



2019-2020

BUDGET AND BUSINESS PLANS

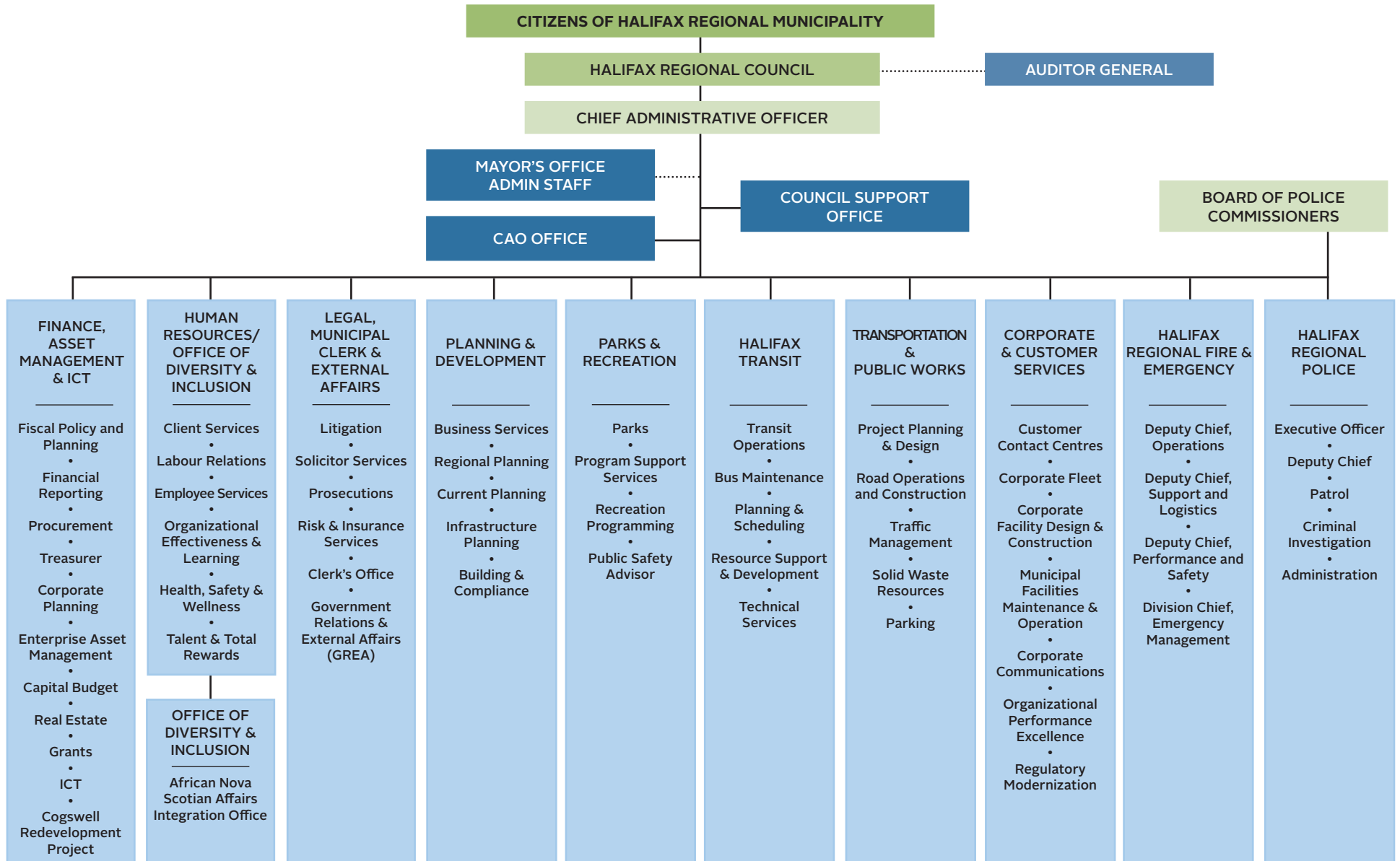


HALIFAX

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HALIFAX REGIONAL MUNICIPALITY



Halifax Regional Municipality Key Map

Population: 431,700 (more than on-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

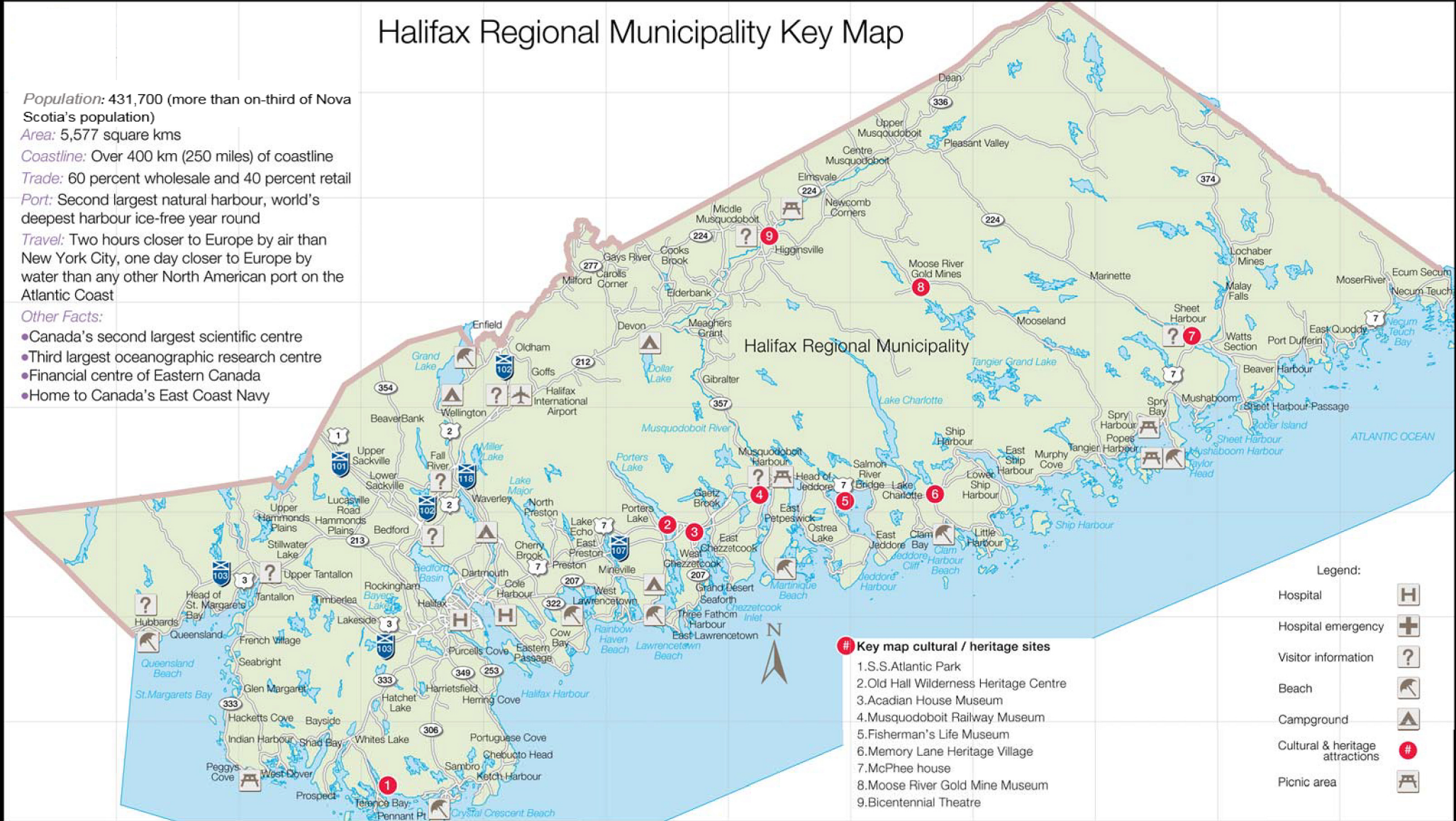
Trade: 60 percent wholesale and 40 percent retail

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



Legend:

- Hospital
- Hospital emergency
- Visitor information
- Beach
- Campground
- Cultural & heritage attractions
- Picnic area

- # Key map cultural / heritage sites**
1. S.S. Atlantic Park
 2. Old Hall Wilderness Heritage Centre
 3. Acadian House Museum
 4. Musquodoboit Railway Museum
 5. Fisherman's Life Museum
 6. Memory Lane Heritage Village
 7. McPhee house
 8. Moose River Gold Mine Museum
 9. Bicentennial Theatre

Introduction to Halifax

Sustained growth through responsible investments

The Halifax Regional Municipality (HRM) is the vibrant, thriving economic hub of Canada's East Coast. For more than a decade, the municipality has been evolving its fiscal discipline and capacity to deliver increasing public services and form a solid foundation for future prosperity. The approach continues to deliver value for taxes and business confidence—73 per cent of the 2018 Citizen Survey respondents said that they get at least good value for the services they receive, while 85 per cent of the 2018 Business Confidence Survey respondents noted that they are optimistic about their current and future economic prospects (Halifax Index, 2018).



Overview of Halifax Regional Municipality

The City of Halifax was first incorporated in 1842. It was later joined by the County of Halifax (1879), City of Dartmouth (1961) and the Town of Bedford (1980). In 1996 these individual entities were amalgamated into the Halifax Regional Municipality (HRM).

HRM is the capital of Nova Scotia and is its largest and most diverse municipality, with more than 400 kilometres of shoreline defining a robust seaside culture. HRM is home to about 46 per cent of the province's population and is forecast to have 444,000 people by 2019 (Canmac Economics, 2018). It is a modern example of urban, suburban and rural living in Canada, generating 52 per cent of Nova Scotia's gross domestic product (GDP).

HRM has a youthful and multicultural spirit, and growth and development is evident in many areas well beyond its historic downtown and inner-city communities. As the largest city east of Montreal, HRM serves as the regional center for nearly three million people. This context allows the municipality to prosper among its competitors and boast many attributes typical of much larger cities.

HRM's diverse economy spans many industries, including financial services; aerospace and defence; information and communication technology; ocean technology; energy; life sciences; and transportation and logistics. With one of the largest concentrations of post-secondary institutions (six universities and three community college campuses) and one of the best educated workforces in North America (close to 70 per cent of the working age population has post-secondary certification), HRM offers a sustainable, talented workforce for its knowledge-based economy. Despite its modest size, HRM is considered one of Canada's 'hub' cities. The municipality is set to experience GDP growth of 1.2 per cent in 2019. In recent years, HRM has out-paced many of its peer cities in levels of GDP growth and immigration levels.

Municipal Government

The Halifax Regional Municipality is governed by a Regional Council/Chief Administrative Officer (CAO) form of government, including one Councillor for each geographic area and an independently elected Mayor. Currently, there are 16 Councillors representing 16 distinct areas of the region. The CAO provides advice and guidance to Regional Council, while carrying out relevant Regional Council policies and programs. The municipality has over 4,000 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 and Services
- Water, Waste Water and Storm Water is provided by the Halifax Regional Water Commission, a regulated utility



The municipality operates on a 12-month fiscal cycle, from April 1 to March 31 of the following year. Under provincial law, it is required to prepare a balanced 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 (long-term assets), federal and provincial cost sharing, reserves and transfers from the operating budget (capital from operating).

Regional Council's Multi-Year Strategic Plan

At the beginning of its term, Regional Council establishes its priorities for next four years. These priorities provide direction to municipal staff related to where to focus change, growth, and improvement efforts that will benefit the regional communities.

The strategic plan articulates vision, mission, and values and establishes a framework to deliver Regional Councils' priorities for the period 2017-2020.

The following approved Council priority areas support its mission to deliver high-quality public service that make a positive difference in citizens' lives.

- **Economic Development**
- **Service Delivery**
- **Healthy, Liveable Communities**
- **Social Development**
- **Governance & Engagement**
- **Transportation**

Key Initiatives Aligned with Council Priorities

The following are some of the important projects and activities within the municipality's business plans that support Council's vision and mission for HRM: "We take pride in providing high-quality public service to benefit our citizens. We make a difference."

Economic Development: HRM is a sought-after business destination that promotes business investment and is responsive to the needs of the community

- Through a partnership with the Province of Nova Scotia, HRM and a local business advisory panel, HRM is reducing red tape and improving service delivery, making it easier to do business here.
- The municipality continues to identify potential commercial taxation changes to help small businesses.
- The Cogswell Redevelopment Program will see a new neighbourhood built – where the Cogswell Interchange now stands – designed to connect downtown with the north end and waterfront, creating a stronger, more inclusive network of communities.

Service Delivery: HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the municipality

- HRM takes pride in providing high-quality public service that are aligned with improving customer service and make a positive difference in citizens' lives. The municipality's Performance Excellence Program facilitates corporate performance excellence training and engagement, and provides mentorship to Lean Six Sigma-trained employees
- Through both short and long-term planning, Information and Communications Technology (ICT) will continue to advance critical initiatives including the ICT Strategic Plan, IT Asset Management, and Enterprise Content Management Strategy to drive exceptional customer service delivery through technology enhancements.
- Staff will continue to implement the new Recreation Services software to significantly improve customer experience while exploring opportunities to increase unstructured play and improve access to programs and services.

Healthy, Liveable Communities: *HRM is a safe, liveable and sustainable community that encourages public engagement and participation in civic life*

- Halifax Regional Fire & Emergency continues to increase inspection volumes. Fire Safety Maintenance inspections program will evolve to include daycares, places of worship, and bars/restaurants.
- HRM is increasing support for community gardens, community ovens, urban orchards, and bee-keeping. Investment continues to flow to existing and new recreational infrastructure including the Dartmouth Multi-Pad Arena, the Zatzman Sportsplex, and the St Andrews Recreation Centre Design.
- HRM remains focused on acquiring access to parklands including Blue Mountain Birch Cove, Shaw Wilderness Park and Porters Lake Canal, as well as completing and initiating other master plans.

Social Development: *HRM's communities have access to social infrastructure that supports all segments of the community*

- The municipality continues its work with the Housing and Homelessness Partnership to establish new funding tools, and to remove regulatory barriers to developing seniors/supporting housing and secondary suites in existing homes.
- The renovated Musquodoboit Harbour Library and Recreation Centre, along with the Dartmouth North Community Centre and Library, have introduced modern facilities, technology and community gathering places including an adaptable 'outdoor library'.
- HRM continues to implement Youth Programs as part of the municipality's Youth Plan (Youth Advocate Program, Youth Live, Youth Leadership, Youth Advisory Committee, Youth Rec).

Governance and Engagement: *HRM's governance structures and communications approach provide maximum opportunity for public engagement in and appropriate stewardship of municipal affairs*

- HRM is one of 40 municipalities around the world selected to participate in the Bloomberg Foundation program. Bloomberg Harvard staff, Harvard University faculty, the Bloomberg Philanthropies and What Works Cities team, and a range of experts will help the municipality strengthen its ability to use data in decision-making and to solve urgent and complex challenges.
- Municipal staff are completing best-practice reviews and auditing current community engagement programs across all lines of business to ensure communication uses consistent terms, plain language and accessible information (multi-lingual or icons/graphics).
- The Audit & Finance Standing Committee approved two independent, competency-based members to provide oversight to the external auditor.

Transportation: Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth

- Halifax Transit achieved its 100% Accessible Fleet goal, while improving accessibility at more than 200 bus stops.
- Through the second year of its Moving Forward Together Plan, Transit modified nine routes to optimize resources and ridership, initiated the Bus Rapid Transit Study, and began exploring the feasibility and potential of routing transit priority corridors through engagement programs for the functional designs for Bayers Road and Gottingen Street.
- The Integrated Mobility Plan features approximately \$22.7 million in capital investments to advance the Plan's active transportation third-year objectives including functional studies to address gaps in targeted sidewalk networks, new sidewalk projects (85 per cent of projects tendered), moving the Macdonald Bridge Bikeway Connector Project to detailed design, and completing the Sackville Greenway.

Discussion and Analysis

Halifax Regional Municipality (HRM) will experience continued growth in GDP, largely supported by a growing skilled labour force fueled by numerous local post-secondary institutions, investments in the marine sector, a robust financial services sector and significant investments by the private real estate development industry. To maintain its competitive advantage, the municipality should strategically “spend for impact” on projects that support Regional Council’s priorities and ensure that a reasonable balance is achieved between taxes, services and investing in the municipality.

While investment and commercial activity have reached historic highs in recent years, structural economic issues that are being felt in other Atlantic Canadian regions may eventually be felt in HRM. To maintain its present course and mitigate economic effects beyond its control, the municipality must continue its efforts to support private sector job creation, increased exports and population growth.

HRM is a medium-sized Canadian city that depends on a thoughtful, forward-looking approach to city-building and municipal programs to maintain its steady progress and relevance within global markets. Given Regional Council priorities and citizen expectations of services, HRM requires a financial strategy that supports these goals.

Regional Council direction is that the organization take “... a much broader view that looks at the underlying fiscal and economic assumptions and critical key decisions such as the level of the overall capital budget, debt, tax levels, reserves and the capacity to undertake service enhancements.” The long-term goal being the the integration of macroeconomic influences, service levels, appropriate levels of taxation and providing services to enhance public and economic welfare. Work has continued refining a Multi-Year Budget Framework that is practical, forward-looking and grounded in sound public finance principles.

Economic Conditions and Financial Environment

HRM’s economy has greater income levels and economic opportunities than other regions of the province. The municipality accounts for 46 per cent of the population but approximately 52 per cent of GDP. Nova Scotia’s economic fundamentals are mixed:

- According to Canmac Economics, national monetary and fiscal policies remain modestly supportive, however a slow-down in key export markets in Asia may negatively impact Nova Scotia’s growth outlook. Low borrowing costs support the consumer and real estate sectors, while federal spending helps to support regional demand and construction output.
- HRM’s growth rate has been comparatively robust due to a combination of strong fixed investment (commercial and residential real estate), above-trend immigration and public-private investments such as ship-building activities at Irving Ship Building and the Ocean Supercluster.

HRM faces some financial constraints:

- While other Canadian municipalities receive cost sharing, collectively municipalities in Nova Scotia are net payers to the province; HRM will contribute \$162 million in 2019-20 to fund mandatory provincial costs.
- Nova Scotian municipalities are heavily dependent on property tax. Nearly 80 per cent of the municipality's revenues come from property taxes.

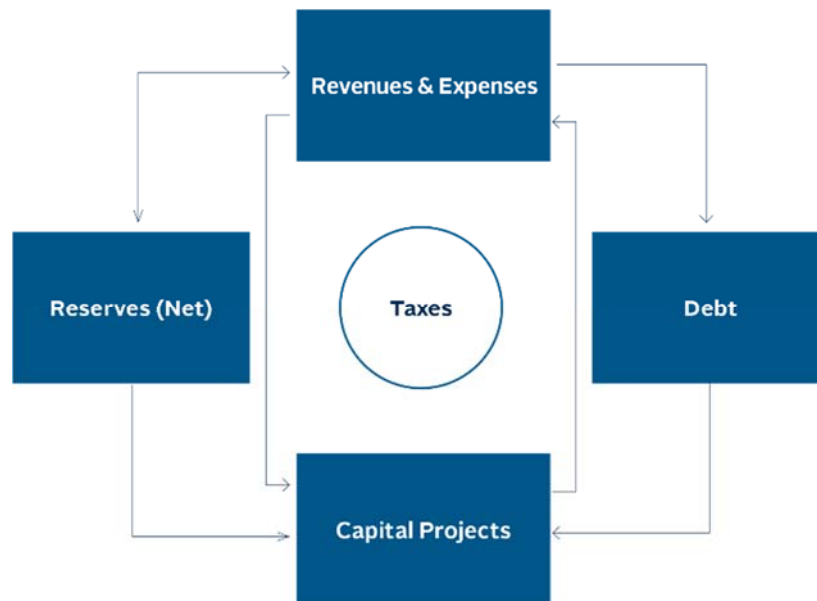
Inevitably, the municipality has limited tax room. It must therefore carefully direct resources to areas aligned with its evolving service requirements

HRM's Financial Approach

Multi-year budgeting is a forward-looking planning process that is well aligned with the municipality's debt and reserves policies, which have built a robust financial foundation with low public debt levels, healthy reserve levels and an excellent liquidity position.

Regional Council's Fiscal Framework focuses on balancing economic growth with four key inter-related financial pillars: the operating budget and required taxation; the capital budget; the municipality's debt stock; and reserve accounts. This adopted framework is illustrated in Figure 1 below:

Figure 1 – 2019-20 Budget Framework



Each of these pillars is critical to maintaining long-term sustainability. The operating budget is represented by **expenses and revenues**. The operating budget funds not only everyday services but also:

- outstanding **debt**;
- the cost of **capital projects** and the resulting operating costs; and,
- contributions to **reserves**.

In simple terms, the operating budget is like any household budget, comprised of family income and household costs. The debt that the municipality owes is like a household mortgage; reserve funds are essentially a series of saving accounts; and the capital budget is a proxy for the cost of buying, fixing or expanding a home or other asset like a vehicle.

Initial estimates beyond 2019-20 indicate that growth and inflation will remain at or below two per cent. In general, this means the municipal tax burden is stable (or slightly declining) in real (i.e. inflation adjusted) terms.

Figure 2 – Economic Assumptions (Canmac Economics, Conference Board of Canada, Autumn 2018)

	2018-19	2019-20 (F)	2020-21 (F)	2021-22 (F)	2022-23 (F)
Real GDP Growth	1.7%	1.2%	1.3%	1.7%	1.8%
Personal Income per Capita	45,032	46,179	47,350	48,661	50,032
Per cent Change	-	2.5%	2.5%	2.8%	2.8%
Inflation (CPI)	2.0%	2.1%	2.2%	2.2%	2.2%
Population (000s)	438	444	449	455	460
Dwelling Units	195,529	197,887	200,199	202,464	204,706
Per cent Change	-	1.2%	1.2%	1.1%	1.1%

Linking Economic Assumptions and Priorities into a Budget

External factors influence spending, service expectations and the cost of delivering services. Understanding the fundamental drivers of costs is key to development of a budget. Simply put, Regional Council sets priorities (Economic Development, Transportation, Healthy Communities, etc.) and municipal services are structured and altered appropriately to meet these priorities. The budget is the cost of providing these services plus the capital assets required to provide them.

In 2019-20, HRM’s economic outlook is moderate, after consecutive years of historically high growth due to improved immigration levels, real estate investment and large-scale public projects getting under way.

Regional Council has maintained its approach of keeping the average tax bill at or moderately above inflation while improving recreation services such as a \$28 million investment in the former Dartmouth Sportsplex , now known as the Zatzman Sportsplex; beginning work on the Cogswell Interchange; continuing to implement the Integrated Mobility Plan (\$22.7 million) and investing in renewal of the municipalities many assets such as repairing roads and bridges (\$40.2 million); renewing sport fields and courts (\$2 million); investing in the transit system (\$30.3 million) to help achieve councils objectives of improved service delivery; and investing in technology to advance the municipality’s vision of being a digital city.

The 2019-20 budget supports key priorities (see previous section on key initiatives) across service areas, maintains tax levels in-line with economic indicators and most importantly, helps to lay the foundation for city-building initiatives that will build upon the economic and cultural success seen in the past decade.

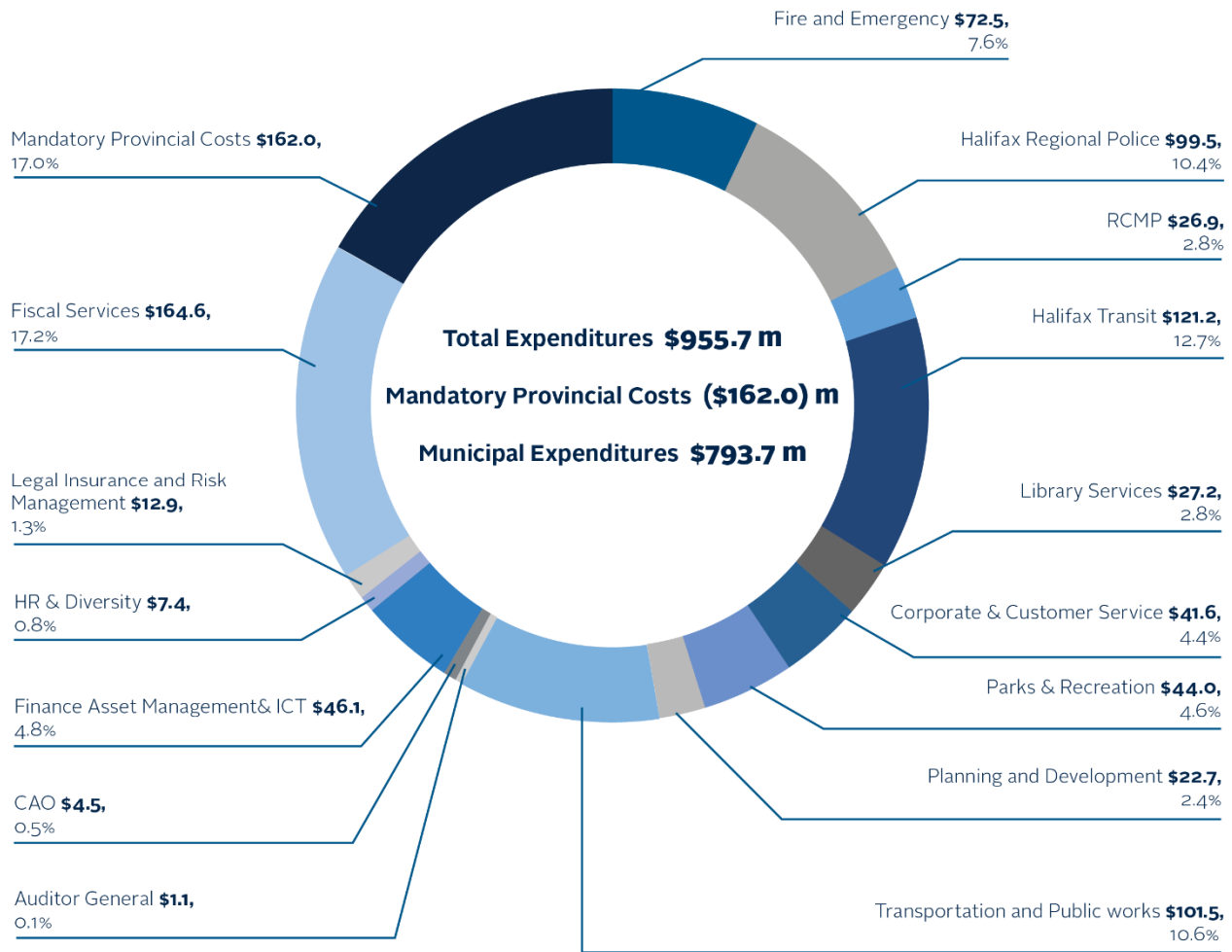
Operating Budget

The operating budget includes the day-to-day expenses and revenues that are required to run the municipality and provide services to citizens. It includes items such compensation, contracts, fuel, building costs, material, debt charges and capital from operating. These costs are offset by the revenues, property taxes (residential and commercial), tax agreements, payments in lieu of taxes and fees and fines.

Figure 3 – Municipal/Provincial Expenditures (\$Millions)

	2018-19	2019-20	2020-21
Gross Expenditures	918.8	955.7	969.6
Less: Mandatory Provincial Costs	-157.9	-162.0	-168.5
Municipal Expenditures	760.9	793.7	801.1

Figure 4 – Total Expenditures (\$Millions)



In 2019-20 municipal expenditures will total \$793.7 million. Major areas of cost increases are related to replacement and expansion of capital assets and public safety compensation increases. Over time, the municipality’s population has grown while municipal service and costs have also increased, through increases in staff complements and compensation levels, and capital asset repair.

The 2019-20 budget includes \$162 million for provincial services such as education, corrections and housing. HRM does not provide these services, nor is the municipality accountable for how the money is spent. Under provincial law, all municipalities must levy taxes for these items and transfer the collected funds to those organizations. Figures 3 (previous page) and 4 (above) show the municipal share of provincial costs that the municipality will collect in 2019-20.

A break-down by business unit of total municipal expenditures is detailed in Figure 5, next page.

Figure 5 – Budgeted Expenditures by Business Unit (\$Millions)

Business Units	2018-19	2019-20	2020-21
Public Safety Service:			
Fire and Emergency Services	72.0	72.5	72.8
Halifax Regional Police	95.6	99.5	99.7
RCMP	26.2	26.9	26.9
Total	193.8	198.9	199.4
Public Services:			
Halifax Transit	115.6	121.2	125.4
Library Services	27.0	27.2	27.2
Corporate & Customer Services	41.1	41.6	41.8
Parks & Recreation	43.0	44.0	44.3
Planning and Development	20.8	22.7	22.1
Transportation and Public Works	100.3	101.5	100.2
Total	347.8	358.2	361.0
Governance and Support Services:			
Auditor General	1.0	1.1	1.1
CAO	4.7	4.5	4.5
Finance, Asset Management & ICT	44.7	46.1	46.3
Human Resource Services	6.9	7.4	7.5
Legal, Insurance and Risk Management	12.3	12.9	12.9
Total	69.6	72.0	72.3
Total	611.2	629.1	632.7
Corporate Services (Fiscal)	149.7	164.6	168.4
Total	760.9	793.7	801.1

An overview of total expenditures by category is shown in Figure 6, next page.

Figure 6 – Budgeted Expenditures by category (\$Millions)

Expenses by Category (\$ millions)	2018-19 Budget	2018-19 Projected	2019-20 Budget	% Budget Change
Compensation and Benefits	387.5	375.7	403.2	4.1%
Office	11.5	11.1	11.0	-4.3%
External Services	114.8	113.6	118.0	2.8%
Supplies	3.6	5.3	3.6	0.0%
Materials	3.1	3.9	3.8	22.6%
Building Costs	20.0	20.6	19.3	-3.5%
Equipment & Communications	8.1	11.2	8.2	1.2%
Vehicle Expense	24.5	28.4	29.4	20.0%
Other Goods & Services	26.8	28.1	30.1	12.3%
Interdepartmental	0.1	0.3	0.4	300.0%
Debt Service	49.1	49.2	46.5	-5.3%
Other Fiscal	111.9	116.6	120.2	7.4%
Total Municipal Expenditures	760.9	764.0	793.7	4.3%

The tax rate is one part of the tax revenue equation, the other being assessment (property value). Due to rising assessments and demand for properties, commercial rates have fallen by approximately 10 per cent over the last 15 years, while the residential rate has fallen 17.3 per cent in the same period. In short, falling tax rates are a function of rising property assessment, allowing the municipality to generate adequate revenues. Key tax rates are detailed in Figure 7 below:

Figure 7 – Residential and Commercial Tax Rates

Tax Rate (\$)	2018-19	2019-20
Urban Residential	0.6735	0.6700
Suburban/Rural Residential	0.6405	0.6370
Transit Local + Regional	0.1440	0.1450
Urban/Suburban Commercial	2.9255	2.9880
Rural Commercial	2.5920	2.6470

Even with the **urban tax rate reduced** by 0.3 per cent in 2019-20, **the average tax bill** for a residential home **increased by 2.3 per cent** to \$1,967 due to the 2.6 per cent **growth in average property assessment**. The average commercial property will see its bill rise 2.3 per cent to \$42,029.

Figure 8 – Average Assessments, Tax Rates and Tax Bills

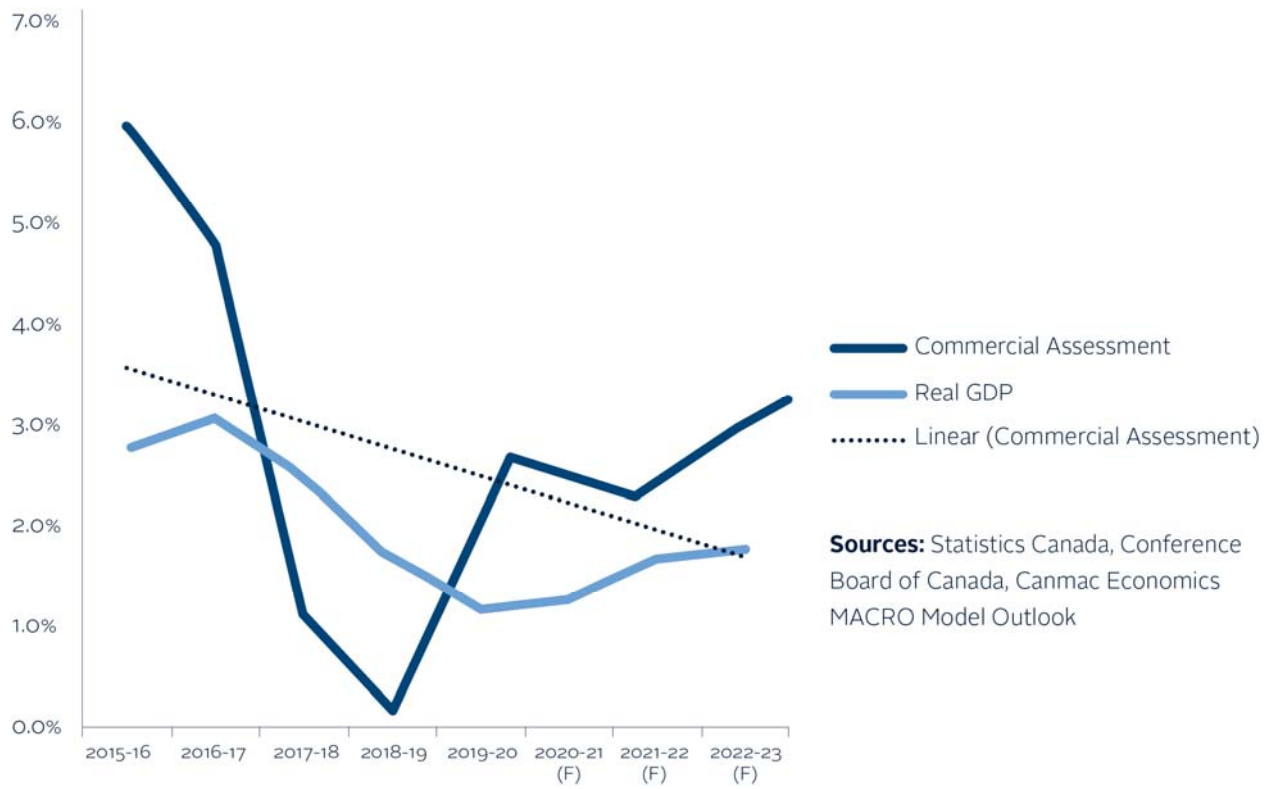
Residential:	2019-20
Average Assessment (Single Family Home)	\$241,400
Urban Tax Rate (Including Transit Rates)	.815
Average Tax Bill	\$1,967
Change in Average Tax Bill	2.3%
<hr/>	
Commercial:	2019-20
Average Assessment	\$1,406,600
Urban Tax Rate	2.988
Average Tax Bill	\$42,029
Change in Average Tax Bill	2.3%

Available benchmarks for property taxes indicate that average taxes in HRM compare favourably to other Canadian cities. While average taxes are growing, growth and income levels are outpacing residential taxes. In 2019-20 residential taxes are expected to represent just over one per cent of regional income. Similarly, commercial taxes represent just over two per cent of GDP and 38 per cent of total tax revenues, down from 50 per cent at amalgamation in 1996.

Taxation

Nova Scotia’s tax system is based on current market values, although single-family homes are eligible to have their values capped at the consumer price index (CPI). The rate of growth in residential and commercial assessments has fallen relative to the recent historical trend. While growth in the residential sector continues, it has moderated considerably. Importantly, the growth rate in the value of commercial properties is almost flat, with values set to grow slowly in the near term, largely due to excess supply of commercial space, low real interest rates and structural changes in space requirements by firms. A snap shot of this phenomenon is illustrated in Figure 9, next page:

Figure 9 – Commercial Assessment, Real GDP (Annual Rate of Change)



HRM has different tax rates including general tax rates that vary by urban, suburban and rural areas. Additionally, it has two dedicated residential taxes for transit: A Local Transit tax paid by those within one kilometre of a local route, and a Regional Transportation tax that is applicable to a much larger area within the municipality.

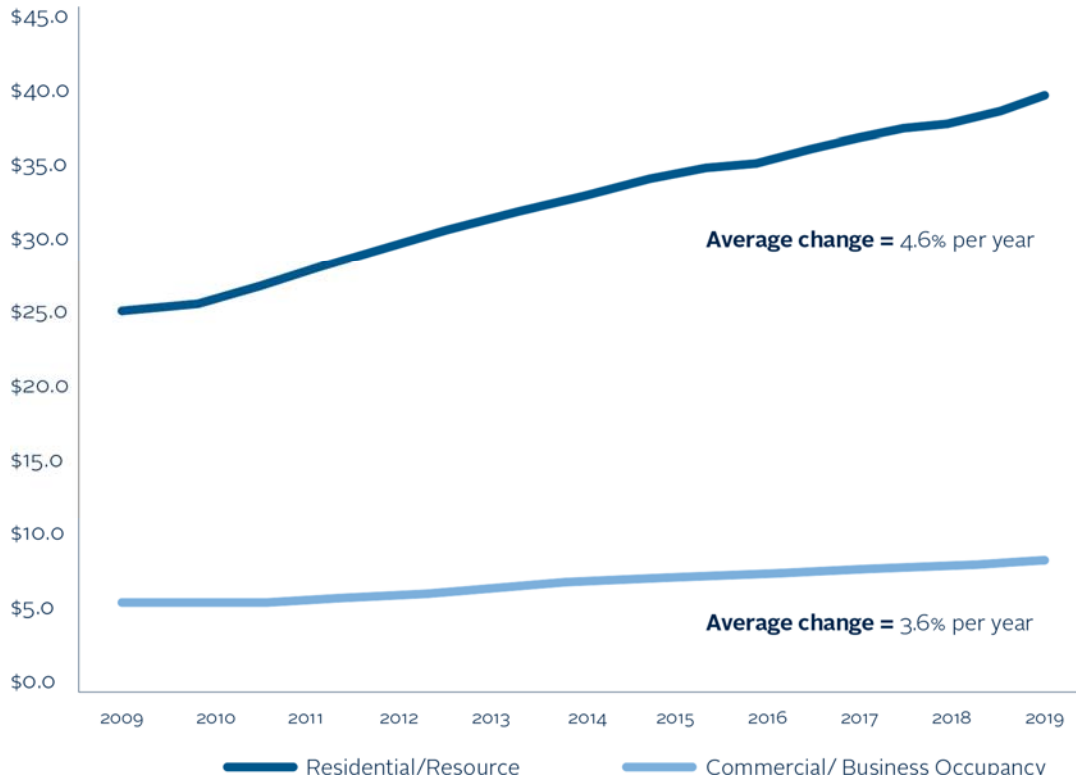
Commercial property values (see Figure 9) experience substantial volatility in their price level compared to the residential market. The municipality has sanctioned independent analysis of these trends through econometric testing to better determine future fluctuations in the commercial market.

Figure 10 –Assessment Official Roll: 2015-2019 (Millions)

	2015	2016	2017	2018	2019
Residential/ Resource	34,464	35,363	36,835	37,872	39,468
Commercial	7,798	8,170	8,263	8,280	8,504

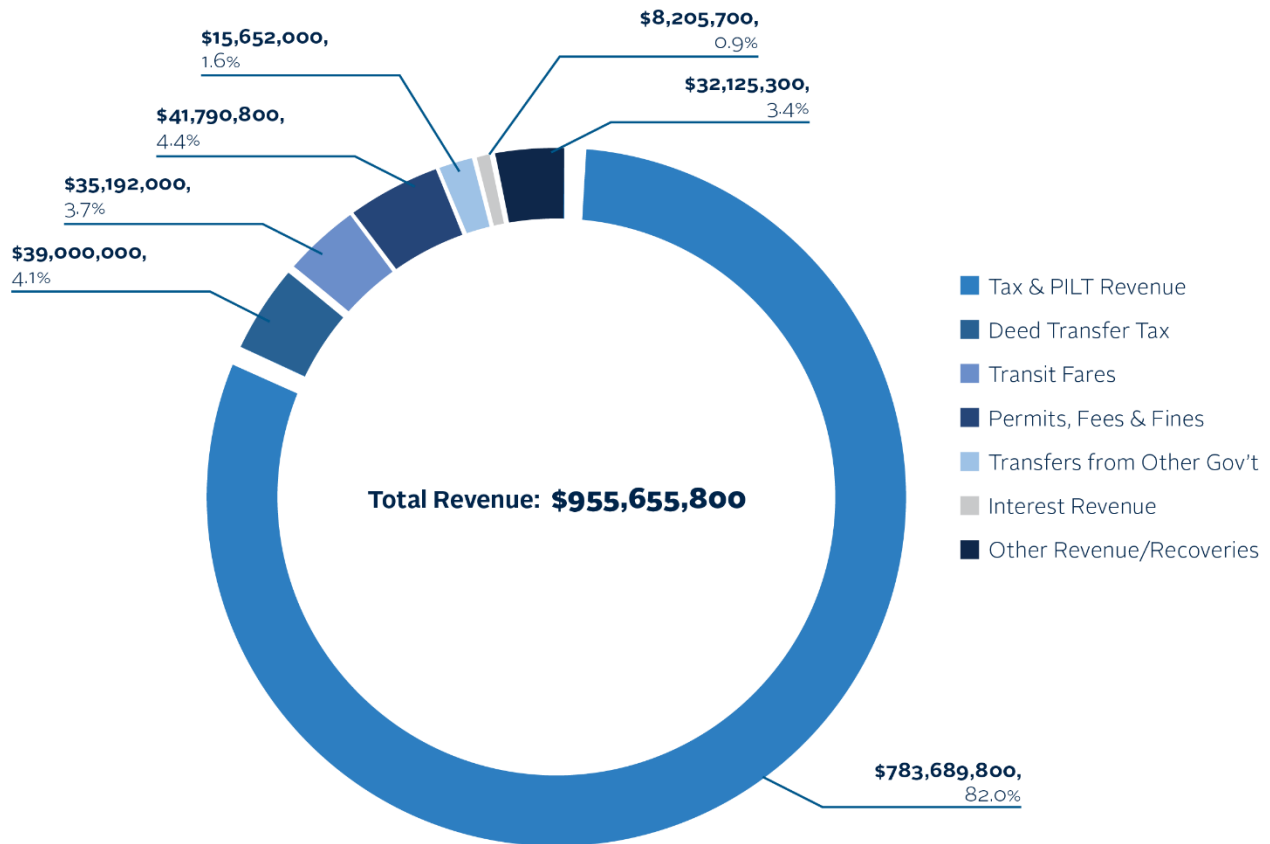
Source: Property Valuation Services Corporation (PVSC)

Figure 11- Historical Trend Growth, HRM Taxable Assessment (Residential and Commercial)



Municipal revenues grow in a linear trend, roughly following economic indicators like income or nominal GDP growth. Property taxes and payments in lieu of taxes (PILT) form the most significant share of municipal revenues as noted in Figure 12, next page.

Figure 12 – Municipal Revenues by Type, 2019-20



Capital Budget

The capital budget funds the purchase, construction, and rehabilitation of assets. HRM has a considerable asset base exceeding \$3.4 billion that includes over 300 buildings, 1,300 parks and playgrounds, 3,800 lane kilometres of roads, 1,500 vehicles, and many other assets.

HRM's capital budget is also classified according to projects that repair assets ('Asset Renewal') and projects that enhance current services and/or serve new homes and communities ('Growth'). The upcoming capital budget will see the municipality approving \$164 million in 2019-20. Given federal policy changes to cost sharing programs and available reserve funding, new capital investment can fluctuate from year to year.

The capital budget details are included in Figures 13 and 14, next page.

Figure 13 – Gross Capital Budget Summary (\$Thousands)

Budget Category	2018-19 Gross Budget	2019-20 Gross Budget
Buildings	24,520	30,345
Business Tools	12,529	18,107
District Capital Funds	1,504	1,504
Equipment & Fleet	6,900	9,008
Halifax Transit	21,157	34,335
Parks & Playgrounds	10,209	15,010
Roads & Active Transportation	44,335	48,745
Solid Waste	4,750	2,240
Traffic Improvements	2,680	4,675
Grand Total	128,584	163,969

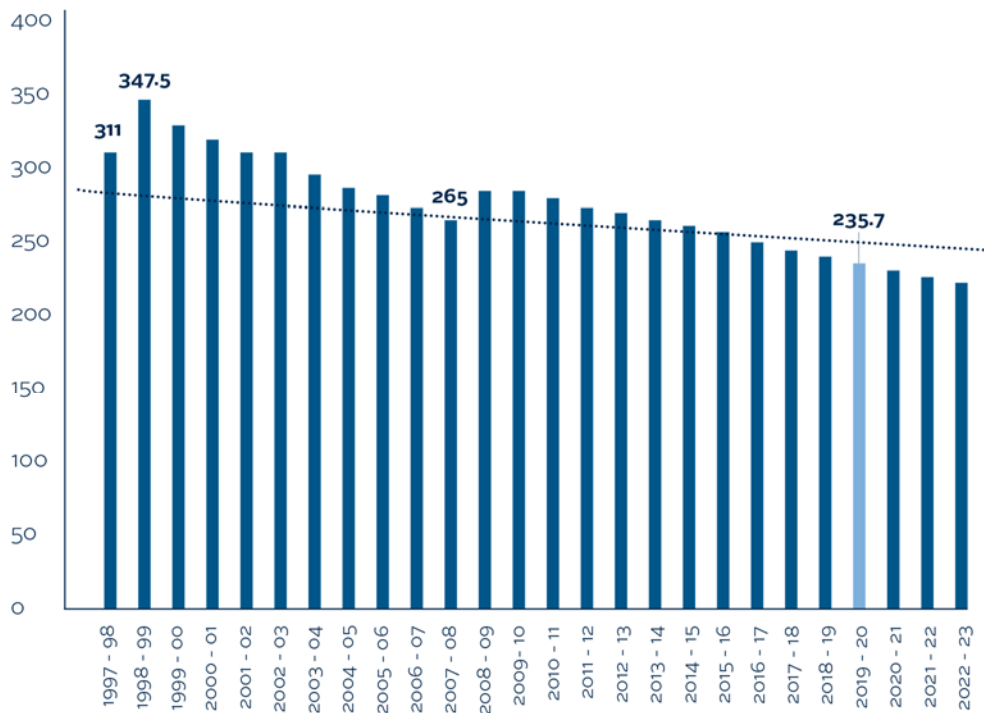
Figure 14 – Capital Budget Funding (\$Thousands)

Project Specific Funding:	2018-19	2019-20
Reserves	21,424	60,090
Area Rate	709	110
Local Improvement Charge		
Pavement Impact Charge	900	816
Other Private Cost Sharing	-	50
Provincial Government Cost Sharing	2,000	2,000
Other Government Cost Sharing (unconfirmed)	-	6,160
Sub-Total	25,868	69,577
Capital Capacity:	2018-19	2019-20
Additional Debt Approved	29,800	27,109
Capital from Operating	36,200	37,005
Gas Tax Reserve	26,500	25,123
CAPPOOL/CRESPOOL	10,216	5,155
Sub-Total	102,716	94,392
Total Funding	128,584	163,969

Debt

Debt is a financial tool to fund long-term capital expenditures. In many respects, it works much like a home mortgage, with the principal and interest being repaid over the asset's life. The municipality's debt policy ensures there is a greater emphasis of paying out of current revenues to fund capital assets. As HRM continues to grow, debt policy adjustments may be necessary to ensure greater intergenerational equity across generations, meaning spreading the cost of capital assets across more than one tax-paying generation.

Figure 15 – Stock of Municipal Debt, Trend (\$Millions)



Source: HRM Financial Policy & Planning. Amounts are for Tax Supported Debt. It includes funding as of March 31st year-end that is approved but unissued as well as work-in-progress (WIP).

Reserves

The municipality recently reclassified its reserves into three main categories, each designed to reflect the specific purposes of the reserve system.

- Contingency funds for unforeseen financial **risk** such as emergencies or economic events;
- Savings funds for future **obligations** that the municipality expects to make such as a specific asset or other commitment; and,
- Contingency funds for **opportunities**, such as federally cost shared programs.

The municipality’s reserve balances are in a comparatively strong position with an expected reserve balance of \$127 million at March 31, 2019. Notable withdrawals in 2019-20 include \$15 million for street recapitalization and one-off grants to the YMCA and funding for select sidewalk renewals. The projected aggregate reserve balance on March 31, 2020 is \$105 million.

HRM is committed to improving the quality, efficiency and management of public service delivery to meet the evolving needs of its citizens. As it continues its thoughtful growth strategy of investing limited funds to best meet Regional Council’s priorities, the municipality’s discipline and prudence is helping to control operating expenses and find efficiencies within the cost of programs and services. The approach is solidifying HRM’s foundation for practical and transformational investments in the well-being of its communities for generations to come.



Halifax Regional Fire & Emergency

2019/20 – 2020/21 Multi-Year 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

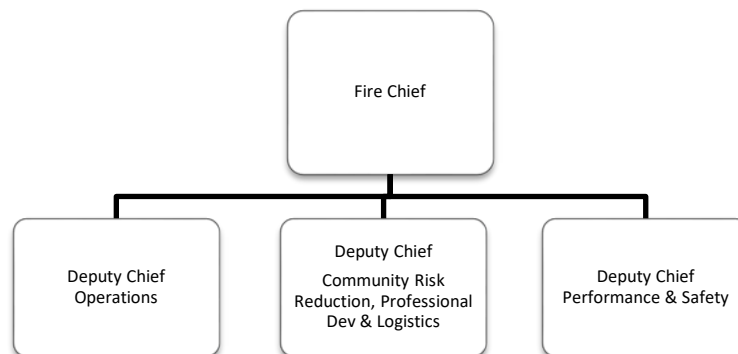
Halifax Regional Fire & Emergency is committed to advancing Council’s priority outcomes of:

- Healthy, Liveable Communities – Public Safety, Community Health
- Service Delivery – Innovation, Service to Our People
- Economic Development – Promote & Maximize Growth,
- Social Development – Social Infrastructure, Housing & Neighbourhood
- Governance & Engagement – Public Engagement

As well as supporting the municipality’s administrative priorities of Financial Stewardship, Our People, and Service Excellence.

Halifax Regional Fire & Emergency (HRFE) serves and protects 418,000 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 Includes full & part-time permanent positions	2018/19 Budget	2018/19 In-Year Changes (+/-)	2018/19 At Year End	2019/20 Change (+/-)	2019/20 Budget
Full Time	523.0	+1.0	524.0	+10.0	534.0
Seasonal, Casual and Term	0.0	+1.4	1.4	0.0	1.4
Total	523.0	+2.4	525.4	0.0	535.4

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20 * Budget	2020/21 Budget
Percent of the average tax bill spent on Halifax Regional Fire & Emergency	13.9%	13.6%	13.6%
Average tax bill amount spent on Halifax Regional Fire & Emergency	\$266.70**	\$268.40	\$271.50

* Based on average tax bill for a single-family home (assessed at \$241,400 in 2019)

**Based on MBNC costing model, HRFE's cost "Total Fire Cost per Staffed In-Service Vehicle Hour (entire municipality)" is 79.1% less than MBNC Median. The HRFE composite model is very cost effective. See page C8.

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Public Safety, Community Health / Economic Development – Promote & Maximize Growth / Social Development – Social Infrastructure, Housing & Neighbourhoods

HRFE Strategic Plan

Aligning and supporting HRFE's emergency response operational needs, this performance excellence and strategic planning initiative will begin with the implementation of the 2018 Council approved HRFE Response Time Targets and Administrative Order 2018-OP-006 which includes applying for a Federally assisted HUSAR team (Task Force 5) funding. Strategic planning will continue in 2019/20 with the intention of engaging internal and external stakeholders and research into fire department accreditation. Focus will be placed on becoming an industry leader, aligning with "Plan on a Page" and developing a performance excellence and respectful workplace culture. HRFE will continue to strengthen strategic partnerships, leverage infrastructure and resources to develop and deliver community health programs to support safe and vibrant neighbourhoods.

HRFE will explore opportunities to work with economic development and strategic partners to offer programs and services that help sustain growth and ensure continuity of business operations making HRM a safe and affordable place to run a business.

Service Excellence – Performance Excellence

In 2017/18 HRFE was approved to reorganize the administration (in a cost neutral manner) to create a third pillar of responsibility to focus on performance excellence and safety. Over the next two years, HRFE will be implementing key performance indicators throughout the organization and develop reporting and quality assurance and improvement initiatives to become a data driven organization. This will include quarterly and annual statistics, benchmarking and the development of a framework for an annual report.

Fire Prevention

Following performance excellence principals, a review of the Fire Prevention division work duties has been completed resulting in a cost neutral realignment of the division. This strategy creates a more efficient division of labour and creates additional capacity (fire inspectors) to address the gap in meeting HRM's responsibility to meet Provincially legislated inspection requirements, fire inspections and code enforcement. This will also provide a more sustainable division and improved succession planning.

HRFE Communications and Technology Roadmap

HRFE continues to complete projects identified on the multi year Technology Roadmap to improve service delivery, data analysis and reporting capabilities. Deliverables in 2019/20 will include starting the implementation of a new roster system, continued FDM functional upgrades, expansion of mobile technology including mobile data terminals (MDTs) and automatic vehicle locators (AVL) on fire apparatus. 2020/21 will include automated vehicle routing and recommendation (AVRR) and investigation of station alerting technologies. HRFE strives to provide quality service and a person-focused approach. The use of these technologies will help ensure the right resource is sent to the right location at the right time in the most cost-effective manner.

Our People – Engaged Workforce

HRFE Human Resource Initiatives

HRFE is committed to its people and are dedicated to improving communication and engagement. Diversity and inclusion continues to be a top priority for HRFE. Various outreach, recruitment and retention initiatives will ensure that HRFE moves towards a staffing model that reflects the community we serve and maintains a respectful inclusive workplace. Continued work on the current recruitment process and development of a formal succession management plan will assist with these strategic goals.

Diversity & Inclusion

Diversity & Inclusion Framework

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, HRFE will focus on completing the framework for Diversity & Inclusion including consultation with stakeholders, integrating findings from the Canadian Centre for Diversity and Inclusion “Diversity Meter Survey” to provide direction for the ongoing improvement of Diversity & Inclusion in the fire service.

Halifax Regional Fire & Emergency Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Public Safety	Fire Station 2, University Ave Recapitalization	500,000		
	Fire Station Functional Improvements	525,000		500,000
	Fire Station Replacements	5,000,000	50,000	
	Sambro/Harrietsfield Fire Station	1,500,000	25,000	
	HRFE AVL Devices	200,000	27,300	
	HRFE Dispatch Projects		58,000	
	HRFE Intelligent Dispatching			665,000
	HRFE FDM Review/Enhance		6,000	
	Fire Apparatus Replacement	3,780,000		3,850,000
	Fire Services Equipment Replacement	1,130,000		1,130,000
	Fire Services Water Supply	75,000		
	Fire/Rescue Boat Replacement	1,300,000		
	Opticom Signalization System			

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fire Chief's Office	147,756	75,000	75,000	552,900	477,900	552,900
Operations	49,132,631	58,558,800	55,998,000	58,091,000	(467,800)	58,459,600
Community Risk Reduct, Prof Devt, Logistics	6,961,957	7,412,600	9,134,900	8,063,200	650,600	8,063,200
Performance and Safety	5,732,500	5,656,100	6,494,600	5,505,900	(150,200)	5,479,300
Net (Surplus)/Deficit	61,974,843	71,702,500	71,702,500	72,213,000	510,500	72,555,000

Summary of Changes - Proposed Budget

Summary of Changes			
Description	Change Description / Service Impact	2019/20 Planned Change (\$)	Amount
Approved 2018/19 Budget			\$71,702,500
Increased salary and benefits	Council Approved Collective Agreements (IAFF & NSUPE). No impact on service.	2,563,000	4,152,000
	Union step increases and non-union performance increases. No impact on service.	845,000	
	Full year cost realized for new firefighter positions approved by Council for 2018-19. No impact on service.	381,000	
	Additional 10 firefighters at Station 45 (Fall River) to increase service delivery to 24/7 from E Platoon (10.5h M-F). Improved service to Fall River and surrounding area.	363,000	
Reduction in debt payments	Debentures for apparatus and equipment for rural stations is retired. No impact on service.	(236,300)	(236,300)
Reduced overtime funding	Operating efficiencies and decrease in overtime budget. No impact on service.	(3,180,200)	(3,180,200)
Reduction in contract services	Reduction in contract services reallocated to overtime budget. No impact on service.	(225,000)	(225,000)
Total Proposed Changes			510,500
Proposed 2019/20 Budget			\$72,213,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	57,855,795	68,312,100	64,262,100	69,233,900	921,800	69,602,500
Office	284,405	252,100	339,500	252,100		252,100
External Services	449,386	487,500	312,900	262,500	(225,000)	262,500
Supplies	802,468	589,000	2,039,300	596,200	7,200	596,200
Materials	224					-
Building Costs	233,388	171,600	482,600	171,600		171,600
Equipment & Communications	717,439	408,300	2,107,900	408,300		408,300
Vehicle Expense	351		7,700			-
Other Goods & Services	1,351,641	904,900	1,395,400	954,900	50,000	954,900
Interdepartmental	6,880		33,000			-
Debt Service	658,794	637,200	637,200	400,900	(236,300)	374,300
Other Fiscal	190,088	192,500	152,200	185,300	(7,200)	185,300
Total	62,550,857	71,955,200	71,769,800	72,465,700	510,500	72,807,700
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(224,807)	(21,100)	(21,100)	(21,100)	-	(21,100)
Other Revenue	(351,207)	(231,600)	(46,200)	(231,600)	-	(231,600)
Total	(576,014)	(252,700)	(67,300)	(252,700)	-	(252,700)
Net (Surplus)/Deficit	61,974,843	71,702,500	71,702,500	72,213,000	510,500	72,555,000

HALIFAX REGIONAL FIRE & EMERGENCY SERVICE AREA PLANS (2019/20 - 2020/21)

Chief's Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
Diversity & Inclusion framework (Est Compl: Q4 19/20) Complete an HRFE Diversity & Inclusion framework including alignment with the corporate framework, consultation with stakeholders, integrating findings from the Diversity Meter survey and providing direction for the ongoing improvement of Diversity & Inclusion.

Service Delivery Measures

Business Unit Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Total Fire Cost per Staffed In-Service Vehicle Hour (Entire Municipality)	\$63.50	\$66.37	N/A	N/A	\$318

Total Fire Cost per Staffed In-Service Vehicle Hour

The HRFE composite model is very cost effective. HRFE’s cost for “Total Fire Cost per Staffed In-Service Vehicle Hour (entire municipality)” is 79.1% less than the MBNC Median. Halifax operates 51 stations across a geographic area of over 5,500km. Twenty-two (22) of these stations are staffed by volunteers only and a further 20 are composite stations staffed by both volunteers and career firefighters. HRFE’s composite model not only is a very cost-effective model in a challenging geography, it also provides services typically provided by metropolitan fire services throughout all of HRM.

Operations

Operations is committed to supporting council priorities through the provision of emergency service protection to every part of HRM operating out of 51 fire stations:

- 9- 24hr Career Stations
- 9 - 24hr Career Composite Stations (Career & Volunteer)
- 11 - 10.5hr Career Composite Stations (Career & Volunteer)
- 22 - Volunteer Stations

Continued challenges facing the division include volunteer recruitment and retention, deployment issues (station location vs. effective service delivery) and inadequate training facilities.

Services Delivered:

Healthy, Liveable Communities – Public Safety & Community Health

Fire and Emergency Services - This service consists of career and volunteer firefighters providing a full range of 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 (HUSAR)
- chemical biological radiological nuclear & explosive(CBRNE) – Provincial Team
- pre-hospital emergency medical services
- high/low angle rope
- marine firefighting/shore line protection
- ice/water rescue

Service Delivery Measures

Operations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	MBNC Median* 2017
Number of calls	11,337	12,016	12,469	N/A
Residential Fire Related Civilian Injuries per 100,000 Population (entire municipality)	4.18	1.39	N/A	N/A
Residential Fire Related Civilian Fatalities per 100,000 Population (entire municipality)	0	0.69	N/A	0.48
Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	1.2	1.53	1.4	0.9
Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) (Urban Area)	8:00	8:10	7:55	6:45
Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) (Rural Area)	15:51	16:35	16:46	14:35

* Municipal Benchmarking Network Canada

** Population: 431,701 for 2017/18, Households 195,529

Performance Analysis

The number of calls have a slight upward trend with the biggest increase occurring in Medical and Rescue call types. Increased public education and awareness campaigns, such as the Fire Prevention PUSH (Practice Using Safety at Home), began this year to improve residential fire-related safety. Improvements in data collection are improving HRFE's reporting capabilities and provide much needed information to support performance improvement initiatives.

Operations Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety, Community Health
Response Time Target Implementation (Est Compl: Q3 19/20) Implement communication, change management and data collection processes to report progress on the Council Approved Emergency Response Time Targets.
Administrative Order 2018-OG-006 Implementation (Est Compl: Q2 19/20) Implement the Council approved amendments to Administrative Order 2018-OG-006 including application to the Federal HUSAR program and evaluation of service types and levels.
HUSAR Implementation Plan (Est Compl: 2020/21) Develop a three-year implementation plan for a Heavy Urban Search and Rescue (HUSAR) Team.

Operational Risk Management – Fall River and Airport Emergency Response
Station 45 (Fall River) composite staffing model (Est Compl: Q2 19/20) Implement the Council approved Operational Review recommendation to convert Station 45 (Fall River) to a 24/7 composite staffing model from the existing E-Platoon (10.5h M-F) model.
Operational Risk Management – Harbour Service Delivery
Harbour Fire & Rescue Boat (Est Compl: Q4 19/20) Procure and operationalize an appropriate Harbour Fire & Rescue Boat.

Community Risk Reduction, Professional Development & Logistics

Community Risk Reduction, Professional Development & Logistics is committed to supporting council priorities through the provision of public fire safety information, prevention, professional development, training and safety-related services in addition to supporting emergency operations. The division operates from several satellite locations in HRM.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Fire Prevention and Public Awareness - The Fire Prevention service responds to technical public inquiries, conducts fire safety inspections, minimum residential standards inspections, building plan examinations, provides fire/life safety education programs and training, and issues permits to support the prevention of fire related incidents.

Fire Investigation - This service is responsible for conducting investigations of fires.

Fire Operations Support - Logistics - This service is responsible for the provision and maintenance of physical and technology assets to support fire operations.

Professional Development and Training - This service is responsible for the training and certification of firefighters, crew, and chief officers to industry and regulatory standards.\

Emergency Management Office - The EMO plans and coordinates multi-agency/multi-jurisdictional response, and coordinates 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.

Service Delivery Measures

Support and Logistics Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
% of completed legislated inspections	14.9%	22%	17%	31%
# Career Recruits Trained	16	38	20	20
# Volunteer Recruits Trained	59	61	47	80

Performance Analysis

Completed Inspections - A considerable number of retirements reduced HRFE's ability to complete legislated inspections in 2018/19. Planned increases for the % of completed legislated inspections are anticipated due to business process improvements along with hiring additional inspectors to fill vacant positions.

Recruit Training - The ability to hire and train both volunteer and career recruits, as well as ongoing firefighter training is restricted by the number of training officers and the size of the training grounds. In lieu of a new training facility, modifications to the current training grounds in 2019/20 will assist with improving the provision of training for all HRFE. To increase volunteer recruitment in rural areas, a strategy will be created which will be informed by a rural area demographic review, input from the Volunteer Recruitment Working Group and exploration of other innovative staffing solutions.

Community Risk Reduction, Professional Development & Logistics Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
Fire Safety Maintenance Inspection (FSMI) Enhancements (Est Compl: Q1 19/20) Implement enhancements to Operational Fire Safety Maintenance Inspections (FSMI) to increase the number of building visits and improve building inspection compliance.
Incident Management Team (Est Compl: Q4 19/20) Create and establish an HRM Incident Management Team that will be able to respond to municipal emergencies or requests for regional assistance.
Social Development – Housing & Neighbourhoods
Contingency Plan (Est Compl: 20/21) Continue to develop contingency plans for all major hazards identified in the HRM risk assessment to support safe and vibrant communities.
Our People - Engaged Workforce
Fire Officer Program (Est Compl: Q1 19/20) Design and validate an internal training course for Fire Officers to provide education, training, and proof of competency in relevant emergency and non-emergency job skills.
Service Excellence - Innovation
Fire Prevention Division Realignment (Est Comp: Q2 19/20) Realign Fire Prevention Division to increase efficiencies toward supporting provincially legislated inspections, code enforcement.

Performance & Safety

The newly formed Performance & Safety division has three key focus areas:

- Health & Safety
- Technology & Innovation
- Workplace Culture

This division operates out of Headquarters and the Emergency Operations Centre and is committed to supporting council priorities through innovative, safe and effective service performance measurement and delivery.

Services Delivered:

Service Delivery - Innovation

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 streamlining business processes.

Our People - Healthy and Safe Workplace

Safety – The Safety division is responsible for conducting investigations of accidents and internal safety events, providing major emergency scene safety, and developing policies related to safety issues.

Performance & Safety Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
Volunteer Recruitment Strategy (Est Compl: Q2 19/20) Create a strategy for volunteer recruitment in rural districts which will be informed by a rural area demographic review, input from the Volunteer Recruitment Working Group and exploration of other innovative staffing solutions.
Service Delivery - Innovation
Technology Roadmap: Improve Dispatch/Call Management Process (Est Compl: Q3 19/20) Approve and implement a Service Level Agreement between Integrated Emergency Services and HRFE.
Mobile Data Terminal Expansion (Est Compl: Q2 19/20) Expand mobile data terminal (MDT) capability to front line volunteer fire apparatus to improve overall response capabilities and access to data.
HRFE KPI Catalogue (Est Compl: Q2 19/20) Generate a KPI catalogue for each HRFE division to assist with monitoring and reporting performance.
HRFE Business Intelligence Tools (Est Compl: 2020/21) Partner with ICT to develop a suite of business intelligence (BI) tools to support the newly created KPI catalogue.

Our People - Healthy and Safe Workplace

Industrial Hygiene Facility Review (Est Compl: Q4 19/20)

Conduct a review of industrial hygiene for all HRFE facilities.

Safety equipment review (Est Compl: 2020/21)

Review HRFE safety equipment policies and practices.

Summary of Net Expenditures - Halifax Fire & Emergency

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
F793 Rural Fire-Rural Op	(17,782)	(8,100)	(21,100)	3,186,300	3,194,400	3,186,300
F180 Safety & Strat. Init	92,010	120,000	186,500	261,000	141,000	261,000
F190 Communications	349,032	309,300	701,900	536,200	226,900	536,200
F165 Firefighter & FAP				172,400	172,400	172,400
F141 Community Relations	175,437	113,000	166,800	113,000		113,000
F791 Rural Fire Debt Payments	658,794	637,200	637,200	400,900	(236,300)	374,300
F727 Milford Station	2,400	2,400	2,400	2,400		2,400
F724 Enfield	40,000	40,000	40,000	40,000		40,000
F140 Administration	4,432,609	4,442,300	4,780,900	793,700	(3,648,600)	793,700
** Performance and Safety	5,732,500	5,656,100	6,494,600	5,505,900	(150,200)	5,479,300
F121 Career Development	147,756	75,000	75,000	75,000		75,000
F123 Strat & Safety Init.				65,000	65,000	65,000
F122 Fire Chief's Office				412,900	412,900	412,900
** Fire Chief's Office	147,756	75,000	75,000	552,900	477,900	552,900
F110 Operations	49,132,631	58,558,800	55,998,000	58,091,000	(467,800)	58,459,600
** Operations	49,132,631	58,558,800	55,998,000	58,091,000	(467,800)	58,459,600
A451 Emerg Measures Recov	25,000	25,000	25,000	25,000		25,000
C801 Emergency Meas. Adm	232,580	238,900	458,700	333,100	94,200	333,100
F120 Training	2,477,295	2,724,000	2,837,400	2,880,000	156,000	2,880,000
F125 CRR, PROF, DEV, LOG				253,600	253,600	253,600
F130 Prevention	1,739,527	2,367,800	1,990,400	2,636,000	268,200	2,636,000
F135 Fire Buildings				155,100	155,100	155,100
F160 Buildings & Logistic	2,487,556	2,056,900	3,823,400	1,780,400	(276,500)	1,780,400
** Comm Risk Reduction Prof Devt L	6,961,957	7,412,600	9,134,900	8,063,200	650,600	8,063,200
Net (Surplus)/Deficit	61,974,843	71,702,500	71,702,500	72,213,000	510,500	72,555,000

Summary Details - Halifax Fire & Emergency

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	45,738,398	48,698,900	47,207,700	52,171,400	3,472,500	52,533,400
6002 Salaries - Overtime	5,334,720	6,152,200	3,776,700	2,971,900	(3,180,300)	2,978,500
6005 PDP & Union Con Incr	(6,039,572)		(93,500)			
6054 Vacation payout	142,133		168,000			
6100 Benefits - Salaries	9,121,988	9,266,900	9,234,300	10,620,700	1,353,800	10,620,700
6110 Vacancy Management		(184,300)		(184,300)		(184,300)
6150 Honorariums	2,285,113	3,044,300	3,044,300	3,019,300	(25,000)	3,019,300
6151 Vehicle Allowance	14,758		12,300			
6152 Retirement Incentives	426,242	456,200	445,000	489,800	33,600	489,800
6154 Workers' Compensation	754,643	781,900	411,800	49,100	(732,800)	49,100
6156 Clothing Allowance	85,200	96,000	96,200	96,000		96,000
6158 WCB Recov Earnings			(200)			
6199 Comp & Ben InterDept	(17,918)		(48,200)			
9200 HR CATS Wage/Ben	10,062		6,600			
9210 HR CATS OT Wage/Ben	28		1,100			
* Compensation and Benefits	57,855,795	68,312,100	64,262,100	69,233,900	921,800	69,602,500
6201 Telephone	103,588	96,100	114,500	96,100		96,100
6202 Courier/Postage	19,963	16,000	26,300	16,000		16,000
6203 Office Furn/Equip	102,303	80,000	80,000	80,000		80,000
6204 Computer S/W & Lic	16,681	15,000	72,500	15,000		15,000
6205 Printing & Reprod	7,610	10,000	10,000	10,000		10,000
6207 Office Supplies	34,259	35,000	36,200	35,000		35,000
* Office	284,405	252,100	339,500	252,100		252,100

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6301 Professional Fees	139,074	120,000	116,500	120,000		120,000
6302 Legal Fees	65,172	10,000	5,000	10,000		10,000
6303 Consulting Fees			40,700			
6304 Janitorial Services	5,670		9,500			
6308 Snow Removal	127,421	100,000	100,200	100,000		100,000
6311 Security	7,868	25,000	18,500	25,000		25,000
6312 Refuse Collection	1,409		1,300			
6399 Contract Services	102,771	232,500	21,200	7,500	(225,000)	7,500
* External Services	449,386	487,500	312,900	262,500	(225,000)	262,500
6401 Uniforms & Clothing	548,805	332,000	1,715,500	332,000		332,000
6402 Med & First Aid Supp	670		500			
6404 Rec Prog Supplies	119,312	150,000	194,700	150,000		150,000
6405 Photo Supp & Equip	1,004	2,500	1,000	2,500		2,500
6407 Clean/Sani Supplies	125,551	102,000	117,900	102,000		102,000
6409 Personal Protect Equ	5,779		6,600			
6499 Other Supplies	1,347	2,500	3,100	9,700	7,200	9,700
* Supplies	802,468	589,000	2,039,300	596,200	7,200	596,200
6504 Hardware	67					
6505 Lubricants	25					
6511 Salt	27					
6517 Paint	104					
* Materials	224					
6602 Electrical	7,797		100			
6603 Grnds & Landscaping	433					
6604 Bus Gates/Shltr-R&M	391					
6607 Electricity	21,857	10,000	22,500	10,000		10,000
6608 Water	25,277	11,500	26,100	11,500		11,500
6611 Building - Interior	199		150,000			
6612 Safety Systems	125					
6613 Overhead Doors	161					
6616 Natural Gas-Buildings	9,418	8,000	5,700	8,000		8,000
6699 Other Building Cost	167,730	142,100	278,200	142,100		142,100
* Building Costs	233,388	171,600	482,600	171,600		171,600
6701 Equipment Purchase	250,931	146,500	1,635,100	146,500		146,500
6702 Small Tools	36,306	35,000	37,000	35,000		35,000
6703 Computer Equip/Rent	19,872	25,000	26,000	25,000		25,000
6704 Equipment Rental	10,392		400			
6705 Equip - R&M	285,729	126,800	328,000	126,800		126,800
6706 Computer R&M			6,400			
6707 Plumbing & Heating	239					
6708 Mechanical Equipment	564					
6711 Communication System	113,406	75,000	75,000	75,000		75,000
* Equipment & Communications	717,439	408,300	2,107,900	408,300		408,300
6802 Vehicle R&M	220					
6811 Shop Supplies	131					
6899 Other Vehicle Expense			7,700			
* Vehicle Expense	351		7,700			
6901 Membership Dues	14,886	12,500	12,800	12,500		12,500
6903 Travel - Local	12,286	25,000	12,700	25,000		25,000
6904 Travel - Out of Town	111,500	45,000	53,700	45,000		45,000
6905 Training & Education	326,697	190,000	283,600	190,000		190,000
6906 Licenses & Agreements	42,598	42,400	42,400	42,400		42,400
6908 Medical Examinations	44,554	25,000	53,000	25,000		25,000
6911 Facilities Rental	136,300	120,000	137,400	145,000	25,000	145,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6912 Advertising/Promotio	16,018	35,000	30,000	35,000		35,000
6913 Awards	40,947	50,000	50,000	50,000		50,000
6914 Recruiting	129,407	60,000	69,900	85,000	25,000	85,000
6916 Public Education	56,309	65,000	120,400	65,000		65,000
6917 Books and Periodicals	55,110	25,000	246,000	25,000		25,000
6918 Meals	51,827	35,000	46,000	35,000		35,000
6919 Special Projects	83,968					
6928 Committee Expenses		2,000	2,000	2,000		2,000
6933 Community Events	12,375	10,000	20,900	10,000		10,000
6938 Rewarding Excellence	49,213	25,000	25,100	25,000		25,000
6942 Management Fees	143					
6943 Health and Wellness	79,586	120,000	120,700	120,000		120,000
6999 Other Goods/Services	87,918	18,000	68,800	18,000		18,000
* Other Goods & Services	1,351,641	904,900	1,395,400	954,900	50,000	954,900
7009 Internal Trfr Other	6,439		29,700			
7011 Int Trf Record Check			3,300			
9911 PM Labour-Reg	441					
* Interdepartmental	6,880		33,000			
8011 Interest on Debentur	86,027	64,400	64,400	42,000	(22,400)	29,300
8012 Principal on Debentu	572,767	572,800	572,800	358,900	(213,900)	345,000
* Debt Service	658,794	637,200	637,200	400,900	(236,300)	374,300
8002 Insurance Claims	3,523					
8003 Insurance Pol/Prem	15,587	19,000	19,400	19,000		19,000
8004 Grants	145,978	148,500	148,500	141,300	(7,200)	141,300
8008 Transf to/fr Reserve	25,000	25,000	(15,700)	25,000		25,000
* Other Fiscal	190,088	192,500	152,200	185,300	(7,200)	185,300
** Total	62,550,857	71,955,200	71,769,800	72,465,700	510,500	72,807,700

Summary Details - Halifax Fire & Emergency

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4909 False Alarm Recovery	(203,661)					
5102 Facilities Rentals	(21,146)	(21,100)	(21,100)	(21,100)		(21,100)
* Fee Revenues	(224,807)	(21,100)	(21,100)	(21,100)		(21,100)
5508 Recov External Parti	(344,494)	(223,900)	(38,500)	(223,900)		(223,900)
5600 Miscellaneous Revenue	(6,713)	(7,700)	(7,700)	(7,700)		(7,700)
* Other Revenue	(351,207)	(231,600)	(46,200)	(231,600)		(231,600)
** Total	(576,014)	(252,700)	(67,300)	(252,700)		(252,700)
Net (Surplus)/Deficit	61,974,843	71,702,500	71,702,500	72,213,000	510,500	72,555,000

Halifax Regional Police and RCMP

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: Working together to keep our communities safe.

HALIFAX POLICE SERVICES OVERVIEW

Halifax Police Services are delivered through an integrated policing model with the Halifax Regional Police (HRP) and Royal Canadian Mounted Police (RCMP) – Halifax District responsible for specific areas within the municipality. This policing model facilitates mutual assistance and coordinated response. The integrated or co-located services are:

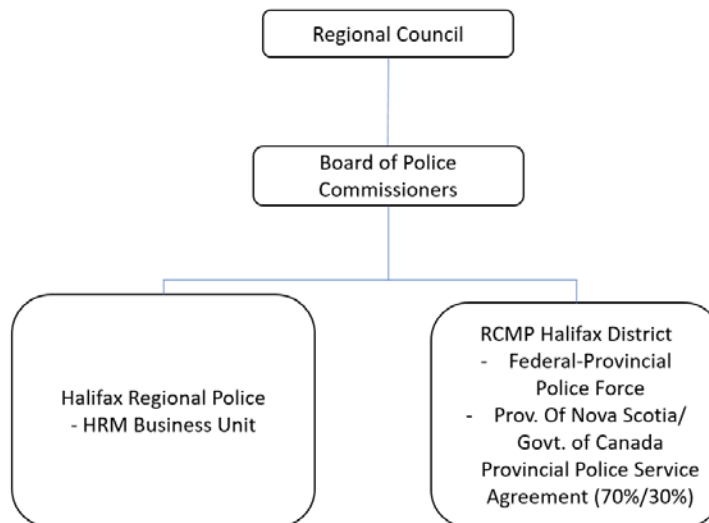
- Criminal Investigation Division
- Courts section
- Records section
- Command staff

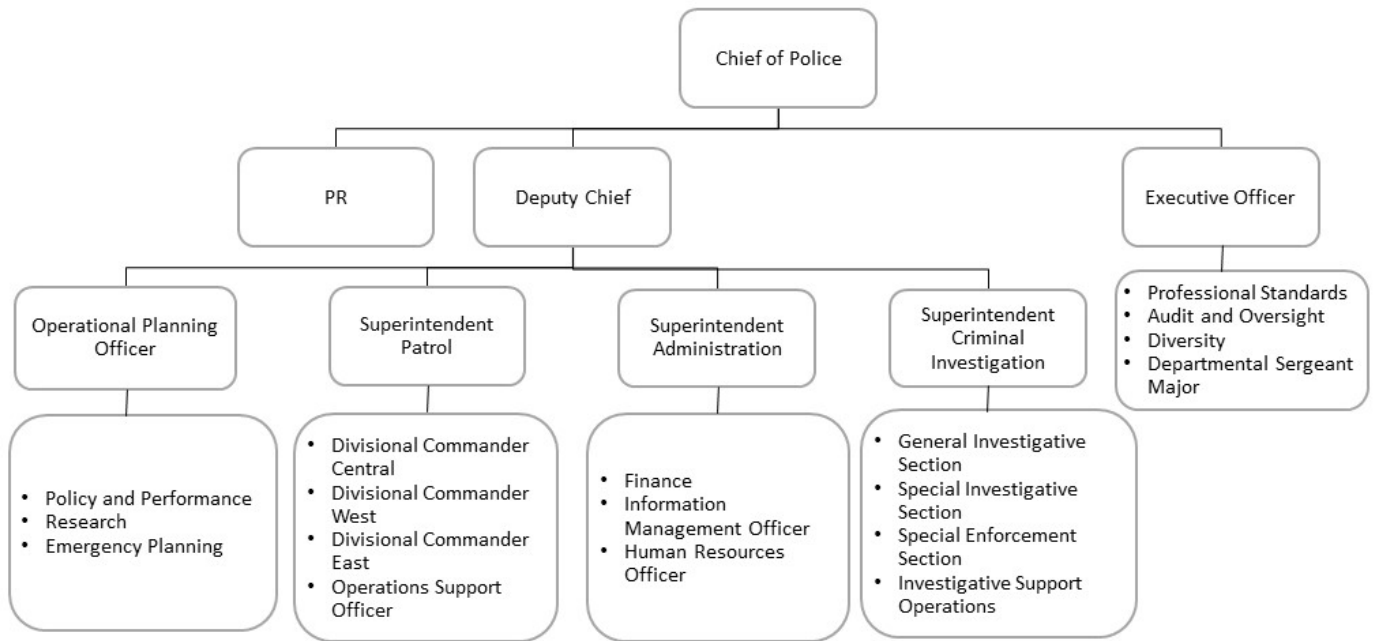
HALIFAX REGIONAL POLICE OVERVIEW

Halifax Regional Police is committed to advancing Regional Council’s priority outcomes as well as administrative priority outcomes particularly in the areas of:

- Healthy, Liveable Communities – Public Safety
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence

This is achieved through the delivery of an effective and efficient police service for all of HRM in partnership with the Halifax District 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.





Service Areas

RCMP

Officer in Charge – Halifax District

- Provides leadership, strategic direction and financial stewardship in consultation with HRM and ‘H’ Division Financial Management. Also provides oversight for all operational and administrative responsibilities for the RCMP in Halifax District.

HRP

Chief’s Office

- Provides executive leadership, strategic direction, financial stewardship, policy and audit functions, corporate planning, internal discipline and public relations.

Operations

- Primarily responsible for delivering front-line emergency response and follow-up service to citizens of HRM. This includes patrol, criminal investigations, administration and operational support services.

HRP Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time and Part Time	741 533.0 Officers 208.0 Civilians	0 - 1.0 Officer + 1.0 Civilian	741 532.0 Officers 209.0 Civilians
Seasonal, Casual and Term	66.4	0.0	66.4
Total	807.4	0.0	807.4

Note: 1 FTE converted from Sworn to Civilian (Civilian Forensic Technician)

RCMP Halifax Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time and Part Time	183.0	0.0	183.0
Seasonal, Casual and Term	0.0	0.0	0.0
Total	183.0	0.0	183.0

HRP Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Halifax Regional Police	16.6%	16.9%	16.8%
Average tax bill amount spent on Halifax Regional Police	\$319.90	\$331.90	\$334.60

* Based on average tax bill for a single-family home (assessed at \$241,400 in 2019)

RCMP Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on RCMP Halifax Detachment	5.1%	5.1%	5.0%
Average tax bill amount spent on RCMP Halifax Detachment	\$97.50	\$99.90	\$100.60

Multi-Year Initiatives (2019/20 – 2020/21)

The Halifax Regional Police is guided by a ten-year strategic plan (2015 – 2015) with three commitments.

Healthy, Liveable Communities – Public Safety

Reduction & Response to Crime

HRP will work to reduce crime and the victimization caused by criminal behavior.

Governance and Engagement – Public Engagement

Safe Communities

HRP commits to building and sustaining safe communities by collaboratively working with our partners.

Service Excellence – Performance Excellence

Effective & Innovative Police Service

HRP is committed to operational performance excellence through continuous improvement, creating a learning culture, and progressive leadership.

Diversity & Inclusion

HRP is committed to promoting diversity and inclusion and creating a workplace where everyone feels included and respected. HRP will implement the Canadian Centre for Diversity and Inclusion (CCDI) Diversity Meter Tool. The information obtained from the Diversity Meter Survey will provide valuable data and support the development of realistic and effective action plans. Over the next two years, HRP will implement the Diversity Meter Tool, evaluate the results and develop an action plan based on the results of the Diversity Meter and consultations with internal and external stakeholders. This plan will support the goals of HRP's Strategic Plan and HRM's Diversity and Inclusion Framework.

Halifax Regional Police Budget

HRP Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Public Safety	HRP Records Management Optimization	\$250,000		\$250,000
	HRP Source Management	\$125,000		
	Police Fleet			\$1,400,000
	Police Services Equipment Replacement	\$250,000		\$420,000
	Police Vehicle Equipment	\$200,000		\$200,000

Operating Budget

Budget by Service Area

HRP Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Chief's Office	4,100,363	4,161,400	4,267,100	4,457,900	296,500	2,177,100
Operations	72,145,113	81,826,400	81,313,100	84,836,600	3,010,200	87,223,700
Net (Surplus)/Deficit	76,245,476	85,987,800	85,580,200	89,294,500	3,306,700	89,400,800

RCMP Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
RCMP	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
Net (Surplus)/Deficit	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600

Summary of Changes - Proposed Budget

HRP Summary of Changes			
Description	Change Description / Service Impact	Planned Change (\$)	Amount
Approved 2018/19 Budget			\$85,987,800
Compensation	Pressures including HRP (2.75% annual rate increase) & step increases, non-union adjustments/ISA's approved in 2018/19 fiscal year, 2 more working days in 19/20, etc. No impact on service delivery. Contractually obligated.	4,275,600	4,066,200
	Overtime – Pressure as a result of 2.75% HRP annual rate increase. No impact on service delivery.	78,200	
	Vacancy Management - Attrition and Turnover	(323,100)	
	Court Time – Pressure as a result of 2.75% HRP annual rate increase. No impact on service delivery.	35,500	
Contractual	Biological Casework Analysis Agreement – Estimating 2.5% increase based on discussions with Director of Contracts in the provincial finance department. No impact on service delivery.	9,400	88,400
	Lake Patrol Contract – Estimating 2.5% increase annually. No impact on service delivery.	2,000	
	Commissionaires of Nova Scotia Contract – 1.6% increase each year for 18/19 (unknown when 18/19 budget set) and 19/20. No impact on service delivery.	34,500	
	Facility Lease/Operating Costs – Estimating 3.5% increase on all existing leased facility costs. No impact on service delivery.	42,500	
Other Budget Adjustments	Secondments – Two additional secondments to the RCMP confirmed. No impact on service delivery.	(284,800)	(847,900)
	Outside Policing	(83,600)	
	External Lab DNA analysis	(50,000)	
	Police software licensing and maintenance	(18,000)	
	Security - Access Control/CCTV, etc.)	(59,100)	
	Equipment repairs and maintenance	(40,000)	
	Miscellaneous Cost Recovery Increases – Secondments and other billed back services including Airport Security, Port's Policing, Extra Duty assignments, etc. as a result of inflation and compensation related increases. No impact on service delivery.	(283,900)	
	Miscellaneous Revenue Increases from Sales of Services – Record Checks, Summary Offence Ticket (SOT) fees for service, etc.. Not a result of rate increases. No impact on service delivery.	(53,000)	
Cost centre P135 Board of Police Commissioners transferred from CAO's Office to Halifax Regional Police	24,500		
Total Proposed Changes			3,306,700
Proposed 2019/20 Budget			\$89,294,500

RCMP Summary of Changes			
Description	Change Description / Service Impact	Planned Change (\$)	Amount
Approved 2018/19 Budget			\$26,204,600
Budget Adjustments	General Duty Constable (Job Code 249) 6 Additional FTE's (\$665,000 @ 70% GoC – Dept. of Public Safety absorbs remaining 30%). Enhanced resources to address a multitude of operational pressures in Halifax District.	665,000	665,000
Total Proposed Changes			665,000
Proposed 2019/20 Budget			\$26,869,600

Summary of Expense & Revenue

HRP Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	78,946,594	88,091,400	88,544,600	92,157,600	4,066,200	92,274,400
Office	487,163	560,200	605,000	542,200	(18,000)	542,200
External Services	2,564,910	2,627,700	2,706,500	2,480,900	(146,800)	2,519,800
Supplies	768,809	632,200	782,700	632,200		632,200
Materials			9,000			-
Building Costs	55,755	53,700	128,700	53,700		53,700
Equipment & Communications	1,400,860	1,689,500	1,689,000	1,649,500	(40,000)	1,649,500
Vehicle Expense	12,759	4,000	13,500	4,000		4,000
Other Goods & Services	2,079,410	2,321,300	2,253,500	2,388,300	67,000	2,432,500
Interdepartmental	(223,951)	(221,200)	(236,200)	(221,200)		(221,200)
Debt Service						
Other Fiscal	(85,704)	(179,300)	(285,800)	(179,300)		(179,300)
Total	86,006,606	95,579,500	96,210,500	99,507,900	3,928,400	99,707,800
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	(3,800,000)
Fee Revenues	(791,039)	(607,000)	(607,000)	(660,000)	(53,000)	(660,000)
Other Revenue	(5,170,090)	(5,184,700)	(6,223,300)	(5,753,400)	(568,700)	(5,847,000)
Total	(9,761,129)	(9,591,700)	(10,630,300)	(10,213,400)	(621,700)	(10,307,000)
Net (Surplus)/Deficit	76,245,476	85,987,800	85,580,200	89,294,500	3,306,700	89,400,800

RCMP Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
External Services	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
Total	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
Net (Surplus)/Deficit	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600

HALIFAX REGIONAL POLICE SERVICE AREA PLANS (2019/20 - 2020/21)

Chief's Office

The Halifax Regional Police is committed to supporting Regional Council priorities through the delivery of 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. The Chief's Office is organized into service areas which emphasize service delivery to citizens and support of Halifax Regional Municipality's strategic outcomes through executive leadership, strategic direction, financial stewardship, policy and audit functions, corporate planning, internal discipline and public relations stewardship, oversight and risk management, policy, and public relations.

Services Delivered:

Governance and Engagement – Public Engagement

Public Relations - This service manages relationships with HRP's internal and external stakeholders through strategic communications.

Governance and Engagement – Municipal Governance

Executive Office – This service manages Oversight and Risk Management, Exhibits and Property Stores, Prisoner Care, and Professional Standards.

Administration – This service manages human resources, finance information management, ICT and front-line service delivery.

Service Delivery Measures

Chief's Office Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of police staff (sworn and civilian) per 100,000 population (Includes both HRP and RCMP Officers and civilian staff) *	224	222	211	211	249
Total Cost for Police Services per Capita (Includes both HRP and RCMP) **	\$284	\$290	N/A	N/A	\$384

Note: Using Full Time Equivalents and not the number of employees (as had previously been calculated)

* Municipal Benchmarking Network Canada

** Population: 431,701

Performance Analysis

There is no increase in full-time equivalents as compared to the 2018-19 approved budget.

Chief’s Office Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement – Municipal Governance
<p>HRP Strategic Planning Refresh and Phase II Action Plan (Est Compl: Q4 19/20) Using HRP resources conduct a "Refresh" of the HRP Strategic Plan engagement and develop a two-year action plan.</p>
Diversity & Inclusion
<p>HRP Diversity & Inclusion Action Plan (Est Compl: Q4 20/21) HRP is committed to promoting diversity and inclusion and creating a workplace where everyone feels included and respected. HRP will implement the Canadian Centre for Diversity and Inclusion (CCDI) Diversity Meter Tool. The information obtained from the Diversity Meter Survey will provide valuable data and support the development of realistic and effective action plans. In 2019-20, HRP will implement the Diversity Meter Tool. In 2020-21, HRP will develop an action plan based on the result of the Diversity Meter Tool. This plan will support the goals of HRP’s Strategic Plan and HRM’s Diversity and Inclusion Framework over a two-year period.</p>

Operations

HRP Operations is committed to supporting Regional Council priorities through the delivery of the front-line emergency response and follow-up service to citizens of HRM. It includes Patrol, Criminal Investigation Division, and Administration.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Crime Prevention - This service provides a proactive policing approach to improve the quality of life and sense of safety for citizens, while working in partnership with citizens through community programs and Community Policing Centres.

Response - This service provides a visible policing presence on HRM streets, and responds to calls for assistance from the public.

Investigations - This service provides general and specialized investigative services.

Emergency Preparedness - This service delivers a planned and coordinated response to major emergencies, while minimizing the impact on the city and to citizens.

Victim Services - This service provides enhanced service to victims of crime, utilizing a coordinated response in cooperation with community agencies, and through increased awareness and knowledge of victim issues and community-based services for victims of crime.

Crossing Guards - This service includes the administration of the crossing guard program and related training for crossing guards.

Integrated Emergency Services - This service provides integrated dispatching to Halifax Regional Police, Halifax District RCMP and Halifax Regional Fire and Emergency, as well as fielding non-emergency calls to Halifax Regional Police.

Service Excellence – Performance Excellence

Administration – This group of services includes a variety of internal and public facing support, including information management, human resources, HRP fleet management, police records administration, and front counter reception, integrated emergency services and ticket processing.

Service Delivery Measures

Operations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected *	2019/20 Planned	MBNC Median** 2017
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 population ***	4,664.7	4,993.5	N/A		5,334 (National Average)
Reported Number of Violent Criminal Code Incidents per 100,000 Population	1,016.2	1,253.4	N/A		1,089 (National Average)
Number of Criminal Code incidents per Police Officer	N/A	30	N/A		34
Total Crime Severity Index	61.03	64.43	N/A		72.87 (National Average)
Violent Crime Severity Index (CSI)	77.25	86.65	N/A		80.26 (National Average)
Weighted Total Clearance Rate	40.2%	35.3	N/A		36.9% (National Average)
Weighted Violent Clearance Rate	50.4%	47.9%	N/A		62.9% (National Average)

* 2018/19 Data not available until July 2019

** Municipal Benchmarking Network Canada

*** Population: 431,701

Performance Analysis

There is an increase in the Crime Severity Index for 2017. The increase has been attributed to several factors, including a change in unfounded coding, a change in reporting patterns on certain crime types, as well as a possible increase in high-volume, low-severity crime types such as Level 1 Assault and Uttering Threats. The changes in coding and reporting have impacted other Canadian jurisdictions as well and are part of a national pattern for 2017.

Operations Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Community Partnership (Est Compl: Q4 20/21) Halifax Regional Police will build on work completed to date on the community partner inventory and develop a framework to review HRP community engagement initiatives to identify if they are achieving public safety goals.</p>
<p>Community Survey (Est Compl: Q4 20-21) HRP in consultation with the Board of Police Commissioners, will establish a regular schedule of delivery for the HRP Community Survey to gather key information on public safety matters and knowledge critical to operating an effective and innovative police force.</p>
<p>Collaborative Justice Research Centre Est Compl: Q4 20-21) HRP will work with local universities, the Department of Justice and other stakeholders to secure funding to complete a study to determine the feasibility of establishing a joint collaborative justice research centre.</p>
<p>Sexualized Violence Strategy Event Est Compl: Q3 19/20) HRP, in partnership with Halifax District RCMP and HRM, will consult and collaborate with the post-secondary community to develop a targeted approach to sexualized violence, paying specific attention to university students and youth.</p>
<p>Street Check Report (Est Compl Q4 19/20) HRP will receive and review the Nova Scotia Human Rights Commission report on Street Checks and respond to the recommendations.</p>
<p>Public Safety Strategy (Est Compl Q4 20/21) HRP will support the Public Safety Strategy by designating a management liaison ensuring reporting alignment with the HRP Strategic Plan and the Public Safety Strategy.</p>
Our People – Engaged Workforce
<p>HRP Police College Certification (Est Compl: Q4 19/20) HRP will update the HRP Police Science Program to deliver the 11th cohort of police cadets and complete the certification process for a Nova Scotia Registered Career College.</p>
<p>HRP Police Science Cadet Program (Est Compl: Q4 20/21) Complete a recruitment process for HRP Police Science Cadets and deliver training program to an initial cohort of police cadets.</p>
<p>Employee Engagement (Est Compl: Q4 19/20) HRP will review the results of the employee engagement survey and develop a plan to identify and address the issues.</p>
<p>Employee Recognition (Est Compl: Q4 20/21) HRP will review their employee recognition initiatives and determine if they are achieving intended goals.</p>
<p>Succession Planning (Est Compl: Q4 19/20) HRP will establish a working group to address issues relating to Succession Planning.</p>
Service Excellence – Performance Excellence
<p>Performance Excellence (Est Compl: Q4 19/20) HRP will establish a working group on Performance Excellence and develop a list of potential projects and timelines.</p>
<p>HRP Technology Road Map (Est Compl: Q4 20/21) Halifax Regional Police will continue to implement the Technology Road Map with items noted below in response to the security audit recommendations.</p>
<p>eMVA Business Intelligence (BI) Solution (Est Compl: Q4 20/21) HRP, in collaboration with Halifax District RCMP, will implement the new eMVA business intelligence (BI) solution, which is an extension of the eMVA project. The eMVA BI will provide HRP with the ability to analyze the data we collect electronically and use it to review the number of accidents, locations of accidents, and other factors. This data may also be provided to other HRM Business Units to assist in evidence-based decision making regarding issues such as pedestrian and cross walk safety.</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Data Management (Est Compl: Q4 20/21) HRP, in collaboration with Halifax District RCMP, will develop a Data Management Framework which will define data standards and requirements for data storage.</p>
<p>Implementation of a Source Management Tool (Est Compl: Q4 20/21) HRP, in collaboration with Halifax District RCMP, will develop and implement a new Source Management Tool, which will remove the paper based process of source information distribution and move HRP toward a 'stand-alone' database. This solution will minimize the risk of security/information breaches and increase process efficiencies.</p>
<p>Digital Storage & Secure Communications Portal (Est Compl: Q4 20/21) HRP, in collaboration with Halifax District RCMP, will undertake a Digital Storage Opportunity Assessment in order to explore best practices for storing digital information such as photographs and videos. This operational assessment will support the development of a secure online communications portal for data and information transfer between HRP/RCMP and electronic crown packages.</p>
<p>Development and Implementation of the Cyber Threat Protocol (Est Compl: Q4 20/21) Halifax Regional Police will develop and implement policies as part of their Risk Management and Cybersecurity Framework to ensure the confidentiality and integrity of police and public safety data.</p>
<p>Service Delivery Model (Est Compl: Q4 20/21) HRP, in collaboration with Halifax District RCMP, will develop and implement a new Service Delivery Agreement that will further define roles and expectation of HRP/ICT as it relates to technology support, services, and projects.</p>
Operational Risk Management – Cyber Security & ICT
<p>Cyber Security & ICT (Est Compl: Q4 20/21) Halifax Regional Police will continue to implement the Technology Road Map with projects noted below in response to the security audit recommendations. There is risk that HRP will not be able to meet security requirements for police operations due to delay of implementation of the HRP Technology Roadmap resulting in data/processes not meeting recommendations and compliance standards set out in the security audit. The following projects are planned: 1) eMVA business intelligence (BI) Solution, 2) Data Management, 3) Implementation of a Source Management Tool, 4) Digital Storage & Secure Communications Portal, 5) Development and Implementation of the Cyber Threat Protocol, 6) Service Delivery Model</p>
Operational Risk Management – HRP Facilities Plan
<p>HRP Facilities Plan (Est Compl: Q4 20/21) The current HQ facility is inadequate and poses an operational risk that will continue until upgrades are completed to address deficiencies or a new facility is constructed. HRP will build on the work of the consultant report to identify an option and plan of action to pursue.</p>
Operational Risk Management – Additional Officer Program
<p>Additional Officer Program (Est Compl: Q4 20/21) Funding gap for Halifax Regional Police if there is any decrease in the provincial program or if it is eliminated entirely.</p>

Summary of Net Expenditures - Halifax Regional Police

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
P110 Professional Stds	278,358	214,500	214,500	221,500	7,000	221,500
P125 Audit & Policy	452,796	458,300	458,300	479,800	21,500	479,800
P222 LEOSH Conference 2015	(906)					
P255 Exhibits & Property	629,807	643,400	729,300	722,900	79,500	722,900
P370 Booking	826,604	830,300	906,900	856,600	26,300	856,600
**** Executive Office	2,186,660	2,146,500	2,309,000	2,280,800	134,300	2,280,800
P135 Board Of Police C			24,500	24,500	24,500	24,500
P105 Chief's Office	1,332,875	1,351,400	1,165,100	1,471,500	120,100	1,471,500
P115 Legal	71,327	60,400	165,400	60,400		60,400
P120 Public Affairs	509,501	603,100	603,100	620,700	17,600	620,700
**** Chief's Division	1,913,703	2,014,900	1,958,100	2,177,100	162,200	2,177,100
***** Chief's Office	4,100,363	4,161,400	4,267,100	4,457,900	296,500	4,457,900
A551 City Watch	45,847	108,000	108,000	110,300	2,300	110,300
P405 Deputy Operations	1,016,672	977,100	812,100	894,600	(82,500)	891,200
S120 FOIPOP Coordinator	57,022	64,700	64,700	66,300	1,600	66,300
**** Deputy Operations	1,119,541	1,149,800	984,800	1,071,200	(78,600)	1,067,800
P312 SES Technical Unit	522,020	695,800	628,100	723,600	27,800	723,600
P313 VICLAS	145,059	143,900	143,900	148,700	4,800	148,700
P314 Computer Forensics	277,603	556,100	556,100	615,200	59,100	615,200
P315 Inves. Call BackUnit	5,089	5,100	5,100	5,100		5,100
P316 CID	(2,593,868)	(2,623,800)	(2,498,800)	(2,526,200)	97,600	(2,495,800)
P317 CATS Clearing Account	1,703,571					
P320 Polygraph	232,171	250,300	250,300	258,900	8,600	258,900
P325 Identification	1,937,725	2,185,900	2,185,900	2,273,400	87,500	2,292,600
P330 Fraud Unit	1,005,161	1,080,500	1,080,500	1,117,500	37,000	1,117,500
P335 Special Enforcement	1,555,571	1,726,600	1,726,600	1,780,000	53,400	1,780,000
P340 Criminal Intel Unit	1,004,086	1,260,300	1,384,300	1,166,400	(93,900)	1,163,600
P345 Vice	818,243	870,600	881,600	957,200	86,600	957,200
P360 GIS	3,020,460	3,721,600	3,585,000	3,841,300	119,700	3,841,300
P375 Major Crime	2,981,459	3,264,000	3,376,100	3,434,400	170,400	3,431,200
P380 Crime Analysis	1,084,150	1,420,600	1,390,000	1,505,000	84,400	1,505,000
**** Criminal Investigations Div	13,698,500	14,557,500	14,694,700	15,300,500	743,000	15,344,100
A450 Integrated Emerg Srv	6,956,846	7,492,600	7,235,300	7,937,400	444,800	7,937,400
** Emergency 911 Communication	6,956,846	7,492,600	7,235,300	7,937,400	444,800	7,937,400
N711 Dispatch Centre	108,833	105,700	105,700	105,700		105,700
* Dispatch	108,833	105,700	105,700	105,700		105,700
N721 HRP	268,203	291,800	304,300	281,800	(10,000)	281,800
* Police	268,203	291,800	304,300	281,800	(10,000)	281,800
N731 Core Fire & EMO	2,079	3,000	3,000	3,000		3,000
N732 Rural Fire	716,561	701,300	701,300	676,300	(25,000)	676,300
* Fire	716,561	701,300	701,300	676,300	(25,000)	676,300
** Integrated Dispatch Communi	1,095,675	1,101,800	1,114,300	1,066,800	(35,000)	1,066,800
*** Integrated Emergency Servic	8,052,521	8,594,400	8,349,600	9,004,200	409,800	9,004,200
P235 Extra Duty	(152,010)	(17,100)	(82,100)	(104,700)	(87,600)	(104,700)
P240 SOTS	343,334	489,700	489,700	472,800	(16,900)	472,800
P245 Court Officers	1,395,099	1,542,200	1,542,300	1,581,300	39,100	1,581,300
P265 Records	273,386	391,500	376,500	400,200	8,700	400,200
P310 R.A.P.I.D.	40	5,900	5,900	5,900		5,900
P311 Projects Unit	588,947	897,900	894,000	909,400	11,500	909,400
*** Information Services	2,448,797	3,310,100	3,226,300	3,264,900	(45,200)	3,264,900
P210 EAP	191,554	175,900	175,900	184,100	8,200	184,100
P220 Human Resources	852,913	809,600	870,900	814,100	4,500	814,100

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
P225 Training	1,272,506	1,569,400	1,545,400	1,649,800	80,400	1,649,800
P505 Police Science Train	7,298		(63,700)			
*** Human Resources	2,324,272	2,554,900	2,528,500	2,648,000	93,100	2,648,000
P130 Facilities & Prop.	126,409	196,600	198,600	137,500	(59,100)	137,500
P205 Superintendent's Off	617,554	773,400	773,400	831,800	58,400	831,800
P208 Back Check	(191,425)	(181,100)	(196,100)	(175,300)	5,800	(171,500)
P230 Finance	466,537	494,900	494,900	511,700	16,800	511,700
P250 Fleet Maintenance	77,154	80,000	80,000	80,000		80,000
P270 Commissionaires	1,127,353	1,033,700	1,033,700	1,064,000	30,300	1,079,500
P445 Marine	77,067	79,600	79,600	81,600	2,000	83,600
*** Corporate Services	<u>2,300,649</u>	<u>2,477,100</u>	<u>2,464,100</u>	<u>2,531,300</u>	<u>54,200</u>	<u>2,552,600</u>
**** Administration	15,126,239	16,936,500	16,568,500	17,448,400	511,900	17,469,700
P415 Central	11,657,768	13,804,700	13,708,400	14,435,100	630,400	14,474,100
P475 QRU - Central Patrol	695,839	871,700	871,700	984,600	112,900	984,600
*** Operations Central	12,353,607	14,676,400	14,580,100	15,419,700	743,300	15,458,700
P425 East	11,004,493	12,991,600	12,813,700	13,402,600	411,000	13,443,300
P490 QRU - East Patrol	825,454	905,600	905,600	937,600	32,000	937,600
*** Operations East	11,829,947	13,897,200	13,719,300	14,340,200	443,000	14,380,900
P420 West	10,129,577	11,641,300	11,605,900	12,006,800	365,500	12,046,300
P495 QRU - West Patrol	800,321	905,600	905,600	938,000	32,400	938,000
*** Operations West	10,929,898	12,546,900	12,511,500	12,944,800	397,900	12,984,300
E123 Comm. Response	7,398	30,100	30,100	30,200	100	30,200
P365 Accidents	226,550	254,900	278,100	263,600	8,700	263,600
P410 Shared Resources	1,808,704	1,838,800	1,858,000	1,756,700	(82,100)	1,753,400
P430 Victim Service	262,138	261,300	265,300	271,600	10,300	271,600
P435 Canine	34,526	32,700	32,700	32,700		32,700
P440 ERT	99,050	154,400	154,400	154,400		154,400
P450 Public Safety Unit	26,094	36,700	36,700	36,700		36,700
P455 Bike Patrol	31,694	16,000	16,000	16,000		16,000
P460 Sch. Crossing Guard	1,705,049	1,649,200	1,666,100	1,791,000	141,800	1,791,000
P465 Mounted	247,980	256,200	256,200	264,700	8,500	264,700
P470 Port's Policing	119,583	140,200	131,700	131,500	(8,700)	124,100
P480 CR/CP	903,002	1,056,600	1,122,400	1,136,500	79,900	1,136,500
P481 Youth Advocate Prg	553,136	779,100	779,100	779,100		779,100
P485 Traffic	1,132,993	1,464,800	1,511,200	1,513,700	48,900	1,513,700
P486 Mental Health Crisis	263,064	225,800	250,900	232,800	7,000	222,300
P488 Aviation Security	(333,580)	(134,700)	(134,700)	(99,400)	35,300	(152,600)
*** Shared Services	<u>7,087,382</u>	<u>8,062,100</u>	<u>8,254,200</u>	<u>8,311,800</u>	<u>249,700</u>	<u>8,237,400</u>
**** Patrol Operations	<u>42,200,833</u>	<u>49,182,600</u>	<u>49,065,100</u>	<u>51,016,500</u>	<u>1,833,900</u>	<u>51,061,300</u>
***** Operations Division	72,145,113	81,826,400	81,313,100	84,836,600	3,010,200	84,942,900
***** HRM Police	76,245,476	85,987,800	85,580,200	89,294,500	3,306,700	89,400,800
Net (Surplus)/Deficit	76,245,476	85,987,800	85,580,200	89,294,500	3,306,700	89,400,800

Summary Details - Halifax Regional Police

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	68,241,954	67,940,400	66,696,600	71,484,800	3,544,400	71,484,800
6002 Salaries - Overtime	3,809,843	2,843,100	4,014,600	2,921,300	78,200	3,001,600
6003 Wages - Regular		132,400	132,400	132,400		132,400
6005 PDP & Union Con Incr	(11,660,793)		(156,900)			
6050 Court Time	1,323,196	1,290,700	1,305,700	1,326,000	35,300	1,362,500
6051 Shift Agreements	85,224					
6052 Shift Differentials	282,893	403,700	403,700	403,700		403,700

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6053 Extra Duty	729,638	612,400	612,400	612,400		612,400
6054 Vacation payout	68,125		58,000			
6099 Other Allowances		17,000		17,000		17,000
6100 Benefits - Salaries	13,880,195	13,341,500	13,145,400	14,005,800	664,300	14,005,800
6110 Vacancy Management		(654,000)		(977,100)	(323,100)	(977,100)
6150 Honorariums	2,500					
6152 Retirement Incentives	770,480	761,300	761,300	809,900	48,600	809,900
6154 Workers' Compensation	273,152	291,000	291,000	309,500	18,500	309,500
6156 Clothing Allowance	436,672	418,100	418,100	418,100		418,100
6164 On the Job injuries	252,951	244,400	244,400	244,400		244,400
6198 Non TCA Compensation	97					
6199 Comp & Ben InterDept	433,551	449,400	617,900	449,400		449,400
9200 HR CATS Wage/Ben	10,273					
9210 HR CATS OT Wage/Ben	6,641					
* Compensation and Benefits	78,946,594	88,091,400	88,544,600	92,157,600	4,066,200	92,274,400
6201 Telephone	177,966	173,600	173,600	173,600		173,600
6202 Courier/Postage	26,033	29,100	29,100	29,100		29,100
6203 Office Furn/Equip	79,385	101,700	142,700	101,700		101,700
6204 Computer S/W & Lic	76,060	118,000	117,000	100,000	(18,000)	100,000
6205 Printing & Reprod	1,141	3,600	3,600	3,600		3,600
6207 Office Supplies	126,577	134,200	139,000	134,200		134,200
* Office	487,163	560,200	605,000	542,200	(18,000)	542,200
6301 Professional Fees			12,200			
6302 Legal Fees	88,360	60,400	165,400	60,400		60,400
6303 Consulting Fees	61,250	37,900	186,500	37,900		37,900
6304 Janitorial Services	142,186	139,700	139,700	139,700		139,700
6306 Property Survey	980					
6311 Security	128,499	115,000	115,000	55,900	(59,100)	55,900
6312 Refuse Collection	21,020	15,000	15,000	15,000		15,000
6315 Outside Policing	175,112	337,000	90,000	253,400	(83,600)	253,400
6399 Contract Services	1,947,503	1,922,700	1,982,700	1,918,600	(4,100)	1,957,500
* External Services	2,564,910	2,627,700	2,706,500	2,480,900	(146,800)	2,519,800
6401 Uniforms & Clothing	318,202	203,200	299,600	203,200		203,200
6402 Med & First Aid Supp	220		3,000			
6403 Patrol Equip Supplies	415,709	398,400	449,500	398,400		398,400
6404 Rec Prog Supplies	582					
6405 Photo Supp & Equip	31,590	20,000	20,000	20,000		20,000
6407 Clean/Sani Supplies	451	5,700	5,700	5,700		5,700
6409 Personal Protect Equ	941					
6499 Other Supplies	1,115	4,900	4,900	4,900		4,900
* Supplies	768,809	632,200	782,700	632,200		632,200
6504 Hardware			9,000			
* Materials			9,000			
6607 Electricity	6,191	6,400	6,400	6,400		6,400
6611 Building - Interior			15,000			
6612 Safety Systems	106					
6699 Other Building Cost	49,459	47,300	107,300	47,300		47,300
* Building Costs	55,755	53,700	128,700	53,700		53,700
6701 Equipment Purchase	200,022	385,900	417,400	385,900		385,900
6703 Computer Equip/Rent	3,567	10,000	21,000	10,000		10,000
6704 Equipment Rental	2,250	1,800	1,800	1,800		1,800
6705 Equip - R&M	45,129	135,200	135,200	95,200	(40,000)	95,200
6706 Computer R&M		8,700	8,700	8,700		8,700
6707 Plumbing & Heating			6,000			

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6708 Mechanical Equipment	1,040	4,100	4,100	4,100		4,100
6711 Communication System	895,838	885,100	836,100	885,100		885,100
6731 Airtime	253,014	258,700	258,700	258,700		258,700
* Equipment & Communications	1,400,860	1,689,500	1,689,000	1,649,500	(40,000)	1,649,500
6802 Vehicle R&M	4,380		4,000			
6803 Vehicle Fuel - Diesel	4,304	3,000	3,000	3,000		3,000
6804 Vehicle Fuel - Gas	725	1,000	1,500	1,000		1,000
6806 Vehicle Rentals	3,351		5,000			
* Vehicle Expense	12,759	4,000	13,500	4,000		4,000
6901 Membership Dues	49,294	27,200	38,500	34,200	7,000	34,200
6902 Conferences/Workshop	31,410	19,200	50,900	25,200	6,000	25,200
6903 Travel - Local	21,270	25,900	33,900	26,900	1,000	26,900
6904 Travel - Out of Town	324,384	329,700	294,800	338,200	8,500	338,200
6905 Training & Education	260,860	282,700	258,700	282,700		282,700
6906 Licenses & Agreements	114,399	84,800	84,800	84,800		84,800
6909 Cost of Sales	199					
6911 Facilities Rental	1,172,463	1,192,100	1,317,100	1,234,600	42,500	1,278,800
6912 Advertising/Promotio	23,582	20,500	66,500	20,500		20,500
6913 Awards	36					
6915 Research Data Acquis		11,500	11,500	11,500		11,500
6917 Books and Periodicals	11,616	10,400	10,400	10,400		10,400
6918 Meals	27,110	27,300	29,300	29,300	2,000	29,300
6919 Special Projects	27,225	280,500	47,600	280,500		280,500
6928 Committee Expenses		500	500	500		500
6938 Rewarding Excellence	15,562	9,000	9,000	9,000		9,000
* Other Goods & Services	2,079,410	2,321,300	2,253,500	2,388,300	67,000	2,432,500
7009 Internal Trfr Other	11,633	(500)	(500)	(500)		(500)
7010 IntTrfr Insur Funds	(3,295)					
7011 Int Trf Record Check	(6,360)	(3,300)	(3,300)	(3,300)		(3,300)
7013 Int Trf Extra Duty	(226,019)	(217,400)	(232,400)	(217,400)		(217,400)
9911 PM Labour-Reg	90					
* Interdepartmental	(223,951)	(221,200)	(236,200)	(221,200)		(221,200)
8003 Insurance Pol/Prem	47,696	54,100	54,100	54,100		54,100
8008 Transf to/fr Reserve	(133,400)	(233,400)	(339,900)	(233,400)		(233,400)
* Other Fiscal	(85,704)	(179,300)	(285,800)	(179,300)		(179,300)
** Total	86,006,606	95,579,500	96,210,500	99,507,900	3,928,400	99,707,800

Summary Details - Halifax Regional Police						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4703 Cond.Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)
4909 False Alarm Recovery	(101,830)					
5250 Sales of Svcs-Other	(563,959)	(527,000)	(527,000)	(555,000)	(28,000)	(555,000)
5256 SOT Revenue	(125,249)	(80,000)	(80,000)	(105,000)	(25,000)	(105,000)
* Fee Revenues	(791,039)	(607,000)	(607,000)	(660,000)	(53,000)	(660,000)
5508 Recov External Parti	(4,367,095)	(4,527,300)	(5,249,900)	(5,001,200)	(473,900)	(5,087,400)
5600 Miscellaneous Revenue	(802,995)	(657,400)	(973,400)	(752,200)	(94,800)	(759,600)
* Other Revenue	(5,170,090)	(5,184,700)	(6,223,300)	(5,753,400)	(568,700)	(5,847,000)
** Total	(9,761,129)	(9,591,700)	(10,630,300)	(10,213,400)	(621,700)	(10,307,000)
Net (Surplus)/Deficit	76,245,476	85,987,800	85,580,200	89,294,500	3,306,700	89,400,800

Summary of Net Expenditures - RCMP

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
P710 RCMP	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
* RCMP	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
Net (Surplus)/Deficit	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600

Summary Details - RCMP

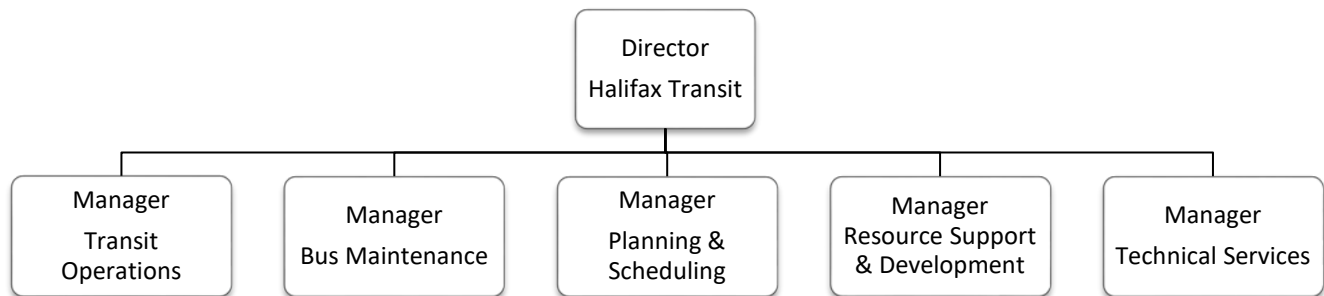
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6315 Outside Policing	26,043,988	25,979,600	26,369,100	26,204,600	225,000	26,204,600
6399 Contract Services		225,000		665,000	440,000	665,000
* External Services	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
** Total	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600
Net (Surplus)/Deficit	26,043,988	26,204,600	26,369,100	26,869,600	665,000	26,869,600

HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council’s transportation priority outcomes of:

- Interconnected and Strategic Growth
- A Well-maintained Transportation Network
- A Safe and Accessible Transportation Network

This is achieved through public transit services that support approximately 19 million passenger trips, 27 million passenger boardings annually. Halifax Transit operates 332 conventional buses, 5 ferries and 41 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 960 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	990.0	40.0	1,030.0
Seasonal, Casual and Term	4.8	1.3	6.1
Total	994.8	41.3	1,036.1

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Halifax Transit	15.7%	16.0%	16.5%
Average tax bill amount spent on Halifax Transit	\$301,50	\$315.00	\$329.10

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Transportation – A Well-maintained Transportation Network

Transit Asset & Infrastructure Renewal

Halifax Transit will continue to promote transit as a key component of an integrated transportation system, as a competitor to the single occupant vehicle. To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional and Access-A-Bus vehicles.

Transportation – A Safe and Accessible Transportation Network

Transit Accessibility

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option for more persons with reduced mobility, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

Transit Technology

Through the implementation of improved transit technology including Electronic Fare Management Systems, 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.

Transportation – Interconnected and Strategic Growth

Transit Service Plan

Halifax Transit intends to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and 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.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Transit will focus on equitable employment and accessible information and communication.

Halifax Transit Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget*	2019/20 OCC	2020/21 Gross Budget
Transportation				
Interconnected and Strategic Growth	Moving Forward Together Plan Implementation	7,624,000	3,311,000	
	Transit Priority Corridors	3,501,000		
	Transit Priority Measures	975,000		
A Safe and Accessible Transportation Network	New Transit Technology	10,638,000		3,530,000
A Well-Maintained Transportation Network	Conventional Bus Replacement	15,734,000		14,000,000
	Access-A-Bus Replacement	634,000		1,275,000
	Burnside Transit Centre Roof Repairs	3,679,000		
	Woodside Ferry Terminal Upgrades	2,494,000		4,000,000

* includes carry forward

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Access-A-Bus Service	5,642,797	6,867,000	5,848,500	7,482,200	615,200	7,494,500
Conventional Service	55,017,606	55,810,000	57,035,050	63,008,700	7,198,700	63,546,000
Ferry Service	2,245,139	2,035,700	2,506,300	3,343,100	1,307,400	3,353,100
Transit Facilities	3,928,181	3,950,900	4,330,800	4,060,900	110,000	4,060,900
Fiscal Transit	(66,833,723)	(68,663,600)	(70,313,200)	(77,894,900)	(9,231,300)	(78,454,500)
Net (Surplus)/Deficit	-	-	(592,550)	-	-	-

Summary of Changes – Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$0
Compensation	40 new positions and vacancy adjustments	2,815,000	2,815,000
Budget Adjustments	Vehicle Expenses - 12 new busses,	2,362,000	3,752,400
	Fuel Price Increase - \$0.68 to \$0.80 per litre	1,477,000	
	Other Expenses - Office/Bldgs/Supplies/Services	(86,600)	
Capital/Fiscal	Debt Payments	479,000	-988,300
	Capital from Operating	(717,300)	
	Funding from Reserves / Prior Year Surplus	(750,000)	
Change in Expenditures			5,579,100
Revenues	Taxation Revenue	(3,717,900)	-5,579,100
	Fare Revenue	(1,785,000)	
	Fees/Recoveries	(76,200)	
Net Impact of Changes			0
2019/2020 Proposed Budget			\$0

*Transit net budget for 2018/19 and 2019/20 is zero.

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	72,780,856	79,153,000	74,681,600	81,968,000	2,815,000	84,782,400
Office	682,121	1,312,300	1,208,200	1,201,200	(111,100)	1,411,200
External Services	1,987,530	1,950,700	2,053,850	2,022,000	71,300	2,072,000
Supplies	996,560	1,045,500	1,057,100	1,040,900	(4,600)	1,046,100
Materials	164,575	145,800	166,300	150,000	4,200	150,000
Building Costs	2,463,893	2,736,000	2,768,500	2,540,400	(195,600)	2,550,400
Equipment & Communications	1,002,118	746,300	1,083,000	1,005,500	259,200	995,500
Vehicle Expense	20,306,210	19,351,100	22,027,100	23,190,100	3,839,000	23,961,600
Other Goods & Services	1,215,552	1,570,600	1,377,900	1,460,600	(110,000)	1,493,600
Interdepartmental	(53,280)	(100,000)	(36,300)	(100,000)		(100,000)
Debt Service	3,261,746	3,361,300	3,361,300	3,840,300	479,000	3,035,800
Other Fiscal	9,099,074	4,340,000	5,040,000	2,872,700	(1,467,300)	4,036,300
Total	113,906,954	115,612,600	114,788,550	121,191,700	5,579,100	125,434,900
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenues	(35,452,000)	(35,471,000)	(35,471,000)	(37,118,400)	(1,647,400)	(38,552,400)
Area Rate Revenues	(44,800,557)	(45,563,100)	(45,412,000)	(47,633,600)	(2,070,500)	(49,380,800)
Fee Revenues	(32,737,636)	(33,626,700)	(33,304,000)	(35,391,700)	(1,765,000)	(36,453,700)
Other Revenue	(916,761)	(951,800)	(1,194,100)	(1,048,000)	(96,200)	(1,048,000)
Total	(113,906,954)	(115,612,600)	(115,381,100)	(121,191,700)	(5,579,100)	(125,434,900)
Net (Surplus)/Deficit	-	-	(592,550)	-	-	-

HALIFAX TRANSIT SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Director's Office Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Equitable Employment Halifax Transit will review recruitment processes to ensure an equitable approach and improve recruitment marketing and communication to remove barriers and provide equal opportunity to all. In 19/20 processes will be updated and marketing campaigns will be held. [Est. Compl. Q4 19/20]</p>
<p>Accessible Information and Communication Halifax Transit will consider inclusivity when planning information and communication tactics related to transit route network changes. This will include developing a strategy to reduce language and access barriers, and working with immigration partners to ensure new Canadians are actively engaged. [Est. Compl. Q4 19/20]</p>
Strategic, Multi-year Business and Budget Plans
<p>Transit Catalogue Update Supported by the Corporate Planning Office, Transit will complete an updated service catalogue for all service areas within the business unit. [Est. Compl. Q4 19/20]</p>
Service Delivery – Service to our People
<p>Transit Strategic Communications Plan To encourage growth in ridership, Halifax Transit will develop and implement a strategic communications plan, to include marketing and social media plans. [Est. Compl. Q4 19/20]</p>

Access-A-Bus Service

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of 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 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 41 vehicles, traveling 1,800,000 kilometers annually to provide more than 175,000 passenger trips each year.

Services Delivered:

Transportation - A Safe and Accessible Transportation Network

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

Service Delivery Measures

Access-A-Bus Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Ridership	158,866	163,179	177,454	-
Revenue/Cost Ratio*	.04	.04	.04	.04
Customer Service (requests addressed within standard)	94%	77%	70%	-

Ridership

In April 2018, Halifax Transit upgraded the existing Access-A-Bus scheduling system software. In conjunction with this, several business process improvements were undertaken to optimize the efficient use of resources. The result has been a significant increase in the number of trips and passengers that can be accommodated on a daily basis, as well as a reduction in the number of requests that are put on a waiting list. Halifax Transit also completed an Access-A-Bus Continuous Improvement Service Plan and began executing the action items of that plan, further streamlining processes and improving service delivery. As a result, AAB ridership is expected to continue to grow in the coming years, as the service improves and more requests can be accommodated.

Access-A-Bus Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation– A safe and accessible transportation network
Access-A-Bus Continuous Service Improvement Plan The continuous service review of AAB operations will address the implementation of service process changes that include improvement to booking times, increased ridership and revenue as well as overall improvement to processes and efficiencies. [Est. Compl. 20/21]

*Direct operating costs

Conventional Transit Service

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service serves over 17 million passenger trips annually and travels more than 18,000,000 kilometres.

Services Delivered:

Transportation - Interconnected and Strategic Growth

Operating Conventional Transit Routes – consisting of 58 fixed-route services, 2 MetroLink limited stop bus rapid routes, 3 MetroX express routes to outlying rural areas.

Transit Planning and Scheduling - planning short, medium, and long term service changes and improvements in route scheduling including operator duties and rosters.

Sustainable Transportation Programs - developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

Transportation - A Well-maintained Transportation Network

Bus Fleet Planning, Acquisition, and Disposal - strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

Bus Cleaning, Servicing, Repair and Maintenance - servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Stop Improvements - monitoring and maintaining the condition of existing bus stops and identifying the need for new bus stops, and bus stop amenities such as benches and shelters.

Capital Projects - strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

Service Delivery Measures

Conventional Transit Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Ridership	17,065,527	17,186,133	17,552,255	-	N/A
Number of Regular Service Passenger Trips per Capita in Service Area	59.6	60.5	54.8	-	131.9 (Multi) 30.9 (Bus Only)
Passengers per Service Hour	19.2	19.8	19.3	-	N/A
Revenue Vehicle Hour per Capita in Service Area	2.55	2.58	2.8	3.0	3.03 (Multi) 1.18 (Bus Only)
Total Cost (Expenses) per Revenue Vehicle Hour	\$105.93	\$107.77	\$107.77	\$114.25	\$195 (Multi) \$134 (Bus Only)
Operating Expense per Passenger	\$4.97	\$4.99	\$5.04	-	N/A
Passenger Revenue per Passenger / Average Fare	\$1.72	\$1.71	\$1.71	\$1.71	N/A
Revenue/Cost Ratio**	.36	.36	.35	.34	.40
Requests Addressed within Standard	99%	96%	96%	-	N/A

* Municipal Benchmarking Network Canada

**Direct operating costs

Note: MBNCanada measures are based on data provided from other transit agencies and include multiple service types (including streetcar, light rail, heavy rail, commuter rail, and ferry) in addition to conventional service.

Conventional Ridership

Significant changes to the transit route network occurred in both 17/18 and 18/19 as part of the *Moving Forward Together Plan* implementation. Additional changes are planned for 19/20. The routes that were restructured in 17/18 have seen a sustained 20% increase in ridership on the new routes, resulting in approximately 1,500 – 2,000 additional boardings per day. It is anticipated that the 18/19 and 19/20 route changes will also result in additional ridership, however, due to the magnitude of the changes, it may take passengers more time adjust to the changes, with some gains not being realized until more than a year after the adjustments take place.

Other measures, such as related operating costs and cost recovery are expected to remain stable as operating costs grow proportional to service increases.

Conventional Transit Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation - Interconnected and Strategic Growth
<p>Moving Forward Together Plan Implementation - Year 3 To improve the efficiency and effectiveness of the transit network, Halifax Transit will implement the 19/20 network design changes, including introduction of new service, changes to existing routes, and removal of service, as part of the implementation of the Moving Forward Together Plan. [Est. Compl. Q3 19/20]</p>
<p>Transit Priority Measures To improve the reliability of the transit network, and reduce the impact of traffic congestion on transit service, Halifax Transit will continue to study opportunities and implement transit priority measures. This will include completing phase 2 of a transit priority measure on Main Street in Dartmouth, and implementing a measure on Portland Street. [Est. Compl. Q2 19/20]</p>
Transportation – A Safe and Accessible Transportation Network
<p>Bus Stop Accessibility & Improvement To improve accessibility, as well as the customer experience, Halifax Transit will be installing accessible landing pads at a number of bus stops, replacing older bus shelters, and installing benches at bus stops. [Est. Compl. Q3 19/20]</p>
Service Delivery – Innovation
<p>Fare Management Project - Phase 1 To increase revenues, increase operator safety, and provide timely data for management decisions, Halifax Transit will implement the first phase of a fare management solution. Validating fareboxes, automated transfers and management software will be installed. In 19/20 new fareboxes will be installed. [Est. Compl. Q2 19/20]</p>
<p>Fare Management Project - Phase 2 To improve the fare payment options available to riders, increase boarding efficiency, and reduce the reliance on currency and tickets, Halifax Transit will begin implementation of the second phase of a fare management solution. In 20/21, additional payment methods will be introduced. [Est. Compl. 20/21]</p>
Service Excellence – Performance Excellence
<p>Fixed Route Planning, Scheduling and Operations The primary objective of the Fixed Route Planning, Scheduling and Operations project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software is not capable of supporting the streamlined existing or new business processes required by Halifax Transit. In 19/20, the infrastructure will be set up, business rules will be configured within the system, and our schedule will be built within the system. Implementation will be completed in 20/21.</p>

Ferry Service

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services within Halifax Harbour. The Ferry Service serves 1,700,000 riders each year with passenger terminals located in Dartmouth (Alderney), Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

Transportation - Interconnected and Strategic Growth

- Ferry Service - Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently 2 fixed routes.

Transportation - A Well-maintained Transportation Network

- Ferry Service Maintenance - Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, compliant with legislation, and fit for use.

Service Delivery Measures

Ferry Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Ridership	1,767,971	1,707,312	1,706,004	-
Passengers per Capita within Service Area	5.6	5.4	5.3	-
Passengers per Service Hour	119.5	115.4	115.3	-
Service Hours per Capita within Service Area	0.05	0.05	0.05	0.05
Cost to Operate a Ferry for Each In-service Hour	\$339	\$354	\$388	\$409
Operating Expense per Passenger	\$2.84	\$3.07	\$3.37	-
Passenger Revenue per Passenger / Average Fare	\$1.75	\$1.73	\$1.73	\$1.73
Revenue/Cost Ratio*	.62	.57	.51	.46
Requests Addressed within Standard	99%	94%	86%	-

Ferry Ridership

In 2018/19, ferry ridership decreased relative to the significant gains that resulted from The Big Lift and associated Macdonald Bridge closures, but remained high relative to pre-closure ferry service. The additional late-night ferry service was shifted in February 2018 to provide more frequent service during the midday period, providing reliable, predictable service between Halifax and Alderney every 15 minutes all day. Ridership is anticipated to hold steady into 2019/20.

Ferry Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A well maintained transportation network
<p>Woodside Ferry Terminal Renovation The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including envelope, mechanical and electrical systems, and customer waiting areas. In 19/20, detailed design work will be completed and construction will begin. In 20/21, construction will complete.</p>

Summary of Net Expenditures - Halifax Transit						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
R680 Facilities - Ragged Lake	1,169,502	1,260,600	1,230,200	1,140,000	(120,600)	1,140,000
R681 Facilities - Burnside	1,260,075	1,344,200	1,458,200	1,288,500	(55,700)	1,288,500
R682 Facil-Ferry Terminal	652,360	662,000	693,300	705,900	43,900	705,900
R683 Facil-Other Property	846,245	684,100	949,100	926,500	242,400	926,500
*** Transit Facilities	3,928,181	3,950,900	4,330,800	4,060,900	110,000	4,060,900
R652 Access-A -Bus Operations	5,642,797	6,867,000	5,848,500	7,482,200	615,200	7,494,500
*** Access-A-Bus Service	5,642,797	6,867,000	5,848,500	7,482,200	615,200	7,494,500
R624 HT Director's Office	1,805,447	1,967,800	1,977,900	1,938,400	(29,400)	1,938,400
R631 Revenue	(30,093,795)	(31,179,200)	(31,011,900)	(32,942,400)	(1,763,200)	(34,004,400)
R637 Planning & Scheduling	1,184,805	1,358,500	1,310,750	1,410,900	52,400	1,425,900
** Halifax Transit - Administratio	(27,103,544)	(27,852,900)	(27,723,250)	(29,593,100)	(1,740,200)	(30,640,100)
R640 Technical Services	1,619,020	2,265,800	1,969,000	2,271,600	5,800	2,500,100
** Halifax Transit - Technical Se	1,619,020	2,265,800	1,969,000	2,271,600	5,800	2,500,100
R932 BTC Facility Maintenance	563,728	437,200	577,200	510,200	73,000	510,200
R938 BTC Bus Maintenance	12,660,745	12,505,200	12,835,200	14,111,500	1,606,300	14,201,500
R962 RLTC Facility Maint	226,880	140,500	268,500	255,000	114,500	255,000
R963 RLTC Bus Maint	9,876,356	10,416,600	9,260,300	10,500,800	84,200	10,954,400
** Halifax Transit - Bus Maintena	23,327,709	23,499,500	22,941,200	25,377,500	1,878,000	25,921,100
R656 Safety and Training	775,464	795,800	827,800	898,300	102,500	918,300
R658 Resource Sup & Dev	1,125,723	1,293,700	1,263,700	1,245,900	(47,800)	1,245,900
** Halifax Transit - Resource Sup	1,901,187	2,089,500	2,091,500	2,144,200	54,700	2,164,200
R635 BTC Operators	24,540,404	24,715,000	24,617,200	26,293,000	1,578,000	26,293,000
R636 Service Supervisors	3,608,313	3,281,200	3,285,200	3,381,000	99,800	3,381,000
R638 BTC & RLTC Bus Ops	9,301,527	8,596,400	10,927,200	10,729,300	2,132,900	11,247,100
R657 Security	616,573	616,000	616,000	574,400	(41,600)	623,800
R670 RLTC Operators	17,206,415	18,599,500	18,311,000	21,830,800	3,231,300	22,055,800
** Halifax Transit - Bus Operatio	55,273,232	55,808,100	57,756,600	62,808,500	7,000,400	63,600,700
*** Conventional Service	55,017,606	55,810,000	57,035,050	63,008,700	7,198,700	63,546,000
R661 Ferry Operations	2,245,139	2,035,700	2,506,300	3,343,100	1,307,400	3,353,100
*** Ferry Service	2,245,139	2,035,700	2,506,300	3,343,100	1,307,400	3,353,100
M701 Fiscal Transit	(70,095,469)	(72,024,900)	(73,674,500)	(81,735,200)	(9,710,300)	(81,490,300)
R671 Halifax Tr. Debt Chg	3,261,746	3,361,300	3,361,300	3,840,300	479,000	3,035,800
*** Fiscal Transit	(66,833,723)	(68,663,600)	(70,313,200)	(77,894,900)	(9,231,300)	(78,454,500)
Net (Surplus)/Deficit			(592,550)			

Summary Details - Halifax Transit						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	51,851,618	52,974,600	51,226,500	57,826,800	4,852,200	57,826,800
6002 Salaries - Overtime	5,236,748	5,563,600	7,016,900	5,345,400	(218,200)	5,345,400
6051 Shift Agreements	75,134	69,000	112,800	80,000	11,000	80,000
6052 Shift Differentials	14,809	13,900	15,400	13,900		13,900
6054 Vacation payout	305,617		309,900			
6099 Other Allowances	5,032	4,000	4,800	4,000		4,000
6100 Benefits - Salaries	11,919,275	11,810,400	12,480,300	12,646,600	836,200	12,646,600
6110 Vacancy Management		(1,280,000)		(2,020,000)	(740,000)	(1,880,000)
6120 Comp OCC Budget Yr 1		1,891,700		2,092,700	201,000	2,504,600
6150 Honorariums	1,308					
6152 Retirement Incentives	497,526	520,000	520,000	565,800	45,800	565,800
6153 Severance	(73,468)					
6154 Workers' Compensation	2,770,207	2,894,100	2,894,100	3,463,800	569,700	3,463,800
6155 Overtime Meals	6,830	10,300	17,800	16,300	6,000	16,300
6156 Clothing Allowance	133,650	136,200	136,200	136,200		136,200
6158 WCB Recov Earnings	(34,687)	(18,300)	(52,500)	(18,300)		(18,300)
6199 Comp & Ben InterDept	(53,553)	4,563,500	(110,100)	1,814,800	(2,748,700)	4,077,300
9200 HR CATS Wage/Ben	93,571		82,100			

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
9210 HR CATS OT Wage/Ben	31,239		29,000			
* Compensation and Benefits	72,780,856	79,153,000	74,681,600	81,968,000	2,815,000	84,782,400
6201 Telephone	129,213	137,500	141,200	140,000	2,500	145,000
6202 Courier/Postage	24,480	17,000	22,100	21,000	4,000	21,000
6203 Office Furn/Equip	45,725	45,000	65,000	65,000	20,000	45,000
6204 Computer S/W & Lic	182,094	368,600	515,700	660,000	291,400	885,000
6205 Printing & Reprod	237,810	290,000	420,000	280,000	(10,000)	280,000
6207 Office Supplies	62,798	40,200	44,200	29,200	(11,000)	29,200
6290 Office Transfer		414,000		6,000	(408,000)	6,000
* Office	682,121	1,312,300	1,208,200	1,201,200	(111,100)	1,411,200
6301 Professional Fees	1,809	2,400	4,150	3,500	1,100	3,500
6302 Legal Fees	39,615	10,000	13,000	10,000		10,000
6304 Janitorial Services	606,689	595,600	731,000	715,000	119,400	715,000
6308 Snow Removal	363,032	285,000	428,000	417,000	132,000	417,000
6310 Outside Personnel	393,526	450,000	395,000	450,000		450,000
6311 Security	414,345	362,000	418,000	361,500	(500)	361,500
6312 Refuse Collection	75,836	95,700	54,700	65,000	(30,700)	65,000
6390 Ext Svc Transfer		50,000			(50,000)	50,000
6399 Contract Services	92,679	100,000	10,000		(100,000)	
* External Services	1,987,530	1,950,700	2,053,850	2,022,000	71,300	2,072,000
6401 Uniforms & Clothing	455,688	414,000	483,800	421,600	7,600	421,000
6402 Med & First Aid Supp	21,159	10,000	17,800	11,000	1,000	11,000
6403 Patrol Equip Supplies	889	5,000	5,000	5,000		5,000
6406 Bridge Tolls	417,322	425,500	456,400	457,300	31,800	457,100
6407 Clean/Sani Supplies	34,439	44,500	44,100	42,000	(2,500)	42,000
6409 Personal Protect Equ	52,063	26,000	50,000	50,000	24,000	50,000
6490 Supplies Transfer		120,500		54,000	(66,500)	60,000
6499 Other Supplies	15,000					
* Supplies	996,560	1,045,500	1,057,100	1,040,900	(4,600)	1,046,100
6501 Asphalt	28,938	22,300	22,800	2,000	(20,300)	2,000
6504 Hardware	390					
6505 Lubricants	133,954	122,000	142,000	147,000	25,000	147,000
6507 Propane	155					
6519 Welding Supplies	1,138	1,500	1,500	1,000	(500)	1,000
* Materials	164,575	145,800	166,300	150,000	4,200	150,000
6602 Electrical	12,896					
6603 Grnds & Landscaping	32,096	42,700	16,100	41,000	(1,700)	41,000
6604 Bus Gates/Shltr-R&M	2,563	40,000	20,000	20,000	(20,000)	20,000
6605 Municipal Taxes	2,707	5,500	5,500	5,500		5,500
6606 Heating Fuel	32,267	25,500	25,500	34,400	8,900	34,400
6607 Electricity	1,048,180	1,113,000	1,008,000	1,040,000	(73,000)	1,040,000
6608 Water	118,812	131,800	113,800	116,000	(15,800)	116,000
6609 Elevator & Escalator	21,072	23,800	31,700	24,500	700	24,500
6610 Building - Exterior	140,767	113,000	145,000	177,000	64,000	177,000
6611 Building - Interior	319,756	165,000	483,000	320,000	155,000	320,000
6612 Safety Systems	73,347	114,500	79,800	100,500	(14,000)	100,500
6613 Overhead Doors	103,415	80,000	84,000	82,000	2,000	82,000
6614 Envir Assess/Cleanup	3,234		6,300			
6615 Vandalism Clean-up	933	9,200	9,200		(9,200)	
6616 Natural Gas-Buildings	484,637	753,800	570,900	530,000	(223,800)	530,000
6617 Pest Management	20,296	30,200	9,700	19,500	(10,700)	19,500
6690 Building Exp Transfe		66,000			(66,000)	
6699 Other Building Cost	46,914	22,000	160,000	30,000	8,000	40,000
* Building Costs	2,463,893	2,736,000	2,768,500	2,540,400	(195,600)	2,550,400
6701 Equipment Purchase	245		14,000			
6702 Small Tools	66,388	46,000	45,500	51,000	5,000	51,000
6703 Computer Equip/Rent	17,657	5,000	25,300	34,000	29,000	24,000
6704 Equipment Rental	2,187	10,300	10,300	500	(9,800)	500

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6705 Equip - R&M	482,743	325,000	467,000	477,000	152,000	477,000
6707 Plumbing & Heating	1,735	5,000	5,000	2,000	(3,000)	2,000
6708 Mechanical Equipment	301,790	155,000	338,000	260,000	105,000	260,000
6711 Communication System	43,407	90,000	87,900	81,000	(9,000)	81,000
6732 Mobile Data	85,964	110,000	90,000	100,000	(10,000)	100,000
* Equipment & Communications	1,002,118	746,300	1,083,000	1,005,500	259,200	995,500
6802 Vehicle R&M	8,572,235	7,859,000	8,203,100	8,675,600	816,600	8,675,600
6803 Vehicle Fuel - Diesel	9,062,701	8,370,000	10,900,000	10,319,000	1,949,000	10,629,000
6804 Vehicle Fuel - Gas	563	4,500	4,000	2,700	(1,800)	2,700
6805 Tires and Tubes	1,038,111	825,000	1,045,000	1,075,000	250,000	1,075,000
6806 Vehicle Rentals	1,862	2,000	11,000	3,000	1,000	1,000
6810 Comm Vehicle R&M	1,524,769	2,050,000	1,784,000	1,858,000	(192,000)	1,858,000
6811 Shop Supplies	105,708	100,000	80,000	85,000	(15,000)	85,000
6890 Vehicle Transfer		585,600		929,700	344,100	1,393,200
6899 Other Vehicle Expense	261	(445,000)		242,100	687,100	242,100
* Vehicle Expense	20,306,210	19,351,100	22,027,100	23,190,100	3,839,000	23,961,600
6901 Membership Dues	22,545	28,500	29,500	28,500		28,500
6902 Conferences/Workshop	11,567	22,000	18,500	21,500	(500)	24,000
6903 Travel - Local	27,406	28,100	29,600	28,600	500	28,600
6904 Travel - Out of Town	11,944	19,500	19,600	19,000	(500)	19,000
6905 Training & Education	129,173	243,000	161,400	166,000	(77,000)	196,000
6906 Licenses & Agreements	94,878	87,000	93,200	90,000	3,000	90,500
6907 Commission Fees	380,312	400,000	400,000	400,000		400,000
6908 Medical Examinations	51,952	53,000	67,100	61,500	8,500	61,500
6911 Facilities Rental	113,381	163,400	149,400	118,400	(45,000)	118,400
6912 Advertising/Promotio	258,641	400,000	300,000	400,000		400,000
6913 Awards	9,749	18,000	18,000	15,000	(3,000)	15,000
6914 Recruiting	62,449	44,500	55,600	66,500	22,000	66,500
6918 Meals	3,419	6,500	7,600	7,000	500	7,000
6919 Special Projects	23,368	22,000	8,400	18,000	(4,000)	18,000
6920 Land Purchase		14,000			(14,000)	
6936 Staff Relations	11,345	20,000	20,000	20,000		20,000
6940 Fencing	2,952					
6990 Gds & Svcs Trsf		1,100		600	(500)	600
6999 Other Goods/Services	471					
* Other Goods & Services	1,215,552	1,570,600	1,377,900	1,460,600	(110,000)	1,493,600
7009 Internal Trfr Other	109,547		63,700			
7010 IntTrfr Insur Funds	(168,731)	(100,000)	(100,000)	(100,000)		(100,000)
9911 PM Labour-Reg	5,904					
* Interdepartmental	(53,280)	(100,000)	(36,300)	(100,000)		(100,000)
8011 Interest on Debentur	426,946	385,900	385,900	427,400	41,500	332,100
8012 Principal on Debentu	2,834,800	2,975,400	2,975,400	3,412,900	437,500	2,703,700
* Debt Service	3,261,746	3,361,300	3,361,300	3,840,300	479,000	3,035,800
8008 Transf to/fr Reserve	(176,426)	(550,000)	(550,000)		550,000	
8014 Capital from Operati	9,275,500	4,890,000	4,890,000	4,172,700	(717,300)	4,036,300
9000 Prior Yr. Sur/Def				(1,300,000)	(1,300,000)	
9001 Current Yr. Sur/Def			700,000			
* Other Fiscal	9,099,074	4,340,000	5,040,000	2,872,700	(1,467,300)	4,036,300
** Total	113,906,954	115,612,600	114,788,550	121,191,700	5,579,100	125,434,900

Summary Details - Halifax Transit

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4002 Comm. Property Taxes	(35,452,000)	(35,471,000)	(35,471,000)	(37,118,400)	(1,647,400)	(38,552,400)
* Tax Revenue	(35,452,000)	(35,471,000)	(35,471,000)	(37,118,400)	(1,647,400)	(38,552,400)
4204 Area Rate Loc Transi	(27,454,080)	(28,110,000)	(27,919,400)	(29,400,500)	(1,290,500)	(30,232,300)
4205 Area Rate Reg Transp	(17,346,477)	(17,453,100)	(17,492,600)	(18,233,100)	(780,000)	(19,148,500)
* Area Rate Revenue	(44,800,557)	(45,563,100)	(45,412,000)	(47,633,600)	(2,070,500)	(49,380,800)
5102 Facilities Rentals	(43,653)	(54,400)	(34,400)	(34,400)	20,000	(34,400)
5201 Fare Revenue	(32,694,098)	(33,220,000)	(32,969,600)	(35,192,000)	(1,972,000)	(36,004,000)
5450 Other Sales Revenue	115	(352,300)	(300,000)	(165,300)	187,000	(415,300)
* Fee Revenues	(32,737,636)	(33,626,700)	(33,304,000)	(35,391,700)	(1,765,000)	(36,453,700)
5503 Advertising Revenue	(591,680)	(664,800)	(690,000)	(666,000)	(1,200)	(666,000)
5508 Recov External Parti	(316,940)	(277,000)	(491,600)	(382,000)	(105,000)	(382,000)
5600 Miscellaneous Revenue	(8,140)	(10,000)	(12,500)		10,000	
* Other Revenue	(916,761)	(951,800)	(1,194,100)	(1,048,000)	(96,200)	(1,048,000)
** Total	(113,906,954)	(115,612,600)	(115,381,100)	(121,191,700)	(5,579,100)	(125,434,900)
Net (Surplus)/Deficit			(592,550)			

Halifax Public Libraries

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Vision: Reflecting our community, we are a resource for everyone and a launch point for growth.

HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries is committed to advancing Regional Council’s priority outcomes of:

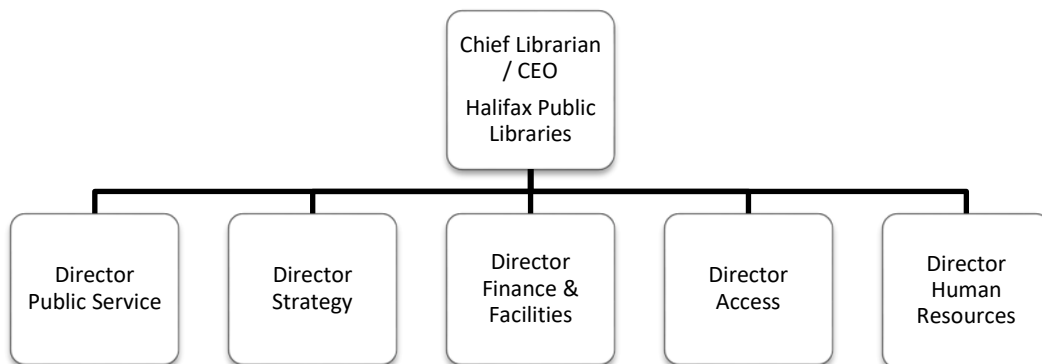
- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Health;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Economic Development – Focus on the Regional Centre;
- Economic Development – Arts, Culture, and Heritage;
- Governance and Engagement - Communications
- Governance and Engagement - Public Engagement; and
- Governance and Engagement – Fiscal Responsibility.

Libraries are uniquely positioned to engage communities and the people who live in them – encouraging participation, facilitating connections, and proving solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social and engagement opportunities through a network of 14 branches, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

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, and streaming audio and video services. In addition, a range of programs for all ages are designed in collaboration with communities including: reading development for children, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, technology training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designed to support reading, studying, access to technology (computer use, wireless access and gaming), meetings, socializing, connecting with people and the world. The recently improved website (halifaxpubliclibraries.ca) brings the Library to residents wherever they are, 24/7 and engages our public in sharing and exploring ideas through online learning including language learning and Lynda.com.

Halifax Public Libraries Organizational Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time and Part Time	333.3	-2	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	338	-2.0	336

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Public Libraries	4.0%	4.0%	3.9%
Average tax bill amount spent on Public Libraries	\$77.90	\$78.00	\$78.50

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Recreation and Leisure

Social and Economic Impact

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

Facilities Renewal

The Library will begin the implementation of Phase 1 of the Library Facilities Master Plan.

Governance and Engagement – Public Engagement

Library Governance & Decision Making

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

Bedford Library

The Library will begin working toward the expansion/relocation of Bedford Public Library.

Our People – Engaged Workforce

Strategic Workforce Planning

Halifax Public Libraries will develop the Library's workforce to meet the current and future needs of the organization and the community.

Service Delivery – Service to Our People

Website Renewal

The Library will continue to develop content and functionality of its website to enhance the ability for the public to access online resources, and engage with the Library.

Diversity & Inclusion

Inclusive Workforce

Halifax Public Libraries is undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Public Libraries will focus on creating meaningful work opportunities for individuals from under-represented groups to ensure the Library reflects the community we serve.

Halifax Public Libraries Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Recreation and Leisure	Bedford Library Replacement			\$250,000
	Keshen Goodman Library Renovations	\$500,000		

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
Information Technology/Collections	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
Branches/Public Services	18,162,609	18,977,900	18,236,500	18,966,300	(11,600)	18,966,300
Eng. Language Learning/Literacy	-	15,200	15,200	15,200	-	15,200
Restricted Funds	(446,494)	-	-	-	-	-
Capital Transactions	(183,783)	-	-	-	-	-
Net (Surplus)/Deficit	20,163,108	20,929,600	20,929,600	20,980,000	50,400	20,980,000

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description/Service Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 20,929,600
Compensation	Positions reduced for attrition	(217,000)	
	Vacancy Management correction	276,000	59,000
Budget Adjustments	Materials reduction	(129,000)	
	Increased cost of leases and municipal taxes	65,000	
	Increased cost of Facility Maintenance	90,000	
	Increased parking, photocopying and grant revenue less decreased fine revenue	(85,000)	
	Food Literacy Grant	50,400	
Total Proposed Changes			50,400
2019/2020 Proposed Budget			\$ 20,980,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	20,087,021	19,894,300	19,508,900	19,953,300	59,000	19,953,300
Office	421,028	425,100	448,900	425,100	-	425,100
External Services	984,093	991,300	1,097,000	1,036,300	45,000	1,036,300
Supplies	88,130	123,700	129,200	123,700	-	123,700
Materials	274	-	1,400	-	-	-
Building Costs	1,182,664	1,438,900	1,628,200	1,503,900	65,000	1,503,900
Equipment & Communications	218,157	643,200	539,700	643,200	-	643,200
Vehicle Expense	952	-	600	-	-	-
Other Goods & Services	3,716,196	3,547,200	3,659,500	3,463,600	(83,600)	3,463,600
Interdepartmental	22,402	30,000	30,000	30,000	-	30,000
Other Fiscal	293,270	(50,800)	(51,200)	(800)	50,000	(800)
Total	27,014,188	27,042,900	26,992,200	27,178,300	135,400	27,178,300
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Transfers from other Gov'ts	(4,972,667)	(4,916,000)	(4,968,700)	(4,916,000)	-	(4,916,000)
Fee Revenues	(903,853)	(977,300)	(873,900)	(977,300)	-	(977,300)
Other Revenue	(974,560)	(220,000)	(220,000)	(305,000)	(85,000)	(305,000)
Total	(6,851,080)	(6,113,300)	(6,062,600)	(6,198,300)	(85,000)	(6,198,300)
Net (Surplus)/Deficit	20,163,108	20,929,600	20,929,600	20,980,000	50,400	20,980,000

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2019/20 - 2020/21)

Administrative Service

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, Human Resources, Communications and Marketing, and Fund Development functions that support the delivery of library service across the region.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategy – Supporting the Library Board, Chief Librarian/CEO, Senior Management Team and all managers across the Library system, this unit is responsible for record and document development and management, maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports process improvement and planning including business plan coordination, project planning, demographic and performance analysis and data research.

Finance – This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis, financial modeling, and annual audit support. This unit provides direct support to the Finance and Audit Committee of the Library Board.

Facilities This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement.

Fund Development and Strategic Partnerships – As a registered charity, the Library builds strong relationships with private donors and foundations that provide additional resources for library activities and development. Donor relations, grant applications and follow-up secure important resources for the library.

Our People – Engaged Workforce

Human Resources – This service provides HR programs and services in all Library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, payroll, training and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

Governance and Engagement – Communications

Marketing and Communications – This service is responsible for developing marketing and communications strategies that build awareness of services and programs provided by the library, building website content and promotional campaigns to communicate Library programs and activities to the public.

Service Delivery Measures

Administrative Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Website visits	2,175,083	2,470,089	2,800,000	2,900,000	N/A
Facebook total reach	1,428,132	1,712,680	2,826,697	3,000,000	N/A
Twitter Impressions	3,600,559	2,589,684	3,194,481	3,100,000	N/A
Total Cost per Library Use	\$2.09	\$1.75	-	-	\$2.01

* Municipal Benchmarking Network Canada

With the adoption of the 2017-2021 Strategic Plan, Ideas to Action, the Library has committed to five key priorities and nineteen goals. In order to achieve this ambitious plan, the Library will undertake a Strategic Workforce Plan with the aim of ensuring the right service and staffing models are in place to respond to our community's needs.

While the Library has a stable staff, there is relatively high proportion of part-time positions and considerable movement between positions within the system. The Library will work to identify ways to create stable, meaningful positions that reduces the amount of movement within the organization.

The way community members use library space is shifting, the demands on space have increased as the library transitions its service. Increasingly, the Library requires flexible, adaptable, and technology-enabled spaces. The Library will begin the execution of the first phase of the Library Facilities Master Plan.

Administrative Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy & Environment
Improve Energy Performance of Library Branches (Est Compl: Q4 19/20) In partnership with HRM's Municipal Facilities Maintenance and Operations, complete analysis of energy performance of Halifax North Memorial Library, Keshen Goodman Library and Alderney Gate Library.
Healthy, Liveable Communities – Recreation and Leisure
New Bedford Public Library (Est Compl: Q4 19/20) Following community consultations, exploration of site options for the new Bedford Public Library will continue.
Branch Accessibility (Est Compl: Q4 19/20) The Library will implement changes to improve accessibility in all branches based on the outcome of accessibility audits. This will include preparing a work plan to address accessibility items identified.
Healthy Liveable Communities – Public Safety
Comfort Centres (Est Compl: Q4 20/21) The Library will work with Halifax Regional Fire & Emergency to identify and retrofit branches that can be opened to the public outside normal hours to serve as comfort centres in emergency situations.
Public Health and Safety (Est Compl: Q4 19/20) The Library will explore options to better support health and safety at all locations e.g. needle disposal; naloxone kits.

2019/20 – 2020/21 Deliverables with Estimated Completion
Social Development – Equity and Inclusion
Inclusive Workforce (Est Compl: Q4 19/20) The Library will build a more inclusive workforce through partnerships with organizations working to increase the labour force participation of people with an intellectual disability or Autism Spectrum Disorder (ASD).
Dartmouth North Library Facility (Est Compl: Q4 19/20) The Library will work with Parks and Recreation and other partners to identify facility needs for the Dartmouth North Library and Community Centre.
Healthy Liveable Communities – Community Health
Youth Employment (Est Compl: Q4 20/21) The Library will explore offering youth designated employment opportunities, supporting youth development through mentorship and work experience.
Our People – Engaged Workforce
Staff Onboarding and Development (Est Compl: Q4 19/20) The Library will build a robust onboarding and development plan for each employee.
Employee Learning and Training (Est Compl: Q3 19/20) The Library will implement a learning and training platform.
Leadership Development (Est Compl: Q4 19/20) The Library will enhance leadership within the organization through staff development and strategic recruitment for management positions.
Diversity and Inclusion
Staff Diversity and Inclusion Program (Est Compl: Q4 19/20) The Library will develop and implement a human resources diversity and inclusion program including recruitment, training and ongoing support.
Service Excellence – Performance Excellence
Performance Excellence (Est Compl: Q4 19/20) The Library will invest in developing an organizational culture focused on service improvements and performance excellence.
Staffing Model Design (Est Compl: Q4 19/20) Through the Strategic Workforce Plan, the Library will develop a sustainable and financially viable staffing model that responds to current needs.
Governance and Engagement – Municipal Governance
Governance/Board Framework (Est Compl: Q4 19/20) The Library will develop a governance, risk and compliance framework.
Board Policies (Est Compl: Q4 19/20) The Library will review all board approved policies and procedures.

Public Service

The Library's Public Service team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the Municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches, borrow by mail and home delivery services and a range of electronic services and resources.

Services Delivered:

Library programs and services are provided through 14 library branches, including Central Library. Annually the library circulates 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 building their technological capabilities to support accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy and language upgrading programs, food and technology learning, and meeting room rentals.

Beyond the branches, the Library provides outreach services across the Municipality's communities through pop-up programs, as well as borrow by mail and home delivery services. Working with community members and partners, staff develop community-led library services that are delivered throughout HRM, facilitating accessibility to service and ensuring respect for diversity. The Library also participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program which allows residents to return items to any library in Nova Scotia and it will find its way back to the home library system.

Service Delivery Measures

Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Registrant Cardholders as % of Population	53.02%	51.71% ¹	57%	57%	40.2%
Annual Library Uses ² Per Capita	14,694,745 34.5	18,411,765 ³ 42.6	20,615,967 ³ 47.14	21,000,000	31.5
Annual Library Visits Per Capita	3,613,986 8.49	3,618,317 8.38	3,520,000 8.04	3,500,000	5.49
Total Circulation Per Capita	4,891,233 11.49	4,725,074 10.95	4,687,257 10.95	4,700,000	-
Physical collection circulation ⁴ Per Capita	4,172,191 9.79	3,919,000 9.08	3,980,000 9.10	3,980,000	-
Electronic Circulation ⁵ Per Capita	719,032 1.69	763,471 1.87	809,279 1.85	820,000	-
Home Delivery / Borrow by Mail Checkouts ⁶	58,858	61,114	63,314	64,000	-
Program Attendance (Total) Per Capita	213,576 0.50	224,072 0.52	237,870 0.55	240,000	0.35
Information Questions Asked	297,913	289,841	288,826	288,826	-
Meeting Room Bookings	9,934	10,344	10,334	10,300	-

Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Volunteer Hours	34,462	38,537	38,000	38,000	-
Hours of Library service	38,667	40,499	41,642	41,642	-

* Municipal Benchmarking Network Canada

1 Updated population numbers from Statistics Canada increased HRM population to 431,701 for 2017/18.

2 Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use.

3 A new method of collecting WiFi connections in branch started in December 2016 creating an increase in overall visits for both the 2017/18 and the 2018/19 year.

4 Physical collection circulation includes all print books, magazines, CDs and DVDs. MBNC Canada measure used for reference: Annual Non-Electronic Circulation Per Capita.

5 Electronic Circulation includes e-books and e-magazines. MBNC Canada measure used for reference: Annual Electronic Circulation Per Capita.

6 Home Delivery/Borrow by Mail Checkouts are a subset of the physical collection circulation that are delivered or mailed to community members.

How the community uses library services is changing. Community members increasingly rely on the Library's electronic resources (e.g. e-books, public use computers, WiFi connections) or use library branches as a community hub where they connect with others. Daily users of the library often attend without checking out a book. It is anticipated that this trend will continue and overall circulation numbers will remain flat in spite of ever greater engagement of the community with the library. The Library will respond by continuing to re-evaluate our service approach and the information and social needs of individual users.

As a resource for everyone, the Library will continue to place particular focus on ensuring services meet the needs of newcomers, marginalized groups, individuals who experience isolation, and those who are experiencing poverty, and ensure that these services are offered to the community where they are most needed.

Public Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence – Performance Excellence
One Desk Customer Service (Est Compl: Q4 20/21) The Library will undertake renovations to several branches to support consolidation of service points to a single customer service desk. It is anticipated that this will allow the Library to explore reallocation of library resources to provide increased open hours in some locations.
Healthy, Liveable Communities – Community Health
Food Strategy (Est Compl: Q4 19/20) The Library will undertake programming and partnerships to support food literacy and security.
Healthy, Liveable Communities – Recreation and Leisure
Hands-on Learning (Est Compl: Q4 19/20) The Library will increase public opportunities for creativity and skill development through hands-on learning experiences in the arts, cooking and technology.

Social Development – Equity and Inclusion
<p>Digital Equality/Digital Literacy (Est Compl: Q4 20/21) The Library will support digital literacy through the delivery of technology learning programs.</p>
<p>Adult Literacy (Est Compl: Q4 19/20) The Library will reduce barriers to learning opportunities by bringing literacy and learning opportunities into the community.</p>
<p>Truth and Reconciliation (Est Compl: Q4 20/21) Working with the Indigenous Community, the Library will implement changes in response to the Truth and Reconciliation Commission.</p>
<p>Incarcerated individuals (Est Compl: Q4 19/20) The Library will work with community partners to offer services to individuals who are incarcerated or recently released from correctional institutions.</p>
<p>Home Delivery Services (Est Compl: Q4 19/20) The Library will implement the recommendations from the Home Delivery Service review which will identify the best model for serving residents who are unable to visit the library because of long term illness, disabilities or caregiver responsibilities.</p>
<p>Library Community Navigator (Est Compl: Q4 19/20) The Library will assess the pilot of a Community Navigator position based at Central Library for possible expansion to other library locations.</p>
<p>Marginalized Communities (Est Compl: Q4 20/21) The Library will identify and implement service priorities for underserved and marginalized communities.</p>
<p>Diverse Communities (Est Compl: Q4 19/20) The Library will develop and expand partnerships to better reflect and respect the diversity of our many communities.</p>
Social Development – Social Infrastructure
<p>Outreach (Est Compl: Q4 19/20) The Library will offer services in our communities where they are most needed. Using the new outreach van, library kiosks, and other community engagement methods the Library will ensure access to library service to more individuals with a focus on underserved and vulnerable communities.</p>
<p>Reduce Social Isolation (Est Compl: Q4 19/20) The Library will reach out to vulnerable adults and reduce social isolation by providing opportunities for social connection, volunteering and support.</p>

Access Services

Access Services provides infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public WiFi, management of a specialized integrated library system including a searchable database of all library materials, development of a high-quality collection of materials both print and electronic, and the accompanying systems to support the circulation of those materials.

Services Delivered:

Collection Management

This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of WiFi in each of the library's locations.

Service Delivery Measures

Access Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Annual Wireless Connections per Capita	1,191,244 2.80	3,867,221 ¹ 8.96	7,734,442 17.9	8,000,000 18.5	0.90
Annual Library Electronic Visits Per Capita	3,372,589 7.92	4,650,220 10.78	3,961,301 9.18	4,200,000	8.03
Public Use Computers hours of use	358,849	367,666	370,000	370,000	-
Catalogue Logins	1,272,448	1,244,844	1,200,000	1,320,000 ¹	-
Collection Size Per Capita ²	917,562 2.15	879,723 ³ 2.04	901,696 2.09	912,600 2.11	2.24
Materials expenditures per capita	\$4.66	\$4.80	\$4.80	\$4.80	\$3.04 ⁴

* Municipal Benchmarking Network Canada

¹ Planned increase of 10% due to improved website.

² MBNC Canada measure used as reference: Number of Library Holdings per Capita

³ Does not include investment in new online streaming music, video, and online learning tools

⁴ MBNC Canada measure used as reference: Annual Dollar Amount spent on General Library Materials per Capita

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improvements to the digital collection are important to ensure we are able to respond to the demand. This has been particularly important with the launch of the Library's new website which has increased the visibility of the library collection and has better integrated the print and digital collections. Over the past years, the Library has enhanced its reach by building collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian,

Indigenous, multilingual) materials. Some examples of recent non-traditional items for loan include radon detectors, musical instruments, and light therapy lamps.

Free access to public computers remains a vital service offered in the library branches as many community members do not have access to computers and the Internet at home. Individuals rely on computers available through the library for learning support, technology training, social connections, job and housing searches, access to government services and to the library's digital collection. Technology training through the library helps to bridge the digital divide in our community and the provision of reliable, up-to-date technology through the library is an essential service for many.

Access Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
Materials Handling Efficiencies (Est Compl: Q4 19/20) The Library will explore opportunities to enhance its automated materials handling processes and equipment to improve efficiency and deliver of the collection.
Process Improvements (Est Compl: Q4 19/20) The Library will apply Lean 6 Sigma to processes to increase efficiency and improve service.
Service Delivery – Service to our People
Customer Convenience (Est Compl: Q4 19/20) The Library will explore opportunities to expand self-serve technology in branches, increasing convenience to the public.
Social Development – Equity and Inclusion
Digital Equality/Internet Access (Est Compl: Q4 19/20) Find opportunities to provide internet access outside the physical library for those who can currently only access this service in branch.
Digital Equality/Lending Devices (Est Compl: Q4 19/20) Build our community's access and comfort using technology by lending devices paired with content and instruction.
Our People – Engaged Workforce
Technology Training (Est Compl: Q4 19/20) Build internal capacity to provide extensive technology training and support for staff and the public.

Summary of Net Expenditures - Halifax Public Libraries

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
B011 Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
* Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
B012 IT & Collection Mgmt	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
* Information Technology/Collecti	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
B013 Communications & Mkt	553,384	648,200	648,200	648,200		648,200
B014 Information Services						
B021 Alderney Gate Library	1,384,142	1,440,300	1,297,800	1,440,300		1,440,300
B022 Alderney Gate Youth						
B031 LKD Spr.Garden Gen						
B032 LKDSpr. Gard Library						
B033 Spring Garden Youth						
B034 Central Library	4,845,224	5,358,500	5,051,100	5,231,500	(127,000)	5,231,500
B035 Central, Parkg/Plaza	120					
B041 Branch Library Services	1,280,766	1,108,600	1,103,300	1,159,000	50,400	1,159,000
B042 Cole Harbour Library	937,430	949,000	945,200	949,000		949,000
B043 Dartmouth North Library	421,084	417,700	430,000	417,700		417,700
B044 Sackville Library	881,120	925,400	845,900	925,400		925,400
B045 Woodlawn Library	1,921,023	1,993,000	1,883,300	2,058,000	65,000	2,058,000
B046 Bedford Library	819,333	833,900	783,500	833,900		833,900
B047 Cpt Wil.Spry Library	715,005	746,300	728,100	746,300		746,300
B048 Halifax North Library	827,148	855,400	945,500	855,400		855,400
B049 Keshen Goodman Library	1,819,677	1,928,100	1,840,100	1,928,100		1,928,100
B050 Locked Outreach Services						
B051 Musq. Harb. Library	279,539	266,800	280,000	266,800		266,800
B052 Shatford Memorial Library	210,455	200,700	201,500	200,700		200,700
B053 Sheet Harbour Library	259,897	259,300	261,700	259,300		259,300
B054 Tantallon Library	997,552	1,046,700	991,300	1,046,700		1,046,700
B055 Merchandise Sales	9,709					
* Branches/Public Services	18,162,609	18,977,900	18,236,500	18,966,300	(11,600)	18,966,300
B064 ESL		10,200	10,200	10,200		10,200
B065 Literacy		5,000	5,000	5,000		5,000
B074 ELL Ops						
B075 Literacy Operations						
* Eng. Lang. Learning/Literacy		15,200	15,200	15,200		15,200
** Library General Rate	20,793,386	20,929,600	20,929,600	20,980,000	50,400	20,980,000
B061 Special Projects	12,379					
B062 Restricted Colpitts	(35,005)					
B063 Res Capital Campaign	(283,869)					
B067 Justice	(140,000)					
* Restricted Funds	(446,494)					
** Library Restricted Funds	(446,494)					
B071 Capital Transactions	(183,783)					
** Capital Transactions	(183,783)					
Net (Surplus)/Deficit	20,163,108	20,929,600	20,929,600	20,980,000	50,400	20,980,000

Summary Details - Halifax Public Libraries

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	16,694,713	17,136,800	16,160,600	16,919,800	(217,000)	16,919,800
6002 Salaries - Overtime	41,603					
6054 Vacation payout	15,548					
6100 Benefits - Salaries	3,119,511	3,401,500	3,050,700	3,401,500		3,401,500

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6110 Vacancy Management		(921,800)		(645,800)	276,000	(645,800)
6152 Retirement Incentives	145,655	138,900	164,500	138,900		138,900
6154 Workers' Compensation	126,086	138,900	133,100	138,900		138,900
6155 Overtime Meals	174					
6194 Sick Bank allowance	(67,600)					
6199 Comp & Ben InterDept	(48,905)					
9200 HR CATS Wage/Ben	46,393					
9210 HR CATS OT Wage/Ben	13,843					
* Compensation and Benefits	20,087,021	19,894,300	19,508,900	19,953,300	59,000	19,953,300
6201 Telephone	101,289	104,000	104,000	104,000		104,000
6202 Courier/Postage	24,982	21,000	25,000	21,000		21,000
6203 Office Furn/Equip	58,362	41,700	56,500	41,700		41,700
6204 Computer S/W & Lic	53,986	78,600	78,600	78,600		78,600
6205 Printing & Reprod	38,999	30,000	30,000	30,000		30,000
6207 Office Supplies	87,585	75,000	80,000	75,000		75,000
6208 Binding	13,545	13,000	13,000	13,000		13,000
6299 Other Office Expenses	42,280	61,800	61,800	61,800		61,800
* Office	421,028	425,100	448,900	425,100		425,100
6301 Professional Fees	113,138	15,600	15,600	15,600		15,600
6302 Legal Fees	4,414	10,000	5,000	10,000		10,000
6304 Janitorial Services	484,337	465,500	502,100	510,500	45,000	510,500
6308 Snow Removal	39,604	64,300	64,300	64,300		64,300
6311 Security	14,853	50,000	50,000	50,000		50,000
6312 Refuse Collection	20,434	28,000	28,000	28,000		28,000
6399 Contract Services	307,312	357,900	432,000	357,900		357,900
* External Services	984,093	991,300	1,097,000	1,036,300	45,000	1,036,300
6401 Uniforms & Clothing	1,558	700	1,200	700		700
6406 Bridge Tolls	1,868	2,000	2,000	2,000		2,000
6407 Clean/Sani Supplies	47					
6499 Other Supplies	84,657	121,000	126,000	121,000		121,000
* Supplies	88,130	123,700	129,200	123,700		123,700
6504 Hardware	247		1,400			
6511 Salt	27					
* Materials	274		1,400			
6602 Electrical	7,904					
6603 Grnds & Landscaping	3,244	4,000	4,000	4,000		4,000
6605 Municipal Taxes	244,452	282,500	276,200	302,500	20,000	302,500
6607 Electricity	455,106	556,000	556,000	556,000		556,000
6608 Water	54,170	44,600	44,600	44,600		44,600
6609 Elevator & Escalator	22,827	21,500	22,000	21,500		21,500
6610 Building - Exterior	225					
6611 Building - Interior	647					
6612 Safety Systems	16,670	1,600	1,600	1,600		1,600
6614 Envir Assess/Cleanup	2,136					
6616 Natural Gas-Buildings	108,466	187,900	187,900	187,900		187,900
6617 Pest Management	1,375					
6699 Other Building Cost	265,441	340,800	535,900	385,800	45,000	385,800
* Building Costs	1,182,664	1,438,900	1,628,200	1,503,900	65,000	1,503,900
6701 Equipment Purchase	109,348	485,000	369,000	485,000		485,000
6705 Equip - R&M	240	3,000	3,000	3,000		3,000
6706 Computer R&M	88,234	143,700	143,700	143,700		143,700
6707 Plumbing & Heating	1,965					
6708 Mechanical Equipment	18,370	11,500	24,000	11,500		11,500
* Equipment & Communications	218,157	643,200	539,700	643,200		643,200

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6803 Vehicle Fuel - Diesel	310					
6804 Vehicle Fuel - Gas	643		600			
* Vehicle Expense	952		600			
6901 Membership Dues	9,571	18,000	10,000	18,000		18,000
6903 Travel - Local	40,154	40,000	45,000	40,000		40,000
6904 Travel - Out of Town	21,537	71,900	90,000	71,900		71,900
6905 Training & Education	106,726	100,000	150,000	100,000		100,000
6911 Facilities Rental	1,111,031	1,055,100	1,091,100	1,100,100	45,000	1,100,100
6912 Advertising/Promotio	55,141	40,400	48,200	40,400		40,400
6917 Books and Periodicals	2,153,150	2,075,500	2,067,400	1,946,500	(129,000)	1,946,500
6918 Meals	1,431					
6928 Committee Expenses	10,765	8,000	10,000	8,000		8,000
6938 Rewarding Excellence	225		5,000			
6946 Branch Programming	63,224	54,700	57,400	54,700		54,700
6947 Literacy/Heritage Pr	81,588	9,500	9,500	9,500		9,500
6950 Region.Serv.Program	59,225	72,900	71,900	73,300	400	73,300
6999 Other Goods/Services	2,428	1,200	4,000	1,200		1,200
* Other Goods & Services	3,716,196	3,547,200	3,659,500	3,463,600	(83,600)	3,463,600
7009 Internal Trfr Other	20,638					
7012 Int Trf Print/Reprod		30,000	30,000	30,000		30,000
9911 PM Labour-Reg	1,764					
* Interdepartmental	22,402	30,000	30,000	30,000		30,000
8008 Transf to/fr Reserve		(50,000)	(50,000)		50,000	
8022 Transf to/fr Trust	(786)	(800)	(1,200)	(800)		(800)
8045 Amortization Expense	294,056					
* Other Fiscal	293,270	(50,800)	(51,200)	(800)	50,000	(800)
** Total	27,014,188	27,042,900	26,992,200	27,178,300	135,400	27,178,300

Summary Details - Halifax Public Libraries						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4703 Cond.Grant NS(Other)	(4,972,667)	(4,916,000)	(4,968,700)	(4,916,000)		(4,916,000)
* Transfers from other Gov'ts	(4,972,667)	(4,916,000)	(4,968,700)	(4,916,000)		(4,916,000)
4902 Fines Fees	(284,493)	(375,500)	(243,500)	(375,500)		(375,500)
5101 Parking Rentals	(246,262)	(204,000)	(257,900)	(204,000)		(204,000)
5102 Facilities Rentals	(128,069)	(171,800)	(144,900)	(171,800)		(171,800)
5151 Lease Revenue	(122,979)	(120,000)	(120,000)	(120,000)		(120,000)
5204 Administration Fees	(9,329)	(8,800)	(8,800)	(8,800)		(8,800)
5227 Photocopier Revenue	(112,722)	(97,200)	(98,800)	(97,200)		(97,200)
* Fee Revenues	(903,853)	(977,300)	(873,900)	(977,300)		(977,300)
5508 Recov External Parti	(94,772)					
5520 Donations	(316,101)	(15,000)	(15,000)	(15,000)		(15,000)
5600 Miscellaneous Revenue	(563,687)	(205,000)	(205,000)	(290,000)	(85,000)	(290,000)
* Other Revenue	(974,560)	(220,000)	(220,000)	(305,000)	(85,000)	(305,000)
** Total	(6,851,080)	(6,113,300)	(6,062,600)	(6,198,300)	(85,000)	(6,198,300)
Net (Surplus)/Deficit	20,163,108	20,929,600	20,929,600	20,980,000	50,400	20,980,000

Corporate & Customer Services

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: Customer Service is at the heart of everything we do.

CORPORATE & CUSTOMER SERVICES OVERVIEW

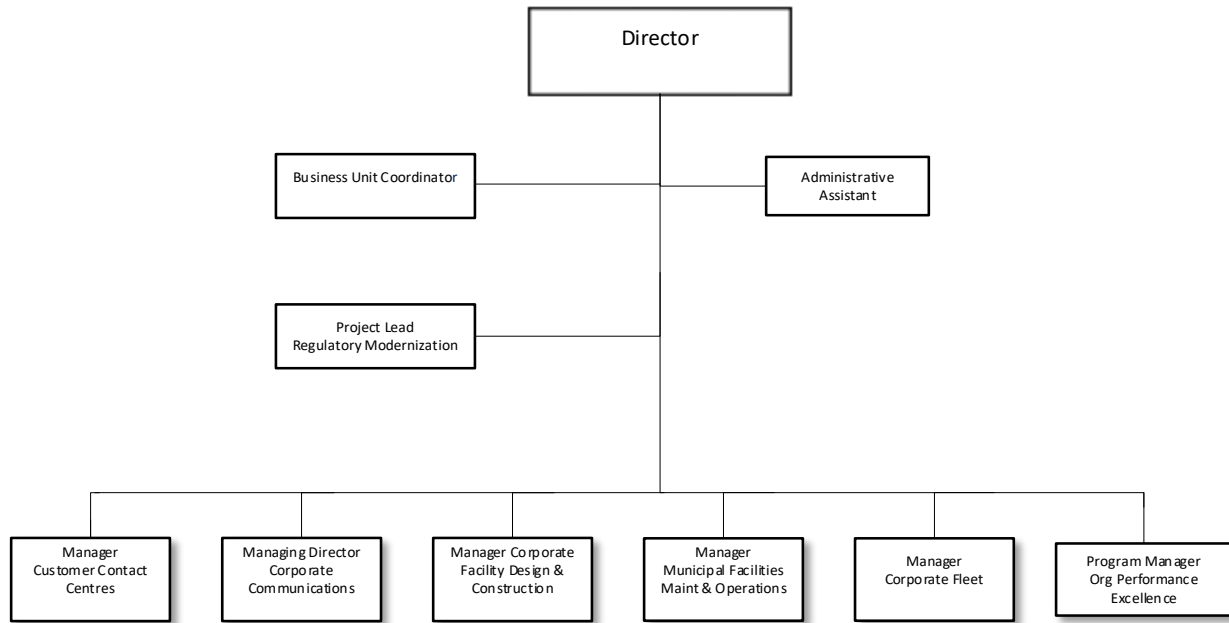
Corporate & Customer Services is committed to advancing Regional Council's priority outcomes of:

- Economic Development – HRM is a sought-after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community;
- Governance and Engagement – HRM's government structures and communications approaches provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs;
- Service Delivery – HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality;
- Healthy, Liveable Communities – HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities;
- Social Development – HRM's communities have access to social infrastructure that supports all segments of the community; and
- Transportation – Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighborhoods, communities and economic growth; as well as advancing the Administrative priority outcomes of:
 - Financial Stewardship
 - Our People
 - Service Excellence

The Corporate & Customer Services Business Unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality. Services offered include:

- Building design and construction of new recreation centres, fire stations, transit terminals, libraries and other municipal building assets; recapitalization and renovation of HRM's built infrastructure; demolition, inspection and condition assessments;
- Building operations, maintenance of HRM's building assets and corporate security for the organization;
- Corporate fleet maintenance and procurement of corporate vehicles, fire trucks, and police vehicles;
- Customer contact centres' support for over 400,000 customer requests/inquires and over 85,000 processed financial transactions regarding a broad range of municipal services;
- Corporate Communications' support to engage citizens and employees on municipal projects, programs, and services, and to help promote a positive image and reputation for the municipality through all communications channels;
- Performance Excellence and continuous improvement at all levels of the organization, and championing the implementation of the Corporate Customer Service Strategy;
- Regulatory Modernization (red tape reduction) to reduce undue regulatory burden for our customers and align the corporate regulatory environment in specific areas

Corporate & Customer Services Org Chart



Funded Full Time Equivalent (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	229.5	1.5	231.0
Seasonal, Casual and Term	1.9	-1.2	0.7
Total	231.4	0.3	231.7

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Corporate & Customer Services	7.8%	7.7%	7.7%
Average tax bill amount spent on Corporate & Customer Services	\$149.40	\$151.10	\$152.80

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Public Safety

Enhance Crisis Communications Capacity

Natural disasters, extreme weather events, infrastructure disruption and other similar crises present a material risk to the livability and safety of the community. Robust inter-agency communications and effective public interactions are key components to minimizing the impact on HRM residents during these types of events.

The Corporate Communications service area will collaborate with emergency service providers to enhance HRM's emergency response capacity through the implementation of a coordinated program of crises communications simulations exercises. Working with the Emergency Management Division, ICT will support the development of an Emergency Communications Solutions Strategy (ECSS). The core benefit of this strategy will be to ensure that Regional Council and municipal staff have a clear understanding of the processes and solutions available to them to continue operating the municipality in the event of an impact to daily operations.

Governance and Engagement – Public Engagement

Community Engagement Strategy

Building on the work undertaken in 2018/19, the Community Engagement Steering Committee will work to ensure common understanding between the municipality and the public of engagement goals while being more consistent, representative and accessible to our diverse communities through all engagement activities. Also linked to this initiative is the Diversity & Inclusion Strategic Objective to provide Accessible Information and Communication. Corporate Communication will focus on upgrading communication and information tools (including a review of HRM website photos, written content, video, and icons) to incorporate a more inclusive lens on how we communicate.

Improve Public Access to Information and Services

The Corporate Communications service area will continue to evolve the municipality's integrated strategy for improving and increasing digital information sharing and engagement while managing the fiscal and social implications of print- and broadcast-based communication as appropriate. The approach will closely link with the municipality's efforts to enhance public engagement practices embedded within the refreshed Community Engagement Strategy. Corporate Communications will also develop and implement a program to promote easily accessible information highlighting the public benefits of municipal priorities and the projects, facilities and services approved by Regional Council, leveraging the integrated communications strategy and its digital and social channels.

Our People – Engaged Workforce

Improve Employee Engagement

In addition to efforts to enhance engagement and collaboration with residents, the municipality also recognizes the importance of developing an engaged and collaborative workforce. HRM uses various media to communicate and engage internally with municipal staff including the internal website (Intranet). The Enterprise Content Management (ECM) strategy will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. In the short-term, Internal Communications will work with ICT and Human Resources to develop a refreshed employee engagement hub (HRM Matters) to connect employees with the organization's future initiatives, its strategic plan (Plan on a Page) and with each other to improve knowledge

sharing, engagement and recognition. In addition, C&CS will develop action plans to implement recommendations from the 2018 Employee Engagement Survey for each of its divisions, with the aim to improve employee engagement and enhance workplace culture.

Financial Stewardship – Financial Position

Corporate Fuel Management

The Corporate Fuel Management Project will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. The project will:

1. recommend inventory management equipment and systems
2. enable tracking of consumption rates per vehicle
3. eliminate fuel inventory shrinkage
4. assist in preventative maintenance scheduling, and
5. integrate fuel management, fleet management, AVL, and financial systems

Corporate & Customer Services recognizes its role in environmental stewardship, with committed deliverables to this important initiative.

Service Excellence – Performance Excellence

Performance Excellence Program

Organizational Performance Excellence (OPE) will champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help deliver more efficient, sustainable, and innovative municipal programs and services that are aligned with our customer's expectations.

The OPE service area will spearhead positive change to help the municipality become a performance excellence organization by:

1. Implementing the Performance Excellence change management and communications plans
2. Facilitating performance excellence engagements with business units to encourage continuous improvement methodologies, and enhance service delivery
3. Developing, implementing, and monitoring a performance excellence corporate training program
4. Celebrating innovation by supporting new and creative approaches to program and service delivery and providing mentorship to Lean Six Sigma-trained employees

Economic Development - Promote & Maximize Growth

Regulatory Modernization Framework

To advance a continuous path of modernizing HRM's regulatory framework for red tape reduction and improved regulatory performance, the Regulatory Modernization multi-year initiative will advance the Joint Project Partnership with the Province and business advisory panel to reduce red-tape for business; conduct internal capacity-building and collaboration to develop outcomes-based regulation and service delivery improvements; and development of a corporate framework to shift regulatory modernization from a Project to an outcomes-based program of regulatory reform and customer focused service delivery.

Diversity & Inclusion

Diversity & Inclusion Framework Implementation Plan

All HRM business units are undertaking initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. Over the next two years, C&CS will promote inclusive public service by partnering with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce. C&CS service areas will also focus on deliverables related to the strategic objectives: establishing meaningful partnerships, providing accessible information and communication, and providing a safe, respectful and inclusive work environment.

Corporate & Customer Services Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget*	2019/20 OCC	2020/21 Gross Budget
Governance & Engagement				
Fiscal Responsibility	Fleet Vehicle Replacement	3,462,000		1,700,000
	Halifax City Hall and Grand Parade Restoration	1,116,000		
Healthy, Liveable Communities				
Recreation & Leisure	Asset Renewal**	26,245,000	75,000	6,000,000
Social Development				
Accessible Community	Accessibility – HRM Facilities	782,000	5,000	500,000

* Includes carry-forward

** This includes a bundling of building asset renewal capital projects

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	490,343	513,200	543,100	500,300	(12,900)	460,300
Customer Contact Centres	2,730,784	2,903,200	2,902,900	3,228,200	325,000	3,216,900
Corporate Communications	2,920,540	3,189,000	3,072,459	3,158,000	(31,000)	3,148,000
Corporate Facility Design & Construction	879,472	1,042,900	963,360	1,121,700	78,800	1,121,700
Corporate Fleet	11,260,331	10,814,900	11,773,848	12,161,500	1,346,600	12,192,900
Municipal Facilities Mtce & Operations	20,607,334	21,046,700	20,685,572	19,793,000	(1,253,700)	20,010,300
Organizational Performance Excellence	303,143	644,200	477,487	689,500	45,300	689,500
Net (Surplus)/Deficit	39,191,948	40,154,100	40,418,726	40,652,200	498,100	40,839,600

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 40,154,100
Compensation	Wage increases, position conversions and .3 FTE increase.	185,300	185,300
Budget Adjustments	Reduced Contract Services for Arenas - Gray & Bowles (Surplus/vacant properties winterized), Refuse collection from consolidation, and reduced Cleaning Contract from budget reductions; offset by increased Security costs and the transfer of the Outdoor Washroom cleaning contract from P&R	(437,200)	312,800
	Savings from Bowles closure, lighting retrofits and gas conversions, consumption and a budget reduction in fuel. Plus the transfer of Dock installation/removal costs to P&R	(343,000)	
	Mechanical equipment budget reduction, offset by the transfer of the Fuel Site Maintenance from Procurement.	(106,800)	
	Increase in Fleet expenses - tire replacements for recommended intervals, commercial work to meet demand, AVL, fuel adjustment and budget reduction in Vehicle R&M	1,032,600	
	Funding for Fleet-side guard install and outcomes for Fleet review. Improved cyclist and pedestrian safety and compliance.	243,000	
	Savings of Misc. expenses	(75,800)	
Total Impact of Changes			498,100
2019/2020 Proposed Budget			\$ 40,652,200

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	16,096,612	18,367,600	16,728,270	18,552,900	185,300	18,541,900
Office	1,018,179	1,157,400	1,206,962	1,125,100	(32,300)	1,115,200
External Services	5,048,018	5,586,900	5,160,467	5,149,700	(437,200)	5,306,500
Supplies	261,723	277,500	257,884	259,800	(17,700)	260,400
Materials	452,999	457,500	454,677	465,300	7,800	466,600
Building Costs	8,114,166	8,294,500	8,717,771	7,951,500	(343,000)	7,971,500
Equipment & Communications	1,770,355	1,222,100	2,222,210	1,115,300	(106,800)	1,143,200
Vehicle Expense	5,815,484	4,972,100	6,173,100	6,004,700	1,032,600	6,042,000
Other Goods & Services	918,446	794,100	820,592	1,016,900	222,800	981,300
Interdepartmental	(206,893)	(8,400)	(231,157)	(9,400)	(1,000)	(9,400)
Debt Service		10,400			(10,400)	
Other Fiscal	973,312	2,000	(16,025)		(2,000)	
Total	40,262,399	41,133,700	41,494,751	41,631,800	498,100	41,819,200
Summary of Revenue						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(600,973)	(584,000)	(629,000)	(584,000)		(584,000)
Other Revenue	(469,479)	(395,600)	(447,025)	(395,600)		(395,600)
Total	(1,070,451)	(979,600)	(1,076,025)	(979,600)		(979,600)
Net (Surplus)/Deficit	39,191,948	40,154,100	40,418,726	40,652,200	498,100	40,839,600

CORPORATE & CUSTOMER SERVICES SERVICE AREA PLANS (2019/20 - 2020/21)

DIRECTOR'S OFFICE

- Provide Performance Excellence leadership, support and guidance to the entire organization through engaging staff on the value and practice of continuous improvement, organizational change management, implementation of Lean Six Sigma methodologies, and reducing regulatory and business process red tape.
- Commitment to advance efforts to enhance employee engagement in order to develop an engaged and collaborative workforce, guided by the recommendations of the Employee Engagement Survey.
- Commitment to develop action plans linked to the Diversity & Inclusion Implementation Plan, which will enhance efforts to achieve an inclusive and diverse organization, removing barriers that prevent full participation of our residents, businesses, and municipal employees in municipal programs and services.
- Oversight of the joint project between HRM and the Province of Nova Scotia Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden and red tape in the municipality.

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Diversity & Inclusion Framework Implementation Plan (Est Compl: Q4 19/20) C&CS will develop a Diversity & Inclusion Implementation Plan aligned with the HRM Diversity & Inclusion Framework. C&CS will promote inclusive public service by partnering with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce. In addition, HRM will focus on providing notification to diverse communities of tender documents.</p>
Operational Risk Management – Fuel Storage System
<p>Corporate Fuel Management (Est Compl: 20/21) - (Corporate Fleet) To mitigate the risk of environmental hazard/fuel spills occurring, due to aged/inadequate infrastructure, which could result in environmental/legal/financial and reputational damages, Corporate Fleet will progress with The Corporate Fuel Management Project. This will ensure HRM meets legislative and environmental compliance requirements and create efficiencies in the fuel management process; recommend inventory management equipment and systems; enable tracking of consumption rates per vehicle; eliminate fuel inventory shrinkage; assist in preventative maintenance scheduling; and integrate fuel management, fleet management, AVL and financial systems.</p>
Operational Risk Management – Surplus Vacant Property
<p>Surplus / Vacant Property De-Commissioning Process (Est Compl: Q4 19/20) - (Municipal Facilities Maintenance and Operations) To mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a formalized process for decommissioning of surplus /vacant property. This would set parameters around the shutdown of a building/facility and equipment.</p>

Operational Risk Management - Community Understanding
<p>Community Engagement Strategy (Est Compl: 20/21) - (Corporate Communications) Building on the work undertaken in 2018/19, the Community Engagement Steering Committee will work to ensure common understanding between the municipality and the public of engagement goals while being more consistent, representative and accessible to our diverse communities through all engagement activities. Also linked to this initiative is the Diversity & Inclusion Strategic Objective to provide Accessible Information and Communication. Corporate Communication will focus on upgrading communication and information tools (including a review of HRM website photos, written content, video, and icons) to incorporate a more inclusive lens on how we communicate.</p>
Operational Risk Management – Continuous Improvement
<p>Performance Excellence Program (Est Compl: Q4 19/20) - (Organizational Performance Excellence) To mitigate the risk that HRM does not adopt a culture of continuous improvement because there are unclear accountabilities, roles and responsibilities, resulting in inefficient service delivery and a failure to leverage technology, Organizational Performance Excellence will focus on the implementation of the Performance Excellence Program deliverables across the organization, inclusive of a Benefits Realization Framework.</p>

CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line. Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services in over 150 languages. HRM also operates five walk-in Customer Service Centres throughout the municipality.

Services Delivered:

Service Delivery – Service to our Customers

Corporate Contact Centre – The 311 Contact Centre serves as the initial intake point for customer 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). Customer Contact Centres supported the 430,000 customers who dialed 311 during 2017/18 by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support on every contact. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

311 After-Hours Dispatch - The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

Customer Service Centres - The Customer Service Centres offer professional, in-person service delivery to customers throughout HRM. The team provides support and assistance for financial transactions such as property tax, licenses, and information related to programs and services offered by HRM. With four full service locations and one satellite office, this team served 85,000 customers in 2017/18.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. Plans for further enhancement of the service response include the integration of an email option to the telephony system.

Service Delivery Measures

Customer Contact Centres Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Contact Centre Quality	80%	81%	80%	80%
*Call Volume	411,000	430,000	405,000	405,000
Abandon Rate	5%	6%	6%	6%
# of Counter Service Transactions	94,000	85,000	85,000	80,000
Customer Service Centre Revenue Processed	\$149,000,000	\$140,000,000	\$140,000,000	\$138,000,000

*2018/19 projection can be impacted based on weather. The projection is based on current trending.

Performance Analysis

The 2017/18 year- end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 81% quality score (target is 80%).

The new call routing technology launched on November 30, 2016 continues to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 30% of the 430,000 customer contacts during the previous fiscal. For the period up to October 31, 2018, customers dialed the 311 Contact Centre 236,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Approximately 33% of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2018/19 fiscal, we are projecting a 6% decrease in the number of calls to 311 over the previous fiscal. The reduction in calls can be attributed to enhancements made to online services and information as well as improvements related to first call resolution.

The mandate of our Customer Service Centres is to provide support and assistance to HRM customers regarding municipal services. In the previous fiscal, Customer Service Representatives processed 85,000 financial transactions and collected \$140 million in revenue. Transactions declined by 10% over the previous fiscal, which is attributed to an increase in self-serve usage related to improvements to halifax.ca. For the period up to October 31, 2018, Customer Service Centre transaction volumes are in line with the previous fiscal. A reduction of in-person transactions is also anticipated in fiscal 2019/20. Like the 311 Contact Centre, this reduction is related to our approach to providing a multi-channel customer service strategy.

Customer Contact Centres Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People
<p>C3 - 311 Telephony Chat - Integration (Est. Compl. Q4 19/20) To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to implement chat service for customers.</p>
<p>C3 - 311 Telephony Email – Integration (Est. Compl. Q4 19/20) To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will integrate Email through the telephony system.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Est. Compl. Q4 19/20) To support the Diversity and Inclusion Framework, Customer Contact Centres will develop partnerships with high schools (HRCE), NSCC, Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives</p>

CORPORATE COMMUNICATIONS

Corporate Communications is committed to supporting Regional Council priorities through the delivery of all services related to internal and external communications, marketing, brand management, creative design, printing and distribution/mail, media relations and issue management for HRM's business units and the Corporation.

Services Delivered:

Governance and Engagement – Communications

Integrated Communications Plan Development - This proactive service is responsible for the development of an annual integrated communication plans that are aligned with HRM business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications throughout the year.

Internal Communications - This service is responsible for establishing the delivery and overall tone for communication across the organization and facilitates effective communication and engagement between business units, elected officials, managers, and employees to help share information on the municipality's future plans and influence and align behaviour with the municipality's mission, values, and priorities.

Mail Coordination - This service is responsible for coordinating external and internal mail services for staff and Regional Council.

Brand Management - This service is responsible for providing strategic direction and tactical implementation of the Halifax brand by collaborating with municipal departments and external agencies to align projects and initiatives with the corporate visual identity and brand voice.

Marketing - This service is responsible for promoting the municipality's services, products, programs, and initiatives to external audiences to improve awareness, understanding, and engagement of municipal matters, and to help to manage the municipality's reputation and image with all external audiences.

Print Production - This service is responsible for delivery of printing, copying, bindery, and distribution services for the organization and Regional Council.

Public Affairs - This service provides strategic communications advice and issues management/crisis communications leadership and support to the organization, and acts as the media liaison and official spokesperson for the organization, when required, to help manage the municipality's reputation and image with all external audiences.

Service Delivery Measures

Corporate Communications Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Number of digital screens (public & internal)	44	48	47	50
Number of followers on @hfxgov	42,000	50,000	53,000	55,000
Number of tweets on @hfxgov	2,800	3,100	3,000	3,000
Engagement rate on Twitter and Facebook* (audience reach/user interactions)	1.6%	3% Twitter, 5.8% Facebook	1.5% Twitter, 11% Facebook	2% Twitter, 15% Facebook
Number of likes/followers on @hfxgov Facebook	3,700	4,000	10,000	12,000
Number of actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	2,700	3,700	5,400	6,500
Number of registered users of Shape Your City Halifax	5,700	6,700	7,400	8,000
Polls/surveys conducted on municipal matters via Halifax Opinion Panel	4	7	0	0*
Number of posts on Employee Engagement Hub	228	218	200	250

*This service will be dropped in 2019-20 as it is not delivering any additional real value than no-cost surveys on the ShapeYourCityHalifax engagement hub.

Performance Analysis

Public Engagement - Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs and planning is essential for better decision making and community building. Better and more frequent engagement with the municipality is also an increasing public expectation with a focus on more inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. A corporate social media program (policy, strategy, content/engagement team across the organization) is established. In addition, a new Community Engagement Steering Committee to assess all engagement channels is reviewing the municipality's 2008 Community Engagement Strategy. Both elements are working to improve the online interactions between the municipality and the public. The effectiveness of these approaches should be reflected

in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (reach) and influence on audience perceptions/behaviour (engagement) resulting from more compelling and relevant content across all channels. Improved social media management tools will help better deliver this content and assess how it is resonating with the public.

Employee Engagement – The recently completed employee engagement survey provides the municipality with a reliable benchmark with which it can make evidence-based decisions and create plans for improvement, such as ways to increase employee participation in dialogue with leaders and sharing knowledge across the organization. Working with Human Resources and ICT, Internal Communications will lead the development of a refreshed employee engagement hub (HRM Matters) with single-sign-on technology to better connect employees with the organization’s future initiatives, its strategic plan (Plan on a Page), and with each other to improve knowledge sharing, engagement and recognition.

Corporate Communications Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Public Engagement
<p>Community Engagement Strategy - Protocol/Process Development (Est Compl: Q1 19/20) To mitigate the risk that HRM does not understand its community needs due to ineffective community engagement, resulting in resource/service misalignment and ineffective service delivery, Corporate Communications will lead the Community Engagement Steering Committee and develop a protocol to be implemented by business units to assess and benchmark the alignment of expectations between engagement planners and participants.</p>
<p>Community Engagement Strategy - Progress Report (Est Compl: Q4 19/20) The Community Engagement Steering Committee will review and update the status of the Community Engagement Strategy’s five strategic approaches and all related actions and produce a progress report to be tabled with the Senior Leadership Team and Regional Council by Q3 19/20.</p>
Governance and Engagement - Communications
<p>Improve Social Media Management (Est Compl: Q4 19/20) Social media policy, strategy and team are all complete and have been implemented. The next phase is to hire a digital/social media lead and procure a social/media management tool in Q1 19/20 to improve the team's capacity to optimize the municipality’s engagement with a growing and connected customer audience.</p>
<p>Refresh Employee Engagement Communication Tools (Est Compl: Q4 19/20) Corporate Communications will re-launch a refresh of the Employee Engagement Hub (HRMMatters.ca) that will feature single sign-on for seamless access by every employee with a halifax.ca email address to improve communications and engagement on the municipality's strategic plan and performance management. The approach will bridge the time needed to establish a front-page entry to a SharePoint based content management platform as part of a broader intranet transformation strategy.</p>
Diversity & Inclusion
<p>Accessible Information & Communication (Est Compl: Q4 19/20) Corporate Communication will focus on upgrading communication and information tools (inclusive of a review of HRM website photos, written content, non-written tools (video, pictures, icons) to incorporate a more inclusive lens on how we communicate.</p>

CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction (CFCD) is committed to supporting Business Units by providing professional and technical services including the project management, design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, transit terminals and garages, administrative buildings, fire stations, and police facilities.

Services Delivered:

Financial Responsibility – Responsibility for Resources

Growth (Capital Delivery) – Buildings and Facilities - This service is responsible for planning, designing, implementing, and delivering (project management) construction and enhancement projects for municipally owned facilities and buildings.

Asset Renewal (State of Good Repair) – Buildings and Facilities - This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings

Service Delivery Measures

Corporate Facility Design and Construction Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Growth Delivered	\$14,681,000	\$17,110,000	\$16,175,000	\$6,980,000
Asset Renewal delivered	\$28,242,000	\$17,378,000	\$16,190,000	\$23,865,000
80% of Capital Budget is committed within the fiscal year	84%	82%	82%	90%
Building Condition Assessments Completed	*Updated: 166 **New: 11	Updated: 3 New: 49	Updated: 0 New: 26	Updated: 30 New: 10

*Updated = Facilities which were assessed in prior years, being reassessed and updated

**New = Facilities being assessed for the first time

Performance Analysis

Several major projects including the Saint Andrew's Community Centre and the Mackintosh Depot are either in the procurement or design phases. CFCD reduced the carry forward funds (unspent funds from previously approved budget years) by over 30% from the beginning of the year. This helps ensure that funds requested in future budget years are spent in that budget year.

Growth Projects (Capital Delivery) - Major construction and improvement projects in 2018/2019 include:

- Dartmouth Sportsplex Revitalization, nearing completion – anticipated full programming is April 2019.
 - The \$28 million revitalization project included the renovation of existing infrastructure and the creation of new spaces that will extend the life of the facility and better align the facility with user's expectations.
 - Upgrades include a new gymnasium, renovated locker and change rooms, updated fitness and pool facilities, improved accessibility, visibility and security, and more.

- Various Accessibility Projects – including vertical lifts, community centre universal washrooms, the Dartmouth Sportsplex pool pod, and Administrative Order 2018-002-OP Universal Access to Municipal Facilities.

Asset Renewal Projects (Capital Delivery) - Major capital improvement and repair/replacement projects in 2018/2019 included:

- Long Term Arena Strategy (LTAS), nearing completion – upgrades to three arenas (Cole Harbour Place, Scotiabank Centre, and Spryfield Lions Arena) were completed between April and October 2018 during the off season for ice sports. The remaining LTAS components for completion include:
 - Demolition of Devonshire Arena
 - Halifax Forum, currently in planning phase – CFCD is providing support and oversight of development options and will oversee the construction of the facility.
- Alderney Gate Revitalization - Pedway Renovation, completed in October 2018.
- Halifax Ferry Terminal Renovations, completed in April 2018
- Various Roof Replacements – upgrades to the following facilities were completed: Acadia Building, Halifax Ferry Terminal, Burnside Transit Centre, and Dartmouth North Community Centre.
- Turner Drive Depot Kitchen and Locker Room renovation

Recent training initiatives, including Performance Excellence, are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

CFDC has developed standardized Project Management Plans to support efficient and consistent project delivery. These include the Project Risk Management Plan, Project Cost Management Plan, Project Schedule Management Plan, and Project Communications Management Plan. Additional Project Management plans are under development.

Corporate Facility Design and Construction Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Implementation of the Long-Term Arena Strategy (Est Compl: Q4 19/20) CFD&C is providing support and oversight of the future operational requirements during the planning phase of the Halifax Forum and will oversee the construction of the facility. CFD&C will undertake necessary repairs and maintenance to ensure the facility is able to be maintained while the analysis is undertaken. Completion of the LTAS includes the demolition of Devonshire Arena.</p>
<p>New build of St. Andrews Recreation Centre - Year 1 (Est Compl: Q4 19/20) Year 1 of a multi-year project, components to be completed during fiscal year 19/20 include tender, award, demolition of existing building and commence construction of new facility.</p>
<p>New build of St. Andrews Recreation Centre - Year 2 (Est Compl: 20/21) Year 2 of a multi-year project, components to be completed during fiscal year 20/21 include Substantial Completion, building opened to the public, and Total Completion of the St. Andrews Recreation Centre.</p>

Transportation - A well maintained transportation network
<p>Mackintosh Depot Renewal-Year 2 (Est Compl: Q4 19/20) Year 2 of a multi-year project, CFD&C will work with TPW, Parks & Recreation, and Operations staff to finalize the detailed design of the new proposed facility, considering Performance Excellence principles and future use of the facility. Components to be completed during fiscal year 19/20 include issuing and awarding the tender, and commencing construction.</p>
<p>Mackintosh Depot Renewal-Year 3 [Est. Compl. 20/21] Year 3 of a multi-year project, components to be completed during fiscal year 20/21 include making the building weather tight and completing site work.</p>
Financial Stewardship - Financial Position
<p>Building Conditions Assessment Update (Est Compl: Q4 19/20) Update the Building Condition Assessments (BCA) for buildings greater than 10,000 sq. ft. and improve integration of data with EAM. Report on the Facility Condition Index (FCI) of the referenced buildings and the portfolio. Year 2 will focus on buildings under 10,000 sq. ft.</p>
<p>Building Conditions Assessment Update [Est. Compl. 20/21] Update the Building Condition Assessments (BCA) for buildings under 10,000 sq. ft. and improve integration of data with EAM. Report on the Facility Condition Index (FCI) of the referenced buildings and the portfolio as a whole.</p>
Diversity & Inclusion
<p>Safe, Respectful & Inclusive Work Environment - Facility Assessments (Est Compl: Q4 19/20) Corporate Facility and Construction will work with the Diversity & Inclusion Office to define the attributes of a safe, accessible, respectful and inclusive work environment and develop a facility assessment to identify opportunity areas where inclusiveness and diversity is implemented within each CCS division.</p>
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options-Year 1 (Est Compl: Q4 19/20) Conduct an assessment of all CCS locations to determine the impact and high-level costing of providing gender neutral washroom options.</p>
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options-Year 2 (Est Compl: 20/21) Based on 19/20 assessments, work toward providing gender neutral washroom options within CCS locations.</p>

CORPORATE FLEET

Corporate Fleet's goal is to provide our customers with **Safe, Reliable and Clean** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and Municipal fleet. Corporate Fleet is the asset manager for over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicles and equipment. Corporate Fleet explores and remains current with the latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

Services Delivered:

Financial Stewardship – Financial Position

Fleet Asset Acquisition and Disposal - This service is responsible for the procurement of Fleet assets and equipment repair including the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes. Corporate Fleet maintains close communication with customers to determine their current and future needs, and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization - This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures the ability to both create and closely monitor KPI's will increase, allowing evidence-based decision making and the ability to anticipate trends and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel and AVL projects which will bring more usage data and assist with fleet rationalization.

Legislative Compliance Monitoring - This service provides risk management by ensuring Corporate Fleet operates its garages and maintains the fleet assets within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Fleet to track vehicle compliance and upcoming deadlines for renewal.

Service Excellence – Performance Excellence

Vehicle Repair and Maintenance - This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVI's, body repairs and small engine repairs. Assets maintained by this team range from fire trucks to passenger cars, farm tractors to chainsaws.

Service Delivery Measures

Corporate Fleet Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Maintenance Request Hours (Preventative maintenance (PM) work)	3,874	3,631	3,753	7,128	
Maintenance Request Hours (Demand maintenance work)	20,671	19,342	20,007	16,631	
Average Fleet Age	6 years	6 years	7 years	8 years	
Fleet Assets availability rate	91%	93%	91%	90%	
Service Request Rate: Percent of Non-PM (Planned or Preventative Maintenance) Work Order Hours	84.2%	84.2%	84%	70%	57%
Operating Cost per Vehicle KM	\$0.75	\$0.69	\$0.87	\$0.86	\$0.74
Canadian Association of Municipal Fleet Managers (CAMFM) Door Rate	\$83.24	\$71.52	\$72.02	\$74.47	\$99.92

Municipal Benchmarking Network Canada

***All measures are Municipal Fleet only except CAMFM Door Rate, which includes All Corporate Fleet*

Performance Analysis

Corporate Fleet Maintenance Review

As the Preventative Maintenance (PM) Program and Policy project concludes at the end of the fiscal year, Corporate Fleet will be in a better position to streamline process and practices to reduce the number of PM plans to a more viable number. This change will allow a more accurate representation of vehicle maintenance compliance and demands. The revised process and practice will also allow Fleet the opportunity to improve overall accuracy of fleet lifecycle costing, trends, value, and measurements. Vehicle maintenance and operating costs of an HRM fleet vehicle are influenced by many things including use, weather, cost of fuel, vehicle/equipment, age and suitability to the task. Corporate Fleet works with their clients to best meet their operational needs, reduce impact of downtime, and maintain legislative compliance.

Corporate Fleet Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance & Engagement - Fiscal Responsibility
<p>Fleet Rationalization Implementation (Est Compl: Q4 19/20) This initiative will help identify those vehicles with high and low utilizations in light duty vehicles in Corporate Fleet and non-emergency Fire Fleet. A Fleet Rationalization and Utilization Committee will be created comprised of major Business Unit representatives to create metrics and a dashboard to track vehicles identified for this study.</p>
<p>Vehicle Compliance (Est Compl: Q4 19/20) To ensure appropriate vehicle usage and maintenance, the Vehicle Compliance project will move into its next phase which includes: creating roles and responsibilities for internal customers regarding vehicle operations and staff operating HRM-owned vehicles and equipment.</p>

2019/20 – 2020/21 Deliverables with Estimated Completion

Preventive Maintenance(PM) Program and Policy (Est Compl: Q4 19/20)

Review and document current PM processes; identify best practices and create a robust and measurable PM program. The new Preventive Maintenance program will include a dashboard to measure PM compliance utilizing Fleet Focus and Business Intelligence.

Service Excellence - Performance Excellence

Service Level Agreements (Est Compl: Q4 19/20)

To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements (SLA) with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment in 19/20.

Service Level Agreements (Est Compl: 20/21)

To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with three (3) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment.

Diversity & Inclusion

Meaningful Partnerships (Est Compl: Q4 19/20)

To support the Diversity and Inclusion Framework, Corporate Fleet will create meaningful partnerships with education and training institutions such as Women Unlimited, NSCC and high schools to enhance diversity of employees in HRM trades positions.

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS

Municipal Facilities Maintenance and Operations (MFMO) is committed to supporting Administrative priorities and maintains more than 220 HRM-owned buildings through preventative and life cycle maintenance planning, providing clean and safe facilities for all HRM customers.

Services Delivered:

Financial Stewardship – Financial Position

Energy Efficiency Retrofits - This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities. In April of 2018, MFMO partnered with the Energy & Environment division of HRM and collaborated with Efficiency Nova Scotia to help reduce energy consumption, energy costs and greenhouse gases associated with HRM's portfolio of approximately 220 corporate buildings. This was part of a broader effort by the municipality to reduce its corporate green house gas emissions by 30% over 2008 levels to meet HRM Council's 2011 resolution by 2020. HRM is now tracking energy usage in its largest 61 buildings. It also has a schedule of future projects and is well positioned to gain continued savings in years to come.

Our People - Healthy and Safe Workplace

Security and Access Management - This service provides security and access management services for HRM-owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

Service Excellence – Performance Excellence

Buildings Maintenance and Operations - This service provides maintenance and operations services and project management expertise for HRM owned and leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, and electrical, as well as carpentry, and structural repair.

In 2018, MFMO changed their service delivery model from a function-based (i.e. carpentry or electrical shop) to an asset-based/customer-based model. For example, Fire Services now has a dedicated supervisor and staff supporting all services in their facilities. This model focuses on service delivery to meet the unique needs of the customers and is further supported through Service Level Agreements (SLA) with individual business units.

Service level agreements have been implemented with all customers; this includes Parks and Recreation, Libraries, Transit, Fire, Police, and TPW. In the same year, MFMO also implemented City Works. Adopting this work order system allowed the division to better define assets and asset ownership. City Works enables MFMO to track work orders and their details more efficiently to allow for a higher level of service, and use the data to increase our preventive maintenance program allowing for more proactive work verses reactive.

The service standards outlined within each SLA have allowed utilizing the different classes of buildings, as set out in the Building Owners and Managers Association (BOMA) standards for facility types. Using those guidelines to realize consistency in service to the customers based on the usage, classes and types of the buildings.

- **Class 1** – e.g. Core 24/7 Fire Stations, Police HQ, Transit, and some HRM operated Recreation centres.
- **Class 2 and 3** - e.g. Rural Fire stations, most Parks & Receptions Facilities, rural community centres with infrequent use.
- **Class 4** being Surplus as declared by Regional Council. These facilities require minimal service.

By delivering service to customers in this manner using the SLAs, mutually agreed upon expectations for both MFMO and its customers are established and articulated while mitigating the over-servicing and under-servicing of some facilities.

Indoor and outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair – This service provides operations services including maintenance and repair for HRM indoor and outdoor swimming pools, splash pads, and the outdoor skating oval. This area is becoming a large component of MFMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both indoor and outdoor pools all add to the demands placed on the division to deliver the services within the current budget. MFMO is addressing these issues in a variety of ways such as bringing half of the operation of the Sackville Splash Pad in-house (which was previously contracted out) at a savings of approximately \$60,000, which was redirected to cover maintenance costs associated with outdoor pools.

Service Delivery Measures

Municipal Facilities Maintenance and Operations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Number of Planned Maintenance Work Order Requests	6,139	6,500	7,050	7,050
Number of Demand Maintenance Work Order Requests	8,859	8,900	8,900	8,900
Ratio of Planned vs. Demand Work Orders	43%	n/a	43%	43%
Cost of facilities maintenance per square foot *	\$9.12	\$9.35	\$9.78	\$9.78
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.40	\$2.50	\$2.71	\$2.71
Total square footage of buildings maintained by the MFMO	2,866,350	2,988,350	2,988,350	2,988,350
Customer Service Requests (addressed within standard)	85%	85%	85%	85%

* Costs are not inclusive of program support or amortization allocations

Performance Analysis

In addition to the Municipal Facilities Budget, MFMO also provides services to other facilities for business units such as Transit and Libraries, utilizing their budget, as well as other sites such as community-run facilities, where certain maintenance tasks are taken care of by the governing board. These costs are charged directly to those business units.

Data collection is ongoing for the City Works Asset Registry. The ratio of demand vs planned work orders is expected to continue as outlined above, until consistent data collection for planned maintenance is entered into the City Works Asset Registry.

Municipal Facilities Maintenance and Operations Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Healthy and Safe Workplace
HRM CCTV Policy (Est. Compl. 20/21) To improve safety in HRM facilities, HRM will develop an HRM CCTV Policy, informed by the recent approval of the CCTV Administrative Order.
Security Review - Implementation of Recommendations (Est Compl: Q4 19/20) To realize efficiencies and improve service delivery, MFMO will implement the recommendations of the Security Review. Implementing the recommendations of the Security Review will impact efficiencies and service delivery by centralizing the security functions within HRM.

Financial Stewardship - Risk Management Framework
<p>Surplus / Vacant Property De-Commissioning Process (Est Compl: Q4 19/20) To mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a formalized process for decommissioning of surplus /vacant property. This would set parameters around the shutdown of a building/facility and equipment.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Est. Compl. Q4 19/20) To support the Diversity and Inclusion Framework, MFMO will partner with schools (NSCC and High School) and other facility management organizations such as BOMA (Building Owners & Managers Association) to promote diversity in apprenticeships and trades positions.</p>

ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement in order to minimize costs and deliver desired service results. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the organization. The OPE Office provides leadership, support and guidance to the entire organization through continuous improvement engagements, organizational change management, implementation of Lean Six Sigma and other methodologies, and encouraging the practice of continuous improvement. Key organizational activities for 2019/20 include the following:

- Identifying and supporting corporate level improvement initiatives;
- Provision of training and tools aligned with continuous improvement including Lean Six Sigma methodologies with a focus on front line staff;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes utilizing the Benefits Realization Framework; and
- Continuing to support the Corporate Customer Service Strategy implementation.

Services Delivered:

Service Excellence – Performance Excellence

Performance Excellence Leadership – The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

Organizational Change Management Leadership – Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

Organizational Portfolio Management - Organizational Performance Excellence will support collaborative approaches and innovative decision making across the organization with a focus on improving services and lowering costs.

Service Delivery Measures

Performance Excellence Performance Measures	2017/18 Actual	2018/19 Projected	2018/19 Actual	2019/20 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	140	100	357	400
# Corporate Level Projects Completed	N/A	N/A	5	5
# Green Belt Level Projects Completed by Business Units	N/A	N/A	16	20

Performance Analysis

In 2018/19, the OPE office drafted the Benefits Realization Framework to assist those working on improvement projects to develop metrics and report on results. Focusing on benefits realization is a structured way to alter the conversation towards achieving the intended performance excellence outcomes and results. Benefits are only realized when a concerted effort to define, measure and manage them is established. Benefits realization is an important contributor to evidence-based decision making and the realization of strategic outcomes. It is important to recognize the non-financial benefits can be as important as the financial benefits being achieved. The Performance Excellence training program focusses on the tools available to help measure progress and address performance gaps.

Performance Excellence Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Innovation
Performance Excellence Change Management / Communication Plans (Est Compl: Q4 19/20) To support Performance Excellence, OPE will implement the Performance Excellence Change Management and Communications plans.
Performance Excellence Engagements (Est Compl: Q4 19/20) To encourage continuous improvement methodologies, and enhance service delivery, OPE will lead a number of Corporate PE projects and provide project support to BU led projects in 2019/20.
Performance Excellence Training (Est Compl: Q4 19/20) To support HRM in identifying and creating efficiencies and performance improvements, OPE will develop, implement, and monitor a performance excellence corporate training program.
Service Excellence - Performance Excellence
Implementation of the Corporate Customer Service Strategy (Est Compl: Q4 19/20) Champion implementation of the Corporate Customer Service Strategy across the organization

REGULATORY MODERNIZATION

As part of HRM's Organizational Performance Excellence (OPE) commitment and implementation of the 5-year Economic Growth Plan, HRM will work to reduce the undue burden of outdated, overly complex or redundant regulation and business processes. This will make Halifax an easier place to do business and raise investor confidence in Halifax as a welcoming and vibrant economic hub.

Moving forward, Regulatory Modernization will focus on the continuance of the Joint Project with the Province to reduce red-tape for business, further internal capacity-building and collaboration to advance business process and customer service improvements for better-performing regulation, and development of a corporate framework to shift regulatory modernization from a Project to an outcomes-based sustainable program of regulatory reform.

Services Delivered

Service Delivery – Service to Our Business

Regulatory Modernization Continuous Improvement Planning - Corporate coordination and oversight for the identification of continual, incremental regulatory improvements and implementation of regulatory modernization priorities and outcomes across business units.

Regulatory Reform - Corporate leadership, engagement, internal capacity-building and operational collaboration to develop and implement a multi-year strategic program of corporately- aligned regulatory improvement and performance measurement.

Performance Analysis

A key objective for Regulatory Modernization is the development of an outcomes-based approach to regulatory service delivery using indicators of regulatory improvement and burden reduction, and useful metrics to track progress. Toward this objective, baseline data and performance measurement has begun for a selection of permit and licence processing times against service standards. Proposed research in collaboration with the Province will determine key metrics to be benchmarked against other cities to help identify gaps in service delivery and measurable improvements to specific processes and customer service.

Regulatory Modernization Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our Business
<p>Joint Project Regulatory Modernization Implementation (Phase II) (Est. Compl. 20/21)</p> <p>To remove regulatory barriers for business and promote economic growth, CCS will lead the management of the Joint Project for Regulatory Modernization (Phase II) partnership with the Province of Nova Scotia and business advisory panel to implement a 2-year red-tape reduction for business, which will include several action items.</p>
Service Delivery – Innovation
<p>Regulatory Modernization - Continuous Improvement Action (Phase I) (Est. Compl. Q4 19/20)</p> <p>To incorporate red-tape reduction and regulatory modernization outcomes into HRM-wide continuous improvement actions, CCS will lead the following deliverables:</p> <ol style="list-style-type: none"> 1. Development and project management of a Regulatory Modernization Staff Team to identify priority red-tape reduction actions and implement a joint business unit work-plan of continuous improvement projects 2. Support CCS in the implementation of the Performance Excellence Change Management and Communication Plan(s) through the identification and development of regulatory modernization change management supports and development and delivery of a regulatory modernization engagement strategy, and 3. To make it easier for HRM's business customers to comply with regulation in a code enforcement environment, CCS will work with internal and external (Provincial) partners to develop and pilot an educative customer service training program for Fire inspectors.
<p>Regulatory Reform (Phase I) (Est. Compl. Q4 19/20)</p> <p>To improve regulatory performance and policy outcomes, and provide operational guidance for regulatory service delivery, CCS will lead Phase I of a Corporate Regulatory Reform Framework through the following deliverables: Charter of Governing Principles for Regulation - Implementation Tool-Box to support regulatory impact assessment and compliance including:</p> <ol style="list-style-type: none"> 1. Development of corporate regulatory modernization outcomes and a policy options guide, 2. Performance metrics and benchmarking data for select business processes and/or approvals, 3. A performance measurement and evaluation template, and 4. Regulatory engagement guidelines (aligned with the Corporate Engagement Strategy)

Summary of Net Expenditures - Corporate Customer Service

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
I102 Org PerformanceExcel	303,143	644,200	477,487	689,500	45,300	689,500
*** Organizational Performance Exc	303,143	644,200	477,487	689,500	45,300	689,500
I101 Cop Cust Serv Admin	490,343	513,200	543,100	500,300	(12,900)	460,300
*** Director's Office Corp Cust Se	490,343	513,200	543,100	500,300	(12,900)	460,300
W953 Facility Development	879,472	1,042,900	963,360	1,121,700	78,800	1,121,700
*** Facility Design & Construction	879,472	1,042,900	963,360	1,121,700	78,800	1,121,700
R102 Integrated Sec Manag	911,410	1,071,300	1,176,700	1,063,200	(8,100)	1,113,200
W160 Facilities Admin	1,676,627	1,980,700	1,965,790	2,071,200	90,500	2,071,200
W169 Transitional Properties	631,952	481,500	441,628	353,300	(128,200)	353,300
W200 Facility Operations	5,320,727	6,054,700	5,124,532	5,462,600	(592,100)	5,529,900
W203 Alderney Gate FacMgt	911,183	542,400	477,173	498,200	(44,200)	498,200
W211 Clean & Tenant Serv.	2,554,077	2,553,100	2,486,720	2,430,700	(122,400)	2,480,700
W212 Structural and Arenas	2,420,546	2,650,900	2,617,991	2,342,400	(308,500)	2,343,100
W213 Mechanical & PM Serv	4,624,119	4,119,400	4,804,305	3,952,400	(167,000)	4,001,700
Z112 Stadium Operations	1,556,692	1,592,700	1,590,733	1,619,000	26,300	1,619,000
** Operations	20,607,334	21,046,700	20,685,572	19,793,000	(1,253,700)	20,010,300
*** Municipal Facilities Mtce & Op	20,607,334	21,046,700	20,685,572	19,793,000	(1,253,700)	20,010,300
R912 Fleet: Administration	579,818	594,900	624,300	677,300	82,400	634,300
** Fleet: Administration	579,818	594,900	624,300	677,300	82,400	634,300
R970 Fleet R&M:Municipal	5,859,975	6,078,500	6,061,213	6,413,900	335,400	6,497,600
R971 Fleet Rentals (Vehicle)	(19,857)	(29,000)	(29,000)	(30,000)	(1,000)	(30,000)
** Fleet: Municipal Site	5,840,118	6,049,500	6,032,213	6,383,900	334,400	6,467,600
R981 Fleet R&M:Fire	3,131,859	2,412,400	3,282,489	3,399,800	987,400	3,368,000
R985 Fleet R&M:Police	1,708,537	1,758,100	1,834,846	1,700,500	(57,600)	1,723,000
** Fleet: Emergency	4,840,396	4,170,500	5,117,335	5,100,300	929,800	5,091,000
*** Corporate Fleet	11,260,331	10,814,900	11,773,848	12,161,500	1,346,600	12,192,900
A663 Alderney Gate	116,120	178,700	181,100	127,100	(51,600)	127,400
A664 Bayers Road	176,575	180,000	180,000	186,900	6,900	186,300
A665 Scotia Square	156,545	172,300	172,300	245,600	73,300	245,000
A667 Acadia Centre	122,306	125,100	126,400	188,200	63,100	187,700
A668 Musquodoboit Harbour	20,000	20,600	20,600	20,600		20,600
** Customer Service Centres	591,545	676,700	680,400	768,400	91,700	767,000
A625 311 Contact Centre	2,139,239	2,226,500	2,222,500	2,459,800	233,300	2,449,900
*** Customer Contact Centres	2,730,784	2,903,200	2,902,900	3,228,200	325,000	3,216,900
A124 Office Services	728,086	1,135,350	1,134,369	1,084,250	(51,100)	1,074,250
A620 Mrkt & Promotions	928,459	624,600	553,031	648,900	24,300	648,900
A622 Public Affairs	470,397	614,300	596,798	607,250	(7,050)	607,250
A623 Internal Communications	384,407	393,950	367,461	384,300	(9,650)	384,300
A624 Brand Management	220,520	226,100	226,100	233,500	7,400	233,500
E112 Corp.Comm.Admin.	188,672	194,700	194,700	199,800	5,100	199,800
*** Corporate Communications	2,920,540	3,189,000	3,072,459	3,158,000	(31,000)	3,148,000
Net (Surplus)/Deficit	39,191,948	40,154,100	40,418,726	40,652,200	498,100	40,839,600

Summary Details - Corporate Customer Service

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	12,658,403	14,441,700	13,233,614	14,974,100	532,400	14,974,100
6002 Salaries - Overtime	763,966	533,600	726,740	509,700	(23,900)	506,700
6005 PDP & Union Con Incr	(188,630)		(211,300)			
6051 Shift Agreements	42,862	54,500	48,924	48,500	(6,000)	48,500
6054 Vacation payout	22,446		11,502			
6100 Benefits - Salaries	2,788,713	3,149,800	2,896,355	3,190,400	40,600	3,190,400

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6110 Vacancy Management		(208,000)	(50,000)	(281,000)	(73,000)	(281,000)
6152 Retirement Incentives	97,303	111,700	110,400	119,000	7,300	119,000
6154 Workers' Compensation	232,609	266,100	244,435	277,000	10,900	277,000
6155 Overtime Meals	2,558	7,000	7,000	7,000		7,000
6156 Clothing Allowance	11,800	11,200	11,200	11,200		11,200
6158 WCB Recov Earnings	(209)					
6199 Comp & Ben InterDept	(91,508)		(31,100)	(18,000)	(18,000)	(26,000)
9200 HR CATS Wage/Ben	(170,151)		(195,000)	(205,000)	(205,000)	(205,000)
9210 HR CATS OT Wage/Ben	(73,550)		(74,500)	(80,000)	(80,000)	(80,000)
* Compensation and Benefits	16,096,612	18,367,600	16,728,270	18,552,900	185,300	18,541,900
6201 Telephone	28,411	32,100	29,671	28,100	(4,000)	28,100
6202 Courier/Postage	578,774	612,200	658,141	616,600	4,400	616,700
6203 Office Furn/Equip	124,110	144,400	126,800	120,300	(24,100)	120,300
6204 Computer S/W & Lic	155,262	177,500	176,100	226,200	48,700	226,200
6205 Printing & Reprod	89,373	147,600	165,800	101,100	(46,500)	91,100
6207 Office Supplies	41,243	43,400	50,150	31,600	(11,800)	31,600
6299 Other Office Expenses	1,006	200	300	1,200	1,000	1,200
* Office	1,018,179	1,157,400	1,206,962	1,125,100	(32,300)	1,115,200
6301 Professional Fees	544	13,200	14,500	42,200	29,000	2,200
6302 Legal Fees	1,955					
6303 Consulting Fees	88,675	41,000	91,500	51,000	10,000	51,000
6304 Janitorial Services	2,007,484	1,748,800	2,039,043	1,855,900	107,100	1,905,900
6308 Snow Removal	537,983	805,300	557,000	795,300	(10,000)	841,600
6310 Outside Personnel		7,000	3,000	7,000		7,000
6311 Security	877,476	928,900	962,751	963,200	34,300	1,013,200
6312 Refuse Collection	211,250	402,400	270,873	287,400	(115,000)	287,400
6399 Contract Services	1,322,651	1,640,300	1,221,800	1,147,700	(492,600)	1,198,200
* External Services	5,048,018	5,586,900	5,160,467	5,149,700	(437,200)	5,306,500
6401 Uniforms & Clothing	23,779	70,500	37,100	58,800	(11,700)	59,200
6402 Med & First Aid Supp	7,113	6,000	5,800	7,400	1,400	7,400
6404 Rec Prog Supplies	560					
6405 Photo Supp & Equip	1,407	900	900	500	(400)	500
6406 Bridge Tolls	8,664	8,000	8,300	7,000	(1,000)	7,000
6407 Clean/Sani Supplies	134,465	166,700	174,200	158,500	(8,200)	158,500
6409 Personal Protect Equ	35,890	22,900	29,084	27,600	4,700	27,800
6499 Other Supplies	49,845	2,500	2,500		(2,500)	
* Supplies	261,723	277,500	257,884	259,800	(17,700)	260,400
6501 Asphalt	14,077	15,500	15,000	15,500		15,500
6502 Chemicals	158,208	164,000	153,164	199,500	35,500	199,900
6504 Hardware	62,035	65,000	68,600	61,000	(4,000)	61,100
6505 Lubricants	39,964	46,900	39,000	46,900		47,600
6506 Lumber		1,400	400	1,400		1,400
6507 Propane	137,754	128,000	128,000	128,000		128,000
6508 Ready Mix Concrete	526					
6510 Road Oils		500	500		(500)	
6511 Salt	243		500			
6513 Seeds & Plants		200			(200)	
6515 Stone and Gravel	379		7,000			
6517 Paint	33,824	28,000	35,000	8,000	(20,000)	8,000
6519 Welding Supplies	5,990	8,000	7,500	4,000	(4,000)	4,100
6599 Other Materials			13	1,000	1,000	1,000
* Materials	452,999	457,500	454,677	465,300	7,800	466,600
6602 Electrical	437,634	338,600	370,400	415,200	76,600	415,200
6603 Grnds & Landscaping	92,628	46,400	62,900	25,100	(21,300)	25,100

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6605 Municipal Taxes	(68,450)	115,000			(115,000)	
6606 Heating Fuel	895,170	1,110,000	908,541	921,500	(188,500)	921,500
6607 Electricity	3,289,963	3,558,400	3,354,400	3,197,700	(360,700)	3,197,700
6608 Water	597,773	581,800	600,502	571,800	(10,000)	571,800
6609 Elevator & Escalator	72,892	105,000	97,000	115,000	10,000	115,000
6610 Building - Exterior	653,428	310,500	1,020,500	486,500	176,000	486,500
6611 Building - Interior	580,580	473,300	670,600	560,500	87,200	560,500
6612 Safety Systems	606,167	555,100	507,300	395,000	(160,100)	395,000
6613 Overhead Doors	97,717	99,500	115,500	99,500		99,500
6614 Envir Assess/Cleanup	124,401	36,500	124,000	121,500	85,000	121,500
6615 Vandalism Clean-up		2,200	2,200		(2,200)	
6616 Natural Gas-Buildings	689,030	900,000	830,170	930,000	30,000	950,000
6617 Pest Management	41,884	55,800	37,945	105,800	50,000	105,800
6699 Other Building Cost	3,347	6,400	15,813	6,400		6,400
* Building Costs	8,114,166	8,294,500	8,717,771	7,951,500	(343,000)	7,971,500
6701 Equipment Purchase	99,731	91,900	60,535	58,000	(33,900)	83,600
6702 Small Tools	78,971	49,500	73,500	58,900	9,400	59,300
6703 Computer Equip/Rent	760		100	1,000	1,000	1,000
6704 Equipment Rental	13,347	39,300	10,500	19,300	(20,000)	19,300
6705 Equip - R&M	211,153	174,000	114,700	227,400	53,400	229,100
6706 Computer R&M	15,807	1,500	1,500		(1,500)	
6707 Plumbing & Heating	389,490	251,000	738,000	223,000	(28,000)	223,000
6708 Mechanical Equipment	942,048	608,700	1,220,000	521,500	(87,200)	521,500
6711 Communication System	19,048	6,200	3,375	6,200		6,400
* Equipment & Communications	1,770,355	1,222,100	2,222,210	1,115,300	(106,800)	1,143,200
6802 Vehicle R&M	2,165,850	2,025,800	2,306,500	2,247,500	221,700	2,271,000
6803 Vehicle Fuel - Diesel	638,580	693,400	785,300	719,200	25,800	731,300
6804 Vehicle Fuel - Gas	1,341,406	1,248,900	1,434,000	1,465,500	216,600	1,491,100
6805 Tires and Tubes	393,522	321,900	496,800	459,000	137,100	417,100
6806 Vehicle Rentals	22,729	11,000	13,000	21,000	10,000	21,000
6810 Comm Vehicle R&M	1,204,742	656,200	1,073,200	999,000	342,800	1,016,600
6811 Shop Supplies	43,647	14,900	36,000	43,500	28,600	44,200
6899 Other Vehicle Expense	5,008		28,300	50,000	50,000	49,700
* Vehicle Expense	5,815,484	4,972,100	6,173,100	6,004,700	1,032,600	6,042,000
6901 Membership Dues	13,380	23,700	17,200	20,300	(3,400)	20,400
6902 Conferences/Workshop	7,391	18,100	12,375	17,700	(400)	17,800
6903 Travel - Local	63,378	69,650	41,000	59,100	(10,550)	59,400
6904 Travel - Out of Town	12,623	22,400	21,600	27,500	5,100	28,100
6905 Training & Education	174,053	81,450	145,188	115,000	33,550	115,600
6906 Licenses & Agreements	221,563	206,100	200,900	208,800	2,700	212,500
6908 Medical Examinations	1,334	500	3,550	2,000	1,500	2,000
6909 Cost of Sales	5,736		6,883			
6910 Signage	3,980	5,500	11,100	3,500	(2,000)	2,400
6911 Facilities Rental	42,822	42,000	44,000		(42,000)	
6912 Advertising/Promotio	26,239	24,500	13,500	14,500	(10,000)	14,500
6913 Awards	149	300	300	300		300
6914 Recruiting	30	1,000			(1,000)	
6915 Research Data Acquis	2,503	4,900	2,500	5,000	100	5,000
6916 Public Education	6					
6917 Books and Periodicals	534	500	400	6,500	6,000	6,500
6918 Meals	4,694	3,500	6,100	4,200	700	4,200
6919 Special Projects	278,929	247,000	215,500	510,000	263,000	470,500
6929 Procurement Card Clg	845					
6933 Community Events		600			(600)	

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6936 Staff Relations	909					
6938 Rewarding Excellence	8,083	16,800	15,800	17,500	700	17,100
6940 Fencing	40,449	25,600	32,400	5,000	(20,600)	5,000
6999 Other Goods/Services	8,818		30,296			
* Other Goods & Services	918,446	794,100	820,592	1,016,900	222,800	981,300
7009 Internal Trfr Other	(139,058)	(8,400)	(234,457)	(9,400)	(1,000)	(9,400)
7010 IntTrfr Insur Funds	(61,270)		(18,000)			
7099 Interdept Chargeback	4,271		21,300			
9911 PM Labour-Reg	(10,836)					
* Interdepartmental	(206,893)	(8,400)	(231,157)	(9,400)	(1,000)	(9,400)
8010 Other Interest		10,400			(10,400)	
* Debt Service		10,400			(10,400)	
8003 Insurance Pol/Prem	1,412	2,000	1,000		(2,000)	
8008 Transf to/fr Reserve	971,900		(17,025)			
* Other Fiscal	973,312	2,000	(16,025)		(2,000)	
** Total	40,262,399	41,133,700	41,494,751	41,631,800	498,100	41,819,200

Summary Details - Corporate Customer Service						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
5101 Parking Rentals	(276,181)	(280,000)	(325,000)	(280,000)		(280,000)
5151 Lease Revenue	(324,792)	(304,000)	(304,000)	(304,000)		(304,000)
* Fee Revenues	(600,973)	(584,000)	(629,000)	(584,000)		(584,000)
5508 Recov External Parti	(464,441)	(395,600)	(439,945)	(395,600)		(395,600)
5600 Miscellaneous Revenue	(5,037)		(7,080)			
* Other Revenue	(469,479)	(395,600)	(447,025)	(395,600)		(395,600)
** Total	(1,070,451)	(979,600)	(1,076,025)	(979,600)		(979,600)
Net (Surplus)/Deficit	39,191,948	40,154,100	40,418,726	40,652,200	498,100	40,839,600

Parks & Recreation

2019/20 – 2020/21 Multi-Year 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.

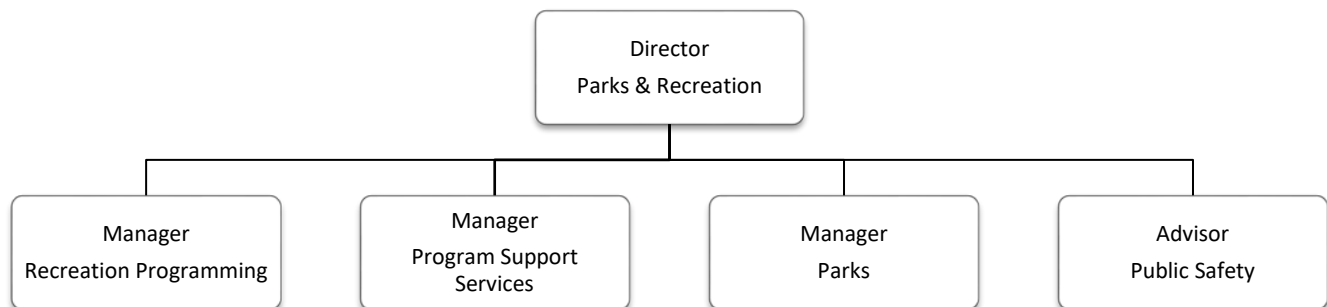
We make a difference.

PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council's priority outcomes of:

- Healthy, Liveable Communities - Recreation and Leisure
- Healthy, Liveable Communities - Public Safety
- Social Development - Social Infrastructure
- Social Development - Equity and Inclusion
- Economic Development - Arts, Culture and Heritage
- Governance and Engagement - Communications
- Governance and Engagement - Municipal Governance
- Service Delivery - Service to our People
- Service Delivery - Innovation

This is achieved through accessible programs, services, facilities and open spaces offering diverse recreation, leisure and cultural choices; and delivering inclusive civic events. Services provided through recreation, and 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, sports fields and skateboard parks. The Public Safety Advisor delivers strategic leadership to help ensure citizens and visitors to our community can live, learn, play and work in a safe environment.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	223.2	10.6	233.8
Seasonal, Casual and Term	243.7	+3.2/-8.8	238.1
Total	466.9	5.0	471.9

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Parks & Recreation	5.5%	5.5%	5.5%
Average tax bill amount spent on Parks & Recreation	\$105.40	\$109.10	\$110.40

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019/20)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Recreation and Leisure

Develop and Implement Strategic Plans

Implement a Parks and Recreation Strategic Policy Framework that identifies expected outcomes and priorities regarding service delivery, fiscal sustainability, accessibility, and inclusion. Other strategic plans include Fee Review, Halifax Common Master Plan, Halifax Forum Assessment, Rural Recreation Strategy and Park Standards.

Acquire and Develop Parkland

Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland such as Blue Mountain Birch Cove, Shaw Wilderness Park and several other properties. Priority focus will also be given to completing the review of the Halifax Common Master Plan and other approved park master plans as well as development of bare parkland received through development /acquisition.

Healthy, Liveable Communities – Public Safety

Ongoing Public Safety Initiatives

Continue the ongoing analysis, implementation and evaluation of priority actions identified in the public safety strategy.

Governance and Engagement – Municipal Governance

Strengthen Partnerships

Continue to implement new and updated partnership agreements with the remaining community groups and continue oversight of updated partnership agreements to ensure compliance with new agreements.

Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development.

Support for social development in marginalized communities will continue, such as participation in Between the Bridges, mobile food market, community gardens, etc.

Economic Development - Arts, Culture and Heritage

Museum Strategy Preparation

Continue work on the cultural artifact inventory, museum stakeholder consultations and development of the regional museum strategy.

Service Delivery - Service to our People

Improve Customer Service

Focus will be placed on continued implementation of new Recreation Services software that will significantly improve customer experience. Staff will also continue to explore opportunities to increase unstructured play and improve access to programs and services.

Diversity & Inclusion

Diversity in Management

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Parks & Recreation will focus on working towards increasing diversity in our management team in all employment equity (EE) areas (Women, aboriginal peoples, people with disabilities; members of visible minorities).

Operational Risk - Aging Recreation Infrastructure

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 that will include:

- Implementation of the 3-year capital plan
- Refinement of 10-year capital plan
- Development of Park standards and completion of condition/usage assessments
- Assessments of future capital projects (Halifax Forum, Sheet Harbour, Needham, Lakeside, etc)
- Continued safety program inspections, assessments and remedies.

Parks & Recreation Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Recreation and Leisure	St. Andrew's Community Centre	3,200,000		2,000,000
	Beazley Park	2,000,000		
	Park Recapitalization	2,620,000	11,250	1,500,000
	Sports Fields/Courts - Renewal	3,000,000		1,500,000
	Park Land Acquisition	7,000,000		500,000
	Regional Water Access/Beach Upgrades	100,000		150,000
	Recreational Trails			250,000
Economic Development				
Arts, Culture, and Heritage	Cultural Spaces	250,000	2,000	250,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Director's Office	392,428	446,900	545,500	570,500	123,600	570,500
Recreation Programming	8,013,220	8,642,100	8,817,315	8,562,400	(79,700)	8,793,700
Program Support Services	6,578,493	6,507,000	6,755,580	7,650,300	1,143,300	7,617,600
Parks	11,894,739	12,604,000	12,466,185	12,364,800	(239,200)	12,294,100
Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,580	29,357,800	1,036,200	29,502,400

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description/Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 28,321,600
Compensation	Salary adjustments	322,600	322,600
Interdepartmental Transfers	Reallocation of Washroom Contract to CCS	(162,500)	(162,500)
Budget Adjustments	Increase for Parks Maintenance - Shaw Wilderness Park	50,000	876,100
	Increase - Public Safety Advisor Office	90,600	
	Expense reduction to balance to envelope	(269,500)	
	Decrease in Revenue	22,800	
	Reduction in Debt Servicing Costs	(190,800)	
	Increase to Program Support Services - MDFs	1,048,000	
	Lake District Recreation Association Grant	50,000	
	Arts Halifax Grant	75,000	
Total Impact of Changes			1,036,200
2019/2020 Proposed Budget			\$ 29,357,800

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	23,541,503	23,607,100	24,265,385	23,929,700	322,600	24,217,100
Office	381,935	385,200	366,163	361,200	(24,000)	359,500
External Services	5,475,967	5,545,550	5,872,517	5,605,000	59,450	5,600,800
Supplies	587,166	544,250	560,299	533,550	(10,700)	530,050
Materials	425,232	664,400	647,904	540,800	(123,600)	534,300
Building Costs	1,982,944	2,515,300	2,370,087	2,237,800	(277,500)	2,237,800
Equipment & Communications	528,031	666,300	656,539	707,100	40,800	704,900
Vehicle Expense	25,941	14,100	31,376	24,100	10,000	24,100
Other Goods & Services	4,230,204	3,405,100	4,719,112	3,263,150	(141,950)	3,272,250
Interdepartmental	14,798	192,400	(67,551)	192,400		192,400
Debt Service	1,645,891	1,607,900	1,607,900	1,417,100	(190,800)	1,417,100
Other Fiscal	3,688,065	3,824,700	4,432,298	5,173,800	1,349,100	5,160,000
Total	42,527,676	42,972,300	45,462,029	43,985,700	1,013,400	44,250,300
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(12,010,140)	(11,991,100)	(13,262,268)	(12,065,800)	(74,700)	(12,185,800)
Other Revenue	(3,541,907)	(2,659,600)	(3,489,180)	(2,562,100)	97,500	(2,562,100)
Total	(15,552,048)	(14,650,700)	(16,751,448)	(14,627,900)	22,800	(14,747,900)
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400

PARKS & RECREATION SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Director's Office Key Deliverables (2019/20 - 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Arts, Culture and Heritage
<p>North American Indigenous Games (Est Compl: 20/21) Ensure the municipality delivers its commitments required to stage the 2020 North American Indigenous Games (NAIG).</p>
Diversity & Inclusion
<p>Management Team Diversity (Est Compl: 20/21) Work towards Increasing diversity in our management team in all employment equity (EE) areas (Women, aboriginal peoples, people with disabilities; members of visible minorities).</p>
Business Unit Risk Management – Succession Planning
<p>Succession Planning (Est Compl: 20/21) Work towards a comprehensive staffing plan to mitigate the turnover of key operational positions within the next 5 years due to retirements.</p>
Business Unit Risk Management – Improve Asset Management
<p>Improve Asset Management (Est Compl: 20/21) Increase investment of Parks and Recreation's human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets.</p>

Recreation Programming

Recreation Programming is committed to supporting Regional Council priorities through the delivery of a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, sport and wellness.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Recreation Program Delivery – Recreation fosters healthy lifestyles, vibrant communities and a sustainable environment through encouraging lifelong participation. People of all ages and stages of life can begin and continue participating in a variety of recreational opportunities. Lifelong participation includes active living, social gathering, connecting to nature, involvement in arts and culture and volunteering in community initiatives. It can be a structured program or spontaneous free play activities.

Social Development – Equity and Inclusion

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.

Volunteer and Non-Profit Support – Responsible for supporting the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.

Service Delivery Measures

Recreation Programming Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# Direct Programs delivered by Recreation Programming	8231	7822	8700 **	10,000**
# of Unique Registrations	64,923	65,185	66,062**	70,000**
# Youth Enrolled in Leadership Training	2780	2019	3045	3050
# Participants at Emera Oval (winter)*	110,000	104,720	110,000	112,000
# Participants at Emera Oval (summer)	43,452	41,012	49,567	44,000
# Community based partnerships	375	375	375	375

* Weather Dependent

** Includes Sackville Sports Stadium

Programs and Registrations

Recreation Programming has responded to changes in population, immigration, demand, and recreation trends by adjusting program offerings.

With the implementation of Legend Software in Fall 2018, the following changes from prior years are reflected in the table above:

- The programs and participant numbers at the Sackville Sports Stadium have been included in the analysis for 2018-19 for two seasons (Fall and Winter). The number of programs at the Sackville Sports Stadium are approximately 600 in Fall 2018 and 400 for Winter 2019. The winter program numbers at the Sackville Sports Stadium were reduced due to a capital project in the facility.
- At the conclusion of the Sackville Sports Stadium capital project, there will be an increase to planned Spring/Summer programs in 2019-20 and regular winter programming in 2020.
- Prior to 2018 all drop in programs were included in the direct programs and unique registrations, however, for Fall 2018 and Winter 2019 the drop-in programs were not included.

Youth enrollment in leadership training

Enrolment in HRM youth programming including Junior Leader programming and Youth Live has increased in 2018-19, as the awareness and availability of the Youth Leadership programs has increased. It is projected that the Youth Leadership programs will continue to have high participation, as the youth programming opportunities increases.

Participants at the Emera Oval

The participation numbers for both winter and summer 2018/19 are projected to align with the 2017/18 numbers, with higher numbers projected for winter 2019/20. Starting in 2019, the Oval will not be staffed during April and May. Parks & Recreation anticipates less spring utilization as equipment rentals and supervision will not occur during those months. As with any outdoor facility, utilization is weather-dependent.

Recreation Programming Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Hub and Spoke Recreation Delivery Model (Est Compl: 20/21) Implement Phase 2 of Hub & Spoke Recreation Delivery with: 1) Zatzman Sportsplex (19/20); and 2) Cole Harbour Place (20/21)</p>
<p>Fee Structure Review (Est Compl: Q2 19/20) Present final analysis of all fees associated with Parks & Recreation service delivery to Regional Council for approval, along with related Fees Bylaw followed by implementation of Council's direction.</p>
<p>Rural Recreation Strategy (Est Compl: 20/21) Develop the Rural Recreation Strategy to determine effective ways of increasing recreational opportunities. Year 1 (19/20) - Creation of strategy; Year 2 (20/21) - Implementation</p>
Service Delivery - Service to our People
<p>Recreation Management Software implementation (Est Compl: 20/21) Continue to work with the Recreation Software team, ICT and change management to transition recreation registration from Class to Legend. Implement additional functionality in the HRM owned and operated Recreation facilities.</p>

Program Support Services

Program Support Services is committed to supporting Regional Council priorities through the delivery of 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:

Healthy, Liveable Communities - Recreation and Leisure

Policy and Planning - Responsible for development of strategic plans through the assessment of needs for recreation and parkland programs and facilities.

Recreation Facility Scheduling - Responsible for scheduling HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional Centre for Education schools.

Governance and Engagement - Municipal Governance

Community Partnerships - Alternate service delivery providing recreation programs and services through agreements with community groups and board-run facilities such as Facility Lease Agreement (FLA) boards, multi-district facilities, and Joint Use Agreements (Halifax Regional Centre for Education).

Economic Development - Arts, Culture and Heritage

Arts and Culture Development and Support - Implementation of programs, plans, and policies related to culture and art, including provision of grants to professional arts organizations to support cultural sector.

Civic, Arts and Culture Festivals and Events Support Program - Responsible for civic, arts and culture festivals and events support. This includes planning, programming, financial support, delivery and logistical support to small to mid-size community festivals and events as well as large- scale annual events and major event hosting opportunities. Direct delivery of 9 HRM operational events i.e. Canada Day, Natal Day, Halifax Tree Lighting, and New Year's Eve.

Service Delivery Measures

Program Support Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Arts, Heritage & Festival Grants Only per Capita	\$4.56	\$6.31 ⁺	\$5.73 ⁺⁺	\$7.75 ⁺⁺⁺	\$6.76
Operating Cost for Arts, Heritage and Festival Grants Only per Capita	\$5.20	\$7.15	\$6.58	\$8.59	\$9.32
Culture Total Cost per Capita **	\$12.68	\$15.96	\$15.24	\$20.62	\$23.15
# Annual (Signature ^{***}) and Non-Annual Event Grants	18	19	22	20	NA
Value of Annual (Signature ^{***}) and Non-Annual Event Grants	\$2,059,000	\$1,113,000	\$946,000	\$2,000,000	NA
# Facility Agreements	33	34	34	34	NA
Financial Support Provided through Facility Agreements	\$1,300,000	\$1,381,000	\$1,362,000	\$2,417,000 ⁺⁺⁺⁺	NA

* Municipal Benchmarking Network Canada

** Total cost of providing cultural services including grants and the funding of cultural venues, e.g. art galleries, historical sites, cultural centres, and museums.

***Previously referenced as Hallmark

+ 2017/18 increase due to release of second round of 100 Anniversary of the Halifax Explosion grants, Canada 150 community grants and cultural event funding to large scale events Tall Ships & ECMAs

++ 2018/19 includes \$400k to Culture Link Performing Arts Society. No major cultural event funding (Pan Am Canoe Kayak & Memorial Cup are sporting events)

+++2019/20 includes \$600k to Culture Link and \$700,000 (direct funding & VIK) for NAIG

++++ Reflects increase in subsidy requests and reallocation of funding to Parks & Recreation budget

Partnership Agreements

In 2019/20, Program Support Services will continue to implement new and modernized partnership agreements with volunteer community boards and continue oversight of updated Management agreements to ensure compliance with new agreements.

Civic/Large Scale Events

In 2019/20, Program Support Services will continue the direct delivery of 9 large-scale HRM operational events, and provide event granting to approximately 22 community celebrations, 39 established community events, 13 cultural showcases & events. In addition, approximately 14 event grants are expected to be issued from the Marketing Levy Special Events Reserve totaling up to \$1.5m.

Civic/Large Scale Events 2019/20 (dates TBC)	2018 Dates
Canada Day	July 1
Bedford Days	June 28 – July 2
Natal Day	August 3 –6
Clam Harbour Beach Sandcastle	August 12
Halifax Tree Lighting	November 24
Dartmouth Tree Lighting	December 1

Civic/Large Scale Events 2019/20 (dates TBC)	2018 Dates
Halifax Explosion	December 6
Menorah Lighting	December 3
New Year's Eve	December 31

Value of Annual (Signature) and Non-Annual Event Grants

2019/20 projected increase due to several upcoming large-scale funding requests (i.e. North American Indigenous Games (NAIG), National Indigenous Dance Championships), remaining \$600k to Link Performing Arts Society.

Financial Support Provided through Facility Agreements

2019/20 planned financial support increase for facility support is due to increase in subsidy request from several Multi-District Facilities. HRM has previously covered payroll for St. Margaret's Centre and Zatzman Sportsplex in lieu of a direct subsidy. Payroll support was not previously budgeted but covered through a Loan Valuation Allowance. Moving forward there is no payroll funding, the only funding source will be the direct subsidy requested by the Boards to facility operation of the facility and programming.

Program Support Services Key Deliverables (2019/20 - 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Parkland Acquisition (Est Compl: Q3 19/20) Continued focus on executing Regional Council's direction to achieve access to Blue Mountain Birch Cove and Shaw Wilderness Park and acquisition of other parcels. Site plans and Masterplans for park areas: Completion of ongoing masterplans (Lake Echo, Gorsebrook and Eastern Passage Common) and initiation of plans for Cole Harbour Re-hab lands, Kingswood North and Africville Cultural Plan.</p>
<p>Aquatic Strategy (Est Compl: Q1 19/20) Finalize completion of the long-term strategy to determine the future aquatic needs for the municipality related to recreation, leisure and sport.</p>
<p>One Membership Access Study (Est Compl: Q1 20/21) Undertake the analysis in relation to a One Membership model for the delivery of Recreation Services.</p>
Service Delivery - Service to our People
<p>Technology Implementation (Est Compl: 20/21) Continue with the implementation of the Legend software solution to meet the needs of all HRM-owned recreation facilities including those operated by HRM and community boards. The new solution includes program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>
Governance & Engagement - Municipal Governance
<p>Modernize Facility Management/Lease Agreements (Est Compl: 20/21) Continue to implement new and updated partnership agreements with the remaining community groups and continue oversight of updated partnership agreements to ensure compliance with new agreements.</p> <p>Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development.</p>

Governance and Engagement - Fiscal Responsibility
Capital Asset Initiatives (Est Compl: Q3 19/20) Complete assessments of recreation and leisure facility projects including Sheet Harbour and Halifax Forum and return to Regional Council for direction.
Economic Development – Arts, Culture and Heritage
Museum Strategy Preparation (Est Compl: Q4 19/20) Continue work on the cultural artifact inventory, museum stakeholder consultations and work on the development of the regional museum strategy (Phase 1).

Parks

The Parks service area is committed to supporting Regional Council priorities through operation, maintenance and capital project delivery for all parks, open spaces, sports fields, courts, playgrounds, cemeteries, green spaces, and splash pads.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Athletic Field Maintenance - Responsible for maintenance of municipal sport fields, ball fields, and sports courts.

Social Development - Social Infrastructure

Park Planning, Development, and Maintenance - Responsible for development, revitalization and maintenance of municipal parks and beaches.

Playground Planning, Development, and Maintenance - Responsible for development, revitalization, and maintenance of playgrounds on HRM property and, through service agreements, those associated with community groups and schools.

Cemetery Management – Management, operation and maintenance of HRM-owned cemeteries.

Service Delivery Measures

Parks Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
All Parkland in Municipality as a Percent of Total Area of Municipality	NA	0.9%	0.92%	0.94%	6.5%
All Parkland in Designated Urban Area as Percent of Urban Area	NA	19.5%	19.5%	19.5%	9.5 %
Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population	NA	1,231	1,270	1,289	652

Parks Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Playground Sites per 100,000 Population	92.75 (395)	93.3 (403)	94.2 (407)	94.2 (407)	70.37
% of Parks Capital Projects Completed on Time within Budgeted Costs	90%	93%	93%	95%**	NA
% of Customer Service Requests closed within Standard	90.81% (4653)	90.79% (4792)	88% (4614)	90%	NA
Operating Cost of Parks per Person	NA	41.05	41.50	41.88	67.28

* Municipal Benchmarking Network Canada

** Original Capital Budget (A List) Projects only

The Parks Service supports the recreational and leisure needs of HRM. Parkland, both maintained and natural, enhances the quality of life; physical, mental and psychological well-being of the individual and the community in its entirety. Parks create opportunities for people to gather, interact and socialize through active and passive leisure activities connecting themselves to their community, neighbourhood and municipality.

HRM measures its parks services against the Municipal Benchmarking Network of Canada (MBNCanada), a repository of performance data for several comparable Canadian municipalities. The measures are in 4 categories: community impact, service level, efficiency, and customer service. There are numerous influencing factors to be considered when comparing the MBNCanada measures including, geography, demographics, maintenance levels, and service levels of maintained and natural parkland.

Parkland in Municipality as a Percent of Total Area of Municipality

Although HRM is one of the strongest municipalities in the provision of parks and playgrounds, parkland as a percent of the municipality is low due to HRM's large geographic area, which is 79% higher than the MBNCanada average. By comparison, HRM's urban area continues to provide significantly higher park density.

Percent (%) of Parks Capital Projects Completed

Capital Project completion of construction projects that are delivered on budget and on time continues to perform at a high level and is expected to continue.

Customer Service Requests closed within Standard

Service calls continue to track below 5000 with a high volume closed within standard. Although grass calls are up, the overall service request calls are showing a decline. In 2018/19, calls related to grass increased, primarily due to new contracts. New contract terms with vendors necessitated a shift of maintenance early in the season to ensure appropriate mowing standards. Concerns were addressed resulting in a decline in service calls during the last quarter of the season.

Operating Cost of Parks per Person

Operating cost of parkland per person and operating cost of parkland per hectare remains lower than average due to the structure of the various MBNCanada municipal budgets and varying service levels and contractual agreements. Costs attributed to parks services vary by municipality within MBNCanada and participants continue to work toward a common formula.

HRM Parks continues to provide delivery of parks infrastructure such as playgrounds, parks, sport fields and open green spaces across HRM. Parks aims to deliver its service as a customer focused, high performance, results-

oriented service and therefore, planning, designing, implementing, maintaining, and measuring are key components contributing to lifecycle management and performance excellence.

Parks Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
State of Good Repair within Parks and Cemeteries (Est Compl: 20/21) Improve asset and enhance lifecycle management by addressing aging infrastructure of parks, fields, and cemeteries as well as improved customer experience through enhanced maintenance and service level standards.
Parks Provision Standards (Est Compl: Q4 19/20) To develop updated and new service levels standards for the assessment and provision of parks and park amenities. Update and improve asset inspection and assessments through technology and software. Provision of parks and park assets will include a rationalization or right-sizing component providing reduction recommendations for Regional Council's consideration.
Improve Utilization of All-Weather Fields (Est Compl: Q4 19/20) Continue to provide all-weather field access and add one additional designated all-weather field location to enable free public access to the field(s) when not booked for exclusive use.
Capital Project Delivery (Est Compl: Q4 19/20) Complete 95%* of annual capital plan by March 31, 2020. Ensure approved Parks capital projects are advanced sufficiently in order to enable tendered/awarded/constructed.
Playground Inspections and Assessments (Est Compl: 20/21) Use CityWorks and Asset Registry technology to improve playground inspection delivery and measure performance against industry and service level standards.
Service Delivery - Service to People
Horticultural Service Review Implementation (Est Compl: 20/21) Implementation of a horticulture service delivery model to improve the quality, efficiency and sustainability of delivering horticultural services and greenhouse production across the Municipality.

* Original Capital Budget (A List) Projects only

Public Safety Advisor

The Public Safety Advisor service area is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Public Safety Coordination - This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

Public Safety Advisor Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Ongoing Public Safety Initiatives (Est Compl: 20/21) Continue the ongoing analysis, implementation and evaluation of priority actions identified in the public safety strategy.</p>
<p>Leverage Partnerships: Advisory Board (Est Compl: 20/21) Engage a formal Advisory Board to implement collaborative and holistic approaches that advance public safety for all.</p> <p>Key stakeholders include Education, Housing, Community Services, & Immigrant Services.</p>
<p>Build Capacity: Community Mobilization Teams (Est Compl: Q4 19/20) Grow CMTs both in number and strength (from 1 to 3); outreach to communities not yet engaged (Dartmouth North/East).</p>
<p>Build Capacity: Community Mobilization Teams (Est Compl: Q4 20/21) Establish CMT's in 5 communities; existing Joint Emergency Management Teams trained to prepare and respond to critical incidents.</p>
Service Delivery - Innovation
<p>Vulnerabilities Index (Est Compl: Q4 20/21) Generate evidence on state of community safety efforts internally and among community stakeholders, including well-being/neighbourhood equity index and KPIs to monitor progress on the Public Safety Strategy. Develop program evaluation for CMTs.</p>

MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

Overall, recreation services in HRM are delivered through a hybrid system, with several facilities operated by third parties and others directly operated by the municipality. In 2011, HRM initiated a review of the governance and oversight of its regional facilities to ensure the current governance and operating models were appropriate and meet current requirements. Under that project, seven (7) Multi-District Facility Associations/Societies; Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Zatzman Sportsplex, Halifax Forum, and St. Margaret's Centre, have negotiated updated and consistent management agreements.

The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of HRM's recreation outcomes. These agreements also contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request. Since the new management agreements were approved by both the boards and Regional Council in 2018, this budget cycle will be the initial presentation of the board's annual budgets and business plans.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the business plan submitted by each facility.

2019/20 Financial Summary

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Previous Payroll Support Provided *	Additional Net New Funds
Alderney Landing	\$1,472,500	\$1,472,500	\$0	\$320,500	\$175,000	\$0	\$145,500
Canada Games Centre	\$5,949,246	\$6,037,050	\$87,804	\$0	\$0	\$0	\$0
Centennial Pool	\$690,000	\$690,000	\$0	\$200,000	\$140,000	\$0	\$60,000
Cole Harbour Place	\$3,976,800	\$3,976,800	\$0	\$61,300	\$0	\$0	\$61,300
Zatzman Sportsplex	\$4,236,200	\$4,236,200	\$0	\$600,000	\$0	\$788,400	(\$188,400)
Halifax Forum	\$4,865,200	\$4,865,200	\$0	\$0	\$102,800	\$0	(\$102,800)
St. Margaret's Centre	\$1,799,500	\$1,799,500	\$0	\$284,000	\$0	\$861,700	(\$577,700)
TOTALS	\$22,989,446	\$23,077,250	\$87,804	\$1,465,800	\$417,800	\$1,650,100	(\$602,100)
*Payroll support has not been previously budgeted but covered through Loan Valuation Allowance							

In 2018/2019, the municipality provided either direct subsidies or payroll support valued at \$2,067,900 to MDF's. Zatzman Sportsplex and St. Margaret's Centre have requested that the financial contributions come in the form of a subsidy rather than funding via the Loan Valuation Allowance. Alderney Landing, Centennial Pool and Cole Harbour Place have requested additional subsidy funding. The changes require a total contribution request of \$1,465,800 which is \$602,100 less than the total amount dispensed in 2018/2019.

As noted, the new management agreements for the following Multi-District Facilities require that the facilities submit budgets and business plans starting in 2019/20 pursuant to Regional Council's direction. The following pages include the first business plans prepared by each facility and outline an introduction to each facility and their respective programs and services.

ALDERNEY LANDING

Alderney Landing cultural venue delivers 667 immersive cultural festivals, events, and performances annually. The organization is governed by a Board of Directors and is operated by 7 full time staff, 5 part-time staff, and 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 445 program and event volunteers.

Vision

“Alderney Landing, a coveted destination, is the inclusive cultural leader on the vibrantly connected Dartmouth Waterfront.”

Top 3 Deliverables for 2019/2020

1. Plan. Develop a robust Strategic Plan for Alderney Landing that results in a concise yet thorough process that guides decision making over the next 3-5 years.
2. Program. Maximize programming opportunities for Theatre, Gallery, Market and outdoor venues. Ensuring that we enrich the lives of the broader community through immersive cultural experiences, supporting at all levels local, artists, performers and farmers.
3. Promote the 20th Anniversary of Alderney Landing. Promote our excellence in diversity, inclusion, community, accessibility and creativity through our Signature Events.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Saturday Farmers Market – 50 events days including free family entertainment, musical performances and crafts for children. Continue to build as the social, cultural gathering place and find ways to expand meeting the demand, such as the seasonal Farmers Market Tent.

Sunday Cultural Market – 50 days continue to work with diverse citizens to build meaningful cultural events on the Sunday. Find new revenue sources to support hiring 50 more artists and musicians.

Wednesday Evening Market – 50 days continue to explore successful features to encourage the growth of the Market.

Community Groups and not for profits – continue to support the greater community by offering both the space to meet the community needs and to support their fundraising efforts.

Incubate Businesses – Alderney Landing has incubated over a dozen thriving businesses in HRM. Continue to find ways to support local entrepreneurs in the development of their product.

Economic Development – Arts, Culture, Heritage

Theatre – Total rental/performances 2018/2019 – 264; 2019/2020 - 288 target.

Dance – Increase rentals from 254 performances/events to 280. Maintain and service the 12 dance companies that perform 62 shows.

Professional and Community Theatre – Increase the rental and awareness of the diverse profile of the 8 Theatre Companies that performed 32 shows to 40 shows. New Anthony Sherwood Production.

Musical Performances – Increase the awareness and rentals of the 18 Musical productions at Alderney Landing including Symphony NS.

Literacy – Increase the number of Literary events from 3 to 4 major events.

Community Events – maintain and build on the 115 community event days including our accessible Theatre and Art Camps.

Film – Expand the Film opportunities to include more rental and more public performances. 49 rental days and 22 shows to 55 rental days and 25 shows. New free themed movie nights for the public.

Community Groups and Private Functions – Increase the 19 rentals to 22 in 2019/2020.

Craig Gallery – 83 Gallery Openings, exhibitions, Artists Talks Lectures 2018/2019, increase to 88 in 2019/2020 Workshops, Demos and Artist Talks, increase from 13 to 20.

Nocturne, continue to work with independent Artists to utilized A.L. for the event

Blue Mondays, Life Drawing, continue to increase the number of life drawing sessions 43

Fringe Festival continue to collaborate on larger events with HRM grow from 3 to 5.

Outdoor and Signature Events 2019/20 – Continue to build on our Signature Events. Cultivate new partnership funding and events.

Mother Goose Festival – Alderney Landing produces a free cultural event for Children, with the financial support of Kiwanis. The program creatively brings to life many characters and stories, that capture the essence of traditional stories with a modern twist, through plays, musical performances, art making and ten hands on activities.

The Fire and Water Festival – Free; an annual innovative, culturally diverse, inclusive festival celebrated by our region for our artistic achievements. The festival pays respect, builds awareness of our Mi'kmaq heritage and celebrates the diversity of all immigrants to this land, through elements that we all share Fire and Water. It includes, large creatively illuminated sculptures, a pyrotechnic show to music, Mi'kmaq sculptures, fire circles, storytelling, diverse musical presentations, flaming Food, and interactive Art making. 2019/2020 increase financial support and elevate with NEW programming.

The Bluenose Ghosts Festival – Share our local history through the works of Dr. Helen Creighton by creating new works with professional artists, and engaging youth. The community comes together to create new works in film, theatre, visual arts, new media, literacy and animation. Continue to expand the offerings 2019/2020 New Theme for Fear the Darkness Haunted House. Build on the success of the Court yard offering, VIP experiences, The Crypt ride, The Selfie Park, Photo Booth and the Great Escape. 2019 increase the offerings for new experiences and expansion. Total volunteers 168, build to 200 volunteers. Creative team of 20, build to 30.

The Christkindlmarket Festival – Free, supported by the Canadian German Association of NS, is a traditional German market offering authentic German experiences in social gathering with tradition crafts, food and beverage. Free train rides, carousal rides, the Maritime Mariotte’s nativity story play, making German crafts, Santa’s workshop, our Live singing Christmas tree and feature live musical performances. 2019/20 find more community private partners and expand the offerings. Grow revenue 10,000 additional.

Partnership Events

2019/20 Continue to build on our Partnership Events. Cultivate new partnership funding and events. Some of these events include:

Extravaganza FREE, Interactive artists festival.

Multi-Fest, FREE Alderney Landing was instrumental in supporting both the development of the Board, the Society, the event, the funding partners and the in-kind contributions to bring the event to Alderney Landing. Extensive planning is currently underway to improve the profile, the number of artists, the juration of the festival for 2019/20.

Alderney Landing hosts several additional annual and one-off events that we will continue to cultivate, develop new relationship and build on our successes for 2019/20. Alderney Landing is planning for 20th Year programming and Special Events.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Events, Cultural programming	262,200
Snow clearing and parking supplies	56,000
Art Gallery	23,000
Brand communication cultural programming	50,000
Tent install dismantle, cleaning, storage	30,600
Bar and catering	18,000
Wages and event staff	544,000
CPP EI WCB Health	59,000
Building maintenance	85,000
HRM Geo Thermal	40,000
Events supplies and equipment	85,000
Garbage removal	10,000
SOCAN, licenses, fees, ATM, security, linen	10,000
Utilities, power telephones	111,000
Interest, bank, ATM	14,200
Service and equipment	25,000
Professional fees and development	19,000
Property Tax and amortization	30,500
Total	\$1,472,500

Revenues	2019/2020 Budget
Cultural Events programming	335,000
Events Plaza Parking	218,000
Farmer's and Cultural Market Vendors	168,000
Permanent Market Vendors	97,000
Theatre, tech and box office	139,000
Community corporate, bar and catering	35,000
Visual Arts	58,000
ATM	21,000
Cultural Grants	51,000
A.L.A. Donation	30,000
HRM Subsidy - Geo Thermal	\$40,000
Subsidy Requested	\$280,500
Total	\$1,472,500
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Reduction in wharf rental revenue with the removal of the wharf management from the agreement
- Reduction in P3 revenue
- Curtailment of waste management contracts to focus on cultural mandate
- Non-renewal of sponsorship contract

These circumstances have necessitated the request of a subsidy in 19/20 of \$320,500 (\$40,000+\$280,500), which is an overall increase of \$145,500.

The impact of not receiving the subsidy would mean increased reliance on unsecured fund development/grants making programing and planning difficult to forecast and a risk to organization to adequately staff for key programs.

CANADA GAMES CENTRE

Mission

The Canada Games Centre is committed to the promotion of healthy and active living. We provide opportunities and access for sport and recreation at all levels. Driven by our passion, leadership and teamwork, we provide innovative programming and exceptional experiences.

Top 3 Deliverables for 2019/2020

1. Development of a Removing Barriers & Enhancing Accessibility Plan for the Canada Games Centre.
2. Integration of HRM Legend Solution, SAP Solution, and ICT network into operations of the CGC.
3. Reduction of utility costs through joint partnership with HRM and Efficiency Nova Scotia.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – Offer a wide variety of Community, School, Camp and Sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and continue to align to the Sport For Life (S4L) model to foster active living through recreation.

Fitness and Wellness Programs – Offer over 60 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, fitness forever, high intensity training, etc. Often offer Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members with a nominal cost for non-members who might be interested.

Aquatics Programs – Our program focuses on basic survival skills and proper swimming technique. We offer a broad range of program such as Parent & Tot, preschool lessons, school aged lessons, swim patrol and a range of leadership program that prepared youth for employment as lifeguard and instructors. Working on collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

Facility Rentals - Rental of various spaces and areas around the facility including; pool lanes, community rooms, Field House courts, track and dance/fitness studios. Included in this area are birthday party bookings as they take place in areas that we traditionally rent.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	3,869,030
Office	158,579
Contract Services	331,092
Training and Education	41,616
Repairs and Maintenance	60,180
Supplies	40,377
Aquatics	46,126
Athletics	35,142
Materials	93,840
Building Costs	1,077,221
Equipment & Communications	70,967
Other Goods & Services	125,076
Total	\$5,949,246

Revenues	2019/2020 Budget
Memberships	3,748,156
Aquatics	741,856
Athletics	716,365
Rentals	378,781
Advertising	29,471
Grants	15,300
Other Revenue	83,181
Leases	323,940
Subsidy Requested	\$0
Total	\$6,037,050
Net Surplus/Deficit	\$87,804

Subsidy Request

Canada Games Centre has not requested an annual subsidy.

CENTENNIAL POOL

Mission

The Centennial Pool Association is committed to providing the opportunity for amateur sport athletes and the community to have access to aquatic training. The Association prides itself on delivering a clean and safe aquatic facility that provides access for amateur and professional athlete training.

Top 3 Deliverables for 2019/2020

1. Provide more opportunity for amateur athletes to access the benefits of aquatic training regardless of the sport they are training in.
2. Tapping into Professional Sport Training.
3. Modernizing our safety & accessibility.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Fitness and Wellness Programs – Aquasize and Dedicated Lane Availability

Aquatics Programs – Adult Swim Lessons

Facility Rentals – Amateur Competitive Sport, Military Training, and Professional Sport fitness

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	364,600
Office	25,100
Contract Services	46,000
Training and Education	2,000
Repairs and Maintenance	11,500
Supplies	22,600
Aquatics	1,000
Building Costs	176,000
Equipment & Communications	5,500
Other Goods & Services	30,500
Other Fiscal	5,200
Total	\$690,000

Revenues	2019/2020 Budget
Memberships	30,000
Aquatics	267,000
Parking	193,000
Subsidy Requested	\$200,000
Total	\$690,000
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Wage pressures for lifeguards to be on par with other facilities to promote staff retention and recruitment
- Equipment requirements for operations such as lifeguard chairs and uniforms
- Additional lifeguards on pool deck to continue to meet safety standards

These circumstances have necessitated the request of a subsidy in 19/20 of \$200,000, which is an increase of \$60,000.

The impact of not receiving the subsidy would mean lifeguard retention concerns and delays in purchasing operational equipment.

COLE HARBOUR PLACE

Purpose

To fulfil the recreational, cultural and wellness needs of the community, while creating a legacy for families and inspiring leaders of tomorrow

Vision

The Heart of the community, inspiring and enabling physical, mental and social well-being.

Top 3 Deliverables for 2019/2020

1. Increased recreational and fitness programming for youth.
2. Increased focus on small group fitness and Personal Training to meet evolving demands of our membership.
3. Providing increased opportunities for access to individuals and families in need of financial support.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – Cole Harbour Place (CHP) offers recreational programming for all age groups, 7 days a week. Our facility contains multiple dance studios, weight training centre, cardio room, spin studio, squash courts as well as a newly renovated functional training space. Programs offered include, but are not limited to, spin classes, high intensity interval training (HIIT), yoga, Zumba, chair fit, personal training, heavy bag training, squash lessons, as well as a drop-in squash night. We also offer babysitting services as well as day camps to help keep parents active and youth engaged.

Aquatics Programs – CHP is home to a six lane, 25 metre competition pool, a large leisure pool, hot tub and tot pool and offers a variety of recreational options for people of all ages. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement as well as group classes such as aqua-fit and social water fit.

Arena Programming / Rental – CHP contains 2 NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM learn to skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of a Major Midget, Major Bantam, Junior B and High School hockey teams and are involved in hosting large tournaments and camps throughout the year.

Facility Rentals – Associations, community groups, corporations and individuals can rent space at CHP to suit their needs. We offer multiple meeting rooms of various sizes, including a newly renovated 5500 sq ft Multi-Purpose Room. We have non-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve. Spaces are commonly rented for trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and weddings to name a few.

Economic Development – Arts, Culture, Heritage

Cultural Events – CHP has played host to the annual Harvest Festival which is a major attraction for the local community every September. Highlights of the Harvest Fest include a parade, live music, fireworks, art exhibit, health expo, farmers market and many interactive games for kids and families.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	2,188,600
Office	19,100
Contract Services	550,500
Training and Education	21,100
Repairs and Maintenance	106,100
Supplies	56,400
Aquatics	26,000
Athletics	39,200
Arena	39,500
Dance	6,300
Materials	42,000
Building Costs	737,300
Equipment & Communications	8,300
Other Goods & Services	11,100
Other Fiscal	125,300
Total	\$3,976,800

Revenues	2019/2020 Budget
Memberships	1,081,600
Aquatics	578,800
Athletics	276,100
Arena	982,000
Dance	85,000
Rentals	85,800
Advertising	25,000
Other Revenue	65,600
Leases	735,500
Subsidy Requested	\$61,300
Total	\$3,976,800
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- loss of revenue due to reopening of Bowles Arena and shift of ice demands to RBC Centre;
- anticipated loss in membership and aquatic revenue with Zatzman Sportsplex reopening; and
- union negotiations this upcoming year with increase legal costs and wage pressures

These circumstances have necessitated the request of a subsidy in 19/20 of \$61,300, which is an increase of \$61,300.

Lack of funding could mean that the facility would defer annual maintenance; reduce part time staffing hours; and have potential impact to legal services for union negotiations.

ZATZMAN SPORTSPLEX

Mission

Great communities have citizens who are healthy in body, mind and spirit. The Zatzman Sportsplex provides sport, recreation and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

Motto

Transforming the health and wellbeing of our community one person at a time.

Top 3 Deliverables for 2019/2020

1. The revitalized Sportsplex is fully operational with a complete program and service suite.
2. 2500 pass holders & in excess of 600,000 visits to the facility during the year.
3. A comprehensive community access program including Teen Takeover Night, free swimming and skating opportunities for marginalized families and citizens, free fitness classes each week, times for weekly use the running track at no charge, and subsidized instructional program opportunities.

Services Offered

Healthy, Liveable Communities- Recreation and Leisure

Recreation Programs – Through its gymnasium, program studios and meeting rooms Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool recreational skating and swimming opportunities are available.

Fitness and Wellness Programs – The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

Aquatics Programs – The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

Arena Programming / Rental – The arena is used for a variety of ice related sports and leagues including minor and gentleman's hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several yearly hockey tournaments include SEDMHA and Justice Scores for Wishes along with

non-hockey community events including graduations for the local high schools and NSCC, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

Facility Rentals – The Zatzman Sportsplex offers 5 community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and even things like birthday parties.

Economic Development- Arts, Culture, Heritage

Cultural Events – The Zatzman Sportsplex hosts the largest piece of indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the building for one (1) month. Those that sell something from their display pay a commission on those sales that is used to maintain the public art display cases. The facility also hosts a pop up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Administration	391,000
Athletics	1,266,500
Aquatics	550,600
Operations	1,258,700
Events and Rentals	172,900
Maintenance	596,500
Total Expenses	\$4,236,200
Membership Deferral	225,000
Total	\$4,461,200

Revenues	2019/2020 Budget
Arena	637,500
Athletics	2,096,000
Aquatics	710,200
Room Rentals	76,000
Fund Development	230,000
Other	111,500
Subsidy Requested	\$600,000
Total	\$4,461,200
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming revenue due to delayed reopening
- Payroll previously covered by HRM will now be covered by Zatzman Sportsplex
- Staff and programming funding required to reopen and relaunch facility
- Membership and programming revenue will require time to re-establish.

These circumstances have necessitated the request of a subsidy in 19/20 of \$600,000, which is an increase of \$600,000 but would be offset by a reduction in payroll support of \$788,400.

Lack of funding could mean that the facility would be unable to meet payroll obligations, eliminate all free community access programming included free track access and have potential difficulties paying facility operations maintenance.

HALIFAX FORUM

Mission

The Halifax Forum Community Association is committed to provide an innovative and quality facility for diverse recreation, entertainment, arts, business and community opportunities. To provide facilities that are fun, safe, versatile and active for children, adults and seniors through individual and team activities using efficient and financially responsible management as a vital community partner for the residents of HRM.

Top 3 Deliverables for 2019/2020

1. Continue to operate in a financially responsible manner, despite the uncertain future, offering a wide range of services and activities in one location.
2. Adjust to the loss of the SMU varsity programs, while continuing to support organizations with explorative opportunities and hosting of major sporting events.
3. Maintain or increase event days throughout the complex while being a community focal point where patrons can socialize with an atmosphere that advocates and promotes the values and benefits of recreational activities for all ages.

Services Offered

Healthy, Liveable Communities – Recreation and Leisure

Arena

Rent over 6000 hours of ice annually with a focus on minor hockey, recreation ice rental and attendance generating events. Ice in both pads for 11 months, removed from the Forum in June.

Facility

Host over 300 events throughout the facility including the facilitation of community events, fitness activities, meeting rooms, commercial events, spectator based activities, providing quality customer service and day to day maintenance of all associated infrastructure

Programming

Maintain our profitable working relationship with NS Sport Hall of Fame while continuing to provide senior social, activity through bingo.

Financial Responsibility

Business plan is based on traditional revenue and expense streams with preventative maintenance and capital planning lacking, prior to potential re-development. The expectation with this lack of planning is that the contribution to the reserve account should be higher than budgeted, assuming no large-scale maintenance requirement.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	1,619,000
Office (Supplies, advertising, telephone)	62,000
Training and Education	5,000
Repairs and Maintenance	125,000
Sanitary Supplies	35,000
Uniforms	5,000
Arena Equipment repairs & maintenance	60,000
External Services refuse, security, audit	66,000
Materials	146,746
Utilities (electricity, fuel, water)	580,000
Equipment & Communications – ICT core services	10,000
Vehicle Expense	20,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	2,072,000
Ground Maintenance (Paving, salt)	35,000
Other Fiscal (Reserve, Interest)	24,500
Total	\$4,865,200

Revenues	2019/2020 Budget
Concessions	170,000
Bingo	3,175,000
Arena Ice	1,000,000
Events	365,000
Rentals	70,000
Parking	35,000
Advertising	25,000
Other Revenue (Misc., cash machines)	20,000
Leases	5,200
Subsidy Requested	\$0
Total	\$4,865,200
Net Surplus/Deficit	\$0

Subsidy Request

Halifax Forum has not requested an annual subsidy, which is a reduction of \$102,800.

ST. MARGARET'S CENTRE

Mission

St. Margaret's Centre is dedicated to the community. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are committed to providing quality programming at an affordable price in a great recreational setting to the community. The heart of St. Margaret's is in the Centre.

Top 3 Deliverables for 2019/2020

1. Quality ice and great gym experiences with a wide scope of programs offered.
2. Health and Wellness Fitness initiatives for family and individuals.
3. Development of new programs to fit the need of changing populations.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – From Summer Camp programs to Elite Sport we have a very diverse range of activities. Public skates, adult skates, pickle ball, and yoga to just name a few. Dance and skating to spin and fitness classes. Parent tot skates, tumble tots and after school programs.

Fitness and Wellness Programs – Our Fitness Center is affordable, accessible and user friendly. Our Fitness and wellness programs are support strength building to relaxation. We are a friendly fitness and family orientated environment.

Aquatics Programs – St. Margaret's Centre has an outdoor pool that runs from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims every day of the summer. A perfect meeting place for a community event or a child's birthday party.

Arena Programming / Rental – Two ice surfaces (one Olympic size and one International size) are available for rental 12 months a year. St. Margaret's Centre has a wide variety of groups utilizing the facility for hockey, figure skating, speed skating and ringette. Lots of family skates and great programs for people of all ages to learn to skate.

Facility Rentals – Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

Economic Development – Arts, Culture, Heritage

Events – St. Margaret's Centre provides art, theatre, music and dance classes through the afterschool programs and summer camp programming. Dance and skating as well as Tae Kwon Do are also very important part of the community programming at the Centre.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	1,105,400
Office	77,200
Contract Services	46,600
Training and Education	5,000
Repairs and Maintenance	164,500
Supplies	26,200
Building Costs	348,000
External Services	9,900
Vehicle Expense	11,700
Other Goods & Services	5,000
Total	\$1,799,500

Revenues	2019/2020 Budget
Memberships	31,500
Aquatics	66,200
Athletics	227,500
Arena	963,400
Rentals	147,200
Advertising	40,000
Grants	12,300
Other Revenue	27,400
Subsidy Requested	\$284,000
Total	\$1,799,500
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- payroll previously covered by HRM will now be covered by St. Margaret's Centre.

These circumstances have necessitated the request of a subsidy in 19/20 of \$284,000, which is an increase of \$284,000 but would be offset by a reduction in payroll support of \$861,700.

Lack of funding could mean reductions in programming (free skates), in student employment opportunities, and in proactive facility maintenance.

Summary of Net Expenditures - Parks and Recreation

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C411 Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
**** Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
C410 Director's Office	392,428	446,900	446,900	346,900	(100,000)	346,900
C888 NAIG P-R			98,600	223,600	223,600	223,600
**** Parks & Recreation Administra	392,428	446,900	545,500	570,500	123,600	570,500
R851 Horticulture East	716,158	758,500	766,350	759,800	1,300	759,800
W180 Playgrounds East	755,457	758,250	811,105	778,250	20,000	778,250
W181 Parks East Admin	284,562	313,700	336,000	313,700		313,700
W182 Sportsfields East	761,160	983,450	967,008	998,050	14,600	996,050
W183 Playgrounds Central	572,068	659,300	628,600	657,200	(2,100)	657,200
W185 Sportsfields - Central	854,374	949,500	913,939	947,800	(1,700)	947,800
W187 Artificial Fields	2,690	377,300	364,475	366,800	(10,500)	366,800
W191 Cntrcts-Grass/Hort	2,013,584	1,951,600	1,893,350	1,781,800	(169,800)	1,781,800
*** Parks East	5,960,053	6,751,600	6,680,827	6,603,400	(148,200)	6,601,400
R831 Parks West Admin	819,851	174,600	189,324	174,600		174,600
R850 Horticulture West	1,199,588	1,202,700	1,145,245	1,199,600	(3,100)	1,199,600
R855 Cemeteries	(2,606)	24,400	19,533	28,800	4,400	28,800
R860 Major Parks	637,307	620,400	660,524	671,900	51,500	669,900
W184 Playgrounds West	843,970	944,700	934,026	925,300	(19,400)	925,300
W186 Sportsfields West	1,039,722	1,303,500	1,285,901	1,301,200	(2,300)	1,301,200
*** Parks West	4,537,832	4,270,300	4,234,553	4,301,400	31,100	4,299,400
W189 Fleet Maintenance	3,172		4,000	1,700	1,700	
W702 Parks Administration	599,687	(203,200)	(258,700)	(180,800)	22,400	(265,800)
W705 State of Good Repair		1,015,000	1,065,305	995,000	(20,000)	995,000
W954 Parks Capital Projects	793,995	770,300	740,200	664,100	(106,200)	664,100
**** Parks	11,894,739	12,604,000	12,466,185	12,384,800	(219,200)	12,294,100
C705 Community Partnerships	1,723,866	1,578,000	1,465,100	2,720,400	1,142,400	2,691,700
C711 Destination Halifax	403,170	393,000	409,600	410,100	17,100	410,100
C760 Culture & Events	1,771,395	1,558,800	1,733,565	1,758,300	199,500	1,758,300
C764 Cultural Development	225,000	285,000	229,100	360,000	75,000	360,000
C772 Reg-Events/Culture						
D710 Program Sup Serv Adm	266,949	225,800	230,600	184,300	(41,500)	180,300
D911 Administration Services	488,964	545,400	506,667	564,400	19,000	564,400
W700 Policy & Planning	817,120	906,400	852,600	935,600	29,200	935,600
*** Operations	5,696,465	5,492,400	5,427,232	6,933,100	1,440,700	6,900,400
C706 BMO Centre	(181,128)	(278,000)	(181,535)	(278,000)		(278,000)
C708 RBC Centre	(254,182)	(244,700)	152,884	(219,700)	25,000	(219,700)
C910 Facility Transfers	128,958	140,000	140,000	140,000		140,000
W204 Spencer House						
*** Facilities	(306,352)	(382,700)	111,349	(357,700)	25,000	(357,700)
D960 LKD:Devonshire Arena	(6,988)					
D970 Le Brun Centre	(345,305)	(199,700)	(392,400)	(345,000)	(145,300)	(345,000)
D980 Gray Arena	(16,876)	(16,300)	(3,000)	(10,300)	6,000	(10,300)
D985 Locked: Bowles Arena	(20,708)					
*** Arenas	(389,877)	(216,000)	(395,400)	(355,300)	(139,300)	(355,300)
C220 Riverlake Com. Ctr.	1,741	5,300	900	5,300		5,300
C230 Waverley Com. Centre	7,863	22,300	23,900	22,300		22,300
C260 Lockview Ratepayers	3,820	6,900	5,000	6,900		6,900
C270 Lucasville Comm. Ctr	6,365	8,400	7,400	8,400		8,400
C290 Upper Sack. Com. Ctr		40,000	40,000	40,000		40,000
*** Area Services	19,788	82,900	77,200	82,900		82,900
C106 Prospect Rd Com Ctr	203,299	197,800	197,800	192,000	(5,800)	192,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C110 East Preston Rec Ctr	32,488	33,400	32,900	33,400		33,400
C113 Bedford Hamm P C/Ctr						
C125 Beaver Bank Com. Ctr	677,262	655,400	667,100	642,100	(13,300)	642,100
C150 Up. Ham Plns Com Ctr	27,728	34,100	33,300	34,100		34,100
C155 Hrtsfld/Wlmwd Com Ct	22,710	32,000	24,900	32,000		32,000
C165 LKD-Stlmnt/Rvrlne CC	2,292		1,500			
C194 G.Snow/Fall Riv Rec	369,262	356,300	356,300	194,900	(161,400)	194,900
C199 St. Marg Bay Ctr	223,429	221,400	221,400	218,800	(2,600)	218,800
C215 Porter's Lake Com Ct						
*** Mun. Rec. Facil-General Rate	1,558,469	1,530,400	1,535,200	1,347,300	(183,100)	1,347,300
**** Program Support Services	6,578,493	6,507,000	6,755,581	7,650,300	1,143,300	7,617,600
D101 Rec. Prog. Admin.	406,647	446,000	313,167	435,000	(11,000)	436,800
D999 Clearing Account Rec	63,117					
*** Recreation Services	469,764	446,000	313,167	435,000	(11,000)	436,800
D160 SMBC Prog. & Skating	74,213	121,600	120,373	120,000	(1,600)	120,000
D175 CWSCC PR AQ FC	255,490	298,900	285,826	430,400	131,500	430,400
D320 Bedford Outdoor Pool	(9,296)	(7,900)	(15,347)	(8,900)	(1,000)	(9,900)
D540 Beaches/Commons Pool	457,834	480,600	398,798	400,800	(79,800)	400,800
D570 Needham Pool	84,895	98,900	90,900	101,900	3,000	101,900
D640 Colby Vill Otdr Pool			26,800	(33,750)	(33,750)	(33,750)
** Aquatics & Leisure	863,136	992,100	907,350	1,010,450	18,350	1,009,450
C471 Emera Oval	403,114	388,700	467,787	437,600	48,900	437,600
D180 Herring Cove Program	87,505	242,350	136,732		(242,350)	
D840 Physical Active Living	(12,477)	(53,550)	(3,857)		53,550	
D850 Inclusion Services	103,813	94,400	183,209	185,100	90,700	185,100
*** Aquatics, Leisure, Active Livin	1,445,091	1,664,000	1,691,221	1,633,150	(30,850)	1,632,150
S210 Youth LIVE Admin	299,237	289,700	302,860	307,800	18,100	307,800
S231 947 Mitchell	121,303	98,800	123,492	103,800	5,000	103,800
S232 1300 St. Margaret's Bay	6,917	5,000	550	5,000		5,000
S233 Youth LIVE Initiatives	552,352	610,900	579,301	600,800	(10,100)	600,800
** Youth LIVE Operations	979,810	1,004,400	1,006,203	1,017,400	13,000	1,017,400
C761 Youth Power House				130,900	130,900	130,900
C762 Youth Advocate Program		1,800	1,700		(1,800)	319,100
D755 Youth Programming	638,701	656,700	669,613	562,200	(94,500)	562,200
*** Youth Programming	1,618,510	1,662,900	1,677,516	1,710,500	47,600	2,029,600
C175 Hubbards Programming	27,137	42,600	36,024	37,100	(5,500)	37,100
D155 Chocolate Lk Program	186,691	180,900	217,464	159,900	(21,000)	143,900
D210 Lakeside Programming	360,614	391,400	434,587	405,400	14,000	390,100
D215 St.Margs/Tantal Prog	3,704	12,100	10,017	2,200	(9,900)	(5,900)
D580 St Andrews Programming	141,435	223,700	167,205	219,600	(4,100)	219,600
*** Mainland North & Western	719,581	850,700	865,297	824,200	(26,500)	784,800
D310 Gordon Snow Programm	236,626	230,400	238,286	177,000	(53,400)	177,000
D315 Acadia Programming	384,967	356,900	383,169	393,700	36,800	393,700
D325 Lebrun Programming	284,641	296,300	256,010	297,200	900	297,200
D330 Mid. Musq. Program	42,445	37,000	35,808	36,700	(300)	36,700
D350 Bdfd/Hmdplns CommCtr	116,322	138,500	168,380	141,300	2,800	141,300
*** Bedford/Sackville/Fall River	1,065,000	1,059,100	1,081,653	1,045,900	(13,200)	1,045,900
D172 NPCC Programming	432,388	536,200	525,170	529,600	(6,600)	529,600
D410 Musq Harbour Prog/FC	329,411	335,700	346,586	340,000	4,300	340,000
D430 Sheet Hbr.Prog/FC	233,963	228,300	233,932	229,800	1,500	229,800
D620 Cherrybrk/LkEcho Pro	2,131	13,100	9,846	12,700	(400)	12,700
D630 Cole Hbr Programming	423,620	374,600	393,916	396,200	21,600	396,200
D810 Findlay Programming	192,318	261,400	267,919	258,500	(2,900)	258,500
D815 Dart North Com Ctr.	254,837	288,100	311,961	293,000	4,900	293,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
D825 Tallahassee Programming	327,270	348,200	334,164	326,300	(21,900)	306,300
*** Cole Harbour/Dartmouth & East	2,195,937	2,385,600	2,423,494	2,386,100	500	2,366,100
D510 Needham Programming	420,001	407,000	439,908	435,100	28,100	435,100
D550 G. Dixon Programming	233,335	219,600	237,531	215,000	(4,600)	209,800
D555 Isleville Programming	(11,244)	(5,200)	(7,242)	(5,200)		(5,200)
D565 The Pavilion/HFX Com	6,188	13,400	9,247	13,400		13,400
D575 Larry O'Connell Prog	383	(800)	(880)	(5,600)	(4,800)	(9,600)
D590 Citadel Programming	170,064	197,700	173,115	187,150	(10,550)	187,150
*** Peninsula	818,726	831,700	851,679	839,850	8,150	830,650
Z186 LKD:Sackville SSPool	(97,980)	17,000		17,000		17,000
ADMN SSS - Administration		487,900	418,980	362,550	(125,350)	362,550
ATHL SSS-Athletics		116,100	130,400	110,800	(5,300)	110,800
ICEX SSS - Ice		(562,700)	(528,400)	(562,700)		(562,700)
MEMB SSS - Memberships		(145,800)	(59,100)	(151,850)	(6,050)	(151,850)
POOL SSS - Pool		(111,100)	(48,592)	(108,100)	3,000	(108,100)
Z118 LKD:Stadium Program	70,986					
Z125 Locked: Stadium Admin.	(292,395)	(59,300)			59,300	
*** Sackville Sports Stadium	(319,389)	(257,900)	(86,712)	(332,300)	(74,400)	(332,300)
**** Recreation Programming	8,013,220	8,642,100	8,817,315	8,542,400	(99,700)	8,793,700
**** Locked						
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400

Summary Details - Parks and Recreation

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	14,535,404	14,958,200	15,051,321	15,792,500	834,300	15,792,500
6002 Salaries - Overtime	306,306	116,000	109,127	106,000	(10,000)	106,000
6003 Wages - Regular	5,688,568	40,000	40,000	40,000		40,000
6004 Wages - Overtime	8,653					
6005 PDP & Union Con Incr	(95,482)		(308,941)			
6051 Shift Agreements	3,301					
6054 Vacation payout	19,608		7,705			
6099 Other Allowances	211					
6100 Benefits - Salaries	3,034,898	3,151,700	3,113,324	3,167,800	16,100	3,167,800
6101 Benefits - Wages	338,392					
6110 Vacancy Management		(648,000)		(808,000)	(160,000)	(808,000)
6150 Honorariums	6,112	10,300	11,400	10,300		10,300
6152 Retirement Incentives	104,111	106,500	107,800	111,500	5,000	111,500
6154 Workers' Compensation	376,140	270,900	276,210	286,800	15,900	286,800
6155 Overtime Meals	11,922	500	500	500		500
6157 stipends	261,380	326,500	228,900	326,500		326,500
6158 WCB Recov Earnings	(5,622)					
6199 Comp & Ben InterDept	(143,404)	(500,200)	(786,079)	(819,300)	(319,100)	(500,200)
9200 HR CATS Wage/Ben	(588,299)	5,774,700	6,382,648	5,715,100	(59,600)	5,683,400
9210 HR CATS OT Wage/Ben	(320,697)		31,470			
* Compensation and Benefits	23,541,503	23,607,100	24,265,385	23,929,700	322,600	24,217,100
6201 Telephone	72,664	54,200	59,090	52,500	(1,700)	51,800
6202 Courier/Postage	54,977	64,400	59,716	64,200	(200)	64,200
6203 Office Furn/Equip	16,836	35,600	16,709	32,100	(3,500)	31,900
6204 Computer S/W & Lic	13,574	7,900	360	1,400	(6,500)	2,400
6205 Printing & Reprod	33,913	9,600	7,400	8,000	(1,600)	8,200
6207 Office Supplies	112,425	98,200	113,537	93,100	(5,100)	91,100
6299 Other Office Expenses	77,545	115,300	109,351	109,900	(5,400)	109,900

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
* Office	381,935	385,200	366,163	361,200	(24,000)	359,500
6301 Professional Fees	27,322	17,500	100	2,000	(15,500)	800
6303 Consulting Fees	9,808	6,500	27,800	6,500		6,500
6304 Janitorial Services	226,724	210,800	272,755	322,300	111,500	322,300
6305 Property Appraisal	100	5,100		5,100		5,100
6306 Property Survey	199					
6308 Snow Removal	26,539	22,900	35,700	22,900		22,900
6309 Litigation Disburse	12,061		150			
6310 Outside Personnel	233,723	241,200	132,550	5,300	(235,900)	5,300
6311 Security	150,139	150,300	151,150	137,600	(12,700)	137,600
6312 Refuse Collection	65,562	52,700	40,910	41,500	(11,200)	41,500
6390 Ext Svc Transfer			100			
6399 Contract Services	4,723,791	4,838,550	5,211,302	5,061,800	223,250	5,058,800
* External Services	5,475,967	5,545,550	5,872,517	5,605,000	59,450	5,600,800
6401 Uniforms & Clothing	125,112	104,900	125,636	83,300	(21,600)	83,300
6402 Med & First Aid Supp	10,247	9,600	7,849	10,300	700	10,300
6404 Rec Prog Supplies	317,787	319,550	298,220	296,850	(22,700)	295,250
6405 Photo Supp & Equip	176					
6406 Bridge Tolls	5,107	3,400	5,919	4,000	600	2,300
6407 Clean/Sani Supplies	66,456	65,200	65,417	73,900	8,700	74,700
6409 Personal Protect Equ	23,204	15,800	26,833	40,900	25,100	39,900
6499 Other Supplies	39,078	25,800	30,425	24,300	(1,500)	24,300
* Supplies	587,166	544,250	560,299	533,550	(10,700)	530,050
6501 Asphalt	21,725	103,250	153,100	2,000	(101,250)	2,000
6502 Chemicals	374	700	750	500	(200)	500
6503 Fertilizer	18,862	28,500	20,500	32,000	3,500	32,000
6504 Hardware	55,996	72,000	63,720	61,100	(10,900)	61,100
6505 Lubricants	2,601	3,400	3,450	1,200	(2,200)	1,200
6506 Lumber	45,674	67,900	66,500	72,400	4,500	72,400
6507 Propane	236		400			
6508 Ready Mix Concrete	383	2,900	1,150	900	(2,000)	900
6510 Road Oils						
6511 Salt	3,808	5,500	3,800	3,000	(2,500)	1,750
6512 Sand	6,988	15,000	22,346	17,500	2,500	16,250
6513 Seeds & Plants	44,293	57,600	83,475	72,800	15,200	72,800
6514 Sods	4,859	9,600	6,363	8,600	(1,000)	8,600
6515 Stone and Gravel	29,045	87,450	57,400	74,950	(12,500)	72,950
6516 Topsoil	105,915	110,400	72,800	99,200	(11,200)	97,200
6517 Paint	75,768	76,700	82,650	77,150	450	77,150
6518 Metal	73	1,000	100		(1,000)	
6519 Welding Supplies	1,103		3,500			
6520 Salt-Sand Mix		500			(500)	
6522 Greenhouse Materials		15,000			(15,000)	
6599 Other Materials	7,531	7,000	5,900	17,500	10,500	17,500
* Materials	425,232	664,400	647,904	540,800	(123,600)	534,300
6602 Electrical	66,636	92,800	69,526	95,100	2,300	95,100
6603 Grnds & Landscaping	90,244	174,100	120,218	1,000	(173,100)	1,000
6605 Municipal Taxes	39,222	37,800	27,068	20,000	(17,800)	20,000
6606 Heating Fuel	45,520	70,400	55,300	70,400		70,400
6607 Electricity	1,138,713	1,437,600	1,412,284	1,399,600	(38,000)	1,399,600
6608 Water	126,405	141,400	128,700	128,600	(12,800)	128,600
6610 Building - Exterior	17,881	100	28,536		(100)	
6611 Building - Interior	3,876	37,000	38,152	1,000	(36,000)	1,000
6612 Safety Systems	3,422	800	10,825	800		800

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6614 Envir Assess/Cleanup						
6617 Pest Management	4,101	4,200	2,914	4,200		4,200
6690 Building Exp Transfe	109					
6699 Other Building Cost	446,816	519,100	476,564	517,100	(2,000)	517,100
* Building Costs	1,982,944	2,515,300	2,370,087	2,237,800	(277,500)	2,237,800
6701 Equipment Purchase	305,759	437,600	416,444	464,800	27,200	462,600
6702 Small Tools	38,005	30,900	38,919	39,400	8,500	39,400
6703 Computer Equip/Rent	736	5,700		5,000	(700)	5,000
6704 Equipment Rental	38,060	61,900	30,978	47,400	(14,500)	47,400
6705 Equip - R&M	10,604	23,000	26,200	22,100	(900)	22,100
6706 Computer R&M	390	600	800	600		600
6707 Plumbing & Heating	2,837	12,100	5,000	5,800	(6,300)	5,800
6708 Mechanical Equipment	5,053	1,000		1,000		1,000
6711 Communication System	126,587	93,500	138,198	121,000	27,500	121,000
* Equipment & Communications	528,031	666,300	656,539	707,100	40,800	704,900
6802 Vehicle R&M	256	1,000	377		(1,000)	
6803 Vehicle Fuel - Diesel	1,099	600	800	500	(100)	500
6804 Vehicle Fuel - Gas	8,129	6,700	5,888	6,500	(200)	6,500
6806 Vehicle Rentals	16,226	5,800	24,161	17,100	11,300	17,100
6811 Shop Supplies	142		50			
6899 Other Vehicle Expense	89		100			
* Vehicle Expense	25,941	14,100	31,376	24,100	10,000	24,100
6901 Membership Dues	18,612	19,150	10,300	20,350	1,200	20,350
6902 Conferences/Workshop	54,770	19,500	17,135	22,200	2,700	22,200
6903 Travel - Local	199,991	191,500	195,417	164,600	(26,900)	148,800
6904 Travel - Out of Town	22,392	17,700	16,847	14,700	(3,000)	15,700
6905 Training & Education	59,952	61,700	36,640	56,700	(5,000)	59,700
6906 Licenses & Agreements	10,729	5,800	4,900	5,500	(300)	5,500
6907 Commission Fees	709		700			
6908 Medical Examinations	3,089	2,950	5,910	3,850	900	3,850
6909 Cost of Sales	404,505	243,800	1,848,666	238,800	(5,000)	238,800
6910 Signage	1,778	40,800	19,191	43,000	2,200	43,000
6911 Facilities Rental	361,443	382,900	314,182	388,900	6,000	387,900
6912 Advertising/Promotio	45,317	92,100	46,731	81,000	(11,100)	81,000
6913 Awards	56,163	60,500	55,062	62,350	1,850	62,350
6914 Recruiting	1,287	1,000	1,000	1,000		1,000
6916 Public Education	25,883	46,000	5,000	11,000	(35,000)	10,000
6917 Books and Periodicals		1,600	650	2,700	1,100	2,700
6918 Meals	4,004	4,500	10,970	10,400	5,900	10,400
6919 Special Projects	913,550	571,200	480,015	564,500	(6,700)	588,200
6928 Committee Expenses		300		300		300
6932 Youth Pr Services	1,392	3,000	3,000	3,000		3,000
6933 Community Events	1,330,516	833,000	856,673	854,500	21,500	854,500
6936 Staff Relations	47					
6938 Rewarding Excellence	13,038	13,900	11,600	13,900		13,900
6940 Fencing	152,276	173,700	148,950	188,800	15,100	188,000
6941 Playground Equipment	27,179	47,300	46,100	47,300		47,300
6942 Management Fees	342,419	568,200	441,118	568,200		568,200
6943 Health and Wellness	2,436	2,000	3,000	2,000		2,000
6999 Other Goods/Services	176,726	1,000	139,355	(106,400)	(107,400)	(106,400)
* Other Goods & Services	4,230,204	3,405,100	4,719,112	3,263,150	(141,950)	3,272,250
7009 Internal Trfr Other	(103,206)	(20,000)	(196,966)	(20,000)		(20,000)
7011 Int Trf Record Check	13,960		15,759			
7013 Int Trf Extra Duty	34,552	212,400	45,000	212,400		212,400

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
7015 Int Trf FacilityRent	68,397		68,456			
7099 Interdept Chargeback	90		200			
9911 PM Labour-Reg	1,005					
* Interdepartmental	14,798	192,400	(67,551)	192,400		192,400
8011 Interest on Debentur	332,298	294,300	294,300	253,100	(41,200)	253,100
8012 Principal on Debentu	1,313,593	1,313,600	1,313,600	1,164,000	(149,600)	1,164,000
* Debt Service	1,645,891	1,607,900	1,607,900	1,417,100	(190,800)	1,417,100
8001 Transf Outside Agenc	3,825,261	3,032,300	3,763,600	4,118,900	1,086,600	4,097,400
8003 Insurance Pol/Prem	5,893	9,000	11,800	9,000		9,000
8004 Grants	1,975,344	2,405,200	2,423,098	2,530,200	125,000	2,530,200
8008 Transf to/fr Reserve	(2,054,563)	(1,621,800)	(1,693,800)	(1,484,300)	137,500	(1,476,600)
8022 Transf to/fr Trust	(63,869)		(72,400)			
* Other Fiscal	3,688,065	3,824,700	4,432,298	5,173,800	1,349,100	5,160,000
** Total	42,527,676	42,972,300	45,462,029	43,985,700	1,013,400	44,250,300

Summary Details - Parks and Recreation

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
5101 Parking Rentals	(142,317)	(150,000)	(150,000)	(150,000)		(150,000)
5102 Facilities Rentals	(1,564,816)	(1,573,800)	(1,564,081)	(1,535,100)	38,700	(1,647,400)
5150 Other Rental Revenue	(48,304)	(43,600)	(50,100)	(43,600)		(43,600)
5151 Lease Revenue	(435,194)	(423,900)	(438,393)	(423,900)		(423,900)
5204 Administration Fees	(20,303)	(25,000)	(44,000)	(25,000)		(25,000)
5207 Arts & Crafts Revenue	(151,569)					
5208 Dance & Drama Revenue	(76,730)					
5209 Comm. Events Rev.	(704,103)	(549,200)	(245,840)	(399,200)	150,000	(399,200)
5210 Sport & Fitness Rev.	(747,019)	(660,800)	(691,214)	(660,800)		(660,800)
5211 Program Facil. Rev.	(42,065)					
5212 Leisure Skills Rev.	(225,181)	(274,600)	(296,756)	(296,600)	(22,000)	(296,600)
5213 Play. & Camp Rev.	(828,260)	(731,900)	(894,751)	(731,900)		(731,900)
5214 Wellness Revenue	(49,192)					
5215 Aquat.Rev.-Instuct.	(894,031)	(869,000)	(901,300)	(891,500)	(22,500)	(891,500)
5216 Aquat.Rev.-Recreat.	(158,827)	(170,800)	(163,847)	(190,700)	(19,900)	(190,700)
5217 Inclusion Svcs. Rev.			(944)			
5218 Hockey Revenue	(2,848)	(30,000)		(30,000)		(30,000)
5219 Ice Rentals	(4,332,359)	(4,734,900)	(4,642,414)	(4,926,400)	(191,500)	(4,934,100)
5220 Public Skates	(21,810)	(18,000)	(18,000)	(18,000)		(18,000)
5228 Membership Revenue	(668,863)	(785,300)	(669,753)	(794,300)	(9,000)	(794,300)
5239 Cultural Programs		(192,400)	(210,401)	(192,400)		(192,400)
5250 Sales of Svcs-Other	(332,278)	(325,300)	(263,986)	(325,300)		(325,300)
5402 Sale of Bottles	(37,227)	(60,000)	(40,000)	(60,000)		(60,000)
5403 Sale-Other Recycle	(315,135)	(350,000)	(320,000)	(350,000)		(350,000)
5404 Canteen Revenue	(202,598)	(13,000)	(1,650,296)	(11,500)	1,500	(11,500)
5450 Other Sales Revenue	(9,114)	(9,600)	(6,192)	(9,600)		(9,600)
* Fee Revenues	(12,010,140)	(11,991,100)	(13,262,268)	(12,065,800)	(74,700)	(12,185,800)
5501 Fundraising		(5,400)	(5,400)	(5,400)		(5,400)
5503 Advertising Revenue	(186,884)	(284,100)	(263,647)	(283,600)	500	(283,600)
5508 Recov External Parti	(3,173,217)	(2,175,800)	(3,026,351)	(2,079,300)	96,500	(2,079,300)
5509 NSF Chq Fee	(1,785)	(6,500)	(3,000)	(6,500)		(6,500)
5600 Miscellaneous Revenue	(180,021)	(187,800)	(190,782)	(187,300)	500	(187,300)
* Other Revenue	(3,541,907)	(2,659,600)	(3,489,180)	(2,562,100)	97,500	(2,562,100)
** Total	(15,552,048)	(14,650,700)	(16,751,448)	(14,627,900)	22,800	(14,747,900)
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400

Planning & Development

2019/20 – 2020/21 Multi-Year Budget and Business Plan

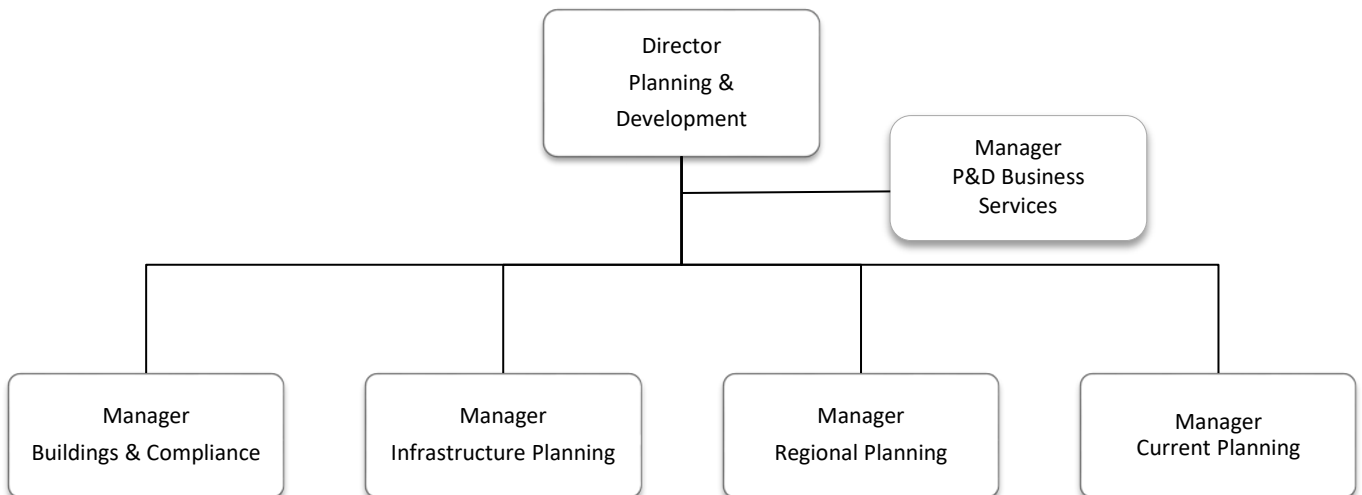
Mission: Planning & Development is leading Halifax's transformation, ensuring our city is resilient and a preferred destination for people, investment and new ideas. We are taking action aligned with these priorities and are committed to delivering results that are valued by Regional Council and the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

PLANNING & DEVELOPMENT OVERVIEW

Planning & Development is committed to advancing Regional Council’s priority outcomes of:

- Economic Development - Arts, Culture and Heritage
- Economic Development - Focus on the Regional Centre
- Economic Development - Promote and Maximize Growth
- Economic Development - Rural Economic Development
- Governance and Engagement - Municipal Governance
- Governance and Engagement - Fiscal Responsibility
- Healthy, Liveable Communities - Energy and Environment
- Healthy, Liveable Communities - Public Safety
- Service Delivery - Service to our Business
- Service Delivery - Service to our People
- Social Development - Housing and Neighbourhoods
- Transportation - Interconnected and Strategic Growth

This is achieved through delivery of 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, energy and environmental management, licencing, compliance and building standards. 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.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	209	6	215
Seasonal, Casual and Term	7.5	8.9	16.4
Total	216.5	14.9	231.4

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Planning & Development	1.6%	1.5%	1.6%
Average tax bill amount spent on Planning & Development	\$30.10	\$29.10	\$31.80

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Service Delivery - Service to our Business

P & D Renewal

2019/20 represents the final year of Renewal and our current Strategic Planning Cycle. The 19/20 work will focus on examining the work completed under renewal, preparing a capping report on successes and lessons learned, and undertaking the strategic planning work for 2020-24 based on these metrics and assessment of future state needs of the Business Unit and the Municipality.

Service Delivery - Service to our People

P & D Service Delivery Excellence

Planning and Development continues to implement the principles of performance excellence across a series of operational initiatives, including Intake and Circulate Review and Process Improvements in Land Use and Subdivision Program Area. While these initiatives are specifically associated with Service Delivery Excellence, the majority of our 19/20 and 20/21 deliverables are directly focused on improving the effectiveness and efficiency of our services.

Transportation - Interconnected and Strategic Growth

Transportation Planning

To adapt to changes and growth in regional mobility needs, Planning and Development is developing a Transportation Demand Management (TDM) program, updating Municipal Service Systems General Design Guidelines (the “Red Book”) and working to integrate the IMP with the next Regional Plan Update. Part of this work entails the development of a data strategy which includes KPIs and the maintenance of a computerized model of the Regional Transportation Network.

Economic Development – Promote and Maximize Growth

Regional Plan

Planning and Development continues to move forward on a wide range of initiatives associated with the Regional Plan overall, including the Policy Work Program for the 10-year Regional Plan Review, oversight of Centre Plan approvals process, improving the regulatory framework governing Affordable Housing and implementing a suite of improvements to our data management and reporting work.

Centre Plan

In 2019/2020, Planning and Development will oversee the Centre Plan Package A approvals process. Package A includes proposed policies and regulations for areas designated for growth in the Urban Structure, including Centres, Corridors, Higher Order Residential areas, and Future Growth Nodes, Planning and Development Centre Plan staff will support full transition to the Centre Plan Package A. This will occur in the two Planning and Development Offices and involve conducting staff training, preparing administrative tools and supporting the by-law implementation processes. Over this year, any required amendments will also be generated.

Once Centre Plan Package A is approved and underway, Planning and Development will finalize the policy and conduct any required engagement for Package B, which includes proposed policies and regulations for areas designated as Established Residential Areas, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas.

In 2020/2021, Planning and Development will oversee the Centre Plan Package B approvals process. Package B includes proposed policies and regulations for areas designated as Established Residential Areas, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas, Planning and Development Centre Plan staff will support full transition to the Centre Plan Package B. This will occur in the two Planning and Development Offices and involve conducting staff training, preparing administrative tools and supporting the by-law implementation processes. Over this year, any required amendments will also be generated.

Healthy, Liveable Communities – Energy and Environment

Climate Action Plan

To help achieve long-term targets for improving energy conservation and efficiency, reducing greenhouse gas emissions, increasing our reliance on renewable energy sources and helping our communities adapt to climate change, Planning & Development will develop the Community Energy and Climate Action Plan, a priority plan that includes corporate and community-level climate change mitigation and adaptation.

The goal of the plan is reduced greenhouse gas emissions both corporately and HRM-wide, which saves energy, money, and cuts our contributions to climate change. In addition, the plan will contemplate how we can adapt to the inevitable impacts of climate change, resulting in more resilient communities and infrastructure that can better withstand impacts and bounce back from disasters.

Storm Water Policy Implementation

To improve storm water management and flood mitigation across the municipality, Planning & Development will, in conjunction with our partners at Halifax Water, begin to implement the Integrated Storm Water Management Framework adopted by Council in January 2018.

Diversity & Inclusion

Revise Community Engagement Process

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Planning & Development will focus on community engagement and improved communication, with emphasis on the African Nova Scotian Community, in partnership with the Office of Diversity & Inclusion and the Greater Halifax Partnership.

Equitable Employment

Planning & Development will develop an outreach & recruitment strategy, in partnership with Human Resources, to attract candidates from under-represented groups and build a workforce reflective of the community we serve. Additionally, all hiring supervisors and managers will complete Hiring Manager Certification.

Planning & Development Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget*	2019/20 OCC	2020/21 Gross Budget
Service Delivery				
Service to our Business	Permitting, Licensing, Compliance	3,633,000	211,900	1,805,000

* Includes Carry Forward

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	1,923,691	1,957,900	1,879,420	1,987,900	30,000	1,991,900
Buildings & Compliance	(4,070,960)	(3,101,600)	(2,445,020)	(4,028,400)	(926,800)	(3,430,800)
Infrastructure Planning	2,616,774	2,762,400	2,988,128	3,646,800	884,400	3,726,800
Regional Planning	3,155,168	3,918,500	3,061,532	3,841,300	(77,200)	3,840,800
Current Planning	2,538,286	2,565,300	2,881,102	2,377,900	(187,400)	2,380,900
Net (Surplus)/Deficit	6,162,958	8,102,500	8,365,162	7,825,500	(277,000)	8,509,600

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 8,102,500
Compensation	Compensation Adjustments and New Positions	1,666,900	1,666,900
Budget Adjustments	Reduction in Expense Budgets including Consulting	(84,800)	(1,943,900)
	Reduction in Special Projects Budget	(212,500)	
	Increase in Rural Transit Funding Grant	220,000	
	Transfer to/from Outside Agencies (One-time transfer related to 2018/19 only)	150,000	
	Transfers to/from Reserves (Reduced due to one-time transfer for Lake Banook Pollution Control Study in 2018/19 only)	160,000	
	Increase in Parking Fine Revenue	(1,750,000)	
	Increase in Other Fee Revenues	(426,600)	
Total Impact of Changes			(277,000)
2019/2020 Proposed Budget			\$ 7,825,500

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	15,501,862	17,014,100	16,853,420	18,681,000	1,666,900	18,085,000
Office	190,061	225,000	152,958	193,400	(31,600)	187,400
External Services	2,365,190	2,117,000	2,514,581	2,055,600	(61,400)	2,056,600
Supplies	27,735	31,500	44,125	66,300	34,800	66,300
Materials		100	500		(100)	-
Building Costs	3,678	30,000	200	30,000		30,000
Equipment & Communications	42,410	98,000	55,081	70,000	(28,000)	68,000
Vehicle Expense	22,897	32,700	30,200	33,700	1,000	35,700
Other Goods & Services	384,011	980,800	502,322	768,300	(212,500)	770,800
Interdepartmental	42,504	400	17,543	900	500	400
Other Fiscal	(146,252)	230,000	196,567	760,000	530,000	840,000
Total	18,434,096	20,759,600	20,367,497	22,659,200	1,899,600	22,140,200
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(11,729,176)	(12,472,100)	(11,375,000)	(14,678,700)	(2,206,600)	(13,475,600)
Other Revenue	(541,962)	(185,000)	(627,335)	(155,000)	30,000	(155,000)
Total	(12,271,138)	(12,657,100)	(12,002,335)	(14,833,700)	(2,176,600)	(13,630,600)
Net (Surplus)/Deficit	6,162,958	8,102,500	8,365,162	7,825,500	(277,000)	8,509,600

PLANNING & DEVELOPMENT SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Business Unit Key Deliverables (2019/20 - 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
Inclusive Public Service (Est Compl: Q4 19/20) -Secure dedicated Diversity & Inclusion Advisor resource to support both internal initiatives and community engagement strategies.
Equitable Employment (Est Compl: Q4 20/21) - All hiring supervisors and managers to complete Hiring Manager Certification. - Develop outreach strategy in partnership with HR to attract candidates from under-represented groups.
Service Excellence - Inclusive Community Engagement
Meaningful Partnerships (Est Compl: Q4 20/21) - Partner with the Halifax Partnership and Office of Diversity & Inclusion to identify methods to engage African NS communities in the development of planning documents - Partner with HR and Office of Diversity & Inclusion, develop & deliver training to front line staff to incorporate diversity & inclusion in customer interactions.
Accessible Information & Communication (Est Compl: Q4 20/21) Using information from best practice research conducted 2018-19, revise communication and engagement process with diversity & inclusion as a core consideration.

Buildings & Compliance

Buildings & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to building construction, licensing and by-law enforcement. This division is responsible for the Animal Control, Parking Enforcement, Building Inspection and Minimum Standards, and By-law Enforcement program areas.

Services Delivered:

Healthy, Liveable Communities - Public Safety

Animal Control - Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by HRM staff and sheltering services for lost and impounded pets are provided through contractual arrangement.

Parking Enforcement - Ensures public safety, maintains traffic flow requirements as directed by signage and enforces the general rules of the road under legislation of the Motor Vehicle Act, HRM By-law P-500 and the HRM Winter Parking Regulations.

Licensing - Responsible for the administration and issuance of various licences.

By-law Enforcement - Responsible for the enforcement of HRM's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required.

Social Development - Housing and Neighborhoods

Building Approvals - Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings.

Building Standards - This service includes minimum standards investigations, sub-standard residential housing, and rooming house licensing.

Service Delivery - Service to our People

Support Services - Provides administrative support to Compliance Officers and the public which includes customer service, licensing support, adjudication and remedy.

Service Delivery Measures

Buildings & Compliance Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median ⁽¹⁾ 2017
Building Standards					
Number of Residential and ICI Building Permits Issued in the Fiscal Year	3,204	3,439	2,992	3,211	None
New Residential Units Created per 100,000 Population	587	578	692	619	578
Operating Cost of Building Permits and Inspection Services per \$1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value	\$4.99	\$4.45	\$5.75	\$5.06	\$8.29
By-law Standards					
Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population	770	839	715	775	1,674
Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint	2.44	1.91	2.8	2.38	1.46
Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws	93%	89%	96%	93%	86%
Operating Cost of Enforcement for Noise, Property Standards, Yard Maintenance and Zoning By-laws per 100,000 Population	\$453,493	\$450,166	Not Available	Not Available	\$536,301
License Standards					
Operating Cost of Enforcement for Animal Control By-laws per 100,000 Population	\$383,075	\$373,771	Not Available	Not Available	\$586,799
Percent of Recovery of Animal Control Costs	19%	16%	15%	17%	29%

(1) Municipal Benchmarking Network Canada

Buildings & Compliance Performance Measures	2016 Actual	2017 Actual	2018 Actual
Number of Building Permits Issued	4,167	4,603	4,192
Total Construction Value (CV) of Building Permits Issued per Capita ²	1,606	2,334	2,253
Building Inspections & Reviews	18,590	20,828	17,304
Number of By-law - Service Requests ¹	24,445	27,104	27,238
Number of By-law Services Inspections	13,140	13,498	14,242
Number of Minimum Standards Service Request (M200)	687	330	743
Number of Tickets Issued (Parking Enforcement)	170,759	144,757	113,574
Number of Licenses Issued ²	24,450	23,750	12,708
Number of Animals Handled (Animal Control)	555	448	425

(1) Service requests include requests from Animal Services, License Standards and By-law Standards

(2) Types of licenses include dog, taxi and limousine, sign, vending, sidewalk café

Buildings & Compliance Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance & Engagement - Municipal Governance
Buildings & Compliance Standard Operating Procedures (SOPs) (Est Compl: Q4 20/21) Year 1 & 2 Review & Implementation - Inventory of current SOPs and practices - Map future state SOPs
Taxi & Limousine Industry Review (Est Compl: 23/24 – Initiative will span 5 years.) Year 1 - Based on Council direction, draft amendments, create implementation plan and determine resourcing needs
By-law M-200 Recommendations Implementation (Est Compl: Q4 19/20) Year 1 – Pending Council direction, draft amendments and create implementation plan to implement residential rental registration program

Infrastructure Planning

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation and implementation of policies, standards, by-laws and programs related to the ongoing management of infrastructure, growth and development including the Integrated Mobility Plan. This division is responsible for the strategic transportation, infrastructure policy and standards and development engineering program areas.

Services Delivered:

Healthy, Liveable Communities - Public Safety

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 storm water 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 business unit 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 – Interconnected and Strategic Growth

Transportation Planning – Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation, and Transportation Demand Management.

Healthy, Liveable Communities - Energy and Environment

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 Halifax region. Administers environmental and energy performance measurement, contaminated site management, and environmental policy development for the municipality.

Infrastructure Planning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation - Interconnected and Strategic Growth
<p>Integrated Mobility Plan (Est Compl: 29/30. This initiative will span 10+ years.) In order to adapt to changes and growth in regional mobility needs, Planning and Development is developing a Transportation Demand Management (TDM) program, and working to integrate the IMP with the next Regional Plan Update. Part of this work entails the development of a data strategy which includes KPIs and the maintenance of a computerized model of the Regional Transportation Network.</p>
<p>Year 1 Implementation Est Compl: Q4 19/20) To move goods and people of all ages and abilities as outlined by the Integrated Mobility Plan, Planning & Development will deliver programs and projects that support and promote the pattern of growth which is anticipated by the Regional Plan. This initiative will strive to ensure that communities and places of work are connected, and that people and goods can move throughout the region using a variety of modes choices including walking, cycling, and transit.</p> <ul style="list-style-type: none"> -Develop Transportation Demand Management (TDM) program* -Develop a transportation data strategy -Detailed design of Phase 1 of the Bedford Highway Corridor -Functional design of Spring Garden Road Streetscaping project -Detailed design and land acquisition of Bayer’s Road corridor -Detailed design of Phase 1 of the Herring Cove Road
<p>Year 2 Implementation (Est Compl: Q4 20/21) -Implement transportation data strategy -Detailed design of Spring Garden Road Streetscaping project -Complete update to Design Guidelines (Red Book)</p>
Healthy, Liveable Communities - Energy and Environment
<p>Community Energy & Climate Action Plan (Est Compl: 24/25. This initiative will span 5+ years.) To help achieve long-term targets for improving energy conservation and efficiency, reducing greenhouse gas emissions, increasing our reliance on renewable energy sources and helping our communities adapt to climate change, Planning & Development will develop the Community Energy and Climate Action Plan, a priority plan that includes corporate and community-level climate change mitigation and adaptation.</p>
<p>Year 1 Develop Plan (Est Compl: Q4 19/20) - Creation of new climate models for different emission scenarios to inform new reduction targets. - Develop action plan for mitigation and adaption of new greenhouse gas reduction targets. - Partnership with Efficiency Nova Scotia for \$1,000,000 investment in corporate energy efficiency projects. - Participate in year one of a two year national, funded project to learn how to create equitable clean energy programs with a focus on reducing energy poverty.</p>
<p>Year 2 Develop Plan (Est Compl: Q4 20/21) - Partnership with Halifax Water and Legal Services in preparation of District Energy By-law for the new Cogswell District. - Participate in year two of a two year national, funded project to learn how to create equitable clean energy programs with a focus on reducing energy poverty.</p>
<p>Storm Water Policy To improve storm water management and flood mitigation across the municipality, Planning & Development will, in conjunction with our partners at Halifax Water, begin to implement the Integrated Storm Water Management Framework adopted by Council in January 2018.</p>

2019/20 – 2020/21 Deliverables with Estimated Completion

Year 1 Implementation (Est Compl: Q4 19/20)

- Begin implementation of flood risk reduction strategy for Sackville River
- Flood plain mapping for Shubenacadie Lakes System
- Determine Joint Funding and Implementation Plan for 10 highest priority sites identified by the National Disaster Mitigation Program study
- Develop joint storm water standards with Halifax Water
- Create storm water management By-law for private developments

Year 2 Implementation (Est Compl: Q4 20/21)

- Begin implementation of flood risk reduction strategy for Shubenacadie Lakes System
- Detailed engineering study for implementation of flood risk reduction strategy for Sackville River
- Flood plain mapping for Bissett Run

* Delivery may be amended if TDM Coordinator position is not secured.

Regional Planning

Regional Planning is committed to supporting Regional Council priorities through the formulation of long-range objectives and policies related to future land use and the growth and development of the municipality. This work has far reaching implications for the organization as it proactively defines the regional settlement pattern and influences the long-term environmental, social and economic resiliency of the community. This division is responsible for the planning and strategic initiatives, urban design and heritage, environment and energy and social and economic research program areas.

Services Delivered:

Economic Development - Focus on the Regional Centre

Urban Design - Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and by-laws for the Regional Centre 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.

Economic Development - Arts, Culture and Heritage

Heritage Property Program - Respond to land development and heritage property registration requests through staff or Regional 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.

Social Development - Housing and Neighborhoods

Affordable Housing – Support for the objectives of the Housing and Homelessness Partnership by exploring ways to positively impact affordable housing via programs, policies and regulations that the Municipality controls in keeping with the Regional Municipal Planning Strategy.

Governance and Engagement - Municipal Governance

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 Culture and Heritage and the Green Network Plan.

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.

Service Delivery Measures

Regional Planning Performance Measures	2016 Actual	2017 Actual	2018 Actual
Housing Starts	2,305	2,752	2,871

Residential construction (low density) has shown steady increases over past four years in the suburban and rural areas, forming most of the overall construction value in the Municipality.

Residential (multi unit) construction varies year to year depending on what is being built. Typically, these builds take more than a year to complete.

Regional Planning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Focus on the Regional Centre
Regional Plan (Est Compl 29/30. This initiative will span 10+ years.) Planning and Development continues to move forward on a wide range of initiatives associated with the Regional Plan overall, including the Policy Work Program for the 10-year Regional Plan Review, oversight of Centre Plan approvals process, improving the regulatory framework governing Affordable Housing and implementing a suite of improvements to our data management and reporting work
Year 1 Regional Plan Policy Work Program (Est Compl: Q4 19/20) In 2019/2020, Planning and Development will undertake the policy work program for the 10-year Regional Plan Review. Conduct research and draft new policy and regulatory framework Integrate IMP, Green Network Plan
Year 2 Regional Plan Engagement & Adoption (Est Compl: Q4 20/21) In 2019/2020, Planning and Development will undertake the policy work program for the 10-year Regional Plan Review. This will consist of conducting citizen engagement, finalizing policy and the approvals process.

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Year 1 Plan & By-Law Simplification – Centre Plan Package A approval & implementation (Est Compl: Q4 19/20)</p> <p>In 2019/2020, Planning and Development will oversee the Centre Plan Package A approvals process. Pending approval of Package A, which includes proposed policies and regulations for areas designated for growth in the Urban Structure, including Centres, Corridors, Higher Order Residential areas, and Future Growth Nodes, Planning and Development Centre Plan staff will support full transition to the Centre Plan Package A. This will occur in the two Planning and Development Offices and involve conducting staff training, preparing administrative tools and supporting the by-law implementation processes. Over this year, any required amendments will also be generated.</p> <p>Once Centre Plan Package A is approved and underway, Planning and Development will finalize the policy and conduct any required engagement for Package B, which includes proposed policies and regulations for areas designated as Established Residential Areas, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas.</p>
<p>Year 2 Plan & By-Law Simplification – Centre Plan Package B approval & implementation (Est Compl: Q4 20/21)</p> <p>In 2020/2021, Planning and Development will oversee the Centre Plan Package B approvals process. Pending approval of Package B, which includes proposed policies and regulations for areas designated as Established Residential Areas, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas, Planning and Development Centre Plan staff will support full transition to the Centre Plan Package B. This will occur in the two Planning and Development Offices and involve conducting staff training, preparing administrative tools and supporting the by-law implementation processes. Over this year, any required amendments will also be generated.</p>
Economic Development - Supply of Industrial, Commercial and Institutional Lands
<p>Ragged Lake - Year 1 Research (Est Compl: Q4 19/20)</p> <ul style="list-style-type: none"> - Oversee development of background studies - Identify opportunities and constraints
<p>Ragged Lake – Year 2 Policy Development (Est Compl: Q4 20/21)</p> <ul style="list-style-type: none"> - Draft new policy and regulatory framework
Social Development - Housing and Neighborhoods
<p>Year 1 Remove Affordable Housing Barriers (Est Compl: Q4 19/20)</p> <p>In 2019/2020, Planning and Development will finish removing unnecessary and outdated policy and regulatory barriers to Special Care Facilities / Supportive (Seniors) Housing, Secondary Suites and Single Room Occupancies. This will consist of finalizing the policy and regulatory approach, and overseeing the approvals process for any required amendments.</p>
<p>Year 2 Affordable Housing Funding Incentives Feasibility (Est Compl: Q4 19/20)</p> <p>In 2020/2021, Planning and Development will produce a report for Regional Council outlining the feasibility of providing municipal funding incentives for affordable housing and the possibility of leveraging surplus Municipal lands for affordable housing developments.</p>
Economic Development - Arts, culture and heritage
<p>Year 1 Cultural and Heritage Priority Plan (Est Compl: Q4 19/20)</p> <p>Consultant work to be completed by March 31, 2019.</p> <ul style="list-style-type: none"> - Draft and deliver report to council.
<p>Year 2 Cultural and Heritage Priority Plan (Est Compl: Q4 20/21)</p> <ul style="list-style-type: none"> -Pending Council approval, implement approved recommendations.
Governance & Engagement - Municipal Governance
<p>Year 1 Data Management & Reporting Research (Est Compl: Q4 19/20)</p> <ul style="list-style-type: none"> -Identify current gaps in data resources and reporting needs -Identify future data and reporting needs -Create recommendation report outlining framework, methodology, and governance on data use, data storage and data reporting.
<p>Year 2 Data Management & Reporting Implementation (Est Compl: Q4 20/21)</p> <ul style="list-style-type: none"> - Create an implementation plan based on Year 1 recommendation report.

Current Planning

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development. This division is responsible for planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program.

Services Delivered:

Governance and Engagement – Municipal Governance

As-of-Right Land Development Regulation – Responsible for responding to requests for land development approval, through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the HRM Charter.

Discretionary Land Development Regulation - Responsible for responding to requests for land development approval, through Regional Council, as per the requirements of various HRM municipal planning strategies, the Regional Plan, and the HRM Charter.

Subdivision Approvals - Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision by-law and the HRM Charter.

Healthy, Liveable Communities - Public Safety

Civic Addressing and Asset Naming - Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. In addition, this service responds to requests as per the municipality's Asset Naming policy.

Service Delivery Measures

Current Planning Performance Measures	2016 Actual	2017 Actual	2018 Actual
# Subdivision Applications Processed	310	289	365
# Development Permit Applications Processed	4167	4603	4192
# Discretionary Land Development Applications Processed	113	157	123
# Civic Addressing Transactions	1416	1235	941

Current Planning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our Business
<p>Year 1 Process Improvements (Est Compl: Q4 19/20)</p> <ul style="list-style-type: none"> - Action recommendations stemming from Auditor General's report on Development Approvals - Implement changes to intake and circulate processes - Revise temporary sign licensing program processes, pending Council approval.
Economic Development - Rural Economic Development
<p>Year 1 Rural Planning Program Implementation (Est Compl: Q4 19/20)</p> <p>Rural Planning Program: 19/20 also represents the final year the 3yr Rural Team pilot program.</p> <ul style="list-style-type: none"> -Complete White Papers (rural development pattern, commercial recreation, tourist accommodations, unwanted land uses) -Implement Musquodoboit Harbour Community Development Plan (based on Council direction) -Report on the 3-year Rural Team pilot program (highlight successes, opportunities and make recommendations on the use of geographically-based teams and the possible continuation of the rural team)
<p>Year 2 Rural Planning Program Implementation (Est Compl: Q4 20/21)</p> <ul style="list-style-type: none"> -Create new work plan and determine deliverables for the next 3-year business cycle.

Business Services

Business Services is committed to supporting Regional Council priorities by leading 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:

Service Delivery - Service to our People

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 Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Governance & Engagement - Fiscal Responsibility</p> <p>Year 1 & 2 Fees & Charges – Implementation of Recommendations (Est Compl: Q4 20/21) In keeping with the 2015 P&D Strategic Plan, P&D has been undertaking a phased approach to move toward leading practices in all areas of operations. A two-phase fee review was initiated in response to the key priority to rationalize the fee structure; phase 2 is complete. A recommendation report will be drafted and completed by end of Q4 18/19. The focus of this review has been, to date, on planning fees and development fees, particularly permitting-specific fees. Legislative and regulatory requirements have been reviewed in terms of the current processes, including a review of existing policies and practices, workflow through fee-related processes, activity based costing, budgeting and fee calculation. Additionally, an external analysis was undertaken in 18/19 to determine best practices, review trends and conditions, and compare fees, processes and policies in HRM against those in other municipalities. As mentioned previously, this work is being advanced concurrently with review of infrastructure charges. The broader scope of the fees review will involve a consideration of rationalizing fees associated with compliance activities, including licensing and parking meters. It is important that the work detailed here be dovetailed with the more general fees rationalization work, and that the provincial oversight and associated regulatory dependencies be taken into consideration.</p> <ul style="list-style-type: none"> -Implement recommendations following report to Council -Engage relevant stakeholders on timeline of implementation -Review & update the Bedford West Infrastructure Master Plan -Develop recommendations on region-wide capital costs infrastructure charges
<p align="center">Governance and Engagement - Municipal Governance</p> <p>Year 1 Information Management Strategy (Est Compl: Q4 19/20) -Undertake environmental scan for expanded scope of records management work -Determine resourcing needs -Prepare and submit report</p> <p>Year 2 Information Management Strategy (Est Compl: Q4 20/21) - Draft implementation plan - Implement approved recommendations</p>
<p align="center">Service Delivery - Service to our Business</p> <p>Year 1 Process Improvements (Est Compl: Q4 19/20) -Implement changes to intake and circulate processes</p> <p>Year 1 & 2 Permitting, Licensing & Compliance Solution Implementation (Est Compl: Q3 20/21) -Release 1: Permitting: Permitting, Inspection, Customer Portal, Staff Portal, ePlans, Enhanced Report Capability - February 2020 -Release 2: Planning & Community Engagement – August 2020 -Release 3: Licensing & Compliance – December 2020</p>

Summary of Net Expenditures - Planning & Development

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
D001 Director P&D	699,423	624,000	517,120	633,700	9,700	637,700
D002 PD Business Services	1,224,268	1,333,900	1,362,300	1,354,200	20,300	1,354,200
* P & D - Administration	1,923,691	1,957,900	1,879,420	1,987,900	30,000	1,991,900
** Planning & Development Admin	1,923,691	1,957,900	1,879,420	1,987,900	30,000	1,991,900
A315 Ticket Office	(4,253,627)	(5,119,000)	(4,005,000)	(6,370,300)	(1,251,300)	(5,535,800)
S320 Animal control	1,033,796	1,256,600	1,170,580	1,308,400	51,800	1,308,400
S330 Taxi & Limousine	(256,804)	(84,700)	(4,850)	(7,800)	76,900	(74,300)
* License	(3,476,635)	(3,947,100)	(2,839,270)	(5,069,700)	(1,122,600)	(4,301,700)
S310 Contractual Serv Adm	731					
S410 By-Law Services Adm	746,223	699,400	778,300	775,400	76,000	775,400
S420 By-Law Standards	992,761	1,055,000	1,077,550	1,236,400	181,400	1,153,900
* Bylaw	1,739,715	1,754,400	1,855,850	2,011,800	257,400	1,929,300
C430 Building Standards	(2,334,041)	(908,900)	(1,461,600)	(1,173,500)	(264,600)	(1,261,400)
D004 Building Administration				203,000	203,000	203,000
* Buildings	(2,334,041)	(908,900)	(1,461,600)	(970,500)	(61,600)	(1,058,400)
** Municipal Compliance	(4,070,960)	(3,101,600)	(2,445,020)	(4,028,400)	(926,800)	(3,430,800)
C450 Development Engineering	782,055	397,600	274,300	125,600	(272,000)	125,600
C455 Infrastructure Standards	340,864	345,200	369,790	373,400	28,200	373,400
D006 Infrastructure Admin				218,900	218,900	218,900
D935 Energy and Environment	824,806	970,100	955,403	1,150,500	180,400	1,150,500
R951 StrategicTrans Plan	496,871	537,500	865,835	886,400	348,900	886,400
R953 TDM Programs	172,177	162,000	222,000	542,000	380,000	622,000
R956 IMP Studies		350,000	300,800	350,000		350,000
** Infrastructure Growth	2,616,774	2,762,400	2,988,128	3,646,800	884,400	3,726,800
C002 Urban Design	996,135	1,228,700	699,219	902,000	(326,700)	901,500
C320 Policy & Strtgc Plan	1,810,163	2,095,100	1,976,713	2,113,600	18,500	2,113,600
C340 Social & Eco. Resrch	348,870	594,700	385,600	614,200	19,500	614,200
D005 Planning Administration				211,500	211,500	211,500
** Planning	3,155,168	3,918,500	3,061,532	3,841,300	(77,200)	3,840,800
C310 Urban & Rural Applic	1,349,369	1,422,100	1,586,175	1,146,200	(275,900)	1,146,200
C420 Land Dev & Subdv	1,188,918	1,143,200	1,294,927	1,013,600	(129,600)	1,016,600
D003 Development Admin				218,100	218,100	218,100
** Development	2,538,286	2,565,300	2,881,102	2,377,900	(187,400)	2,380,900
Net (Surplus)/Deficit	6,162,958	8,102,500	8,365,162	7,825,500	(277,000)	8,509,600

Summary Details - Planning & Development

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	12,575,301	14,117,800	14,056,200	15,530,600	1,412,800	15,053,000
6002 Salaries - Overtime	92,745	79,500	176,300	86,800	7,300	86,800
6005 PDP & Union Con Incr	(62,807)		(405,700)			
6051 Shift Agreements	1,888		1,300			
6054 Vacation payout	43,943		1,000			
6100 Benefits - Salaries	2,715,831	3,045,400	2,914,800	3,255,300	209,900	3,150,400
6110 Vacancy Management		(679,600)		(679,600)		(679,600)
6120 Comp OCC Budget Yr 1		100,000		100,000		100,000
6152 Retirement Incentives	86,353	99,000	98,700	110,900	11,900	107,300
6153 Severance	113,709		20,000			
6154 Workers' Compensation	222,585	252,000	242,720	277,000	25,000	267,100
6155 Overtime Meals	40					
6158 WCB Recov Earnings	(2,253)					
6199 Comp & Ben InterDept	(281,005)		(251,900)			

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
9200 HR CATS Wage/Ben	833					
9210 HR CATS OT Wage/Ben	(5,301)					
* Compensation and Benefits	15,501,862	17,014,100	16,853,420	18,681,000	1,666,900	18,085,000
6201 Telephone	66,261	85,900	43,500	26,800	(59,100)	26,300
6202 Courier/Postage	16,844	17,300	10,340	14,200	(3,100)	14,700
6203 Office Furn/Equip	18,996	20,800	17,475	25,400	4,600	25,400
6204 Computer S/W & Lic	8,259	23,000	8,829	19,300	(3,700)	15,800
6205 Printing & Reprod	17,408	30,000	25,600	43,900	13,900	39,900
6207 Office Supplies	59,998	48,000	46,914	63,800	15,800	65,300
6290 Office Transfer	19					
6299 Other Office Expenses	2,276		300			
* Office	190,061	225,000	152,958	193,400	(31,600)	187,400
6301 Professional Fees	8,201	16,200	15,734	15,200	(1,000)	15,200
6302 Legal Fees	1,726	1,300	2,500	1,700	400	1,700
6303 Consulting Fees	959,761	1,152,200	1,422,947	982,500	(169,700)	982,500
6308 Snow Removal	130					
6311 Security		300	300		(300)	
6316 Real Property Disb	834					
6399 Contract Services	1,394,539	947,000	1,073,100	1,056,200	109,200	1,057,200
* External Services	2,365,190	2,117,000	2,514,581	2,055,600	(61,400)	2,056,600
6401 Uniforms & Clothing	15,822	14,900	26,625	46,300	31,400	46,300
6402 Med & First Aid Supp		200	200		(200)	
6406 Bridge Tolls	7,009	6,800	8,500	8,800	2,000	8,800
6407 Clean/Sani Supplies	161	1,000	1,000	1,000		1,000
6409 Personal Protect Equ	3,765	7,300	7,200	8,100	800	8,100
6499 Other Supplies	978	1,300	600	2,100	800	2,100
* Supplies	27,735	31,500	44,125	66,300	34,800	66,300
6504 Hardware		100	100		(100)	
6517 Paint			200			
6599 Other Materials			200			
* Materials		100	500		(100)	
6602 Electrical	132		100			
6610 Building - Exterior	33					
6611 Building - Interior	2,974	30,000		30,000		30,000
6690 Building Exp Transfe	540					
6699 Other Building Cost			100			
* Building Costs	3,678	30,000	200	30,000		30,000
6701 Equipment Purchase	35,240	95,800	40,200	56,000	(39,800)	54,000
6702 Small Tools	125	500	500	200	(300)	200
6703 Computer Equip/Rent	376		2,021	2,000	2,000	2,000
6704 Equipment Rental	77		10	400	400	400
6705 Equip - R&M		1,500	200	200	(1,300)	200
6706 Computer R&M	74	200	400	200		200
6707 Plumbing & Heating	15					
6711 Communication System	6,502		11,750	11,000	11,000	11,000
* Equipment & Communications	42,410	98,000	55,081	70,000	(28,000)	68,000
6802 Vehicle R&M	22,690	27,500	28,500	29,500	2,000	31,500
6804 Vehicle Fuel - Gas	87					
6806 Vehicle Rentals	52	4,200	1,700	3,200	(1,000)	3,200
6899 Other Vehicle Expense	68	1,000		1,000		1,000
* Vehicle Expense	22,897	32,700	30,200	33,700	1,000	35,700
6901 Membership Dues	49,073	61,200	57,016	81,000	19,800	84,000
6902 Conferences/Workshop	29,883	36,200	26,700	38,100	1,900	39,100
6903 Travel - Local	29,132	38,000	39,380	47,900	9,900	47,900

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6904 Travel - Out of Town	17,676	25,100	33,603	22,800	(2,300)	26,800
6905 Training & Education	37,276	118,300	91,036	137,400	19,100	133,900
6906 Licenses & Agreements	25,752	35,500	30,000	10,700	(24,800)	10,700
6907 Commission Fees	30			200	200	200
6910 Signage	11,416	39,000	20,000	30,000	(9,000)	30,000
6911 Facilities Rental	8,606	20,500	17,390	19,000	(1,500)	19,000
6912 Advertising/Promotio	46,105	102,800	57,250	86,200	(16,600)	85,200
6913 Awards	783	300	584	600	300	600
6914 Recruiting	1,468		11,000			
6915 Research Data Acquis	3,415	117,100	57,700	117,100		117,100
6916 Public Education	21,979	6,000	5,000	6,000		6,000
6917 Books and Periodicals	6,695	9,600	6,900	9,350	(250)	8,850
6918 Meals	4,297	9,800	6,600	8,550	(1,250)	8,550
6919 Special Projects	84,944	354,000	26,000	144,000	(210,000)	144,000
6933 Community Events	50		1,900			
6938 Rewarding Excellence	4,695	5,900	9,950	7,900	2,000	7,400
6999 Other Goods/Services	735	1,500	4,313	1,500		1,500
* Other Goods & Services	384,011	980,800	502,322	768,300	(212,500)	770,800
7009 Internal Trfr Other	42,336	400	16,743	900	500	400
7015 Int Trf FacilityRent			800			
9911 PM Labour-Reg	168					
* Interdepartmental	42,504	400	17,543	900	500	400
8001 Transf Outside Agenc		(150,000)			150,000	
8004 Grants	363,269	470,000	472,000	690,000	220,000	770,000
8008 Transf to/fr Reserve	(509,521)	(90,000)	(275,433)	70,000	160,000	70,000
* Other Fiscal	(146,252)	230,000	196,567	760,000	530,000	840,000
** Total	18,434,096	20,759,600	20,367,497	22,659,200	1,899,600	22,140,200

Summary Details - Planning & Development

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4902 Fines Fees	(2,796,377)	(4,000,000)	(2,710,000)	(5,750,000)	(1,750,000)	(4,400,000)
4903 Building Permits	(4,161,932)	(4,000,000)	(4,369,400)	(4,128,500)	(128,500)	(4,213,400)
4904 Plumbing Permits	(117,370)	(110,000)	(140,000)	(115,000)	(5,000)	(119,000)
4905 St. Opening Permits	(40,675)	(40,000)	(40,000)	(40,000)		(40,000)
4906 Subdivision Applic.	(58,007)	(263,100)	(62,000)	(459,900)	(196,800)	(459,900)
4907 Taxi Licenses	(151,764)	(158,000)	(128,000)	(152,000)	6,000	(158,000)
4908 Animal Licenses	(264,036)	(100,000)	(200,000)	(100,000)		(100,000)
4911 Zoning Fees	(82,900)	(88,000)	(88,000)	(88,000)		(88,000)
4912 Signs & Encroachments	(923,489)	(727,000)	(700,000)	(727,000)		(727,000)
4914 Grade Alterations	(46,325)	(20,000)	(50,000)	(20,000)		(20,000)
4915 Minor Variance	(27,550)	(26,000)	(18,000)	(26,000)		(26,000)
4916 Vending Licenses	(25,912)	(40,000)	(30,000)	(25,000)	15,000	(40,000)
4920 Development Permits	(259,181)	(280,000)	(280,000)	(280,000)		(280,000)
4950 Other Lic. & Permits	(125,897)	(86,000)	(99,000)	(86,000)		(85,000)
5204 Administration Fees	(153,545)		(3,600)			
5250 Sales of Svcs-Other	(85,107)	(224,000)	(47,000)	(371,300)	(147,300)	(409,300)
5253 Subdiv Insp Fees	(7,664)	(10,000)	(10,000)	(10,000)		(10,000)
5256 SOT Revenue	(2,401,443)	(2,300,000)	(2,400,000)	(2,300,000)		(2,300,000)
* Fee Revenues	(11,729,176)	(12,472,100)	(11,375,000)	(14,678,700)	(2,206,600)	(13,475,600)
5508 Recov External Parti	(541,298)	(185,000)	(627,035)	(155,000)	30,000	(155,000)
5600 Miscellaneous Revenue	(664)		(300)			
* Other Revenue	(541,962)	(185,000)	(627,335)	(155,000)	30,000	(155,000)
** Total	(12,271,138)	(12,657,100)	(12,002,335)	(14,833,700)	(2,176,600)	(13,630,600)
Net (Surplus)/Deficit	6,162,958	8,102,500	8,365,162	7,825,500	(277,000)	8,509,600

Transportation and Public Works

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: We take pride in providing high-quality transportation and public works services to benefit our citizens. We make a difference.

TRANSPORTATION AND PUBLIC WORKS OVERVIEW

Transportation and Public Works is committed to advancing Regional Council's priority outcomes of:

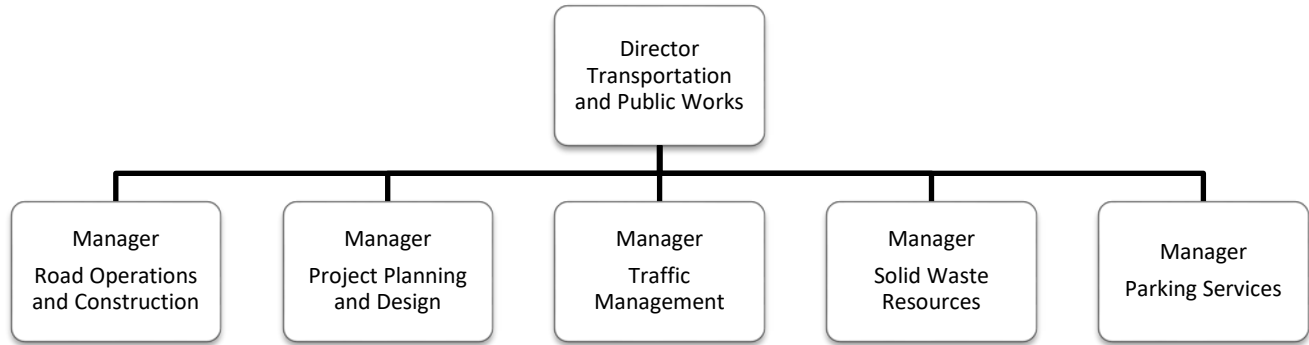
- Transportation – Interconnected and Strategic Growth;
- Transportation – A Well Maintained Transportation Network;
- Transportation – A Safe and Accessible Transportation Network;
- Economic Development – Promote and Maximize Growth;
- Healthy, Liveable Communities – Energy and Environment.

This is achieved through consolidation of critical and operational-based services that contribute to solid waste management, 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:

- 965 kms of sidewalks
- 300 tactile walking surfaces
- 2,480 crosswalks
- 271 signalized intersections
- 31,602 storm water catch basins
- 22 intersection narrowing treatments
- 6 leading pedestrian intervals
- 112 km of bike lanes
- 183 km of multi-use paths
- 3,878 lane kms of roadway
- 105 bridges (vehicle-capable)
- 43,520 street lights
- 190,000 street trees
- 9,000,000 trees on HRM properties
- 4,773 public parking spaces in Downtown Halifax and Dartmouth
- Average annual solid waste tonnage collected and processed: 27,000 tonnes recyclables, 52,000 tonnes organics and 47,000 tonnes refuse
- Licensing of sites that divert 115,000 tonnes of construction and demolition material from municipal solid waste landfills



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	281	5	286
Seasonal, Casual and Term	25.7	-0.7	25
Total	306.7	4.3	311

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Transportation and Public Works	18.1%	17.7%	17.4%
Average tax bill amount spent on Transportation and Public Works	\$347.40	\$348.70	\$346.00

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Transportation – A well Maintained Transportation Network

Transportation Capital Works

To mitigate impacts on the transportation system of projects in the right of way, Transportation and Public Works will develop an improved capital planning process that integrates the state of good repair program with the Road Network, Transit, the Integrated Mobility Plan, and Active Transportation Plans, in consultation with the Integration Committee, which includes Halifax Water and Heritage Gas.

Our People – Engaged Work Force

Employee Engagement Action Plan

Develop and implement action plans to improve employee engagement.

Succession Planning

Develop succession plans that optimize staff capacity and stabilize service to citizens.

Service Excellence – Performance Excellence

Performance Measurement Framework

Develop a performance measurement framework that improves service delivery and links performance to Council's strategic priorities.

Transportation and Public Works Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Cost	2019/20 OCC	2020/21 Gross Cost
Transportation				
A Well Maintained Transportation Network	New Paving – HRM/Provincial Roads	512,000	1,600	500,000
	Road & Bridge – State of Good Repair	36,067,000	1,000	39,500,000
	Sidewalk Renewals	2,715,000	-	2,000,000
	Mackintosh Depot Replacement	2,250,000	-	7,000,000
Interconnected and Strategic Growth	Parking Technology	1,682,000	382,300	650,000
	Active Transportation	9,451,000	225,600	3,000,000
A safe and accessible transportation network	Traffic Projects	1,365,000	28,000	2,350,000
Healthy, Liveable Communities				
Energy & Environment	Solid Waste Facilities	2,240,000	-	1,050,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	746,492	885,400	741,600	515,350	(370,050)	660,050
Traffic Management	12,473,732	13,232,700	13,014,900	13,292,300	59,600	13,189,300
Road Operations and Construction	39,155,230	41,574,400	41,846,900	42,428,200	853,800	42,518,900
Project Planning and Design	2,995,751	3,099,200	3,110,500	3,592,000	492,800	3,592,000
Solid Waste Resources	31,335,250	34,541,800	34,016,500	33,737,450	(804,350)	32,306,250
Parking Services	54,999	52,500	83,400	244,200	191,700	175,500
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

Summary of Changes – Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 93,386,000
Compensation	Compensation Adjustments	811,500	811,500
Interdepartmental Transfers	From FICT - Maintenance of parking meters	20,000	40,000
	From P&D - Variable messaging sign	20,000	
Budget Adjustments	Right-size Solid Waste Revenue	(730,300)	(428,000)
	Debt Reduction	(797,300)	
	Overhead Efficiencies	(878,800)	
	Reduced Streetlighting Contribution	(211,000)	
	Contract Inflation and Growth	955,300	
	Materials	805,800	
	UFMP Tree planting/pruning	268,300	
	Increase to Seniors Snow Program	100,000	
	Service of Designated Smoking Areas	60,000	
Total Impact of Changes			423,500
2019/2020 Proposed Budget			\$ 93,809,500

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	21,703,536	22,380,600	22,281,100	23,192,100	811,500	23,079,300
Office	174,868	308,600	303,600	239,300	(69,300)	238,600
External Services	59,653,399	60,815,500	60,909,200	61,870,800	1,055,300	62,175,900
Supplies	347,984	328,500	367,700	345,900	17,400	344,900
Materials	2,014,491	1,773,000	2,588,000	2,638,800	865,800	2,659,400
Building Costs	3,461,533	3,528,300	3,345,100	3,372,800	(155,500)	3,448,000
Equipment & Communications	399,044	459,500	527,200	408,100	(51,400)	408,100
Vehicle Expense	33,781	34,400	43,900	30,800	(3,600)	30,800
Other Goods & Services	2,465,415	3,702,900	3,194,800	3,328,200	(374,700)	3,230,700
Interdepartmental	104,319	331,200	321,900	363,100	31,900	364,600
Debt Service	2,350,671	2,267,300	2,267,300	1,470,000	(797,300)	42,000
Other Fiscal	3,791,275	4,393,900	4,243,900	4,217,600	(176,300)	4,131,700
Total	96,500,316	100,323,700	100,393,700	101,477,500	1,153,800	100,154,000
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Area Rate Revenue	(41,097)	(42,500)	(42,500)	(42,500)	-	(42,500)
Transfers from other Gov'ts	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
Fee Revenues	(3,871,870)	(2,733,300)	(2,898,300)	(2,958,300)	(225,000)	(3,002,300)
Other Revenue	(1,681,616)	(1,207,800)	(1,485,000)	(1,461,200)	(253,400)	(1,461,200)
Total	(9,738,862)	(6,937,700)	(7,579,900)	(7,668,000)	(730,300)	(7,712,000)
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

TRANSPORTATION AND PUBLIC WORKS SERVICE AREA PLANS (2019/20 - 2020/21)

Director’s Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Municipal Design Guidelines (RedBook) (Est Compl: Q4 19/20) Building on the guidance from the Integrated Mobility Plan, TPW will support Planning & Development to complete phase 1 of the RedBook review and update.</p>
Financial Stewardship – Risk Management Framework
<p>Operational Risk Management Practice (Est Compl: Q4 19/20) Establish an operational risk management practice within the business unit including assignment of a staff member to be responsible for the practice, participation in training, development of an operational risk register, and incorporation of practices into the business planning process.</p>
Our People – Diverse and Inclusive Environment
<p>Diversity & Inclusion Training (Est Compl: Q4 19/20) Ensure all Managers and Supervisors complete mandatory Diversity and Inclusion training and promote training to all TPW employees.</p>

Traffic Management

Traffic Management is committed to supporting Regional Council priorities by providing 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

Transportation – A Well Maintained Transportation Network

Traffic Signal Maintenance – This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.

Street Light Maintenance – This service is responsible for the installation and maintenance of street lights to ensure safe roadway lighting levels for all transportation modes.

Traffic Sign Maintenance – This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

Pavement Marking Maintenance – This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

Sign Manufacturing – This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.

Transportation – A Safe and Accessible Transportation Network

Right of Way Approvals / Permitting / Utility Inspection - This service provides regulation of all activities within the right-of-way (ROW) to ensure that the integrity of the roadway infrastructure and operation is protected.

Traffic Operations - This service is responsible for the management and operation of the roadway network.

Traffic Management Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
Advanced Traffic Management System (Est Compl: Q4 19/20) Install equipment at 90 signalized intersections to integrate into the iNet traffic signal control system.
Strategic Road Safety Framework (Est Compl: Q2 19/20) To address the goal of reducing fatal and injury collisions, Traffic Management will lead the formation of a road safety team, implement a data analysis system and conduct audits on the top 10 collision locations to inform future road safety plans.
Road Disruption Management Project (Est Compl: Q3 19/20) Lead the delivery of a digital map showing planned road projects and unplanned incidents which disrupt normal movements on streets and sidewalks.
Traffic Safety Act Consultation (Est Compl: 20/21) Traffic Management will be the HRM lead in the Province of Nova Scotia consultation process for the development of the Traffic Safety Act regulations.
Variable Message Sign Agreement (Est Compl: Q1 19/20) To support the safe and efficient movement of traffic, Traffic Management will develop an agreement with Halifax Harbour Bridges that establishes the protocol for the use of variable message signs to communicate planned and unplanned roadway incidents.
Economic Development – Promote and Maximize Growth
One Call Solution (Est Compl: Q1 19/20) Traffic Management will lead HRM's participation in a One Call solution for underground locates to reduce red tape and cost for contractors and increase worker safety.
Streets and Encroachment By-Law Review (Est Compl: Q4 19/20) To ensure consistency among bylaws, streamline processes and reduce red tape, Traffic Management will lead the comprehensive review of the Streets By-Law (S-300) and the Encroachments By-Law (E-200) and provide recommended amendments.
Our People – Diverse and Inclusive Environment
Publishing Accessible Information (Est Compl: Q1 19/20) Supported by ICT and D&I, Traffic Management will aim to publish Accessible Pedestrian Signals and Parking Spots, in a format that is accessible to all, on www.halifax.ca .

2019/20 – 2020/21 Deliverables with Estimated Completion

Vision Impact (Est Compl: Q3 19/20)

Working with the CNIB, Traffic Management will arrange vision loss training for HRM staff ensuring there is an understanding of challenges visually impaired pedestrians experience.

Road Operations and Construction

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance of a safe, efficient, and clean street, sidewalk, bridge, and walkway system. Services include; urban forestry, management of assets in the right of way, inspection of bridges, construction inspection, snow and ice control, road and sidewalk infrastructure construction and maintenance.

Services Delivered

Transportation – A Well Maintained Transportation Network

Road Infrastructure Construction - This service is responsible for contracting and managing capital construction and repair projects related to streets, curbs, gutters, sidewalks, and bridges.

Bridge Maintenance - This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

Snow and Ice Control - This service is responsible for the removal of snow and ice from HRM's sidewalks, streets, and roads.

Sidewalk Maintenance - This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

Street Maintenance - This service is responsible for the maintenance of streets to ensure safety and cleanliness.

Urban Forest Management - This service is responsible for urban forest management, i.e. plant, maintain, and repair the urban forest.

Non-Road Infrastructure Projects - This service provides construction services to other HRM Business Units to support their infrastructure needs.

HRM-Wide Maintenance - This service provides maintenance services spanning multiple departments and is provided across the entire municipality.

Service Delivery – This service includes inspection of assets in ROW, road patrol, customer service, scheduling and tracking of maintenance and preventative maintenance activities related to Municipal assets located in right-of-way.

Service Delivery Measures

Road Operations and Construction Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Potholes Completed	8,704	7,050	7,000	8,000	N/A
Trees Planted	2,000	2,000	1,500	1,700	N/A

* Municipal Benchmarking Network Canada

Road Operations and Construction Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Well Maintained Transportation Network
State of Good Repair Process Improvement (Est Compl: Q2 19/20) To improve road maintenance, pilot new in-house crack sealing process. Cost benefit analysis to be developed.
Bedford / Tantallon Combination Winter Contract (Est Compl: Q2 19/20) Award RFP for a 2nd combination winter contract (street and sidewalk) for the Bedford/ Tantallon areas.
Asset Management (Est Compl: Q4 19/20) Update asset inventories in GIS to expand work order inspection, tracking and costing in CityWorks (i.e. DSAs, litter bins, tree inventory pilot).
Winter Works Service Standards (Est Compl: 20/21) Lead the review and development / update of Winter Works service standards.
Healthy, Liveable Communities – Energy and Environment
Urban Forest Master Plan - Street Tree Inventory (Est Compl: Q3 19/20) In support of year seven of the Urban Forest Master Plan, develop street tree inventory, with a target of completing District 7 for 2019/20.
Urban Forest Master Plan - Emerald Ash Borer Plan (Est Compl: Q1 19/20) In support of year seven of the Urban Forest Master Plan, develop Emerald Ash Borer management plan, commence implementation spring 2019.
Our People – Healthy and Safe Workplace
Supervisory Assessment (Est Compl: Q4 19/20) With HR support, Road Operations and Construction will complete an assessment of supervisory burden including spans of control within business functions to reduce risk and improve performance.

Project Planning and Design

Provides professional and technical services that include surveying, engineering design, pavement management, planning and associated administration to support delivery of the road and active transportation capital programs.

Services Delivered

Transportation - A Well Maintained Transportation Network

Road Infrastructure Planning & Design – This service is responsible for project selection, surveying, design, and tendering of HRM’s capital roadway programs.

Design Support - Non-Road Infrastructure Projects - This service provides surveying, design and tendering services to HRM business units to support infrastructure needs.

Road Asset Management – This service is responsible for data collection of pavement and concrete road assets in support of development of the streets and roads capital program.

Bridge Inspection Program – This service is responsible for Levels II and III bridge inspection programs that support capital and maintenance requirements.

Municipal Roadway Standards – This service supports departmental collaboration responsible for the development of HRM's municipal roadway standards.

Transportation – Interconnected and Strategic Growth

Active Transportation Management - This service supports the implementation of HRM’s active transportation (AT) roadway and regional trail programs.

Service Delivery Measures

Project Planning and Design Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Percent of Paved Lane Km Where the Condition is Rated as Good to Very Good	50%	51%	51%**	51%**	51%
Percent of Bridges, Culverts and Viaducts Where the Condition is Rated as Good to Very Good	60%	40%	40%**	40%**	72%

* Municipal Benchmarking Network Canada

**in 2019 MBNC is conducting a survey to identify agency rating methodologies. HRM’s methodology may differ creating a variance in the overall rating relative to the MBNC median. Upon completion of the survey HRM’s ratings may be modified.

Additional asphalt condition rating data is being collected in 2018/19 in support of completing the next phase of the pavement management process which will refine deterioration curves and the composite index models required for complete needs analysis. Preliminary level of service targets will be initiated in 2019/20. Following this the new pavement management system will be fully operational by 2020/21. Once operational the pavement management system will provide complete reporting capabilities including “what if” scenarios, cost/benefit analysis, and long-term planning treatment programs.

Project Planning and Design Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – Interconnected and Strategic Growth
<p>Active Transportation (AT) Capital Plan (Est Compl: Q4 19/20) In support of AT Priorities Plan and Integrated Mobility Plan targets, plan/integrate/implement the 2019/20 Active Transportation capital plan.</p>
Transportation – A Well Maintained Transportation Network
<p>Complete Tenders (Est Compl: Q3 19/20) Tender the Project Planning and Design Services 2019/20 capital program by the Fall of 2019. This includes tendering of gravel road paving, upgrading of existing asphalt streets, sidewalk renewals, retaining walls, guiderails, walkways, active transportation facilities, and bridge upgrades/replacements.</p>
<p>Pavement Management System Implementation (Est Compl: Q4 19/20) Complete the next phase of the pavement management process which includes refinement of deterioration curves and composite index models. Initiate development of preliminary service targets in 2019/20.</p>
<p>Concrete Management Processes (Est Compl: Q4 19/20) Conduct a comprehensive technical review of HRM's concrete program, internal procedures and processes, and provide recommendations for technical improvements.</p>
<p>Development of the 2020/21 Streets and Roads Capital Program (Est Compl: Q3 19/20) Develop the 2020/21 Streets and Roads Capital Program in a manner that supports effective planning, coordination and integration with relevant stakeholders, and meets the capital budget submission timelines.</p>
Our People – Healthy and Safe Workplace
<p>Work Safe Practice Process (Est Compl: Q4 19/20) Working with HRM's Health, Safety and Wellness office, PP&D is developing a work safe practice process to outline safety requirements for the divisions within the department.</p>
Our People – Diverse and Inclusive Environment
<p>Accessible Street Related Infrastructure (Est Compl: Q4 19/20) Review and implement opportunities for improvement to street related infrastructure that supports enhanced accessibility (i.e., protected bike lanes, installation of tactiles, intersection narrowing, etc.).</p>

Solid Waste Resources

Solid Waste Resources is committed to supporting Regional Council priorities through the management of 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; as well as the delivery of education programs; and administering the C&D waste management strategy.

Services Delivered

Healthy, Liveable Communities – Energy and Environment

Chlorofluorocarbon Gas (CFC) Removal - This service provides residents with curbside service removal of CFC's from appliances.

Composting - Responsible for contracting for the operation of two compost facilities which process materials collected from HRM residents and from institutional, commercial, and industrial (ICI) sector deliveries.

Construction and Demolition - This service is responsible for administering the construction and demolition (C&D) program to maximize diversion including Bylaw L200 and Administrative Order 27.

Diversion Programming - This service provides education, outreach, inspections, enforcement and resources to support source separated recycling, composting, and diversion programming as guided by provincial legislation, HRM bylaws and Solid Waste Resources business planning objectives to enhance overall diversion.

Garbage - This service is responsible for contracting and overseeing the operation of the Otter Lake Landfill Facility and ancillary landfill operations for the processing and disposal of materials collected from HRM residents and from ICI Sector deliveries.

Highway 101 Landfill Site Management - This service manages site maintenance, and contracts for site monitoring and the operation of the site leachate plant. SWR also oversees an energy-from-waste project operating at the site.

Household Special Handling Waste - This service is responsible for the contracted operation of a special handling and household hazardous waste depot and multiple yearly mobile events for HRM residents to drop off household special waste.

Recycling - This service is responsible for contracting the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, delivered by the ICI Sector, and from other municipalities with inter-municipal agreements with Halifax.

Rural Refuse Depot Operations - This service is responsible for the operation and maintenance of two consolidation depots for refuse on Eastern Shore and Musquodoboit.

Collection Services - This service is responsible for garbage, recycling and green cart collection.

Service Delivery Measures

Solid Waste Resources Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
% of Residential Solid Waste Diverted (through curbside collection)	59.5%	60.3%	60%	60%	45%
Tonnes of All Residential Material Collected per Household	0.67	0.68	0.68	0.68	0.88
Tonnes of Residential Solid Waste Disposed per Household	0.31	0.31	0.31	0.31	0.51
Tonnes of Residential Solid Waste Diverted per Household	0.45	0.47	0.47	0.47	0.44
Total Cost of Garbage Collection per Tonne – All Property Classes	\$162	\$156	\$160	\$164	\$153
Total Cost for Solid Waste (All Streams) Disposal Per Tonne – All Property Classes	\$207	\$183	\$188	\$193	\$84
Total Cost for Solid Waste Diversion Per Tonne – All Property Classes	\$255	\$262	\$269	\$275	\$208

* Municipal Benchmarking Network Canada

As illustrated in the MBN Performance Measurement data, HRM is a leader in waste diversion. Costs to manage the solid waste system are generally aligned to contracted consumer price index (CPI) adjustments. The projected and planned cost figures are adjusted based on an estimated 2.5% annual increase in CPI. As shown, Halifax has an above average cost to landfill waste. The elevated cost is generally related to the operating approval requirement to pre-process waste material in the Front End Processor (FEP) and Waste Stabilization Facility (WSF) prior to being landfilled.

Solid Waste Resources Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy and Environment
Organics Management Infrastructure (Est Compl: Q4 19/20) Issue and score the RFP and Project Agreement for the delivery of the 60,000 tonne organics management program. Return to Council for direction on award and contract negotiations by year end.
Solid Waste Curbside Collection RFP (Est Compl: Q1 19/20) Solid Waste will extend curbside collection contracts with the addition of sideguards.
Renewable Natural Gas for Otter Lake (Est Compl: Q4 19/20) Pursue landfill gas to renewable natural gas project for Otter Lake.
New Operations Contract - Material Recovery Facility (Est Compl: Q1 19/20) Implement and transition to a new operations contract for the Material Recovery Facility.

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Single-Use Plastic Bag By-law (Est Compl: Q4 19/20) In collaboration with the 10 largest Nova Scotia municipalities, draft a by-law to eliminate the distribution of single-use plastic bags.</p>
<p>Bin vs. Bag Collection Review (Est Compl: Q4 19/20) Complete a review and analysis of cost implications for garbage and recyclable collection in bins vs. bags.</p>
<p>Education & Diversion - Single-use Plastics (Est Compl: Q4 19/20) Develop public communication and education program focused on single-use plastics reduction.</p>
<p>Education & Diversion - Curbside Monitoring (Est Compl: Q4 19/20) Conduct curbside monitoring in 8 districts to review set out rates and program participation.</p>
<p>Education & Diversion - Clear Bag Program (Est Compl: Q4 19/20) Clear bag pilot program for condominiums will be expanded as well as research to determine feasibility and benefits of requiring condos to use clear bags.</p>
<p>Education & Diversion - Community Composting (Est Compl: Q4 19/20) Expand community composting program with HRCE and other partnerships as well as develop a backyard composting demonstration site.</p>
Service Excellence – Inclusive Community Engagement
<p>Multi Language Application (Est Compl: Q4 19/20) Following the addition of French and Mandarin languages to the 'What Goes Where app', Solid Waste will investigate the potential to add additional languages to the application.</p>
<p>Communication Engagement (Est Compl: Q3 19/20) Engage with the Accessibility Committee to determine if communication and outreach with the community can be enhanced.</p>

Parking Services

The Parking Services Program Office is responsible for managing the municipality's parking strategy which includes the management of public parking supply to meet the needs of residents and businesses, while supporting the priorities established in the Integrated Mobility Plan. Activities include working with residential neighbourhoods on parking demand management, administering the parking technology upgrade, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective.

Services Delivered

Transportation – Interconnected and Strategic Growth

Parking – This service provides and manages on-street parking controls, policy, supply inventory and demand projection.

Parking Technology – This service manages parking solution software and hardware, monitor, inspection and repair of on-street paystations.

Service Delivery Measures

Parking Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Paid Parking Spaces Managed per 100,000 Population	753.5	731	721**	730	1,361
Gross Parking Revenue Collected per Paid Parking Space	\$2,785	\$2,573	\$2,573	\$2,573	\$1,959
Revenue to Cost Ratio (RC Ratio): On-street and Off-street Parking Spaces	2.88	2.97	2.97	2.97***	1.89
Number of total parking permits	2,680	2,858	3,000	3,250	N/A
On-street parking utilization rates in downtown Halifax and Dartmouth (IMP Measure)	N/A	95% (Downtown Halifax, average) 72% (Downtown Dartmouth Average)	N/A Study is conducted bi-annually	95% (Downtown Halifax, average) 75% (Downtown Dartmouth, average)	N/A

* Municipal Benchmarking Network Canada

**Due to development (either temporary or permanent displaced parking) and AT/Transit projects

***Assuming no changes to rates to on street parking

The measurement of the number and occupancy of public parking spaces in the Regional Centre Business Districts helps to recognize how changes to land uses are impacting the supply and demand for parking. As key transit and active transportation projects continue to develop, we hope to see this number stay constant or decrease slightly. As the municipality migrates to the new technology system staff expect to have better data in real time about total cost to manage parking, space utilization and zone rate systems.

Parking Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – Interconnected and Strategic Growth
Phase 1 of Curbside Management (Est Compl: Q4 20/21) To build on the curbside priority chart, Parking Services will lead the development of a curbside management policy which will provide strategies and tools necessary to improve how curbside space is used in a way that supports mobility and access for people and goods with special consideration to on street parking controls and unique neighbourhoods.
Parking Technology Implementation (Est Compl: Q4 19/20) Implement parking technology solution which will result in and enable HRM to set price ratios for short and long-term parking in various zones.
Parking Supply/Demand and Pricing Structure (Est Compl: Q4 20/21) Parking Services will establish bi-annual parking supply/demand studies to inform strategic management plans and pricing structures.

2019/20 – 2020/21 Deliverables with Estimated Completion

Accessible Parking Options (Est Compl: Q4 19/20)

Parking Services will investigate the feasibility of enabling accessible permit holders to park at paid parking stations.

Summary of Net Expenditures - Transportation and Public Works

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
R100 Directors Admin.	746,492	885,400	741,600	515,350	(370,050)	660,050
R101 LKD Serv. Deliv. & Qu						
**** TPW Administration	746,492	885,400	741,600	515,350	(370,050)	660,050
***** Director/Administration	746,492	885,400	741,600	515,350	(370,050)	660,050
R170 Transportation Serv.	1,085,671	1,173,300	1,036,400	1,357,100	183,800	1,257,100
**** Transportation Services	1,085,671	1,173,300	1,036,400	1,357,100	183,800	1,257,100
R112 Rights of Way Approval	(110,507)	350,600	342,500	300,300	(50,300)	300,300
**** Right of Way Services	(110,507)	350,600	342,500	300,300	(50,300)	300,300
R747 Traffic Signs	1,737,539	1,806,800	1,738,400	1,751,000	(55,800)	1,751,000
**** Sign Shop	1,737,539	1,806,800	1,738,400	1,751,000	(55,800)	1,751,000
R825 Streetlighting	7,477,647	7,732,800	7,726,500	7,723,800	(9,000)	7,717,800
R827 Traffic Lights	2,283,383	2,169,200	2,171,100	2,160,100	(9,100)	2,163,100
**** Traffic Signals & Streetligh	9,761,029	9,902,000	9,897,600	9,883,900	(18,100)	9,880,900
***** Traffic Management	12,473,732	13,232,700	13,014,900	13,292,300	59,600	13,189,300
W120 Operations Admin	396,293	(223,600)	605,800	(198,000)	25,600	(310,800)
W199 Fleet Maintenance	28,349	40,000	30,000	40,000		40,000
W944 SH Streetscape Prog						
**** Municipal Operations Admin	424,642	(183,600)	635,800	(158,000)	25,600	(270,800)
R710 Ser Del & Asset Mgmt	1,799,765	1,975,400	1,882,900	2,033,400	58,000	2,033,400
**** Servive Delivery & Asset Man	1,799,765	1,975,400	1,882,900	2,033,400	58,000	2,033,400
R845 Parks Urban Forestry	2,739,041	2,942,900	2,809,000	3,172,100	229,200	3,072,900
*** Urban Forestry	2,739,041	2,942,900	2,809,000	3,172,100	229,200	3,072,900
R120 Construction Ser	1,047,279	1,179,500	1,085,700	1,223,200	43,700	1,223,200
*** Construction Services	1,047,279	1,179,500	1,085,700	1,223,200	43,700	1,223,200
R723 Enhanced Maint Area	1,900,436	2,358,300	2,158,600	2,330,000	(28,300)	2,330,000
*** Enhanced Maintenance Area	1,900,436	2,358,300	2,158,600	2,330,000	(28,300)	2,330,000
R880 PB Contr. Streets	11,710,006	11,484,600	11,484,600	8,426,300	(3,058,300)	5,084,500
R881 PB Contr. Sidewalks	4,073,248	4,485,400	4,465,400	4,093,300	(392,100)	3,072,000
R882 Winter Program Costs	816,730	975,800	1,175,800	1,084,100	108,300	1,184,100
R883 In-House Streets	2,650,790	2,834,200	3,203,700	3,462,700	628,500	3,483,300
R884 In-Houses Sidewalk	275,871	487,400	478,400	487,400		487,400
R885 PB Contr. ST & SW	3,192,379	4,001,700	4,004,600	7,389,700	3,388,000	11,934,900
*** Operation Coordinator/Snow &	22,719,025	24,269,100	24,812,500	24,943,500	674,400	25,246,200
R715 Streets & Roads West	1,663,355	1,632,000	1,582,700	1,657,400	25,400	1,657,400
R716 Streets & Roads East	6	108,100	100,100	114,600	6,500	114,600
R718 Contracts-Asphalt E	88,896					
R719 Contracts-Asphalt W	175,729			243,700	243,700	243,700
R720 Street Clean/Graffiti	1,169,620	1,249,100	1,188,000	1,185,400	(63,700)	1,185,400
R735 Street Mtce-East Rgn	1,558,768	1,700,100	1,421,400	1,447,900	(252,200)	1,447,900
R740 Concrete SW-Wst/Bedf	1,254,274	1,391,700	1,239,300	1,328,000	(63,700)	1,328,000
R742 Concrete Sdewlk East	453,670	773,100	763,800	763,400	(9,700)	763,400
R743 Asphlt Patching West	1,474,517	1,342,800	1,325,300	1,305,300	(37,500)	1,305,300
*** Streets & Roads	8,525,043	9,032,800	8,462,400	8,884,000	(148,800)	8,884,000
R766 Cityworks-Cr990002						
**** Public Works Operations	36,930,823	39,782,600	39,328,200	40,552,800	770,200	40,756,300
***** Road Operations & Constructi	39,155,230	41,574,400	41,846,900	42,428,200	853,800	42,518,900
R110 Design Admin.	332,230	325,200	398,900	453,000	127,800	453,000
R111 Design	1,277,756	1,257,600	1,257,600	1,676,850	419,250	1,676,850
R140 Surveying	770,792	782,600	848,900	877,950	95,350	877,950
***** Project Planning & Design	2,995,751	3,099,200	3,110,500	3,592,000	492,800	3,592,000
R314 Sckv. Landfill Site	2,694	15,300	17,000	15,300		15,300
**** Former Solid Waste System	330,286	365,300	367,000	365,300		365,300
R319 Community Monitoring	64,771	90,000	90,000	90,000		90,000
R321 Administration - WR	1,086,967	1,068,500	1,082,900	1,131,050	62,550	1,131,050
R601 See Cost Centre R321						

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
*** Admin WR	1,151,739	1,158,500	1,172,900	1,221,050	62,550	1,221,050
R320 Otter Lake Operations	7,035,037	6,500,000	6,300,000	6,500,000		6,500,000
R326 Otter Lake WSF	522,055	499,700	499,700	262,500	(237,200)	
R327 Otter Lake RDF	1,373,236	1,346,200	1,346,200	986,900	(359,300)	117,400
R329 Otter Lake FEP	443,484	430,800	430,800	268,500	(162,300)	6,000
*** Otter Lake	9,373,813	8,776,700	8,576,700	8,017,900	(758,800)	6,623,400
R322 Collection & RRFB	12,388,735	14,068,200	14,008,400	14,187,000	118,800	14,187,000
R323 Waste Res Sy Debt Ch	82,198	78,600	78,600	36,700	(41,900)	
R324 Compost Fac. Burnside	3,110,314	3,740,000	3,770,000	3,875,000	135,000	3,875,000
R328 Rural Depots	219,611	230,400	230,400	230,400		230,400
R330 Material Recov. Fac.	1,006,006	2,367,000	2,150,000	1,920,000	(447,000)	1,920,000
R331 RRFB Contract	(635,104)	(523,000)	(547,200)	(595,900)	(72,900)	(595,900)
R333 C & E Progrms HRM	383,788	546,100	532,100	546,000	(100)	546,000
R334 Household Haz. Waste	676,103	734,000	734,000	734,000		734,000
*** SW Other	20,479,413	24,241,300	23,899,900	24,133,200	(108,100)	24,096,500
**** Waste Resources	31,004,964	34,176,500	33,649,500	33,372,150	(804,350)	31,940,950
***** Solid Waste Services	31,335,250	34,541,800	34,016,500	33,737,450	(804,350)	32,306,250
R954 Parking Management	54,999	52,500	83,400	244,200	191,700	175,500
***** Parking Strategy	54,999	52,500	83,400	244,200	191,700	175,500
***** Locked Cost Centres						
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

Summary Details - Transportation and Public Works						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	16,605,962	17,158,000	17,313,400	18,005,300	847,300	18,005,300
6002 Salaries - Overtime	1,073,774	1,804,700	1,855,200	1,804,700		1,804,700
6005 PDP & Union Con Incr	(101,966)		(336,200)			
6051 Shift Agreements	29,022	185,000	185,000	188,000	3,000	188,000
6054 Vacation payout	20,562					
6100 Benefits - Salaries	3,755,732	3,800,800	3,790,200	3,850,000	49,200	3,850,000
6110 Vacancy Management		(1,018,400)		(1,131,200)	(112,800)	(1,244,000)
6150 Honorariums	(1,000)					
6152 Retirement Incentives	124,074	129,200	128,600	135,800	6,600	135,800
6154 Workers' Compensation	316,929	321,300	321,100	339,500	18,200	339,500
6155 Overtime Meals	22,551					
6158 WCB Recov Earnings	(2,404)					
6199 Comp & Ben InterDept	(846,770)		(480,700)			
9200 HR CATS Wage/Ben	562,586					
9210 HR CATS OT Wage/Ben	144,484		(495,500)			
* Compensation and Benefits	21,703,536	22,380,600	22,281,100	23,192,100	811,500	23,079,300
6201 Telephone	33,175	37,600	36,200	29,700	(7,900)	29,700
6202 Courier/Postage	21,398	67,600	66,600	39,000	(28,600)	38,800
6203 Office Furn/Equip	28,566	23,900	24,800	20,600	(3,300)	20,100
6204 Computer S/W & Lic	13,023	12,000	15,800	10,000	(2,000)	10,000
6205 Printing & Reprod	33,258	72,000	71,200	62,500	(9,500)	62,500
6206 Microfilms		4,800		4,800		4,800
6207 Office Supplies	41,730	90,700	84,500	72,700	(18,000)	72,700
6299 Other Office Expenses	3,717		4,500			
* Office	174,868	308,600	303,600	239,300	(69,300)	238,600
6301 Professional Fees	51,748	49,000	49,000	49,000		49,000
6302 Legal Fees	36,678	9,000	11,500	8,500	(500)	8,500
6303 Consulting Fees	24,251	61,700	50,000	79,500	17,800	74,500
6308 Snow Removal	411,193	921,000	921,400	921,000		921,000
6310 Outside Personnel	504,349	460,000	660,000	560,000	100,000	660,000
6311 Security	87,215	70,000	70,000	70,000		70,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6312 Refuse Collection	102,379	111,500	121,500	121,500	10,000	121,500
6399 Contract Services	58,435,586	59,133,300	59,025,800	60,061,300	928,000	60,271,400
* External Services	59,653,399	60,815,500	60,909,200	61,870,800	1,055,300	62,175,900
6401 Uniforms & Clothing	43,031	28,000	49,500	19,800	(8,200)	18,800
6402 Med & First Aid Supp	1,215	1,400	1,200	1,400		1,400
6403 Patrol Equip Supplies	143					
6405 Photo Supp & Equip	533	300		300		300
6406 Bridge Tolls	36,988	49,000	39,000	49,200	200	49,200
6407 Clean/Sani Supplies	18,881	18,900	27,800	17,900	(1,000)	17,900
6409 Personal Protect Equ	131,971	123,200	137,500	128,600	5,400	128,600
6499 Other Supplies	115,219	107,700	112,700	128,700	21,000	128,700
* Supplies	347,984	328,500	367,700	345,900	17,400	344,900
6501 Asphalt	212,385	324,200	336,700	324,200		324,200
6502 Chemicals	70,066	79,300	76,600	76,500	(2,800)	76,500
6503 Fertilizer		300	300		(300)	
6504 Hardware	139,844	109,500	366,600	211,500	102,000	211,500
6505 Lubricants	8,794	8,900	9,600	7,900	(1,000)	7,900
6506 Lumber	9,601	16,800	20,100	16,800		16,800
6507 Propane	1,755	2,200	2,400	2,200		2,200
6508 Ready Mix Concrete	99,040	146,200	155,700	146,200		146,200
6510 Road Oils	1,458	6,700	6,700	6,700		6,700
6511 Salt	1,235,880	785,000	1,275,000	1,497,500	712,500	1,518,100
6512 Sand	3,767	10,200	10,700	10,200		10,200
6513 Seeds & Plants	4,455	3,700	7,400	3,700		3,700
6514 Sods	1,258	4,900	4,900	4,100	(800)	4,100
6515 Stone and Gravel	23,551	52,500	52,700	52,300	(200)	52,300
6516 Topsoil	7,285	11,200	12,800	10,900	(300)	10,900
6517 Paint	125,589	141,400	158,500	159,400	18,000	159,400
6518 Metal	42,103	40,500	43,500	46,600	6,100	46,600
6519 Welding Supplies	2,448	2,500	3,000	3,200	700	3,200
6599 Other Materials	25,210	27,000	44,800	58,900	31,900	58,900
* Materials	2,014,491	1,773,000	2,588,000	2,638,800	865,800	2,659,400
6602 Electrical	620,015	548,300	548,300	580,000	31,700	580,000
6603 Grnds & Landscaping		15,300	17,100	15,300		15,300
6605 Municipal Taxes	2,058	6,000	6,000	6,000		6,000
6607 Electricity	2,611,877	2,715,400	2,534,100	2,542,800	(172,600)	2,618,000
6608 Water	15,729	16,100	22,000	16,500	400	16,500
6609 Elevator & Escalator	51					
6610 Building - Exterior	506					
6611 Building - Interior	7,552	15,300	10,500	5,300	(10,000)	5,300
6613 Overhead Doors	1,123					
6614 Envir Assess/Cleanup	6,547	5,000	5,200	5,000		5,000
6615 Vandalism Clean-up	196,033	201,900	201,900	201,900		201,900
6617 Pest Management	42					
6699 Other Building Cost		5,000			(5,000)	
* Building Costs	3,461,533	3,528,300	3,345,100	3,372,800	(155,500)	3,448,000
6701 Equipment Purchase	36,284	75,900	140,800	70,900	(5,000)	70,900
6702 Small Tools	69,853	57,800	65,100	47,300	(10,500)	47,300
6703 Computer Equip/Rent	13,297	15,600	9,400	6,600	(9,000)	6,600
6704 Equipment Rental	86,637	72,100	91,800	67,100	(5,000)	67,100
6705 Equip - R&M	3,495	4,400	4,500	3,400	(1,000)	3,400
6706 Computer R&M		500	500	500		500
6707 Plumbing & Heating	13					
6711 Communication System	189,465	233,200	215,100	212,300	(20,900)	212,300
* Equipment & Communications	399,044	459,500	527,200	408,100	(51,400)	408,100
6802 Vehicle R&M	3,900	7,200	7,200	7,000	(200)	7,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6803 Vehicle Fuel - Diesel	772	100	100		(100)	
6804 Vehicle Fuel - Gas	4,454	300	1,700	300		300
6806 Vehicle Rentals	521	8,100	13,300	4,500	(3,600)	4,500
6807 Vehicle Leases	12,744	15,000	15,000	15,000		15,000
6811 Shop Supplies	808					
6899 Other Vehicle Expense	10,582	3,700	6,600	4,000	300	4,000
* Vehicle Expense	33,781	34,400	43,900	30,800	(3,600)	30,800
6901 Membership Dues	51,000	60,000	53,500	56,600	(3,400)	56,600
6902 Conferences/Workshop	34,010	57,000	24,800	79,900	22,900	79,900
6903 Travel - Local	312,064	339,200	336,900	336,700	(2,500)	336,700
6904 Travel - Out of Town	51,585	55,000	41,200	47,750	(7,250)	47,750
6905 Training & Education	35,540	96,700	68,300	94,800	(1,900)	94,800
6906 Licenses & Agreements	334,652	189,200	189,900	229,200	40,000	229,200
6907 Commission Fees	11					
6908 Medical Examinations	7,376	3,500	4,300	5,000	1,500	5,000
6910 Signage	42,045	55,000	54,800	55,000		55,000
6911 Facilities Rental	2,198	6,300	6,500	6,800	500	6,800
6912 Advertising/Promotio	296,401	345,500	334,200	326,400	(19,100)	324,400
6914 Recruiting	320					
6916 Public Education	64,547	134,500	98,500	165,000	30,500	165,000
6917 Books and Periodicals	7,975	4,300	4,900	3,800	(500)	3,800
6918 Meals	17,393	19,300	14,100	16,300	(3,000)	16,300
6919 Special Projects	1,389,612	1,632,300	1,566,900	1,878,550	246,250	1,783,050
6928 Committee Expenses	318	1,500	500	500	(1,000)	500
6929 Procurement Card Clg		200	700	200		200
6933 Community Events	325	1,000			(1,000)	
6936 Staff Relations	2,679	1,200	3,000	2,000	800	2,000
6937 Corporate Training						
6938 Rewarding Excellence	5,805	11,200	10,900	10,800	(400)	10,800
6940 Fencing	4,880	4,900	4,900	4,900		4,900
6943 Health and Wellness	360	2,700	2,800	2,500	(200)	2,500
6999 Other Goods/Services	(195,683)	682,400	373,200	5,500	(676,900)	5,500
* Other Goods & Services	2,465,415	3,702,900	3,194,800	3,328,200	(374,700)	3,230,700
7009 Internal Trfr Other	260,557	371,200	396,600	403,100	31,900	404,600
7010 IntTrfr Insur Funds	(160,641)	(40,000)	(76,500)	(40,000)		(40,000)
7011 Int Trf Record Check			1,800			
7013 Int Trf Extra Duty	4,271					
9911 PM Labour-Reg	132					
* Interdepartmental	104,319	331,200	321,900	363,100	31,900	364,600
8010 Other Interest	15,048	30,000	30,000	30,000		30,000
8011 Interest on Debentur	235,987	137,700	137,700	35,600	(102,100)	700
8012 Principal on Debentu	2,099,637	2,099,600	2,099,600	1,404,400	(695,200)	11,300
* Debt Service	2,350,671	2,267,300	2,267,300	1,470,000	(797,300)	42,000
8001 Transf Outside Agenc	7,297	10,000	10,000	10,000		10,000
8003 Insurance Pol/Prem	3,048	3,000	3,000	3,000		3,000
8008 Transf to/fr Reserve	3,777,623	4,391,500	4,241,500	4,215,200	(176,300)	4,129,300
8024 Transf to/fr Capital	79,287					
9000 Prior Yr. Sur/Def	(7,049)	(10,600)	(10,600)	(10,600)		(10,600)
9001 Current Yr. Sur/Def	(68,931)					
* Other Fiscal	3,791,275	4,393,900	4,243,900	4,217,600	(176,300)	4,131,700
** Total	96,500,316	100,323,700	100,393,700	101,477,500	1,153,800	100,154,000

Summary Details - Transportation and Public Works

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4201 Area Rate Residential	(41,097)	(42,500)	(42,500)	(42,500)		(42,500)
* Area Rate Revenue	(41,097)	(42,500)	(42,500)	(42,500)		(42,500)
4750 Other Grants	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
* Transfers from other Gov'ts	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
4905 St. Opening Permits	(126,269)	(268,300)	(188,300)	(268,300)		(268,300)
4912 Signs & Encroachments	(591,268)	(105,000)	(190,000)	(185,000)	(80,000)	(185,000)
5101 Parking Rentals	(88,000)	(80,000)	(90,000)	(90,000)	(10,000)	(134,000)
5225 Tipping Fees-Waste R	(1,412,616)	(1,480,000)	(1,430,000)	(1,415,000)	65,000	(1,415,000)
5403 Sale-Other Recycle	(1,653,717)	(800,000)	(1,000,000)	(1,000,000)	(200,000)	(1,000,000)
* Fee Revenues	(3,871,870)	(2,733,300)	(2,898,300)	(2,958,300)	(225,000)	(3,002,300)
5508 Recov External Parti	(1,148,022)	(766,800)	(981,400)	(819,200)	(52,400)	(819,200)
5600 Miscellaneous Revenue	(533,595)	(441,000)	(503,600)	(642,000)	(201,000)	(642,000)
* Other Revenue	(1,681,616)	(1,207,800)	(1,485,000)	(1,461,200)	(253,400)	(1,461,200)
** Total	(9,738,862)	(6,937,700)	(7,579,900)	(7,668,000)	(730,300)	(7,712,000)
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

Office of the Auditor General

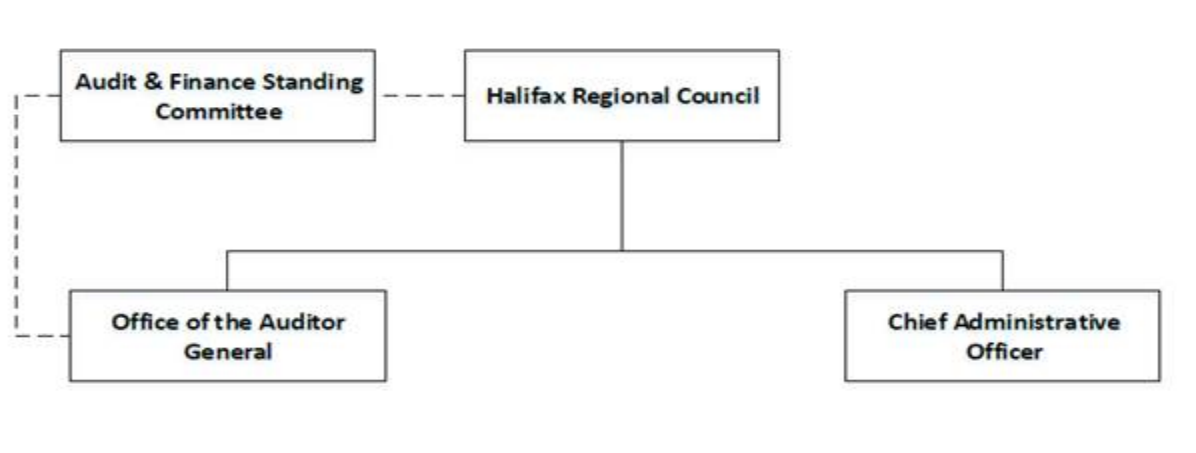
2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: To deliver independent audits that strengthen accountability and encourage improved efficiency and effectiveness of programs.

OFFICE OF THE AUDITOR GENERAL

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality’s programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality’s operations.

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 Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	10	-	10
Seasonal, Casual and Term	-	-	-
Total	10	-	10

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Office of the Auditor General	0.2%	0.2%	0.2%
Average tax bill amount spent on Office of the Auditor General	\$3.80	\$4.00	\$4.10

*Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Office of the Auditor General	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700
Net (Surplus)/Deficit	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 1,019,600
Compensation	Salary Adjustments	36,100	36,100
Budget Adjustments	Computer software and licenses	19,800	30,000
	Membership dues, travel, training & education	10,200	
Total Impact of Changes			66,100
2019/2020 Proposed Budget			\$ 1,085,700

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	870,734	950,900	943,400	987,000	36,100	987,000
Office	18,366	17,700	29,800	37,500	19,800	37,500
External Services	2,176	6,000	4,990	8,500	2,500	8,500
Equipment & Communications	519	2,000	1,000	2,000		2,000
Other Goods & Services	24,232	43,000	28,110	50,700	7,700	50,700
Net (Surplus)/Deficit	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700

Summary of Net Expenditures - Office of the Auditor General

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
G100 Off of the Aud Gen	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700
Net (Surplus)/Deficit	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700

Summary Details - Office of the Auditor General

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	719,652	785,200	786,900	814,800	29,600	814,800
6002 Salaries - Overtime	(107)					
6005 PDP & Union Con Incr	(5,269)		(9,200)			
6054 Vacation payout	1,327					
6100 Benefits - Salaries	139,732	148,800	149,800	154,500	5,700	154,500
6152 Retirement Incentives	5,063	5,300	5,400	5,500	200	5,500
6154 Workers' Compensation	10,336	11,600	10,500	12,200	600	12,200
* Compensation and Benefits	870,734	950,900	943,400	987,000	36,100	987,000
6202 Courier/Postage		200	100	200		200
6203 Office Furn/Equip	2,613	2,000	2,200	3,000	1,000	3,000
6204 Computer S/W & Lic	13,883	12,000	26,000	32,000	20,000	32,000
6207 Office Supplies	1,871	3,500	1,500	2,300	(1,200)	2,300
* Office	18,366	17,700	29,800	37,500	19,800	37,500
6302 Legal Fees		2,500	990	2,500		2,500
6399 Contract Services	2,176	3,500	4,000	6,000	2,500	6,000
* External Services	2,176	6,000	4,990	8,500	2,500	8,500
6703 Computer Equip/Rent	519	2,000	1,000	2,000		2,000
* Equipment & Communications	519	2,000	1,000	2,000		2,000
6901 Membership Dues	4,426	12,000	13,500	15,000	3,000	15,000
6902 Conferences/Workshop	2,057	5,500	1,000	5,500		5,500
6903 Travel - Local	1,020	2,000	1,500	2,000		2,000
6904 Travel - Out of Town	3,448	4,000	1,910	5,500	1,500	5,500
6905 Training & Education	10,512	15,000	8,000	18,200	3,200	18,200
6912 Advertising/Promotio	484					
6915 Research Data Acquis	260					
6917 Books and Periodicals	1,587	1,500	700	1,500		1,500
6919 Special Projects	127	2,000	1,000	2,000		2,000
6938 Rewarding Excellence	310	1,000	500	1,000		1,000
* Other Goods & Services	24,232	43,000	28,110	50,700	7,700	50,700
Net (Surplus)/Deficit	916,027	1,019,600	1,007,300	1,085,700	66,100	1,085,700

CAO Business Unit

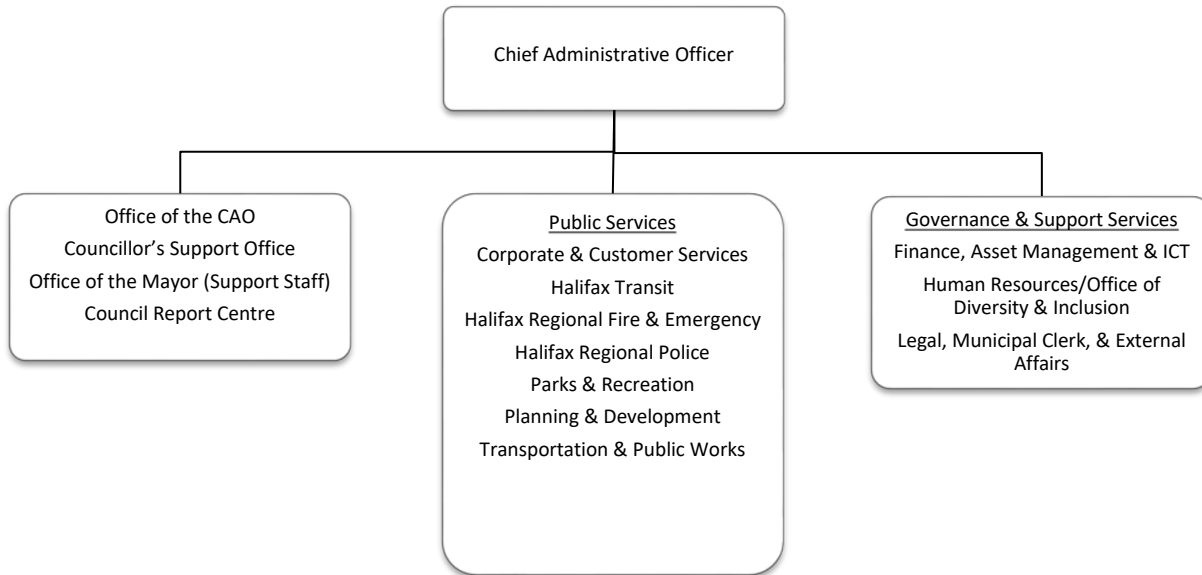
2019/20 – 2020/21 Multi-Year Budget and Business Plan

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

CAO BUSINESS UNIT OVERVIEW

The Chief Administrative Officer’s (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit oversees all HRM business units and provides administrative and legislative support to the Mayor and Regional Council.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	25	-1.5	23.5
Total	25	-1.5	23.5

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on CAO Business Unit	0.9%	0.8%	0.8%
Average tax bill amount spent on CAO Business Unit	\$16.60	\$16.70	\$16.80

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

CAO Business Unit Budget

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Office of the Chief Administrative Officer	1,068,803	866,300	866,300	831,900	(34,400)	831,900
Office of the Mayor	746,358	828,000	819,300	857,500	29,500	857,500
Councillors Support Office	2,716,471	2,756,400	2,698,500	2,802,700	46,300	2,802,700
Net (Surplus)/Deficit	4,531,632	4,450,700	4,384,100	4,492,100	41,400	4,492,100

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 4,450,700
Compensation	Salary adjustments	81,100	81,100
Interdepartmental Transfer	Board of Police Commissioners transferred to Halifax Regional Police	(24,500)	(24,500)
Budget Adjustments	Increase in stipend revenue	(5,500)	(15,200)
	Membership Dues	6,800	
	Community Events	9,800	
	Contract Services	11,000	
	Adjustments to balance to target; Conferences/Workshops \$9,300, Supplies and technology upgrades \$16,000, Consultants and Studies \$12,000	(37,300)	
Total Impact of Changes			41,400
2019/2020 Proposed Budget			\$ 4,492,100

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	3,959,594	3,988,100	3,984,800	4,069,200	81,100	4,069,200
Office	38,947	53,500	54,900	52,000	(1,500)	52,000
External Services	158,216	563,000	589,000	9,000	(554,000)	9,000
Supplies	729	3,500	4,800		(3,500)	-
Building Costs	7,239	13,000	2,100	4,000	(9,000)	4,000
Equipment & Communications	1,327	14,000	5,500	4,500	(9,500)	4,500
Vehicle Expense	37,027	41,900	38,000	37,200	(4,700)	37,200
Other Goods & Services	376,778	442,200	505,300	328,200	(114,000)	328,200
Interdepartmental	24,842		19,900	32,000	32,000	32,000
Other Fiscal	(28,554)	(430,000)	(52,400)		430,000	-
Total	4,576,144	4,689,200	5,151,900	4,536,100	(153,100)	4,536,100
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Transfers from other Gov'ts	-	(200,000)	(723,800)	-	200,000	-
Fee Revenues	(44,391)	(38,500)	(44,000)	(44,000)	(5,500)	(44,000)
Other Revenue	(121)	-	-	-	-	-
Total	(44,512)	(238,500)	(767,800)	(44,000)	194,500	(44,000)
Net (Surplus)/Deficit	4,531,632	4,450,700	4,384,100	4,492,100	41,400	4,492,100

CAO BUSINESS UNIT SERVICE AREA PLANS (2019/20 - 2020/21)

Office of the Chief Administrative Officer (CAO Administrative Office)

The CAO Office is committed to supporting Regional Council priorities through strategic and operational guidance by the CAO and the team to ensure efficient delivery of highly professional public service in support of Regional Council.

Services Delivered:

Governance and Engagement – Municipal Governance

Corporate Direction - Overall strategic and operational direction to all business units.

Leadership - Leadership of the administrative branch of municipal government.

Operational Oversight - Direct oversight of all business units.

Governance and Engagement – Fiscal Responsibility

Resource Assignment - Assignment of corporate resources required to implement policies and programs as directed by Regional Council.

Office of the Mayor

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and HRM staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

Services Delivered:

Governance and Engagement – Municipal Governance

Mayoral Support - Delivery of legislative and administrative support to the Mayor.

Issue Coordination - Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

Mayoral Correspondence - Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.

Councillors Support Office

The Councillors Support Office is committed to supporting Regional Council priorities through the coordination of 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:

Governance and Engagement – Municipal Governance

Councillor-Citizen Relations Support - The Councillors' Support Office coordinates resident relations and communications 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.

Councillor Administrative Support - The Councillors' Support Office provides administrative support for members of Regional Council.

Councillor Operational Support - The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary to their position.

Summary of Net Expenditures - CAO Business Unit

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
E200 Councillor's Support	2,716,471	2,756,400	2,698,500	2,802,700	46,300	2,802,700
*** Councillor Support	2,716,471	2,756,400	2,698,500	2,802,700	46,300	2,802,700
E300 Mayor's office	746,358	828,000	819,300	857,500	29,500	857,500
*** Mayors Office	746,358	828,000	819,300	857,500	29,500	857,500
C001 DCAO - Operations	129,762	3,000			(3,000)	
E110 CAO Office	928,052	817,600	840,300	811,900	(5,700)	811,900
E113 City Hall Operations	10,989	45,700	26,000	20,000	(25,700)	20,000
*** CAO Office	1,068,803	866,300	866,300	831,900	(34,400)	831,900
Net (Surplus)/Deficit	4,531,632	4,450,700	4,384,100	4,492,100	41,400	4,492,100

Summary Details - CAO Business Unit

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	3,368,498	3,368,200	3,384,300	3,425,700	57,500	3,425,700
6002 Salaries - Overtime	66	1,000	1,000	1,000		1,000
6005 PDP & Union Con Incr	(44,931)		(35,800)			
6054 Vacation payout	2,646					
6100 Benefits - Salaries	583,893	600,300	576,700	624,600	24,300	624,600
6110 Vacancy Management		(33,300)		(33,300)		(33,300)
6150 Honorariums			10,300			
6151 Vehicle Allowance		3,000			(3,000)	
6152 Retirement Incentives	21,773	20,800	20,800	21,800	1,000	21,800
6154 Workers' Compensation	27,649	28,100	27,500	29,400	1,300	29,400
* Compensation and Benefits	3,959,594	3,988,100	3,984,800	4,069,200	81,100	4,069,200
6201 Telephone	15,564	23,700	18,500	22,700	(1,000)	22,700
6202 Courier/Postage	3,478	5,400	5,400	5,900	500	5,900
6203 Office Furn/Equip	1,511	4,300	6,400	2,300	(2,000)	2,300
6204 Computer S/W & Lic	714					
6205 Printing & Reprod		2,700	3,300	1,700	(1,000)	1,700
6207 Office Supplies	16,476	15,900	18,900	18,400	2,500	18,400
6299 Other Office Expenses	1,204	1,500	2,400	1,000	(500)	1,000
* Office	38,947	53,500	54,900	52,000	(1,500)	52,000
6303 Consulting Fees	29,930					
6399 Contract Services	128,286	563,000	589,000	9,000	(554,000)	9,000
* External Services	158,216	563,000	589,000	9,000	(554,000)	9,000
6401 Uniforms & Clothing	643					
6406 Bridge Tolls		500			(500)	
6499 Other Supplies	85	3,000	4,800		(3,000)	
* Supplies	729	3,500	4,800		(3,500)	
6699 Other Building Cost	7,239	13,000	2,100	4,000	(9,000)	4,000
* Building Costs	7,239	13,000	2,100	4,000	(9,000)	4,000
6701 Equipment Purchase		5,000	5,000	4,000	(1,000)	4,000
6702 Small Tools	662	2,500			(2,500)	
6703 Computer Equip/Rent	92	3,500	500	500	(3,000)	500
6704 Equipment Rental		3,000			(3,000)	
6705 Equip - R&M	574					
* Equipment & Communications	1,327	14,000	5,500	4,500	(9,500)	4,500
6804 Vehicle Fuel - Gas		2,400			(2,400)	
6899 Other Vehicle Expense	37,027	39,500	38,000	37,200	(2,300)	37,200
* Vehicle Expense	37,027	41,900	38,000	37,200	(4,700)	37,200
6901 Membership Dues	12,006	10,700	10,500	10,500	(200)	10,500

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6902 Conferences/Workshop	45,690	43,000	21,400	21,700	(21,300)	21,700
6903 Travel - Local	62,719	58,200	67,700	59,700	1,500	59,700
6904 Travel - Out of Town	54,622	75,900	37,900	56,900	(19,000)	56,900
6905 Training & Education	645	3,400	2,000	2,000	(1,400)	2,000
6911 Facilities Rental	6,328	6,400	6,400	6,400		6,400
6912 Advertising/Promotio	98,709	122,300	98,000	96,800	(25,500)	96,800
6913 Awards	3,623	4,700	2,700	2,700	(2,000)	2,700
6914 Recruiting	909					
6916 Public Education	23,870	32,000	8,200		(32,000)	
6917 Books and Periodicals	7,535	5,500	7,100	7,000	1,500	7,000
6918 Meals	24,903	18,500	30,200	16,200	(2,300)	16,200
6919 Special Projects	82		166,500			
6933 Community Events	29,961	39,500	39,500	46,300	6,800	46,300
6936 Staff Relations	1,675	2,000	400	1,800	(200)	1,800
6938 Rewarding Excellence			3,000	200	200	200
6999 Other Goods/Services	3,502	20,100	3,800		(20,100)	
* Other Goods & Services	376,778	442,200	505,300	328,200	(114,000)	328,200
7009 Internal Trfr Other	24,521		19,900	32,000	32,000	32,000
7015 Int Trf FacilityRent	303					
9911 PM Labour-Reg	18					
* Interdepartmental	24,842		19,900	32,000	32,000	32,000
8008 Transf to/fr Reserve	(28,554)	(430,000)	(52,400)		430,000	
* Other Fiscal	(28,554)	(430,000)	(52,400)		430,000	
** Total	4,576,144	4,689,200	5,151,900	4,536,100	(153,100)	4,536,100

Summary Details - CAO Business Unit

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4704 Conditnl Grnts Other		(200,000)	(723,800)		200,000	
* Transfers from other Gov'ts		(200,000)	(723,800)		200,000	
5206 Stipends	(44,391)	(38,500)	(44,000)	(44,000)	(5,500)	(44,000)
* Fee Revenues	(44,391)	(38,500)	(44,000)	(44,000)	(5,500)	(44,000)
5508 Recov External Parti	(121)					
* Other Revenue	(121)					
** Total	(44,512)	(238,500)	(767,800)	(44,000)	194,500	(44,000)
Net (Surplus)/Deficit	4,531,632	4,450,700	4,384,100	4,492,100	41,400	4,492,100

Finance, Asset Management & ICT

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: Leading Financial and Technological Stewardship

We lead financial and technological stewardship through advice, governance, customer-focused services and policy.

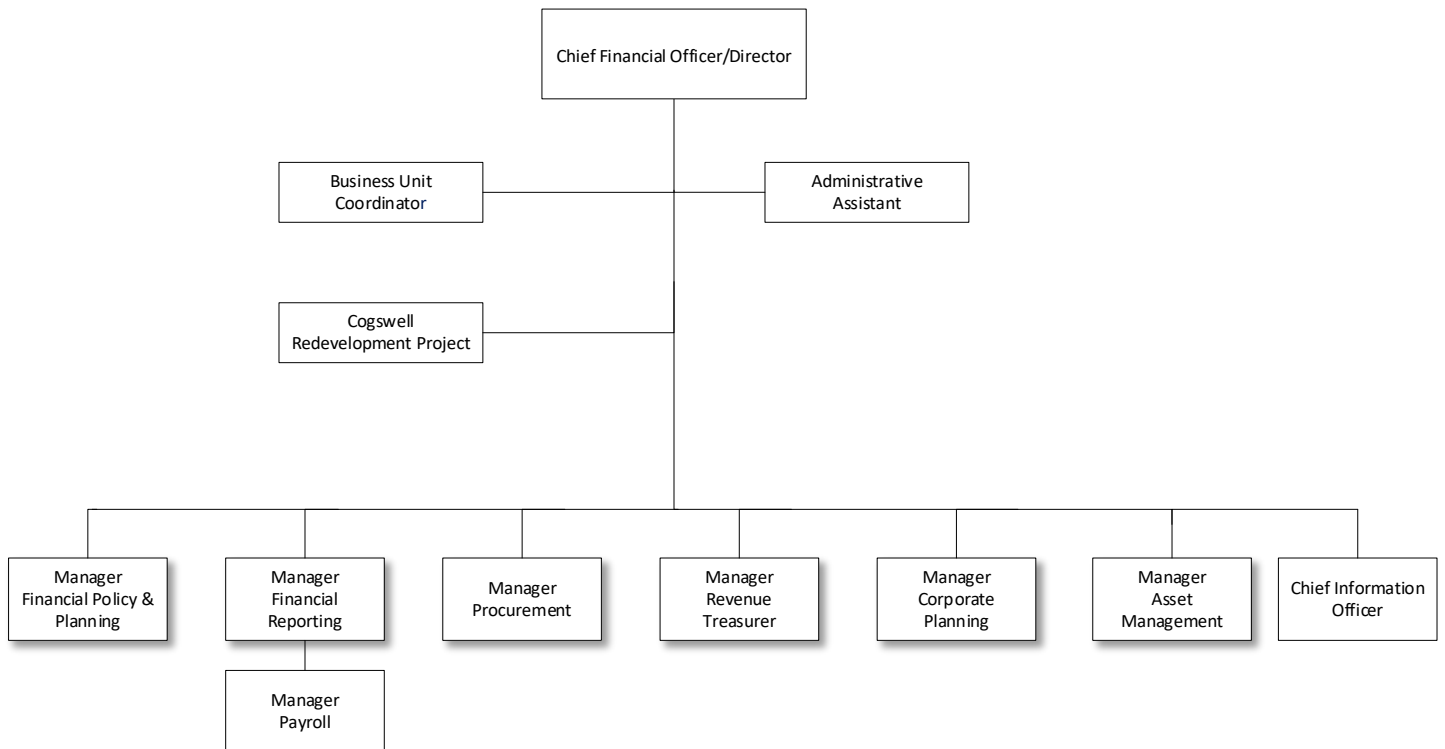
We provide and support timely acquisition and disposal of all municipal assets.

FINANCE, ASSET MANAGEMENT & ICT OVERVIEW

Finance, Asset Management & ICT is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Service Excellence - Service Delivery
- Service Excellence - Service Improvements
- Social Development - Social Infrastructure
- Economic Development - Supply of Industrial, Commercial, and Institutional Lands
- Financial Stewardship - Risk Management Framework
- Financial Stewardship - Strategic, Multi-year Business and Budget Plans
- Financial Stewardship - Financial Position

This is achieved through leadership of financial stewardship activities and providing services and advice to internal clients, Regional Council and residents of Halifax. Corporate Planning provides support to the organization by assisting business units in strategic and operational decision-making; performance management and maximizing collaboration on Regional Council’s priorities. Corporate Real Estate and Asset Management improves the way that our municipal assets are managed within HRM. ICT will focus on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	308.6	6.6	315.2
Seasonal, Casual and Term	5.5	-	5.5
Total	314.1	6.6	320.7

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Finance & Asset Management	7.6%	7.7%	7.7%
Average tax bill amount spent on Finance & Asset Management	\$147.00	\$151.50	\$153.10

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Financial Stewardship - Risk Management Framework

Risk Management Framework

Develop a risk management framework with the appropriate governance model to anticipate, manage, and mitigate enterprise and corporate risk. This requires each business unit to assign risk subject matter experts to be trained to develop and maintain operational risk registries.

Financial Stewardship - Strategic, Multi-year Business and Budget Plans

Review and Validate Services, Service Levels and Standards

All existing services will be reviewed to validate current service levels and service standards; business units will be responsible for providing updated information to the service catalogue and FAM&ICT will evaluate the effectiveness of enhancing this information with Municipal Benchmarking Network Canada information. In addition, FAM & ICT will undertake a budget and business plan review to inform a customer-centric service delivery model.

Financial Stewardship - Financial Position

Enhance Management Reporting to Support Operational Decision-making

Business units require enhanced management reporting to support decision making. To support this initiative an organizational needs assessment will be conducted and jurisdictional scans of both the public and private sector; the outcome of which will be a discrete list of reports to be developed and provided to the business units.

Business Case Process

Implement a robust business case process that assesses risk, and evaluates financial and non-financial benefits of projects, services, and programs. Based on criteria business units will be responsible for submitting business cases for evaluation and ranking before assignment within capital process.

Accurate Projections

Working with business units provide credible and explainable projections for revenue, compensation and operations to inform responsible decision making and increase transparency.

Economic Development – Supply of Industrial, Commercial, and Institutional Lands

Supply of Industrial Lands

To ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities, HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. Key activities and initiatives for the next two years will include:

1. Updating the Business/Industrial Park Functional Plan (2019/20 deliverable)
2. Informing capital plans (2019/20 deliverable)
3. Initiating secondary planning process for Ragged Lake (2019/20 deliverable)
4. Amending zoning at Aerotech Business Park (2020/21 deliverable)
5. Addressing access to Phase 13 Burnside (2020/21 deliverable)

Economic Development – Focus on the Regional Centre

Cogswell Redevelopment Program

The Cogswell Redevelopment Program is a significant "City Building" project intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the north end of the city. Demolition of existing infrastructure and its replacement with a new at-grade street network, parks and open spaces, and development blocks are estimated to take 3-4 years, starting in mid-2019. Phased release of the newly created land parcels for high value residential/mixed use buildings will occur in the following 4-5 years. In 2019/20, staff will:

1. Complete the RFP process for the construction services contract in Q1 2019, following presentation of the 90% design to Regional Council.
2. Initiate demolition of existing interchange infrastructure and commence reconstruction in Q2 2019.

Service Delivery - Innovation

Service Innovation and Transformation

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies - our customers. Through both short and long-term planning, ICT will continue to advance critical initiatives including the ICT Strategic Plan, IT Asset Management, and Enterprise Content Management Strategy to drive exceptional service delivery to customers through technology enhancements.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Finance & Asset Management will focus on incorporating related Diversity Framework efforts into business planning practices and tools to ensure corporate focus and tracking of these efforts, certifying all hiring managers under the "Hiring Managers Certification Program", and supporting the employee self identification survey.

Finance, Asset Management & ICT Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Service Delivery				
Innovation	Revenue & Financial Accounting Management Solution	4,500,000	229,000	900,000
	SAP Procurement	2,500,000		500,000
	ICT Infrastructure Recap	1,875,000	35,000	1,225,000
	Corporate Scheduling	965,000	84,000	1,220,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	737,936	906,800	946,900	947,500	40,700	935,000
Fiscal Policy & Financial Planning	1,527,822	1,634,800	1,615,800	1,584,900	(49,900)	1,584,900
Financial Reporting	3,908,081	4,073,100	3,940,470	4,175,500	102,400	4,175,500
Revenue	(515,619)	(793,700)	(759,800)	(836,700)	(43,000)	(836,700)
Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
Procurement	4,251,820	4,456,100	4,528,400	4,797,200	341,100	4,794,900
Corporate Real Estate	3,721,968	4,833,700	4,615,300	4,673,400	(160,300)	4,568,000
Asset Management	432,687	594,600	582,300	616,300	21,700	616,300
Information Technology	18,150,051	23,423,600	20,910,655	24,412,200	988,600	24,676,700
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

Summary of Changes - Proposed Budget

Description	Change Description / Service Impact	2019/20 Planned	Amount
2018/2019 Approved Budget			\$ 39,521,200
Compensation	Salary increases (includes additional 5.6 FTE's)	1,417,800	1,417,800
Budget Adjustments	Savings in Software, Licenses and Printing costs	(239,300)	(180,000)
	Increase in Revenues and Recoveries	(188,400)	
	Increase in External Services for service enhancements	149,900	
	Increase in Building/Facility Leasing costs	83,000	
	Other expenses	14,800	
Total Proposed Changes			1,237,800
Proposed 19/20 Budget			\$ 40,759,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	23,411,555	25,763,600	24,169,696	27,181,400	1,417,800	27,122,100
Office	6,165,518	6,549,900	6,173,978	6,341,600	(208,300)	6,357,100
External Services	2,591,026	5,422,600	4,494,729	5,551,000	128,400	5,872,700
Supplies	10,323	15,200	15,600	15,000	(200)	15,000
Materials	27,391	35,000	63,017	15,000	(20,000)	15,000
Building Costs	610,046	815,900	792,850	898,900	83,000	916,100
Equipment & Communications	1,866,170	2,141,500	2,281,704	2,151,500	10,000	2,185,000
Vehicle Expense	289		500			-
Other Goods & Services	3,980,727	4,751,700	4,533,344	4,747,000	(4,700)	4,576,400
Interdepartmental	(319,050)	(243,800)	(333,906)	(359,700)	(115,900)	(359,700)
Other Fiscal	(77,261)	(562,900)	(316,900)	(426,800)	136,100	(436,800)
Total	38,266,735	44,688,700	41,874,612	46,114,900	1,426,200	46,262,900
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(4,491,232)	(4,699,500)	(4,626,500)	(4,796,400)	(96,900)	(4,800,100)
Other Revenue	(1,082,638)	(468,000)	(491,187)	(559,500)	(91,500)	(559,500)
Total	(5,573,870)	(5,167,500)	(5,117,687)	(5,355,900)	(188,400)	(5,359,600)
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

FINANCE, ASSET MANAGEMENT & ICT SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Director's Office Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Financial Stewardship
<p>Oversight of the Financial Stewardship Strategic Initiatives Working with business unit peers, the Director's Office will develop a budget and business planning process that is streamlined, predictable and reflects best practise.</p>
Our People
<p>Developing and Supporting FAM & ICT Leaders To develop and support its leaders, FAM & ICT will commit to creating career paths for key roles, create a succession plan committee, and provide development and succession opportunities. [Est. Compl. Q3 19/20]</p>
<p>Enhancing FAM & ICT Workplace Culture To enhance its workplace culture, FAM & ICT will develop an internal rewards and recognition program. [Est. Compl. Q4 19/20]</p>
<p>Improve FAM & ICT Employee Engagement To improve its employee engagement, FAM & ICT will develop an employee action plan in support of survey results. [Est. Compl. Q2 19/20]</p>
<p>FAM & ICT Diverse and Inclusive Environment To advance diversity and foster innovation in our environment, FAM & ICT will certify all hiring managers under the "Hiring Managers Certification Program" and support the employee self identification survey. [Est. Compl. Q1 20/21]</p>
<p>FAM & ICT Healthy Workforce To create a safety and wellness culture that results in improved health and reduction in injuries and lost time, FAM & ICT will complete "Working Mind" training and support the Health and Wellness survey. [Est. Compl. Q3 19/20]</p>
Service Excellence
<p>FAM & ICT Service Delivery Model Improvements To advance performance excellence through process improvement and technology utilization, FAM & ICT will undertake a budget and business plan service review to inform a customer-centric service delivery model. FAM&ICT will continue with performance excellence training of front line staff and money belt training for finance staff. [Est. Compl. Q2 19/20]</p>

Finance Divisions

Finance, which includes the three divisions of Financial Policy and Planning, Financial Reporting and Payroll, and Revenue, is committed to supporting Regional Council and administrative priorities through leadership of financial stewardship activities and providing services and advice to internal customers, Regional Council, and residents of Halifax.

Services Delivered:

Financial Policy and Planning

Governance and Engagement - Fiscal Responsibility

Budget Coordination - Development of the annual Operating, Capital, and Reserve budgets for the Municipality to ensure the fiscal sustainability of the municipality.

Financial Advisory Services - The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues.

Regional Council Report Review & Support - Provide support and financial review to the Regional Council report process.

Tax and Fiscal Policy Development - The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term.

Social Development - Social Infrastructure

Grants and Contributions Program Support - Provision of leadership and support in the policy and program delivery regarding grants.

Financial Reporting

Governance and Engagement - Fiscal Responsibility

Accounts Payable Payment Processing - This service is responsible for the accurate and timely processing and payment of HRM invoices.

Accounting Controls and Reporting - This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

Revenue and Expenditure Reporting and Analysis - This service provides oversight of accounting functions and maintains effective internal controls.

Service Delivery - Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

Payroll Services - Provide payroll administration services to HRM and Agencies, Boards, and Commissions

Position Management - Maintains Organizational Management structure in SAP. Prepares and reconciles wage model budget.

Revenue

Governance and Engagement - Fiscal Responsibility

Cash Management - This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

Transit and Parking Meter Revenue Processing - This service is responsible for processing, depositing, and safeguarding HRM's coin revenue.

Collections - This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

General Revenue - This service is responsible for the billing and administration of all non-property tax revenues.

Taxation Services - This service is responsible for the billing and administration of property tax revenues.

Treasury Services - This service ensures that investments are made in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee.

Service Delivery Measures

Finance Divisions Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Taxation					
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.1 %	1.1%	1.1%	1.1%	1.2%
Current Year's Tax Arrears as a Percent of Current Year Levy	3.1%	3.0%	3.0%	3.0%	2.2%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$14.65	\$14.63	\$14.70	\$14.65	\$13.69
General Revenue					
Percent of Billings Outstanding Over 90 Days at Year End	3.38%	1.0%	2.0%	2.0%	12.0%
Bad Debt Write Off as a Percent of Billed Revenue	0.2%	0.2%	0.2%	0.2%	0.1%
Operating Cost of Accounts Receivable Function per Invoice	\$23.46	\$24.71	\$24.75	\$24.75	\$24.67
Average Collection Period (Days)	17	13	15	15	42
% of Resident Inquiries Completed Within 2 Business Days	98.8%	98.4%	98.0%	98.0%	N/A

* Municipal Benchmarking Network Canada

The Revenue service levels and costs are comparable to the MBNC median. A new Revenue management system implementation will allow for lower costs and expedited service, however, until the system is implemented we expect costs and service levels to remain consistent.

Finance Divisions Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Financial Reporting					
Operating Cost per Payroll Direct Deposit or Cheque	\$3.30	\$3.31	\$3.40	\$3.51	\$4.71
Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services	287	240	233	239	242
Accounts Payable Operating Cost per Invoice Processed	\$6.12	\$7.37	\$7.00	\$6.94	\$6.62
Number of Invoices Processed per Accounts Payable FTE	11,663	9,502	9,519	10,020	12,847
Percent of Invoices Paid Within 30 Days	73.5%	55.0%	55.0%	75.0%	70.4%

* Municipal Benchmarking Network Canada

Performance Analysis

Operating Cost per Payroll Direct Deposit or Cheque

Costs are increasing slightly, primarily as a result of wage increases.

Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services:

Projecting a modest increase in the value of each invoice and minor increases in the number of invoices.

Accounts Payable Operating Cost per Invoice Processed

Slight reduction in costs related to increase in vacancies and an increase in the number of invoices processed.

Percent of Invoices Paid Within 30 Days

In 2018/19, the process was changed to reduce the number of invoices requiring a purchase order, which should reduce the delays in processing the invoices and payments. However, the changes have not been made early enough to affect the percentages for 2018/19. In 2019/20, we expect the process to get back to normal and that this will result in an increase in the percentage.

Finance Divisions Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Promote and Maximize Growth
<p>Prepare for Commercial Tax Averaging for 2020-21 Depending on final Regional Council direction, Financial Policy & Planning will (1) prepare to introduce a system of commercial tax averaging for 2020-21; (2) conduct additional research and/or requests for legislative changes. [Est. Compl. Q3 20/21]</p>

Governance and Engagement - Fiscal Responsibility
<p>PCI (Payment Card Industry) Compliance Program The implementation of the PCI (Payment Card Industry) compliance program will help ensure that as HRM adopts electronic payment technologies, appropriate controls and safeguards are in place to secure and protect customer card data. . [Est. Compl. Q4 19/20]</p>
Governance and Engagement - Municipal Governance
<p>Cash Management Audits FAM Revenue will enhance internal audits of cash handling units. This will strengthen internal controls, help standardize process and ensure best practices are followed across all cash handling units. [Est. Compl. Q4 19/20]</p>
Financial Stewardship – Financial Position
<p>Enhance Management Reporting to Support Operational Decision Making To support the goal of optimizing HRM's financial position, Financial Reporting will consult with business units to provide improved management reports. Work includes conducting a needs assessment with the business units and jurisdictional scan, identifying reports to be developed, and working with ICT to develop these reports. [Est. Compl. Q4 19/20]</p>
<p>Accurate Projections Program To support the goal of optimizing HRM's financial position, Financial Reporting will provide tools and training to business unit staff to improve the accuracy of their financial projections (both operating and capital). Work includes establishing a training program on predictive modeling and the attributes involved in making sound projections. Key performance indicators will be established including expected quarterly accuracy targets. [Est. Compl. Q4 19/20]</p>
Service Excellence - Performance Excellence
<p>Money Belt Training To support the benefits realization framework and business case process, working with Organizational Performance Excellence FAM & ICT will train staff in deriving benefits for business cases and performance improvement initiatives [Est. Compl. Q4 19/20]</p>
<p>SAP/Hana - Review Processes and Reports FAM&ICT will review what management reports, processes, procedures and training would provide the highest customer service under SAP/Hana (implementation and ongoing use). [Est. Compl. 20/21]</p>
<p>Financial Analytics To strengthen the organization's financial analytical capabilities, Financial Policy & Planning will review and refine the following practices: - Reviewing the "Financial Impact" section of Council reports; - Audit and Finance procedures around in-year budget changes [Est. Compl. Q3 19/20]</p>
Service Excellence - Inclusive Community Engagement
<p>FAM & ICT Community Outreach To ensure consistent, inclusive, and innovative engagements, Financial Policy & Planning seek guidance from Corporate Communications' Community Outreach Initiative as it conducts engagements related to Grants, Tax Relief, and Commercial Taxation. [Est. Compl. Q4 19/20]</p>

Corporate Planning

Corporate Planning is committed to supporting Regional Council and administrative priorities by assisting business units in strategic planning; business planning; performance reporting and benchmarking; outcome and accountability reporting; and risk management.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategic and Business Planning - This service provides guidance and support to business units in their strategic and operational planning and decision-making, ensuring that these processes are tightly integrated with HRM's budgeting processes; and that cross-collaboration is maximized to achieve multi-jurisdictional strategic priorities.

Enterprise Risk Management - This service is responsible for the development of governance of the Enterprise Risk Management framework and associated processes. The business unit is responsible for ensuring that risks are appropriately identified through the business planning process then, evaluated, and managed by the responsible business unit.

Service Excellence - Service Improvements

Performance Measurement - This service provides methods and tools that allow for the coordinated, focused, and objective reporting on service performance, priority outcomes, and business plan accountability for the organization.

Service Delivery Measures

Corporate Planning Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Operational Risk Registers - Compliance to objective	-	-	-	100%
Service Catalogue Refresh - Participation Rate	-	-	-	50%

Operational Risk Registers - Compliance to Objective

The success of the implementation of a robust risk management framework is dependent on the adoption and implementation of operational risk registers at the business unit level. Corporate Planning is targeting completion of the roll out of this performance metric by Q4 19/20.

Service Catalogue Refresh - Participation Rate

A service catalogue refresh is foundational work required to articulate HRM services and related service delivery standards and also to understand the cost of services related to these standards. The success of this initiative is dependent on active participation of business units in completing this work therefore the performance metric is targeting 50% participation by Q4 19/20.

Corporate Planning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Public Engagement
<p>Citizen Survey To support the Council Priority Outcome of Public Engagement, the 2020 Citizen Survey will be conducted in partnership with Corporate Communications with an effort to ensure a representative sample of HRM's diverse communities are included. [Est. Compl. 20/21]</p>
Financial Stewardship - Risk Management Framework
<p>Risk Management Framework - Operational Risk Governance To support the goal of anticipating, mitigating and managing organizational risk, the Corporate Planning Office will work with business units to incorporate operational risk into HRM's Enterprise Risk Management Framework through the establishment of a governance model and development of operational risk registries. [Est. Compl. Q2 19/20]</p>
<p>Risk Management Framework - Maturity Assessment To support the goal of anticipating, mitigating and managing organizational risk, the Corporate Planning Office will undertake a maturity assessment and gap analysis and develop actions plans to reach the desired state. [Est. Compl. Q4 19/20]</p>
Financial Stewardship - Strategic, Multi-year Business and Budget Plans
<p>Corporate Service Catalogue Review and Update To advance strategic, multi-year business plans and budgets that are equitable and sustainable, the Corporate Planning Office will develop a project charter and lead the review and updating of the corporate service catalogue including alignment of services with community outcomes. [Est. Compl. Q4 20/21]</p>
<p>Corporate Performance Management Solution - Phase 1 Supported by the Information Technology division, the Corporate Planning Office will undertake an opportunity assessment for a Corporate Performance Management Solution and begin work on a business intelligence reporting environment. Corporate key performance indicators will also be confirmed. [Est. Compl. Q4 19/20]</p>
<p>Corporate Performance Management Solution - Phase 2 Supported by the Information Technology division, the Corporate Planning Office will establish a business intelligence solution for reporting on available corporate key performance indicators. [Est. Compl. 20/21]</p>

Procurement

Procurement coordinates the acquisition of goods, services, coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Inventory Management – Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus HRM assets, excluding real estate.

Purchasing – In consultation with client business units, this service is responsible for the administration of the procurement policy for the purchase over \$1,000. They also monitor current trends on procurement practice and potential for HRM policy amendments. They work with industry to identify possible barriers to doing business with HRM.

Service Delivery Measures

Procurement Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
% of inventory on contract	36%	49.4%	56.7%	60%	NA
Percent of Goods and Services Purchased (Operating and Capital) Through a Centralized Procurement Process	55%	71.7%	75%	80%	65.0%
Operating Costs for Centralized Purchasing per \$1,000 Municipal Purchases (Operating and Capital) for Goods and Services Through a Procurement Process	\$7.83	\$5.27	\$5.68	\$5.50	\$5.52

* Municipal Benchmarking Network Canada

% of inventory on contract

Project was on hold for a few months due to staffing issues. Goal is 60% for 2019/20.

Procurement Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Response to AG's Audit of Procurement - Phase 2 Phase two in 2019/20 will include monitoring compliance to process and responding to any new recommendations from the follow-up audit expected between May 2018 and October 2019. [Est. Compl. Q4 19/20]</p>
<p>Procurement Card Audit Response Procurement will address the recommendations that result from the Auditor General's Audit of Procurement Cards (PCards). [Est. Compl. Q4 19/20]</p>
<p>Amendments to Procurement Policy Working with business units and the vendor community Procurement will identify changes required to the Procurement Policy and seek approval of Regional Council. [Est. Compl. Q4 19/20]</p>
Social Development - Equity and Inclusion
<p>Procurement Social Policy Lens To ensure societal concerns are considered in decisions, Procurement will incorporate a social policy lens to the public procurement process. [Est. Compl. Q3 19/20]</p>
Service Excellence - Performance Excellence
<p>SAP Release Strategy - Revisions Procurement, supported by ICT, will make required revisions to Release Strategy based on proposed SAP upgrade to S4Hanna, to reflect the move to position-based security roles, and to incorporate award levels as outlined in the Procurement Policy. [Est. Compl. Q4 20/21]</p>

2019/20 – 2020/21 Deliverables with Estimated Completion

Fleet Focus Review Project

Procurement and the Asset Management Office, will participate in the project to address issues related to the Fleet Focus software. [Est. Compl. Q4 19/20]

Procurement Service Model Review

In consultation with business units Procurement will develop a service model that best meets customer needs while considering structure and staffing needs. [Est. Compl. Q4 19/20]

Goods Received Process Improvement

To advance performance excellence through process improvement and technology utilization, Procurement will complete Value Stream Mapping and process improvement related to Goods Received. [Est. Compl. Q4 19/20]

Corporate Real Estate

Corporate Real Estate is committed to supporting Regional Council priorities through 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:

Economic Development – Supply of Industrial, Commercial, and Institutional Lands

Industrial Park Development - This service is responsible for strategic planning and program delivery of industrial park inventory and the sale of the building lot inventory to the private sector for industrial/commercial development.

Financial Responsibility – Responsibility for Resources

Acquisition and Disposal - This service is responsible for property acquisition and disposal for municipal purposes.

Leasing and Tenant Services - This service is responsible for acquiring leased properties to meet clients' requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and accommodation and portfolio management services.

Service Delivery Measures

Corporate Real Estate Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Property Acquisitions	\$2.1m	\$5.15m	\$12.5m	~\$6.0m
Property Disposals	\$1.1m	\$3.1m	\$3.3m	~\$47m
Industrial Park Sales	52.0 acres	17.69 acres	43.68 acres	30 acres
Industrial Park Acres (Gross Revenue)	\$12.8m	\$5.1m	\$10.9m	\$8.5m

The supply of Industrial, Commercial and Institutional Lands is a Regional Council priority outcome under Economic Development to ensure that there are sufficient industrial, commercial and institutional lands available to meet economic opportunities and growth of the commercial tax base. The risk is that there will not be sufficient land in the right locations available to support economic growth resulting in loss of economic opportunities. The sale of municipally-owned industrial park inventory is highly dependent upon the economic climate and real estate market demand cycles. HRM has been maintaining a multi-year supply of industrial lot inventory to meet these needs and with a standard transaction policy in place for lot sale, HRM can offer and deliver a predictable transaction timeline.

Corporate Real Estate Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Supply of Industrial, Commercial and Institutional Lands
Supply of Industrial Lands - Business/Industrial Park Functional Plan HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will update the Business/Industrial Park Functional Plan. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Capital Plans HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will plan long term capital plans to support build out of Phase 13 Burnside. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Ragged Lake Secondary Planning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will complete necessary background reports on Ragged Lake expansion and introduce and initiation report to Regional Council for the secondary planning process for Ragged Lake. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Burnside Zoning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. The re-zoning of existing Burnside including future Phase 13 Burnside is well advanced with public Open House in January 2019. The servicing and zoning of the future Phase 14 Lands has not yet commenced. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Burnside Phase 13 Access HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will enter into a cost sharing agreement with the Province who will be constructing and providing access to municipal lands at Phase 13 Burnside. [Est. Compl. 20/21]
Supply of Industrial Lands - Aerotech Zoning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will submit an application for rezoning to Planning & Development for Aerotech Business Park. [Est. Compl. 20/21]
Governance and Engagement - Fiscal Responsibility
Corporate Accommodations Plan Implementation - Years 1 / 2 The Corporate Accommodations Plan will reduce the size of the leased portfolio to achieve savings, provide modern healthy work environment, provide consistent standard for both space and work stations, creating efficiencies by reducing and reconfiguring of space. 19/20 deliverables include renovation 6th floor Alderney Gate; initiate space planning for Alderney 2, 3 & 5; and P&D renovations Mellor Avenue. 20/21 deliverables include HRFE Admin & Prevention and Alderney Gate 5th Floor.

Social Development - Equity and Inclusion

Corporate Accommodations Strategy

To ensure inclusive and equitable access to municipal offices, Corporate Real Estate will consider the needs of all occupants and visitors through sensitive and thoughtful design of each space to be renovated.

Design features include use of hard surface flooring, widened corridors, lower counter heights, employee wellness rooms which also serve as prayer rooms or lactation rooms, universal/gender neutral locker rooms & washrooms with accessible showers. All workstations and office suites allow a 5ft turn radius for accessibility and include ergonomic features such as a height adjustable worksurfaces, fully articulating dual monitor arms and adjustable keyboard trays. [Est. Compl. Q4 19/20]

Service Excellence - Performance Excellence

Real Estate Service Improvement Initiative

Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands.

1. Complete update and replace 1997 policy with new Administrative Order for industrial park transaction policy.
2. Complete Design Manual for industrial park site development guidelines for industry and purchasers.
3. Develop updated service menu and web content for Corporate Real Estate for clients.
4. Improve turnaround of legal agreements through more use of standard agreements.
5. Continue Performance Excellence and PMP training for select staff. Est. Compl. Q4 19/20]

Asset Management Office

The Asset Management Office is committed to supporting Regional Council priorities. It ensures that citizen services are enabled by a portfolio of assets that is proactively, effectively, and efficiently managed.

Services Delivered:

Governance and Engagement – Municipal Governance

Asset Management Governance Support - This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

Service Excellence – Service Improvements

Performance Reporting and Continuous Improvement Support - This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

Financial Responsibility – Financial Impact

HRM Asset Portfolio and Budget Support – This service supports budget submissions and coordinates with external funding programs to support asset management requirements.

Service Excellence – Service Delivery

Asset Management Process, Tools, and Training - The service provides expertise, technology, and training that enhance business units' ability perform effective asset management.

Asset Management Office Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People
<p>Enterprise Asset Management (EAM) In 2019/20, the Asset Management Office will continue to expand asset management (AM) methodology implementation and EAM capabilities, including data governance, and guidance for evidence-based decision-making. Functionality within EAM systems will expand where business processes are ready to progress, and will partner to identify performance excellence opportunities. [Est. Compl. Q4 19/20]</p>
<p>Asset Data Management In 2019/20, the Asset Management Office will continue to work with business partners to facilitate asset roles and responsibilities and provide guidance improve asset data quality, including increasing recorded asset condition ratings. [Est. Compl. Q4 19/20]</p>
<p>Asset Management Plans Upon having Council approve the Corporate Asset Management Policy, the Asset Management Office will begin work with each asset group to develop lifecycle intervention documents, Asset Management Plans. This will also serve as a basis to build a State of Infrastructure Report. [Est. Compl. Q3 20/21]</p>
Financial Position - Financial Stewardship
<p>Develop Capital Project Business Case Process To support the goal of optimizing HRM's financial position, the Asset Management Office will develop the capital project business case template, establish the appropriate governance model, train and support business units in the business case development, and integrate into the operational and business planning process. The Asset Management Office will continue the Capital Reform work begun in 2018/19 which implemented the Capital Prioritization Framework. The 2019/20 work will focus on integrating lessons learned from the 2018/19 process including improvements to capital governance. Aim is to implement business case processes for new projects and improve the capital projections process. [Est. Compl. Q4 19/20]</p>
Service Excellence - Performance Excellence
<p>Fleet Focus Interface Improvement EAM Steering Committee approved to move this capital project forward. The Asset Management Office will undertake an impact assessment to understand the timing implications between the Fleet Focus interface and the SAP HANA upgrades, establish a project team, and development interface requirements. This important project impacts 3 business units [Est. Compl. Q4 20/21]</p>

Information, Communication and Technology (ICT)

ICT will focus on improved and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.

Information, Communication, and Technology is committed to providing customer service and technology expertise in support of Regional Council and administrative priorities. ICT is engaging HRM Executive to align corporate vision with technology architecture to drive the continued development of an HRM that is a digital service delivery organization.

ICT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, and refinement of foundational business systems to drive business process improvements.

Services Delivered:

Service Excellence – Performance Excellence

Service Desk - Break/Fix and Service Request Management - Service requests are filtered through the service request system or the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

Data Management and Analytics - This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

Personal Computing Services - This service provides mobile and personal computing technology.

Telecommunications Services - This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

ICT Business Applications Management - This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of HRM business units.

ICT Infrastructure Management - This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance, and support of Emergency Services applications and the corporate email system along with the supporting systems.

Enable New and Enhanced Business Solutions - This service facilitates ICT customers' business success through the introduction of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing HRM investments.

Service Delivery Measures

Information, Communication, and Technology Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median ⁽¹⁾ 2017
ICT Service Desk – Inbound Contact Volume ⁽²⁾	33,223	27,673	28,231	28,600	NA
ICT-Service Desk – Customer Satisfaction ⁽³⁾	98%	93%	97%	97%	NA
Number of Visitor Sessions to Municipal Website per Capita ⁽⁴⁾	22.1	20	13.8	13.5	14.5
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE)	0.92	0.97	TBD	TBD	0.98
Total Cost for Information Technology per Supported Municipal Full Time Equivalent (FTE)	\$6,425	\$7,336	Not Available	Not Available	\$4,003

(1) Municipal Benchmarking Network Canada- Note that the Median is an average of the supplied information from each municipality and does not represent a desired benchmark for HRM's optimal performance.

(2) Measures call volume, not performance. Over the next year, ICT will be developing more meaningful measures.

(3) Satisfaction rate reflects a 1-3% response rate from service desk surveys. Improved feedback methods are being investigated.

(4) Population - 425,871(16/17), 431,701 (17/18 and future years)

Technology is a key enabler for optimizing business processes, service to citizen, and evidence based transparent reporting. As HRM continues to advance towards a smarter city, ICT has increased the technical footprint across HRM to support frontline data entry and access to information. The increased footprint has numerous impacts such as the increase seen year over year for devices per FTE and costs between 2016 and 2017. As several major business transformation projects get underway (Permitting and Licensing, Parking, Recreation, and internal administration advancements for HR and Finance which is foundational to optimal municipal operations) it is expected that the technology costs and devices will continue to increase throughout the transition to support secure digital customer service.

Information, Communication & Technology (ICT) Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Service Delivery - Innovation</p> <p>Enterprise Content Management (ECM) Implementation Plan (5 year) and Employee Intranet Delivery & Implementation (Est Compl: 19/20)</p> <p>1) The volume of content generated by Halifax's growing number of IT-enabling business solutions has warranted the need for an Enterprise Content Management solution (ECM) that will better support the capture, storage and delivery of information across the organization; citizens and businesses will benefit through access to more timely and accurate information.</p> <p>To address this need, a 5 year plan will be developed to drive implementation of ECM across the organization.</p> <p>2) In parallel, an innovative quick-win initiative will be kicked off to use the selected ECM technology to redevelop Halifax's Intranet solution</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>SAP Optimization, Enhancements and Solution Implementations (Est Compl: 21/22) To ensure SAP, one of Halifax's key underlying and foundation technologies, can continue to support the delivery of transformational services to citizens and businesses, ICT is undertaking a portfolio of SAP initiatives that will enable ongoing and necessary technology optimizations and enhancement implementations.</p>
Service Delivery - Service to our People
<p>Service Delivery on the Web (Est Compl: 20/21) Customer service is a key focus for HRM and the corporate website is key to providing exceptional customer service. The transformation of the corporate website will provide citizens with digital solutions to services to allow them to interact with the municipality in an innovative and streamlined manner.</p>
<p>Customer Relationship Management (CRM) Delivery and Implementation - Preparation Phase. (Est Compl: 20/21) To provide citizens and businesses with easy access to answers and services they need, when, where and how they choose, HRM will implement a new Customer Relationship Management solution, providing users with an innovative single point of entry experience. The corporate CRM roadmap reflects a multi-year Implementation plan with 4 distinct phases / releases. The largest of those is the "Preparation" phase which is a foundational component that supports 3 customer facing releases.</p>
Governance and Engagement - Fiscal Responsibility
<p>ICT Strategic Plan (Est Compl: 21/22) HRM has 11 distinct business units with additional partners such as Halifax Water and Halifax Libraries, who all have individual business needs. The business needs must be balanced with foundational corporate solutions to support service delivery to customers through progressive and stable technology. Through both short and long-term planning, ICT will work with the Executive Steering Committee and their business unit teams to develop multi year technology plans (5 and 10-year plans) to drive exceptional service delivery to customers through technology enhancements</p>
<p>ICT Asset Management (Est Compl: 20/21) IT assets are pivotal to nearly every area of service delivery. IT will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.</p>
Governance and Engagement - Municipal Governance
<p>Cyber Security Framework (Est Compl: 20/21) Develop a cyber security framework for HRM that includes a dedicated leader and team, policies, processes, tools, education, and training to strength HRM technology in the tenets of availability, integrity, and confidentiality.</p>

Summary of Net Expenditures - Finance, Asset Management & ICT

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		107,000
* Grants	107,000	107,000	107,000	107,000		107,000
A810 Fiscal & Tax Policy	1,167,389	1,276,200	1,257,200	1,219,000	(57,200)	1,219,000
A811 Community Grants	253,433	251,600	251,600	258,900	7,300	258,900
** Fiscal Policy & Financial Plann	1,527,822	1,634,800	1,615,800	1,584,900	(49,900)	1,584,900
A301 Administration - Finance	648,149	756,800	807,600	797,500	40,700	785,000
A888 NAIG - FAM			12,200			
M351 Managers Contingency	89,787	150,000	127,100	150,000		150,000
** Admin - Finance	737,936	906,800	946,900	947,500	40,700	935,000
A311 Revenue - Administration	236,338	371,900	268,900	327,200	(44,700)	327,200
A312 Coin Room	174,986	204,700	164,100	278,000	73,300	278,000
A313 Cash Management	397,675	404,100	404,100	419,500	15,400	419,500
A314 General Revenue	(47,365)	(555,200)	(499,200)	(404,800)	150,400	(404,800)
A316 Taxation	(1,590,398)	(1,607,100)	(1,529,300)	(1,582,900)	24,200	(1,582,900)
A325 Collections	105,374	161,200	204,900	67,000	(94,200)	67,000
A360 Parking Meters	207,772	226,700	226,700	59,300	(167,400)	59,300
** Revenue	(515,619)	(793,700)	(759,800)	(836,700)	(43,000)	(836,700)
A302 Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
** Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
A321 Accounting Administration	450,856	504,700	577,300	570,200	65,500	570,200
A322 Payment Processing	629,139	588,900	586,300	635,900	47,000	635,900
A323 Accounting Ctrls/Rpt	532,974	536,900	763,750	761,600	224,700	761,600
A324 Accounting Svce Del	858,931	876,900	657,550	689,400	(187,500)	689,400
* Accounting	2,471,900	2,507,400	2,584,900	2,657,100	149,700	2,657,100
A615 Payroll Ctrls & Rptg	423,635	476,400	361,240	488,000	11,600	488,000
A616 Payroll Service Delivery	782,348	781,100	735,030	708,100	(73,000)	708,100
A617 Payroll Processing	230,198	308,200	259,300	322,300	14,100	322,300
* Payroll	1,436,181	1,565,700	1,355,570	1,518,400	(47,300)	1,518,400
** Accounting and Payroll	3,908,081	4,073,100	3,940,470	4,175,500	102,400	4,175,500
A331 General Purchasing	724,990	763,100	847,629	773,200	10,100	770,900
A332 Inventory Management	286,437	397,200	372,565	407,600	10,400	407,600
A333 BTC Inventory	552,498	523,800	538,416	613,500	89,700	613,500
A334 Corp Fleet & Gen Inv	568,391	590,400	504,685	537,700	(52,700)	537,700
A335 Procurement PSRs	603,980	585,700	632,414	616,600	30,900	616,600
A336 Procurement Staff	634,448	653,900	606,585	676,800	22,900	676,800
A337 Disp.of Surplus Equi	(852)					
A338 RLT Inventory	315,503	369,500	365,155	520,800	151,300	520,800
A339 Inventory Administration	566,426	572,500	660,951	651,000	78,500	651,000
** Procurement	4,251,820	4,456,100	4,528,400	4,797,200	341,100	4,794,900
A721 Chief Info Office	517,587	978,500	906,530	900,700	(77,800)	867,500
A726 ICT Digital Security				280,200	280,200	274,200
* Chief Information Office	517,587	978,500	906,530	1,180,900	202,400	1,141,700
A410 Business Intel/Data	1,440,693	1,776,900	1,316,284	778,000	(998,900)	778,000
A642 Portfolio Management	337,818	337,600	246,450		(337,600)	
A645 Strategic Plan/Deliv	146,863		13,200	485,500	485,500	485,500
A724 Enterprise Architect	379,570	687,600	518,587	875,400	187,800	1,024,800
A734 ICT Proj Mgmt (PMO)	1,005,226	1,036,900	1,033,150	1,547,900	511,000	1,547,900
* Strategic Planning & Delivery	3,310,170	3,839,000	3,127,671	3,686,800	(152,200)	3,836,200
A421 ICT Corporate Services	2,957,331	3,589,200	3,589,219	3,767,000	177,800	3,807,000
A723 ITSM-Info Tech Sys	1,522,953					
A732 Business App Mgt	5,513,412	8,740,000	7,039,538	6,226,800	(2,513,200)	6,381,100
A741 Svc Mgt & Ops Admin	112,890		13,200	486,000	486,000	486,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A742 Technology Infrastructure	2,049,482	2,275,200	2,433,633	2,967,300	692,100	2,974,000
A743 ICT Asset Management	2,166,226	4,001,700	3,800,864	4,186,800	185,100	4,140,800
A744 ICT Corporate Solutions				960,900	960,900	960,900
A746 ICT GIS				949,700	949,700	949,000
* Service Management & Operations	<u>14,322,294</u>	<u>18,606,100</u>	<u>16,876,454</u>	<u>19,544,500</u>	<u>938,400</u>	<u>19,698,800</u>
** Information Technology	18,150,051	23,423,600	20,910,655	24,412,200	988,600	24,676,700
W701 Asset Management	<u>432,687</u>	<u>594,600</u>	<u>582,300</u>	<u>616,300</u>	<u>21,700</u>	<u>616,300</u>
** Asset Management	432,687	594,600	582,300	616,300	21,700	616,300
W500 Business Parks	3,116	220,900	85,500	67,700	(153,200)	67,700
W100 Real Est & Mgt Admin	870,722	1,091,100	1,098,100	595,800	(495,300)	595,100
W400 Acquisitions & Disposals	125,652	308,600	251,900	235,000	(73,600)	228,000
W955 Corporate Accommodations	55,624	100,000	100,000	50,000	(50,000)	50,000
W202 Commercial Leasing	<u>2,666,854</u>	<u>3,113,100</u>	<u>3,079,800</u>	<u>3,724,900</u>	<u>611,800</u>	<u>3,627,200</u>
** Corporate Real Estate	3,721,968	4,833,700	4,615,300	4,673,400	(160,300)	4,568,000
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

Summary Details - Finance, Asset Management & ICT

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	19,353,013	20,296,100	20,542,599	21,742,300	1,446,200	21,742,300
6002 Salaries - Overtime	396,677	421,700	451,100	434,200	12,500	434,200
6005 PDP & Union Con Incr	(161,223)		(544,230)			
6051 Shift Agreements	2,255	2,200	2,200	2,200		2,200
6054 Vacation payout	68,237		22,698			
6099 Other Allowances	291		100			
6100 Benefits - Salaries	3,968,343	4,194,900	4,225,610	4,422,600	227,700	4,422,600
6110 Vacancy Management		(404,400)	(3,000)	(525,100)	(120,700)	(526,400)
6120 Comp OCC Budget Yr 1		727,500		526,000	(201,500)	468,000
6150 Honorariums	1,500	1,000	1,000	1,000		1,000
6152 Retirement Incentives	131,504	141,600	140,396	156,500	14,900	156,500
6154 Workers' Compensation	356,981	376,900	375,032	415,600	38,700	415,600
6155 Overtime Meals	485	2,000	2,250	2,000		2,000
6156 Clothing Allowance	2,116	4,100	4,100	4,100		4,100
6158 WCB Recov Earnings	(789)					
6199 Comp & Ben InterDept	(548,218)		(608,124)			
9200 HR CATS Wage/Ben	(159,645)		(442,583)			
9210 HR CATS OT Wage/Ben	28		548			
* Compensation and Benefits	23,411,555	25,763,600	24,169,696	27,181,400	1,417,800	27,122,100
6201 Telephone	1,253,576	1,217,600	1,250,300	1,355,000	137,400	1,366,000
6202 Courier/Postage	32,633	44,900	39,300	39,700	(5,200)	39,700
6203 Office Furn/Equip	17,054	31,900	35,400	34,600	2,700	35,200
6204 Computer S/W & Lic	4,133,956	4,412,400	4,097,808	4,156,900	(255,500)	4,160,800
6205 Printing & Reprod	668,452	774,500	685,745	687,200	(87,300)	687,200
6207 Office Supplies	58,517	63,000	62,643	63,100	100	63,100
6299 Other Office Expenses	<u>1,331</u>	<u>5,600</u>	<u>2,782</u>	<u>5,100</u>	<u>(500)</u>	<u>5,100</u>
* Office	6,165,518	6,549,900	6,173,978	6,341,600	(208,300)	6,357,100
6301 Professional Fees	179,579	261,800	304,500	240,300	(21,500)	240,300
6303 Consulting Fees	13,918	237,500	199,500	220,000	(17,500)	332,500
6304 Janitorial Services	9,630	7,000	10,000	10,000	3,000	10,200
6305 Property Appraisal	32,219	93,000	37,000	86,000	(7,000)	86,000
6306 Property Survey	36,332	47,500	69,000	49,500	2,000	54,500
6310 Outside Personnel	100,203		132,000			
6311 Security	20,607	43,000	1,170	2,000	(41,000)	2,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6312 Refuse Collection	808	500	500	500		500
6316 Real Property Disb	6,981	6,000	5,500	6,000		6,000
6399 Contract Services	<u>2,190,748</u>	<u>4,726,300</u>	<u>3,735,559</u>	<u>4,936,700</u>	<u>210,400</u>	<u>5,140,700</u>
* External Services	2,591,026	5,422,600	4,494,729	5,551,000	128,400	5,872,700
6401 Uniforms & Clothing	8,033	12,000	12,000	12,000		12,000
6402 Med & First Aid Supp		300	600	100	(200)	100
6404 Rec Prog Supplies	0					
6406 Bridge Tolls	248	300	300	300		300
6407 Clean/Sani Supplies	289	1,000	1,000	1,000		1,000
6409 Personal Protect Equ	1,604	1,600	1,600	1,600		1,600
6499 Other Supplies	<u>149</u>		<u>100</u>			
* Supplies	10,323	15,200	15,600	15,000	(200)	15,000
6504 Hardware	21,023	35,000	36,017	15,000	(20,000)	15,000
6517 Paint	581					
6519 Welding Supplies	1,433					
6599 Other Materials	<u>4,354</u>		<u>27,000</u>			
* Materials	27,391	35,000	63,017	15,000	(20,000)	15,000
6602 Electrical	2,301	2,000	4,400	4,000	2,000	4,100
6605 Municipal Taxes	444,506	640,000	610,000	717,000	77,000	738,600
6606 Heating Fuel	3,523	3,000	3,000	3,000		3,100
6607 Electricity	138,331	133,400	133,400	137,400	4,000	133,400
6608 Water		2,500	2,000	2,500		2,600
6609 Elevator & Escalator	219					
6610 Building - Exterior	103					
6611 Building - Interior	3,907	12,000	19,000	15,000	3,000	15,000
6612 Safety Systems	6,734	1,000	1,500	1,000		1,000
6613 Overhead Doors		1,000	1,000	2,000	1,000	1,000
6616 Natural Gas-Buildings	8,612	20,000	15,000	15,000	(5,000)	15,300
6617 Pest Management	1,648	1,000	3,550	2,000	1,000	2,000
6699 Other Building Cost	<u>162</u>					
* Building Costs	610,046	815,900	792,850	898,900	83,000	916,100
6701 Equipment Purchase	28,990	6,100	5,100	5,500	(600)	5,500
6702 Small Tools	326	1,300	1,300	1,300		1,300
6703 Computer Equip/Rent	1,070,560	1,214,000	1,276,471	1,320,000	106,000	1,350,000
6704 Equipment Rental			58,000	40,000	40,000	40,000
6705 Equip - R&M	53,854	81,500	72,913	12,600	(68,900)	12,600
6706 Computer R&M	371,203	465,600	491,920	398,100	(67,500)	400,600
6707 Plumbing & Heating	3,935	2,000	4,000	3,000	1,000	3,000
6708 Mechanical Equipment	2,549	1,000	2,000	1,000		1,000
6711 Communication System	<u>334,755</u>	<u>370,000</u>	<u>370,000</u>	<u>370,000</u>		<u>371,000</u>
* Equipment & Communications	1,866,170	2,141,500	2,281,704	2,151,500	10,000	2,185,000
6802 Vehicle R&M	<u>289</u>		<u>500</u>			
* Vehicle Expense	289		500			
6901 Membership Dues	228,549	291,200	331,283	345,000	53,800	295,000
6902 Conferences/Workshop	23,524	46,800	51,236	67,900	21,100	67,900
6903 Travel - Local	58,390	72,700	65,450	73,900	1,200	73,900
6904 Travel - Out of Town	46,506	61,900	45,100	81,400	19,500	81,400
6905 Training & Education	117,703	191,800	170,444	205,300	13,500	199,300
6906 Licenses & Agreements	785	800	800	800		800
6908 Medical Examinations	40					
6909 Cost of Sales	500		600			
6910 Signage	26,280	25,000	5,000	25,000		25,000
6911 Facilities Rental	3,252,158	3,802,000	3,623,800	3,811,100	9,100	3,697,700
6912 Advertising/Promotio	<u>67,348</u>	<u>70,200</u>	<u>60,200</u>	<u>52,900</u>	<u>(17,300)</u>	<u>52,700</u>

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6913 Awards		3,700	2,500	4,100	400	4,100
6917 Books and Periodicals	1,271	3,500	2,100	3,200	(300)	2,200
6918 Meals	7,255	7,200	11,459	7,600	400	7,600
6919 Special Projects	113,422	137,000	116,200	30,000	(107,000)	30,000
6933 Community Events	1,686	1,700	1,700	1,700		1,700
6936 Staff Relations	29,627	25,000	21,500		(25,000)	
6938 Rewarding Excellence	1,539	10,200	9,072	36,100	25,900	36,100
6999 Other Goods/Services	4,143	1,000	14,900	1,000		1,000
* Other Goods & Services	3,980,727	4,751,700	4,533,344	4,747,000	(4,700)	4,576,400
7009 Internal Trfr Other	(249,052)	(247,800)	(242,206)	(295,000)	(47,200)	(295,000)
7010 IntTrfr Insur Funds	(248)					
7013 Int Trf Extra Duty	2,412	4,000	4,000	4,000		4,000
7015 Int Trf FacilityRent	(68,700)		(68,700)	(68,700)	(68,700)	(68,700)
7099 Interdept Chargeback	(4,271)		(27,000)			
9911 PM Labour-Reg	810					
* Interdepartmental	(319,050)	(243,800)	(333,906)	(359,700)	(115,900)	(359,700)
8004 Grants				107,000	107,000	107,000
8008 Transf to/fr Reserve	(77,374)	(562,900)	(316,900)	(533,800)	29,100	(543,800)
8017 Bank Charges	113					
* Other Fiscal	(77,261)	(562,900)	(316,900)	(426,800)	136,100	(436,800)
** Total	38,266,735	44,688,700	41,874,612	46,114,900	1,426,200	46,262,900

Summary Details - Finance, Asset Management & ICT

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4909 False Alarm Recovery	(325,487)	(905,000)	(750,000)	(750,000)	155,000	(750,000)
4951 By-Law F300 Revenue	(1,942,930)	(1,985,000)	(1,985,000)	(1,960,000)	25,000	(1,960,000)
5101 Parking Rentals	(77,850)	(60,000)	(75,000)	(75,000)	(15,000)	(75,000)
5102 Facilities Rentals	(1,064,844)	(1,102,100)	(1,050,000)	(1,046,300)	55,800	(1,048,000)
5151 Lease Revenue	(707,596)	(332,400)	(468,000)	(600,100)	(267,700)	(602,100)
5205 Tax Certificates	(224,130)	(210,000)	(206,500)	(220,000)	(10,000)	(220,000)
5229 Tax Sale Admin Fees	(148,395)	(105,000)	(72,000)	(145,000)	(40,000)	(145,000)
5450 Other Sales Revenue			(20,000)			
* Fee Revenues	(4,491,232)	(4,699,500)	(4,626,500)	(4,796,400)	(96,900)	(4,800,100)
5508 Recov External Parti	(1,005,507)	(420,000)	(452,487)	(504,500)	(84,500)	(504,500)
5600 Miscellaneous Revenue	(77,132)	(48,000)	(38,700)	(55,000)	(7,000)	(55,000)
* Other Revenue	(1,082,638)	(468,000)	(491,187)	(559,500)	(91,500)	(559,500)
** Total	(5,573,870)	(5,167,500)	(5,117,687)	(5,355,900)	(188,400)	(5,359,600)
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

Human Resources / Office of Diversity & Inclusion

2019/20 – 2020/21 Multi-Year Budget and Business Plans

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

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

HUMAN RESOURCES OVERVIEW

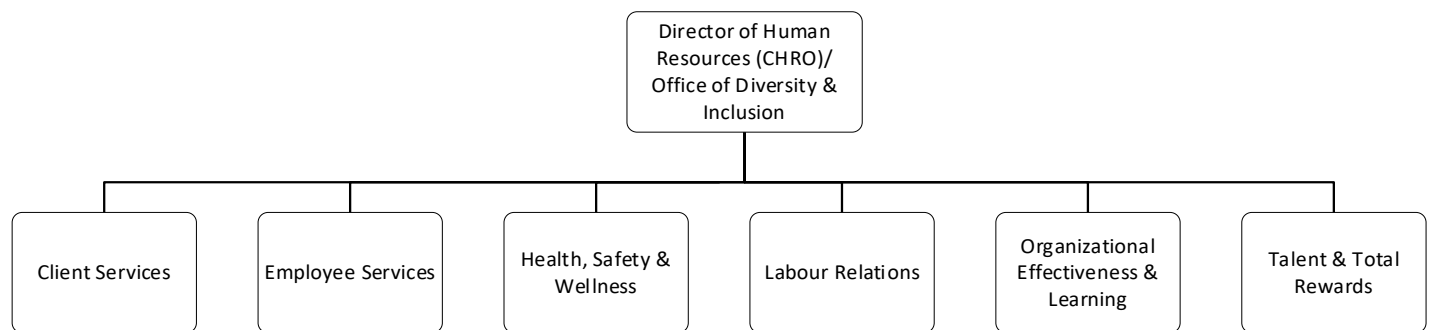
Human Resources is committed to advancing the administrative priority outcomes of:

Our People:

- **Engaged Workforce** - Develop a skilled, engaged and diverse workforce that lives our values
- **Diverse and Inclusive Environment** - Advance diversity and inclusion to foster innovation and support an improved understanding of the community
- **Healthy and Safe Workplace** - Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

This is achieved through providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

To achieve this, Human Resources recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal 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.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	56.0	1.0	57.0
Seasonal, Casual and Term	0.0	1.7	1.7
Total	56.0	2.7	58.7

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Human Resources	1.17%	1.26%	1.26%
Average tax bill amount spent on Human Resources	\$22.80	\$24.32	\$24.50

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Our People – Engaged Workforce

Developing and Supporting Leaders

To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs over the next two business cycles that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.

Human Capital Planning

Organizational capacity across the organization is enhanced through innovative attraction and retention initiatives as well as by inspiring a culture of continuous learning and inclusion. HRM's Human Capital Strategy (HRM's People Plan) is a multi-year strategy which is focused on ensuring that our people resources are prepared to meet the changing business needs and deliver on our municipality's priorities. Key priorities include talent management, workforce planning, recruitment and leadership development.

Enhanced Workplace Culture

Lead the implementation of the recommendations from the human resources policy and program external review to support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect.

Employee Engagement Survey

Support the organization with the development and implementation of Employee Engagement Survey action plans to improve overall engagement.

To measure HRM's performance on improving employee engagement, HR will facilitate a follow-up employee engagement survey in 2021.

Performance Excellence Project – Attendance Processes

In partnership with the Office of Performance Excellence, HR will complete an improvement project on the attendance support business processes. Reviewing the processes involved in managing employee attendance, from an end to end perspective, will help identify potential improvements to the framework in place to support sick time and assist with accurate, consistent reporting across the organization. Year 1 will focus on problem definition and measuring the impact of attendance issues. Year 2 will focus on analysing the data and recommending improvements and controls.

Our People – Diverse and Inclusive Environment

Employment Equity Program Implementation

As part of our commitment to having a diverse and inclusive workforce that represents the communities we serve, an employee self-identification survey will be conducted in 2019 to determine our workforce composition.

The Office of Diversity & Inclusion, in partnership with Human Resources, will also lead the development of an employment equity program which will be implemented over the next 3 – 5 years. In the short-term, HR will lead the implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion at HRM.

Promote Equitable Access to Municipal Services

Human Resources / Office of Diversity & Inclusion will provide leadership and guidance to business units to develop and implement various diversity and inclusion plans and initiatives across the organization.

Hiring Strategy 2.0

Over the next three years, Human Resources will focus on Hiring Strategy 2.0. to enhance our ability to secure the talent and increase diversity to meet current and future operational needs. This transformation will include all hiring managers being certified to lead their own hiring panels and increased community outreach within the first two years.

Our People – Healthy and Safe Workplace

Healthy and Safe Workplace

To improve the workplace and employee health and well-being, HR will build and lead the consultation for a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation.

Human Resources Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20* Gross Budget	2019/20 OCC	2020/21 Gross Budget
Service Excellence				
Performance Excellence	HR Improvement Project	2,045,200	150,000	500,000

* Includes carry-forward

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	439,312	440,500	479,100	444,600	4,100	452,100
Client Services	1,330,529	1,371,200	1,392,000	1,482,350	111,150	1,482,850
Health Safety & Wellness	1,220,731	1,125,700	1,042,915	1,304,150	178,450	1,304,150
Labour Relations	681,439	730,050	762,450	779,500	49,450	779,500
Org. Effectiveness & Learning	1,004,168	1,156,700	1,137,000	1,165,750	9,050	1,167,750
Employee Services	790,707	753,400	847,200	787,250	33,850	787,250
Talent & Total Rewards	509,124	573,150	458,450	571,600	(1,550)	571,600
Diversity & Inclusion	429,972	677,700	593,100	746,700	69,000	746,700
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 6,828,400
Compensation	Wage increases, Position conversions, 1.5 unfunded FTE's and one new FTE; offset by Budget reductions in Vacancy Management		646,900
Budget Adjustments	Budget Reductions in Corporate Training and Other Goods/Services	(103,000)	(193,400)
	Budget adjustment for recoveries of LIP & French Services Grants	(84,800)	
	Savings Misc. expenses	(5,600)	
Total Impact of Changes			453,500
2019/2020 Proposed Budget			\$ 7,281,900

Note: This includes changes to Human Resources and the Office of Diversity and Inclusion budgets.

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	5,771,943	5,991,600	5,872,700	6,638,500	646,900	6,639,000
Office	32,301	31,000	52,750	26,600	(4,400)	34,100
External Services	466,860	249,600	298,000	250,300	700	250,300
Supplies	283	1,500	2,400		(1,500)	
Building Costs	350					
Equipment & Communications	1,424	1,000	3,500	1,000		1,000
Other Goods & Services	510,812	633,700	630,665	530,300	(103,400)	532,300
Interdepartmental	(95,480)		12,200			
Total	6,688,494	6,908,400	6,872,215	7,446,700	538,300	7,456,700
Revenues						
	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Other Revenue	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Total	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

18/19 HUMAN RESOURCES SERVICE AREA PLANS

Director's Office

The Director's Office provides leadership and develops HR strategic priorities that align with business needs. It ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

Services Delivered:

Our People – All Outcomes

Strategic Human Resource Leadership - This service is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise - This service is responsible for provision of HR advice and expertise on a variety of human resource management topics.

Service Delivery Measures

In today's business environment, as external and internal pressures to increase productivity mount, organizations are demanding more and more value from their conventional cost centres, including Human Resources. HR has the requirement to not only improve its own performance but also have a sustainable impact on the success of HRM as a whole.

Human Resources Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Total Cost for Human Resources Administration per T4 Supported	\$979	\$1,069	N/A	N/A	\$1,092

* Municipal Benchmarking Network Canada

Increase in this measure is primarily due to an increase in salaries and benefits due to hiring temporary positions necessary for special projects, to address workforce capacity shortfalls, and overstaffing required to replace employees on extended absences.

Director's Office Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Financial Stewardship – Strategic, Multi-Year Business and Budget Plans</p>
<p>HR Policy Manual Update (Est Compl. Q4 19/20) To support the building of organizational capacity, Human Resources will continue work on revising the HR policies and business practices over the next business cycle, including a review by the Office of Diversity & Inclusion, based on corporate priorities.</p>
<p>Service Catalogue Update (Est Compl: Q4 19/20) Supported by the Corporate Planning Office, HR/ODI will complete an updated service catalogue for all service areas within the business unit.</p>
<p align="center">Our People – Engaged Workforce</p>
<p>Leadership Development (Est Compl: Q4 20/21) To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs over the next two business cycles that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.</p>

Client Services

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources Centres of Expertise to drive employee engagement to meet or exceed operational mandates. Areas of delivery include: recruitment and retention, performance management, succession planning, policy interpretation, organizational design, change management, and employee engagement.

Services Delivered:

Our People – Engaged Workforce

Organizational Design - partners with business unit leaders in utilizing a step-by-step methodology to identify dysfunctional aspects of work flow, procedures and structure and realigns them to fit current organization realities/goals and the corresponding plan to implement the new changes.

Performance Management - This service is responsible for partnering with the business units on identifying areas of opportunity to improve employee engagement and drive overall operational performance.

Succession Planning - Client Services, in partnership with the business unit's leadership team, is responsible for leveraging the succession planning program to identify internal and external talent to fill future leadership positions, and create development programs for internal candidates to round out their skillsets in preparation for new opportunities.

Recruitment and Retention - This service is responsible for the creation of dynamic recruitment strategies and driving employee engagement practices to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce.

Service Excellence – Performance Excellence

HR Partnership - This service works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

Service Delivery Measures

Client Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Overall Permanent Voluntary Employee Turnover **	5.88%	5.04%	5.00%	5.15%	5.46%
# Jobs Filled	1735	1423	1074	1200	-
Internal Hire Rate	55%	51%	39.2%	55%	-
External Hire Rate	45%	49%	60.8%	45%	-

* Municipal Benchmarking Network Canada

** Turnover rate refers to the total number of voluntary separations of permanent staff (full time and part time) expressed as a percent of total permanent staff.

Talent

HRM can expect moderate increases in voluntary employee turnover over the next five years as approximately 35% of our workforce is either/will be eligible to retire within the next five years. As an organization, we have made a commitment to “grow” our talent internally. This will mean that we will be putting in place programs to prepare our employees for new opportunities internally. Internal promotions create a domino effect with additional hiring activities which will be reflected in the number of jobs filled. As long as we have the talent internally to fill the positions that become open, we should expect a steady incline in internal hire rate and number of jobs filled over the next five years.

Client Services will leverage the workforce planning framework and work in partnership with the business units to map out recruitment requirements over the coming years. This will provide the organization with the data necessary to craft the recruitment strategy that will meet business units hiring needs, reduce length of time to fill positions, and enable HR to work with the business unit to develop internal candidates for future growth opportunities.

Client Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Employee Engagement (Est Compl: Q4 19/20) To develop a skilled, engaged and diverse workforce that lives our values, HR will create and execute the survey action plan for HR/ODI and support other business units with their plans.</p>
<p>Hiring Strategy 2.0 (Est Compl: Q4 20/21) To enhance our ability to secure the talent and increase diversity to meet current and future operational needs we are executing Hiring Strategy 2.0. In 19/20, this transformation will include all hiring managers being certified to lead their own hiring panels. For 20/21, the development of our community outreach approach is planned.</p>
Our People – Engaged Workforce
<p>Human Capital Strategy (Est. Compl: Q3 19/20) To achieve corporate business goals, Client Services will support the business units with the implementation of the HRM People Plan (3-year Human Capital Strategy).</p>

Health, Safety & Wellness

Health, Safety & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Safety Plan, including strategies to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance.

Services Delivered:

Our People – Healthy and Safe Workplace

Corporate Health & Wellness - This service provides 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).

Corporate Safety - This service is responsible for developing a Corporate Occupational Health and Safety Plan that includes strategies to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

Service Delivery Measures

Health, Safety & Wellness Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Flu Clinic participation	700	615	801	800
Health File Referrals	749	864	940	N/A*
# of workplace safety assessments completed	42	7	17	20
Total Accident Frequency	9	9	N/A*	N/A*
Lost Time Accident Frequency	5	6	N/A*	N/A*

* Data not available until late April 2019.

Health, Safety & Wellness Performance Measures

Projected results for 18/19 indicate:

- 30% increase in flu clinic participation occurred as more clinics were offered. In 2018, an expression of interest was prepared and three different pharmacy groups administered the clinics to HRM employees on site.
- 9% increase of occupational and non-occupational files are being referred to Health Services to provide business unit support
- 143% increase of workplace safety assessments completed due to business unit requests and planned work

Safe Workplaces and Healthy Workforce

In 2017, a new initiative was introduced to leaders during HRM's National Occupational Safety and Health Week called the S.A.F.E.R. Leadership Model. The model engages all leaders and employees to Speak, Act, Focus, Engage and Recognize behaviours and initiatives towards building a safety culture. Approximately 200 leaders, safety champions and joint occupational health and safety committee members were introduced to this model to help begin putting the model into practice.

OHS Incident Reporting – Environment, Health & Safety Management (EHSM) technology was launched and over 380 supervisors were trained on accident investigation training and use of the system. Next steps include more trending and prevention of accidents.

Mental Health supports include the launch of *The Working Mind* training in May 2017 for supervisors and employees. Approximately 278 colleagues have attended training to date.

Health, Safety, and Wellness Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy and Safe Workplace – Our People
<p>S.A.F.E.R. Leadership Model (Est Compl: Q4 19/20) To support safe workplace practices and advance a safety-first culture, HR will implement the S.A.F.E.R. Leadership model in partnership with business units. Year 1 will include implementing the tools in all business units and among the Joint Occupational Health & Safety Committees and determining activities to measure how it is being implemented. (i.e. survey, spotlights, sharing best practices etc.). Elements will be included in the Health & Safety 3-year plan.</p>
<p>Corporate Safety Plan Update (Est Compl: Q4 19/20) To align with legislative obligations and business unit needs for the next 3 years, HR will update the Corporate Safety Plan (2019-21) in partnership with business units.</p>
<p>Corporate Health and Wellness Workplace Strategy (Est. Compl: 21/22) To improve the workplace and employee health, safety and well-being, HR will build and lead consultation of a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the municipality's leading health indicators, mental health awareness, occupational injuries and absenteeism indicators.</p>

Labour Relations

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services.

Services Delivered:

Our People – Engaged Workforce

Labour Relations Expertise - This service is responsible for the provision of consultative service and advice to management related to the unionized workforce.

Grievance Management - This service is responsible for supporting and facilitating the management of the grievance process.

Governance and Engagement – Fiscal Responsibility

Collective Bargaining - This service, on behalf of HRM administration, leads negotiations on collective agreements between HRM and its six union organizations.

Service Delivery Measures

Labour Relations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# of new grievances	66	69	N/A	N/A
# of grievances resolved	47	59	N/A	N/A

Grievance Management

An average of 54 grievance are filed during each fiscal year. The majority of grievances are resolved internally with 3.75% requiring third party involvement.

Organizational Effectiveness and Learning

Organizational Effectiveness and Learning is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, provision of training and professional development programs, change management, policy development and conflict resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Services Delivered:

Our People – Engaged Workforce

Corporate Training and Leadership Development - This service is responsible for development/improvement and delivery of employee and leadership training programs.

Organizational Effectiveness - This service is responsible for providing expert advice based on knowledge of current organizational development theory and methodologies such as policy development, project management, coaching, mentoring, change management, performance management.

Conflict Resolution (Workplace Rights / Human Rights) - This service is responsible for providing expertise in conflict resolution including conducting assessments, mediation, facilitated discussions, workplace assessments, harassment investigations and other types of conflict resolution tools. The goal is also to support business unit leaders to effectively and efficiently deal with conflict on their teams.

Service Delivery Measures

Organizational Effectiveness and Learning Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# of training programs provided	144	132	137	130
# of training program participants	2,413	1920	2036	1850
# of new Workplace Rights complaints	20	22	26	-

Corporate Training

In 18/19 OEL applied revisions to the Substance Misuse Prevention Policy (SMPP) which accounted for an increase in the number of program participants over 17/18.

The OEL team has produced several video resources to aid in policy, program and information roll out. This new capability allowed for education of all staff on the updates to Substance Misuse Prevention Policy, ensuring a

consistent message was communicated to employees at times and locations convenient to them. OEL received an overwhelmingly positive response to the adoption of online communication and intends to grow this capability once a Learning Management System is put in place.

Organizational Effectiveness and Learning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Employee Learning and Development (Est. Compl: Q2 20/21) In alignment with the Auditor General’s report, OEL will design, deliver and analyze an organization-wide training needs assessment. The output of this assessment will ensure learning & development opportunities are in line with employee competencies and desired business results.</p>
<p>Leadership Learning Program (Est. Compl: Q2 19/20) To initiate the development of leadership programs, HR will complete a leadership training needs assessment to identify gaps and ensure leadership training programs are available for all levels of leaders.</p>
<p>Mentorship Program (Est. Compl: Q1 19/20) The new Connections Mentorship Program will be piloted with the Aspiring Leaders Program participants to match leader mentors with aspiring leader mentees. Upon evaluation of the pilot, the Connections program will be introduced organization-wide.</p>
<p>Employee Engagement (Est Compl: Q2 19/20) Based on results of the Employee Engagement survey, HR/ODI will develop and implement action plans aimed at improving employee engagement for HR/ODI and support other business units with their plans.</p>
<p>Workplace Culture: (Est. compl: Q4 19/20) To support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect, HR will support the implementation of recommendations from the human resources policy and program external review.</p>

Employee Services

Employee Services is committed to supporting administrative priorities as HR’s first point of contact for employee inquiries/service requests. It provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries, and collects and administers HR data, information, and reporting.

Services Delivered:

Our People – Engaged Workforce

HR Performance Reporting and Data Management - This service is responsible for workforce data reporting including reporting on Attendance Support, Workforce Profile, Labour Relations trends, Recruitment and Retention, and Training and Conflict Resolution. The majority of this reporting will be formatted under the Workforce Profile Report, the HRBP Quarterly Report, and the Attendance Support reports.

Benefits Administration - This service is responsible for the design and administration of HRM's benefit plans.

Pension Administration - This service is responsible for pension reporting and reconciliation required for the employer.

Retirement Benefit Administration - This service is responsible for payment and processing of additional retirement compensation.

Service Excellence – Performance Excellence

Employee/Client Service Delivery - This service is the first point of contact for all foundational HR Service Requests, including a single phone number for more accessible service, HR Service Representatives for immediate response to requests, and a centralized department responsible for processing service requests and completing transactional work in all HR functional areas including: Pension and Benefits Administration, Recruitment and Onboarding, Conflict Resolution and Training logs, Public Service Recognition, Employee Separation Management, Salary Administration and Public Service Management.

Service Delivery Measures

Employee Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	-
Customer Service Request Processing Times	2 Days	2 Days	2 Days	-
Retirements	137	131	N/A	-

Retirements

HRM's workforce is changing. With an average age of 46 years and 12 years of service, the organization will continue to experience turnover through retirement. Approximately 15% of HRM employees are eligible to retire now. One-third of employees will be eligible to retire within the next 5 years. HRM leaders* who are eligible to retire also continues to grow with over 44.44% eligible to retire within 5 years. This emphasizes the need for the organization to continue efforts in both workforce planning and succession planning to ensure HRM has sufficient resources for a sustainable municipal government administration.

*Management level consists of those employees within the M, EM, PSM and EX Non-Union Salary pay bands.

Employee Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence – Performance Excellence
Telephony Solution (Est Compl: Q1 19/20) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a telephony system.
Service Request/Intake Solution (Est Compl: Q4 20/21) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a Service Request Intake solution in partnership with ICT. Project requirement gathering began in 18/19 and work will continue into 19/20.

Talent and Total Rewards

Talent and Total Rewards is committed to supporting administrative priorities through the development of HRM's Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, workforce planning, pension & benefits plan consulting and administration.

Services Delivered:

Our People – Engaged Workforce

Talent Management Blueprint - This service is responsible for the development of a corporate strategy and related tools to enhance HRM's ability to grow, acquire, and maintain the talent it requires to deliver municipal services.

Workforce Planning and Career Development - is responsible for developing a comprehensive workforce planning approach that will assist all groups in effectively staffing to meet operational needs. This will allow the creation of a framework for a supportive career development program to enhance the skills of existing team members, allowing them to pursue various career opportunities.

Total Compensation Design - This service is responsible for designing a total compensation plan, including salary, benefits and pension.

Salary Administration - This service is responsible for the application of salary policy.

Employee Public Service Recognition - This service is responsible for the development and administration of HRM's Employee Public Service Awards program, including coordination of the Awards event.

Service Delivery Measures

Talent and Total Rewards Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Critical Succession Positions Identified	90%	100%	100%	-
Critical Succession Plan Gap Analysis Completed	50%	60%	90%	-

Gap Analysis work has taken longer than anticipated. Gap analysis tools intended to look at core functions and job design as well as development needs, however, highlighting these areas has initiated more robust analysis and increased completion time.

Talent and Total Rewards Key Deliverables (2019/20 – 2020/21)

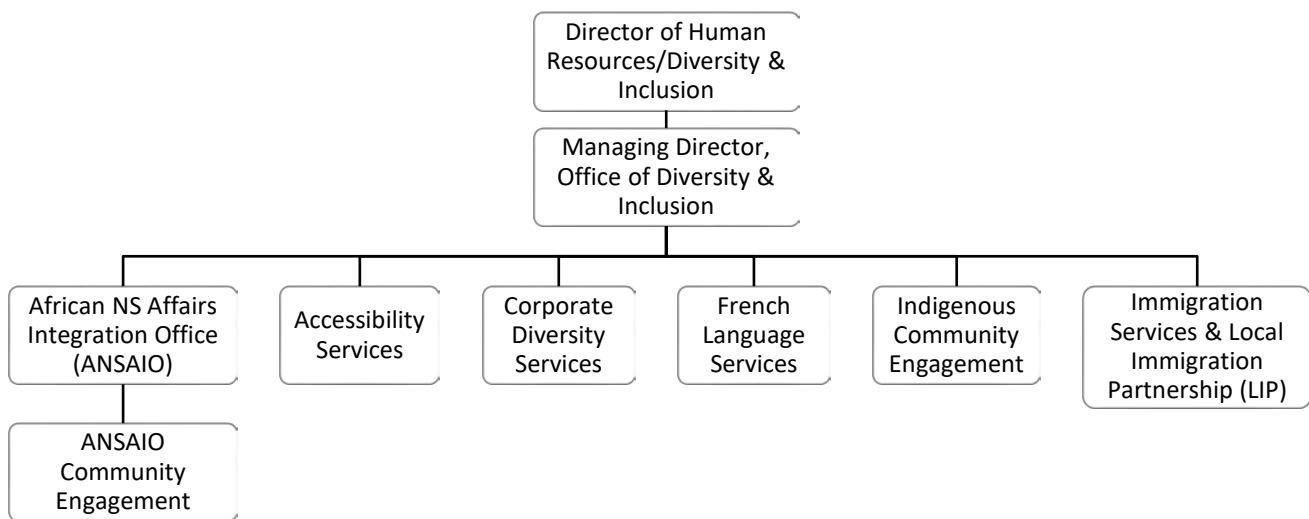
019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Supervisory Burden (Est Compl: Q4 20/21) To reduce risk and improve performance, HR will work with business units to identify business functions that require an assessment of supervisory burden including spans of control within business functions.</p>
<p>Non-Union Job Evaluation Year 1 (Est Compl: Q4 19/20) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 1 will include project scoping, business unit communications and Job Description development.</p>
<p>Non-Union Job Evaluation Year 2 (Est Compl: Q3 20/21) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 2 will include committee selection, evaluation of all jobs, structure development and alignment with compensation design.</p>

OFFICE OF DIVERSITY & INCLUSION OVERVIEW

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

The Office of Diversity & Inclusion is committed to advancing the Council priority outcomes of:

- Social Development – Equity and Inclusion
- Social Development – Accessible Community
- Social Infrastructure – Social Infrastructure
- Our People – Diverse & Inclusive Environment



Services Delivered:**Social Development – Accessible Community**

Accessibility Services - Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

Social Development – Equity and Inclusion / Social Infrastructure

Corporate Diversity Services - Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. Is the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

African Nova Scotian Affairs Integration Office - Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM in alignment with the Africville Agreement.

Indigenous Community Engagement - Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationships and partnerships development related to urban indigenous peoples.

Immigration Services and Local Immigration Partnership (LIP) - Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

French Language Services - Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

ANSAIO and DPAD (Decade for People of African Descent) Coalition – Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	6.7	0.3	7.0
Seasonal, Casual and Term	2.0	-1.4	0.6
Total	8.7	-1.1	7.6

Office of Diversity & Inclusion Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Office of Diversity and Inclusion	0.13%	0.14%	0.14%
Average tax bill amount spent on Office of Diversity and Inclusion	\$2.60	\$2.78	\$2.80

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Service Delivery Measures

The establishment of service delivery measures will help provide performance metrics to measure progress in key areas of diversity and inclusion. Measures will be developed over the coming year.

Office of Diversity & Inclusion Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Social Development – Accessible Community
<p>Accessibility Strategy (Est Compl: Q3 19/20) To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion will complete and present an Accessibility Strategy to Regional Council.</p>
Social Development - Equity and Inclusion
<p>Diversity and Inclusion Framework Year 1 (Est Compl: Q4 19/20) To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity & Inclusion will complete a Diversity and Inclusion framework. Implementation of Year 1 components will begin in 19/20.</p>
<p>Immigration Strategy (Est Compl: Q4 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will update the previous newcomer's strategy and create a 3-year immigration strategy. Implementation of Year 1 components will begin in 19/20.</p>
<p>Indigenous Community Engagement Strategy (Est Compl: Q3 19/20) To support Council's commitment to Truth and Reconciliation and the recommendations of TRC, the Office of Diversity & Inclusion will develop an Urban Indigenous engagement strategy and action plan.</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>French Services Strategy (Est Compl: Q 2 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will develop a French services strategy and action plan and support the Francophone community by working in partnership and providing advice on current issues and projects.</p>
<p>African Nova Scotian Integration Strategy (Est Compl: Q4 19/20) To support the goals of the Africville Agreement and ANSIAO's work to improve municipal services to the African Nova Scotian Community in HRM, the African Nova Scotian Affairs Integration Office will develop an African Nova Scotian integration strategy and action plan.</p>
<p>Employment Equity Program (Est Compl: Q2 19/20) To increase representation and have a workforce reflective of the communities we serve, the Office of Diversity & Inclusion will lead the development of an employment equity program. This deliverable is dependent on the Self-Identification Survey.</p>
<p>Local Immigration Partnership (Est Compl: Q4 19/20) To support HRM's goal of being a welcoming and inclusive municipality for immigrants, the Office of Diversity and Inclusion, through Federal funding from IRCC for the Local Immigration Partnership, will facilitate conversations and programs that enhance collaboration amongst services agencies, the community and the municipality.</p>
<p>Gender Equity Council Motion (Est Compl: Q4 19/20) To support Regional Council's priority area of Governance and Engagement, the Office of Diversity and Inclusion will work with Council, Business Units and the community to support gender-based issues as it related to municipal polices and services and women in leadership in the municipality.</p>
Economic Development - Promote and Maximize Growth
<p>African Nova Scotian Economic Action Plan (Est Compl: Q4 19/20) To support a diverse and inclusive municipality, in alignment with HRM's Africville agreement, the Office of Diversity & Inclusion (ANSIAO), along with the Halifax Partnership, will develop the African Nova Scotia Economic Action Plan, in alignment with the HRM Economic Development Strategy.</p>
Our People - Diverse and Inclusive Environment
<p>Self-Identification Survey (Est Compl: Q4 19/20) To understand the current workforce demographics, HR/ODI will conduct an Employee Self-Identification survey in 2019.</p>

Summary of Net Expenditures - Human Resources/Diversity & Inclusion

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A205 HR Administration	439,312	440,500	479,100	444,600	4,100	452,100
A210 Org. Effec.& Learning	1,004,168	1,156,700	1,137,000	1,165,750	9,050	1,167,750
A220 Client Services	1,330,529	1,371,200	1,392,000	1,482,350	111,150	1,482,850
A230 Talent & Total Rewards	509,124	573,150	458,450	571,600	(1,550)	571,600
A235 Shared Services	790,707	753,400	847,200	787,250	33,850	787,250
A240 Labour Relations	681,439	730,050	762,450	779,500	49,450	779,500
E401 Diversity-Inclusion	429,972	677,700	593,100	780,900	103,200	780,900
E402 French/Loc Immig Partnership				(34,200)	(34,200)	(34,200)
F182 Health Safety & Wellness	1,220,731	1,125,700	1,042,915	1,304,150	178,450	1,304,150
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

Summary Details - Human Resources/Diversity & Inclusion

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	4,977,508	5,098,300	5,002,600	5,579,900	481,600	5,579,900
6002 Salaries - Overtime	322	1,000	6,700	1,000		1,000
6005 PDP & Union Con Incr	(85,576)		(84,700)			
6054 Vacation payout	11,628					
6100 Benefits - Salaries	896,289	890,200	868,300	1,025,900	135,700	1,025,900
6110 Vacancy Management		(101,000)		(125,100)	(24,100)	(124,600)
6152 Retirement Incentives	30,941	31,400	31,400	36,500	5,100	36,500
6153 Severance	18,500					
6154 Workers' Compensation	73,927	71,700	71,700	82,000	10,300	82,000
6158 WCB Recov Earnings	(6,813)					
6199 Comp & Ben InterDept	(144,783)		(23,300)	38,300	38,300	38,300
* Compensation and Benefits	5,771,943	5,991,600	5,872,700	6,638,500	646,900	6,639,000
6201 Telephone	7,374	6,000	11,200	900	(5,100)	1,000
6202 Courier/Postage	1,406	2,700	2,100	2,700		2,700
6203 Office Furn/Equip	2,495	8,800	27,200	8,800		8,800
6204 Computer S/W & Lic	1,409	1,000	500	1,000		8,400
6205 Printing & Reprod	1,611		1,800	700	700	700
6207 Office Supplies	14,216	12,500	8,500	12,500		12,500
6299 Other Office Expenses	3,791		1,450			
* Office	32,301	31,000	52,750	26,600	(4,400)	34,100
6301 Professional Fees	151,164	172,200	172,400	172,200		172,200
6302 Legal Fees	106,959					
6303 Consulting Fees	53,554	20,000	30,300	20,200	200	20,200
6310 Outside Personnel			2,000			
6399 Contract Services	155,184	57,400	93,300	57,900	500	57,900
* External Services	466,860	249,600	298,000	250,300	700	250,300
6401 Uniforms & Clothing		1,500			(1,500)	
6402 Med & First Aid Supp			2,300			
6406 Bridge Tolls	116					
6409 Personal Protect Equ	167		100			
* Supplies	283	1,500	2,400		(1,500)	
6602 Electrical	350					
* Building Costs	350					
6701 Equipment Purchase	192	1,000	1,000	1,000		1,000
6703 Computer Equip/Rent	1,233		2,500			
* Equipment & Communications	1,424	1,000	3,500	1,000		1,000
6901 Membership Dues	33,513	32,400	33,800	32,400		32,400
6902 Conferences/Workshop	12,479		11,300	1,900	1,900	1,900

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6903 Travel - Local	23,375	24,300	26,000	25,600	1,300	25,600
6904 Travel - Out of Town	13,044		11,400	7,800	7,800	1,100
6905 Training & Education	24,291	53,100	42,415	53,400	300	60,100
6909 Cost of Sales	757					
6913 Awards			900			
6914 Recruiting	60,376	34,700	47,400	34,700		34,700
6917 Books and Periodicals	4,420	8,600	7,450	8,650	50	8,650
6918 Meals	6,654	1,500	4,700	1,500		1,500
6919 Special Projects	107,702	157,100	163,400	144,100	(13,000)	144,100
6933 Community Events	13,434	10,000	10,000	10,000		10,000
6936 Staff Relations	2,723		100			
6937 Corporate Training	179,620	300,000	262,900	200,000	(100,000)	202,000
6938 Rewarding Excellence	4,570	3,000	2,600	3,000		3,000
6943 Health and Wellness	1,531		700			
6999 Other Goods/Services	22,324	9,000	5,600	7,250	(1,750)	7,250
* Other Goods & Services	510,812	633,700	630,665	530,300	(103,400)	532,300
7009 Internal Trfr Other	(95,552)		19,200			
7011 Int Trf Record Check			(8,000)			
7015 Int Trf FacilityRent			1,000			
9911 PM Labour-Reg	72					
* Interdepartmental	(95,480)		12,200			
** Total	6,688,494	6,908,400	6,872,215	7,446,700	538,300	7,456,700

Summary Details - Human Resources/Diversity & Inclusion

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
5508 Recov External Parti	(282,513)		(160,000)	(84,800)	(84,800)	(84,800)
5521 CUPE Admin Fee		(80,000)		(80,000)		(80,000)
* Other Revenue	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
** Total	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

Legal, Municipal Clerk and External Affairs

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: To provide high quality professional services to the Municipality in keeping with HRM's core values and Council priorities

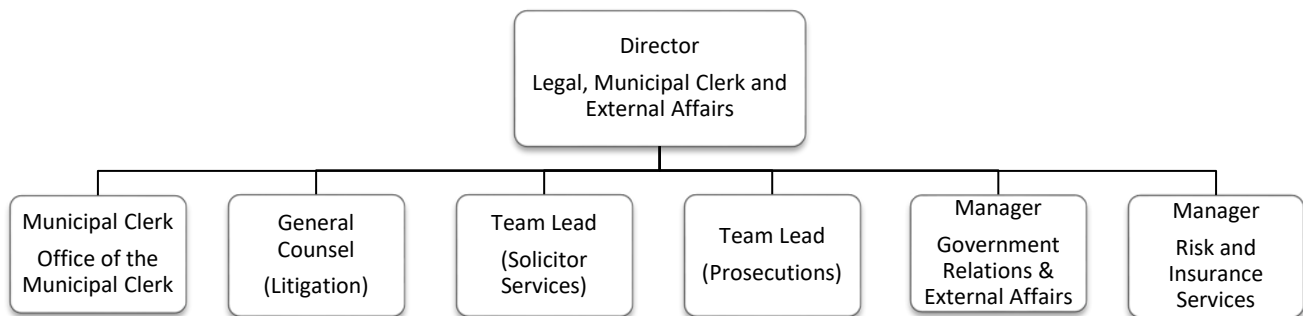
We make a difference.

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS OVERVIEW

Legal, Municipal Clerk and External Affairs is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

- Governance and Engagement - Fiscal Responsibility
- Governance and Engagement - Municipal Governance
- Governance and Engagement – Public Engagement
- Economic Development – Promote and Maximize Growth
- Social Development – Social Infrastructure
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence

This is achieved through delivery of professional support to Regional Council as well as provision of legal services (including solicitor services, litigation, and prosecutions), and risk and insurance services. The Legal, Municipal Clerk and External Affairs business unit also manages HRM’s external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Regional Council.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	64.6	2.0	66.6
Seasonal, Casual and Term	3.8	3.7	7.5
Total	68.4	5.7	74.1

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Legal, Municipal Clerk and External Affairs	1.8%	1.9%	1.9%
Average tax bill amount spent on Legal, Municipal Clerk and External Affairs	\$35.10	\$37.00	\$37.20

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Governance and Engagement – Municipal Governance

By-law Review Project

Legal Services, supported by business unit teams, will continue with a multi-year project to review all HRM by-laws. Some of this years' priorities will focus on supporting the by-laws being targeted through the Regulatory Modernization Project (red-tape reduction).

Halifax Charter Review

HRM is a unique municipality in Nova Scotia due to its land area, large population and its proportional contribution to the economy. This has already been recognized by the provincial government through the adoption of the *HRM Charter*. However, as HRM grows, residents, various industries and Regional Council have expressed a desire for increased municipal authority in certain areas that would allow an enhanced ability to respond to a variety of issues. Council's direction is to seek a new Charter that includes natural person and peace order and good government powers, residual and expanded by-law powers, concurrent powers, governance structures, and expanded financial tools.

Legal and GREA will continue to work with the provincial government to identify and act on the best approach to legislative review.

Governance and Engagement – Fiscal Responsibility

Fine Arts Appraisal

To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts.

Social Development – Social Infrastructure

Social Policy Lens

Through its social development priority area and various report requests, Regional Council has indicated its interest in evolving HRM's approach to social policy. GREA will continue to develop policy and coordinate activity in this area including providing a report on a social policy lens, advancing a report on housing program delivery and exploring how social development is best measured in a municipal context.

Economic Development – Promote and Maximize Growth

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity leads to a wide range of benefits for the municipality and its residents. HRM works with business organizations and outside agencies to develop effective strategies to promote this growth. Halifax's economic strategy, the *Halifax Economic Growth Plan 2016 – 2021* has four main strategic goals that are supported by various initiatives and deliverables. Implementing this plan and monitoring, tracking and reporting on progress is a key component to the successful delivery of the economic strategy.

Government Relations & External Affairs (GREA) will lead the implementation and tracking of deliverables and outputs from the economic strategy.

Service Excellence – Performance Excellence

LMCEA Business Unit Efficiencies

Business processes and practices across the business unit will be reviewed to maximize efficiency and effectiveness. In 2019/20, Legal Services will revise their internal Client Service Standards; the Clerk's Office will lead revision and implementation of the Municipality's updated File Retention Schedules and Risk and Insurance Services will improve their current claims management system through a software upgrade. Other key divisional deliverables are outlined below to further this important work in service excellence.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, the Legal, Municipal Clerk & External Affairs business unit will focus on services supported and/or provided by the Municipal Clerk's Office with an emphasis on the upcoming 2020 Municipal Election.

Legal, Municipal Clerk and External Affairs Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Governance & Engagement				
Public Engagement	2020 Municipal Election (eVoting)	391,500	-	-
Service Excellence				
Performance Excellence	iVos Implementation (Claims System)	205,000	104,000	-

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	-	-	471,300	447,700	447,700	446,400
Legal Services	4,446,249	4,515,300	3,857,300	4,277,500	(237,800)	4,270,500
Office of the Municipal Clerk	2,191,481	2,437,900	2,400,100	2,455,600	17,700	2,455,600
Government Relations & External Affairs	2,476,363	2,470,100	2,478,700	2,771,200	301,100	2,778,900
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$9,423,300
Compensation	Salary adjustments	402,000	402,000
Budget Adjustments	Increase in Grants to support the Navigator Program	90,000	126,700
	Increase in consulting fees to develop measures for social policy and public safety	40,000	
	2% increase in Halifax Partnership Grant	36,200	
	Increase in recoveries from external parties	(35,400)	
	Misc. adjustments	(4,100)	
Total Impact of Changes			528,700
2019/2020 Proposed Budget			\$ 9,952,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	6,405,624	6,417,600	6,576,200	6,819,600	402,000	7,150,700
Office	119,277	149,900	136,300	144,500	(5,400)	538,600
External Services	417,960	470,200	366,500	501,100	30,900	1,391,800
Supplies	3,479	8,800	10,300	8,800		9,300
Building Costs	1,158					20,000
Equipment & Communications	4,703	4,000	4,100	3,500	(500)	111,500
Other Goods & Services	309,918	336,300	345,000	347,900	11,600	558,100
Interdepartmental	(4,800)	1,600	(129,600)		(1,600)	4,300
Other Fiscal	4,596,666	4,935,700	4,939,200	5,061,900	126,200	3,093,600
Total	11,853,986	12,324,100	12,248,000	12,887,300	563,200	12,877,900
Revenues						
	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenues	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)	-	(2,537,300)
Area Rate Revenues	(142,138)	(140,700)	(140,700)	(140,700)	-	(140,700)
Fee Revenues	(201,084)	(196,000)	(201,700)	(205,500)	(9,500)	(196,700)
Other Revenue	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
Total	(2,739,892)	(2,900,800)	(3,040,600)	(2,935,300)	(34,500)	(2,926,500)
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Financial Stewardship
<p>Establish Business Unit Operational Risk Management Practice LMCEA will establish an operational risk management practice within the business unit including assignment of a staff member to be responsible for the practice, participation in training, development of an operational risk register, and incorporation of practices into the business planning process [Est. Compl. Q4 19/20]</p>
<p>Service Catalogue Update Supported by the Corporate Planning Office, LMCEA will complete an updated service catalogue for all service areas within the business unit. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Projections Practice Supported by Finance & Asset Management, LMCEA will train all cost centre managers in the use of predictive modelling and incorporate these practices into calculating the business unit quarterly projections. [Est. Compl. Q4 19/20]</p>
Our People
<p>Business Unit Succession Plans Complete succession plans [Est. Compl. Q4 19/20]</p>
<p>Business Unit Employee Engagement Action Plan Based on results of the Employee Engagement survey, LMCEA will develop and implement action plans aimed at improving employee engagement. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Hiring Manager Fair Hiring Certification Supported by the Office of Diversity and Inclusion, LMCEA will train all hiring managers in fair hiring practices [Est. Compl. Q4 19/20]</p>
Service Excellence
<p>Business Unit Performance Excellence Training Supported by the Office of Performance Excellence, LMCEA will provide training to business unit leaders and influencers as well as front line staff. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Cyber Security Training LMCEA will ensure all business unit computer users complete cyber security training as offered by Information, Communication, & Technology [Est. Compl. Q4 19/20]</p>
<p>Business Unit Post-Engagement Surveys Supported by Corporate Communications, LMCEA will conduct post engagement surveys of how the public perceives each public engagement.</p>

Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

Services Delivered:

Governance and Engagement - Municipal Governance

Solicitor Services - provides legal advice to Regional Council, Committees of Regional Council, Agencies, 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 for 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 migrations and 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 diverse courts and administrative tribunals including, the Supreme Court of Nova Scotia, the Court of Appeal, the NSUARB, Human Rights Tribunals, the Police Review Board and labour arbitrations as well as Small Claims Court, the Federal Disputes Advisory Panel, and Canadian Transportation Agency as well as in various alternative dispute resolution forums.

Prosecution Services – provides training to Halifax Regional Police and HRM 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.

Service Delivery Measures

Legal Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Legal Files Opened	802	917	725	-	N/A
Number of Prosecution Files	138	117	90	-	N/A
In-House Legal Operating Cost per In-House Lawyer Hour	\$138	\$140	\$140	n/a	\$146
In-House Legal Operating Cost per \$1,000 Municipal Operating & Capital Expenditures	\$4.71	\$4.79	\$4.79	n/a	\$2.46

* Municipal Benchmarking Network Canada

Cost Effective Service

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at a substantially higher cost. As of December 2018, Legal Services will have opened 610 files, reviewed approximately 480 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO. Thirty-four (34) property transactions will have closed in 2018 and over 540 tax sale bundles (one file) will have been processed for consideration of tax sale.

Litigation against the Municipality has increased 25% since 2016/17, along with an increase in the complexity of many of the matters. This includes labour matters, human rights, planning appeals, personal injury and general litigation.

In 2018, the Prosecutions division prosecuted approximately 100% of 106 referrals and Summary Offence Tickets received regarding By-law and other related offences this year.

Legal Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>By-law Review Project - Year 5 Legal Services, supported by business unit teams, will undertake Year 5 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). The target is to complete at least 7 identified By-laws during the 19/20 fiscal year. [Est. Compl. Q4 19/20]</p>
<p>Legal Services File Retention Plan & Associated Business Processes Legal Services will complete revisions to their file retention plan and develop and implement processes for closed legal files for ease of review and retrieval. [Est. Compl. Q3 19/20]</p>
Service Excellence - Performance Excellence
<p>Legal Prioritization - Measurement Support Prepare improved Legal Services management and business unit reporting outlining open and closed file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work. [Est. Compl. Q4 19/20]</p>
<p>Client Service Standards Review and update Legal Services Client Service Standards to align with corporate best practises in customer service and updated report centre timelines [Est. Compl. Q4 19/20]</p>

Office of the Municipal Clerk

The Office of the Municipal Clerk is a legislated office, under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, and the official committee structure of Regional 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:

Governance and Engagement – Municipal Governance

Council Support - This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the *Halifax Regional Municipality Charter* and applicable administrative orders and policies for:

- Regional Council
- Community Council, Standing Committees, other Committees of Council, and Board Meetings
- Civic Appointments

Records Management – Carry out the responsibilities of the Municipal Clerk; ensure accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk
- Access and Privacy Office
- By-Law and Administrative Order Legislative Support
- Corporate Information Management Office (HRM Records Centre and Municipal Archives)

Municipal Elections - This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council.

Service Delivery Measures

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Access and Privacy Program Operating Cost per Formal Request	\$578	\$608	Not available	Not available	\$799
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	99	115	140	-	37

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	90%	88%	90%	n/a	85%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	92%	97%	97%	n/a	97%

* Municipal Benchmarking Network Canada

** 16/17 Population: 425,871, 17/18 & 18/19 Population: 431,701

Access & Privacy

The 2017 MBNCanada Performance Measurement Report indicates positive results for the Municipality's Access & Privacy Office. The snapshot medians derived from the measurement indicate that HRM is processing 115 access requests per 100,000 population while the median is 37 requests; the cost to HRM to process these requests is \$608 per request while the median is \$799; 88% of these requests are completed within 30 days while the median is 85%; and 97% of the requests are processed with legislated timelines which is in line with the MBNC median. Essentially, HRM's Access & Privacy Office is processing more access requests and completing more of these requests within 30 days at a cost lower than other MBNC participants.

To date for 2018/19, 456 access requests have been processed with 6 of those decisions being appealed to the Nova Scotia Office of the Information & Privacy Commissioner (OIPC). It is projected that by the end of this fiscal, the volume of access applications processed will be in the vicinity of 600. This is an estimated increase of 104 applications over last year.

Office of the Municipal Clerk Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
Corporate Records Retention Schedule Corporate Information Management will review, revise, and obtain CAO approval for HRM Records Retention Schedule in accordance with AO-2015-001-GOV. [Est. Compl. Q4 19/20]
Review of Board Support & Training The Clerk's Office will review services provided by its staff to Boards and Committees. Completed research will be analyzed and a list of "Just Do It" projects will be completed in 19/20. [Est. Compl. Q4 19/20]
SDRO Training Project In preparation for the 2020 municipal election, the Clerk's Office will hire and provide training to a core group of thirty-five Supervising Deputy Returning Officers with focus on reaching diverse populations. [Est. Compl. Q4 19/20]
Public Appointment Policy To support the objectives of HRM's Diversity & Inclusion Framework, the Clerk's Office will review and convert the existing HRM Public Appointment Policy into an Administrative Order with consideration of barriers faced by diverse populations. [Est. Compl. Q4 19/20]

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Parental Accommodation - Elected Officials The Clerk's Office will prepare and draft an Administrative Order for consideration respecting parental accommodation for elected officials (Bill No. 118, passed April 2018) with a view to removing barriers faced by new parents. [Est. Compl. Q1 19/20]</p>
Governance and Engagement - Communications
<p>Archives - Digitization of audio-visual materials Using Provincial Archival Development Program funding received from the NS Dept. of Communities, Culture and Heritage, the Clerk's Office will digitize old audio cassettes and videos and make them accessible through the Archives on-line database and HRM's YouTube channel. [Est. Compl. Q3 19/20]</p>
Governance and Engagement - Public Engagement
<p>Election Training - Public Education (Civics 101) To promote public participation in municipal government, the Clerk's Office will conduct broad public outreach including Civics 101 training and gather feedback to better understand barriers to participation across HRM's diverse population. [Est. Compl. Q4 19/20]</p>

Government Relations and External Affairs

Government Relations and External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

Services Delivered:

Governance and Engagement – Municipal Governance

Audit Coordination – This service is responsible for coordinating corporate response to reports released by the Auditor General.

Corporate Policy Development and Coordination – This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

Economic and Social Policy Coordination – This service provides policy advice and coordinates activities related to the region's economic agenda and Regional Council's social development priority.

Government and External Relations – This service is responsible for ongoing management of relationships with other levels of government as well as key stakeholders.

Special Projects – This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

Service Delivery Measures

Government Relations and External Affairs Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Number of pieces of legislation requested by Regional Council passed by province	3	Nil	3

Government Relations and External Affairs Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Number of successful infrastructure project funding applications	22	Nil	2
Number of responses coordinated to Auditor General recommendations	31	22	59
Business Retention and Expansion Visits	259	176	275
Business Retentions and Expansions	15	13	15

Government Relations and External Affairs work, including coordinating Council's legislation requests and submitting infrastructure project funding applications, is largely responsive to other orders of government and done on an as needed basis.

Government Relations and External Affairs Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Promote and Maximize Growth
<p>Economic Growth Plan Governmental Relations & External Affairs (GREA) will lead the implementation and produce quarterly reports of the deliverables and outputs from the economic strategy. [Est. Compl. Q4 19/20]</p>
Social Development - Social Infrastructure
<p>Develop Social Policy Lens Government Relations & External Affairs will deliver a report regarding the use of a social policy lens (an approach for analyzing potential and existing legislation, policies, programs and practices) for Council's consideration. [Est. Compl. Q4 19/20]</p>
<p>Options Assessment Report - Transfer Housing to HRM Government Relations & External Affairs will conduct research and prepare a report to Council that assesses options for transfer of the responsibility to operate and deliver housing programs and services within the boundaries of Halifax and on behalf of the Province. This will be a considerable undertaking with the input of the Province of NS, outside agencies and multiple business units. A consultant may be acquired to undertake this work. [Est. Compl. Q4 19/20]</p>
Governance and Engagement - Municipal Governance
<p>Charter Amendments - Financial To improve service delivery, work with the Province to pursue amendments to the Halifax Charter that provide more flexibility in the way HRM operates. (achieve expanded powers of expenditure) [Est. Compl. Q4 19/20]</p>
<p>Charter Amendments - Parkland Dedication Supporting the implementation of the Halifax Green Network Plan by Planning & Development, GREA will request amendments to the <i>Halifax Charter</i> to allow parkland dedication requirements based on density. [Est. Compl. Q4 19/20]</p>

Risk and Insurance Services

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of hazard based operational risk management advice
- the management of claims made against or by HRM; and
- through the management of financing of HRM risk through insurance and a reserve

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the Municipality and the design and management of the Municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Risk Management - This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management - This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

Contractual Risk Management – Review and provide insurance and risk management language, advice and protocols.

Service Delivery Measures

Risk and Insurance Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Claims received by fiscal year	1708	2093	1844

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2101. The volatility of claims is due to the number of severe weather events that occur during the year and the number of kilometres driven.

Risk and Insurance Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Governance and Engagement - Fiscal Responsibility</p> <p>Fine Arts Appraisal To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts with 20% completed by end of fiscal 19/20 and 40% completed by end of fiscal 20/21 (pending funding).</p> <p>HRM Buildings - Insurance Appraisals To ensure that HRM has adequate insurance coverage for its buildings, Risk and Insurance Services will conduct insurance appraisals on HRM buildings where the current insured value is either not substantiated by an appraisal or where no appraisal has occurred in the last 10 years. Due to the large number of locations, this process of initial assessment will be completed over a number of fiscal years. It is anticipated that, once completed, the process of maintaining an up-to-date assessment of values will continue. Expect 20% to be completed by end of fiscal 19/20 and 40% to be completed by end of fiscal 20/21.</p>
<p align="center">Service Excellence - Performance Excellence</p> <p>Software Upgrade/Replacement - Claims System (iVos) To increase efficiencies in the collection, review and analysis of incident reports, maintenance of policy information and reduce duplication of data entry, Risk & Insurance Services will complete the RFP process (19/20) for a software upgrade to their existing claims system and will implement and train staff on the upgraded software solution. [Est. Compl. Q4 20/21]</p>

Summary of Net Expenditures - Legal, Municipal Clerk and External Affairs

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A121 Municipal Clerk	1,074,134	1,146,400	1,119,700	1,140,800	(5,600)	1,140,800
A125 Elections	315,226	415,000	415,000	415,000		415,000
A722 Access & Privacy	242,494	285,600	284,800	293,100	7,500	293,100
A725 Information Management	559,626	590,900	580,600	606,700	15,800	606,700
A122 Info Resource Mgmt						
* Municipal Clerks	2,191,481	2,437,900	2,400,100	2,455,600	17,700	2,455,600
E121 Greater Hlfx Partner	1,772,256	1,807,700	1,807,700	1,843,900	36,200	1,880,800
E400 Intergovrn. Relation	704,107	662,400	671,000	927,300	264,900	898,100
E600 LKD: Economic Development						
* Government Relations & External	2,476,363	2,470,100	2,478,700	2,771,200	301,100	2,778,900
A110 Legal Services	3,933,915	3,973,800	3,346,700	3,653,700	(320,100)	3,635,400
A303 Risk & Insurance Services	512,334	541,500	510,600	623,800	82,300	635,100
* Legal Services	4,446,249	4,515,300	3,857,300	4,277,500	(237,800)	4,270,500
A101 Director's Office-Admin			471,300	447,700	447,700	446,400
* Director's Office			471,300	447,700	447,700	446,400
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

Summary Details - Legal, Municipal Clerk and External Affairs

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	5,462,706	5,383,600	5,714,900	5,712,600	329,000	6,004,200
6002 Salaries - Overtime	10,352	10,200	20,200	14,000	3,800	15,000
6003 Wages - Regular						25,000
6005 PDP & Union Con Incr	(112,672)		(164,900)			
6054 Vacation payout	13,720		11,800			
6099 Other Allowances						15,000
6100 Benefits - Salaries	994,285	1,007,600	998,400	1,043,600	36,000	1,062,400
6101 Benefits - Wages						100
6110 Vacancy Management		(100,100)		(111,400)	(11,300)	(100,100)
6152 Retirement Incentives	36,069	36,000	36,100	36,800	800	36,800
6154 Workers' Compensation	76,542	77,000	78,200	83,500	6,500	89,000
6157 stipends			200			
6199 Comp & Ben InterDept	(75,529)	3,300	(118,700)	40,500	37,200	3,300
9200 HR CATS Wage/Ben	152					
* Compensation and Benefits	6,405,624	6,417,600	6,576,200	6,819,600	402,000	7,150,700
6201 Telephone	6,633	13,700	7,000	13,100	(600)	49,100
6202 Courier/Postage	9,564	12,100	10,100	12,100		284,900
6203 Office Furn/Equip	7,150	13,300	11,300	13,900	600	23,300
6204 Computer S/W & Lic	57,873	61,000	68,000	61,000		61,000
6205 Printing & Reprod	1,563	9,300	1,400	6,300	(3,000)	68,800
6207 Office Supplies	35,953	40,500	36,000	38,100	(2,400)	51,500
6299 Other Office Expenses	542		2,500			
* Office	119,277	149,900	136,300	144,500	(5,400)	538,600
6301 Professional Fees	6,359	13,300	22,000	13,300		13,300
6302 Legal Fees	135,736	175,000	100,000	175,000		175,000
6303 Consulting Fees	(64)			40,000	40,000	165,000
6309 Litigation Disburse	7,420	15,300	9,000	15,300		15,300
6310 Outside Personnel	(280)					401,300
6311 Security						10,000
6312 Refuse Collection						2,000
6314 Prosecution Services	95,440	126,300	110,000	126,700	400	126,300
6316 Real Property Disb	10,253	10,000	6,500	10,000		10,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6399 Contract Services	163,097	130,300	119,000	120,800	(9,500)	473,600
* External Services	417,960	470,200	366,500	501,100	30,900	1,391,800
6401 Uniforms & Clothing	108	300	300	300		300
6409 Personal Protect Equ	122					
6499 Other Supplies	3,248	8,500	10,000	8,500		9,000
* Supplies	3,479	8,800	10,300	8,800		9,300
6610 Building - Exterior	1,262					
6611 Building - Interior	(104)					20,000
* Building Costs	1,158					20,000
6701 Equipment Purchase	804					100,000
6703 Computer Equip/Rent	3,232	2,000	2,400	2,000		9,000
6704 Equipment Rental	183		500			
6705 Equip - R&M	485	2,000	1,200	1,500	(500)	2,500
* Equipment & Communications	4,703	4,000	4,100	3,500	(500)	111,500
6901 Membership Dues	114,346	123,300	122,100	123,300		123,300
6902 Conferences/Workshop	4,040	17,600	9,800	14,700	(2,900)	14,700
6903 Travel - Local	12,088	15,800	11,800	15,800		25,800
6904 Travel - Out of Town	28,303	31,800	44,600	31,800		31,800
6905 Training & Education	32,919	49,700	35,700	45,100	(4,600)	48,600
6906 Licenses & Agreements	699					
6911 Facilities Rental	2,894	2,800	2,800	2,800		92,800
6912 Advertising/Promotio	26,480	21,000	24,500	26,000	5,000	126,000
6914 Recruiting	765					
6917 Books and Periodicals	80,796	54,700	82,600	68,000	13,300	69,500
6918 Meals	5,384	3,800	5,600	4,600	800	8,300
6919 Special Projects		13,800	2,000	13,800		13,800
6933 Community Events	457					
6938 Rewarding Excellence	748	1,500	1,500	1,500		1,500
6999 Other Goods/Services		500	2,000	500		2,000
* Other Goods & Services	309,918	336,300	345,000	347,900	11,600	558,100
7007 ItnTrsf Paper Recyc						200
7009 Internal Trfr Other	12,336	1,600	13,300		(1,600)	2,100
7010 IntTrfr Insur Funds	(17,208)		(142,900)			
7015 Int Trf FacilityRent						2,000
9911 PM Labour-Reg	72					
* Interdepartmental	(4,800)	1,600	(129,600)		(1,600)	4,300
8001 Transf Outside Agenc	2,424,410	2,678,000	2,678,000	2,678,000		2,678,000
8004 Grants	1,867,256	1,852,700	1,852,700	1,978,900	126,200	1,985,800
8008 Transf to/fr Reserve	305,000	405,000	408,500	405,000		(1,570,200)
* Other Fiscal	4,596,666	4,935,700	4,939,200	5,061,900	126,200	3,093,600
** Total	11,853,986	12,324,100	12,248,000	12,887,300	563,200	12,877,900

Summary Details - Legal, Municipal Clerk and External Affairs

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4202 Area Rate Commercial	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)		(2,537,300)
* Area Rate Revenue	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)		(2,537,300)
4601 Grant in Lieu-Fed	(72,978)	(46,000)	(46,000)	(46,000)		(46,000)
4602 Grant in Lieu-Prov.	(69,160)	(94,700)	(94,700)	(94,700)		(94,700)
* Payments in Lieu of taxes	(142,138)	(140,700)	(140,700)	(140,700)		(140,700)
4950 Other Lic. & Permits		(1,500)		(1,500)		(1,500)
5227 Photocopier Revenue						
5250 Sales of Svcs-Other	(201,084)	(194,500)	(201,700)	(204,000)	(9,500)	(195,200)
* Fee Revenues	(201,084)	(196,000)	(201,700)	(205,500)	(9,500)	(196,700)
5508 Recov External Parti	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
* Other Revenue	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
** Total	(2,739,892)	(2,900,800)	(3,040,600)	(2,935,300)	(34,500)	(2,926,500)
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

Fiscal Services

2019/20 – 2020/21 Multi-Year Budget & Business Plan

FISCAL SERVICES OVERVIEW

Fiscal Services is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units.

Fiscal Services includes:

- Property and Other Taxes
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Valuation Allowance, Insurance

Fiscal Services Budget Overview

Service Area	2017 Actuals	2018 Budget	2018 Proj.	2019 Budget	Δ18-19 Bud	2020 Budget
Debt Services	32,756,099	31,487,600	31,003,300	29,775,100	(1,712,500)	31,740,500
Provincial Area Rates	152,587,384	157,912,300	157,912,300	162,047,300	4,135,000	162,047,300
Other Transfers	33,953,913	29,983,500	32,549,800	33,260,400	3,276,900	32,729,500
Grants	5,777,711	7,207,000	7,132,500	8,138,000	931,000	7,138,000
Valuation Allowance	4,207,096	3,000,000	4,170,000	2,716,000	(284,000)	2,516,000
Reserves	28,044,993	18,148,200	18,148,200	20,286,900	2,138,700	19,467,900
Capital from Operating	27,654,500	31,310,000	31,310,000	32,832,300	1,522,300	33,801,700
Operating Cost of Capital (OCC)				3,500,000	3,500,000	3,500,000
Non-Dept Revenue & Area Rates	(721,626,629)	(733,204,400)	(750,124,200)	(760,395,000)	(27,190,600)	(764,854,300)
Other	38,834,651	18,123,900	20,305,100	23,266,200	5,142,300	27,090,000
Total Corp Accounts	(397,810,282)	(436,031,900)	(447,593,000)	(444,572,800)	(8,540,900)	(444,823,400)

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	14,848,306	7,532,800	6,987,200	9,787,800	2,255,000	17,887,400
Office	13,398	27,800	27,800	27,800		27,800
External Services	527,674	1,805,600	849,100	4,322,500	2,516,900	2,035,300
Supplies	5,732	6,100	6,100	6,100		6,100
Building Costs	400,474	363,200	376,300	544,200	181,000	544,200
Equipment & Communications	37,403	31,300	31,300	31,300		31,300
Vehicle Expense	17,374			42,900	42,900	42,900
Other Goods & Services	2,360,418	3,378,700	4,164,300	7,445,300	4,066,600	5,537,700
Interdepartmental	510,676	145,000	877,100	500,000	355,000	500,000
Debt Service	43,016,336	41,220,200	41,280,900	39,352,300	(1,867,900)	40,968,200
Other Fiscal	270,717,437	253,105,900	256,335,000	264,557,500	11,451,600	269,443,100
Total	332,455,227	307,616,600	310,935,100	326,617,700	19,001,100	337,024,000
Summary of Revenue						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenue	(469,596,547)	(476,796,600)	(490,554,200)	(497,993,800)	(21,194,400)	(502,788,800)
Area Rate Revenue	(176,310,642)	(181,417,000)	(181,417,000)	(185,522,900)	(4,105,900)	(191,562,400)
Fee Revenues	(10,795,020)	(12,165,000)	(11,394,500)	(11,491,300)	673,700	(11,491,300)
Payments in Lieu of Taxes	(37,724,440)	(39,010,000)	(38,601,800)	(41,452,700)	(2,442,700)	(41,452,700)
Transfers from other Governments	(3,627,852)	(3,530,000)	(3,456,200)	(3,730,000)	(200,000)	(3,660,000)
Interest Revenue	(7,650,823)	(7,307,500)	(9,282,500)	(8,205,700)	(898,200)	(8,170,600)
Fee Revenues	(4,836,154)	(4,875,000)	(4,990,000)	(4,600,000)	275,000	(4,600,000)
Other Revenue	(19,724,031)	(18,547,400)	(18,831,900)	(18,209,900)	337,500	(18,121,600)
Total	(730,265,509)	(743,648,500)	(758,528,100)	(771,190,500)	(27,542,000)	(781,847,400)
Net (Surplus)/Deficit	(397,810,282)	(436,031,900)	(447,593,000)	(444,572,800)	(8,540,900)	(444,823,400)

19-20-20-21 FISCAL SERVICES PLAN

Debt Servicing

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- Tax Supported Debt – re-paid through the general and transit tax rates;
- Other Municipal Debt – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;

- Halifax Water Debt – funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and,
- Repayable Debt – debt borrowed for and repaid by outside organizations.

Regional Council has a debt policy and debt targets that aim to reduce Halifax's tax supported debt by 3% per dwelling each year, while shifting funds into capital from operating.

While most of the municipality's debt charges are in fiscal service, a portion of its debt charges are included in Halifax Transit, Transportation and Public Works (Solid Waste), Halifax Regional Fire & Emergency, Parks and Recreation, and specific area rates.

Provincial Area Rates

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

Mandatory Education

This mandatory education contribution is set by the Province at the value of the Education Rate times the Uniform Assessment. The estimate for 2019/20 is \$143.7 million, an increase of \$3.4 million from the prior year.

Assessment

Property Valuation Services Corporation (PVSC) 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. The cost estimate for 2019/20 is \$7.3 million, an increase of \$201,800 from last year.

Correctional Services

HRM is required 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 \$6.8 million for 2019/20 is an increase of \$20,000 from the prior year.

Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$3.5 million for 2019/20 is a decrease of \$60,000 from the prior year.

Other Transfers

Halifax Convention Centre (HCC)

HRM has an agreement with the province to fund the new Halifax Convention Centre (HCC). Upon substantial completion of the new HCC (which occurred in March 2018) HRM pays 50% of the annual HCC costs. This includes its share of the Provincial lease and the annual operating costs. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2019/20 fiscal year, HRM has budgeted an amount of \$7.7 M (before reserve withdrawals) for the Halifax Convention Centre. This will be funded from the HCC reserve.

Supplementary Education

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995-96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the former HRSB. The total payment for 2019/20 will be paid for through a separate area rate.

Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to make a contribution to Halifax Water Commission (HW) to fund the hydrant costs incurred by the Commission. 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 2019/20 area rate is \$7.2M.

Stormwater Right-of-Way (Halifax Water Commission)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to the Halifax Regional Water Commission (HW) the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The amount required for the 2019/20 area rate is \$3.8M. Halifax Water is including this charge on its water bills.

Grants and Tax Relief

	2018-19	2019-20
	Proj.	Budget
Grant Programs:		
Community Grants Program	500,000	500,000
Community Museums	100,000	220,000
District Activity Grants	72,000	72,000
Sub - Total	672,000	792,000
"One-Time" Grants by Resolution:		
Lake District Lake Association	50,000	50,000
100 Wild Islands	150,000	-
YMCA	-	1,000,000
Halifax Hospice	250,000	250,000
Terrance Bay Hall	75,000	-
Sub - Total	525,000	1,300,000

Halifax operates several Grant programs. Some of these are within fiscal services while others are administered by individual business units. In 2018/19 and 2019/20 there are several one-time grants that are outside of specific programs.

In addition, Halifax provides a number of tax relief programs for individuals including low income tax relief (\$1.3 million) in 2019/20 and non-profit tax relief (\$4.5 million in 2019/20).

Valuation Allowance

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2019/20 it is budgeted at \$2.7 million.

Reserves

Reserves are utilized to ensure sustainability and improve the process of planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

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

Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves. For 2019/20 the net contribution to reserves from fiscal services is \$20.3 million.

Capital from Operating

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 3% plus inflation per dwelling each year.

Capital from operating funding appears in both fiscal services and in Halifax Transit. The combined amounts for 2019/20 have been increased by 2.2%.

Non-Departmental Revenue and Area Rates

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments and Deed Transfer Tax as well as income from investments, parking meters, and the Metro Park parkade.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

Summary of Net Expenditures - Fiscal Services

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
M110 Debt & Interest Chg	36,052,930	39,331,300	38,847,000	36,873,300	(2,458,000)	36,543,700
M112 Alloc Debt Chg to BU	(7,902,054)	(7,843,700)	(7,843,700)	(7,098,200)	745,500	(4,803,200)
M113 Int.Pmt-Gen Govt	873,411					
M114 Int.Pmt-Protect.Serv	204,987					
M115 Int.Pmt-Transp.Serv.	2,367,145					
M116 Int.Pmt-EMS	883					
M118 Int.Pmt - Plan & Dev.	38,109					
M119 Int.Pmt - Rec & Cult	1,120,689					
M122 HRWC Debt Charges						
M531 LIC Solar City Project						
M532 LIC Solar City Ph II						
** Debt Servicing	32,756,099	31,487,600	31,003,300	29,775,100	(1,712,500)	31,740,500
M230 Corrections Services						
M240 Metro Housing Authority						
M280 Mandatory Education						
M318 Prop Valuation Serv						
* Provincially Mandated Services						
M250 Halifax Convention Centre	7,885,000	3,941,000	6,507,300	7,168,000	3,227,000	7,087,000
M288 Suppl Educ HRM-wide						
M291 Fire Protection						
M293 Stormwater ROW						
* Other Outside Agencies	7,885,000	3,941,000	6,507,300	7,168,000	3,227,000	7,087,000
** Transfers To Outside Agencies	7,885,000	3,941,000	6,507,300	7,168,000	3,227,000	7,087,000
M270 Compensation PPP	3,823,835	4,682,000	4,536,000	4,662,800	(19,200)	4,662,800
M310 Other Fiscal Serv.	14,652,583	6,743,000	7,037,900	11,502,500	4,759,500	15,407,300
M311 Grants & Tax Concessions	5,600,004	6,270,000	5,701,500	6,376,000	106,000	6,376,000
M341 Surplus/Deficit	9,120,060			(3,000,000)	(3,000,000)	(3,000,000)
M361 District Activity Fund	67,193	72,000	72,000	72,000		72,000
M451 Valuation Allowance	4,207,096	3,000,000	4,170,000	2,716,000	(284,000)	2,516,000
** Other Fiscal Services	37,470,771	20,767,000	21,517,400	22,329,300	1,562,300	26,034,100
M316 Strategic Growth Fund	16,550,000	16,755,000	16,755,000	16,755,000		16,755,000
M317 LKD Oper Cost NewCap				3,500,000	3,500,000	3,500,000
M320 Insurance Claims	3,556,346	3,622,900	3,582,900	3,622,900		3,622,900
M433 Waste Resource Cap R	505,000	505,000	505,000	505,000		505,000
M461 Capital Fr Operating	27,654,500	31,310,000	31,310,000	32,832,300	1,522,300	33,801,700
M471 Other Transfers	10,897,333	888,200	888,200	4,026,900	3,138,700	2,207,900
** Transfers to/fr Other Funds	59,163,180	53,081,100	53,041,100	61,242,100	8,161,000	60,392,500
M510 Property Tax	(441,674,493)	(455,495,400)	(457,439,600)	(470,534,600)	(15,039,200)	(475,594,800)
M520 Deed Transfer	(41,970,625)	(37,000,000)	(47,900,000)	(39,000,000)	(2,000,000)	(39,000,000)
M540 Grants in Lieu	(37,724,440)	(39,010,000)	(38,601,800)	(41,452,700)	(2,442,700)	(41,452,700)
M550 Own Source Revenue	(10,087,921)	(9,848,200)	(11,604,500)	(9,945,000)	(96,800)	(9,945,000)
M555 Parkade		(425,000)	(660,000)	(425,000)		(425,000)
M560 Unconditional Trans.	(3,627,852)	(3,530,000)	(3,456,200)	(3,730,000)	(200,000)	(3,660,000)
M570 Conditional Transfer						
** Non-Departmental Revenue	(535,085,332)	(545,308,600)	(559,662,100)	(565,087,300)	(19,778,700)	(570,077,500)
** Transfers to Outside Organizati						
Net (Surplus)/Deficit	(397,810,282)	(436,031,900)	(447,593,000)	(444,572,800)	(8,540,900)	(444,823,400)

Summary Details - Fiscal Services

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	(7,554,280)	3,912,800	2,526,600	6,267,800	2,355,000	14,367,400
6002 Salaries - Overtime	104					
6005 PDP & Union Con Incr	18,567,848		(300)			
6054 Vacation payout	5,671					

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6100 Benefits - Salaries	514,622	520,000	520,000	520,000		520,000
6152 Retirement Incentives	2,310,808	3,100,000	3,100,000	3,000,000	(100,000)	3,000,000
6154 Workers' Compensation	(23,877)		100			
6199 Comp & Ben InterDept	1,024,625		840,800			
9200 HR CATS Wage/Ben	2,752					
9210 HR CATS OT Wage/Ben	34					
* Compensation and Benefits	14,848,306	7,532,800	6,987,200	9,787,800	2,255,000	17,887,400
6201 Telephone	2,458	2,800	2,800	2,800		2,800
6202 Courier/Postage	1,070	1,500	1,500	1,500		1,500
6204 Computer S/W & Lic	934	100	100	100		100
6205 Printing & Reprod	849	1,100	1,100	1,100		1,100
6207 Office Supplies	6,629	6,800	6,800	6,800		6,800
6299 Other Office Expenses	1,459	15,500	15,500	15,500		15,500
* Office	13,398	27,800	27,800	27,800		27,800
6301 Professional Fees	60,870	8,500	8,500	59,500	51,000	59,500
6302 Legal Fees	143,630	100	100	125,100	125,000	125,100
6303 Consulting Fees	26,199	500,000	282,500	765,000	265,000	487,700
6304 Janitorial Services	2,953					
6308 Snow Removal	16,674	15,000	15,000	15,000		15,000
6310 Outside Personnel	157,551	167,200	167,200	167,200		167,200
6311 Security	197	2,700	2,700	2,700		2,700
6312 Refuse Collection	3,700	4,000	4,000	4,000		4,000
6399 Contract Services	115,902	1,108,100	369,100	3,184,000	2,075,900	1,174,100
* External Services	527,674	1,805,600	849,100	4,322,500	2,516,900	2,035,300
6407 Clean/Sani Supplies	5,590	6,000	6,000	6,000		6,000
6499 Other Supplies	143	100	100	100		100
* Supplies	5,732	6,100	6,100	6,100		6,100
6602 Electrical	2,589					
6603 Grnds & Landscaping	27,947	57,500	57,500	57,500		57,500
6605 Municipal Taxes	2,703	300	300	181,300	181,000	181,300
6606 Heating Fuel	20,225	22,000	22,000	22,000		22,000
6607 Electricity	20,632	26,100	26,100	26,100		26,100
6608 Water	183,058	6,000	19,100	6,000		6,000
6610 Building - Exterior	21,686	88,000	88,000	88,000		88,000
6611 Building - Interior	31,103	60,000	60,000	60,000		60,000
6612 Safety Systems	2,363	3,300	3,300	3,300		3,300
6614 Envir Assess/Cleanup	82,552	100,000	100,000	100,000		100,000
6699 Other Building Cost	5,616					
* Building Costs	400,474	363,200	376,300	544,200	181,000	544,200
6701 Equipment Purchase	162	10,000	10,000	10,000		10,000
6704 Equipment Rental	5,691	1,500	1,500	1,500		1,500
6705 Equip - R&M	6,967	19,800	19,800	19,800		19,800
6707 Plumbing & Heating	8,261					
6708 Mechanical Equipment	15,410					
6711 Communication System	913					
* Equipment & Communications	37,403	31,300	31,300	31,300		31,300
6802 Vehicle R&M	17,374			42,900	42,900	42,900
* Vehicle Expense	17,374			42,900	42,900	42,900
6901 Membership Dues	66,298					
6903 Travel - Local	447					
6905 Training & Education		2,200	2,200	2,200		2,200
6906 Licenses & Agreements	946					
6908 Medical Examinations	254,215			215,000	215,000	215,000
6909 Cost of Sales	437,101	475,000	365,000	475,000		475,000
6910 Signage	7,940	5,500	5,500	5,500		5,500
6911 Facilities Rental	2,109	2,300	2,300	2,300		2,300
6912 Advertising/Promotio	3,700	4,400	4,400	4,400		4,400

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6919 Special Projects	41,906	765,200	765,200	765,200		765,200
6928 Committee Expenses	42	700	700	700		700
6933 Community Events	52,856	61,800	61,800	61,800		61,800
6940 Fencing	1,093					
6941 Playground Equipment	8,193	4,000	4,000	4,000		4,000
6942 Management Fees	289,739	300,000	325,000	300,000		300,000
6943 Health and Wellness		1,300	1,300	1,300		1,300
6999 Other Goods/Services	1,193,835	1,756,300	2,626,900	5,607,900	3,851,600	3,700,300
* Other Goods & Services	2,360,418	3,378,700	4,164,300	7,445,300	4,066,600	5,537,700
7009 Internal Trfr Other	106,721		400,000			
7010 IntTrfr Insur Funds	411,393	145,000	484,700	500,000	355,000	500,000
7011 Int Trf Record Check	(7,600)		(7,600)			
9911 PM Labour-Reg	162					
* Interdepartmental	510,676	145,000	877,100	500,000	355,000	500,000
8010 Other Interest	4,227	500	500	500		500
8011 Interest on Debentur	7,475,324	6,798,400	6,859,100	6,346,400	(452,000)	6,373,600
8012 Principal on Debentu	35,536,785	34,418,900	34,418,900	33,003,000	(1,415,900)	34,591,700
8013 Loan Principal Repay		2,400	2,400	2,400		2,400
* Debt Service	43,016,336	41,220,200	41,280,900	39,352,300	(1,867,900)	40,968,200
8001 Transf Outside Agenc	173,453,628	181,771,200	181,316,100	185,049,400	3,278,200	191,328,200
8002 Insurance Claims	1,023,559			1,123,000	1,123,000	1,123,000
8003 Insurance Pol/Prem	1,971,388	3,931,300	3,634,300	1,928,400	(2,002,900)	1,928,400
8004 Grants	1,240,612	992,000	943,600	1,792,000	800,000	792,000
8005 Tax Exemptions	1,289,072	1,475,000	1,114,000	1,275,000	(200,000)	1,275,000
8006 Tax Concess Non Prof	3,778,942	4,170,000	4,022,500	4,531,000	361,000	4,531,000
8007 Tax Concess Commerci	175,135	990,000	1,415,000	5,355,000	4,365,000	5,369,000
8008 Transf to/fr Reserve	42,155,136	15,599,200	18,118,900	20,746,100	5,146,900	19,846,100
8009 Fire Protection	7,243,151	7,093,000	7,093,000	7,200,500	107,500	7,200,500
8014 Capital from Operati	27,654,500	31,310,000	31,310,000	32,832,300	1,522,300	33,801,700
8015 Debenture Discount	257,880	246,000	246,000	231,800	(14,200)	202,700
8016 Provision for Allow	4,207,096	3,000,000	4,170,000	2,716,000	(284,000)	2,516,000
8017 Bank Charges	458,723	545,200	545,200	545,200		545,200
8022 Transf to/fr Trust	(38,234)					
8024 Transf to/fr Capital	1,334,544		(31,700)			
8026 Property Damage	35,081			73,000	73,000	73,000
8046 Stormwater ROW Chg	3,846,611	3,835,000	3,835,000	3,835,000		3,835,000
9000 Prior Yr. Sur/Def	(4,974,600)	(2,987,900)	(2,987,900)	(5,770,700)	(2,782,800)	(6,018,200)
9001 Current Yr. Sur/Def	5,605,215	1,135,900	1,591,000	1,094,500	(41,400)	1,094,500
* Other Fiscal	270,717,437	253,105,900	256,335,000	264,557,500	11,451,600	269,443,100
** Total	332,455,227	307,616,600	310,935,100	326,617,700	19,001,100	337,024,000

Summary Details - Corporate Accounts

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4001 Res. Property Taxes	(240,614,361)	(250,022,400)	(249,820,400)	(259,286,200)	(9,263,800)	(262,044,000)
4002 Comm. Property Taxes	(183,943,625)	(186,612,600)	(189,672,200)	(196,946,400)	(10,333,800)	(198,963,500)
4005 Resrc Property Taxes	(1,397,041)	(1,405,000)	(1,405,000)	(1,383,000)	22,000	(1,411,000)
4006 Rec. Non Profit	(19,823)	(17,000)	(17,000)	(17,000)		(17,000)
4007 Resource Forest Taxes	(42,059)	(42,000)	(42,000)	(42,000)		(42,000)
4008 Comm. Forest Taxes	(88,654)	(89,000)	(89,000)	(89,000)		(89,000)
4100 Deed Transfer Taxes	(41,970,625)	(37,000,000)	(47,900,000)	(39,000,000)	(2,000,000)	(39,000,000)
4101 Capital Charges	(1,520,358)	(1,608,600)	(1,608,600)	(1,227,400)	381,200	(1,222,300)
* Tax Revenue	(469,596,547)	(476,796,600)	(490,554,200)	(497,991,000)	(21,194,400)	(502,788,800)
4201 Area Rate Residential	(140,564,945)	(145,650,700)	(145,650,700)	(149,281,700)	(3,631,000)	(154,224,400)
4202 Area Rate Commercial	(34,925,379)	(34,904,600)	(34,904,600)	(35,359,400)	(454,800)	(36,456,900)
4206 Area Rate Resource	(820,317)	(861,700)	(861,700)	(881,800)	(20,100)	(881,100)
* Area Rate Revenue	(176,310,642)	(181,417,000)	(181,417,000)	(185,522,900)	(4,105,900)	(191,562,400)
4501 Tax Agreement - NSLC	(702,344)	(707,000)	(704,400)	(747,700)	(40,700)	(747,700)
4502 Tax Agreement - NSPI	(3,731,312)	(3,750,000)	(3,923,500)	(3,923,500)	(173,500)	(3,923,500)
4503 Tax Agreement - Bell	(1,655,908)	(1,650,000)	(1,935,900)	(1,935,900)	(285,900)	(1,935,900)
4506 Tax Agreement - Mari	(837,397)	(817,000)	(817,900)	(825,900)	(8,900)	(825,900)
4507 Tax Agreement - Heri	(1,085,334)	(1,107,000)	(935,800)	(935,800)	171,200	(935,800)
4508 Tax Agreement - HIAA	(1,517,333)	(1,565,000)	(1,596,000)	(1,658,100)	(93,100)	(1,658,100)
4509 Tax Agrmnt - Irving	(1,004,047)	(1,200,000)	(1,200,000)	(1,210,400)	(10,400)	(1,210,400)
4550 Tax Agreement - Other	(261,345)	(1,369,000)	(281,000)	(254,000)	1,115,000	(254,000)
* Tax Agreements	(10,795,020)	(12,165,000)	(11,394,500)	(11,491,300)	673,700	(11,491,300)
4601 Grant in Lieu-Fed	(23,764,531)	(24,000,000)	(23,838,600)	(26,419,600)	(2,419,600)	(26,419,600)
4602 Grant in Lieu-Prov.	(8,819,510)	(9,150,000)	(9,150,000)	(9,281,800)	(131,800)	(9,281,800)
4603 Grant in Lieu-CPC	(718,828)	(720,000)	(720,800)	(673,100)	46,900	(673,100)
4605 Grant Lieu-Hflx Port	(2,358,303)	(3,200,000)	(2,945,000)	(3,096,800)	103,200	(3,096,800)
4606 Grant in Lieu - CBC	(203,040)	(40,000)	(39,900)	(43,500)	(3,500)	(43,500)
4607 Grant Lieu -Via Rail	(176,650)	(184,000)	(194,400)	(204,200)	(20,200)	(204,200)
4608 Grant in Lieu - WCB	(132,488)	(134,000)	(132,200)	(132,000)	2,000	(132,000)
4609 Grant in Lieu- Citad	(1,470,604)	(1,500,000)	(1,502,500)	(1,521,900)	(21,900)	(1,521,900)
4610 Grant in Lieu-NRC	(66,928)	(68,000)	(64,800)	(66,600)	1,400	(66,600)
4650 Grant in Lieu - Other	(13,558)	(14,000)	(13,600)	(13,200)	800	(13,200)
* Payments in Lieu of taxes	(37,724,440)	(39,010,000)	(38,601,800)	(41,452,700)	(2,442,700)	(41,452,700)
4706 Uncond.Grant NS(oth)	(3,627,852)	(3,530,000)	(3,456,200)	(3,730,000)	(200,000)	(3,660,000)
* Transfers from other Gov'ts	(3,627,852)	(3,530,000)	(3,456,200)	(3,730,000)	(200,000)	(3,660,000)
4801 Int. Rev. - Tax	(5,036,056)	(5,000,000)	(4,950,000)	(5,000,000)		(5,000,000)
4803 Int. Rev. - Cap.Chrg	(304,370)	(237,500)	(237,500)	(135,700)	101,800	(100,600)
4850 Int. Rev. - Other	(176,375)	(70,000)	(95,000)	(70,000)		(70,000)
4860 Investment Income	(2,134,022)	(2,000,000)	(4,000,000)	(3,000,000)	(1,000,000)	(3,000,000)
* Interest Revenue	(7,650,823)	(7,307,500)	(9,282,500)	(8,205,700)	(898,200)	(8,170,600)
4901 Parking Meters	(2,496,386)	(2,675,000)	(2,600,000)	(2,400,000)	275,000	(2,400,000)
4909 False Alarm Recovery	(67,887)					
5101 Parking Rentals	(2,271,881)	(2,200,000)	(2,390,000)	(2,200,000)		(2,200,000)
* Fee Revenues	(4,836,154)	(4,875,000)	(4,990,000)	(4,600,000)	275,000	(4,600,000)
5502 HRWC Dividend	(4,773,910)	(5,142,400)	(4,999,500)	(5,146,900)	(4,500)	(5,397,000)
5504 StormWater ROW Levies	(3,572,902)	(3,756,000)	(3,756,000)	(3,835,000)	(79,000)	(3,835,000)
5508 Recov External Parti	(10,326,784)	(9,218,000)	(9,713,200)	(8,943,000)	275,000	(8,604,600)
5509 NSF Chq Fee	(18,228)	(20,000)	(20,000)	(20,000)		(20,000)
5600 Miscellaneous Revenue	(1,032,207)	(411,000)	(343,200)	(265,000)	146,000	(265,000)
* Other Revenue	(19,724,031)	(18,547,400)	(18,831,900)	(18,209,900)	337,500	(18,121,600)
** Total	(730,265,509)	(743,648,500)	(758,528,100)	(771,196,300)	(27,547,800)	(781,847,400)
Net (Surplus)/Deficit	(397,810,282)	(436,031,900)	(447,593,000)	(444,572,800)	(8,540,900)	(444,823,400)

Reserves

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Reserves

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine”.

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which 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.
- 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.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognizes that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future - obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognizes that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

Risk Reserves

Q406 Insurance and Risk Reserve:

Purpose

To protect HRM against unforeseen financial risks related to claims and judgements against HRM, costs related to natural disasters, such as oil contamination, weather related events such as major flooding, snow storms such as “White Juan”, or other significant events or emergencies. 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 lessen the impact of fluctuation in insurance and risk costs.

Fiscal Services provides funds in the Risk and Insurance Section to fund risk management activities, to investigate and pay for various claims against the HRM both under the insurance deductible or self-insured (uninsured). Any savings in the Risk and Insurance Section’s operating budget should be contributed to this Reserve and any deficit funded by this reserve, if required to maintain the reserve’s balance or mitigate the impact on HRM’s financial position.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q306 – Self-Insurance Reserve

Source of Funds

Funding arises from:

- a) transfer of surplus from the Risk and Insurance Section’s operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) funding of claims and settlements over the amount budgeted in Risk and Insurance Section;
- b) covering the costs of emergent risks over and above the amounts budgeted.

Q411 Police Officer on the Job Injury Reserve:

Purpose

To provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability Insurance. Sworn officers with Halifax Regional Police opted out of the Province’s WCB insurance and provide 100% self-coverage.

If required, the Director of Finance may authorize year-end transfers to the reserve in accordance with this business case.

Source of Funds

Funding arises from:

- a) the Police Services WCB operating account to contribute a minimum of \$25,000 per year;
- b) transfer of year-end surplus funds in Police Services operating budget;
- c) amounts transferred to the fund as approved by Council; and

- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

This reserved replaced Q323 Police Officer on the Job Injury Reserve.

Application of Funds

Funds are allocated for supplementing the salary or assisting with Sworn Officer expenses incurred as the result of officers injured on the job, as provided by Article 44 of the 2010 HRPAs collective agreement, or future collective agreements.

Q416 Operating Stabilization Reserve:

Purpose

To establish a funding source to smooth significant fluctuations in operating expenditures related to various aspects of service delivery and stabilize tax rates.

This reserve combined and replaced six reserves: Q308 Operations Stabilization Reserve, Q309 Snow and Ice Control Variable Operating Reserve, Q314 E.M.O. Cost Recovery Reserve, Q316 DNA Cost Reserve, Q322 Police Emergency/Extraordinary Investigation Reserve and Q325 Provincially Funded Police Officers & Facility Lease Reserve.

Source of Funds

- a) annual allocations from Fiscal Services operating budget;
- b) transfer of year-end surplus representing the variance between funds received/used for Provincially funded police officers;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) transfers to operating budget to offset any year-end deficit; and
- b) costs specifically attributable to the provincially funded police officers, such as salaries, benefits, accommodations (facilities) and equipment.

Q421 General Contingency Reserve:

Purpose

To receive the annual operating surplus of the Municipality as prescribed by the Provincial Financial Accounting and Reporting Manual, and can be used to fund operating costs, offset deficits, new operating initiatives and/or capital expenditures.

This reserve replaced Q328 Operating Surplus Reserve.

Source of Funds

Funding arises from:

- a) transfer of the year-end operating surplus;
- b) transfers of all or a portion of the year-end Halifax Transit operating surplus;
- c) amounts transferred to the fund as approved by Council; and

- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

- a) Funds are allocated for:
- b) addressing any year-end deficit;
- c) funding of operating costs;
- d) funding of capital projects; and
- e) transfers to Halifax Transit;
 - i. The amount transferred into the Reserve from Halifax Transit at year-end will be the amount transferred to Halifax Transit in the following fiscal year.

Obligation Reserves

Q506 Landfill Closure and Post Closure Costs Reserve:

Purpose

To provide funding for the closure and post closure of landfills, as required by the Halifax Regional Municipality Charter Section 120. Currently there are 3 landfill sites: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

Source of Funds

Funding arises from:

- a) transfers from Solid Waste Resources operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and
- f) leachate and gas management.

Q511 Municipal Election Reserve:

Purpose

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

Source of Funds

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
 - i. Based on the estimated costs of the 2016/17 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$432,000. The annual transfer should be approximately \$432,000.
 - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) conducting special and regular elections pursuant to legislation; and
- b) routine maintenance of election data, systems and election initiatives deemed necessary by the Election office to ensure critical information is current and in place for special and regular elections.

Q521 Convention Centre Reserve:

Purpose

To provide funding to reimburse the Province for the capital costs (through an annual base rent payment) for the construction of the Halifax Convention Centre (Nova Centre) and to provide funding to pay HRM's equal share of operating costs of the Halifax Convention Centre for 25 years per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

This reserve replaced Q326 Convention Centre Reserve.

Source of Funds

Funding arises from:

- a) all property taxes raised from the full site (convention centre, hotel, office tower, retail and parking). In 2016/17, the PID used to calculate contributions the Reserve is PID # 03121364;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) rent payments to cover HRM's share of the capital costs over 25 year lease; and
- b) HRM's share of annual operating costs of the Halifax Convention Centre (Nova Centre).

Q526 Capital Fund Reserve:

Purpose

To provide funding for capital projects as identified in the annual budget process.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and the sale of specific properties identified to be contributions to the Strategic Capital Reserve, Q606;
- b) proceeds of insurance resulting from loss or damage of property that is not used for the replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) funds held in excess of twenty years in the Tax Sale Surplus Trust account as per Section 162(5) of the Halifax Regional Municipality Charter;
- h) one half (1/2) of all user fees from the artificial turf facilities located on the Weir Field in Upper Sackville;
- i) revenue collected from the administration of parking enforcement by HRM on behalf of Waterfront Development Corporation Limited (WDCL);
- j) the operating surplus from MetroPark, other than amounts required by Q541;
- k) revenue from private sector and quasi-private sector parking providers in the urban core which are collaborating on projects related to tracking and communicating parking inventories;
- l) amounts transferred to the fund as approved by Council; and
- m) interest accumulates in accordance with the Corporate Guidelines on Reserves.

Application of Funds

Funds are allocated for:

- a) capital expenses for which the municipality may borrow;
- b) HRM's share of capital enhancement projects between HRM and WDCL of HRM owned waterfront assets which consist of Nathan Green Park, Chebucto Landing, Sackville Landing, Karlens Wharf, Lower Water Street and Salter Street, and
- c) capital costs for the Parking Strategy Project – Roadmap, identified in Functional Plan. Funding identified for governance, use of technology for parking payment (such as pay by plate

technology) and the management of parking in high-demand neighbourhoods.) Projects from the roadmap should support three broad themes: (1) Strategies that increase the efficiency of the existing parking system; (2) Strategies that reduce parking demand; and (3) Additional supporting parking related strategies; and

- d) capital costs of the “Downtown I’m In – Urban Core Community Engagement” – Applicable initiatives should be “low cost/high impact opportunities to improve the urban core”.

Q531 Fleet Vehicles & Equipment Reserve:

Purpose

Due to HRM’s debt policy stating that debt will not be used for assets with a life expectancy under 10 years, this reserve is to provide funding for replacement of fleet vehicles and equipment with a useful life of less than 10 years.

This Reserve combined and replaced three reserves: Q204 General Fleet Reserve, Q205 Police Vehicle & Equipment Reserve and Q206 Fire Vehicle & Equipment Reserve.

Source of Funds

Funding arises from:

- a) proceeds received through the sale of all surplus vehicles and equipment;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines on Reserves.

Application of Funds

The Reserve is intended to provide funding for the purchase of vehicles and equipment with a useful life of less than 10 years.

Q536 Central Library Recapitalization Reserve:

Purpose

To provide funding for capital expenditures related to the Central Library recapitalization and replacement and costs to replace building systems.

This reserve replaced Q140 Central Library Recapitalization Reserve.

Source of Funds

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

Q541 Building Recapitalization and Replacement Reserve:**Purpose**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement.

This Reserve combined and replaced four reserves: Q112 5594-96 Morris Street Capital Expenditure Reserve, Q125 MetroPark Parkade Reserve, and Q135 Alderney Gate Recapitalization/Leasehold Improvement Reserve.

Source of Funds

Funding arises from:

- a) annual contribution from MetroPark Cost Centre; (past years minimum was \$222,500 per year);
- b) annual contribution from Alderney Gate Operating Cost Centre; (last year's amount was \$405,200 including inflation);
- c) amounts required by any new agreements, other than Multi-District Facilities;
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds may be used for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures. Reserve is intended for significant capital projects, that are extending the life or performance of the asset and is not for routine maintenance.

Q546 Multi-District Facilities Reserve:**Purpose**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

Source of Funds

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights; annual operating surplus and naming rights of Scotiabank Centre;

- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

Q551 Transit Capital Reserve:

Purpose

To provide funding for the replacement of buses, ferries, transit technology and other transit infrastructure.

This reserve combined and replaced three reserves: Q143 Bus Replacement Reserve, Q129 Ferry Replacement Capital Reserve, and Q144 Metro Transit Technology Reserve.

Source of Funds

Funding arises from:

- a) transfers from the Halifax Transit operating budget;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) bus replacement for Halifax Transit;
- b) mid-life repair of Halifax Transit ferry vessels;
- c) purchase and/or design and construction of new Halifax Transit vessels and other transit infrastructure; and
- d) implementation, replacement, or modification to transit technology.

Funds are not for retrofits, capital improvements, repairs or maintenance to existing bus fleet, vessels or transit infrastructure.

Q556 Solid Waste Facilities Reserve:

Purpose

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137

Regional Capital Cost Charges Reserve.

Source of Funds

Funding arises from:

- a) transfers from Fiscal Services operating budget;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges & C-800, respecting Regional Capital Cost Charges for Solid Waste;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) funding of construction/recapitalization of landfill cells;
- b) funding of construction/recapitalization of solid waste facility plants, transit stations and other Solid Waste infrastructure; and
- c) funding for equipment, including replacement green carts, to operate the waste resources program.

Opportunity Reserves

Q606 Strategic Capital Reserve:

Purpose

To provide funding for large capital projects that are strategic in nature.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic” is defined as initiatives which will enable HRM to respond to challenges to our service and infrastructure capability caused by population growth, rapid urban and suburb and development expansion, changing demographics and rapid technological advancements.

Projects should be consistent with long term policies, long term capital planning initiatives outlined in the Strategic Capital Planning and Infrastructure and Arena Consolidation Long Term Arena Strategy reports/presentations of July 2014.

This reserve combined and replaced four reserves: Q310 Service Improvement Reserve; Q330 Strategic Studies Reserve; Q126 Strategic Growth/Potential Strategic Project Reserve and Q146 Planned Strategic Project Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property, specifically St. Pats High - 6070 Quinpool Road; Alderney/Ochterloney Parking lots; Lyle Street property; Bloomfield property; Queen Street lot

(remaining from Central Library); Red Cross Site; St. Pats Alexandra; Bayne Street property; Bowles Arena; Lebrun Arena; Gray Arena;

- b) sale of other properties, as designated by Council;
- c) an annual transfer from Fiscal Services operating budget; (previous annual amount was \$5,000,000);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for projects identified in the Strategic Capital Presentation to Council such as Dartmouth Multi Pad, Dartmouth Sportsplex, Cogswell Interchange, \$50M 5Yr Downtown Streetscapes project, and for future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

Q611 Parkland Development Reserve:

Purpose

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

Q616 Business/Industrial Parks Expansion Reserve:

Purpose

To manage funds received from the sale of land in HRM business and industrial parks and to provide funding for the capital investment required to acquire and develop and service land for sale in HRM's business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

Source of Funds

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for: business and industrial park land acquisition;

- a) reimbursing operating costs to business unit for professional and other outside costs; and
- b) land servicing, development and construction costs necessary to bring the lands to market.

Q621 Community and Events Reserve:

Purpose

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

Source of Funds

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.

Q626 Gas Tax Reserve:

Purpose

To manage funds received under the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds.

This reserve replaced Q134 - Gas Tax Reserve.

Source of Funds

Funding arises from:

- a) gas tax funding as per the ten-year Municipal Funding Agreement with the province of Nova Scotia (2014); and,
- b) interest accumulated in accordance with the Municipal Funding Agreement.

Application of Funds

Funds are allocated to investments in infrastructure for its construction, renewal, or material enhancement (expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset) in the following categories:

- a) public transit;
- b) community energy systems;
- c) water and wastewater;
- d) solid waste management;
- e) local roads and bridges;
- f) culture and tourism;
- g) recreation and amateur sport;
- h) highways;
- i) local and regional airports;
- j) short-line rail;
- k) short-sea shipping;
- l) disaster mitigation;
- m) broadband and connectivity; and
- n) brownfield redevelopment.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.

Q631 Debt Principal and Interest Repayment Reserve:

Purpose

To provide funding for principal and interest payments related to debentures and the capital and other lease costs for the LED Street Light Conversion Project.

This reserve combined and replaced two reserves: Q327, LED Street Light Conversion Reserve and Q331 Strategic Infrastructure Reserve.

Source of Funds

Funding arises from:

- a) annual transfer from Fiscal Services operating budget equal to the projected annual savings to the Street Lighting Operating budget, currently recorded in R825, resulting from conversion to LED street lights;
- b) annual transfer from Fiscal Services operating budget in the amount that equals a 1 cent Tax Rate increase;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) to fund capital project costs, purchase and installation of lights, principal and interest payments and any capital lease costs related to the LED Street Lighting project; and,
- b) to fund principal and interest costs incurred related to debentures.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2020 based on the 2019/20 Proposed Operating and Capital Budgets, and fiscal year ending March 31, 2021 based on the 2020/21 planning document for Operating and Capital Budgets.

PROPOSED RESERVE FUNDS BUDGET						
April 1, 2019 to March 31, 2020						
<i>(rounded to nearest 100)</i>	Projected Net Available Balance April 1, 2019	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2020
Total Risk Reserve	38,866,000	50,000	393,100	(16,407,000)	(2,910,700)	19,991,400
Total Obligation Reserve	39,643,900	15,046,000	764,200	(14,374,500)	(7,906,800)	33,172,800
Total Opportunity Reserve	48,570,400	62,218,700	1,772,800	(58,577,100)	(2,032,300)	51,952,500
Total Reserves	127,080,300	77,314,700	2,930,100	(89,358,600)	(12,849,800)	105,116,700

PROPOSED RESERVE FUNDS BUDGET						
April 1, 2020 to March 31, 2021						
<i>(rounded to nearest 100)</i>	Projected Net Available Balance April 1, 2020	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2021
Total Risk Reserve	19,991,400	50,000	246,900	(4,000,000)	(610,700)	15,677,600
Total Obligation Reserve	33,172,800	17,219,857	561,700	(9,545,000)	(10,216,800)	31,192,557
Total Opportunity Reserve	51,952,500	108,335,133	1,637,100	(55,931,900)	(2,032,300)	103,960,533
Total Reserves	105,116,700	125,604,990	2,445,700	(69,476,900)	(12,859,800)	150,830,690

PROPOSED RESERVE FUNDS BUDGET						
April 1, 2019 to March 31, 2020						
Reserve Name	Projected Net Available Balance April 1, 2019	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2020
Risk Reserve						
Insurance and Risk - Q406	4,168,100	-	67,000	-	-	4,235,100
Police on the Job Injury - Q411	2,167,500	25,000	35,100	-	-	2,227,600
Operating Stabilization - Q416	8,806,400	25,000	139,600	-	(258,400)	8,712,600
General Contingency - Q421	23,724,000	-	151,400	(16,407,000)	(2,652,300)	4,816,100
Total Risk Reserve	38,866,000	50,000	393,100	(16,407,000)	(2,910,700)	19,991,400
Obligation Reserve						
Landfill Closure Costs - Q506	7,767,600	-	131,500	-	(22,000)	7,877,100
Municipal Election - Q511	1,498,000	457,500	24,800	(391,500)	-	1,588,800
Convention Centre - Q521	6,978,500	7,168,000	121,900	-	(7,708,800)	6,559,600
Capital Fund - Q526	3,156,000	3,952,700	140,000	(5,032,000)	(146,000)	2,070,700
Vehicle Fleet and Equipment - Q531	1,153,000	200,000	28,900	-	-	1,381,900
Central Library Recapitalization - Q536	4,322,900	884,400	77,200	-	-	5,284,500
Building Recap and Replacement - Q541	3,674,000	13,800	46,900	(1,700,000)	(30,000)	2,004,700
Multi District Facilities - Q546	(353,000)	1,064,600	17,100	(4,890,000)	-	(4,161,300)
Transit Capital - Q551	167,800	-	36,100	(121,000)	-	82,900
Solid Waste Facilities - Q556	11,279,100	1,305,000	139,800	(2,240,000)	-	10,483,900
Total Obligation Reserve	39,643,900	15,046,000	764,200	(14,374,500)	(7,906,800)	33,172,800
Opportunity Reserve						
Strategic Capital - Q606	(11,946,000)	6,000,000	58,000	(1,160,000)	-	(7,048,000)
Parkland Development - Q611	1,365,200	3,357,200	32,100	(2,000,000)	-	2,754,500
Business/Industrial Parks Expansion - Q616	25,303,000	8,500,000	600,400	-	(45,500)	34,357,900
Community and Events - Q621	1,365,400	1,689,000	69,300	(250,000)	(1,986,800)	886,900
Gas Tax - Q626	955,900	24,971,400	172,500	(25,123,000)	-	976,800
Debt Principal and Interest Repayment - Q631	31,526,900	17,701,100	840,500	(30,044,100)	-	20,024,400
Total Opportunity Reserve	48,570,400	62,218,700	1,772,800	(58,577,100)	(2,032,300)	51,952,500
Total Reserves	127,080,300	77,314,700	2,930,100	(89,358,600)	(12,849,800)	105,116,700

PROPOSED RESERVE FUNDS BUDGET						
April 1, 2020 to March 31, 2021						
Reserve Name	Projected Net Available Balance April 1, 2020	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2021
Risk Reserve						
Insurance and Risk - Q406	4,235,100	-	67,800	-	-	4,302,900
Police on the Job Injury - Q411	2,227,600	25,000	36,000	-	-	2,288,600
Operating Stabilization - Q416	8,712,600	25,000	135,700	-	(258,400)	8,614,900
General Contingency - Q421	4,816,100	-	7,400	(4,000,000)	(352,300)	471,200
Total Risk Reserve	19,991,400	50,000	246,900	(4,000,000)	(610,700)	15,677,600
Obligation Reserve						
Landfill Closure Costs - Q506	7,877,100	-	125,700	-	(22,000)	7,980,800
Municipal Election - Q511	1,588,800	739,800	500	-	(2,300,000)	29,100
Convention Centre - Q521	6,559,600	7,087,000	95,000	-	(7,708,800)	6,032,800
Capital Fund - Q526	2,070,700	5,883,959	44,000	(5,050,000)	(156,000)	2,792,659
Vehicle Fleet and Equipment - Q531	1,381,900	200,000	15,600	(605,000)	-	992,500
Library Recapitalization - Q536	5,284,500	902,100	99,000	-	-	6,285,600
Building Recap and Replacement - Q541	2,004,700	13,798	20,600	(700,000)	(30,000)	1,309,098
Multi District Facilities - Q546	(4,161,300)	1,088,200	-	(1,400,000)	-	(4,473,100)
Transit Capital - Q551	82,900	-	1,300	-	-	84,200
Solid Waste Facilities - Q556	10,483,900	1,305,000	160,000	(1,790,000)	-	10,158,900
Total Obligation Reserve	33,172,800	17,219,857	561,700	(9,545,000)	(10,216,800)	31,192,557
Opportunity Reserve						
Strategic Capital - Q606	(7,048,000)	52,900,000	357,600	(23,500,000)	-	22,709,600
Parkland Development - Q611	2,754,500	750,000	48,100	(500,000)	-	3,052,600
Business/Industrial Parks Expansion - Q616	34,357,900	12,200,000	744,200	-	(45,500)	47,256,600
Community and Events - Q621	886,900	1,689,000	5,400	(250,000)	(1,986,800)	344,500
Gas Tax - Q626	976,800	24,971,433	13,200	(25,123,000)	-	838,433
Debt Principal and Interest Repayment - Q631	20,024,400	15,824,700	468,600	(6,558,900)	-	29,758,800
Total Opportunity Reserve	51,952,500	108,335,133	1,637,100	(55,931,900)	(2,032,300)	103,960,533
Total Reserves	105,116,700	125,604,990	2,445,700	(69,476,900)	(12,859,800)	150,830,690

RESERVE WITHDRAWALS 2019/20				
Reserve	Withdrawals 2019/20	Amount	Total	
Q416	Operating Stabilization Reserve	Operating - Police rent	258,400	258,400
Q421	General Contingency Reserve	Operating - Corporate Accommodations	352,300	
		Operating - YMCA Grant	1,000,000	
		Operating - Halifax Transit surplus returned	1,300,000	
		Capital - Fire Boat Replacement	1,300,000	
		Capital - Parkland Acquisition	3,500,000	
		Capital - Fleet Replacement Heavy Equipment	417,000	
		Capital - General Building Recapitalization	700,000	
		Capital - Halifax North Memorial Library Renos	500,000	
		Capital - Park Recapitalization	650,000	
		Capital - Regional Park Washrooms	400,000	
		Capital - Sidewalk Renewals	2,440,000	
		Capital - Sports Fields/Courts - Renewal	1,500,000	
		Capital - Street Recapitalization	5,000,000	19,059,300
Q506	Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	22,000	22,000
Q511	Municipal Election Reserve	Capital -2020 Municipal Election - eVoting	391,500	391,500
Q521	Convention Centre Reserve	Operating - Convention Centre Operating Costs	7,708,800	7,708,800
Q526	Capital Fund Reserve	Capital - Environmental Remediation/Building Demolition	400,000	
		Capital - Keshen Goodman Library Renovations	500,000	
		Capital - IMP Land Acquisitions	1,450,000	
		Capital - Energy Efficiency Initiatives	1,000,000	
		Capital - Parking Technology	1,682,000	
		Operating - Real Estate Costs	136,000	
		Operating - Legal costs for real estate	10,000	5,178,000
Q541	Building Recapitalization and Replacement Reserve	Capital - Metro Park Upgrades	100,000	
		Capital - Alderney Gate Recapitalization	1,600,000	
		Operating - Spencer House Renovations	30,000	1,730,000
Q546	Multi-District Facilities Reserve	Capital - BMO Centre	200,000	
		Capital - RBC Centre	150,000	
		Capital - Scotiabank Centre	4,540,000	4,890,000
Q551	Transit Capital Reserve	Capital - Transit Facility Investment Strategy	121,000	121,000
Q556	Solid Waste Facilities Reserve	Capital - Composting/Anaerobic Digestion Plant	1,000,000	
		Capital - Material Recovery Facility Repairs	280,000	
		Capital - New Era Recapitalization	460,000	
		Capital - Burnside Composting Facility Repairs	500,000	2,240,000
Q606	Strategic Capital Reserve	Capital - Zatsman Sportsplex Revitalization	500,000	
		Capital - Cogswell Interchange	660,000	1,160,000
Q611	Parkland Development Reserve	Capital - Parkland Acquisition	2,000,000	2,000,000
Q616	Business/Industrial Park Expansion	Operating - Real Estate costs to cover sale of lots	45,500	45,500
Q621	Community and Events Reserve	Capital - Cultural Spaces	250,000	
		Operating - Cultural Events & Showcase Program	60,000	
		Operating - Public Art operating and program costs	240,000	
		Operating - Hallmark, Tourism and Sporting events/host	1,686,800	2,236,800
Q626	Gas Tax Reserve	Capital - project funding	25,123,000	25,123,000
Q631	Debt Principle and Interest Repayment	Capital - Street Recapitalization	10,000,000	
		Capital - HR Improvement Project	1,500,000	
		Capital - Revenue & Financial Accounting Mgmt Solution	4,500,000	
		Capital - SAP Procurement	2,500,000	
		Capital - Active Transportation	3,548,000	
		Capital - Complete Streets	350,000	
		Capital - Transit Priority Measures Corridor	3,500,000	
		Capital - Commitment LED project	4,146,100	30,044,100
Total Withdrawals				102,208,400

RESERVE CONTRIBUTIONS 2019/20				
Reserve	Contributions 2019/20	Amount	Total	
Q411	Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416	Operating Stabilization Reserve	Operating - EMO Services	25,000	25,000
Q511	Municipal Election Reserve	Operating - Election Office	415,000	
		Operating - Fiscal Services	42,500	457,500
Q521	Convention Centre Reserve	Operating - Fiscal Services - Tax Rate Revenue	7,168,000	7,168,000
Q526	Capital Fund Reserve	Operating - Transportation & Public Works - Loan Repayment	91,100	
		Operating - Tax Sale Surplus Account	100	
		Operating - Parking Revenue WDC	70,000	
		Revenue - 15% Mt. Hermon Cemetery funds	1,500	
		Operating - Fiscal Services (Metro Park)	1,000,000	
		Sale of Assets - Land/Buildings	2,790,000	3,952,700
Q531	Fleet Vehicles & Equipment Reserve	Sale of Assets - Vehicles and Equipment	200,000	200,000
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	884,400	884,400
Q541	Building Recapitalization and Replacement Reserve	Revenue - Spencer House and Southend Daycare rent	13,800	13,800
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	254,000	
		Revenue - Scotiabank Centre	532,100	
		Revenue - Nustadia (RBC Centre)	278,500	1,064,600
Q556	Solid Waste Facilities Reserve	Operating - Fiscal	505,000	
		Revenue - Capital Cost Contribution revenue	800,000	1,305,000
Q606	Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	6,000,000
Q611	Parkland Development Reserve	Revenue - Permit Fees	750,000	
		Sale of Assets - Land/Buildings	2,607,200	3,357,200
Q616	Business/Industrial Park Expansion Reserve	Sale of Assets - Land/Buildings	8,500,000	8,500,000
Q621	Community and Events Reserve	Operating - Fiscal Services	300,000	
		Revenue - Marketing Levy	1,389,000	1,689,000
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax Program Funding	24,971,400	24,971,400
Q631	Debt Principal and Interest Repayment Reserve	Operating - LED Savings	4,146,100	
		Operating - Fiscal Services	13,555,000	17,701,100
Total Contributions				77,314,700

GLOSSARY

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are 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 Roll	The assessed value of all properties within the municipality as provided by PVSC.
Assets	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
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 General Tax Rate	The general property tax rate applicable to all taxable properties within 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 Occupancy 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. This tax is no longer used in Nova Scotia.
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.
Capital Asset	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.

Capital Charges	Another name for Local Improvement Charges (LICs).
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. Sometimes called Development Charges.
Capital Budget	The Council-approved expenditures and defined funding sources for projects supporting significant rehabilitative maintenance, construction, purchase or demolition of municipal infrastructure or equipment. Capital activities are differentiated from routine operational repairs and maintenance and exclude purchase of small equipment and inventory that occur in the regular course of business.
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.
Capital Reserve Pool (Crespool)	Budget remaining, following completion of a capital project, which was approved to be funded from debt. These funds may be used to provide additional debt funding for capital projects which are over-budget or may be used in future budgets. It cannot be used for new projects or to expand the scope of existing projects.
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 or received	Accounting for expenses and revenues as the funds are disbursed.
CCC	See Capital Cost Contribution.
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 PVSC.
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. Council levies Urban, Suburban and Rural General Tax Rates.
Commercial Multiplier	A factor that was formerly used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole. Council uses a special Budget COW to debate the Budget.
Consumer Price Index (CPI)	An indicator of changes in consumer prices. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers as determined by Statistics Canada.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost-effective ways of providing service within budget.
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, municipal debentures are provided by the Municipal Finance Corporation (MFC), a Crown Corporation 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 arms-length 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 end of the fiscal year, the amount by which the municipality's operating expenditures exceeds its operating revenues.
Director	The most senior management position within a Business Unit.
Education Rate	Part of the formula used by the Province of Nova Scotia to determine how much each Municipality pays to the Province for Education. The Education Rate is the rate per \$100 of assessed value which is applied to the previous year's Uniform Assessment to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
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.
Fiscal Year	April 1 to March 31.
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 standardize 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 except for those funded from area-rates.
Generally Accepted Accounting Principles (GAAP)	A set of standardized accounting principles defined by the Canadian Institute of Chartered Accountants.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Total expenditures before deducting revenue.
GST (Goods and Services Tax)	The Federal sales tax.
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.
LIC	See Local Improvement Charges.

Local Improvement Charges (LIC)	Council may make by-laws imposing charges on individual properties for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	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. The first year is approved by Regional Council as the Project Budget. The second and third year are approved as a detailed planning tool.
Mandatory Education	Provincial statute requires that each municipality contribute to education. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the previous year's 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 Strategy	A study undertaken for Regional Council that involved modeling the future financial situation of HRM and implementing a strategy in response. It included Principles of Financial Management, a Reserve Policy, Capital Spending Policy, a Capital Debt Policy, and a business planning process.
Municipal Finance Corporation (MFC)	Crown Corporation 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 Expenditures	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.
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 for 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 Police Act and HRM Bylaws.
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 Assessment	The value of real property as determined by the PVSC. PVSC determines both a "Market" value and a "Capped" value (see Property Assessment Cap). Taxes are based on the "Taxable" value which is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Property Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Property 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 twelve months (October to October). Some properties, such as apartments, are ineligible.
Property Assessment Lift	The total increase in the assessment base from one year to the next; includes Assessment Cap.
Property Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by PVSC. 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 capped value of real property, expressed per\$100 of assessed value.
Property Valuation Services Corporation (PVSC)	Independent, not-for-profit organization that is responsible for assessing all property in Nova Scotia as mandated under the Nova Scotia Assessment Act.
Province	Government of the Province of Nova Scotia.
PVSC	See Property Valuation Services Corporation.
Royal Canadian Mounted Police (RCMP)	Federal policing agency.
RDP-Real Domestic Product	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 set costs such as the Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 16 Councilors representing the 16 Districts. Regional council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide the following: <ul style="list-style-type: none"> - Risk Reserve: Funds for unforeseen events involving substantial costs. - Obligations Reserve: Funds for the timely replacement of municipal infrastructure. - Opportunities Reserve: Funds for opportunities that may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity.

Residential General Tax Rates	The general rate of taxation applied to the capped value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The Taxable value of real property (land and buildings) used for residential purposes as assessed by the PVSC.
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 resource assessment.
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.
Rural General Tax Rate	See Base General Tax Rate.
Service Drivers	Factors which 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.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and represent a major shift in the type and manner that services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM.
Supplementary Education	Funding amounts provided to the Halifax Regional Centre for Education and the province-wide Conceil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Charter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.

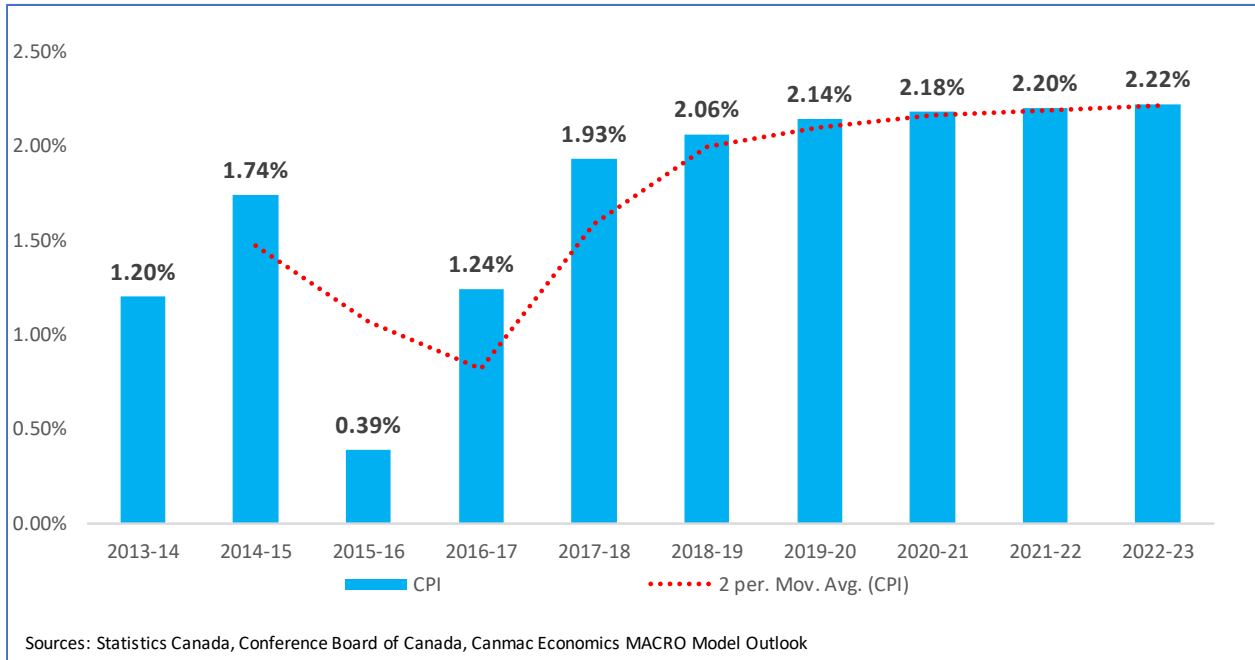
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review and approval.
Tax Agreements	Agreements made with corporations and utilities that operate under unique circumstances, which, require special arrangements for how they pay taxes.
Tax Payer	Citizens and businesses of HRM who pay taxes.
Taxable Assessed Value	The "Taxable" Assessed value is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
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
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements.

APPENDICIES

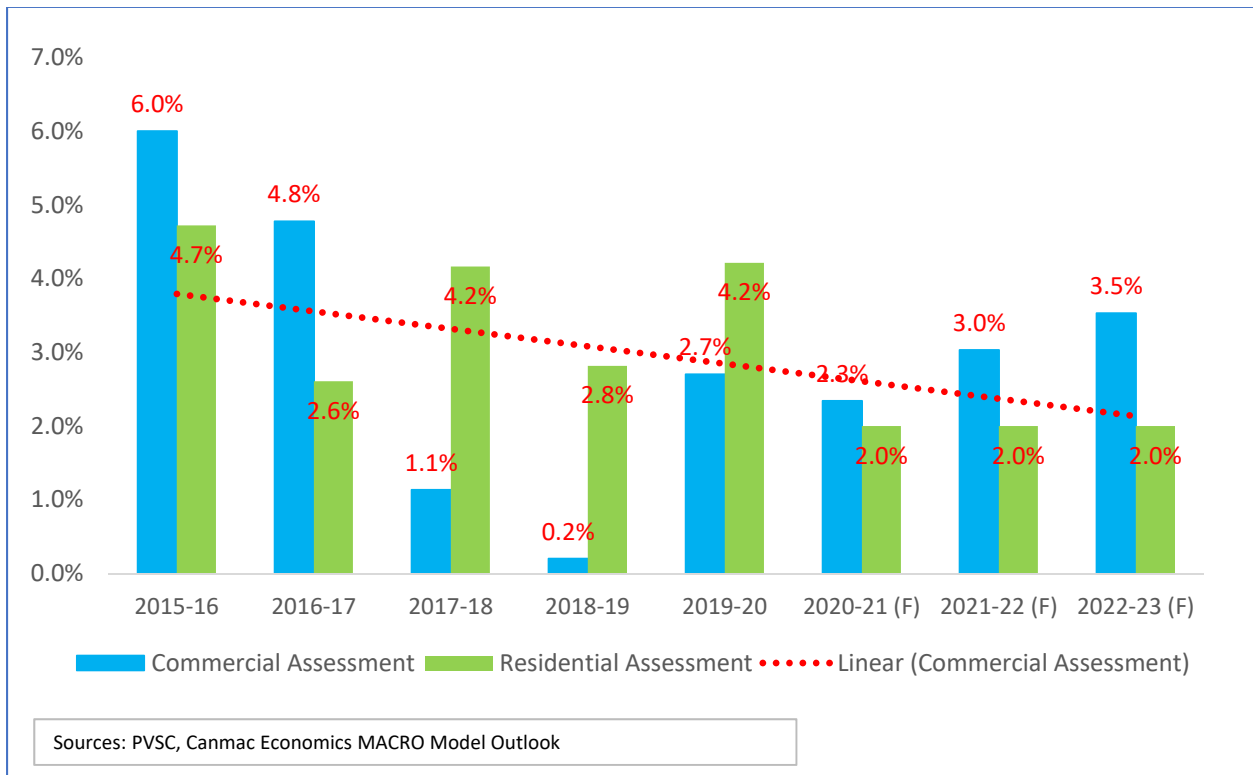
Appendices

Select Economic and Tax/Revenue Indicators

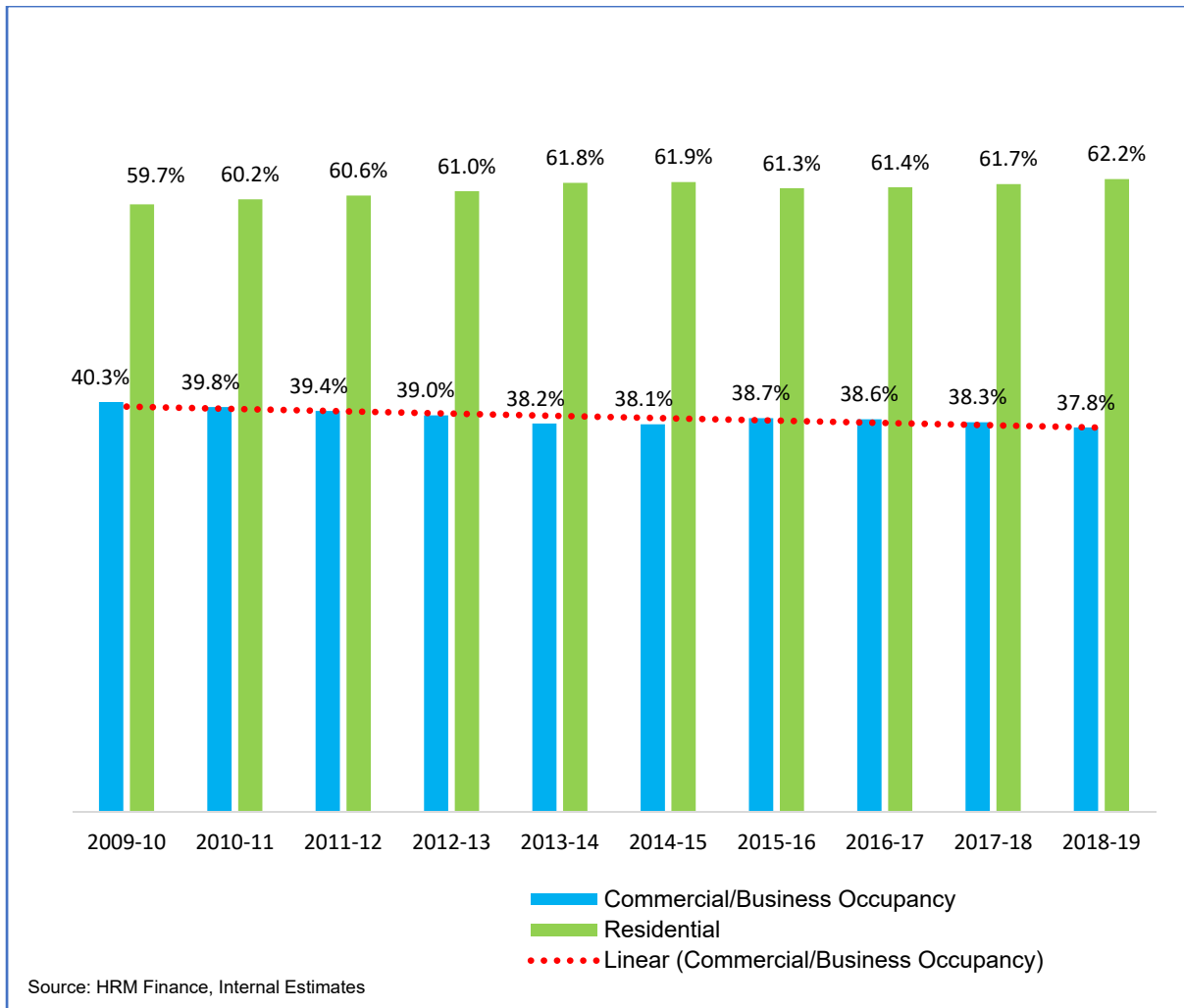
Inflation (HRM-CPI), 2-Year Moving Average



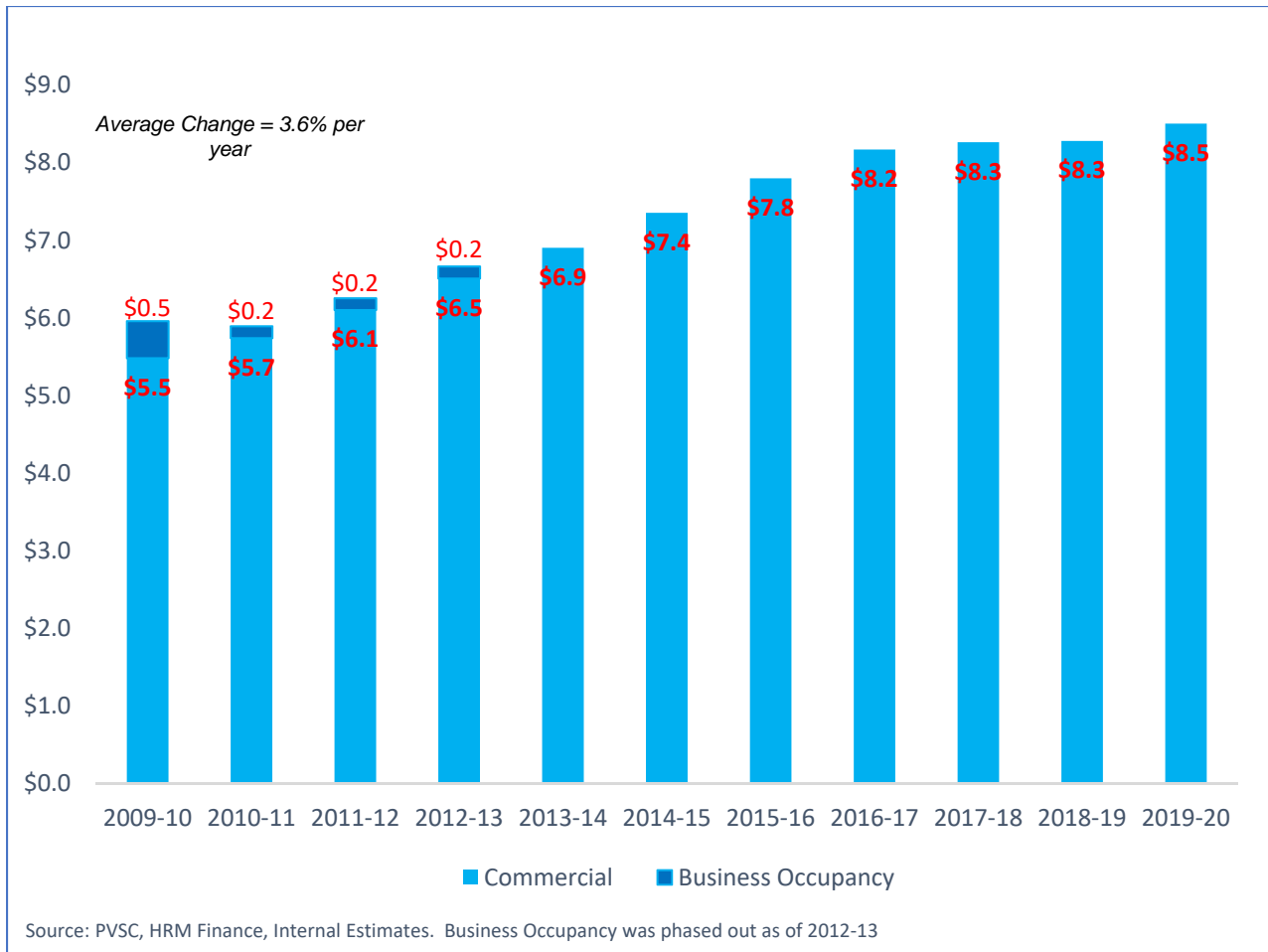
Historical and Forecast Commercial & Residential Assessment Growth, 2015-22 (Official Roll)



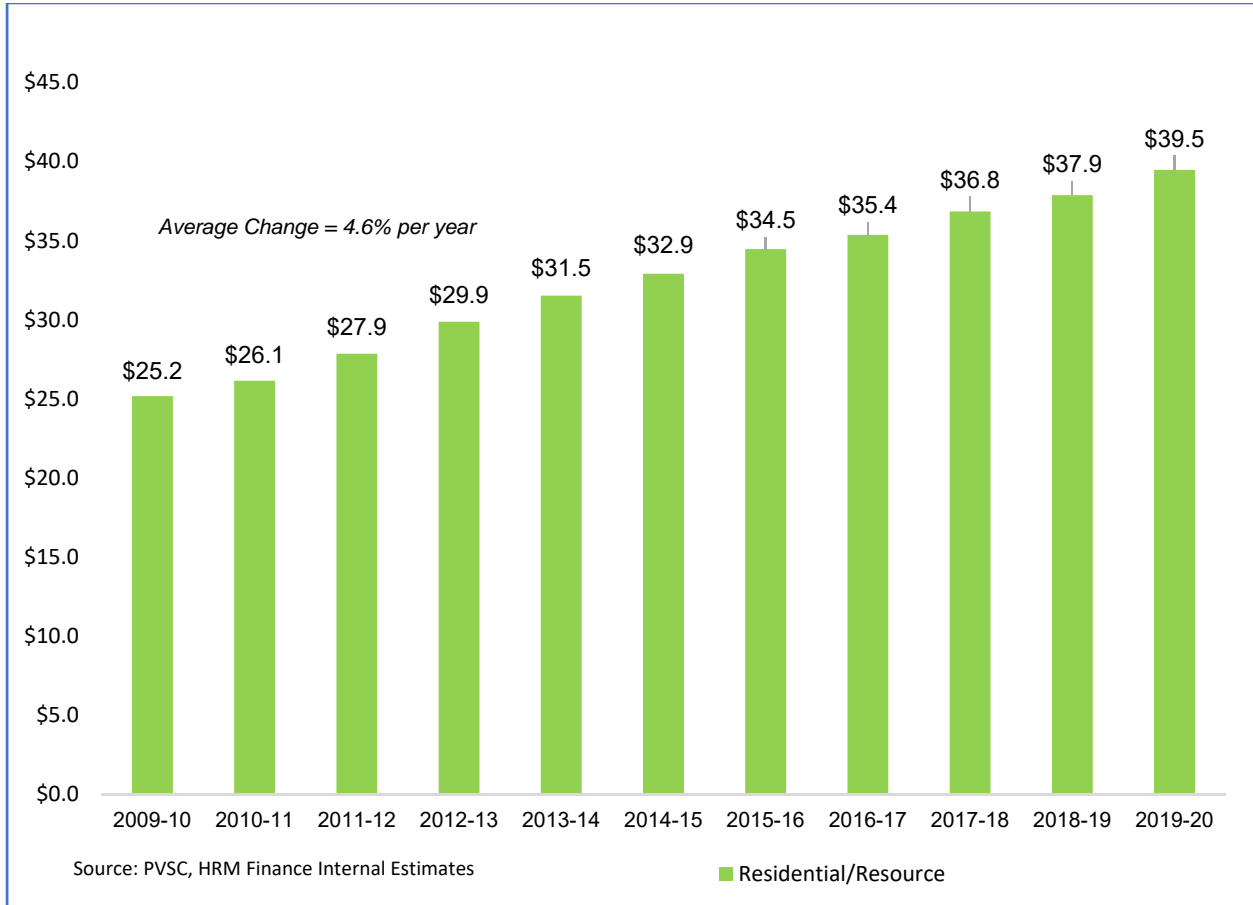
Residential and Commercial Property Tax Revenues, Relative Share (%) 2009-2019



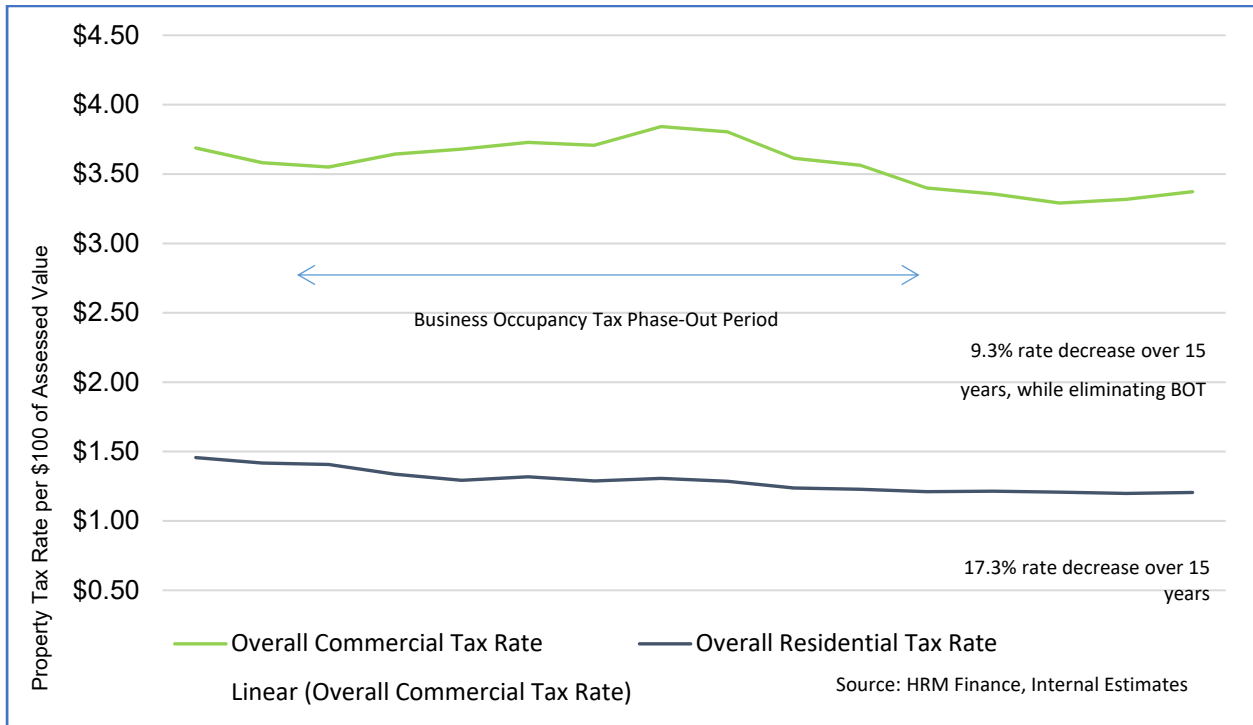
Commercial Assessment Growth (Taxable), 2009-2019



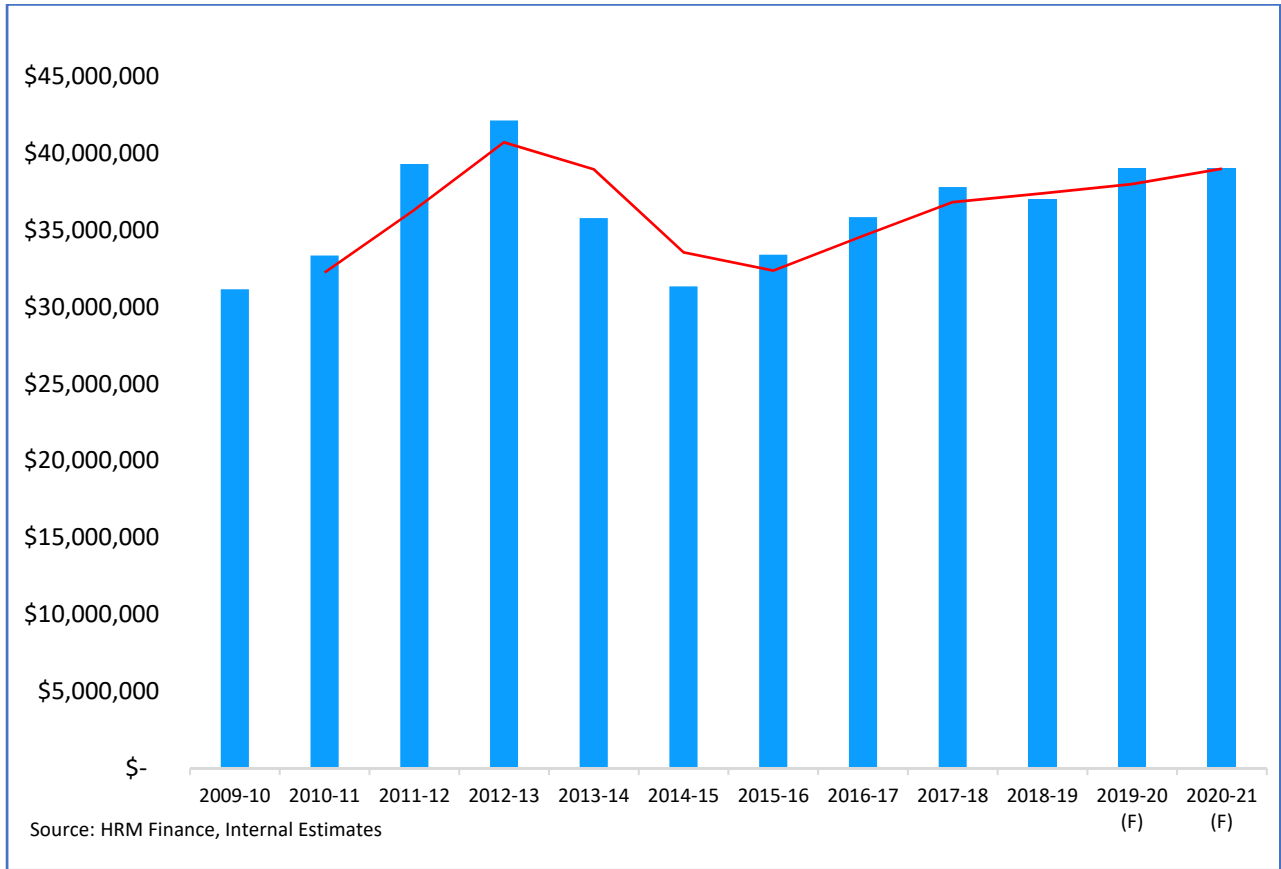
Residential Assessment Growth (Taxable), 2009-2019



Residential/Commercial Tax Rate Trend: 2004-2018



Deed Transfer Tax Historical and Forecast Revenue, 2009-22



Full Time Equivalent (FTE) Counts by Business Unit

BU	Approved 2018-19	Proposed 2019-20	Δ FTE's
CAO	25.0	23.5	-1.5
CCS	231.4	231.7	0.3
FIT	314.1	320.7	6.6
HR	64.7	66.3	1.6
Legal	68.4	74.1	5.7
P&R	466.9	471.9	5.0
P&D	216.5	231.4	14.9
TPW	306.7	311.0	4.3
Transit	994.8	1,036.1	41.3
Fire	523.0	535.4	12.4
HRP	807.4	807.4	0.0
AG	10.0	10.0	0.0
	4,028.9	4,119.5	90.6
Library	338.0	336.0	-2.0
Total	4,366.9	4,455.5	88.6

TOTAL HALIFAX BUDGET DETAILS

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	272,017,190	286,270,600	278,903,834	306,248,400	19,977,800	314,524,000
6002 Salaries - Overtime	17,096,060	17,526,600	18,154,567	14,196,000	(3,330,600)	14,280,900
6003 Wages - Regular	5,782,824	172,400	172,400	172,400		197,400
6004 Wages - Overtime	8,860					
6005 PDP & Union Con Incr	8,927		(2,353,271)			
6050 Court Time	1,323,196	1,290,700	1,305,700	1,326,000	35,300	1,362,500
6051 Shift Agreements	239,686	310,700	350,224	318,700	8,000	318,700
6052 Shift Differentials	297,703	417,600	419,100	417,600		417,600
6053 Extra Duty	729,638	612,400	612,400	612,400		612,400
6054 Vacation payout	753,272		590,605			
6099 Other Allowances	26,824	21,000	4,900	21,000		36,000
6100 Benefits - Salaries	57,943,625	58,329,800	57,964,189	61,929,300	3,599,500	61,843,200
6101 Benefits - Wages	342,699					100
6110 Vacancy Management		(6,232,900)	(53,000)	(7,521,900)	(1,289,000)	(7,484,200)
6120 Comp OCC Budget Yr 1		2,719,200		2,718,700	(500)	3,072,600
6150 Honorariums	2,296,532	3,055,600	3,067,000	3,030,600	(25,000)	3,030,600
6151 Vehicle Allowance	14,758	3,000	12,300		(3,000)	
6152 Retirement Incentives	4,796,764	5,657,900	5,670,396	5,738,700	80,800	5,735,100
6153 Severence	58,741		20,000			
6154 Workers' Compensation	5,712,458	5,781,500	5,377,497	5,764,300	(17,200)	5,759,900
6155 Overtime Meals	44,560	19,800	27,550	25,800	6,000	25,800
6156 Clothing Allowance	669,438	665,600	665,800	665,600		665,600
6157 stipends	261,380	326,500	229,100	326,500		326,500
6158 WCB Recov Earnings	(52,777)	(18,300)	(52,700)	(18,300)		(18,300)
6164 On the Job injuries	252,951	244,400	244,400	244,400		244,400
6194 Sick Bank allowance	425,900					
6198 Non TCA Compensation	97					
6199 Comp & Ben InterDept	(673,368)	4,516,000	(999,503)	1,505,700	(3,010,300)	4,042,100
9200 HR CATS Wage/Ben	(191,472)	5,774,700	5,833,765	5,510,100	(264,600)	5,478,400
9210 HR CATS OT Wage/Ben	(203,253)		(507,882)	(80,000)	(80,000)	(80,000)
* Compensation and Benefits	369,983,211	387,464,800	375,659,371	403,152,000	15,687,200	414,391,300
6201 Telephone	2,013,896	1,984,800	1,991,561	2,045,300	60,500	2,096,200
6202 Courier/Postage	815,941	911,400	955,797	883,200	(28,200)	1,156,400
6203 Office Furn/Equip	505,200	553,400	612,484	549,400	(4,000)	538,700
6204 Computer S/W & Lic	4,875,943	5,287,100	5,177,297	5,361,500	74,400	5,595,300
6205 Printing & Reprod	1,134,956	1,380,400	1,426,945	1,236,100	(144,300)	1,284,800
6206 Microfilms		4,800		4,800		4,800
6207 Office Supplies	710,885	706,900	728,844	675,800	(31,100)	688,700
6208 Binding	13,545	13,000	13,000	13,000		13,000
6290 Office Transfer	19	414,000		6,000	(408,000)	6,000
6299 Other Office Expenses	135,164	199,900	200,883	194,500	(5,400)	194,500
* Office	10,205,549	11,455,700	11,106,811	10,969,600	(486,100)	11,578,400
6301 Professional Fees	788,696	689,700	735,184	732,800	43,100	691,600
6302 Legal Fees	624,244	278,300	303,490	403,200	124,900	403,200
6303 Consulting Fees	1,926,059	2,056,800	2,331,747	2,202,600	145,800	2,157,800
6304 Janitorial Services	3,485,672	3,167,400	3,704,098	3,553,400	386,000	3,603,600
6305 Property Appraisal	32,319	98,100	37,000	91,100	(7,000)	91,100
6306 Property Survey	37,511	47,500	69,000	49,500	2,000	54,500
6308 Snow Removal	1,522,576	2,213,500	2,121,600	2,335,500	122,000	2,381,800
6309 Litigation Disburse	19,481	15,300	9,150	15,300		15,300
6310 Outside Personnel	1,392,066	1,325,400	1,491,750	1,189,500	(135,900)	1,690,800

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6311 Security	1,704,875	1,747,200	1,789,571	1,667,900	(79,300)	1,727,900
6312 Refuse Collection	502,399	709,800	536,783	562,900	(146,900)	564,900
6314 Prosecution Services	95,440	126,300	110,000	126,700	400	126,300
6315 Outside Policing	26,219,100	26,316,600	26,459,100	26,458,000	141,400	26,458,000
6316 Real Property Disb	18,068	16,000	12,000	16,000		16,000
6390 Ext Svc Transfer		50,000	100		(50,000)	50,000
6399 Contract Services	<u>90,798,801</u>	<u>75,985,850</u>	<u>73,887,861</u>	<u>78,590,400</u>	<u>2,604,550</u>	<u>77,434,800</u>
* External Services	129,167,308	114,843,750	113,598,434	117,994,800	3,151,050	117,467,600
6401 Uniforms & Clothing	1,541,345	1,182,000	2,751,261	1,178,000	(4,000)	1,176,800
6402 Med & First Aid Supp	41,169	27,500	39,249	30,200	2,700	30,200
6403 Patrol Equip Supplies	416,741	403,400	454,500	403,400		403,400
6404 Rec Prog Supplies	438,241	469,550	492,920	446,850	(22,700)	445,250
6405 Photo Supp & Equip	34,709	23,700	21,900	23,300	(400)	23,300
6406 Bridge Tolls	477,323	495,500	520,419	528,600	33,100	526,700
6407 Clean/Sani Supplies	407,388	411,000	443,117	408,000	(3,000)	408,800
6409 Personal Protect Equ	256,259	196,800	258,917	256,800	60,000	256,000
6490 Supplies Transfer		120,500		54,000	(66,500)	60,000
6499 Other Supplies	<u>314,439</u>	<u>277,300</u>	<u>295,225</u>	<u>299,300</u>	<u>22,000</u>	<u>299,800</u>
* Supplies	3,927,615	3,607,250	5,277,508	3,628,450	21,200	3,630,250
6501 Asphalt	277,124	465,250	527,600	343,700	(121,550)	343,700
6502 Chemicals	229,025	244,000	230,514	276,500	32,500	276,900
6503 Fertilizer	18,862	28,800	20,800	32,000	3,200	32,000
6504 Hardware	288,010	281,600	545,437	348,600	67,000	348,700
6505 Lubricants	186,433	181,200	194,050	203,000	21,800	203,700
6506 Lumber	55,726	86,100	87,000	90,600	4,500	90,600
6507 Propane	139,900	130,200	130,800	130,200		130,200
6508 Ready Mix Concrete	101,887	149,100	156,850	147,100	(2,000)	147,100
6510 Road Oils	1,458	7,200	7,200	6,700	(500)	6,700
6511 Salt	1,240,567	790,500	1,279,300	1,500,500	710,000	1,519,850
6512 Sand	10,754	25,200	33,046	27,700	2,500	26,450
6513 Seeds & Plants	48,748	61,500	90,875	76,500	15,000	76,500
6514 Sods	7,880	14,500	11,263	12,700	(1,800)	12,700
6515 Stone and Gravel	60,470	139,950	117,100	127,250	(12,700)	125,250
6516 Topsoil	117,346	121,600	85,600	110,100	(11,500)	108,100
6517 Paint	236,126	246,100	276,350	244,550	(1,550)	244,550
6518 Metal	42,176	41,500	43,600	46,600	5,100	46,600
6519 Welding Supplies	12,131	12,000	15,500	8,200	(3,800)	8,300
6520 Salt-Sand Mix		500			(500)	
6522 Greenhouse Materials		15,000			(15,000)	
6599 Other Materials	<u>37,095</u>	<u>34,000</u>	<u>77,913</u>	<u>77,400</u>	<u>43,400</u>	<u>77,400</u>
* Materials	3,111,716	3,075,800	3,930,798	3,809,900	734,100	3,825,300
6602 Electrical	962,200	981,700	992,826	1,094,300	112,600	1,094,400
6603 Grnds & Landscaping	264,848	340,000	277,818	143,900	(196,100)	143,900
6604 Bus Gates/Shltr-R&M	2,954	40,000	20,000	20,000	(20,000)	20,000
6605 Municipal Taxes	667,198	1,087,100	925,068	1,232,300	145,200	1,253,900
6606 Heating Fuel	996,704	1,230,900	1,014,341	1,051,300	(179,600)	1,051,400
6607 Electricity	8,730,850	9,556,300	9,053,184	8,916,000	(640,300)	8,987,200
6608 Water	1,121,226	935,700	956,802	897,500	(38,200)	897,600
6609 Elevator & Escalator	117,062	150,300	150,700	161,000	10,700	161,000
6610 Building - Exterior	838,070	511,600	1,282,036	751,500	239,900	751,500
6611 Building - Interior	1,047,227	792,600	1,446,252	991,800	199,200	1,011,800
6612 Safety Systems	708,934	676,300	604,325	502,200	(174,100)	502,200
6613 Overhead Doors	202,415	180,500	200,500	183,500	3,000	182,500

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6614 Envir Assess/Cleanup	221,562	141,500	235,500	226,500	85,000	226,500
6615 Vandalism Clean-up	196,966	213,300	213,300	201,900	(11,400)	201,900
6616 Natural Gas-Buildings	1,300,164	1,869,700	1,609,670	1,670,900	(198,800)	1,691,200
6617 Pest Management	69,346	91,200	54,109	131,500	40,300	131,500
6690 Building Exp Transfe	648	66,000			(66,000)	
6699 Other Building Cost	1,036,367	1,095,700	1,575,977	1,132,700	37,000	1,142,700
* Building Costs	18,484,741	19,960,400	20,612,408	19,308,800	(651,600)	19,451,200
6701 Equipment Purchase	1,132,314	1,740,700	3,114,579	1,687,600	(53,100)	1,809,000
6702 Small Tools	293,048	223,500	261,819	233,100	9,600	233,500
6703 Computer Equip/Rent	1,131,932	1,282,800	1,366,692	1,408,100	125,300	1,435,100
6704 Equipment Rental	168,230	189,900	205,788	178,000	(11,900)	178,000
6705 Equip - R&M	1,114,422	896,200	1,172,713	989,000	92,800	991,700
6706 Computer R&M	476,461	620,800	653,920	551,800	(69,000)	554,300
6707 Plumbing & Heating	461,192	270,100	758,000	233,800	(36,300)	233,800
6708 Mechanical Equipment	1,315,264	781,300	1,588,100	799,100	17,800	799,100
6711 Communication System	1,729,921	1,753,000	1,737,423	1,761,600	8,600	1,762,800
6731 Airtime	253,014	258,700	258,700	258,700		258,700
6732 Mobile Data	85,964	110,000	90,000	100,000	(10,000)	100,000
* Equipment & Communications	8,161,762	8,127,000	11,207,734	8,200,800	73,800	8,356,000
6802 Vehicle R&M	10,726,224	9,920,500	10,550,177	11,002,500	1,082,000	11,028,000
6803 Vehicle Fuel - Diesel	9,984,097	9,067,100	11,689,200	11,041,700	1,974,600	11,363,800
6804 Vehicle Fuel - Gas	1,826,919	1,263,800	1,447,688	1,476,000	212,200	1,501,600
6805 Tires and Tubes	1,431,633	1,146,900	1,541,800	1,534,000	387,100	1,492,100
6806 Vehicle Rentals	44,741	31,100	68,161	48,800	17,700	46,800
6807 Vehicle Leases	12,744	15,000	15,000	15,000		15,000
6810 Comm Vehicle R&M	2,729,510	2,706,200	2,857,200	2,857,000	150,800	2,874,600
6811 Shop Supplies	155,466	114,900	116,050	128,500	13,600	129,200
6890 Vehicle Transfer	22,363	585,600		929,700	344,100	1,393,200
6899 Other Vehicle Expense	53,034	(400,800)	80,700	334,300	735,100	334,000
* Vehicle Expense	26,986,733	24,450,300	28,365,976	29,367,500	4,917,200	30,178,300
6901 Membership Dues	687,967	719,850	739,999	797,650	77,800	750,750
6902 Conferences/Workshop	259,173	284,900	245,146	316,300	31,400	319,900
6903 Travel - Local	866,269	930,350	906,347	905,800	(24,550)	900,300
6904 Travel - Out of Town	726,103	759,900	712,260	770,250	10,350	769,150
6905 Training & Education	1,342,170	1,489,050	1,455,623	1,468,800	(20,250)	1,503,100
6906 Licenses & Agreements	847,002	651,600	646,900	672,200	20,600	676,400
6907 Commission Fees	381,062	400,000	400,700	400,200	200	400,200
6908 Medical Examinations	362,559	84,950	133,860	312,350	227,400	312,350
6909 Cost of Sales	848,798	718,800	2,221,149	713,800	(5,000)	713,800
6910 Signage	93,438	170,800	115,591	162,000	(8,800)	160,900
6911 Facilities Rental	6,213,285	6,795,800	6,712,372	6,835,400	39,600	6,855,200
6912 Advertising/Promotio	969,431	1,278,700	1,083,481	1,184,100	(94,600)	1,280,900
6913 Awards	111,450	137,500	130,046	135,050	(2,450)	135,050
6914 Recruiting	257,012	141,200	184,900	187,200	46,000	187,200
6915 Research Data Acquis	6,177	133,500	71,700	133,600	100	133,600
6916 Public Education	193,950	283,500	237,100	247,000	(36,500)	246,000
6917 Books and Periodicals	2,331,354	2,200,700	2,436,600	2,092,600	(108,100)	2,092,600
6918 Meals	158,669	136,900	172,629	140,650	3,750	144,350
6919 Special Projects	3,065,416	4,182,100	3,558,715	4,350,650	168,550	4,239,350
6920 Land Purchase		14,000			(14,000)	
6928 Committee Expenses	11,125	13,000	13,700	12,000	(1,000)	12,000
6929 Procurement Card Clg	845	200	700	200		200
6932 Youth Pr Services	1,392	3,000	3,000	3,000		3,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6933 Community Events	1,441,659	957,600	992,473	984,300	26,700	984,300
6936 Staff Relations	49,004	48,200	45,000	23,800	(24,400)	23,800
6937 Corporate Training	179,620	300,000	262,900	200,000	(100,000)	202,000
6938 Rewarding Excellence	104,159	97,500	104,022	125,900	28,400	125,000
6940 Fencing	201,650	204,200	186,250	198,700	(5,500)	197,900
6941 Playground Equipment	35,372	51,300	50,100	51,300		51,300
6942 Management Fees	632,301	868,200	766,118	868,200		868,200
6943 Health and Wellness	83,913	126,000	128,500	125,800	(200)	125,800
6946 Branch Programming	63,224	54,700	57,400	54,700		54,700
6947 Literacy/Heritage Pr	81,588	9,500	9,500	9,500		9,500
6950 Region.Serv.Program	59,225	72,900	71,900	73,300	400	73,300
6990 Gds & Svcs Trsf		1,100		600	(500)	600
6999 Other Goods/Services	1,353,783	2,491,000	3,273,164	5,536,450	3,045,450	3,630,350
* Other Goods & Services	24,020,141	26,812,500	28,129,845	30,093,350	3,280,850	28,183,050
7007 ltnTrsf Paper Recyc						200
7009 Internal Trfr Other	8,570	96,500	285,014	111,100	14,600	114,200
7010 IntTrfr Insur Funds		5,000	147,300	360,000	355,000	360,000
7011 Int Trf Record Check		(3,300)	1,959	(3,300)		(3,300)
7012 Int Trf Print/Reprod		30,000	30,000	30,000		30,000
7013 Int Trf Extra Duty	(184,785)	(1,000)	(183,400)	(1,000)		(1,000)
7015 Int Trf FacilityRent			1,556	(68,700)	(68,700)	(66,700)
7099 Interdept Chargeback	90		(5,500)			
9900 Rev/Exp.Vehicle Rent		0	0	0		0
9911 PM Labour-Reg	(198)					
* Interdepartmental	(176,324)	127,200	276,929	428,100	300,900	433,400
8010 Other Interest	19,275	40,900	30,500	30,500	(10,400)	30,500
8011 Interest on Debentur	8,556,582	7,680,700	7,741,400	7,104,500	(576,200)	6,988,800
8012 Principal on Debentu	42,357,582	41,380,300	41,380,300	39,343,200	(2,037,100)	38,815,700
8013 Loan Principal Repay		2,400	2,400	2,400		2,400
* Debt Service	50,933,438	49,104,300	49,154,600	46,480,600	(2,623,700)	45,837,400
8001 Transf Outside Agenc	180,213,314	187,341,500	187,767,700	191,856,300	4,514,800	198,113,600
8002 Insurance Claims	1,027,082			1,123,000	1,123,000	1,123,000
8003 Insurance Pol/Prem	2,045,023	4,018,400	3,723,600	2,013,500	(2,004,900)	2,013,500
8004 Grants	5,592,459	5,868,400	5,839,898	7,239,400	1,371,000	6,326,300
8005 Tax Exemptions	1,289,072	1,475,000	1,114,000	1,275,000	(200,000)	1,275,000
8006 Tax Concess Non Prof	3,778,942	4,170,000	4,022,500	4,531,000	361,000	4,531,000
8007 Tax Concess Commerci	175,135	990,000	1,415,000	5,355,000	4,365,000	5,369,000
8008 Transf to/fr Reserve	44,255,418	16,882,600	19,457,742	21,909,800	5,027,200	20,246,400
8009 Fire Protection	7,243,151	7,093,000	7,093,000	7,200,500	107,500	7,200,500
8014 Capital from Operati	14,884,025	36,200,000	36,200,000	37,005,000	805,000	37,838,000
8015 Debenture Discount	257,880	246,000	246,000	231,800	(14,200)	202,700
8016 Provision for Allow	4,207,096	3,000,000	4,170,000	2,716,000	(284,000)	2,516,000
8017 Bank Charges	458,836	545,200	545,200	545,200		545,200
8022 Transf to/fr Trust	(102,889)	(800)	(73,600)	(800)		(800)
8024 Transf to/fr Capital	1,413,831		(31,700)			
8026 Property Damage	35,081			73,000	73,000	73,000
8045 Amortization Expense	294,056					
8046 Stormwater ROW Chg	3,846,611	3,835,000	3,835,000	3,835,000		3,835,000
9000 Prior Yr. Sur/Def	(4,981,649)	(2,998,500)	(2,998,500)	(5,781,300)	(2,782,800)	(6,028,800)
9001 Current Yr. Sur/Def	5,536,284	1,135,900	2,291,000	1,094,500	(41,400)	1,094,500
* Other Fiscal	271,468,757	269,801,700	274,616,840	282,221,900	12,420,200	286,273,100
** Total	916,274,648	918,830,700	921,937,255	955,655,800	36,825,100	969,605,300

TOTAL HALIFAX BUDGET DETAILS

Revenues	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
4001 Res. Property Taxes	(240,614,361)	(250,022,400)	(249,820,400)	(259,286,200)	(9,263,800)	(262,044,000)
4002 Comm. Property Taxes	(219,395,625)	(222,083,600)	(225,143,200)	(234,064,800)	(11,981,200)	(237,515,900)
4005 Resrc Property Taxes	(1,397,041)	(1,405,000)	(1,405,000)	(1,383,000)	22,000	(1,411,000)
4006 Rec. Non Profit	(19,823)	(17,000)	(17,000)	(17,000)		(17,000)
4007 Resource Forest Taxes	(42,059)	(42,000)	(42,000)	(42,000)		(42,000)
4008 Comm. Forest Taxes	(88,654)	(89,000)	(89,000)	(89,000)		(89,000)
4100 Deed Transfer Taxes	(41,970,625)	(37,000,000)	(47,900,000)	(39,000,000)	(2,000,000)	(39,000,000)
4101 Capital Charges	(1,029,836)	(1,608,600)	(1,608,600)	(1,227,400)	381,200	(1,222,300)
* Tax Revenue	(504,558,025)	(512,267,600)	(526,025,200)	(535,109,400)	(22,841,800)	(541,341,200)
4201 Area Rate Residential	(140,606,042)	(145,693,200)	(145,693,200)	(149,311,200)	(3,618,000)	(154,266,900)
4202 Area Rate Commercial	(37,207,651)	(37,441,900)	(37,441,900)	(37,896,700)	(454,800)	(38,994,200)
4204 Area Rate Loc Transi	(27,454,080)	(28,110,000)	(27,919,400)	(29,400,500)	(1,290,500)	(30,232,300)
4205 Area Rate Reg Transp	(17,346,477)	(17,453,100)	(17,492,600)	(18,233,100)	(780,000)	(19,148,500)
4206 Area Rate Resource	(820,317)	(861,700)	(861,700)	(881,800)	(20,100)	(881,100)
* Area Rate Revenue	(223,434,567)	(229,559,900)	(229,408,800)	(235,723,300)	(6,163,400)	(243,523,000)
4501 Tax Agreement - NSLC	(702,344)	(707,000)	(704,400)	(747,700)	(40,700)	(747,700)
4502 Tax Agreement - NSPI	(3,731,312)	(3,750,000)	(3,923,500)	(3,923,500)	(173,500)	(3,923,500)
4503 Tax Agreement - Bell	(1,655,908)	(1,650,000)	(1,935,900)	(1,935,900)	(285,900)	(1,935,900)
4506 Tax Agreement - Mari	(837,397)	(817,000)	(817,900)	(825,900)	(8,900)	(825,900)
4507 Tax Agreement - Heri	(1,085,334)	(1,107,000)	(935,800)	(935,800)	171,200	(935,800)
4508 Tax Agreement - HIAA	(1,517,333)	(1,565,000)	(1,596,000)	(1,658,100)	(93,100)	(1,658,100)
4509 Tax Agrmnt - Irving	(1,004,047)	(1,200,000)	(1,200,000)	(1,210,400)	(10,400)	(1,210,400)
4550 Tax Agreement - Other	(261,345)	(1,369,000)	(281,000)	(254,000)	1,115,000	(254,000)
* Tax Agreements	(10,795,020)	(12,165,000)	(11,394,500)	(11,491,300)	673,700	(11,491,300)
4601 Grant in Lieu-Fed	(23,837,508)	(24,046,000)	(23,884,600)	(26,465,600)	(2,419,600)	(26,465,600)
4602 Grant in Lieu-Prov.	(8,888,671)	(9,244,700)	(9,244,700)	(9,376,500)	(131,800)	(9,376,500)
4603 Grant in Lieu-CPC	(718,828)	(720,000)	(720,800)	(673,100)	46,900	(673,100)
4605 Grant Lieu-Hflx Port	(2,358,303)	(3,200,000)	(2,945,000)	(3,096,800)	103,200	(3,096,800)
4606 Grant in Lieu - CBC	(203,040)	(40,000)	(39,900)	(43,500)	(3,500)	(43,500)
4607 Grant Lieu -Via Rail	(176,650)	(184,000)	(194,400)	(204,200)	(20,200)	(204,200)
4608 Grant in Lieu - WCB	(132,488)	(134,000)	(132,200)	(132,000)	2,000	(132,000)
4609 Grant in Lieu- Citad	(1,470,604)	(1,500,000)	(1,502,500)	(1,521,900)	(21,900)	(1,521,900)
4610 Grant in Lieu-NRC	(66,928)	(68,000)	(64,800)	(66,600)	1,400	(66,600)
4650 Grant in Lieu - Other	(13,558)	(14,000)	(13,600)	(13,200)	800	(13,200)
* Payments in Lieu of taxes	(37,866,578)	(39,150,700)	(38,742,500)	(41,593,400)	(2,442,700)	(41,593,400)
4703 Cond.Grant NS(Other)	(8,772,667)	(8,716,000)	(8,768,700)	(8,716,000)		(8,716,000)
4704 Conditnl Grnts Other		(200,000)	(723,800)		200,000	
4706 Uncond.Grant NS(oth)	(3,627,852)	(3,530,000)	(3,456,200)	(3,730,000)	(200,000)	(3,660,000)
4750 Other Grants	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
* Transfers from other Gov'ts	(16,544,797)	(15,400,100)	(16,102,800)	(15,652,000)	(251,900)	(15,582,000)
4801 Int. Rev. - Tax	(5,036,056)	(5,000,000)	(4,950,000)	(5,000,000)		(5,000,000)
4803 Int. Rev. - Cap.Chrg	(304,370)	(237,500)	(237,500)	(135,700)	101,800	(100,600)
4850 Int. Rev. - Other	(176,375)	(70,000)	(95,000)	(70,000)		(70,000)
4860 Investment Income	(2,134,022)	(2,000,000)	(4,000,000)	(3,000,000)	(1,000,000)	(3,000,000)
* Interest Revenue	(7,650,823)	(7,307,500)	(9,282,500)	(8,205,700)	(898,200)	(8,170,600)
4901 Parking Meters	(2,496,386)	(2,675,000)	(2,600,000)	(2,400,000)	275,000	(2,400,000)
4902 Fines Fees	(3,080,870)	(4,375,500)	(2,953,500)	(6,125,500)	(1,750,000)	(4,775,500)
4903 Building Permits	(4,161,932)	(4,000,000)	(4,369,400)	(4,128,500)	(128,500)	(4,213,400)
4904 Plumbing Permits	(117,370)	(110,000)	(140,000)	(115,000)	(5,000)	(119,000)
4905 St. Opening Permits	(166,944)	(308,300)	(228,300)	(308,300)		(308,300)
4906 Subdivision Applic.	(58,007)	(263,100)	(62,000)	(459,900)	(196,800)	(459,900)
4907 Taxi Licenses	(151,764)	(158,000)	(128,000)	(152,000)	6,000	(158,000)
4908 Animal Licenses	(264,036)	(100,000)	(200,000)	(100,000)		(100,000)
4909 False Alarm Recovery	(698,865)	(905,000)	(750,000)	(750,000)	155,000	(750,000)
4911 Zoning Fees	(82,900)	(88,000)	(88,000)	(88,000)		(88,000)

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4912 Signs & Encroachments	(1,514,757)	(832,000)	(890,000)	(912,000)	(80,000)	(912,000)
4914 Grade Alterations	(46,325)	(20,000)	(50,000)	(20,000)		(20,000)
4915 Minor Variance	(27,550)	(26,000)	(18,000)	(26,000)		(26,000)
4916 Vending Licenses	(25,912)	(40,000)	(30,000)	(25,000)	15,000	(40,000)
4920 Development Permits	(259,181)	(280,000)	(280,000)	(280,000)		(280,000)
4950 Other Lic. & Permits	(125,897)	(87,500)	(99,000)	(87,500)		(86,500)
4951 By-Law F300 Revenue	(1,942,930)	(1,985,000)	(1,985,000)	(1,960,000)	25,000	(1,960,000)
5101 Parking Rentals	(3,102,491)	(2,974,000)	(3,287,900)	(2,999,000)	(25,000)	(3,043,000)
5102 Facilities Rentals	(3,325,006)	(2,923,200)	(2,814,481)	(2,808,700)	114,500	(2,922,700)
5150 Other Rental Revenue	(48,304)	(43,600)	(50,100)	(43,600)		(43,600)
5151 Lease Revenue	(1,590,560)	(1,180,300)	(1,330,393)	(1,448,000)	(267,700)	(1,450,000)
5201 Fare Revenue	(32,694,098)	(33,220,000)	(32,969,600)	(35,192,000)	(1,972,000)	(36,004,000)
5204 Administration Fees	(183,177)	(33,800)	(56,400)	(33,800)		(33,800)
5205 Tax Certificates	(224,130)	(210,000)	(206,500)	(220,000)	(10,000)	(220,000)
5206 Stipends	(44,391)	(38,500)	(44,000)	(44,000)	(5,500)	(44,000)
5207 Arts & Crafts Revenue	(151,569)					
5208 Dance & Drama Revenue	(76,730)					
5209 Comm. Events Rev.	(704,103)	(549,200)	(245,840)	(399,200)	150,000	(399,200)
5210 Sport & Fitness Rev.	(747,019)	(660,800)	(691,214)	(660,800)		(660,800)
5211 Program Facil. Rev.	(42,065)					
5212 Leisure Skills Rev.	(225,181)	(274,600)	(296,756)	(296,600)	(22,000)	(296,600)
5213 Play. & Camp Rev.	(828,260)	(731,900)	(894,751)	(731,900)		(731,900)
5214 Wellness Revenue	(49,192)					
5215 Aquat.Rev.-Instuct.	(894,031)	(869,000)	(901,300)	(891,500)	(22,500)	(891,500)
5216 Aquat.Rev.-Recreat.	(158,827)	(170,800)	(163,847)	(190,700)	(19,900)	(190,700)
5217 Inclusion Svcs. Rev.			(944)			
5218 Hockey Revenue	(2,848)	(30,000)		(30,000)		(30,000)
5219 Ice Rentals	(4,332,359)	(4,734,900)	(4,642,414)	(4,926,400)	(191,500)	(4,934,100)
5220 Public Skates	(21,810)	(18,000)	(18,000)	(18,000)		(18,000)
5225 Tipping Fees-Waste R	(1,412,616)	(1,480,000)	(1,430,000)	(1,415,000)	65,000	(1,415,000)
5227 Photocopier Revenue	(112,722)	(97,200)	(98,800)	(97,200)		(97,200)
5228 Membership Revenue	(668,863)	(785,300)	(669,753)	(794,300)	(9,000)	(794,300)
5229 Tax Sale Admin Fees	(148,395)	(105,000)	(72,000)	(145,000)	(40,000)	(145,000)
5239 Cultural Programs		(192,400)	(210,401)	(192,400)		(192,400)
5250 Sales of Svcs-Other	(1,182,428)	(1,270,800)	(1,039,686)	(1,455,600)	(184,800)	(1,484,800)
5253 Subdiv Insp Fees	(7,664)	(10,000)	(10,000)	(10,000)		(10,000)
5256 SOT Revenue	(2,526,693)	(2,380,000)	(2,480,000)	(2,405,000)	(25,000)	(2,405,000)
5402 Sale of Bottles	(37,227)	(60,000)	(40,000)	(60,000)		(60,000)
5403 Sale-Other Recycle	(1,968,852)	(1,150,000)	(1,320,000)	(1,350,000)	(200,000)	(1,350,000)
5404 Canteen Revenue	(202,598)	(13,000)	(1,650,296)	(11,500)	1,500	(11,500)
5410 Gain on Disposal	(597)					
5450 Other Sales Revenue	(9,000)	(361,900)	(326,192)	(174,900)	187,000	(424,900)
* Fee Revenues	(72,945,429)	(72,821,600)	(72,832,768)	(76,982,800)	(4,161,200)	(77,000,600)
5501 Fundraising		(5,400)	(5,400)	(5,400)		(5,400)
5502 HRWC Dividend	(4,773,910)	(5,142,400)	(4,999,500)	(5,146,900)	(4,500)	(5,397,000)
5503 Advertising Revenue	(778,564)	(948,900)	(953,647)	(949,600)	(700)	(949,600)
5504 StormWater ROW Levies	(3,572,902)	(3,756,000)	(3,756,000)	(3,835,000)	(79,000)	(3,835,000)
5508 Recov External Parti	(30,369,285)	(18,216,200)	(21,341,318)	(18,640,300)	(424,100)	(18,388,100)
5509 NSF Chq Fee	(20,013)	(26,500)	(23,000)	(26,500)		(26,500)
5520 Donations	(316,101)	(15,000)	(15,000)	(15,000)		(15,000)
5521 CUPE Admin Fee		(80,000)		(80,000)		(80,000)
5600 Miscellaneous Revenue	(3,210,191)	(1,967,900)	(2,282,262)	(2,199,200)	(231,300)	(2,206,600)
* Other Revenue	(43,040,966)	(30,158,300)	(33,376,127)	(30,897,900)	(739,600)	(30,903,200)
** Total	(916,836,206)	(918,830,700)	(937,165,195)	(955,655,800)	(36,825,100)	(969,605,300)
Net Surplus/Deficit	(561,559)	0	(15,227,940)		(0)	(0)