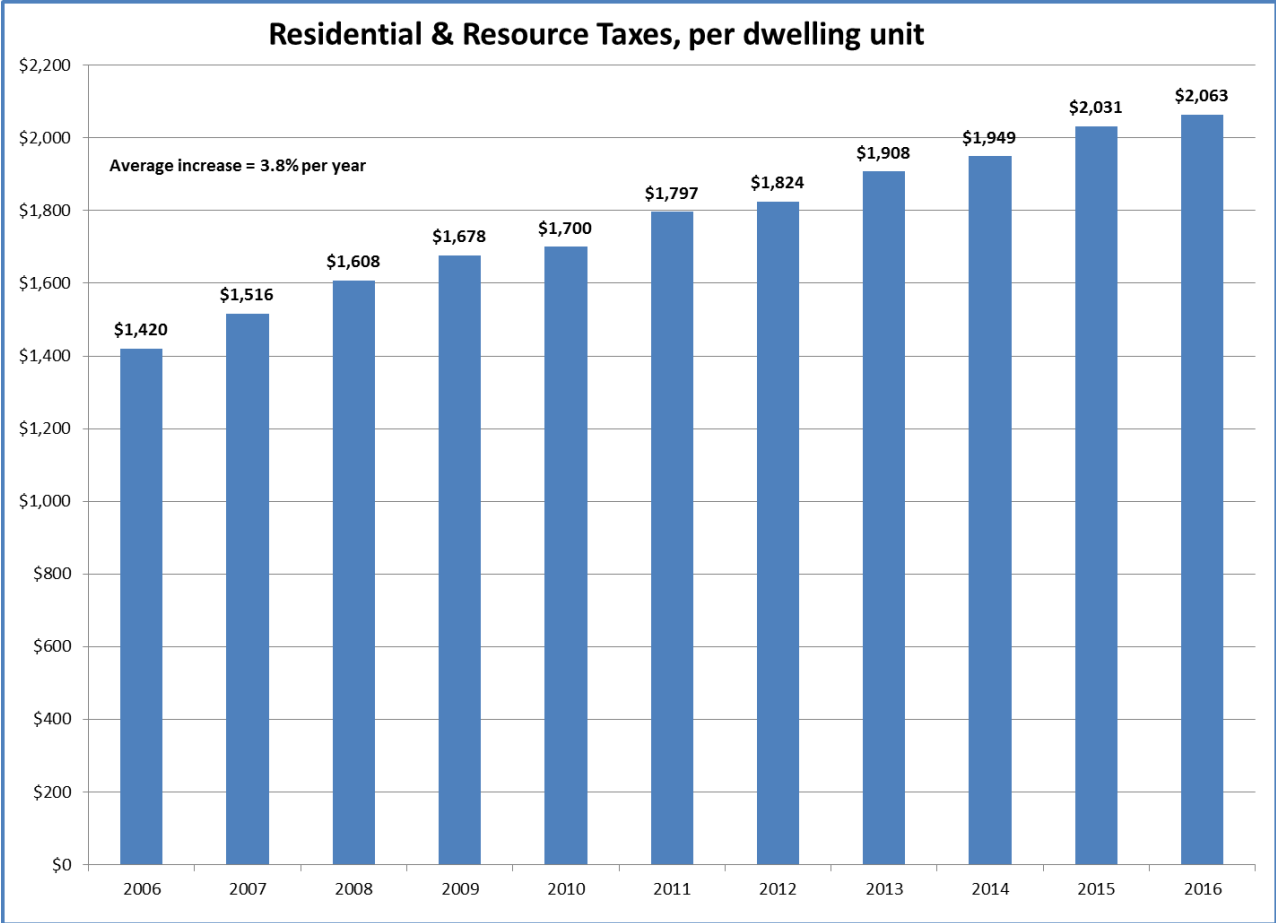
*Financial Policy and Planning, Halifax, Statistics Canada



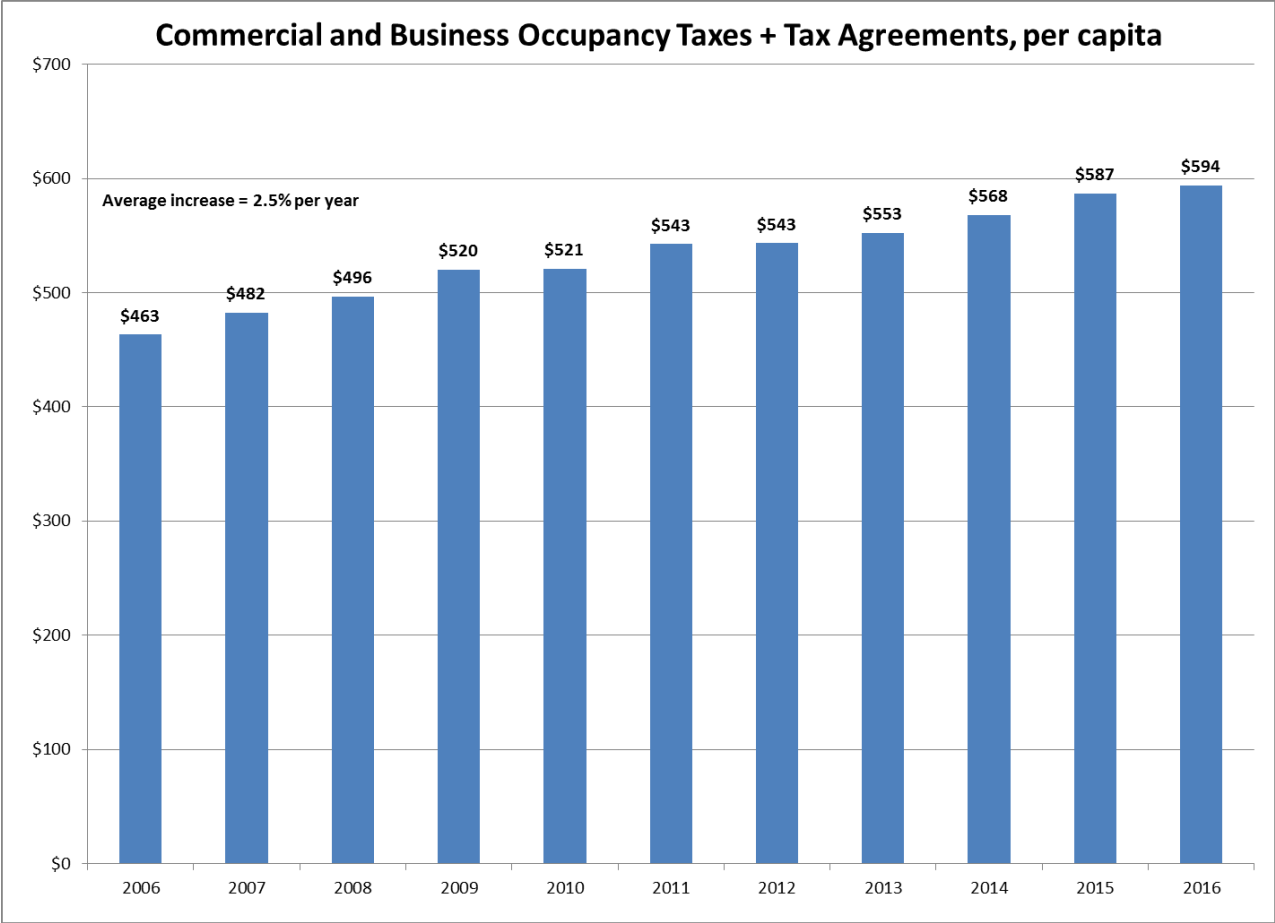
*Financial Policy and Planning, Halifax, Statistics Canada.



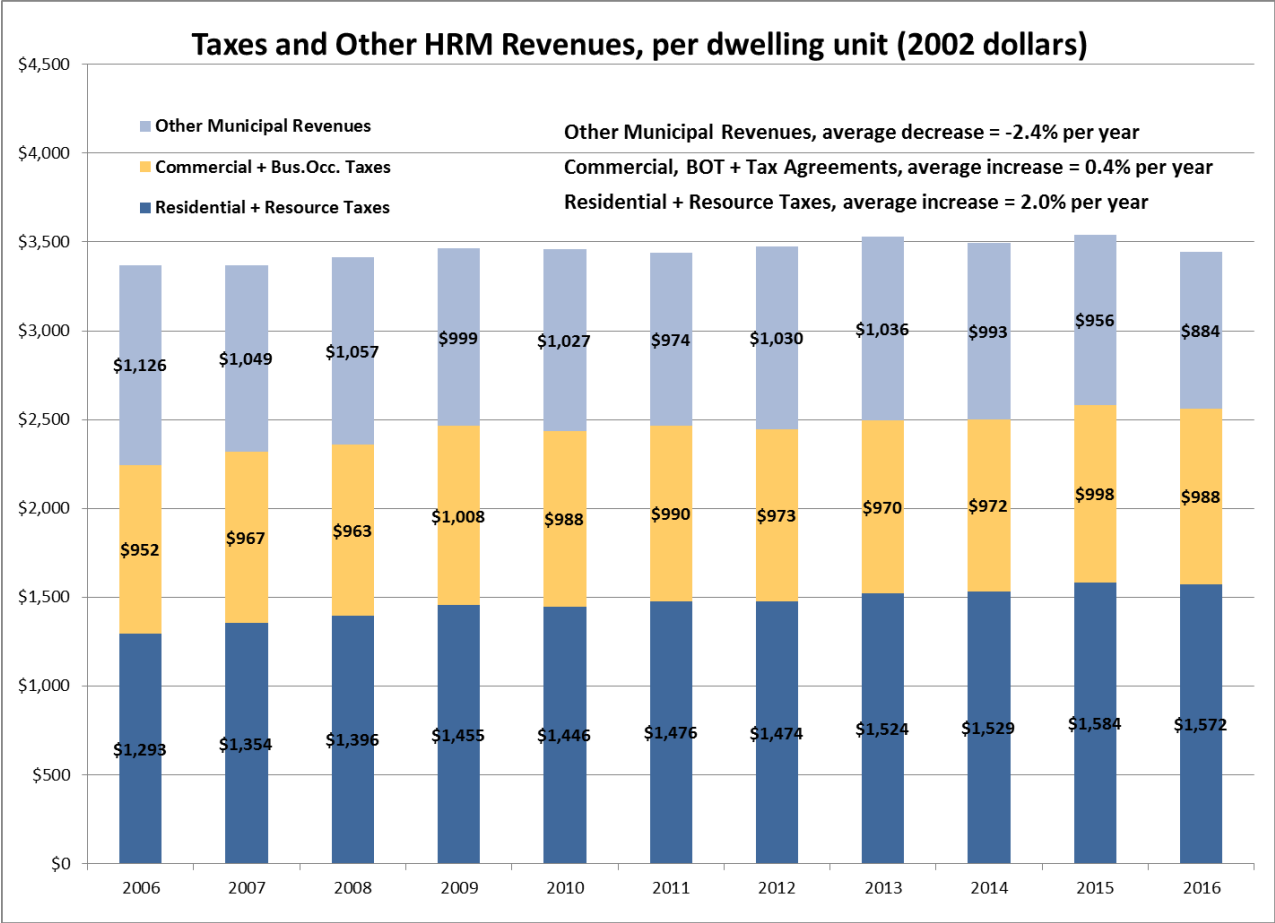
*Financial Policy and Planning, Halifax, Statistics Canada.



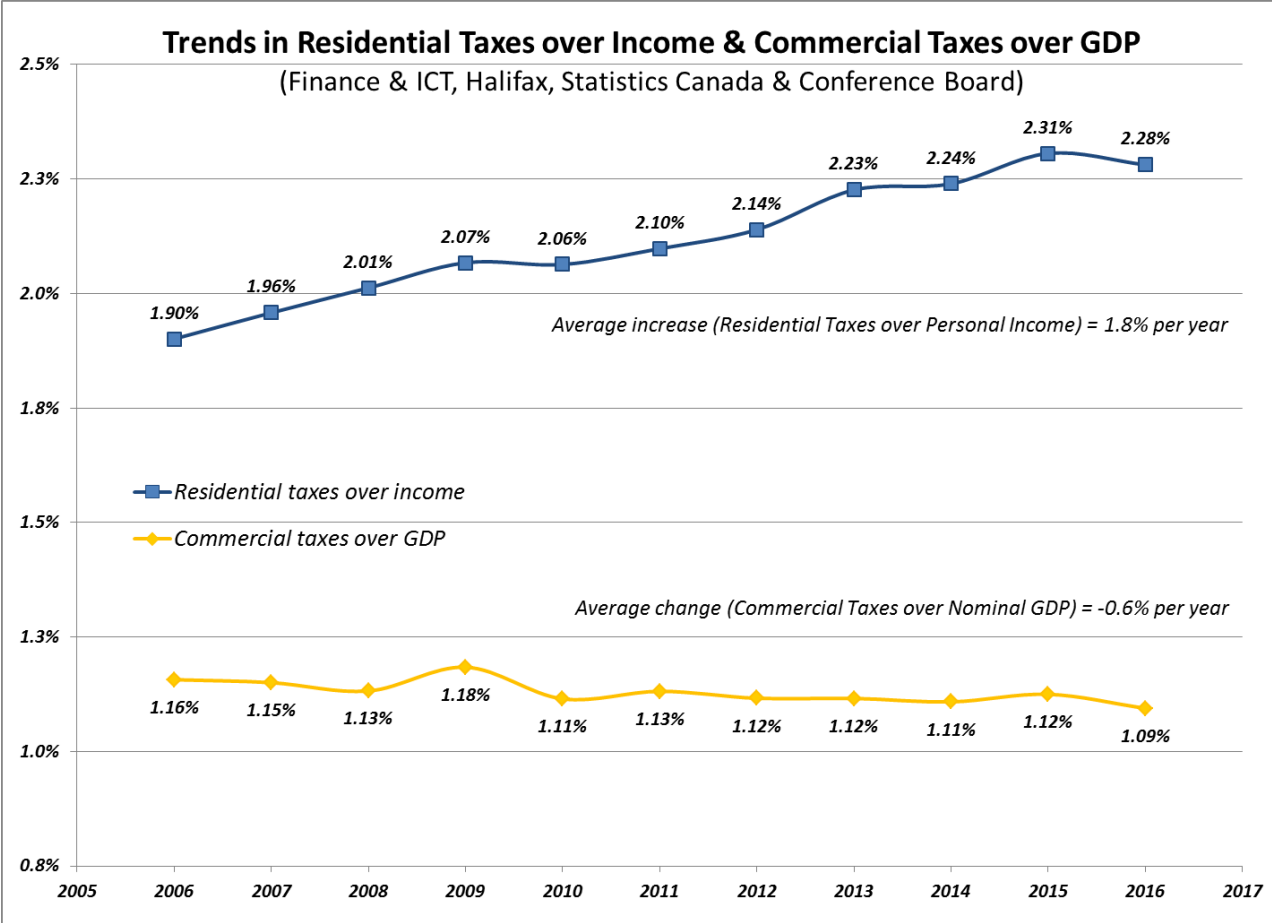
*Financial Policy and Planning, Halifax.



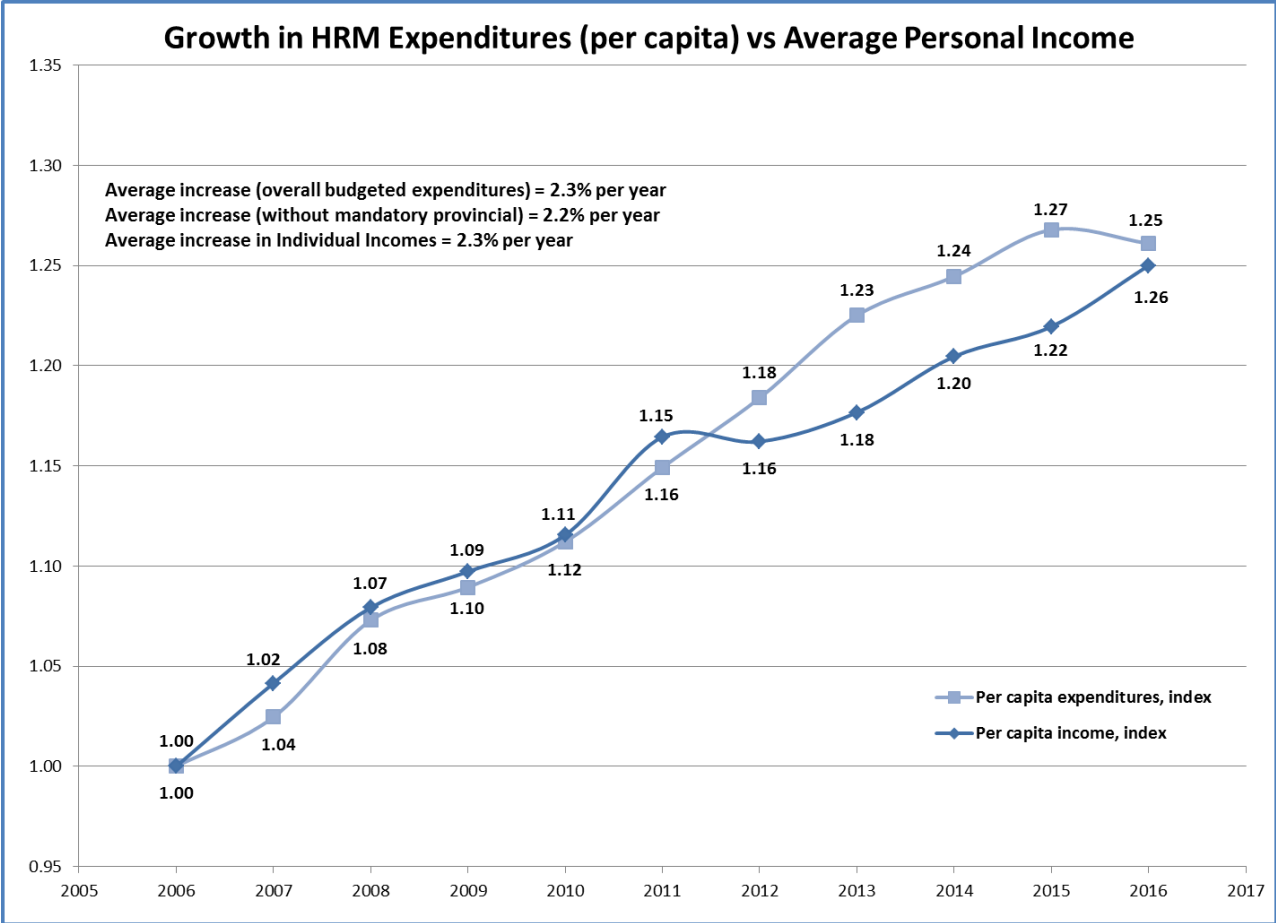
*Financial Policy and Planning, Halifax.



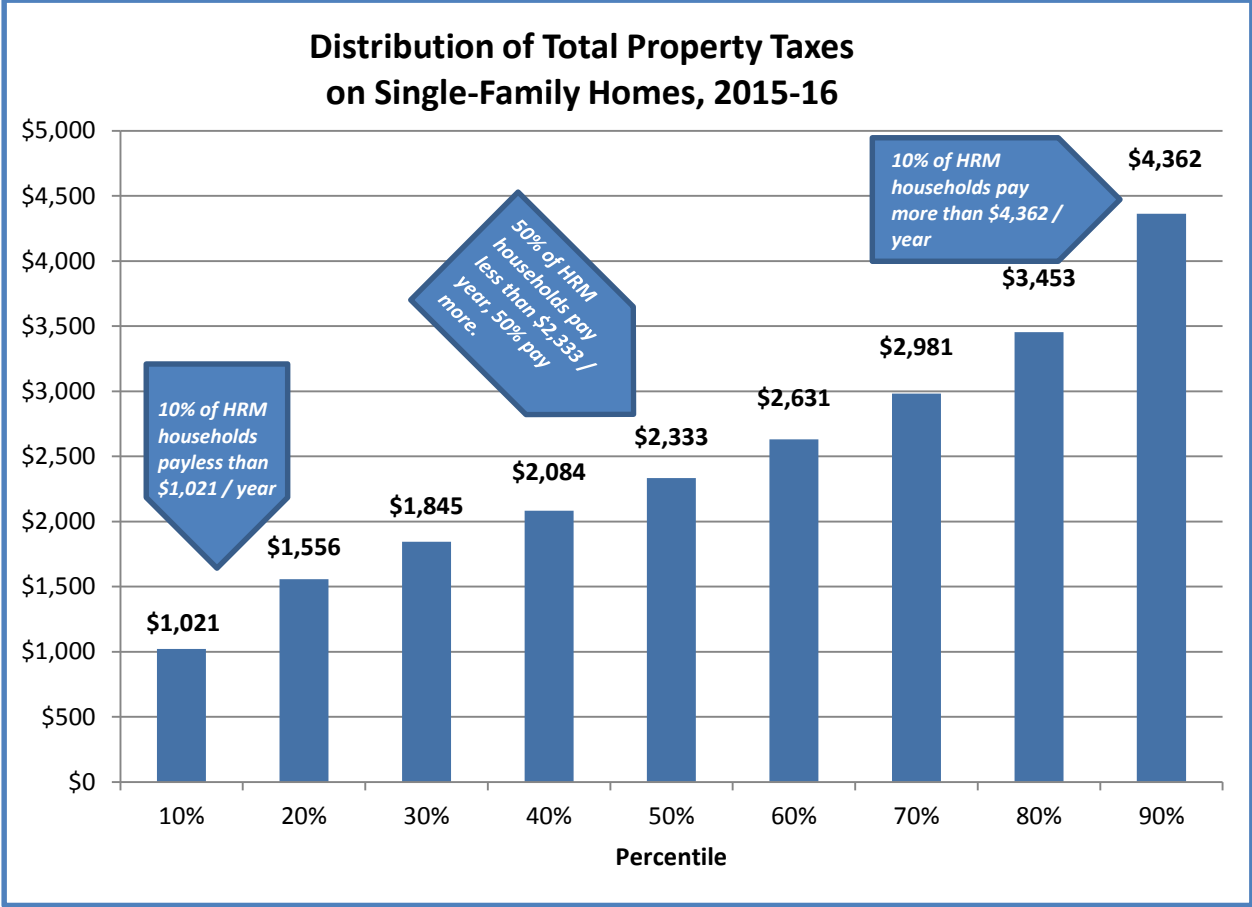
*Financial Policy and Planning, Halifax.



*Financial Policy and Planning, Halifax, Conference Board of Canada, Statistics Canada.

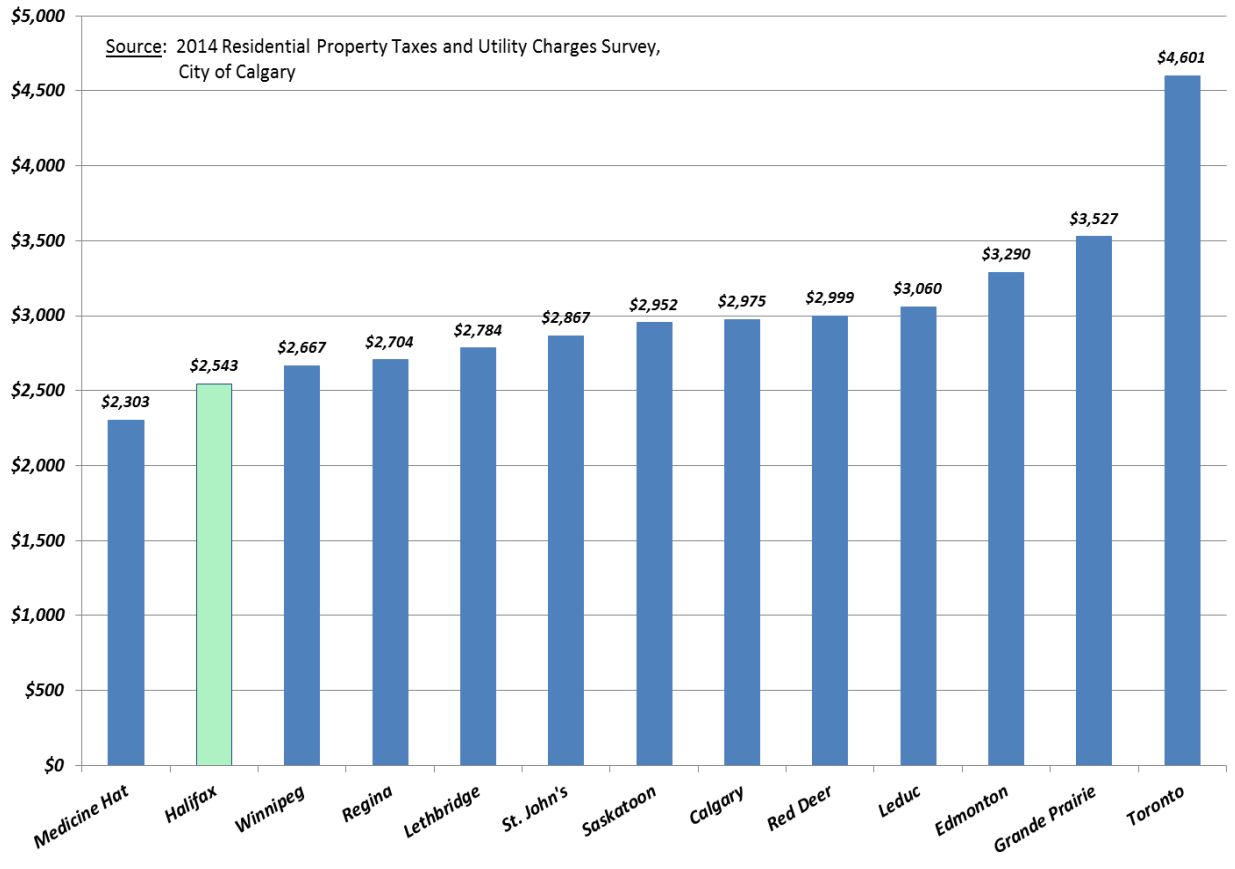


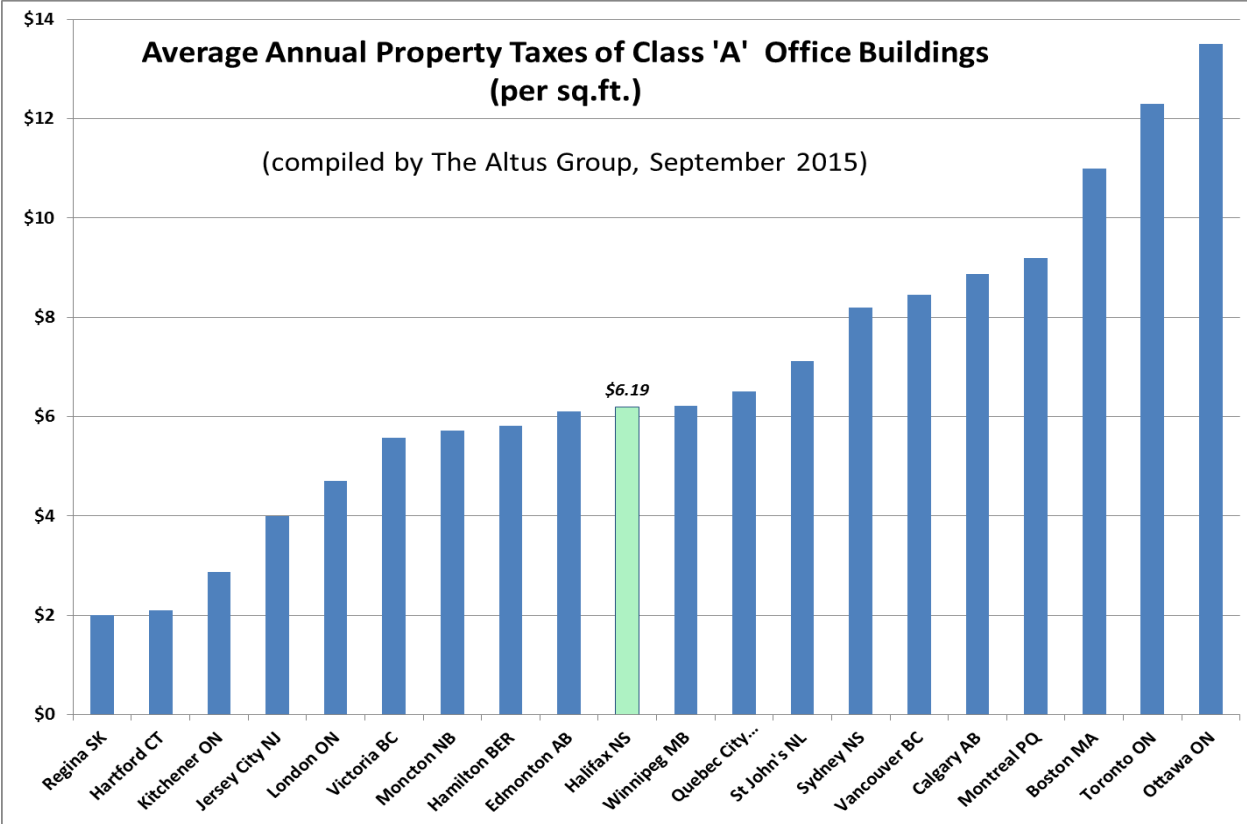
*Financial Policy and Planning, Halifax, Conference Board of Canada, Statistics Canada.



*Financial Policy and Planning, Halifax, Conference Board of Canada, Statistics Canada.

Average Property Tax per Single-Family Home (2014)





Tax Structure Specifics

The property tax structure includes a base or general rate for rural taxpayers, a suburban general rate and an urban general tax rate. This structure was revised by Regional Council in 2003. Its guiding principles are to ensure that:

- Each taxpayer pays for services received.
- Each taxpayer shares in paying for services they have access to.
- Each taxpayer pays for basic universal services to ensure a basic standard of service throughout the municipality.
- The commercial tax base exists for the benefit of all.

The base rate includes most of the basic services available across the region, including fire, police, compost, recycling and solid waste collection, streets and streetlights, municipal recreation facilities and programs, sports fields and playgrounds, libraries and community planning. Also included are internal administration and financing costs.

Municipal water service is paid through individual water bills, not property taxes. Sewer service is paid by a charge on the water bill and is only levied on sewer users. Not included in the base tax rate are some services such as hydrants and sidewalks. Sidewalks are included in the urban rate. They are additional to the suburban and rural areas, where provided. These property owners do not pay for such services unless they have access to them. In such instances, costs are paid through a local area rate based on local costs, preventing suburban and rural taxpayers from paying for services they do not receive, while allowing flexibility for each area to acquire or manage services locally.

Summary of Full Time Equivalent (FTEs) Metric

	Funded FTEs	2014/15***	2015/16	2016/17	2016/17
		Approved (Apr 1/14)	Approved Total FTE's	Proposed Change (+/-)	Approved Total FTE's
Auditor General's Office	Full & part-time permanent	8.0	10.0	0.0	10.0
	Term and Seasonal	2.0	0.0	0.0	0.0
	Total FTE's	10.0	10.0	0.0	10.0
Chief Administrative Office	Full & part-time permanent	77.5	82.5	-1.5	81.0
	Term and Seasonal	8.5	11.3	-1.3	10.0
	Total FTE's	86.0	93.8	-2.8	91.0
Finance & Information, Communications and Technology	Full & part-time permanent	285.6	285.6	-4.0	281.6
	Term and Seasonal	2.1	5.4	-2.0	3.4
	Total FTE's	287.7	291.0	-6.0	285.0
Fire & Emergency Services	Full & part-time permanent	482.0	489.0	0.0	489.0
	Term and Seasonal	0.0	0.8	-0.1	0.7
	Total FTE's	482.0	489.8	-0.1	489.7
Human Resources	Full & part-time permanent	55.0	54.0	0.0	54.0
	Term and Seasonal	3.3	4.0	-1.7	2.3
	Total FTE's	58.3	58.0	-1.7	56.3
Legal Services & Risk Management	Full & part-time permanent	34.0	36.0	0.0	36.0
	Term and Seasonal	0.6	1.8	0.3	2.1
	Total FTE's	34.6	37.8	0.3	38.1
Halifax Regional Library	Full & part-time permanent	298.1	337.9	-4.4	333.5
	Term and Seasonal			0.0	0.0
	Total FTE's	298.1	337.9	-4.4	333.5
Halifax Regional Police*	Full & part-time permanent	701.5	710.5	18.0	728.5
	Term and Seasonal	77.0	70.5	-5.2	65.3
	Total FTE's	778.5	781.0	12.8	793.8
Operations Support	Full & part-time permanent	224.9	223.9	-1.0	222.9
	Term and Seasonal	0.0	0.0	4.0	4.0
	Total FTE's	224.9	223.9	3.0	226.9
Parks & Rec	Full & part-time permanent	244.0	231.6	-4.4	227.2
	Term and Seasonal	219.8	250.9	-1.7	249.2
	Total FTE's	463.8	482.5	-6.1	476.4
Planning & Development	Full & part-time permanent	189.5	187.5	15.5	203.0
	Term and Seasonal	5.1	5.7	-1.0	4.7
	Total FTE's	194.6	193.2	14.5	207.7
Transportation & Public Works**	Full & part-time permanent	290.0	281.0	-1.0	280.0
	Term and Seasonal	44.0	22.3	-0.8	21.5
	Total FTE's	334.0	303.3	-1.8	301.5
Halifax Transit Services	Full & part-time permanent	920.5	922.0	8.0	930.0
	Term and Seasonal	3.3	4.7	-0.5	4.2
	Total FTE's	923.8	926.7	7.5	934.2
HRM Internship Program BU to be determined Budget in M270	Full & part-time permanent	Included in BU	Included in BU	0.0	0.0
	Term and Seasonal			14.2	30.4
	Total FTE's			30.4	30.4
	Total FTE's	4176.3	4228.9	45.6	4274.5

*FTEs related to HRM Internship program were included in BU totals in years before 2016-17.

Halifax Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Compensation and Benefits	336,230,100	346,745,600	335,683,939	355,830,900	9,085,300	2.6
* Office	11,072,400	9,544,750	9,779,928	10,377,760	833,010	8.7
* External Services	96,869,600	110,434,200	137,444,034	111,720,250	1,286,050	1.2
* Supplies	3,377,600	3,559,600	3,973,672	3,630,550	70,950	2.0
* Materials	3,548,300	3,608,600	3,370,480	2,683,300	(925,300)	(25.6)
* Building Costs	22,559,450	19,632,900	19,124,780	18,375,950	(1,256,950)	(6.4)
* Equipment & Communications	9,627,650	7,633,700	6,741,550	7,520,240	(113,460)	(1.5)
* Vehicle Expense	26,191,500	24,173,700	24,065,796	21,745,000	(2,428,700)	(10.0)
* Other Goods & Services	20,643,400	23,223,250	19,324,620	22,218,650	(1,004,600)	(4.3)
* Interdepartmental	17,200	(13,400)	27,695	53,500	66,900	(499.3)
* Debt Service	55,852,900	53,975,100	53,758,619	53,952,000	(23,100)	(0.0)
* Other Fiscal	258,357,200	266,615,600	268,367,486	264,730,000	(1,885,600)	(0.7)
** Total	844,347,300	869,133,600	881,662,599	872,838,100	3,704,500	0.4
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
* Tax Revenue	(459,183,000)	(473,168,700)	(474,569,605)	(479,528,700)	(6,360,000)	1.3
* Area Rate Revenue	(209,590,600)	(214,803,000)	(214,995,911)	(219,256,500)	(4,453,500)	2.1
* Tax Agreements	(4,852,000)	(9,614,000)	(10,229,090)	(10,358,500)	(744,500)	7.7
* Payments in Lieu of taxes	(36,325,700)	(37,390,100)	(37,776,872)	(37,647,100)	(257,000)	0.7
* Transfers from other Gov'ts	(10,558,300)	(10,739,100)	(15,420,977)	(15,039,100)	(4,300,000)	40.0
* Interest Revenue	(7,146,000)	(6,765,800)	(7,818,594)	(6,806,900)	(41,100)	0.6
* Fee Revenues	(81,453,800)	(82,261,400)	(76,402,717)	(73,323,800)	8,937,600	(10.9)
* Other Revenue	(35,237,900)	(34,391,500)	(34,317,267)	(30,877,500)	3,514,000	(10.2)
** Total	(844,347,300)	(869,133,600)	(871,531,033)	(872,838,100)	(3,704,500)	0.4
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	0	(0)	10,131,566	(0)	0	(44.4)

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
***** Operations Support	38,708,900	39,926,900	38,140,039	39,451,500	(475,400)	(1.2)
***** Planning & Development	4,249,800	4,871,800	5,112,509	5,243,900	372,100	7.6
***** Parks & Recreation	24,824,600	26,249,400	24,150,751	25,804,100	(445,300)	(1.7)
***** Office of the Auditor Gen	865,000	965,100	740,704	946,000	(19,100)	(2.0)
***** CAO	12,854,100	13,275,700	12,958,411	13,315,700	40,000	0.3
***** Fire & Emergency Services	57,752,300	58,580,000	58,435,941	58,305,000	(275,000)	(0.5)
***** Finance & Information, Com	28,175,600	28,192,900	27,262,960	28,752,300	559,400	2.0
***** Human Resources Services	5,484,300	5,453,400	5,294,514	5,396,400	(57,000)	(1.0)
***** Legal Services	3,182,100	4,186,000	3,923,963	4,253,400	67,400	1.6
***** Non-Departmental	(369,535,700)	(380,831,000)	(379,655,168)	(391,352,200)	(10,521,200)	2.8
***** Halifax Transit Services						
***** Outside Police BU (RCMP)	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
***** Regional Police	76,094,700	77,082,800	76,344,781	76,964,700	(118,100)	(0.2)
***** Transportation & Public Works	77,344,300	79,448,500	84,923,998	89,296,200	9,847,700	12.4
***** Non TCA Projects			10,218,920			
***** Outside Agency Support						
***** Library	16,250,000	18,848,500	18,529,239	19,440,000	591,500	3.1
***** Total	0	(0)	10,131,566	(0)	0	(44.4)

Summary of Gross Expenditures

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
***** Operations Support	40,947,900	42,040,900	40,429,534	42,001,100	(39,800)	(0.1)
***** Planning & Development	16,655,300	17,514,800	16,240,965	18,229,900	715,100	4.1
***** Parks & Recreation	38,910,900	38,799,500	36,560,119	38,426,400	(373,100)	(1.0)
***** Office of the Auditor Gen	865,000	965,100	749,438	946,000	(19,100)	(2.0)
***** CAO	16,601,000	17,117,800	17,220,427	17,312,000	194,200	1.1
***** Fire & Emergency Services	58,295,000	58,922,700	58,825,054	58,617,700	(305,000)	(0.5)
***** Finance & Information, Com	30,824,000	30,846,300	30,062,694	31,918,800	1,072,500	3.5
***** Human Resources Services	5,564,300	5,533,400	5,348,705	5,476,400	(57,000)	(1.0)
***** Legal Services	3,399,500	4,408,000	4,161,237	4,463,400	55,400	1.3
***** Non-Departmental	296,086,800	309,947,700	315,188,511	309,001,100	(946,600)	(0.3)
***** Halifax Transit Services	111,022,600	112,505,700	112,256,600	114,285,000	1,779,300	1.6
***** Outside Police BU (RCMP)	23,750,000	23,750,000	23,750,004	24,183,000	433,000	1.8
***** Regional Police	83,334,300	84,476,600	84,118,602	85,741,400	1,264,800	1.5
***** Transportation & Public W	94,582,100	96,679,700	101,008,870	96,554,600	(125,100)	(0.1)
***** Non TCA Projects			10,698,746			
***** Outside Agency Support	504,400	504,400			(504,400)	(100.0)
***** Library	23,004,200	25,121,000	25,043,094	25,681,300	560,300	2.2
***** Total	844,347,300	869,133,600	881,662,599	872,838,100	3,704,500	0.4

Summary of Gross Revenues

Cost Centers/Groups	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
***** Operations Support	(2,239,000)	(2,114,000)	(2,289,495)	(2,549,600)	(435,600)	20.6
***** Planning & Development	(12,405,500)	(12,643,000)	(11,128,456)	(12,986,000)	(343,000)	2.7
***** Parks & Recreation	(14,086,300)	(12,550,100)	(12,409,368)	(12,622,300)	(72,200)	0.6
***** Office of the Auditor Gene			(8,734)			
***** CAO	(3,746,900)	(3,842,100)	(4,262,016)	(3,996,300)	(154,200)	4.0
***** Fire & Emergency Services	(542,700)	(342,700)	(389,113)	(312,700)	30,000	(8.8)
***** Finance & Information, Comm	(2,648,400)	(2,653,400)	(2,799,733)	(3,166,500)	(513,100)	19.3
***** Human Resources Services	(80,000)	(80,000)	(54,190)	(80,000)		
***** Legal Services	(217,400)	(222,000)	(237,274)	(210,000)	12,000	(5.4)
***** Non-Departmental	(665,622,500)	(690,778,700)	(694,843,679)	(700,353,300)	(9,574,600)	1.4
***** Halifax Transit Services	(111,022,600)	(112,505,700)	(112,256,600)	(114,285,000)	(1,779,300)	1.6
***** Regional Police	(7,239,600)	(7,393,800)	(7,773,821)	(8,776,700)	(1,382,900)	18.7
***** Transportation & Public Wo	(17,237,800)	(17,231,200)	(16,084,872)	(7,258,400)	9,972,800	(57.9)
***** Non TCA Projects			(479,827)			
***** Outside Agency Support	(504,400)	(504,400)			504,400	(100.0)
***** Library	(6,754,200)	(6,272,500)	(6,513,855)	(6,241,300)	31,200	(0.5)
***** Total	(844,347,300)	(869,133,600)	(871,531,033)	(872,838,100)	(3,704,500)	0.4

Summary Details

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6001 Salaries - Regular	258,530,100	266,986,700	248,201,003	273,799,100	6,812,400	2.6
6002 Salaries - Overtime	11,602,800	12,248,100	16,029,991	11,944,600	(303,500)	(2.5)
6003 Wages - Regular	141,300	133,000	4,511,636	415,400	282,400	212.3
6004 Wages - Overtime			4,277			
6005 PDP & Union Con Incr	130,000	308,000			(308,000)	(100.0)
6050 Court Time	1,187,500	1,187,500	1,110,893	1,187,500		
6051 Shift Agreements	56,000	91,000	211,204	119,200	28,200	31.0
6052 Shift Differentials	424,900	423,100	294,706	416,700	(6,400)	(1.5)
6053 Extra Duty	612,400	612,400	640,956	612,400		
6054 Vacation payout			692,647			
6099 Other Allowances	97,000	20,000	45,974	35,000	15,000	75.0
6100 Benefits - Salaries	50,914,800	53,001,600	51,813,168	54,557,600	1,556,000	2.9
6101 Benefits - Wages			292,303	100	100	
6110 Vacancy Management	(7,127,700)	(7,111,300)		(8,527,600)	(1,416,300)	19.9
6120 Comp OCC Budget Yr 1				1,238,800	1,238,800	
6150 Honorariums	1,916,700	1,917,400	1,889,858	1,915,900	(1,500)	(0.1)
6151 Vehicle Allowance	3,000	3,000	4,659	3,000		
6152 Retirement Incentives	5,106,400	5,010,300	4,087,023	5,111,400	101,100	2.0
6153 Severence			167,140			
6154 Workers' Compensation	5,144,900	5,271,700	5,001,638	5,420,100	148,400	2.8
6155 Overtime Meals	30,300	29,900	50,812	23,400	(6,500)	(21.7)
6156 Clothing Allowance	643,300	640,200	655,810	641,500	1,300	0.2
6157 stipends	319,500	319,500	330,502	348,000	28,500	8.9
6158 WCB Recov Earnings	(18,300)	(18,300)	(60,757)	(18,300)		
6194 Sick Bank allowance			260,900			
6199 Comp & Ben InterDept	2,193,700	971,900	(334,084)	747,400	(224,500)	(23.1)
9200 HR CATS Wage/Ben	4,400,900	4,699,900	(47,222)	5,807,700	1,107,800	23.6
9210 HR CATS OT Wage/Ben	(79,400)		(171,097)	32,000	32,000	
* Compensation and Benefits	336,230,100	346,745,600	335,683,939	355,830,900	9,085,300	2.6
6201 Telephone	2,531,000	2,175,500	2,762,991	2,307,000	131,500	6.0
6202 Courier/Postage	885,600	891,750	922,810	1,154,800	263,050	29.5
6203 Office Furn/Equip	632,100	578,700	529,914	568,000	(10,700)	(1.8)
6204 Computer S/W & Lic	3,585,700	3,618,800	3,654,383	3,951,560	332,760	9.2
6205 Printing & Reprod	1,608,300	1,217,300	1,044,743	1,266,600	49,300	4.0
6206 Microfilms	4,800	4,800		4,800		
6207 Office Supplies	742,100	729,100	674,316	690,700	(38,400)	(5.3)
6208 Binding	15,000	15,000	10,779	13,000	(2,000)	(13.3)
6290 Office Transfer	763,500	35,100		110,000	74,900	213.4
6299 Other Office Expenses	304,300	278,700	179,993	311,300	32,600	11.7
* Office	11,072,400	9,544,750	9,779,928	10,377,760	833,010	8.7

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6301 Professional Fees	642,900	1,790,587	569,883	624,700	(1,165,887)	(65.1)
6302 Legal Fees	283,900	436,700	561,894	535,300	98,600	22.6
6303 Consulting Fees	797,500	1,839,669	4,729,014	1,682,500	(157,169)	(8.5)
6304 Janitorial Services	1,792,300	2,794,900	3,185,435	2,966,200	171,300	6.1
6305 Property Appraisal	80,000	80,000	94,150	95,100	15,100	18.9
6306 Property Survey	15,000	25,000	40,240	40,000	15,000	60.0
6308 Snow Removal	1,194,900	2,563,400	2,128,272	2,125,900	(437,500)	(17.1)
6309 Litigation Disburse	15,000	12,000	115,396	15,000	3,000	25.0
6310 Outside Personnel	598,800	1,048,100	1,289,412	1,397,250	349,150	33.3
6311 Security	847,500	1,467,300	1,925,485	1,571,600	104,300	7.1
6312 Refuse Collection	536,800	540,900	657,388	594,600	53,700	9.9
6314 Prosecution Services	161,500	162,200	122,283	120,000	(42,200)	(26.0)
6315 Outside Policing	24,182,500	24,087,000	24,508,562	24,520,000	433,000	1.8
6316 Real Property Disb			7,445	20,000	20,000	
6390 Ext Svc Transfer		45,000			(45,000)	(100.0)
6399 Contract Services	65,721,000	73,541,444	97,509,174	75,412,100	1,870,656	2.5
* External Services	96,869,600	110,434,200	137,444,034	111,720,250	1,286,050	1.2
6401 Uniforms & Clothing	1,224,800	1,332,800	1,483,268	1,325,200	(7,600)	(0.6)
6402 Med & First Aid Supp	20,000	25,000	44,308	21,100	(3,900)	(15.6)
6403 Patrol Equip Supplies	418,400	417,400	507,305	440,400	23,000	5.5
6404 Rec Prog Supplies	411,600	474,800	529,558	487,800	13,000	2.7
6405 Photo Supp & Equip	25,400	25,400	21,325	23,700	(1,700)	(6.7)
6406 Bridge Tolls	455,750	456,800	477,299	458,350	1,550	0.3
6407 Clean/Sani Supplies	363,200	390,000	412,360	402,700	12,700	3.3
6409 Personal Protect Equ	70,100	112,000	142,398	120,200	8,200	7.3
6490 Supplies Transfer	23,550	6,800		12,000	5,200	76.5
6499 Other Supplies	364,800	318,600	355,852	339,100	20,500	6.4
* Supplies	3,377,600	3,559,600	3,973,672	3,630,550	70,950	2.0
6501 Asphalt	197,000	257,600	542,130	296,200	38,600	15.0
6502 Chemicals	127,900	165,500	53,137	132,200	(33,300)	(20.1)
6503 Fertilizer	25,500	24,500	10,913	22,500	(2,000)	(8.2)
6504 Hardware	244,100	320,800	294,038	287,000	(33,800)	(10.5)
6505 Lubricants	30,100	31,000	181,216	195,700	164,700	531.3
6506 Lumber	59,300	59,300	62,107	60,100	800	1.3
6507 Propane	136,500	143,700	125,181	158,700	15,000	10.4
6508 Ready Mix Concrete	125,800	125,700	99,328	123,300	(2,400)	(1.9)
6510 Road Oils	9,300	7,900	681	7,200	(700)	(8.9)
6511 Salt	1,628,400	1,628,400	1,318,538	726,200	(902,200)	(55.4)
6512 Sand	154,000	154,000	15,133	44,000	(110,000)	(71.4)
6513 Seeds & Plants	59,300	55,300	63,705	82,000	26,700	48.3
6514 Sods	38,100	22,900	17,079	15,300	(7,600)	(33.2)
6515 Stone and Gravel	71,300	89,500	208,172	111,100	21,600	24.1
6516 Topsoil	103,500	85,300	55,764	74,800	(10,500)	(12.3)
6517 Paint	364,900	335,000	205,142	252,600	(82,400)	(24.6)
6518 Metal	52,000	41,600	42,470	37,100	(4,500)	(10.8)
6519 Welding Supplies	5,000	7,000	29,013	11,000	4,000	57.1
6520 Salt-Sand Mix	600	600	7,216		(600)	(100.0)
6590 Materials Transfer			224			
6599 Other Materials	115,700	53,000	39,296	46,300	(6,700)	(12.6)
* Materials	3,548,300	3,608,600	3,370,480	2,683,300	(925,300)	(25.6)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6602 Electrical	868,500	917,000	1,051,185	970,400	53,400	5.8
6603 Grnds & Landscaping	2,004,400	302,900	159,122	333,200	30,300	10.0
6604 Bus Gates/Shltr-R&M	20,000	73,600	31,221	125,500	51,900	70.5
6605 Municipal Taxes	967,500	1,151,300	934,873	1,030,400	(120,900)	(10.5)
6606 Heating Fuel	1,651,300	1,709,900	1,056,814	1,584,200	(125,700)	(7.4)
6607 Electricity	11,379,200	10,642,000	9,458,998	8,364,000	(2,278,000)	(21.4)
6608 Water	555,800	740,800	864,070	910,800	170,000	22.9
6609 Elevator & Escalator	198,300	126,900	165,315	149,000	22,100	17.4
6610 Building - Exterior	208,600	382,700	469,206	263,100	(119,600)	(31.3)
6611 Building - Interior	518,800	469,000	567,496	498,600	29,600	6.3
6612 Safety Systems	379,600	794,900	710,321	783,650	(11,250)	(1.4)
6613 Overhead Doors	53,700	103,800	204,075	145,000	41,200	39.7
6614 Envir Assess/Cleanup	34,500	160,600	143,260	82,300	(78,300)	(48.8)
6615 Vandalism Clean-up	201,900	201,900	196,078	204,100	2,200	1.1
6616 Natural Gas-Buildings	418,300	1,025,500	1,875,685	1,905,300	879,800	85.8
6617 Pest Management	98,300	84,700	51,302	81,600	(3,100)	(3.7)
6690 Building Exp Transfe	42,750					
6699 Other Building Cost	2,958,000	745,400	1,185,759	944,800	199,400	26.8
* Building Costs	22,559,450	19,632,900	19,124,780	18,375,950	(1,256,950)	(6.4)
6701 Equipment Purchase	1,592,700	1,695,400	1,033,004	1,451,440	(243,960)	(14.4)
6702 Small Tools	183,750	206,200	213,868	204,700	(1,500)	(0.7)
6703 Computer Equip/Rent	1,312,000	1,070,200	1,080,817	1,074,800	4,600	0.4
6704 Equipment Rental	2,308,100	246,000	114,732	163,100	(82,900)	(33.7)
6705 Equip - R&M	1,116,700	831,700	876,946	791,200	(40,500)	(4.9)
6706 Computer R&M	418,000	403,600	354,167	452,700	49,100	12.2
6707 Plumbing & Heating	131,900	247,300	522,123	343,200	95,900	38.8
6708 Mechanical Equipment	852,400	990,500	1,242,313	824,500	(166,000)	(16.8)
6711 Communication System	847,600	904,600	766,744	1,590,500	685,900	75.8
6730 Comm. Circuits	50,000					
6731 Airtime	594,200	850,200	370,149	438,400	(411,800)	(48.4)
6732 Mobile Data	190,000	190,000	166,719	185,700	(4,300)	(2.3)
6733 Site Rentals	19,000					
6790 Equipment Transfer	11,300	(2,000)	(32)		2,000	(100.0)
* Equipment & Communications	9,627,650	7,633,700	6,741,550	7,520,240	(113,460)	(1.5)
6802 Vehicle R&M	11,158,800	11,152,900	13,312,819	10,493,200	(659,700)	(5.9)
6803 Vehicle Fuel - Diesel	12,109,300	10,920,400	8,854,566	8,956,200	(1,964,200)	(18.0)
6804 Vehicle Fuel - Gas	1,894,500	1,270,500	1,222,167	1,233,800	(36,700)	(2.9)
6805 Tires and Tubes	1,005,500	918,100	970,068	981,200	63,100	6.9
6806 Vehicle Rentals	27,900	33,700	29,434	29,300	(4,400)	(13.1)
6807 Vehicle Leases	7,000		490			
6810 Comm Vehicle R&M			14,193			
6890 Vehicle Transfer	(71,000)	(165,400)	(389,330)	7,100	172,500	(104.3)
6899 Other Vehicle Expense	59,500	43,500	51,389	44,200	700	1.6
* Vehicle Expense	26,191,500	24,173,700	24,065,796	21,745,000	(2,428,700)	(10.0)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
6901 Membership Dues	481,550	548,600	517,751	557,300	8,700	1.6
6902 Conferences/Workshop	233,950	247,250	200,371	266,600	19,350	7.8
6903 Travel - Local	913,200	948,600	895,102	944,200	(4,400)	(0.5)
6904 Travel - Out of Town	631,400	725,300	644,845	692,300	(33,000)	(4.5)
6905 Training & Education	1,428,400	1,559,150	1,237,534	1,476,750	(82,400)	(5.3)
6906 Licenses & Agreements	457,500	618,100	589,953	664,200	46,100	7.5
6907 Commission Fees	360,000	360,000	404,100	400,000	40,000	11.1
6908 Medical Examinations	120,700	123,700	321,626	109,700	(14,000)	(11.3)
6909 Cost of Sales	532,800	622,800	773,468	592,800	(30,000)	(4.8)
6910 Signage	145,100	159,100	62,945	141,300	(17,800)	(11.2)
6911 Facilities Rental	5,583,400	5,827,600	5,606,238	6,052,500	224,900	3.9
6912 Advertising/Promotio	1,212,050	1,223,200	1,037,056	1,308,000	84,800	6.9
6913 Awards	122,900	128,400	105,825	131,500	3,100	2.4
6914 Recruiting	80,000	142,200	215,085	147,200	5,000	3.5
6915 Research Data Acquis	6,400	16,400	28,977	58,500	42,100	256.7
6916 Public Education	284,000	272,000	267,304	214,000	(58,000)	(21.3)
6917 Books and Periodicals	1,922,200	1,935,900	2,029,502	1,945,900	10,000	0.5
6918 Meals	127,950	147,900	156,656	150,050	2,150	1.5
6919 Special Projects	2,097,700	2,998,500	1,488,636	3,192,350	193,850	6.5
6920 Land Purchase				14,000	14,000	
6928 Committee Expenses	10,500	9,400	14,052	14,300	4,900	52.1
6929 Procurement Card Clg			1,367	200	200	
6933 Community Events	1,001,200	1,058,700	988,643	1,071,700	13,000	1.2
6936 Staff Relations	50,000	50,000	40,981	52,200	2,200	4.4
6937 Corporate Training	215,500	200,000	169,818	200,000		
6938 Rewarding Excellence	111,300	107,450	51,779	105,100	(2,350)	(2.2)
6940 Fencing	138,800	154,900	100,837	95,000	(59,900)	(38.7)
6941 Playground Equipment	36,900	38,500	56,556	53,400	14,900	38.7
6942 Management Fees	507,400	521,300	481,789	516,300	(5,000)	(1.0)
6943 Health and Wellness	120,700	120,700	126,406	121,200	500	0.4
6946 Branch Programming	28,100	39,900	62,008	41,700	1,800	4.5
6947 Literacy/Heritage Pr	10,500	10,500	33,457	9,500	(1,000)	(9.5)
6948 Arts/Perform.Program	8,600	12,000	12,206	10,900	(1,100)	(9.2)
6950 Region.Serv.Program	16,500	20,000	29,142	20,000		
6960 Loss on Disposal			120,545			
6990 Gds & Svcs Trsf	45,700	50,100		45,100	(5,000)	(10.0)
* Other Goods & Services	20,643,400	23,223,250	19,324,620	22,218,650	(1,004,600)	(4.3)
7006 Interdept REV				200	200	
7007 ItnTrsf Paper Recyc						
7009 Internal Trfr Other	(500)	(29,100)	90,696	49,600	78,700	(270.4)
7010 IntTrfr Insur Funds			1,474			
7011 Int Trf Record Check	(2,300)	(3,300)		(3,300)		
7012 Int Trf Print/Reprod	5,000	5,000	4,698	5,000		
7013 Int Trf Extra Duty			(78,267)			
7015 Int Trf FacilityRent			9,487	2,000	2,000	
7099 Interdept Chargeback	14,000	14,000			(14,000)	(100.0)
9900 Rev/Exp.Vehicle Rent	1,000	0		0		
9911 PM Labour-Reg			(394)			
9972 Truck Stock Chargebk						
* Interdepartmental	17,200	(13,400)	27,695	53,500	66,900	(499.3)
8010 Other Interest	66,100	30,600	37,045	40,900	10,300	33.7
8011 Interest on Debentur	11,832,700	10,833,000	10,708,767	9,971,000	(862,000)	(8.0)
8012 Principal on Debentu	43,951,700	43,109,100	43,012,807	43,937,700	828,600	1.9
8013 Loan Principal Repay	2,400	2,400		2,400		
* Debt Service	55,852,900	53,975,100	53,758,619	53,952,000	(23,100)	(0.0)

Expenditures	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
8001 Transf Outside Agenc	161,209,600	168,018,200	168,102,628	173,140,100	5,121,900	3.0
8002 Insurance Claims			955,092			
8003 Insurance Pol/Prem	4,319,000	3,941,700	2,070,277	3,941,500	(200)	(0.0)
8004 Grants	4,663,965	6,278,343	4,466,952	4,753,800	(1,524,543)	(24.3)
8005 Tax Exemptions	1,425,000	1,425,000	1,276,300	1,425,000		
8006 Tax Concess Non Prof	3,535,000	3,535,000	3,331,640	3,775,000	240,000	6.8
8007 Tax Concess Commerci	755,000	605,000	124,726	455,000	(150,000)	(24.8)
8008 Transf to/fr Reserve	17,028,200	15,488,357	32,919,268	22,066,100	6,577,743	42.5
8009 Fire Protection	10,467,000	9,645,000	8,560,239	7,456,600	(2,188,400)	(22.7)
8014 Capital from Operati	47,812,000	47,243,400	25,385,482	41,280,000	(5,963,400)	(12.6)
8015 Debenture Discount	269,300	270,700	270,352	256,800	(13,900)	(5.1)
8016 Provision for Allow	3,700,000	4,200,000	8,523,974	4,200,000		
8017 Bank Charges	380,200	410,200	404,395	410,100	(100)	(0.0)
8022 Transf to/fr Trust	(800)	(800)	(172,421)	(800)		
8024 Transf to/fr Capital	571,800	3,516,000	11,741,232	1,600	(3,514,400)	(100.0)
8026 Property Damage			81,846			
8034 Approp for Forecast	1,633,635					
8045 Amortization Expense			314,415			
8046 Stormwater ROW Chg	3,881,000	3,881,000	3,881,408	3,881,400	400	0.0
9000 Prior Yr. Sur/Def	(3,292,700)	(1,841,500)	(3,631,955)	(2,312,200)	(470,700)	25.6
9001 Current Yr. Sur/Def			(238,365)			
* Other Fiscal	258,357,200	266,615,600	268,367,486	264,730,000	(1,885,600)	(0.7)
** Total	844,347,300	869,133,600	881,662,599	872,838,100	3,704,500	0.4
Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4001 Res. Property Taxes	(211,864,900)	(225,942,300)	(225,862,501)	(229,173,000)	(3,230,700)	1.4
4002 Comm. Property Taxes	(207,687,100)	(211,624,200)	(212,574,912)	(214,852,000)	(3,227,800)	1.5
4005 Resrc Property Taxes	(1,390,000)	(1,410,000)	(1,424,589)	(1,402,000)	8,000	(0.6)
4006 Rec. Non Profit	(15,000)	(15,000)	(17,823)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(41,664)	(42,000)		
4008 Comm. Forest Taxes	(81,000)	(81,000)	(85,569)	(81,000)		
4100 Deed Transfer Taxes	(36,000,000)	(32,000,000)	(33,401,113)	(32,000,000)		
4101 Capital Charges	(2,103,000)	(2,054,200)	(1,161,434)	(1,963,700)	90,500	(4.4)
* Tax Revenue	(459,183,000)	(473,168,700)	(474,569,605)	(479,528,700)	(6,360,000)	1.3
4201 Area Rate Residential	(130,612,500)	(134,170,000)	(134,200,272)	(137,665,000)	(3,495,000)	2.6
4202 Area Rate Commercial	(35,370,200)	(36,485,600)	(36,682,283)	(36,485,900)	(300)	0.0
4204 Area Rate Loc Transi	(26,258,000)	(26,717,500)	(26,704,570)	(27,305,300)	(587,800)	2.2
4205 Area Rate Reg Transp	(16,472,000)	(16,587,300)	(16,568,961)	(16,952,200)	(364,900)	2.2
4206 Area Rate Resource	(877,900)	(842,600)	(839,826)	(848,100)	(5,500)	0.7
* Area Rate Revenue	(209,590,600)	(214,803,000)	(214,995,911)	(219,256,500)	(4,453,500)	2.1
4501 Tax Agreement - NSLC	(697,000)	(696,000)	(712,721)	(723,500)	(27,500)	4.0
4502 Tax Agreement - NSPI	(3,186,000)	(3,200,000)	(3,489,548)	(3,500,000)	(300,000)	9.4
4503 Tax Agreement - MT&T	(1,727,000)	(1,645,000)	(1,749,133)	(1,714,000)	(69,000)	4.2
4505 Tax Agreement - Impe	(250,000)					
4506 Tax Agreement - Mari	(973,000)	(912,000)	(897,178)	(887,000)	25,000	(2.7)
4507 Tax Agreement - Heri	(769,000)	(1,100,000)	(1,175,333)	(1,210,000)	(110,000)	10.0
4508 Tax Agreement - HIAA		(1,447,000)	(1,446,508)	(1,455,000)	(8,000)	0.6
4509 Tax Agrmnt - Irving		(564,000)	(598,181)	(629,000)	(65,000)	11.5
4550 Tax Agreement - Other		(50,000)	(160,489)	(240,000)	(190,000)	380.0
4551 Hfx Int'l Tax O-set	2,750,000					
* Tax Agreements	(4,852,000)	(9,614,000)	(10,229,090)	(10,358,500)	(744,500)	7.7

Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
4601 Grant in Lieu-Fed	(22,268,900)	(22,412,900)	(22,797,099)	(22,646,300)	(233,400)	1.0
4602 Grant in Lieu-Prov.	(8,700,800)	(9,124,200)	(8,957,547)	(9,105,800)	18,400	(0.2)
4603 Grant in Lieu-CPC	(660,000)	(685,000)	(688,697)	(693,000)	(8,000)	1.2
4605 Grant Lieu-Hflx Port	(2,788,000)	(2,926,000)	(2,930,260)	(2,999,000)	(73,000)	2.5
4606 Grant in Lieu - CBC	(346,000)	(208,000)	(198,060)	(197,000)	11,000	(5.3)
4607 Grant Lieu -Via Rail	(143,000)	(172,000)	(177,395)	(175,000)	(3,000)	1.7
4608 Grant in Lieu - WCB	(129,000)	(133,000)	(132,998)	(131,000)	2,000	(1.5)
4609 Grant in Lieu- Citad	(1,059,000)	(1,485,000)	(1,485,174)	(1,456,000)	29,000	(2.0)
4610 Grant in Lieu-NRC	(68,000)	(70,000)	(76,507)	(69,000)	1,000	(1.4)
4650 Grant in Lieu - Other	(163,000)	(174,000)	(333,137)	(175,000)	(1,000)	0.6
* Payments in Lieu of taxes	(36,325,700)	(37,390,100)	(37,776,872)	(37,647,100)	(257,000)	0.7
4703 Cond.Grant NS(Other)	(4,835,200)	(4,916,000)	(8,746,567)	(8,716,000)	(3,800,000)	77.3
4706 Uncond.Grant NS(oth)	(3,600,000)	(3,700,000)	(3,654,973)	(3,700,000)		
4750 Other Grants	(2,123,100)	(2,123,100)	(3,019,437)	(2,623,100)	(500,000)	23.6
* Transfers from other Gov'ts	(10,558,300)	(10,739,100)	(15,420,977)	(15,039,100)	(4,300,000)	40.0
4801 Int. Rev. - Tax	(4,550,000)	(4,700,000)	(5,488,001)	(4,800,000)	(100,000)	2.1
4803 Int. Rev. - Cap.Chrg	(426,000)	(395,800)	(450,311)	(336,900)	58,900	(14.9)
4850 Int. Rev. - Other	(70,000)	(70,000)	(301,459)	(70,000)		
4860 Investment Income	(2,100,000)	(1,600,000)	(1,578,824)	(1,600,000)		
* Interest Revenue	(7,146,000)	(6,765,800)	(7,818,594)	(6,806,900)	(41,100)	0.6
4901 Parking Meters	(2,760,000)	(2,760,000)	(2,657,958)	(2,675,000)	85,000	(3.1)
4902 Fines Fees	(4,550,300)	(4,539,600)	(4,338,312)	(5,039,200)	(499,600)	11.0
4903 Building Permits	(3,600,000)	(4,000,000)	(2,689,820)	(3,900,000)	100,000	(2.5)
4904 Plumbing Permits	(105,000)	(120,000)	(73,221)	(125,000)	(5,000)	4.2
4905 St. Opening Permits	(293,000)	(240,000)	(144,519)	(170,000)	70,000	(29.2)
4906 Subdivision Applic.	(100,000)	(83,000)	(63,804)	(83,000)		
4907 Taxi Licenses	(165,000)	(158,000)	(150,060)	(158,000)		
4908 Animal Licenses	(200,000)	(200,000)	(238,223)	(200,000)		
4909 False Alarm Recovery	(275,000)	(275,000)	(234,106)	(285,000)	(10,000)	3.6
4911 Zoning Fees	(89,000)	(88,000)	(87,275)	(88,000)		
4912 Signs & Encroachments	(703,500)	(745,000)	(700,801)	(792,000)	(47,000)	6.3
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(39,000)	(32,000)	(17,475)	(20,000)	12,000	(37.5)
4915 Minor Variance	(24,500)	(26,000)	(32,220)	(26,000)		
4916 Vending Licenses	(40,000)	(40,000)	(32,452)	(40,000)		
4920 Development Permits	(338,000)	(280,000)	(217,775)	(280,000)		
4950 Other Lic. & Permits	(40,500)	(35,500)	(89,230)	(87,500)	(52,000)	146.5
4951 By-Law F300 Revenue	(1,735,000)	(1,735,000)	(1,692,662)	(1,960,000)	(225,000)	13.0
5101 Parking Rentals	(2,116,600)	(2,451,600)	(2,579,517)	(2,656,000)	(204,400)	8.3
5102 Facilities Rentals	(3,141,500)	(3,382,200)	(2,851,838)	(2,978,100)	404,100	(11.9)
5150 Other Rental Revenue	(10,000)	(38,600)	(38,835)	(38,600)		
5151 Lease Revenue	(805,700)	(800,100)	(1,022,837)	(1,282,200)	(482,100)	60.3
5201 Fare Revenue	(34,050,000)	(34,470,000)	(33,502,752)	(34,500,000)	(30,000)	0.1
5204 Administration Fees	(207,500)	(207,500)	(186,434)	(207,500)		
5205 Tax Certificates	(270,000)	(270,000)	(229,882)	(270,000)		
5206 Stipends	(38,500)	(38,500)	(37,100)	(38,500)		
5207 Arts & Crafts Revenue	(82,500)	(99,500)	(94,045)	(123,700)	(24,200)	24.3
5208 Dance & Drama Revenue	(106,100)	(109,200)	(85,771)	(93,900)	15,300	(14.0)
5209 Comm. Events Rev.	(530,800)	(530,800)	(531,830)	(567,200)	(36,400)	6.9
5210 Sport & Fitness Rev.	(758,000)	(727,800)	(682,974)	(634,800)	93,000	(12.8)
5211 Program Facil. Rev.	(87,000)	(80,000)	(76,233)	(77,000)	3,000	(3.8)
5212 Leisure Skills Rev.	(276,300)	(261,100)	(230,771)	(237,700)	23,400	(9.0)
5213 Play. & Camp Rev.	(651,800)	(708,900)	(699,149)	(719,400)	(10,500)	1.5
5214 Wellness Revenue	(12,500)	(15,500)	(17,311)	(28,200)	(12,700)	81.9
5215 Aquat.Rev.-Instuct.	(1,001,300)	(937,000)	(833,422)	(957,000)	(20,000)	2.1

Revenues	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
5216 Aquat.Rev.-Recreat.	(173,100)	(179,500)	(178,391)	(181,500)	(2,000)	1.1
5218 Hockey Revenue			(11,457)	(11,400)	(11,400)	
5219 Ice Rentals	(3,670,000)	(3,681,400)	(3,740,002)	(3,663,400)	18,000	(0.5)
5220 Public Skates	(25,000)	(25,000)	(19,441)	(18,000)	7,000	(28.0)
5225 Tipping Fees-Waste R	(11,216,000)	(11,154,500)	(7,502,967)	(1,314,500)	9,840,000	(88.2)
5227 Photocopier Revenue	(200)	(200)	(7,819)	(200)		
5228 Membership Revenue	(919,800)	(929,800)	(826,911)	(979,300)	(49,500)	5.3
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(139,350)	(145,000)		
5235 GRS Drop In Program	(13,100)	(13,100)			13,100	(100.0)
5250 Sales of Svcs-Other	(1,207,200)	(1,174,300)	(1,144,699)	(1,250,300)	(76,000)	6.5
5253 Subdiv Insp Fees	(24,000)	(32,000)	(18,413)	(10,000)	22,000	(68.8)
5255 Engineering Fees			(12,646)			
5256 SOT Revenue	(2,500,000)	(2,380,000)	(2,217,643)	(2,380,000)		
5402 Sale of Bottles	(85,000)	(85,000)	(56,143)	(85,000)		
5403 Sale-Other Recycle	(2,165,000)	(1,940,000)	(2,079,802)	(1,910,000)	30,000	(1.5)
5404 Canteen Revenue	(5,100)	(5,100)	(177,267)	(5,100)		
5410 Gain on Disposal			(1,091,043)			
5450 Other Sales Revenue	(99,400)	(29,100)	(18,109)	(29,600)	(500)	1.7
* Fee Revenues	(81,453,800)	(82,261,400)	(76,402,717)	(73,323,800)	8,937,600	(10.9)
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5502 HRWC Dividend	(4,579,000)	(4,579,000)	(4,528,445)	(4,663,000)	(84,000)	1.8
5503 Advertising Revenue	(797,300)	(801,900)	(810,128)	(850,700)	(48,800)	6.1
5504 StormWater ROW Levies	(3,881,000)	(3,881,000)	(3,928,773)	(3,935,200)	(54,200)	1.4
5508 Recov External Parti	(22,021,000)	(21,885,200)	(21,401,560)	(18,751,400)	3,133,800	(14.3)
5509 NSF Chq Fee	(28,400)	(28,400)	(24,072)	(25,400)	3,000	(10.6)
5520 Donations	(1,411,100)	(581,100)	(465,584)	(270,000)	311,100	(53.5)
5521 CUPE Admin Fee	(80,000)	(80,000)	(50,190)	(80,000)		
5600 Miscellaneous Revenue	(2,434,700)	(2,549,500)	(3,108,515)	(2,296,400)	253,100	(9.9)
5804 Transfer - Urban Rate						
* Other Revenue	(35,237,900)	(34,391,500)	(34,317,267)	(30,877,500)	3,514,000	(10.2)
** Total	(844,347,300)	(869,133,600)	(871,531,033)	(872,838,100)	(3,704,500)	0.4
Net Surplus/Deficit	2014 Budget	2015 Budget	2015 Actual	2016 Budget	2016 Bud Var.	Var as %
Net Surplus/Deficit	0	(0)	10,131,566	(0)	0	(44.4)