

HALIFAX

REGIONAL MUNICIPALITY

Approved 2006 - 7 **BUDGET** SERVICE PLANS

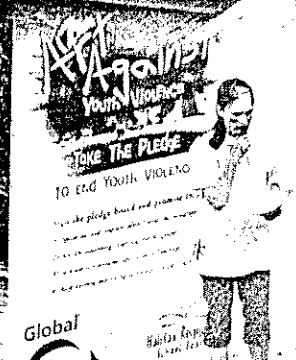


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HALIFAX REGIONAL MUNICIPALITY

2006/2007 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2006/2007¹

It is hereby resolved that:

- a) the Capital Budget in the amount of **\$197,645,500** be approved;
- b) the Operating Budget in the amount of **\$ 630,928,037** gross expenditures, **\$ 502,375,792** non-departmental revenues, and **\$ 128,552,245** departmental revenues be approved, which reflects all adjustments approved by Council to the Capital Budget tabled on May 2, 2006 and the Operating Budget tabled on May 30, 2006 and further;
- c) that the general rates of taxation on commercial and business occupancy be set at
 - (i) **\$3.352 for the urban area;**
 - (ii) **\$3.352 for the suburban area; and**
 - (iii) **\$3.055 for the rural area**applied to the full assessed value of the property;
- d) that the general rates of taxation on residential and resource property be set at
 - (i) **\$1.228 for the urban area;**
 - (ii) **\$1.125 for the suburban area; and**
 - (iii) **\$1.119 for the rural area**applied to the full assessed value of the property;

¹ Based on May 30, 2006 Proposed Resolution, changes approved by Council on June 27, 2006, Area Rates as approved on June 20, July 4 and August 1, 2006, and an increase to the Capital Budget approved May 30, 2006 for the interim contribution towards the 2014 Commonwealth Games bid.

- e) that the boundary of the urban, suburban and rural areas is as delineated in the attached "Tax Structure Map";
- f) that Area rates shall be set on taxable residential, resource, commercial assessment, including business occupancy, as per the attached Schedule of Area Tax Rates;
- g) that **Supplementary Education**, under Section 530 of the Municipal Government Act, shall be set at the rate of \$0.071 to the residential and resource assessment and \$0.222 to the commercial assessment including business occupancy of the former City of Halifax; and \$0.060 to the residential and resource assessment and \$0.188 to the commercial assessment including business occupancy of the former City of Dartmouth. Total discretionary funding, excluding prior year deficits, shall be set at \$15,329,400. That the dollar allocations for former City of Halifax equal \$10,661,400, former City of Dartmouth equal \$4,668,000;
- h) that **Music and Arts Education** shall be set at the rate of \$0.016 to the residential, resource, and commercial assessment including business occupancy of the former City of Halifax; and \$0.013 to the residential, resource, and commercial assessment including business occupancy of the former City of Dartmouth. Total discretionary funding, excluding prior year deficits, shall be set at \$2,204,800. That the dollar allocations for former City of Halifax equal \$1,633,600, former City of Dartmouth equal \$571,200;
- i) that **Education Area Rate** shall be set at the rate of \$0.034 to the residential, resource, and commercial assessment including business occupancy of the former Town of Bedford and Halifax County. That the total discretionary funding, excluding prior year deficits, shall be set at \$3,312,000;
- j) that **Fire Protection** rates shall be set at \$0.087 for all commercial assessable property, including business occupancy; and at a rate of \$0.032 for all residential and resource property which is within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes;
- k) that the final tax bills will become **due on Friday, September 29, 2006**;
- l) that the interest rate on the Special Reserve Funds, designated as requiring interest under Section 100(2) of the Municipal Government Act, be set at the rate of return on funds invested by HRM for the period April 1, 2006 to March 31, 2007;
- m) that the interest rate on the Pollution Control Reserves be set at the rate of return on funds invested HRM for the period April 1, 2006 to March 31, 2007;
- n) that the interest rate on all reserves except for those identified in l) and m) will be set at the

rate of return on funds invested from HRM for the period April 1, 2006 to March 31, 2007;
and

- o) that the interest rate on trust funds will be set at the annual rate of return on specific investments held by the trusts.

Schedule of General and Area Tax Rates

GENERAL TAX RATES

	Residential and Resource Rate	Commercial and Business Occupancy Rate
URBAN AREA		
General Tax Rate	1.228	3.352
SUBURBAN AREA		
General Tax Rate	1.125	3.352
RURAL AREA		
General Tax Rate	1.119	3.055

Schedule of Area Tax Rates

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within twelve hundred feet from a fire hydrant:		
Fire Protection (Hydrants)	0.032	0.087
Education - Halifax		
To be applied to the former City of Halifax:		
Supplementary Education	0.071	0.222
Music and Arts	0.016	0.016
Education - Dartmouth		
To be applied to the former City of Dartmouth:		
Supplementary Education	0.060	0.188
Music and Arts	0.013	0.013
Education - Bedford and County		
To be applied to the former Town of Bedford, and Halifax County:		
	0.034	0.034
Sidewalks		
Waverley	0.004	n/a
Fall River	0.039	n/a
Sidewalk Snow Plowing		
Expanded Service Area for 2005-06 (not including Intersectic	0.004	0.004

Transit

Hammonds Plains	0.005	n/a
Lake Echo/Porters Lake/Grand Desert	0.028	n/a
Beaverbank	0.061	n/a

Crosswalk Guards

Harrietsfield	0.004	n/a
Hatchett's Lake	0.004	n/a

Recreation, Parks, Commissions and Other

Beaver Bank Recreation Centre	0.070	n/a		
Fall River Recreation Centre	0.063	0.063		
Dutch Settlement (Riverline)	0.032	n/a		
East Preston	0.050	n/a		
Grand Lake Community Centre	0.021	n/a		
Haliburton Highbury	0.023	n/a		
Hammonds Plains Common Rate	0.005	n/a		
Harrietsfield Williamswood	0.019	n/a		
Highland Park	0.005	n/a		
Hubbards Recreation Centre	0.031	n/a		
Kingswood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
LWF Recreation Centre (Urban Core)	0.030	n/a		
Maplewood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour	0.005	n/a		
Prospect	0.023	n/a		
Sackville Heights School Redevelopment	0.010	0.010		
St. Margaret's Bay Centre	0.010	0.010		
St. Margaret's Bay Village Homeowners' Association	\$60.00	Flat Fee	\$60.00	Flat Fee
Silversides Residents Association (flat fee per property)	\$60.00	Flat Fee	\$60.00	Flat Fee
Upper Hammonds Plains	0.236	n/a		
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee

Business Improvement Districts

Downtown Halifax (Minimum \$35, Maximum \$5,000):

Commercial	n/a	0.1076
Business Occupancy	n/a	0.1718

Downtown Dartmouth:

Commercial (Minimum \$100, Maximum \$1,500):	n/a	0.3900
Business Occupancy (Minimum \$150, Maximum \$1,500)	n/a	0.4800

Spring Garden Road:

Commercial (Minimum \$380, Maximum: \$7,000)	n/a	0.0700
Business Occupancy (Minimum \$50, Maximum \$2,000)	n/a	0.5900

Quinpool Road (Minimum \$50, Maximum \$3,500):

Commercial	n/a	0.1100
Business Occupancy	n/a	0.1718

Spryfield & District (Minimum \$75, Maximum \$1,000):

Commercial	n/a	0.1500
Business Occupancy	n/a	0.2000

Sackville Drive (Minimum \$50, Maximum \$750):

Commercial	n/a	0.1400
Business Occupancy	n/a	0.1000

Local Improvement Charges

District 4 (Project 05-206)	0.0090	0.0090
Mapped Area of District 9 (Project 05-281)	0.0091	0.0091
Mapped Area of District 16 (Project 05-214)	0.0256	0.0256
Mapped Area of District 19 (Project 05-236)	0.0425	0.0425
Mapped Area of District 19 (Project 05-282)	0.0275	0.0275
District 20 (Project 05-290)	0.0074	0.0074
District 21 (Project 05-269)	0.0016	0.0016

WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2006-2007 Approved Budget
Residential Property Tax - Excludes local Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Darroumth	Halifax
Final Tax Rate	\$1.150	\$1.156	\$1.295	\$1.337	\$1.347
HRM General and Area Tax Rates					
Education - Supplementary and Area Rates	0.031	0.031	0.051	0.075	0.087
Sidewalk Plowing*	-	-	0.004	0.004	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.032	0.032	0.032
Transit	-	-	0.068	0.068	0.068
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.035	0.035	0.035
Recreational and Community Facilities	-	0.004	0.004	0.004	0.004
Crosswalk Guards	-	0.002	0.002	0.002	0.002
Parks and Recreational:					
- Recreation and Leisure Programming	0.017	0.017	0.017	0.017	0.017
- Parks and Natural Services	0.012	0.012	0.012	0.012	0.012
- Sportsfields and Playgrounds	0.013	0.013	0.013	0.013	0.013
- Other	0.001	0.001	0.001	0.001	0.001
Solid Waste:					
- Waste Resources	0.074	0.074	0.074	0.074	0.074
- Former Sackville Landfill	0.003	0.003	0.003	0.003	0.003
Public Works and Transportation:					
- Engineering Services	0.020	0.020	0.020	0.020	0.020
- Streetlighting	0.015	0.015	0.015	0.015	0.015
- Streets and Roads	0.004	0.004	0.004	0.004	0.004
- Snow and Ice Control	0.032	0.032	0.032	0.032	0.032
- Other	0.000	0.000	0.000	0.000	0.000
Planning and Development	0.015	0.015	0.015	0.015	0.015
Library	0.039	0.039	0.039	0.039	0.039
Regional Police	0.189	0.189	0.189	0.189	0.189
Fire Services:					
- Fire Fighting	0.120	0.120	0.120	0.120	0.120
- Administration, Training and Prevention	0.015	0.015	0.015	0.015	0.015
Tourism, Culture & Heritage	0.013	0.013	0.013	0.013	0.013
Fiscal Services:					
- Mandatory Education	0.256	0.256	0.256	0.256	0.256
- Other Mandatory Provincial Contributions	0.049	0.049	0.049	0.049	0.049
- Debt Charges	0.118	0.118	0.118	0.118	0.118
- Capital from Operating/Reserves	0.152	0.152	0.152	0.152	0.152
- Deficit/(Surplus)	-0.001	-0.001	-0.001	-0.001	-0.001
- Other Fiscal Charges	0.048	0.048	0.048	0.048	0.048
General Government, Facilities, Other	0.193	0.193	0.193	0.193	0.193
Water Service (Based on FRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	-0.277	-0.277	-0.277	-0.277	-0.277
Total Suburban General Tax Rate of \$1.125					
General Tax Rate of \$1.228					

(With Fire Protection rate of 3.2 cents the total rate is \$1.26)

sidewalk snowplowing adds 0.4 cents to certain areas

Amounts represent the amount charged to residential taxpayers. The cost of providing the actual service may differ.

*Sidewalk plowing area rates are applied in certain areas of Halifax only.

WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2006-2007 Approved Budget
Commercial Property Tax - Excludes local Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	\$3.086	\$3.383	\$3.474	\$3.644	\$3.677
HRM General and Area Tax Rates					
Education - Supplementary and Area Rates	0.051	0.051	0.051	0.201	0.238
Sidewalk Plowing*	-	-	0.004	0.004	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.087	0.087	0.087
Transit	-	0.186	0.186	0.186	0.186
Sidewalks, Leaf and Litter Pickup, etc....	-	0.095	0.095	0.095	0.095
Recreational and Community Facilities	-	0.010	0.010	0.010	0.010
Crosswalk Guards	-	0.006	0.006	0.006	0.006
Parks and Recreational:					
- Recreation and Leisure Programming	0.046	0.046	0.046	0.046	0.046
- Parks and Natural Services	0.032	0.032	0.032	0.032	0.032
- Sportsfields and Playgrounds	0.036	0.036	0.036	0.036	0.036
- Other	0.003	0.003	0.003	0.003	0.003
Solid Waste:					
- Waste Resources	0.000	0.000	0.000	0.000	0.000
- Former Sackville Landfill	0.201	0.201	0.201	0.201	0.201
Public Works and Transportation:					
- Engineering Services	0.009	0.009	0.009	0.009	0.009
- Streetlighting	0.056	0.056	0.056	0.056	0.056
- Streets and Roads	0.041	0.041	0.041	0.041	0.041
- Snow and Ice Control	0.010	0.010	0.010	0.010	0.010
- Other	0.087	0.087	0.087	0.087	0.087
Planning and Development	0.000	0.000	0.000	0.000	0.000
Library	0.040	0.040	0.040	0.040	0.040
Regional Police	0.106	0.106	0.106	0.106	0.106
Fire Services:					
- Fire Fighting	0.517	0.517	0.517	0.517	0.517
- Administration, Training and Prevention	0.326	0.326	0.326	0.326	0.326
Tourism, Culture & Heritage	0.041	0.041	0.041	0.041	0.041
Fiscal Services:					
- Mandatory Education	0.034	0.034	0.034	0.034	0.034
- Other Mandatory Provincial Contributions	0.699	0.699	0.699	0.699	0.699
- Debt Charges	0.132	0.132	0.132	0.132	0.132
- Capital from Operating/Reserves	0.323	0.323	0.323	0.323	0.323
- Deficit/(Surplus)	0.416	0.416	0.416	0.416	0.416
- Other Fiscal Charges	-0.002	-0.002	-0.002	-0.002	-0.002
General Government, Facilities, Other	0.132	0.132	0.132	0.132	0.132
Water Service (Based on HRWC Bill, not property tax)	0.526	0.526	0.526	0.526	0.526
Other Revenues	0.000	0.000	0.000	0.000	0.000
	-0.756	-0.756	-0.756	-0.756	-0.756

General Tax Rate of \$3.352
(With Fire Protection rate of 8.7 cents the total rate is \$3.499)

Total Suburban General Tax Rate of \$3.352

Total Base General Tax Rate of \$3.055
sidewalk snowplowing adds 0.4 cents to certain areas

* Amounts represent the amount charged to commercial taxpayers. The cost of providing the actual service may differ.
* Sidewalk plowing area rates are applied in certain areas of Halifax only.

INTRODUCTION

Halifax Regional Municipality (HRM) came into existence on April 1, 1996 as a result of the amalgamation of the former cities of Halifax and Dartmouth, the former Town of Bedford, the former municipality of the County of Halifax and the Municipal Authority. Unlike other amalgamated regions in Canada, HRM has significant suburban and rural content, in addition to a large urban mix.

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries and a population of 377,932 (2003 Census), HRM is Nova Scotia's largest and most diverse municipality. Approximately 40 per cent of the total population of the province resides within HRM.

European settlement first occurred in the Region with the founding of Halifax by the British in 1749. Nine years later in 1758, an election for Council members was held and Halifax became a forerunner in the later emergence of a democratically elected government in North America. Facts and events of historical significance continued to occur and have greatly influenced the development of the Region. From 1928 until 1971, over a million immigrants arrived in Canada through the Port of Halifax's Pier 21. Many of these immigrants settled in the area, enriching our social and cultural environment. Today, HRM is a region of diverse cultures, deeply rooted in history and tradition.

From the historic downtown areas of Halifax and Dartmouth (which embrace the world's second largest natural harbour); to a coastal region encompassing more than 400 kilometers of coastline on the eastern, western and southern shores; to the fertile farming land in the Musquodoboit Valley; to the urban communities of Sackville and Cole Harbour; HRM is a first class example of urban, suburban and rural living at its finest.

The Halifax Regional Municipality is committed to supporting the development and growth of business within the Region. It has one of the country's best educated workforces. Through organizations such as the Greater Halifax Partnership and the Halifax Regional Development Agency, HRM has experienced steady economic growth since amalgamation and is recognized as a great location to do business. It is emerging as a leader in the future of business prosperity.

HRM Statistics	
HRM RDP:	\$11.3 Billion
Inflation (Municipal):	5.0%
Inflation (CPI):	1.8%
Population:	380,844
Population growth:	0.6 %
Household growth:	1.2%
Taxable Assessment:	\$24.1 Billion
Average Residential Assessment:	
- Property	\$169,100
- Single Home	\$149,700

The Local Economy

While Halifax has a diverse economy, 87% of the workforce is employed in the service sector, and only 13% in the goods sector. Total employment in 2004 was about 203,200. The public sector is the largest employer with over 16,700 people working for the three levels of government (Federal, Provincial and Municipal). Personal income per capita in 2004 averaged \$31,821 compared to the national average of \$30,125. The total value of building permits in 2005 was about \$627 million, an increase of 10.4% over 2004. Almost 3.2 million passengers came through the Halifax International Airport in 2004.

The Municipal Government

The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councillor for each of the 23 Districts and a Mayor elected-at-large. It is the responsibility of the Chief Administrative Officer to provide advice to Council and carry out its policies and programs, as well as oversee the operation of the Administration and its 3,700 full and part-time employees.

The services provided by HRM are varied and extensive, and include:

- 1,582 kilometers of streets maintained
- 760 kilometers of sidewalks
- 825 park properties
- 325 playgrounds, 206 ballfields, 120 sports fields, and 11 arenas
- 223 transit buses, 20 Access-A-Buses 3 Community Transit Buses, and 3 ferries carrying 17.2 million passengers annually
- 122,000 households served with curbside organic waste collection
- 12 business and industrial parks housing 1,600 + companies
- 14 branch libraries lending 4.6 million items annually
- 4,940 building permits issued in 2005
- 1,145 + emergency and non-emergency calls handled by the 911 Centre each day
- 61 Fire Stations of which 43 are in the rural area
- 39 front line fire trucks in the urban area, and 98 emergency fire vehicles in the rural area
- 138 schools servicing more than 55,000 students

HRM operates on a 12 month fiscal cycle, from April 1st to March 31st of the following year. Under provincial law it is required to prepare an operating budget (for ongoing items such as salaries, wages and other recurring costs) and a capital budget (for its fixed assets). HRM's operating budget is fully balanced. Its capital budget is financed through a mixture of debt, cost sharing, reserve withdrawals and transfers from the operating budget. The latter are known as capital from operating or "pay as you go".

As part of Council's financial and other strategies there are a variety of policies and tools which interact with the Operating and Capital Budget process:

- The Multi-Year Financial Strategy outlines Councils “Principles of Financial Management” as well as its reserve, debt and capital spending policies;
- Business Plans are required to be developed by all HRM Business Units, including an overview of their operations, a financial and resource-utilization summary, an analysis of the challenges and opportunities facing the Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures that they are using to gauge their efforts;
- Under HRM’s Tax Structure, there are three general property tax rates (urban, Suburban and Rural) and variety of area property tax rates;
- The Reserve Budget.

As an attempt to improve its processes, HRM prepared its first three-year Capital Plan in 2003-2004. Included with this document is an updated three-year Capital Plan with the 2006-2007 Capital Budget as Year 1. Years 2 and 3 of the plan are planning documents and are subject to revision and alteration.

In an effort to provide a framework to debate program and service priorities, HRM underwent an exercise with Council in the fall of 2005 to identify the areas that they were most concerned with. These ‘Council Focus Areas’ are intended to guide the immediate and long-term investments for the Region and to address many key issues facing our communities. They represent in essence Council’s commitment to residents to deal with these issues in a timely fashion.

These Focus Areas are broken down into four categories, and are analyzed in more detail in the Priorities section found in this book:

A. Planning and Infrastructure:

- Regional Planning
- Infrastructure
- Traffic Congestion
- Transit

C. Community

- Community Relations
- Community Recreation
- Community Development
- Youth
- Economic Development

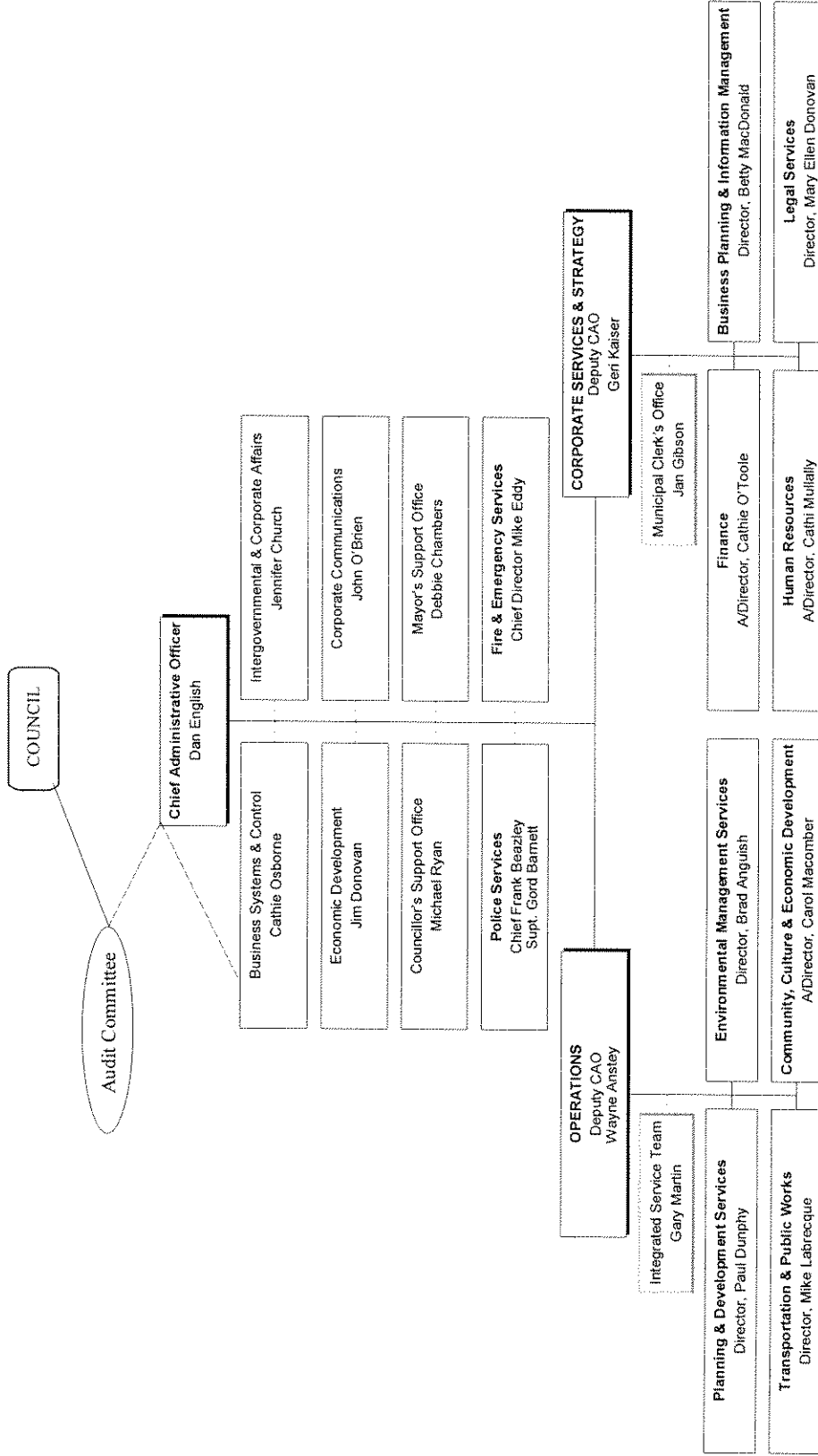
B. Public Safety

- Police, Fire, Emergency Services
- By-law Enforcement

D. Taxation

- Taxation

HALIFAX REGIONAL MUNICIPALITY



- Boards and Commissions: Liaison, Dan English, CAO
- Halifax Regional Water Commission - Carl Yates, General Manager
 - Greater Halifax Partnership - Stephen Dempsey, President & CEO
 - Halifax Regional Development Agency - Gerald Gabriel, General Manager
 - Police Commission
- Boards and Commissions: Liaison, Wayne Anstey, Deputy CAO
- Halifax Regional Library, Judith Hare, CEO

4 July 2006

Overview of Budgets

HRM's Operating and Capital budgets along with the business plans from each of its business units were approved by Regional Council on June 27, 2006. Area rates were approved by Regional Council on June 20 and July 4, 2006.

Budget Summary

The following is a summary of the overall recommendations included in the Budget

- The gross amount of the **Operating Budget** is \$630.9 million, an increase of \$42.2 million or 7.2% over the 2005-2006 Budget. This increase includes a \$23.1 million increase in business unit costs and a \$19.1 million increase in fiscal services items. Collective agreements, regulatory requirements, inflation, and increased demand due to growth are some of the main reasons for increases to business unit costs. Fiscal Services includes significant increases in Provincial Mandatory Costs (\$6.9 million), Capital from Operating (\$5.0 million), and Reserve Contributions (\$1.3 million). Net operating costs for new Capital assets has decreased by \$2.0 million.
- In the operating budget there are business unit revenues of \$128.5 million. Non-departmental revenues are equal to \$502.4 million.
- The gross amount of the **Capital Budget** is \$197.6 million. In total, HRM will have to borrow \$32.2 million to finance the capital budget. In addition, there is \$32.1 million of capital from operating available. About \$565,000 of funding is budgeted to be provided from Crespool. There is approximately \$86.4 million in Reserve withdrawals. An additional \$5.1 million of capital projects are secured with local improvement charges and capital cost contribution charges.
- Cost sharing under the capital budget totals \$29.8 million. Included within this HRM has budgeted to receive \$2.9 million under the Canada-Nova Scotia Municipal Rural Infrastructure Program towards the cost of beginning the North Preston Water and Sewer Project as well as funds towards the Potable Water and Active Transportation projects.

Key Assumptions in the Budget

Inflation (CPI):	1.8%
Inflation (Municipal):	5.0%
Population growth:	0.6%
Household growth:	1.2%
Canadian Dollar:	\$0.86U.S.
HRM RDP:	\$11.3B
Oil per Barrel (US\$):	\$65.00
Diesel Fuel:	61.9¢*
Gasoline Fuel:	74.0¢*
Heating Fuel:	57.8¢*
Uniform Assessment (HRM):	\$24.1B
Uniform Assessment (NS):	\$48.5B
Education Rate (per 100):	34.50¢
Debenture Rate:	4.1%
Short-Term Interest Rate:	3.75%

* Under HRM price contracts

HRM has also budgeted to receive a portion of the \$60 million in funding provided by the Federal Government towards the Harbour Solutions Project.

- Reserve balances are projected to decrease slightly from \$60.2 million to \$55.6 million. Reserves provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.

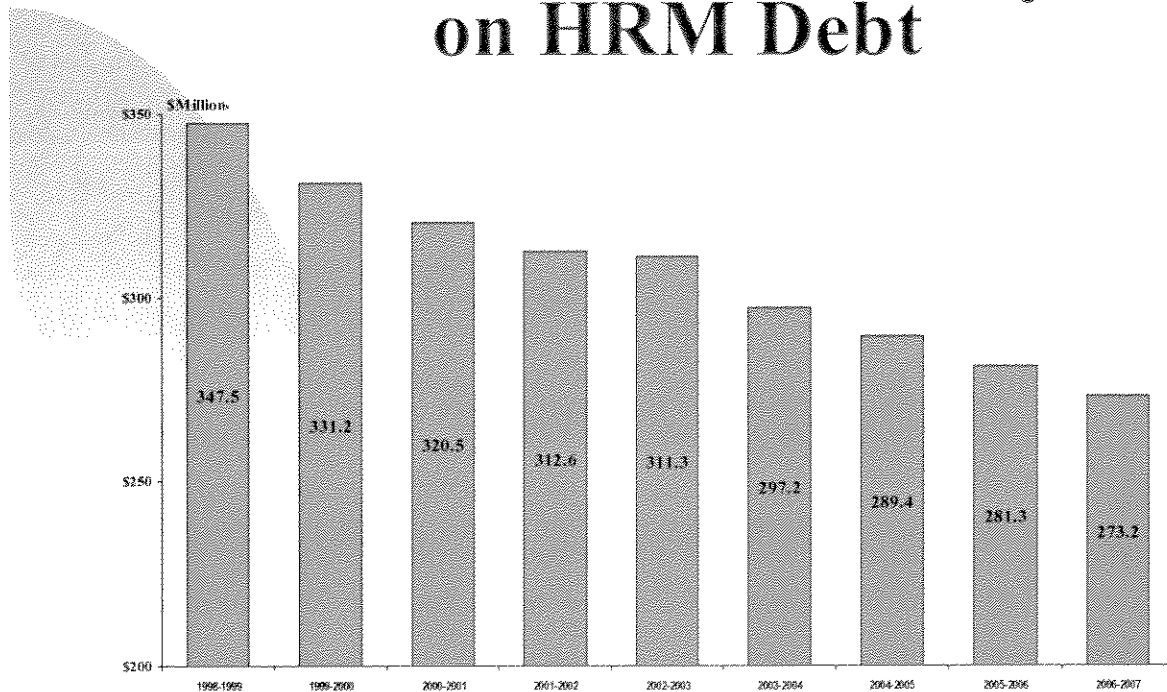
Key Assumptions

- HRM's residential general property tax rates have decreased from the 2005-2006 rates. The change contains two elements: a 5.1% overall reduction in the tax rate and a small increase to allow the inclusion of an increase to sidewalk plowing service (the service was previously area rated). Commercial tax rates have been adjusted to provide for the change in sidewalk plowing and also for the phase-out of the Business Occupancy Tax. General Property Tax revenues will increase by \$21.1 million.
- Debt charges for HRM are \$41.9 million principal and \$13.3 million interest for a total cost of \$55.2 million. This represents 8.7% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- The 2006-07 Operating Budget includes a small surplus from 2005-06 of \$279,400.
- Mandatory Education has been calculated at the estimated uniform assessment of \$24.1 billion times a Education rate of 34.5¢ per \$100 of assessment. This produces a contribution amount of \$83.0 million, an increase of \$4.7 million over the 2005-06 budget. For 2006-07, Supplementary Education and Music and Arts Education will remain at the same amount as 2005-06.
- HRM has budgeted \$32.1 million for capital from operating. Partly because of its commitment to capital from operating HRM is managing to increase its capital budget while continuing to see its debt decline.
- Deed Transfer Tax revenues will increase from \$29 million to \$31 million, a change of \$2.0 million or 7% over last year's budget. The Deed Transfer Tax Rate will not change.
- In 2006-2007 HRM has estimated it will pay \$5.7 million for its share of the cost of operating the provincial property assessment system.
- The Consumer Price Index (CPI) is expected to rise by 1.8%. The CPI does not, however, include the goods and services typically purchased by municipalities. Inflation for HRM, based on its typical purchases, is estimated to rise by 5.0%.
- The number of households will increase by 1.2% while population will increase by 0.6%.
- Interest from investments and taxes is estimated at \$10.6 million, a increase of about \$3.8 million or about 55%.
- The value of collective agreements negotiated to date have been included in the operating budget. Estimates have been included for those contracts to be finalized in 2006-2007.
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 74.0¢ for gasoline, 61.9¢ for diesel, and 57.8¢ for heating oil. HRM has assumed a US \$65 per barrel oil price (US\$).

The Business Planning and Budgeting Process

The HRM's Business Planning and Budgeting Process was developed based on the Multi-Year Financial Strategy (MYFS). Regional Council approved the MYFS as a means of dealing with the financial pressure programs and services were experiencing as the result of flat revenues and growing non-discretionary costs. The MYFS addresses the integration of corporate priorities, business planning and budgeting, the creation of reserves, and the implementation of a Debt Servicing Plan in the absence of a legal debt limit. The Debt Servicing Plan restricts the issuance of new debt to 80% of the debt retired in the same year.

Results of Debt Policy on HRM Debt



Note: As of March 31st end of fiscal year. Includes Issued, Approved and Work-in-Progress. Excludes a number of technical adjustments that need to be re-stated including capital leases and tax structure obligations.

The goal under the Debt Servicing Plan was to reduce debt by 13.2% from \$347.5 million in 1999-2000 to \$301.8 million by the end of 2003-04. This goal has been exceeded. Debt at the end of 2005-2006 is estimated to be \$281.3 million. By the end of 2006-07 it will be further reduced to an estimated \$273.2 million.

In order to prepare long-term planning, it was necessary to develop a computer model to forecast the long term financial results and position of HRM. The Model for Integrating Service and Expenditure Rationalization (MISER) estimates future revenues and expenditures by setting a series of economic and demographic assumptions, detailing nearly 100 cost drivers and thirty service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors. By understanding where HRM is headed in terms of future revenues and expenditures, strategies can be developed earlier for responding to the demands for programs and services. In terms of the annual Business Planning and Budgeting Process, MISER provides Business Units with budget envelopes within which they develop business plans and budgets for the fiscal year.

Shortly after being appointed Chief Administrative Officer, Dan English introduced a re-organization of the HRM corporate structure, designed to better respond to changing public needs. The new structure reduces the number of business units from 13 to 11, and consolidates similar activities within several core business units. A second Deputy Chief Administrative Officer (DCAO) position was created. One DCAO oversees Corporate Services & Strategy and the other has Operational responsibilities. The Proposed Operating Budget contained within is presented in the new structure. Additionally, prior year information has been restated to reflect the new structure.

Concurrent with the approval of the budget is the setting of the property tax rates for 2006-2007. Because the setting of the tax rates fixes the revenue budgeted for the year, the "double entry" principal must be used by staff or Council to amend the approved budget. The double entry principal requires Regional Council to remove a budgeted expenditure in order to add another. In this way, the expenditure budget remains balanced to the revenue budget.

Once approved, the total Operating Budget cannot be altered and the general rates of taxation cannot be changed. Staff and Council manage the budget throughout the year through the use of the double-entry principle: any new expenditure must have an offsetting reduction. Such changes are tracked and reported through monthly financial projections. The only changes that can be made to the budget are the introduction of additional area rates (as long as this occurs by the end of June to allow for sufficient time to prepare the final tax billings) or the re-statement or transfer of amounts within the overall budget. The latter would be done in the case of internal re-organizations or the allocation of contingency amounts to specific business units.

A mechanism that is available for amending the Capital Budget following adoption is the Capital Reserve Pool (Crespool). Any debt authority remaining after the completion of a capital project

is transferred to Crespool. With approval of Council, accumulated funds in Crespool can then be used to provide additional debt authority for capital projects which are over budget or can be carried forward into the next budget year.

The Basis of Budgeting and Accounting

Under the Multi-Year Financial Strategy (MYFS), HRM's overall financial policies are driven by the requirements of the NS Municipal Accounting Manual (issued by the Province of Nova Scotia) and supported by the strategic direction of the Public Sector Accounting Board (PSAB), a committee of the Canadian Institute of Chartered Accountants.

As part of that series of rules, HRM operates under a fund accounting system with an Operating fund, a Capital fund, and a Reserve fund. Capital projects must be included in the Capital Budget and are capitalized on the balance sheet but are not depreciated. The value of the Municipality's fixed assets is written to nil at the end of their estimated useful lives as prescribed by the Province. Debt is typically issued through the NS Municipal Finance Corporation, although HRM does possess an 'A' credit rating from Standard and Poors.

All Business Units are consolidated into the HRM financial statements and budget including those of the Halifax Regional Library, a separate board of Regional Council. The major exception to consolidation is the Halifax Regional Water Commission (HRWC), a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board (URB). HRM partnerships with certain Agencies, Boards and Commissions (often in the recreation area) are not wholly consolidated.

HRM adheres to Generally Accepted Accounting Principles (GAAP) as adopted for Nova Scotia municipalities and follows what is best described as a modified accrual system. Major revenue items are recorded on an accrual basis. Certain sources of revenue are recorded on a cash basis. In the Operating fund, HRM accrues outstanding purchase orders for goods and services received at fiscal year end. In the Capital fund, expenditures on capital contracts are accrued only to the extent for work which has been completed at fiscal year end. Interest on debenture debt is not accrued at fiscal year-end, but is recorded as an expenditure when paid.

Under the Municipal Government Act (MGA), HRM is not allowed to budget for an operating deficit. As a matter of general policy, it does not budget for operating surpluses. All estimated surpluses and deficits are included in the subsequent year's budget. As such, HRM budgets for an Accumulated Surplus (also know as "Fund Balance") of zero. The only amounts deposited or withdrawn to the Accumulated Surplus account relate to area rate accounts or are small amounts not yet brought into the operating budget. (Usually variations between the estimated and actual surplus/deficit).

The method of budgeting follows the audited financial statements very closely. There are several minor anomalies. For instance, the Provincial Library Operating Grant is recorded in the budget as revenues for the library, and in the financial statements as non-departmental revenues. The budget generally presents business unit figures on a net basis while the financial statements separate out revenues and expenditures. In both the Financial Statements and the Budget, Area Tax Rate revenues are mostly included within departmental revenues.

HRM files its audited financial statements with the Province of Nova Scotia through Service Nova Scotia and Municipal Relations. As required by that department, it also files its financial statements on a functional (as opposed to business unit) breakdown. For example, in the budget document, debt charges are primarily in Fiscal Services with some debt charges in the budgets for Environmental Management Services (Solid Waste and Wastewater Treatment Plants), Fire Services and Transportation and Public Works (Transit Services). In the functional financial statements filed with the Province, all debt charges appear in Fiscal Services. Area Tax rate revenues and transfers to and from reserves show in business unit budgets, but are included in Fiscal Services in the functional statements filed with the Province.

In September 2003, the Canadian Institute of Chartered Accountants (CICA) made revisions to their standards that had a significant impact on financial statement presentation for Nova Scotia municipalities. Staff are working with Service Nova Scotia and the CICA to quantify what the impact will be in the current and future years.

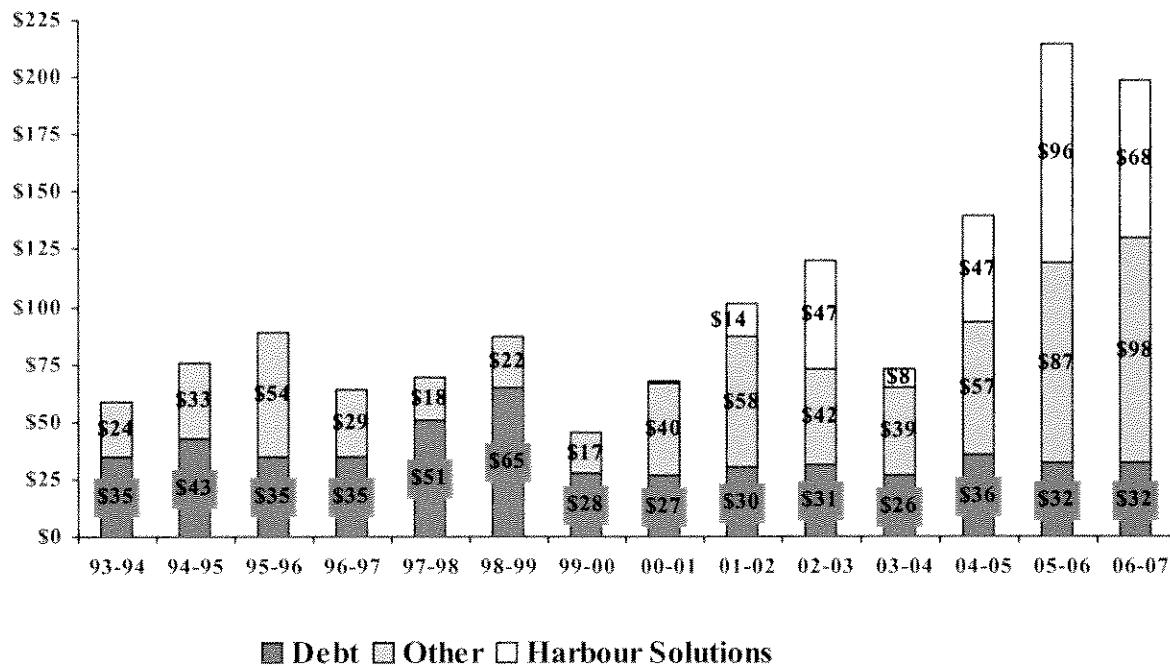
Significant Budgetary Issues and Trends

The Capital Budget and Long Term Capital Plan

Most funding for the Capital Budget is provided for through reserves, debt financing, and “pay-as-you-go” (Capital from Operating). Since all of these funding sources require payments from the Operating Budget, the processes for Operating and Capital Budgets are closely linked. The Debt Servicing Plan, MISER and cash flow projections from Reserve Business Cases are all used to determine the total funding capacity available for the Capital Budget. Contributions to Reserves, principal and interest payments, and Capital from Operating are included in the Operating Budget.

Debt as a Share of Capital

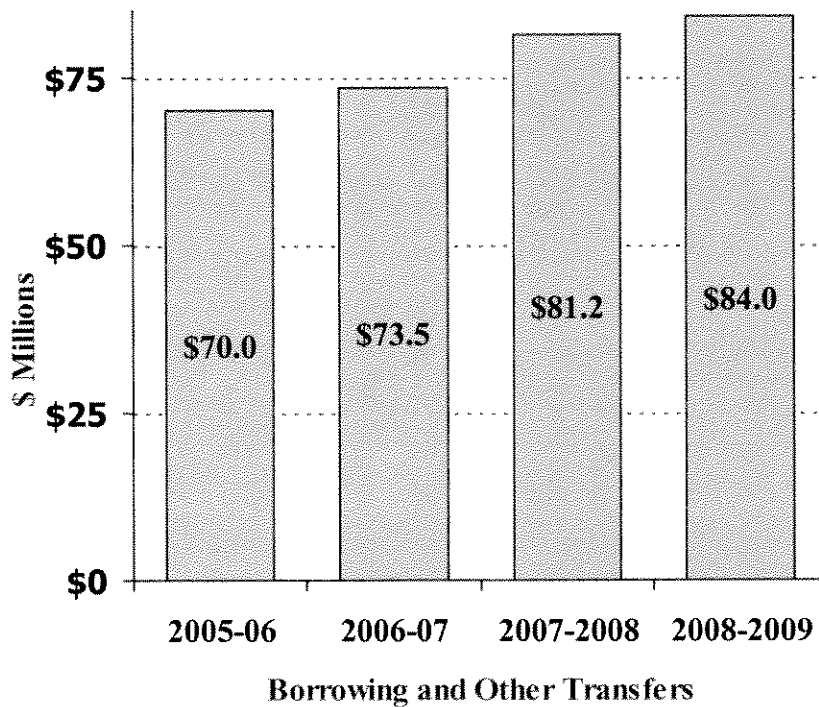
Debt Approved Through Budgets - \$ Millions



There are pressures for capital investment not met in this proposed budget. Older aging infrastructure is causing higher operating costs and presents difficulties in adequately delivering services. At the same time, HRM is a rapidly growing area, bringing an increased demand for services to new areas of the municipality. Demands unmet include building maintenance, new community facilities, the replacement of the Spring Garden Road library, land acquisition for new facilities and parks required in the future, rural transit, etc.

The issue of the additional funding requirement for wastewater, will be addressed in a separate report to Council prior to approval of the budget. It is a matter of choices, timing and taking advantage of leveraging opportunities when they arise. It is believed the proposed budget balances the needs of the community and prudent management of existing assets within the fiscal framework.

The Long Term Capital Plan



Of particular significance in this Capital Plan is increased funding for Roads and Streets, Traffic Improvements, Parks and Playgrounds and Stormwater/Wastewater. In 2006-2007 these areas will see an increase of \$12.4 million over the 2005-2006 budget. This general trend will be maintained in Years 2 and 3 of the Plan.

Significant Capital Changes

	2005-06 Net Budget	2006-07 Net Budget	Increase (Decrease)	% Change
The Capital Budget				
Buildings	3,430,000.00	2,650,000.00	(780,000.00)	-23%
Community Facilities	2,620,000.00	3,046,000.00	426,000.00	16%
Community & Property Development	3,870,000.00	2,055,000.00	(1,815,000.00)	-47%
District Activity Funds	1,495,000.00	1,495,000.00	0.00	0.00
Equipment & Fleet	8,173,000.00	10,334,000.00	2,161,000.00	26%
Information Technology	3,857,000.00	2,151,000.00	(1,706,000.00)	-44%
Metro Transit	16,342,000.00	11,743,000.00	(4,599,000.00)	-28%
Parks & Playgrounds	4,386,000.00	4,922,000.00	536,000.00	12%
Roads & Streets	15,917,000.00	18,581,000.00	2,664,000.00	17%
Stormwater & Wastewater	654,000.00	4,165,000.00	3,511,000.00	537%
Sidewalks, Curbs & Gutters	3,146,000.00	3,421,000.00	275,000.00	9%
Traffic Improvements	6,072,000.00	11,768,000.00	5,696,000.00	94%
Totals	69,962,000.00	76,311,000.00	6,369,000.00	9%
Included in the Operating Budget				
Operating Costs of Capital	4,298,100.00	2,191,050.00	(2,107,050.00)	-49%
Strategic Growth Reserve	5,000,000.00	5,000,000.00	0.00	0.00
Capital Surplus Reserve	353,000.00	353,000.00	0.00	0.00
Facilities Reserve (net)	500,000.00	500,000.00	0.00	0.00
CCC Reserve	450,000.00	458,000.00	8,000.00	2%
Total	10,601,100.00	8,502,050.00	(2,099,050.00)	-20%

As was the case in 2005-06, Council has approved not only the Capital Budget for the coming year (2006-2007), but also approved *in principal* the detailed capital plans for the following two years (2007-2008 and 2008-2009). These capital plans anticipate a continuation of the capacity gap while continuing to comply with the Debt Servicing Plan. In addition, HRM is now budgeting for the operating costs of new capability projects. The Capital Budget and Plan includes funds in each of 2007-08 and 2008-09 to start implementing recommendations from the Regional Plan to address transportation infrastructure needs.

Another important aspect of Long Term Capital Planning is the Regional Planning initiative launched by Regional Council in February 2002 to set the direction for the management of growth and development in the Region for the next 25 years. The Regional Plan will:

- identify areas for new development and the best use of infrastructure such as roads, water and sewer;
- recommend road improvements;
- recommend transit service enhancement;
- recommend bicycle and pedestrian paths;
- identify initiatives to manage transportation pressures;
- guide programs and municipal investment to enhance the safety, character, attractiveness and livability of communities; and
- develop policies to protect and manage lakes and waterways, green space, cultural landscapes and coastal areas.

A second key concern of long term capital planning is the current state of HRM's wastewater infrastructure. HRM's current infrastructure in this area is aging and in serious need of replacement. Current estimates are that in excess of \$500 million is required to upgrade the wastewater system. Wastewater is not funded by the general property tax rates but rather is funded through charges levied on the water bill.

Hurricane Juan

On September 28, 2003, Hurricane Juan, a Category 2 storm event, severely impacted the Halifax Regional Municipality. The eye of Juan had a diameter of 35 to 40 km, and the windstorm had sustained winds of 158 km/h and gusts up to 185 km/h. The last time the Halifax area experienced a storm of this size was in 1893.

As a result of Hurricane Juan the Halifax Regional Municipality suffered significant damage to the municipality's infrastructure and required a substantial clean up and emergency response effort. While the emergency response effort has been over for some time, the actual clean up of various sites along with repairs to the municipality's infrastructure is still on going. It is anticipated that the final clean-up and recovery work will be completed in the 2006-2007 fiscal

year.

Immediately following the Hurricane, HRM established the Disaster Financial Assistance Claim Team (D-FACT) with the primary objective to maximize the financial assistance from the Federal Disaster Financial Assistance (DFA) Program. D-FACT has been working closely with HRM business units and the Provincial Disaster Recovery Team in order to maximize their effectiveness, and lessen the burden on the HRM Budget.

Costs incurred to March 31, 2006 totalled \$23.4 million - \$11.7 in the fiscal year 2003-2004, \$10.1 in the fiscal year 2004-2005 and \$1.6 million in 2005-2006. A further \$0.6 million is anticipated in 2006/07. These costs have four sources of funding available:

- Insurance Proceeds - for the assets damaged in the Hurricane that were covered under the HRM insurance policy,
- Donations - as a result of the damage to some of the highly regarded sites in HRM such as Point Pleasant Park and the Public Gardens, individuals and businesses have donated funds to assist in the recovery and improvement to these sites,
- Disaster Financial Assistance (DFA) Program proceeds - a joint program between the federal and provincial governments allows for municipalities to obtain financial assistance for such a disaster,
- HRM Funding - all costs not covered by one of the three previous sources of funding will need to be funded by HRM.

HRM Tax Structure

The HRM tax structure includes a Base or General Tax Rate (for Rural taxpayers); a Suburban General Tax Rate; and an Urban General Tax Rate. That structure was revised as of January 1, 2003. Its guiding principles are to ensure that:

- each taxpayer pays for services received;
- each taxpayer shares in paying for services they have access to;
- each taxpayer pays for basic universal services to ensure a basic standard of service throughout HRM; and
- the commercial tax base exists for the benefit of all HRM

Approved Tax Structure Model
(Effective January 1st, 2003)

<i>Service</i>	Rural (Base) General Tax Rate	Suburban General Tax Rate	Urban General Tax Rate
Policing, Solid Waste, Recreation Programs, Planning, Libraries, Sports fields, Playgrounds, Administration	Included in the Base General Tax Rate		
Fire Suppression			
Street lighting			
Recreational and Community Facilities (Capital Costs - Cost Sharing)			
Recreational and Community Facilities (Operating Costs)	Area Rate	Included in the Urban and Suburban General Tax Rates	
Crosswalk Guards	Area Rate		
Transit	Area Rate	Area Rate	Included in the Urban General Tax Rate
Sidewalks	Area Rate	Area Rate	
Fire Hydrants	Area Rate	Area Rate	Area Rate

The Base Rate includes most of the basic services available across HRM, including fire, policing, compost, recycling and solid waste collection, recreation programming, planning, libraries, streetlights, sports fields and playgrounds. Also included are internal and fiscal costs. Municipal Water service is paid for through the water bill, not the property tax system. Sewer service is paid by a charge on the water bill. It is only levied on sewer users.

Not included in the Base Tax Rate are several key services including transit and sidewalks. These services are all "add-ons" for the suburban and rural areas of HRM. These property owners do not pay for such services unless they have access to them in their local area. In those instances, the costs are paid through a local area rate based on local costs. This system prevents Suburban and Rural taxpayers from paying for services they do not receive while allowing the areas the flexibility to acquire or manage services locally.

The inclusion of a service in the Base Tax Rate does not mean every community has equal access to individual services. There is no intention to provide the same level of service in every area of HRM. Rather, service levels depend on the service standards set by Council.

Federal-Provincial - Municipal Fiscal Relations

HRM receives several sources of funds from the Province of Nova Scotia. This includes an operating grant to the Halifax Regional Library which increased from \$3.1 million in 2005/06 to \$3.7 million in 2006/07.

In terms of capital assistance, the Canada - Nova Scotia Infrastructure Program provided for a maximum one-third funding from the Province, and one-third funding from the Federal Government, while the HRM contributes the remaining amount. That program has closed and has now been fully budgeted for. A new program, the Canada - Nova Scotia Municipal Rural Infrastructure Program was introduced in 2005-2006. The terms of the program provide for a maximum one-third funding from the Province and a maximum one-third funding from the Federal Government, with HRM contributing the remaining amount.

HRM has received additional Federal Funding for the Harbour Solutions project. In 2006-2007 the Capital Budget includes a portion of this funding.

The HRM is required to commit a significant portion of its annual operating budget to fund services that come within the Province's mandate. These "mandatory" costs include:

- \$83.0 million budgeted as a mandatory contribution to the Halifax Regional School Board. This is an increase of 43% since 1996-97, and represents 13.2% of the Municipality's total operating budget for 2006-07. The amount of the annual contribution is set by a formula established by the Province based on HRM's share of the total Provincial Uniform Assessment.

- A contribution to the Province to fund the cost of correctional services. The contribution is set by Provincial formula, and has increased from about \$5.8 million in 1996-97 to almost \$7.6 million in 2006-07.
- A share of the costs of the Metropolitan Regional Housing Authority. The contribution is calculated as 12.5% of the prior year's operating loss. In 2006-2007 this is budgeted at \$2.45 million.
- Since 2001-2002, HRM is required to share in the cost of operating the Provincial assessment system. Using a formula based on HRM's share of the Provincial Uniform Assessment and assessment accounts, the 2006-07 contribution is budgeted at \$5.7 million.

In 2006-07, the above mandatory Provincial costs make up \$98.8 million or 15.7% of the total operating budget. This compares to \$92.3 million or 15.7% of the total operating budget in 2005-06. HRM is concerned over its lack of control in this area since the Province sets these costs. In addition the Province is responsible for legislation governing HRM and other municipalities in a variety of areas including municipal finance and governance, and environmental issues including solid waste, all of which have significant cost implications.

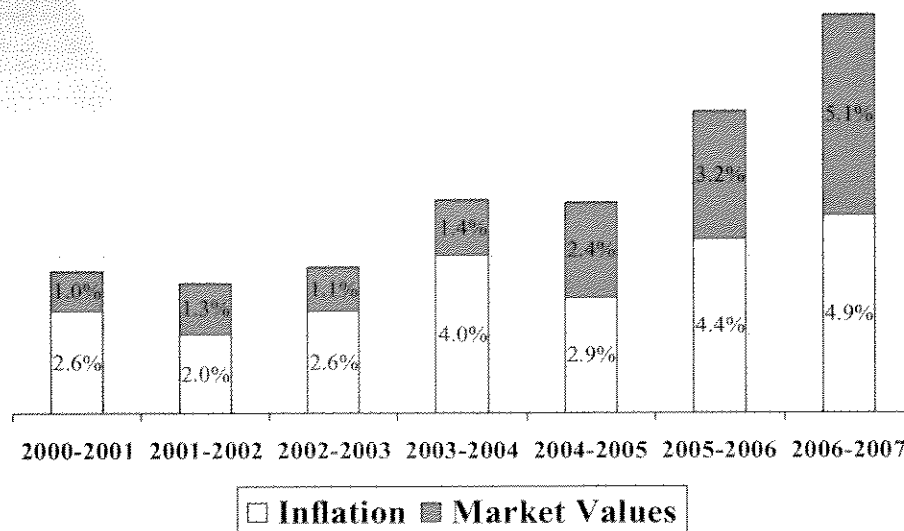
Assessments and Taxation

- The Province of Nova Scotia, through Service Nova Scotia and Municipal Relations, provides an updated property assessment roll to all municipalities within the Province in December of each year.
- Property assessments in Nova Scotia reflect market values. In 2005 the Province instituted a "cap" on increases in the value of residential assessment. The cap is retroactive to the 2002 assessment year. The capped amount for each of the years from 2002 through 2006 is 15%, 15%, 10%, 10% and 10%.
- In the 2006 assessment base, residential assessment increased from \$17.8 billion to \$20.0 billion. The total increase was \$2.2 billion or 12.4%. The average property (including all types) increased in value by 10.04%. The remaining 2.4% increase was due to the addition of new properties for a total increase in residential assessment of 12.4%. The average single family home in HRM increased in value from \$136,900 to \$149,700 or 9.4%.

Key Revenue Figures in the Budget

Residential Assessment :	up \$2.2 B or 12.4%
Commercial Assessment:	-\$81 M or -1.5%
Residential General Tax Rates:	-5.5¢ to -5.7¢
Commercial General Tax Rates:	up 6.6¢ to 9.0¢
General Property Tax Revenues:	up \$21.1 M
Deed Transfer Taxes:	up \$2.0 M or 6.9%

Assessment Impacts



- As part of its approach to levying the tax rate, HRM estimates the cost to provide the same level of service. It has estimated the increase in that cost at 5%. Therefore, as directed by Council, the tax rate was set so as to increase taxes by 5%. Since the average property assessment has risen just over 10% in 2006-07, the rate will be established 5% lower than in the previous year. This approach has been followed in five of the last seven years.
- In addition, in 2005-2006 sidewalk plowing was area rated. In 2006-2007 those sidewalks abutting arterial roadways and transit routes will become general rated and the area rate will be lowered accordingly. The result of that change is an increase of 0.7 cents in the urban residential general tax rate and 1.9 cents in the commercial general tax rate. The sidewalk plowing area rate of 1.3 cents will be lowered to 0.4 cents to cover only the costs of sidewalk plowing on local streets. (This rate applied to all urban taxpayers except for the majority of those on the peninsula of Halifax).

Residential General Property Tax Rates

	2005-06 Tax Rates	2006-07 Tax Rates	Change per \$100
Urban	1.283	1.228	-0.055
Suburban	1.182	1.125	-0.057
Rural	1.176	1.119	-0.057

- While the average assessment has risen 10.04%, there is considerable variation in assessment changes. Over 60% of properties have seen a change of 10% or less. About 3% of properties have increases in excess of 25%. Nearly 8% of all properties are waterfront properties. The average assessment of waterfront properties in 2006 was \$192,700, an increase of 9.7%. A temporary tax credit of \$2.5 million was approved for the 2005-2006 year but was not recommended for 2006-2007 because of the 5% decrease in the property tax rates.

Growth in Residential Assessment (All Properties) - 2005 to 2006

	Number of Properties	Percent Properties	Average 2005	Average 2006	Average Change
Declining	2,224	2.0%	194,892	167,428	-14.1%
0% to 5%	14,985	13.2%	149,766	154,010	2.8%
5% to 10%	51,921	45.7%	150,751	162,822	8.0%
10% to 25%	40,871	36.0%	155,730	175,365	12.6%
25% to 50%	2,443	2.2%	177,062	235,605	33.1%
50% plus	1,121	1.0%	129,676	288,111	122.2%
Total	113,565	100.0%	153,635	169,066	10.0%
Waterfront Properties	8,698	7.7%	175,596	192,677	9.7%

Note: This table is based on properties with dwelling units for both 2005 and 2006. It includes different sizes and types of residential units including condos, apartment buildings and single unit homes.

Growth in Residential Assessment by Property Type - 2005 to 2006

	Number of Properties	Percent Properties	Average 2005	Average 2006	Average Change
Single Family Homes					
Detached/Semis	96,267	84.8%	137,744	151,019	9.6%
Condos	8,197	7.2%	126,366	133,880	5.9%
Sub Total	104,464	92.0%	136,851	149,674	9.4%
Secondary (2 to 3 units)	7,078	6.2%	167,549	185,118	10.5%
Apartments	2,023	1.8%	971,658	1,114,261	14.7%
Total	113,565	100.0%	153,635	169,066	10.0%

Distribution of Residential Assessment (all Properties) - 2005 to 2006

	Number of Properties	Percent Properties	Average 2005	Average 2006	Change
Under \$75,000	15,080	13.3%	42,784	45,887	7.3%
\$75,000 to \$100,000	12,425	10.9%	80,715	88,382	9.5%
\$100,000 to \$150,000	39,344	34.6%	113,864	124,843	9.6%
\$150,000 to \$200,000	23,901	21.0%	158,039	171,906	8.8%
\$200,000 to \$300,000	14,948	13.2%	215,722	235,708	9.7%
\$300,000 to \$500,000	6,074	5.3%	333,816	368,593	10.4%
\$500,000 to \$1 million	1,207	1.1%	574,541	637,972	11.0%
\$1 million plus	586	0.5%	2,724,725	3,143,528	15.4%
Total	113,565	100.0%	153,635	169,066	10.0%

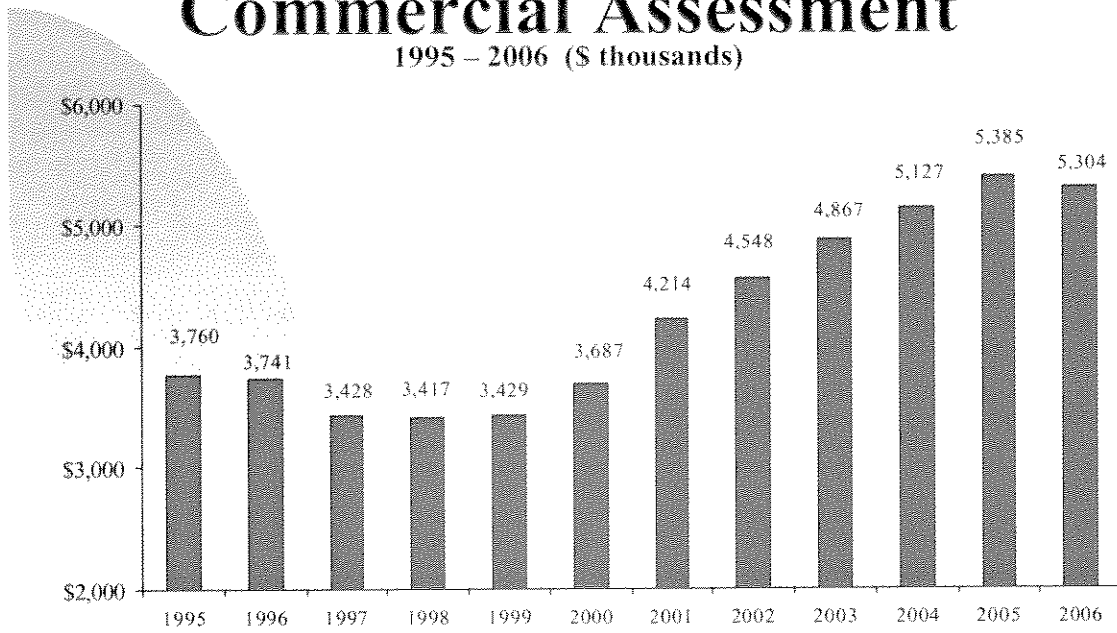
- Commercial and Business Occupancy taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Commercial properties pay tax at a much higher tax rate than residential properties. Under Council's direction, the commercial tax rate is set as a multiple of 2.73 times the residential tax rate. (Hence the term the "Multiplier"). While this revenue is of significant benefit it also means that HRM's finances are susceptible to an economic downturn in the commercial sector. Secondly, commercial taxation and the services received by the commercial sector can have an important impact on the competitiveness of HRM's economy. Currently, staff are developing benchmarks on taxation in the commercial sector.

Commercial General Property Tax Rates

	2005-06 Tax Rates	2006-07 Tax Rates	Change per \$100
Urban	3.262	3.352	0.090
Suburban	3.262	3.352	0.090
Rural	2.989	3.055	0.066

- While taxable commercial assessment has risen in 2006 by \$230m, the upcoming year has led to a significant decline in Business Occupancy assessment. In 2006 BOT assessment is down by \$311m principally due to the phase-out of the business occupancy tax (BOT). In total, BOT and commercial assessment is down by \$81 million. Since commercial property is taxed higher than residential, this has a significant impact on tax revenue.

Commercial Assessment 1995 – 2006 (\$ thousands)



- Currently, Nova Scotia has two types of commercial assessments. Commercial assessment is levied on real property. Business Occupancy is levied on the occupants of that real property. There are three main classes of business occupancy assessment. Service stations, restaurants, hotels, motels, campgrounds and automotive dealers have their occupancy assessed at 25% of their commercial assessment. Financial services firms are assessed business occupancy at 75% of their commercial assessment. All others are assessed at 50% of commercial assessment.
- As legislated by the Province of Nova Scotia, the BOT is to be phased out over the next seven years starting with the elimination of the 25% BOT and the reduction of the 50% rate to 40%. In 2006-2007 the change will cause a loss of \$11.5m. The lost revenues due to the phase out are being recaptured through an increase in the commercial tax rate. To accomplish this the commercial multiplier will be increased from 2.55 to 2.73. As the Federal and Provincial Governments do not currently pay BOT, HRM expects to realize additional tax revenues from payments in lieu of taxes. These revenues will be used to lower the increase in the commercial tax rate. There is a strong advantage to the commercial sector from the phase-out of the business occupancy tax. It is expected that the tax burden on the entire commercial sector will decline although there will be differences within individual sectors. This change is expected to lead to a more competitive commercial sector.
- The phase-out of the BOT has led to an increase in the commercial tax rate of 22.1 to 24.1 cents. This increase is offset in 2006 by the 5.1% decrease in the rate provided for under Council's historical approach to setting the tax rate or 15.5 to 17 cents. The net impact is a increase of 6.6 to 7.1 cents in commercial tax rates. The urban tax rate has also been increased for its share of the general rating of sidewalk plowing for those sidewalks abutting arterial roadways and transit routes. The result is an increase of 1.9 cents in the commercial general tax rate for a total increase in the urban commercial tax rate of 9.0 cents. The existing sidewalk plowing area rate will be lowered accordingly.

Adjustments due to Business Occupancy Phase-out

	2005 Status Quo	Revenue Loss	2005 Adjusted	Change
Commercial	115,833,000	0	123,789,000	7,956,000
BOT - 25%	3,933,900	-3,933,900	0	-3,933,900
BOT - 50%	37,389,500	-7,477,900	31,966,000	-5,423,500
BOT - 75%	3,269,700	0	3,494,000	224,300
Other Taxable	5,011,600	0	5,011,600	0
Sub-Total	165,437,700	-11,411,800	164,260,600	-1,177,100
Federal Payments-in-Lieu	13,761,900	-16,200	14,690,000	928,100
Provincial Payments-in-Lieu	3,376,700	-129,500	3,470,000	93,300
Sub-Total	17,138,600	-145,700	18,160,000	1,021,400
Efficiencies	-400,000	100,000	-244,300	155,700
Total	182,176,300	-11,457,500	182,176,300	0

- Overall, property tax assessments are up from \$23.4 billion to \$25.5 billion. This is an increase of \$2.1 billion or 9.2%. Total general property tax revenues have increased from \$390.6 million to \$411.7 million. This is an increase of \$21.1 million or 5.4%. Residential property taxes have increased \$19.6m. The increased residential property tax revenues are attributable to a number of factors including: an average increase in residential taxation of approximately 5.0% or \$11.1m, the elimination of the Temporary Tax Credit (\$2.5 million), the addition of sidewalk plowing on arterials and transit routes (\$1.9 million) and the addition of new properties (\$ 4.9 million). Allowance for Assessment Appeals has been budgeted at \$1.0 million. Property tax revenues are included net of these appeals.

Property Tax Assessment

	2005-2006	2006-2007	Change	Percent
Residential Property Tax	17,809,545,000	20,022,703,000	2,213,158,000	12.4%
Resource Property Taxes	163,294,000	168,309,000	5,015,000	3.1%
Sub-Total	17,972,839,000	20,191,012,000	2,218,173,000	12.3%
Commercial Property Taxes	3,919,114,000	4,149,334,000	230,220,000	5.9%
Business Occupancy Taxes	1,465,994,000	1,155,079,000	-310,915,000	-21.2%
Sub-Total	5,385,108,000	5,304,413,000	-80,695,000	-1.5%
Total	23,357,947,000	25,495,425,000	2,137,478,000	9.2%
Weighted Assessment	31,704,864,000	34,672,059,000	2,967,195,000	9.4%

- Area rates must also be approved by Council. Except for Supplementary Education, Fire Protection, and Local Improvement Charges, area rate revenues and transfers are included within departmental revenues.
- Due to the housing market and several large property sales, Deed Transfer Taxes are projected to total \$31 million in 2006-07. This is an increase of \$2.0 Million or 7% over the \$29 million budgeted for 2005-06.

General Property Tax Revenues

	2005-2006	2006-2007	Change	Percent
Residential Property Tax	220,755	240,327	19,572	8.9%
Resource Property Taxes	1,795	1,748	-47	-2.6%
Sub-Total	222,550	242,075	19,525	8.8%
Commercial Property Taxes:	122,418	131,417	8,999	7.4%
Business Occupancy Taxes	45,586	38,185	-7,401	-16.2%
Sub-Total	168,004	169,602	1,598	1.0%
Total	390,554	411,677	21,123	5.4%

Debt Charges and Debt

Included in Fiscal Services are the majority of HRM's debt charges. Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debt charges. However, it is important to note that not all of HRM's debt charges are included in Fiscal Services. The debt costs for Metro Transit are allocated to Transportation and Public Works, and those for Solid Waste and Wastewater Treatment are allocated to Environmental Management Services.

Some debt charges are included in Fire Services. The breakdown for debt costs is as follows:

Debt Indicators	
Total Debt :	\$273.2 million
Debt Per Dwelling:	\$1,594
Debt/Revenues:	43.3%
Credit Rating:	A
Debt Charges/Revenues:	8.7%

- The total combined debt of HRM (including debentures, temporary debt and debt approved but not yet incurred) is estimated as of March 31, 2005 at \$281.3 million. This includes all of the funding required for the debt transferred from the predecessor municipal units, transition expenditures, work in progress and the approved capital budget. In 2006-2007 HRM will decrease its debt by \$8.1 million or 2.9%. HRM's debt as of March 31st, 2007 is targeted to be \$273.2 million. As part of its 2006-2007 budget, HRM intends to issue \$32.2 million in additional debt.

HRM Principal and Interest by Business Unit - 2006-2007

	Principal	Interest	Total
Fiscal Services	30,564,062	9,427,216	39,991,278
Metro Transit	4,350,200	1,545,200	5,895,400
Wastewater	1,282,700	244,642	1,527,342
Solid Waste	4,939,183	1,698,069	6,637,252
Other	752,540	347,703	1,100,243
Total	\$41,888,685	\$13,262,830	\$55,151,515

Note: Includes Amalgamation Costs, Loans, Debenture Discount. Excludes repayable debt and interest.

Halifax Regional Summary

Summary by Gross Expenditures & Revenues

	2004-2005 Actual	2005-2006 Budget	* 2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Non-Business Unit Revenues						
M510 Property Tax	(\$373,014,520)	(\$397,920,200)	(\$399,475,355)	(\$420,881,300)	(\$22,961,100)	5.8%
Tax Agreements	(7,519,288)	(7,624,500)	(7,380,120)	(8,087,500)	(463,000)	6.1%
M520 Deed Transfer	(33,047,305)	(29,000,000)	(32,097,497)	(31,000,000)	(2,000,000)	6.9%
M540 Grants in Lieu	(21,052,050)	(21,142,200)	(21,296,872)	(22,760,700)	(1,618,500)	7.7%
M560 Unconditional Trans.	(3,328,697)	(3,597,200)	(3,164,820)	(3,478,692)	118,508	-3.3%
M570 Conditional Transfer	(98,303)	(103,600)	(82,316)	(103,600)	0	-0.0%
M550 Own Source Revenue	(12,567,685)	(12,351,100)	(15,439,459)	(16,064,000)	(3,712,900)	30.1%
Total	(\$450,627,849)	(\$471,738,800)	(\$478,936,439)	(\$502,375,792)	(\$30,636,992)	6.5%

Expenditures

CAO & Governance	58,764,818	\$8,947,819	\$8,877,668	8,941,003	(\$6,816)	-0.1%
Business Planning & Information Ma	14,200,785	16,388,270	16,144,472	16,498,809	110,539	0.7%
Community, Culture & Economic De	18,979,133	18,559,667	19,285,715	21,731,770	3,172,103	17.1%
Environmental Management Services	60,398,427	62,317,130	60,386,824	64,938,547	2,621,417	4.2%
Financial Services	8,728,941	9,243,286	8,852,428	9,386,180	142,894	1.5%
Fire & Emergency	40,673,435	42,804,816	43,380,379	45,801,178	2,996,362	7.0%
Human Resources	3,581,373	3,973,970	3,949,254	3,981,600	7,630	0.2%
Integrated Emergency Services	4,774,988	6,374,920	6,435,734	6,829,600	454,680	7.1%
Legal Services	1,764,727	1,680,810	1,866,000	1,907,561	226,751	13.5%
Outside Agency Support	4,527,190	0	4,579,547	0	0	-
Halifax Public Libraries	16,714,830	16,409,400	17,318,979	16,939,417	530,017	3.2%
Planning & Development Services	8,705,694	10,102,808	9,444,821	9,763,342	(339,466)	-3.4%
Regional Police	46,826,788	47,160,790	47,673,619	52,346,283	5,185,493	11.0%
RCMP	16,448,549	16,235,110	16,235,110	17,394,000	1,158,890	7.1%
Transportation & Public Works Servi	108,517,694	110,802,844	111,710,070	117,642,679	6,839,835	6.2%
Business Unit Totals	\$363,607,372	\$371,001,640	\$376,140,621	\$394,101,969	\$23,100,329	6.2%
Fiscal Services	203,795,865	217,704,343	226,047,707	236,826,068	19,121,725	8.8%
Total	\$567,403,237	\$588,705,983	\$602,188,328	\$630,928,037	\$42,222,054	7.2%

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Business Unit Revenues						
CAO & Governance	(\$732,869)	(\$350,350)	(\$428,500)	(\$250,000)	\$100,350	-28.6%
Business Planning & Information Ma	(546,395)	(285,280)	(409,195)	(352,800)	(67,520)	23.7%
Community, Culture & Economic De	(8,530,928)	(7,689,201)	(8,796,518)	(9,340,964)	(1,651,763)	21.5%
Environmental Management Services	(32,856,915)	(35,206,151)	(34,569,057)	(38,881,412)	(3,675,261)	10.4%
Financial Services	(4,539,575)	(5,408,500)	(5,047,940)	(6,399,004)	(990,504)	18.3%
Fire & Emergency	(657,227)	(133,500)	(711,906)	(134,739)	(1,239)	0.9%
Human Resources	(36,518)	0	(7,261)	0	0	-
Integrated Emergency Services	(182,154)	(120,000)	(127,304)	(130,000)	(10,000)	8.3%
Legal Services	(91,772)	(24,000)	(63,147)	(24,265)	(265)	1.1%
Outside Agency Support	(4,527,190)	0	(4,580,543)	0	0	-
Halifax Public Libraries	(4,467,285)	(3,716,400)	(4,630,404)	(4,385,100)	(668,700)	18.0%
Planning & Development Services	(3,617,502)	(3,750,303)	(3,752,299)	(4,295,200)	(544,897)	14.5%
Regional Police	(4,048,586)	(3,126,600)	(3,827,942)	(3,856,200)	(729,600)	23.3%
RCMP	(104,421)	0	(114,558)	(125,000)	(125,000)	-
Transportation & Public Works Servi	(32,026,479)	(32,438,598)	(33,934,122)	(34,936,925)	(2,498,327)	7.7%
Business Unit Totals	(\$96,965,816)	(\$92,248,883)	(\$101,000,675)	(\$103,111,609)	(\$10,862,726)	11.8%
Fiscal Services	(24,227,518)	(24,718,300)	(24,282,869)	(25,440,636)	(722,336)	2.9%
Total	(\$121,193,334)	(\$116,967,183)	(\$125,283,544)	(\$128,552,245)	(\$11,585,062)	9.9%
Excess of Rev. over Exp.	(\$4,417,945)	(\$0)	(\$2,031,655)	(\$0)	(\$0)	0.0%
<i>Costs associated with Hurricane Juan, net of estimated recoveries</i>						
	2,299,183		125,680			
Excess of Rev. over Exp.	(\$2,118,762)	(\$0)	(\$1,905,976)	(\$0)	(\$0)	0.0%

* The 2005-06 Actuals were unaudited at the time of printing this budget book.

Due to Organizational restructuring, budgets and/or actuals may not be allocated as they were in 2004-05

Halifax Regional Summary

Summary by Net Expenditures

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
CAO & Governance	\$8,031,949	\$8,597,469	\$8,449,167	\$8,691,003	\$93,534	1.1%
Business Planning & Information Ma	13,654,391	16,102,990	15,735,277	16,146,009	43,019	0.3%
Community, Culture & Economic De	10,448,205	10,870,466	10,489,197	12,390,806	1,520,340	14.0%
Environmental Management Services	27,541,513	27,110,979	25,817,767	26,057,135	(1,053,844)	-3.9%
Financial Services	4,189,366	3,834,786	3,804,488	2,987,176	(847,610)	-22.1%
Fire & Emergency	40,016,208	42,671,316	42,668,474	45,666,439	2,995,123	7.0%
Human Resources	3,544,855	3,973,970	3,941,993	3,981,600	7,630	0.2%
Integrated Emergency Services	4,592,834	6,254,920	6,308,431	6,699,600	444,680	7.1%
Legal Services	1,672,955	1,656,810	1,802,854	1,883,296	226,486	13.7%
Outside Agency Support	0	0	(996)	0	0	-
Halifax Public Libraries	12,247,545	12,693,000	12,688,575	12,554,317	(138,683)	-1.1%
Planning & Development Services	5,088,192	6,352,505	5,692,523	5,468,142	(884,363)	-13.9%
Regional Police	42,778,203	44,034,190	43,845,677	48,490,083	4,455,893	10.1%
RCMP	16,344,128	16,235,110	16,120,572	17,269,000	1,033,890	6.4%
Transportation & Public Works Servi	76,491,215	78,364,246	77,775,948	82,705,754	4,341,508	5.5%
Business Unit Totals	\$266,641,557	\$278,752,757	\$275,139,946	\$290,990,360	\$12,237,603	4.4%
Fiscal Services	179,568,347	192,986,043	201,764,838	211,385,432	18,399,389	9.5%
Total	\$446,209,904	\$471,738,800	\$476,904,784	\$502,375,792	\$30,636,992	6.5%

Halifax Regional Summary

Summary by Expense & Revenue Types

	2004-2005	2005-2006	2005-2006	2006-2007		Change over
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
Compensation & Benefits	\$202,604,687	\$211,368,744	\$215,068,281	\$228,812,510	\$17,443,766	8.3%
Office Costs	7,876,900	7,803,153	7,834,393	8,090,842	287,689	3.7%
Professional Fees	17,960,147	18,499,657	19,328,786	19,257,618	757,961	4.1%
Legal & Consulting Fees	1,147,878	1,551,857	1,607,630	1,622,006	70,149	4.5%
External Services	43,437,977	43,191,246	42,955,429	47,402,584	4,211,338	9.8%
Uniforms & Clothing	1,444,527	1,160,336	1,233,982	1,555,767	395,431	34.1%
Salt	1,456,168	1,645,050	1,381,281	1,645,050	0	0.0%
Supplies & Materials	4,659,699	5,522,110	4,806,879	5,706,194	184,084	3.3%
Utilities	10,500,219	9,917,097	11,554,131	11,847,251	1,930,154	19.5%
Building Costs	4,230,831	4,747,711	5,660,340	5,062,633	314,922	6.6%
Equipment & Communications	14,330,760	12,938,871	12,513,273	12,681,809	(257,062)	-2.0%
Vehicle Expense	14,641,735	13,987,427	17,108,385	15,197,925	1,210,498	8.7%
Travel	1,149,149	1,274,550	1,268,329	1,314,406	39,856	3.1%
Training & Education	1,452,159	2,121,399	1,837,797	1,817,972	(303,427)	-14.3%
Facilities Rental	7,005,841	5,090,870	4,592,948	4,647,910	(442,960)	-8.7%
Advertising & Promotion	2,489,460	2,277,866	2,327,609	2,397,437	119,571	5.2%
Other Goods & Services	7,696,309	11,047,362	7,962,114	12,816,253	1,768,891	16.0%
Interdepartmental	(765,425)	(409,383)	(871,553)	(541,700)	(132,317)	32.3%
Debt-Interest	13,577,571	13,449,669	13,101,869	13,007,438	(442,231)	-3.3%
Debt Principal	39,684,781	41,029,551	41,099,872	41,888,685	859,134	2.1%
Transfer Outside Agencies	111,387,792	116,654,316	118,344,605	123,987,413	7,333,097	6.3%
Insurance Costs	3,413,678	4,297,945	2,902,938	4,311,045	13,100	0.3%
Grants & Tax Concessions	3,558,485	4,083,461	3,922,804	4,152,581	69,120	1.7%
Transfer to/from Reserves	20,591,034	19,890,675	27,483,977	20,691,966	801,291	4.0%
Fire Protection	7,823,303	7,524,000	7,629,420	8,958,400	1,434,400	19.1%
Capital from Operating	19,569,782	24,081,000	28,302,163	29,172,132	5,091,132	21.1%
Debenture Discount	199,935	222,000	221,965	255,392	33,392	15.0%
Provision for Allowance	2,702,775	2,520,207	2,501,647	2,437,633	(82,574)	-3.3%
Other Fiscal	1,117,825	1,017,500	(1,109,987)	346,900	(670,600)	-65.9%
Prior year Surplus/Deficit	457,254	199,736	(382,978)	383,985	184,249	92.2%
Total	\$567,403,237	\$588,705,983	\$602,188,328	\$630,928,037	\$42,222,054	7.2%

Halifax Regional Summary

Summary by Expense & Revenue Types

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Budget	Change over %
Revenues						
Tax Revenues	(373,014,520)	(397,920,200)	(399,475,355)	(\$420,880,300)	(22,960,100)	5.8%
Deed Transfer Tax	(33,047,305)	(29,000,000)	(32,097,497)	(31,000,000)	(2,000,000)	6.9%
Area Rate Revenue	(26,910,489)	(26,867,931)	(26,713,533)	(26,516,498)	351,433	-1.3%
Tax Agreements	(7,519,288)	(8,224,500)	(7,380,120)	(8,687,500)	(463,000)	5.6%
Payments in Lieu of taxes	(21,051,599)	(21,142,200)	(21,296,872)	(22,760,700)	(1,618,500)	7.7%
Transfers from other Gov'ts	(10,218,826)	(10,014,880)	(10,556,676)	(11,226,592)	(1,211,712)	12.1%
Interest Revenue	(8,402,647)	(6,843,100)	(9,963,389)	(10,589,100)	(3,746,000)	54.7%
Parking Meters	(1,724,492)	(2,000,000)	(1,742,643)	(2,000,000)	0	-0.0%
Fines and Fees	(4,895,172)	(5,737,500)	(5,511,706)	(7,026,339)	(1,288,839)	22.5%
Licenses & Permits	(4,075,147)	(4,110,422)	(4,148,334)	(4,691,030)	(580,608)	14.1%
Rental & Leasing	(4,881,870)	(5,182,500)	(5,364,682)	(6,333,741)	(1,151,241)	22.2%
Transit Revenue	(23,329,732)	(24,513,200)	(25,597,952)	(27,796,400)	(3,283,200)	13.4%
Sludge Tipping	(332,175)	(858,000)	(512,667)	(611,000)	247,000	-28.8%
Tax Certificates	(555,690)	(565,000)	(484,036)	(475,000)	90,000	-15.9%
Recreational Revenue	(2,710,797)	(2,929,256)	(3,415,273)	(3,385,625)	(456,369)	15.6%
Tipping Fees - Waste Resources	(11,161,688)	(11,105,000)	(11,638,843)	(11,559,700)	(454,700)	4.1%
Sales Revenue	(4,896,109)	(3,330,497)	(4,511,183)	(3,363,565)	(33,068)	1.0%
HRWC Dividend	(3,278,431)	(3,478,000)	(3,435,160)	(3,444,900)	33,100	-1.0%
Waste Water Levies	(10,546,754)	(12,969,847)	(11,023,844)	(13,118,800)	(148,953)	1.1%
Environmental Protection Levies	(5,444,604)	(5,643,544)	(5,519,521)	(6,183,312)	(539,768)	9.6%
Other Revenue	(13,808,064)	(6,170,406)	(13,827,924)	(9,197,935)	(3,027,529)	49.1%
Interdepartmental Revenue	(15,782)	(100,000)	(2,774)	(80,000)	20,000	-20.0%
Total	(\$571,821,183)	(\$588,705,983)	(\$604,219,983)	(\$630,928,037)	(\$42,222,054)	7.2%
Costs associated with Hurricane Juan, net of estimated recoveries						
	\$2,299,183		\$125,680			
Net Cost	(\$2,118,762)	(\$0)	(\$1,905,975)	(\$0)	(\$0)	0.0%

**Halifax Regional Municipality
Summary of Non-Departmental Revenues**

Def. No.	2004-2005 Actuals	2005-2006 Budget	2005-2006 Actual	2006-07 Budget	Change over Budget	%
1 Property Taxes:						
1 Residential Property Taxes	(203,627,300)	(220,755,000)	(221,834,592)	(240,327,000)	(19,572,000)	8.9%
1 Commercial Property Taxes	(115,242,379)	(122,418,000)	(120,962,112)	(131,417,000)	(8,999,000)	7.4%
2 Business Occupancy Taxes	(44,415,033)	(45,146,000)	(46,262,266)	(38,184,900)	6,961,100	-15.4%
3 Machinery & Equipment Taxes	0	0	0	0	0	-
4 Resource Property Taxes	(1,769,886)	(1,795,000)	(1,752,810)	(1,747,900)	47,100	-2.6%
5 Recreational Non Profit	(10,069)	(8,500)	(10,903)	(8,500)	0	-0.0%
6 Resource Forest Taxes	(41,403)	(42,400)	(41,553)	(42,400)	0	-0.0%
7 Commercial Forest Taxes	(104,081)	(107,100)	(103,500)	(107,100)	0	-0.0%
1 Business Occupancy Openings	(1,212,178)	(1,200,000)	(975,296)	(1,200,000)	0	-0.0%
1 Business Occupancy Closing	1,143,301	760,000	785,217	760,000	0	0.0%
8 Fire Protection	(8,085,908)	(7,524,000)	(8,600,367)	(8,958,400)	(1,434,400)	19.1%
1 Business Occupancy Appeals	108,987	0	16,268	0	0	-
17 Farm Acreage Taxes	(54,472)	0	(51,243)	0	0	-
9 Transfer - General Rate	86,000	78,800	91,600	101,700	22,900	29.1%
10 Transfer - Urban Rate	209,900	237,000	226,200	250,200	13,200	5.6%
Total	(373,014,520)	(397,920,200)	(399,475,355)	(420,881,300)	(22,961,100)	5.8%
11 Tax Agreements:						
Tax Agreement - NSLC	(1,500,987)	(1,501,000)	(1,759,264)	(1,700,000)	(199,000)	13.3%
Tax Agreement - NSPI	(2,509,677)	(2,509,700)	(2,509,677)	(3,509,700)	(1,000,000)	39.8%
Tax Agreement - MT&T	(3,988,287)	(3,951,500)	(3,604,469)	(3,668,800)	282,700	-7.2%
Tax Agreement - Other	(400,326)	(395,300)	(203,546)	(6,000)	389,300	-98.5%
Halifax International Airport Tax Offset	879,989	733,000	696,836	797,000	64,000	8.7%
Total	(7,519,288)	(7,624,500)	(7,380,120)	(8,087,500)	(463,000)	6.1%
12 Deed Transfer Tax:						
Deed Transfer Taxes	(33,047,305)	(29,000,000)	(32,097,497)	(31,000,000)	(2,000,000)	6.9%
Total	(33,047,305)	(29,000,000)	(32,097,497)	(31,000,000)	(2,000,000)	6.9%
15 Grants in Lieu:						
Grant in Lieu - Federal	(14,548,827)	(14,690,800)	(14,632,520)	(15,914,900)	(1,224,100)	8.3%
Grant in Lieu - Provincial	(3,953,855)	(3,951,500)	(4,140,701)	(4,226,200)	(274,700)	7.0%
Grant in Lieu - Canada Post	(441,053)	(441,100)	(456,380)	(462,200)	(21,100)	4.8%
Grant in Lieu - CNR & DAR	0	0	0	0	0	-
Grant in Lieu - Halifax Ports Corporation	(1,217,469)	(1,159,000)	(1,145,129)	(1,214,500)	(55,500)	4.8%
Grant in Lieu - CBC	(327,908)	(336,900)	(346,711)	(353,000)	(16,100)	4.8%
Grant in Lieu - Via Rail	(116,452)	(116,500)	(121,532)	(122,100)	(5,600)	4.8%
Grant in Lieu - WCB	(149,546)	(149,500)	(156,054)	(156,700)	(7,200)	4.8%
Grant in Lieu - Other	(296,939)	(296,900)	(297,845)	(311,100)	(14,200)	4.8%
Total	(21,052,050)	(21,142,200)	(21,296,872)	(22,760,700)	(1,618,500)	7.7%

**Halifax Regional Municipality
Summary of Non-Departmental Revenues**

Def. No.	2004-2005 Actuals	2005-2006 Budget	2005-2006 Actual	2006-07 Budget	Change over Budget	%
Transfers from other Governments:						
16	(3,328,697)	(3,597,200)	(3,164,820)	(3,478,692)	118,508	-3.3%
16	(98,303)	(103,600)	(82,316)	(103,600)	0	-0.0%
Total	(3,427,000)	(3,700,800)	(3,247,136)	(3,582,292)	118,508	-3.2%
18 Interest Revenue:						
	(1,711,708)	(1,800,000)	(2,068,671)	(2,150,000)	(350,000)	19.4%
	(527,064)	(1,340,000)	(582,259)	(2,700,000)	(1,360,000)	101.5%
	(390,786)	(350,000)	(312,686)	(350,000)	0	-0.0%
	(335,181)	(300,100)	(307,506)	(300,100)	0	-0.0%
	(5,458,004)	(3,053,000)	(6,566,268)	(5,089,000)	(2,036,000)	66.7%
Total	(8,422,743)	(6,843,100)	(9,963,389)	(10,589,100)	(3,746,000)	54.7%
19 Fee Revenue:						
	(1,724,492)	(2,000,000)	(1,742,643)	(2,000,000)	0	-0.0%
	(0)	0	0	0	0	-
	(963)	0	(73)	0	0	-
Total	(1,725,455)	(2,000,000)	(1,742,716)	(2,000,000)	0	-0.0%
Other Revenue:						
20	(3,278,431)	(3,478,000)	(3,435,160)	(3,444,900)	33,100	-1.0%
					0	-
	(13,500)	(10,000)	(11,900)	(10,000)	0	-0.0%
	876,259	(20,000)	(283,520)	(20,000)	0	-0.0%
					0	-
	(3,815)		(2,774)	0	0	-
Total	(2,419,487)	(3,508,000)	(3,733,354)	(3,474,900)	33,100	-0.9%
Total Non-Departmental Revenues	(450,627,849)	(471,738,800)	(478,936,439)	(502,375,792)	(30,636,992)	6.5%

Halifax Regional Municipality

Summary of Non-Departmental Revenues: Definitions

Def. No.	Non-Departmental Revenue	Definition
1	Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and Commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
2	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.
3	Machinery & Equipment Taxes	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax is gradually being phased out, and will be eliminated after 2003-2004.
4	Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
5	Recreational Non-Profit	The owner of land used solely for non-profit recreational purposes shall pay taxes based on a rate of \$5.00 per acre increased 5% per year from 1977.
6	Resource Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.25 per acre (less than 50,000 acres).
7	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).
8	Fire Protection	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.
9	Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.

Def. No.	Non-Departmental Revenue	Definition
10	Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
11	Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
12	Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. Council may set the rate with a by-law, provided it does not exceed 1.5% of the value of the property.
13	Area Rate Revenue	Similar to Property Taxes, 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.
14	Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
15	Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
16	Transfers from other Gov'ts	Funding received from the Federal or Provincial Governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
17	Farm Acreage Taxes	The Province of Nova Scotia shall in each year pay 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 will be increased by the Consumer Price Index each year after March 31, 2001.
18	Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
19	Fee Revenue	User fees such as parking meter revenue, rentals, etc.
20	Water Commission Dividend	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.

PRIORITIES

The operating budget for the Halifax Regional Municipality 2005/2006 fiscal year was \$588 million. In preparation for the 2006/07 budget staff projected the cost to provide the same level of service as the previous year to be in the order of \$620 million, an increase over the previous year of \$32 million, reflecting anticipated increases in mandatory costs, contracts, growth, and new services already approved for 2006/07. Council, with concern over rising taxes, asked staff to prepare a budget on the basis of a 5.1% decrease in the tax rate, which required staff to find savings, and reallocate resources to address areas of priority.

In an effort to enable Council to provide more upfront input into the Business Planning and Budget process, Council held a discussion on priorities in October 2005. At that time, Council identified 12 focus areas to be addressed, each of which was subsequently discussed by Council at Committee of the Whole sessions. As well the Chief Administrative Officer has identified a number of organizational priorities.

This section includes two components: Highlights of service changes by each Business Unit, and a summary of the Priorities addressed in the business plans, by Council Focus Area and by Organizational Priority.

SERVICE CHANGES

Proposed Service Level Changes - 2006/07		
Business Unit	Service Level Increase	Service Level Decrease
CAO's Office	<ul style="list-style-type: none"> • Improved coordination, standardization, of community engagement initiatives • Development and coordination of a Community Visioning Pilot Project • Better alignment of ongoing operations and initiatives with the Economic Strategy • Measure and report to citizens and Council on HRM's financial and service performance regularly • Improve relationship with other levels of government and key community stake holders • A stronger focus on citizen centred service delivery 	<ul style="list-style-type: none"> • Potential for reduction in ability to provide legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff
Business Planning and Information Management(BPIM)	<ul style="list-style-type: none"> • Facilitate Service Improvement Review • Increase GIS support for Council and corporate priorities • Improve quality of intake for after-hour dispatch services • Centralize and coordinate management of asset data (base inventory) • Develop public Internet mapping site to provide access to community and service information • Improve access to and management of corporate documents and records • Increase coverage for peak call hours at the Corporate Call Centre & Dispatch Services 	<ul style="list-style-type: none"> • Longer retrieval times for accessing manual records and documents at the Corporate Records Centre; resources reallocated to corporate document / record management system implementation

Proposed Service Level Changes - 2006/07		
Business Unit	Service Level Increase	Service Level Decrease
Community, Culture and Economic Development (CCED)	<ul style="list-style-type: none"> • Enhanced maintenance program in the Capital District • Implementation of some of the immediate short term goals in the Cultural Plan • Increased community development resources to allow more focus on the implementation of the Regional Plan and Council Focus areas and Community Visioning • Improved decision-making structure and process for grants and contributions programs related to heritage and civic events • Initial implementation of selected actions from the CCED Youth Strategy, including realignment of service delivery • Initial development of an access policy for recreation programming • Creation of a program to provide operational aid to community groups operating HRM-owned recreation agreements through management agreements • Initial development of an access policy for recreation programming • Creation of a program to provide operational aid to community groups operating HRM-owned recreation agreements through management agreements • Implementation of selected aspects of the HRM Immigration Strategy • Continued work on recreation facilities for the Mainland Common, District Two, Dartmouth East, Halifax Peninsula, and Prospect; a master plan for the George Dixon centre; continued redevelopment of the Bloomfield site; and development of new skateboard 	<ul style="list-style-type: none"> • Increasing demand for and costs of support services for civic events may result in decreased support or funding to some events • New requirements identified in the urban core by the Regional Plan, the Cultural Plan, and the Economic Strategy will put pressure on existing Capital District staff to implement these requirements, resulting in possible decreases in other areas of service delivery • Reduction of Special Spaces and Places funding will affect support to community groups delivering programs in HRM-owned culture and heritage facilities • Elimination of Interactive Voice Recognition (IVR) system for recreation program registration

Proposed Service Level Changes - 2006/07

Business Unit	Service Level Increase	Service Level Decrease
<p>Environmental Management Services (EMS)</p>	<p>Wastewater/Stormwater capital program increased (due to CSIF/MRIF):</p> <p>Sewage Treatment Plants:</p> <ul style="list-style-type: none"> • Commence North Preston STP Upgrade • Rehab studies: Frame/Wellington/ Springfield Lake • Complete Aerotech STP Tertiary Upgrade and Central Dewatering Facility <p>Sewage Collection Systems:</p> <ul style="list-style-type: none"> • Pumping Stations Rehabs: Whimsical Lake, Plymouth Rd, Riverwood Dr, Crescent Ave, India St (elimination), Johnson Road • System inspections: Bedford/Sackville trunk, Fairfield holding tank; sewers: Freshwater Brook & Northwest Arm • Stormwater system rehabilitation & upgrades: Ellenvale Run - drainage, Kearney Lake Rd Twin Culverts • Service extensions to Glenmont/Millview, Armshore Dr., Beaverbank, Herring Cove, Lively • Strengthened preventative maintenance of sewer system • Water Quality Monitoring Program • Watershed Studies (Musq. Harbour, Fall River, Tantallon, Hubbards) • Progress Community Energy Project • Spring Mobile Hazmat Depot (Dart), 2 additional permanent depot weekends, backyard composter sale • Litter Awareness Campaign • Regional Capital Cost Contribution policy (study) • Common Trench Utility policy • Regional Cost Contribution policy (study) 	<p>Stormwater & Wastewater Infrastructure Performance:</p> <p>Increased risk in the following areas due to infrastructure gap:</p> <ul style="list-style-type: none"> - Non compliant sewage treatment plants & pumping stations - Wet weather overflows into the environment from sewage treatment plans & pumping stations - Structurally deficient sewer pipe system - Flood protection - Maintenance of Dams <ul style="list-style-type: none"> • Service to transferred rural ditches will decrease overall sewer maintenance services throughout HRM as a result of no offsetting maintenance funds.

Proposed Service Level Changes - 2006/07		
Business Unit	Service Level Increase	Service Level Decrease
Finance	<ul style="list-style-type: none"> • Develop a Revenue Strategy intended to create sustainable and appropriate revenue sources for HRM's short, medium and long-term needs • Support to Corporate Asset Management Project, WasteWater Reform Strategy, Municipal Court negotiations, Community Energy project negotiations, and Commonwealth Games. • Increased control over bulk inventories eg fuel, salt, and implementation of Revenue Tool recommendations from the Business Systems and Control Group (BSCG) re: non-inventoried assets • Electronic payments and web-based banking 	<ul style="list-style-type: none"> • Elimination of the temporary tax credit program • Grants budget has been reduced by 10% • Revenue Operations Division response times may decline until Revenue Tool has been fully implemented and staff trained
Fire & EMO	<ul style="list-style-type: none"> • Enhance Western Region fire response by adding 8 Firefighters at Lakeside Fire Station • Fire Code and Occupational Health & Safety issues in rural fire stations will be addressed • Building maintenance person will improve service to rural stations at a reduced cost. Cost of FTE will be covered by these savings. • A more coordinated approach to corporate safety issues. 	<ul style="list-style-type: none"> • The overtime reduction may result in periods of decreased staff in fire stations and at times specific stations will close. This will be kept to a minimum • Equipment & furniture replacement plans will be delayed
Human Resources	<ul style="list-style-type: none"> • Development of HR policies to enable new Council approved strategies • Increased effectiveness regarding the management of WCB, LTD and disability case management • Implementation of short term goals to support the Regional Plan, Cultural Plan, Immigration Strategy, Youth Strategy and Commonwealth Games 	<ul style="list-style-type: none"> • External contract and consulting services will be reduced. Research conducted for job evaluation, compensation studies

Proposed Service Level Changes - 2006/07		
Business Unit	Service Level Increase	Service Level Decrease
Human Resources	<ul style="list-style-type: none"> • Incorporation of the principles of HRM's Immigration Plan into the Recruitment Strategy • Further implementation of the Diversity Strategy including support for increased accessibility in the workplace • Support with change management and transition planning to enable the on-going organizational alignment changes to enhance organizational effectiveness 	
IES (911)	<ul style="list-style-type: none"> • All services provided in the 2005/06 fiscal year will continue to be delivered. • Hubbards Fire will be dispatched by the IES Center within the present budget allocation • Training position will be created within the present operational envelope. 	None
Legal	<ul style="list-style-type: none"> • More timely response to personal injury claims. • Strategic initiative to develop Municipal Court. • Adoption of Core Management System for Legal Prosecution 	None
Halifax Public Libraries	<ul style="list-style-type: none"> • Additional staffing of 2.5FTEs dedicated to implementation of Library Youth Strategy initiatives • Additional staffing of 0.92 FTEs at Keshen Goodman Library to address health and safety issues (congestion caused by stacking bins of materials awaiting return to the shelf) and improve turn-around time for returning books to the shelf • Implementation of email notification for overdue materials and holds for those with email addresses. 	<ul style="list-style-type: none"> • Reduction in staff hours in some positions. • Unable to take advantage of summer youth employment program grants where matching dollars is required. • Reduction of bindery service. • Elimination of mail notification service for overdue materials.

Proposed Service Level Changes - 2006/07

Business Unit	Service Level Increase	Service Level Decrease
<p>Planning & Development (P&D)</p>	<ul style="list-style-type: none"> • Regional Plan Implementation The addition of 4 additional planners will support: <ul style="list-style-type: none"> - Local Community Planning; - Special Projects or Initiatives (e.g. Floodplain Mapping; development of CCC's; new Lot Grading Bylaw, sewage treatment plant analyses, Wind Generated Power Master Planning); - Administration and enforcement of new "by-right" development requirements; - Increase in the number of discretionary Planning applications related to rural subdivisions and Development Agreements in the Spring Garden Road area. • Minimum Standards for Existing Residential Occupancies • Bylaw Enforcement - Service Level Review: It is unlikely that this review will result in any operational improvements in the 06/07 business cycle. However, it should provide the basis for service level, budget and FTE decisions for the 07/08 business cycle. • Temporary Sign Bylaw: Approval and implementation of the proposed Temporary Sign Bylaw is expected during the 2006/07 business cycle. • Mobile Solutions for Inspection Staff: Planning and Development intends to complete final development of new Land Information Systems (LIS) resources to provide "Mobile Solutions" for field staff to be implemented in the 2007/08 business cycle 	<ul style="list-style-type: none"> • Building Permit Review and Inspections: As part of the budget restraint program for the 06/07 budget, two vacant Building Official positions were eliminated to realize salary savings. Providing reasonable service level associated with the minimum standards program along with the reductions of the two positions may impact response times for core building inspection and plans examination functions. It also may reduce the ability to improve response times for minimum standards enforcement. • Development Engineering Program: Workloads related to subdivisions, permits and planning applications are expected to exceed the division's capacity and service reductions associated with core operational functions are anticipated.

Proposed Service Level Changes - 2006/07		
Business Unit	Service Level Increase	Service Level Decrease
Halifax Regional Police (HRP / RCMP)	<ul style="list-style-type: none"> • Add 8 HRP officers to establish permanent 24/7 beat patrol for North End Dartmouth* • Enhance public safety and quality of life in communities by increasing RCMP Community Liaison Officer positions • Continued technology and process upgrades in support of operational policing objectives with CAD/RMS • Increase capacity to process Summary Offence Tickets • Add 1.5 RCMP officers for the North Central Area of HRM (Enfield) and 4 Community Liaison Officers* <p>* subject to the approval of the Police Commission</p>	None
Transportation and Public Works Services (TPW)	<ul style="list-style-type: none"> • Continued service enhancements during November to April through winter works operations. • Sidewalk snow removal for main arterials and Metro Transit routes for former City of Halifax areas. • Improved litter control in support of HRM Litter Prevention Program targets. • Continued investment in the capital program. • Commence implementation of Strategic Transportation components of Regional Plan. • Transportation corridor optimization through traffic control system modifications. • Traffic Light conversion to LED's increasing the quality and 	<ul style="list-style-type: none"> • Anticipated extent of asphalt patching will be reduced. • Maintenance budgets not keeping pace with growth in assets (all categories). • Service to transferred rural roads decreases overall street maintenance services on streets and roads throughout HRM as a result of no offsetting maintenance funds • Planned program for additional improvement in sport field condition through additional maintenance not implemented. • Snow and Ice Control staff compliment reduced from 236 to 200 resulting in actual service levels being more in line with approved standard. • Response times for Citizen and will be delayed

Proposed Service Level Changes - 2006/07

Business Unit	Service Level Increase	Service Level Decrease
<p>Transportation and Public Works Services (TPW)</p>	<p>maintenance of the signal light and improves CO₂ emissions reduction compliance.</p> <ul style="list-style-type: none"> • Metro Transit Investment <ul style="list-style-type: none"> • New types/levels of Transit services being investigated and implemented i.e. fast ferry • Improved passenger facilities • Equipment and Fleet recapitalization • Increased capacity in park and ride facilities • Addressing ridership concerns: • Improved passenger capacity • Critical route review to address service • Increased service for MetroLink • Service adjustments for peak, evening and weekend frequency • Increased investment in Business Parks. • Support to International bid for Commonwealth Games • New artificial turf athletic field complex in East Dartmouth in operation Summer 2006. • Lead the development of a Corporate Building Deficiency Program that will provide a long term strategy around building assessments, prioritization, funding and rationalization of HRM-owned buildings 	<ul style="list-style-type: none"> • Reduction of standby operators and buses for unplanned, situational service replacement • Elimination of Saturday Metro Link Service • Contractor performance oversight for street and sidewalk construction not improved • Assistance for non-scheduled special events will not be provided • Repairs for guard rails and retaining walls will only be provided on an emergency demand response basis

COUNCIL FOCUS AREAS

Council provided more upfront input into the Business Planning and Budget process for 2006/07. During October 2005, Halifax Regional Council identified 12 focus areas, which in essence form Council's Action Plan, conveying Council's commitment to residents to deal with these areas in a timely fashion. The 12 focus areas include:

A Public Safety

- A.1 Police
- A.2 Fire, Emergency Services
- A.3 By-law Enforcement

B. Community

- B.1. Community Relations
- B.2 Community Recreation
- B.3 Community Development
- B.4 Youth
- B.5. Economic Development

C. Planning and Infrastructure:

- C.1. Regional Planning
- C.2 Infrastructure
- C.3 Traffic Congestion
- C.4 Transit

D.1 Taxation

E. Organizational Priorities

The goal of the Council Focus Area Initiative was to provide Council an opportunity to identify and articulate to staff the areas they were most concerned with. It was stated at the beginning that these issues would not be resolved in one session - they tend to be long standing, ongoing issues. Some things could be done in the short term, others would take longer. It was also stated that funding would likely not be sufficient to address all of the areas identified by Council, and that staff would consider reallocation of resources, new partners, community responsibilities, balancing existing service requirements when developing subsequent business plans and budget, etc. Choices would have to be made, and some initiatives may have to be delayed to subsequent budgets. The Business Plan and Budget timeline was adjusted to allow for this new approach. This delay will not be repeated for 2007/08.

For each of the Council Focus areas, staff prepared a status report and suggested approach to further action. Discussion papers included a description of current initiatives, analysis of the issues, options for resolution, capacity and implications. These discussion papers are available to the public.

Budget implications were to be determined based on the direction provided by Council on each focus area. The proposed budget has focussed on realigning resources to support the direction provided by Council.

For each of the Council Focus Areas below, there is a context for the issue, a review of the Council discussion and a reiteration of the Council direction provided (highlighted in bold and italicized). The more significant initiatives included in the 2006/07 budget are then highlighted. In some cases, initiatives which serve more than one Council Focus Area are repeated where relevant.

A. Public Safety

A.1. Public Safety: Policing

Visibility of police has decreased over the years as policing has become a more complex business. Recent court cases have substantially increased the required number of investigative steps and the amount of paper work generated in handling cases that proceed to court. Overall there is a decrease in police capacity and an increase in service demands. Services that in earlier times required 30 minutes to resolve may now take up to 12 hours to investigate. Training requirements have increased, and many situations today now require complex skills. HRM is unique in Canada as it has two police forces serving it's community, Halifax Regional Police and the RCMP. HRM has achieved significant efficiencies through greater integration and coordination of the police forces, but it is not enough.

Policing represented a serious issue with Council. Although Council had already approved an increase in officers last year, Council debated whether this would be sufficient. Council provided suggestions regarding auxiliary members, tools such as photo radar, red light cameras, increasing efficiency and crime prevention. Council expressed concerns around the Justice system, support for community and school programs, social issues and links to recreation. In the end, Council was concerned with determining adequacy of police resources and effective outcomes.

At the January 10, 2006 Committee of the Whole, Council made a request to the Board of Police Commissioners to review HRM policing services so as to develop an effective long-term police resourcing strategy. Council also requested the Board of Police Commissioners to assess the impact of any changes to the service delivery model of policing resulting from

upcoming negotiations of the Provincial Police Contract. Council asked that dialogue be initiated with the three levels of government to determine roles and responsibilities for national, provincial and municipal policing. As well Council requested the Board of Police Commissioners to report to Council regarding the need for increased police resources and police funding to ensure an effective level of policing which meets public expectations and which addresses the complex environment of the police service delivery model.

2006/07 Initiatives in support of Public Safety: Policing (Lead: Halifax Regional Police / RCMP unless otherwise noted):

- Halifax Regional Board of Police Commissioners to review HRM Policing Services with a view to developing an effective, long term resource strategy for HRM Policing Services and submit report to Council;
- Halifax Regional Board of Police Commissioners to assess the impact of any changes to the service delivery model of policing resulting from upcoming negotiations of the Nova Scotia Provincial Policing Contract and submit a report to Council;
- Increase police visibility in North End Dartmouth through the addition of 8 HRP officers to provide 24/7 beat patrol;*
- Pro-actively develop and deliver community policing and crime prevention initiatives to address ongoing youth crime and violence in four rural/suburban HRM communities through the addition of 4 new RCMP Officers;*
- Establish a community office and deliver pro-active community policing programs and initiatives to the communities in North Central Region (Enfield) by the addition of 1.5 RCMP Officers;*
- Consolidate Records, Courts and Summary Offence Tickets sections of HRP and RCMP at Northbrook school;
- Further enhance police service delivery in the areas of dispatch, investigative case management, scheduling and court package preparation;
- Research cost and effectiveness of video surveillance in public areas in HRM;
- Increase visibility of Park Patrol services managed through Halifax Regional Police, particularly in the West, East and Central Division and Sackville;
- Investigate dispatching for Halifax International Airport (IES)
- Organize a spring/fall Safe Communities Symposium (DCAO - Community Response)
- Establish 5 Neighbourhood Watch programs
- Promote CityWatch - an alert notification system to enhance emergency response and community policing efforts by communicating important information to communities
- Encourage the creation of safer community environments and improve the quality of life for HRM residents and visitors through the use of Crime Prevention Through Environmental Design (CPTED) principles; (DCAO - Community Response)
- Establish two Social Dynamics of Graffiti training sessions for staff, business community, and outside agencies, to increase awareness of, and lead to, a reduction in graffiti; (DCAO -

Community Response)

- Correct civic address problems in the urban core areas of HRM impacting the delivery of 911 services (i.e. public safety issues) and other municipal services (BPIM);
- * subject to approval of the Police Commission

A. Public Safety

A. 2. Public Safety: Fire Service Delivery Standards

Fire services is made up of both career and volunteer firefighters, and in addition to the urban core service, there are 38 rural stations operating within the municipality. Fire Services' goal has been to arrive at an emergency with as many firefighters as possible, generally operating in line with the respective community. Without established service delivery standards for determining acceptable levels of fire emergency services, there is no evaluation of the effectiveness or efficiency of the service. Fire Services proposed two service level delivery standards: one for districts with population density exceeding 100 persons per square kilometre, and one where population density is under 100 persons per square kilometre.

During its discussion, Council identified concerns about volunteer capacity, recruitment, implications of 24 hour service, adding career firefighters to areas served by volunteers; stations/equipment and pandemic capacities; the need to identify strategic property acquisition; the need for community consultation and the need to lobby for federal dollars in support of emergency preparedness.

On February 14, 2006, Council accepted the tabled Standards Report as the desired level of service to implemented over a multi-year period. ***Council established the actual service standard at 70% of the desired standard, for the remainder of 2005/06.*** Staff is preparing a multi-year response strategy for implementation, in accordance with the Business Planning and Budget cycles.

2006/07 Initiatives in support of Fire Services (Lead: Fire & Emergency unless otherwise noted):

- Enhance Western Region fire response by adding 8 Firefighters at the Lakeside Fire Station
- Develop a multi-year plan to improve service delivery in the rural areas, including aligning station locations and emergency fleet that aligns with Regional Plan objectives;
- Conduct volunteer recruitment drives in identified areas
- Integrate urban, suburban and rural response coverage into one service protocol
- Develop an Emergency Measures Plan in the event of a large scale emergency or disaster,

- including capital asset requirements (Fire / TPWS);
- Begin assessment of needs for the protection of the Halifax Harbour in the event of a marine emergency / fire-fighting situation;
- Fire Code and Occupational Health & Safety issues in rural fire stations will be addressed
- Establish a preventative maintenance program for HRM's rural fire stations;
- Explore the feasibility of a training facility for HRM Firefighters;
- Establish a firefighting service agreement between HRM and the Halifax International Airport Authority and Aerotech Park;
- Investigate dispatching for Hubbards Fire Department (IES)

A. Public Safety

A.3. By-Law

HRM currently has approximately 115 by-laws requiring service, down from 208 at amalgamation. Service areas include policy, administration, licensing/permitting, enforcement, communication and education, and involve at least 10 business units in its delivery. Fourteen by-laws represent the majority of demand for service. Daily by-law service response priorities focus firstly on life, health and safety and secondarily on damage to public property. The remainder are responded in sequence - first in, first out. Since 2002, there has been a significant growth in enforcement related service requests. Community Projects, for example, have experienced a 33% overall increase in requests for by-law response, while Planning and Development has received a 25% increase.

Council agreed that the status quo was unacceptable. They raised concerns with noise, nuisance, vacant buildings, snow/ice, dangerous and unsightly premises, animal control, blasting, land use, litter, dumping, repeat offenders, and punitive measures/penalties. They provided suggestions regarding stewardship, education and a municipal court. Council also requested clarity on who to call and when as well as the need for expanded service hours.

On December 13, 2005, Council approved a service level review in conjunction with a more detailed analysis of the data available regarding requests for service.

2006/07 Initiatives in support of By-Law Enforcement (Lead: Police):

- Restructure Halifax Regional Police to include By-law enforcement
- Commence service level review (Police, P&D)
- Present harmonized Animal Control and Nuisance By-laws for Council review;
- Develop a new model for Animal control enforcement
- Expand Youth LIVE service on a cost recovery basis;
- Review By-Law T-108, Respecting The Regulation of Taxis and

Limousines

B. Community

Citizens want to address the problems that face their neighbourhoods and are looking to the municipality for leadership. HRM is well positioned to provide this leadership at the community level but needs to redefine business practices so that it can more effectively respond to the issues facing individual communities and neighbourhoods. As part of a restructuring, a new business unit, Community, Culture and Economic Development has been created to emphasize the importance of neighbourhood and community values. It includes recreation, community development, culture and heritage including heritage planning, Capital District, recreation facility management; social policy, and real property planning.

B.1. Community Relations

Community Relations/community engagement refers to the manner in which the public is consulted. The specific issues are: who is participating, how information is gathered; the extent to which the symptoms of poor community engagement such as lack of public buy-in, low participation in civic functions are evident in HRM.

Council recognized the need to improve Community Relations. They expressed concerns about communication - most significant issue, disconnects between what citizens hear and what they see, and difficulties in engaging people. They provided suggestions around accessing information, keeping things simple, technology, community newspapers. The concept of community visioning was supported, with suggestions to undertake it as a pilot, keeping it simple, with predetermined criteria, learning from others, set standards, and involvement of Council

At the January 17, 2006 Committee of the Whole, Council endorsed the approach as contained in the report to improve community engagement. Council endorsed the next steps: the pilot vision project; identify pilot visioning communities; seek Council approval of communities; begin implementation and draft the engagement model.

2006/07 Initiatives in support of Community Relations:

- Increase coordination and efficiency of HRM's community engagement processes (CAO);
- Increased representation and diversity of participants across HRM (CAO);
- Complete a review of community consultation program in HRM to identify areas of strength and weakness (CAO);
- Develop an easy to use Internet Mapping site to provide access to data and information about HRM communities required by staff, Council, and the public. Two to three (2-3)

- communities will be piloted in 2006-07 (BPIM);
- Implement corporate document/ record management system. Link the internet mapping site to other information about communities through the corporate document/ records management system (BPIM);
- Expand the web forum capabilities of the HRM web service (BPIM);
- Investigate and seek support for community portal initiatives supporting rural communities of HRM (BPIM);
- Ensure that information and services are easy to find: (BPIM)
 - Continue to advance HRM's single presence on the web www.halifax.ca
 - Advance service integration/consolidation of HRM Visitor and Customer Service Centres
 - Advance integration across all channels
 - Develop and present the 311 business case to Council for consideration
 - Develop public internet mapping site to provided centralized repository for community information in support of Community Relations focus areas.
- Assist the organization in engaging our diverse communities in the development of new policies, strategies and programs (Human Resources)
- Develop Library Plan to address services to immigrant and multi-cultural communities in alignment with HRM and provincial strategies (Library);
- Develop and implement a service plan to meet the needs of older adults, including in branch and e-Learning (Library);
- Develop and implement service plans to ensure access to service for persons with disabilities; review collections for persons with a visual disability (Library);

B. Community

B.2 Community Recreation

The benefits of recreation are broad and varied, but include improved physical and mental health, development of strong families and communities, prevention of crime and anti-social behaviour, protection of the environment and ecological stewardship and improved quality of life. HRM acts as a "gap filler" - if there is a lack of a certain type of recreation within any given community, staff, within reason, strive to fill the void. Development of recreation programs and services are based on specific fundamental criteria, such as community interest, partnership assessment, needs analysis and target group identification. Principles of equity, access and community needs govern a significant percentage of recreation service delivery.

Council offered a number of suggestions regarding partnerships with community groups, Department of Health Promotions, Boys & Girls clubs, alternative programming; more staff at playgrounds, more active programs, sport tourism, tax changes, acquisition of property,

accessible playgrounds. Council expressed concerns about affordability and access to programs, small number of volunteers, security, playground maintenance, support to community groups, new developments, amount of capital investment. Council identified the need to work with the School Board regarding access to schools and a suggestion for take over of school facilities was raised. Council also raised issues around management agreements, procurement.

Council approved direction to staff to open discussion with the School Board in regard to improved access to schools for recreation purposes and that staff also discuss ways to improve entrance access to existing schools.

2006/07 Initiatives in support of Community Recreation: (Lead: CCED)

- Implement the Indoor Recreation Facility Master Plan and begin development of an outdoor facility master plan: and continue work towards new recreation facilities for the Mainland Common; District 2; Dartmouth East; Halifax Peninsula (Citadel High School) and Prospect. Also addressed will be renewal of the Bloomfield site, a master plan for the George Dixon Centre and additional skateboard parks;
- Further the role of recreation in promoting active healthy lifestyles by examining service delivery options and assessing potential partnerships with other service providers;
- Review recreation program delivery and ensure that proper emphasis is focussed on the priority areas of youth, community development, and access;
- Improve access for children and youth, especially those from low income families, to recreation programs and services:
 - Seek additional sponsorship and partnership opportunities for HRM Kids
 - Where possible, provide free or fee-reduced programs and services in high need areas
 - Adopt strategies from the Canadian Parks and Recreation Association's "Everyone Gets to Play" initiative, which assists children and youth overcome barriers to participating in recreation;
- Review and revise the existing fee policy for recreation programming;
- Work with the Halifax Regional School Board to improve access to High School and Junior High School facilities;
- Continue to identify and build partnerships (i.e. Recreation Nova Scotia, Metro Universities, YMCA/YWCA, Boys and Girls Clubs, etc) to pursue opportunities that will improve access to programs and services for all HRM citizens;

B. Community

B.3. Community Development

There are approximately 190 communities within HRM, with different circumstances in terms of issues and opportunities facing its residents. Community development staff initiate positive working relationships, building partnerships in communities to work collaboratively on community and neighbourhood issues. The approach is often labour intensive in the short term,

but in the long term enhances community ownership, leverages financial and human resources, and ensures more efficient use of limited funds. Most often, citizens want to address the problems that face their neighbourhoods and are looking to HRM for leadership. HRM is well positioned to provide this leadership at the community level, but needs to redefine business practices so that the municipality can more effectively respond to the issues.

Council made a number of suggestions regarding community pride, community economic development, HRM's 10th anniversary, community leadership, community partnerships, youth engagement, community signage, learning from our own experience. Concerns were raised around support for volunteers, tax structure, community-owned facilities and HRM facilities.

Council endorsed staff moving forward with the following direction: pursue coordinated service delivery opportunities; provide resources to stabilize volunteer/community groups that operate programs, services and facilities on HRM's behalf; and review and restructure support to community events and cultural initiatives.

2006/07 Initiatives in support of Community Development: (Lead: CCED unless otherwise noted)

- Continue to invest in professional development and provide training opportunities for volunteers, resource and invest in volunteer recognition programs and improve support systems and operational aid for volunteer groups that operate community programs, services and facilities;
- Implement a new management agreement process and associated template to ensure consistent service and support for volunteer groups that operate community programs, services, and facilities;
- Review and, where, necessary, recommend changes to management / service agreements between HRM and groups operating HRM-owned major facilities;
- Through focussed effort on supporting festivals and events, enhance community pride throughout the municipality
 - Establish a service level agreement with Events Halifax
 - Work with Events Halifax to develop a Major Events Hosting Strategy
 - Review current HRM grants and contributions programs for events and recommend new administrative procedures, funding criteria and/or programs
 - Make recommendations to restructure grants and contributions programs related to culture, heritage and civic events;
- Recommend and implement more effective approaches to supporting community groups that deliver programs in HRM-owned culture and heritage facilities
- Implement the short term recommendations in the HRM Immigration Action Plan (CCED, HR)
- Examine ways to address requests to support development and/or expansion of major cultural facilities in HRM

- Through a partnership with the Valley Community Fibre Network, obtain access to fibre strands within HRM from Halifax to Mount Uniacke. This network, combined with HRM's existing systems and FundyWeb, will facilitate data services for municipalities from Meteghan to Dartmouth, including the HRM and Provincial EMO centres (BPIM);
- Develop and implement a service plan to meet the needs of older adults, including in branch and e-Learning (Library);
- Develop and implement service plans to ensure access to service for persons with disabilities; review collections for persons with a visual disability (Library);
- Develop one new community partnership with the academic, government or business sector to enhance e-Learning services; sustain grant opportunities and explore additional grant/sponsor opportunities (Library)

B. Community

B.4. Youth

According to the 2001 Census, 19% of HRM's population is between the ages of 12 and 24 - this increases to 21% in Halifax Peninsula. According to the Office of Health Promotions, only 11% of HRM youth are active enough to achieve health benefits by Grade 11. The crime rate for youth in HRM, especially in the area of violent crime, has increased to the highest rate per capita in Canada. Issues and opportunities facing youth are varied and have implications which affect many disciplines and service providers.

Council expressed concerns about volunteer burnout, access to facilities and programs for youth. Suggestions were made around youth engagement, leadership, partnership opportunities and drawing on programs and facilities offered by others. Council identified the need to benchmark and measure progress towards goals.

Council directed the next steps to: continue the development of HRM Youth Strategy; increase research and policy capacity; continue with service delivery integration; continue with Outdoor Facility Master Plan; consider supplementary funding and consult with Councillors meeting with School Board representatives on this issue; consider new resources/realign existing resources and continue with partnership development and maintenance.

2006/07 Initiatives in support of Youth: (Lead: CCED unless otherwise noted)

- Present a Youth Engagement Strategy to Council and, based on the Council discussion, begin implementing the priority goals, objectives, and recommendations of the Youth Engagement Strategy
- Stage a youth conference to build on previous work and help plan future direction
- Develop a social marketing campaign to highlight the achievements and contributions of

youth in HRM

- Research potential models for ongoing youth engagement (i.e. Youth Councils, Youth Advisory Bodies) and begin implementing best practices
- Prioritize HRM facilities, plan, design and operate in a “youth friendly” manner
- Create integrated HRM action teams and/or develop new service delivery models to address youth and community issues in identified marginalised communities
- Review recreation program delivery and ensure that proper emphasis is focussed on the priority areas of youth, community development, and access
- Further the role of recreation in promoting active healthy lifestyles by examining service delivery options and assessing potential partnerships with other service providers
- Develop direction and priorities for teen service models based on best practices; conduct a needs assessment for Youth Literacy Services (Grades 6-12); integrate appropriate recommendations into Children’s Services from the “Opening Doors to Children” national survey. Implement Library Youth Services Strategy including Teen Services Workers at Cole Harbour, Captain William Spry and Keshen Goodman libraries (Library)

B. Community

B.5. Economic Development

Municipal governments rely on healthy, vibrant local economies to employ their citizens and to sustain municipal programs and services. The recent adoption of HRM’s first regional Economic Strategy provides an opportunity for economic development programs to be better coordinated and aligned with regional goals and objective. With the adoption of a regional strategy on immigration, a cultural plan, and the pending adoption of a Regional Plan, HRM is uniquely poised to consider broader aspects of regional policy in determining how the Economic Strategy should be implemented.

Council offered a number of suggestions about links to Destination Halifax, Nova Scotia Business Inc.; benchmarking competitiveness, increasing economic diversity, duplication, community economic development in urban areas, urban/rural. Comments were made with respect to the oversight function of the economic strategy such as including business people, ensuring non- political approaches, using existing structures, and seeking Council input. Council identified the need for collective involvement of three levels of government, GHP, HRDA, and better collaboration. Council raised concerns around funding and business park infrastructure and provided support for high speed internet in all of HRM.

Council approved the formation of a joint group of representatives of the GHP and HRDA and HRM staff to develop an economic strategy implementation plan. The plan will reflect the Guiding Principles as contained in the presentation, and will be reflected in the service agreements of the respective organizations. Council also approved the next steps: tripartite (federal, provincial, municipal) discussion with GHP, RDA: joint business plans, budgets;

new service agreements; and an economic strategy implementation plan and structure.

2006/07 Initiatives in support of Economic Development

- Develop new service agreements with the GHP/RDA (GHP, RDA , CAO);
- Develop an implementation plan for the delivery of economic development services and project activities in a manner which aligns with HRM's Economic Strategy and achieves its goals and objectives (CAO)
- Develop outcomes by which to measure the progress of economic development activities against the goals and objectives of the Economic Strategy and to develop a means of monitoring progress and accountability in order to facilitate regular reports to Council and the broader community on economic development. (CAO)
- Promote the Capital City and access appropriate external funding, including engagement of the Provincial and Federal governments; (CCED)
- Continue to implement joint promotions and communications plans with Business Improvement Commissions, community stakeholders, and other HRM Business Units; (CCED)
- Continue to work to improve job prospects for the disabled community, new immigrants and other diverse communities (Human Resources)
- Implement the recommendations outlined in the Immigration Action Plan and the Cultural Plan (Human Resources)
- Develop Library Plan to address services to immigrant and multi-cultural communities in alignment with HRM and Provincial Strategies (Library).
- Through a partnership with the Valley Community Fibre Network, obtain access to fibre strands within HRM from Halifax to Mount Uniacke. This network, combined with HRM's existing systems and FundyWeb, will facilitate data services for municipalities from Meteghan to Dartmouth, including the HRM and Provincial EMO centres (BPIM);
- Support the expression of broadband service into rural HRM.

C. Planning and Infrastructure

C 1. Regional Planning

During the fall and winter, the finishing touches were put on the final drafts of the Regional Plan. After 3 years of work, the Regional Planning Committee completed its task of preparing a 25 year plan that would encourage growth in the municipality in a manner that reflects its values and aspirations. At the October 18th, 2005 Committee of the Whole meeting, Councillors discussed the District Fact sheets, and agreed to discuss any issues with staff. ***Council requested staff to respond to District specific questions at the upcoming Community Council sessions, and indicated their expectation that staff would be open to the issues that may come forward at the Community Council sessions.*** Staff made the commitment to report back to Council the results of the Community Council Sessions. ***Council also asked staff to prepare a glossary of terms to be placed on the website.***

At the December 6, 2005 Regional Council Meeting, ***Council approved the tabling of Draft #2 of the Regional Plan, and a public review period ending January 31, 2006. Council instructed the Regional Planning Review Committee to consider all written public submissions made through this review period and submit a final report to Council for debate and First Reading.*** First reading of the Regional Plan was given on April 25, 2006, and Public Hearing was held on May 16, 2006. Various issues were raised by presenters during the hearing and by members of Council after the hearing was closed. Staff will report back to Council on these issues on June 13, 2006. The establishment of the Regional Plan provides greater predictability for infrastructure requirements, and provides a framework for investment in our communities.

2006/07 Initiatives in support of the Regional Plan (lead Business Units):

- Restructuring of Planning & Development (P&D) to include Regional Planning. Additional resources are being added to the unit to better accommodate the demand associated with Regional Planning efforts, i.e. transportation planning; local community planning; as-of-right development; planning applications; and community visioning (P&D);
- Provision of additional resources to Environmental Management Services (EMS), and Community, Culture and Economic Development (CCED) to support implementation of the plan (EMS, CCED)
- Development and coordination of a Community Visioning Pilot Program (CAO, CCED, P&D)
- Begin and/or complete a number of functional plans: Urban Forest Master Plan (CCED); Open Space Functional Plan (CCED); Cultural Functional plan (CCED) Heritage functional plan (CCED); Stormwater / Wastewater Management & Water Quality (EMS); Business Park Development Functional Plan (Transportation and Public Works - TPW); Land Acquisition Strategy; (TPW) Strategic Transportation component of the Regional Plan (TPW); a system of Regional Trails and Active Transportation networks (CCED, TPW);
- Prioritize and plan for Opportunity Site Redevelopments in relevant areas of HRM, especially within the Capital District (CCED);
- Continue development of the Capital District Streetscape guidelines and plan, and the Phase II Urban Design strategy (CCED);
- Safeguard HRM's public health and environment through a long term sustainable infrastructure plan which meets regulatory standards and is approved by Council (EMS)
- Manage Regional Plan stormwater and wastewater growth (EMS)
- Develop and define a program for providing new water and sewer infrastructure to unserved communities in HRM (EMS);
- Develop a long range sustainability plan through the International Sustainable Cities Network. (EMS)
- Increase use of energy efficient or renewable energy sources (EMS)
- Develop clean air and corporate climate change strategies (EMS)

- Develop a long term capital infrastructure plan which details accurate condition reports on all types of physical assets, and provides for an approved, predictable funding level to address both annual maintenance deficiencies and longer term capability deficiencies (TPW)

C. Planning & Infrastructure

C.2 Infrastructure

HRM has been struggling, as have most municipalities, to keep up with demands to repair, replace and upgrade deteriorating existing infrastructure and to provide new infrastructure required by new development. HRM's debt had reached a high of \$348 million soon after amalgamation, and in response, a multi-year financial strategy was instituted which amongst other things restrained borrowing. As a result of this, and competing demands for funding, the municipality's infrastructure needs are significant. However, the positive effect of the multi-year financial strategy in reducing the municipality's debt has better positioned HRM to meet this challenge. In addition, the recent Federal Government programs around gas tax and infrastructure are increasingly helpful at bridging the funding gap.

Council discussed this issue in detail at the November 29, 2005 Committee of the Whole. Council expressed general concerns around the following areas: growth in rural and suburban areas requiring land for parks, playgrounds; capacity for strategic land acquisition need; a long term strategy for asset management needs to consider cultural components; the need for HRM to take care of its own facilities; the need to consider future needs when making decisions to dispose of property. Overall, there were concerns about general state of HRM roads, sidewalks, upgrading of gravel streets, bikeways, business parks, parks & playgrounds, sewers

On November 29, 2005, Council gave direction to staff to prepare for the advanced tendering of playground and recreation capital projects to facilitate the advanced tendering of these projects, and to reallocate the capital budget to include more for streets, roads, sidewalks, land acquisitions. Council asked staff to consider HRM buildings in relation to culture; and to proceed with the Regional Plan, Asset management, and consideration of alternative funding. Council agreed to hold a separate discussion on stormwater/wastewater infrastructure needs and funding implications. Council also directed staff to continue with further development of an Infrastructure Plan.

2006/07 Initiatives in support of Infrastructure:

- The 2006/07 recommended capital budget proposes increased investment in Metro Transit (42% increase, in large part due to Strategic Transit funding from the federal government); traffic (102% increase), roads and streets (20% increase); sidewalks (9% increase); parks and playgrounds (19% increase); community facilities (16% increase); and stormwater/wastewater (\$600,000 increase on projects not funded by the reserve)

- Impact current congestion level through the implementation of alternative traffic strategies and system capacity increases: Armdale Rotary redesign, Mount Hope/Hwy 111 interchange; Fairview Interchange, Upper Sackville Collector land acquisition, Wright Avenue/Hwy 118; design and land acquisition for the Lacewood Drive extension. (TPWS);
- Construct bikeways / trails in support of Active Transportation (TPWS);
- Implement the Indoor Recreation Facility Master Plan and begin development of an outdoor facility master plan: and continue work towards new recreation facilities for the Mainland Common, District Two, Dartmouth East, Halifax Peninsula (Citadel High School) and Prospect. Also addressed will be renewal of the Bloomfield site, a master plan for the George Dixon centre and additional skateboard parks. (CCED);
- Implement a number of solid waste, wastewater and stormwater projects (EMS):
 - Continuation of Harbour Solutions;
 - Complete Aerotech Sewage Treatment Plant (STP) upgrade and Central Biosolids Dewatering Facility;
 - Commence North Preston Sewage Treatment Plant tertiary upgrade;
 - Extend sewer services to Glenmont/Millview, Armshore Dr., Beaverbank, Herring Cove and Lively Subdivision;
 - Rehabilitate Pumping Stations: Whimsical Lake, Plymouth Rd, Riverview Dr., Crescent Ave, Johnson Rd., India St.(eliminate);
 - Half closure of solid waste cell #3 at Otter Lake.
- Develop a prioritized infrastructure list and collaborate with other levels of government to align infrastructure priorities (CAO, TPW, EMS, CCED, Finance, Business Planning and Information Management- BPIM)
- Lead the development of a Corporate Building Deficiency Program that will provide a long term strategy around building assessments, prioritization, funding and rationalization of HRM-owned buildings

C. Planning & Infrastructure

C. 3. & 4. Traffic and Transit

Traffic congestion and transit were brought together as the overall aim is to improve citizens commuting experience and promote active transportation. Public transit is a cornerstone of the Regional Plan. There continues to be more demand for transit service and traffic improvements, and assets under both categories require continued recapitalization and investment. Metro Transit is struggling to meet current passenger travel demands in the urban core, and new needs are emerging in the suburban and rural areas.

At the November 29, 2005 Committee of the Whole, Council expressed concern over HRM's ability to meet existing service standards, areas not receiving transit services, service for seniors, locations for bus ticket sales, current services where buses are full, week-end service, parking at transit connections, visitor passes, U-pass and transit shelters. Specific concerns were raised

about Wright Avenue Extension, stopping distance from intersections, timing of crosswalk lights, Beaver Bank/Windsor Junction Crossroad, intersection improvements required for pedestrians, Woodland Avenue/Victoria Road/Alderney Drive. Council also expressed support for Harbour Link, rural transit service as well as alternative modes of transportation.

Council directed the Mayor to send a letter to all Federal leaders and candidates regarding the importance of the Harbour Link and requesting it be made an infrastructure funding priority. Council included Harbour Link as a “Must plan for” choice under the transit options presented by staff, with the understanding that all “must plan for” initiatives must be achieved. Council endorsed the recommended approach as presented: take care of current ridership, meet core service standards, improve facilities; continue to recapitalize fleet and technology; complete strategic transportation projects; optimize current transportation network (compliance program); plan for the construction of a garage; plan for the introduction of a rural express route in 07/08; pursue additional funding for Harbour Link; and preserve funds for opportunity land purchases.

2006/07 Initiatives in support of Traffic and Transit (Lead: TPWS unless otherwise indicated):

- Restructure Planning & Development to include transportation planning, in conjunction with regional and community planning (P&D)
- Address current transit system concerns through improved ridership capacity, service adjustments for peak, evening and/or weekend services for the following routes:
 - 21 (Timberlea), 60 (Eastern Passage), 20 (Herring Cove), 51 (Shannon Park), 53 (Notting Park), 52 (Crosstown), and the Access-A-Bus service;
- Improve transit facilities, including Ferry Terminals and increased parking capacity at the Portland Hills Terminal;
- Conduct critical transit route review and implement a ridership forum
- Replace Go-Time
- Table results of fast ferry cultivation project
- Complete rural transit study, including land acquisition, and assist Council with the selection process for the first express bus route
- Implement sidewalk snow removal program for main arterials and Metro Transit routes in the former City of Halifax;
- Modernizing signal control equipment;
- Address traffic congestion issues through strategic infrastructure projects (TPWS / P&D):
 - Redesign of the Armdale Rotary
 - Completion of the Mount Hope Avenue / Hwy 111 Interchange
 - Chebucto Road engineering design and land acquisition
 - Signal / approach and modifications to Fairview Interchange / Lacewood Drive;
 - Design and land acquisition of Lacewood Dr. extensions
 - Sackville Drive project: cost sharing on bridge

- Design & construction of a pedestrian overpass (Highfield / Burnside)
- Upper Sackville collector (land acquisition)
- Wright Avenue extension planning and Wright Avenue / Highway 118 Interchange construction
- Construction of bikeway / trails as Active Transportation routes:
 - Donegal Dr. to Portland Hills transit terminal
 - Bike lane on Bedford Highway (from Larry Uteck Blvd. to Kearney Lake Rd.)

D. Taxation

Throughout most of North America, municipalities use taxes on property values as their chief source of revenue. Historically, property values were used because of their perceived link to income and wealth, a perception that is currently being challenged. In some areas of the municipality, property values have risen sharply over a short period of time, even though service levels have not risen at the same rate. In rural and suburban parts of HRM there are fewer locally available services than in the more urbanized areas, leading to concerns over fairness. The Municipal Government Act currently requires HRM to have separate tax rates for urban, suburban and rural areas, a distinction that is becoming less meaningful.

Council raised concerns about the current tax structure, particularly the fairness of the market based approach, area rates, the treatment of vacant buildings and municipally-owned volunteer operated facilities, P3 school and jail exemption. Council also raised concerns around LICs for specific road classifications such as highways, collector roads, and arterial roads, and the application of capital cost contributions. Council suggested the public needs to be consulted on their expectations, having taxes based on services provided in an area and/or ability to pay; and a re-evaluation of the suburban/urban/rural tax categories. Council also identified the need to look at alternatives to the market-based property tax system and our reliance on the property tax. As well, Council noted the need to examine all department spending and nonessential services.

Council directed staff to work with the Province on issues; start tax consultations in Spring 2006 (including tax boundaries, LICs, CCCs); continue with commercial taxation benchmarking and analysis (Fall 2006); and continue approach on BOT elimination, starting with 2006/7 budget.

2006/07 Initiatives in support of Taxation (Lead: Finance):

- Publish a brochure outlining the various tax issues to be discussed by the public;
- Organize a series of roundtable discussions with the public on ‘What do we want our tax system to do for us?’;
- Organize a tax conference to finalize round table discussions and discuss the options for the revenue system;

- Follow up with Regional Council on the roundtables and conference, and make any recommendations to Council for change.
- Implement any required changes for the 2007/08 fiscal year (if initial work completed)

E. ORGANIZATIONAL PRIORITIES

The Chief Administrative Officer has identified a number of priority initiatives for 2006/07 in addition to the Council Focus Areas that will enhance the organization's ability to provide excellent, sustainable service. Resources within various business units have been identified to support these initiatives.

1. **Fiscal Responsibility:** includes Council involvement in the business planning and budgeting process; working with the Province on Fair & Equitable funding; initiating a service improvement review process with Council; reporting on HRM's performance and citizen views on performance; conducting operational reviews using a risk assessment approach; engaging middle management in identifying cost savings and revenue opportunities.
2. **Performance Measurement:** includes initiatives to provide a systematic framework for validating service delivery with citizens, development of performance measures and tools to measure efficiency and effectiveness.
3. **Employer of Choice:** initiatives to foster a positive work environment for all, development of a corporate culture that supports employee's growth and success, foster an organization that is more inclusive of its diverse community and to foster an organization where accountability and performance management are a priority
4. **External Affairs:** initiatives will foster improved relationships with our business units and residential community as well as other levels of government. Effective partners and positive relationships with the government and community partners will provide positive return for each partner and the community as a whole.
5. **Commonwealth Games:** On December 15, 2005, Commonwealth Games Canada (CWG) announced Halifax as the domestic bid winner for the 2014 Commonwealth Games. Hosting the 2014 Games will provide HRM with cost-sharing opportunities that will further the goals of HRM's Regional Plan, Economic Strategy, Cultural Policy and Immigration Strategy, as well as provide necessary transportation and recreation infrastructure that will be a legacy to the community. In this budget year, HRM, with its Federal, Provincial and Corporate partners, is supporting the bid process, and will be coming to Council with the final bid proposal for approval. This budget provides for a withdrawal from the Strategic Growth Reserve of \$1.5 m in support of the bid process, and provides some staff resources

on a short term basis as needed. The involvement of staff will ensure that the bid proceeds with the interests of HRM in mind.

Office of the Chief Administrator

Business Plan - 2006/2007

Business Unit Overview:

The CAO's office is responsible to Municipal Council, leads the various strategic and administrative functions of the Halifax Regional Municipality, and ensures that Council's expressed wishes are reflected in the annual business Plan and Budget.

Together with the two Deputy Chief Administrative Officers (Operations and Corporate Services and Strategy), the CAO ensures that the Executive and the Senior Management Teams are appropriately aligned to provide quality integrated services to our constituents; are implementing the strategic direction provided through the Regional Plan, the Economic Development Strategy, the Immigration Strategy and the Cultural Plan. That our organizational structure and accountability framework allow us to report staff's progress to Council and citizens on a regular basis and staff are delivering on Council's Focus Areas.

The Executive Management Team, comprised of the CAO, Deputy CAO of Operations and Deputy CAO of Corporate Services and Strategy, direct and manage the following functional areas:

CAO: Dan English

The CAO is responsible for the overall administration and operations of HRM, including a number of strategic and innovative projects managed within the organizational structure.

The CAO in conjunction with the CAO Review committee and Council has developed a series of overall corporate goals and objectives to provide direction and focus to operations and to act as a guide for all staff. These priorities highlight the CAO's values and vision for HRM, and share a number of important characteristics. They each address challenging areas of public policy about which the public and Council is concerned and where improvements in delivery and outcomes are required. The CAO goals and objectives, based on Council priority and focus areas, are woven throughout HRM's Business Plan and each Business Unit.

As well, the CAO has developed a unit to lead corporately focussed initiatives for the organization. As such, a sub-series of unit goals has been developed within the Chief Administrative Office to ensure these initiatives continue to progress. Whereas the Business Plan in its entirety reflects the corporate strategic direction, the business plan for the Office of the Chief Administrator is reflective of the corporate initiatives directly within the purview of the CAO.

The corporate focus of the CAO includes:

- Corporate Communications
- Community Relations
- Economic Development
- Fiscal Responsibility/Auditing
- Intergovernmental Affairs

DCAO - Corporate Services and Strategy
Geri Kaiser

The **Deputy Chief Administrative Office - Corporate Services and Strategy** (DCAO-Corp) reports directly to the Chief Administrative Officer (CAO). DCAO-Corp provides direction to:

- Legal Services
- Human Resources
- Finance
- Business Planning and Information Management
- Municipal Clerk

DCAO - Operations
Wayne Anstey

The **Deputy Chief Administrative Office - Operation** (DCAO-Ops) reports directly to the Chief Administrative Officer (CAO). DCAO- Ops provides direction to:

- Environmental Management Services
- Community Culture, and Economic Development
- Planning and Development
- Transportation and Public Works
- Community Response Team

Summary of Business Unit Structure Changes:

- The alignment of Business Units to provide a more integrated, accountable, and seamless delivery of services.
- Creation of a second DCAO position thereby ensuring a better relationship between operating and enabling services, focus on service priorities and a better oversight of the strategic direction and priorities set by Council.
- Implementation of Economic Development Strategy and relationships with other levels of government and community partners has moved to the CAO's Office to reflect the priority being placed in this area.

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	54.5	60.5	60.5
Term / Casual:	N/A	N/A	N/A
Total:	54.5	60.5	60.5

Office of the Chief Administrator

Summary of Budget by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
Gross Budget	\$8,764,818	\$8,947,819	\$8,877,668	\$8,941,003	(\$6,816)	-0.1%
Revenues	(\$732,869)	(\$350,350)	(\$428,500)	(\$250,000)	\$100,350	-28.6%
Net Budget						
CAO Office	432,971	481,195	452,949	377,076	(104,119)	-21.6%
DCAO Corporate Services & Strategy	1,611,016	1,533,720	1,431,451	1,332,057	(201,663)	-13.1%
DCAO Operations	580,654	666,000	643,405	607,052	(58,948)	-8.9%
Business Systems & Control	163,327	200,862	179,762	200,200	(662)	-0.3%
Corporate Communications Adm.	90,953	168,200	106,245	149,397	(18,803)	-11.2%
Marketing, Design, Print Services	1,544,570	1,510,805	1,676,850	1,551,147	40,342	2.7%
Governance Administration	3,608,457	4,036,687	3,958,506	4,474,074	437,387	10.8%
Net Cost	\$8,031,949	\$8,597,469	\$8,449,167	\$8,691,003	\$93,534	1.1%

Analysis of Operating Budget Changes

Operating Budget Change Details	(\$000's)
2005/06 Budget	8,597
1 Corporate Reorganization & Corporate Reductions	(202)
3. Community Engagement & Graffiti	146
4. Corporate Communications (Postage)	150
2006/07 Budget	<u>8,691</u>

Service Level Changes for 2006/07:

The Corporate realignment enabled operational efficiencies to be realized. Cost saving were found within the various line items of the budget. The realignment of resources to better focus on the priority areas should result in a service level increase in this area.

Increases:	
	1. Improved coordination, standardization, of community engagement initiatives
	2. Development and coordination of a Community Visioning Pilot Project
	3. Better alignment of ongoing operations and initiatives with the Economic Development
	4 Measure and report to citizens and Council on HRM's financial and service performance regularly
	5. Improve relationship with other levels of government and key community stake holders
	6. A stronger focus on citizen centred service delivery
Decreases:	
	1. Potential reduction of administrative services to Regional Council, Community Councils, boards, committees and commissions, the public and staff

As indicated, the CAO has developed a unit to lead broad based corporately focussed initiatives for the

organization.

The corporate focus of the CAO includes:

- Corporate Communications
- Community Relations
- Economic Development
- Fiscal Responsibility/Auditing
- Intergovernmental Affairs

As such, a sub-series of unit goals has been developed within the Chief Administrative Office that is reflective of the corporate initiatives directly within the purview of the CAO.

Business Unit Goals

Strategic Goals:
1. Effective and positive relationship with key government and community partners that provides a positive return to each partner and the community as a whole.
2. Enhance stakeholder and partner awareness of HRM's priorities and initiatives in an effective and efficient manner.
3. Support and empower citizens to participate in all aspects of civic life.
4. Create a climate in which the regional economy can grow through partnerships and collaboration.
5. Provide accountability and transparency of the fiscal management of municipal operations.
Operational Goals:
1. Foster positive relationships with other levels of government.
2. Finalize and implement Government Relations Plan.
3. Communicate the initiatives, decisions and actions of HRM to its citizens in a clear and timely manner using plain language.
4. Provide high quality, cost efficient communications products and services to Council and all business units of HRM.
5. Build support for making communications an integral part of all initiatives of HRM Council and business units.
6. Build awareness of the services offered by Corporate Communications.
7. Increase coordination and efficiency of HRM's community engagement processes.

8. Enhancement of Community Relations in HRM, including \$41,000 for new strategic initiatives through the Mayor's Office
9. Complete a review of community consultation program in HRM to identify areas of strength and weakness.
10. Encourage the creation of safer community environments and improve the quality of life for HRM residents and visitors through the use of CPTED principles and strategies.
11. Develop new service agreements with the Greater Halifax Partnership (GHP) and Halifax Regional Development Association (HRDA) and have these approved by HRM Council.
12. Develop an implementation plan for the delivery of economic development services and project activities in a manner which aligns with HRM's Economic Strategy and achieves its goals and objectives.
13. Develop outcomes by which to measure the progress of economic development activities against the goals and objectives of the Economic Strategy and to develop a means of monitoring progress and accountability in order to facilitate regular reports to Council and the broader community on economic development.
14. Coordinate the development and implementation of Corporate Risk Management Program.
15. Improve the capture, monitoring and reporting of audit efforts
16. Provide operational support and direction on Service Level Reviews and Comprehensive Audits as directed.
17. Conduct a review of administrative support in the Councillor's Support Office.

Office of the Chief Administrator

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	434,019	481,195	452,949	377,076	(104,119)	-21.6%
CAO Office	434,019	481,195	452,949	377,076	(104,119)	-21.6%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy,G F	225,371	308,690	321,348	238,925	(69,765)	-22.6%
A121 Municipal Clerk	722,320	803,930	760,673	790,500	(13,430)	-1.7%
A125 Elections	817,025	200,000	201,325	200,000	0	0.0%
E125 Integrated City	243,852	221,100	150,298	102,632	(118,468)	-53.6%
DCAO Corporate Services & Strategy	2,008,569	1,533,720	1,433,644	1,332,057	(201,663)	-13.1%
DCAO Operations						
C001 DCAO - Operations, Wayne Anstey	296,275	346,800	333,068	356,380	9,580	2.8%
E123 Community Response Initiative	285,772	319,200	311,842	305,000	(14,200)	-4.4%
E126 Grant Funded Projects	0	0	424	(54,328)	(54,328)	-
DCAO Operations	582,047	666,000	645,334	607,052	(58,948)	-8.9%
Business Systems & Control						
A317 Business Systems & Controls	166,064	200,862	179,762	200,200	(662)	-0.3%
Business Systems & Control	166,064	200,862	179,762	200,200	(662)	-0.3%
Corporate Communications Adm.						
E112 Corporate Communications Administr	90,953	168,200	199,245	149,397	(18,803)	-11.2%
Corporate Communications Adm.	90,953	168,200	199,245	149,397	(18,803)	-11.2%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	1,123,146	934,296	1,129,881	1,089,212	154,916	16.6%
A620 Mrkt & Promotions	709,720	757,759	829,090	671,935	(85,824)	-11.3%
A621 Mrkt & Promotions - Harbour Solution	1,616	147,700	0	0	(147,700)	-100.0%
Marketing, Design, Print Services	1,834,482	1,839,755	1,958,972	1,761,147	(78,608)	-4.3%
Governance Administration						
E121 Greater Hlfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	275,000	275,000	275,000	275,000	0	0.0%
E200 Councillor's Support	1,939,918	2,240,867	2,236,476	2,297,008	56,141	2.5%
E300 Mayor's Support	533,766	642,220	596,286	691,342	49,122	7.6%
E400 Intergovernmental Relations	0	0	0	76,051	76,051	-
E500 CAO Special Projects	0	0	0	188,375	188,375	-
E600 Economic Development	0	0	0	86,298	86,298	-
Governance Administration	3,648,684	4,058,087	4,007,762	4,514,074	455,987	11.2%
Total	\$8,764,818	\$8,947,819	\$8,877,668	\$8,941,003	(\$6,816)	-0.1%

Office of the Chief Administrator

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget %	
CAO Office						
E110 CAO Office	(\$1,048)	\$0	\$0	\$0	\$0	0.0%
CAO Office	(1,048)	0	0	0	0	-
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy, G b	(1,228)	0	0	0	0	0.0%
A121 Municipal Clerk	(746)	0	(660)	0	0	0.0%
A125 Elections	(395,579)	0	(1,533)	0	0	0.0%
DCAO Corporate Services & Strategy	(397,553)	0	(2,193)	0	0	-
DCAO Operations						
C001 DCAO - Operations, Wayne Anstey	(1,392)	0	0	0	0	0.0%
E123 Community Response Initiative	0	0	(1,505)	0	0	0.0%
E126 Grant Funded Projects	0	0	(424)	0	0	0.0%
DCAO Operations	(1,392)	0	(1,928)	0	0	-
Business Systems & Control						
A317 Business Systems & Controls	(2,737)	0	0	0	0	0.0%
Business Systems & Control	(2,737)	0	0	0	0	-
Corporate Communications Adm.						
E112 Corporate Communications Administr:	0	0	(93,000)	0	0	0.0%
Corporate Communications Adm.	0	0	(93,000)	0	0	-
Marketing, Design, Print Services						
A124 Office Services - Print Shop	(249,947)	(50,000)	(224,204)	(80,000)	(30,000)	60.0%
A620 Mrkt & Promotions	(39,965)	(131,250)	(57,918)	(130,000)	1,250	-1.0%
A621 Mrkt & Promotions - Harbour Solution	0	(147,700)	0	0	147,700	-100.0%
Marketing, Design, Print Services	(289,912)	(328,950)	(282,122)	(210,000)	118,950	-36.2%
Governance Administration						
E200 Councillor's Support	(36,943)	(21,400)	(41,912)	(40,000)	(18,600)	86.9%
E300 Mayor's Support	(3,284)	0	(7,345)	0	0	-
Governance Administration	(40,227)	(21,400)	(49,257)	(40,000)	(18,600)	86.9%
Total	(\$732,869)	(\$350,350)	(\$428,500)	(\$250,000)	\$100,350	-28.6%

Office of the Chief Administrator

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget %	
CAO Office						
E110 CAO Office	\$432,971	\$481,195	\$452,949	\$377,076	(\$104,119)	-21.6%
CAO Office	432,971	481,195	452,949	377,076	(104,119)	-21.6%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy,G F	224,143	308,690	321,348	238,925	(69,765)	-22.6%
A121 Municipal Clerk	721,574	803,930	760,013	790,500	(13,430)	-1.7%
A125 Elections	421,446	200,000	199,792	200,000	0	0.0%
E125 Integrated City	243,852	221,100	150,298	102,632	(118,468)	-53.6%
DCAO Corporate Services & Strategy	1,611,016	1,533,720	1,431,451	1,332,057	(201,663)	-13.1%
DCAO Operations						
C001 DCAO - Operations, Wayne Anstey	294,883	346,800	333,068	356,380	9,580	2.8%
E123 Community Response Initiative	285,772	319,200	310,338	305,000	(14,200)	-4.4%
E126 Grant Funded Projects	0	0	0	(54,328)	(54,328)	-
DCAO Operations	580,654	666,000	643,405	607,052	(58,948)	-8.9%
Business Systems & Control						
A317 Business Systems & Controls	163,327	200,862	179,762	200,200	(662)	-0.3%
Business Systems & Control	163,327	200,862	179,762	200,200	(662)	-0.3%
Corporate Communications Adm.						
E112 Corporate Communications Administr:	90,953	168,200	106,245	149,397	(18,803)	-11.2%
Corporate Communications Adm.	90,953	168,200	106,245	149,397	(18,803)	-11.2%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	873,200	884,296	905,678	1,009,212	124,916	14.1%
A620 Mrkt & Promotions	669,755	626,509	771,172	541,935	(84,574)	-13.5%
A621 Mrkt & Promotions - Harbour Solution	1,616	0	0	0	0	-
Marketing, Design, Print Services	1,544,570	1,510,805	1,676,850	1,551,147	40,342	2.7%
Governance Administration						
E121 Greater Hllfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hllfx Reg. Dev. Part.	275,000	275,000	275,000	275,000	0	0.0%
E200 Councillor's Support	1,902,975	2,219,467	2,194,564	2,257,008	37,541	1.7%
E300 Mayor's Support	530,482	642,220	588,941	691,342	49,122	7.6%
E400 Intergovernmental Relations	0	0	0	76,051	76,051	-
E500 CAO Special Projects	0	0	0	188,375	188,375	-
E600 Economic Development	0	0	0	86,298	86,298	-
Governance Administration	3,608,457	4,036,687	3,958,506	4,474,074	437,387	10.8%
Net Cost	\$8,031,949	\$8,597,469	\$8,449,167	\$8,691,003	\$93,534	1.1%

Office of the Chief Administrator

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$5,131,963	\$5,382,404	\$5,137,890	\$5,566,804	\$184,400	3.4%
2 Office Costs	1,334,140	884,745	1,106,625	1,023,939	139,194	15.7%
3 Professional Fees	0	0	0	150,000	150,000 -	
4 Legal & Consulting Fees	74,880	50,000	144,404	0	(50,000)	-100.0%
5 External Services	140,293	105,484	125,593	158,484	53,000	50.2%
6 Uniforms & Clothing	1,932	2,300	1,217	1,300	(1,000)	-43.5%
7 Supplies & Materials	168,977	131,365	156,143	125,469	(5,896)	-4.5%
8 Building Costs	2	0	736	0	0 -	
9 Equipment & Communications	21,579	13,340	75,267	59,770	46,430	348.1%
10 Vehicle Expense	23,390	52,300	16,854	24,300	(28,000)	-53.5%
11 Travel	93,513	122,537	110,435	119,331	(3,206)	-2.6%
12 Training & Education	16,945	41,890	16,762	34,716	(7,174)	-17.1%
13 Facilities Rental	89,169	2,055	2,648	1,995	(60)	-2.9%
14 Advertising & Promotion	1,385,107	1,311,000	1,404,710	1,379,194	68,194	5.2%
15 Other Goods & Services	300,377	646,999	390,673	493,601	(153,398)	-23.7%
16 Interdepartmental	(17,452)	1,400	(32,291)	(122,900)	(124,300)	-8878.6%
17 Transfer Outside Agencies	0	0	0	0	0 -	
18 Transfer to/from Reserves	0	200,000	220,000	(75,000)	(275,000)	-137.5%
Total	\$8,764,818	\$8,947,819	\$8,877,668	\$8,941,003	(\$6,816)	-0.1%
Revenues						
19 Sales Revenue	(\$25,026)	(\$21,400)	(\$40,064)	(\$40,000)	(\$18,600)	86.9%
20 Other Revenue	(707,843)	(328,950)	(388,436)	(210,000)	118,950	-36.2%
Total	(\$732,869)	(\$350,350)	(\$428,500)	(\$250,000)	\$100,350	-28.6%
Net Cost	\$8,031,949	\$8,597,469	\$8,449,167	\$8,691,003	\$93,534	1.1%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Office of the Chief Administrator			
Councillor Funds	920,000	920,000	920,000
CDE00105 Regional Planning Programme	170,000	690,000	286,000
CDV00723 Harbour Plan	100,000	0	0
CDV00721 Watershed Environmental Studies	0	250,000	250,000
CDV00738 Centre Plans/Design	300,000	250,000	250,000
CDxxxxxx Strategic Capital	0	1,219,000	3,682,000
Total	1,490,000	3,329,000	5,388,000

Business Planning and Information Management

Business Plan - 2006/2007

Business Unit Overview:

Business Planning and Information Management is organized into three divisions which emphasize the areas of service delivery to citizens and business units in support of the Halifax Regional Municipality's (HRM's) strategic outcome of *Excellence in Service Delivery*. As well the business planning function will be provided for this unit.

Director:

Betty MacDonald

Client Services

Cathy Mellett (Acting)

The Client Services Division of Business Planning and Information Management manages the processes, systems and services delivered through HRM's citizen-facing information and service channels (Call Centre/Dispatch; Web services; Customer Service Centres, Visitor Services) and the front end of the pay and costing systems supporting HRM's non-emergency business units. Sections include:

- Corporate Call Centre & Dispatch Services
- Visitor and Customer Services
- E-Commerce & Web Services
- Pay/Costing Services

**Data/Business
Information
Management**

Donna Davis

The Data/ Business Information Management Division is responsible for overall information management within the HRM organization. The division provides corporate direction regarding the collection, management, use, and protection of geographic and business data/information under the following sections and programs:

- Corporate Data Strategies & Projects
- Corporate Library & Municipal Archives
- Corporate Records Management
- Civic Addressing Project/Program
- Geographic Information Systems Services (GISS)

**Information
Technology**

David Muise

Information Technology provides management and stewardship of HRM's Technology investments, and develops plans for maintaining and enhancing systems throughout their life cycle. HRM's target environment for Information Technology is one where the electronic services and business information delivered are available, accurate, secure and timely. Information Technology strives to provide a utility computing environment where the technology does not get in the way of the business, but compliments it. These services are delivered through four sections:

- Information Technology Professional Services
- Application Development and Support
- Customer Care & PC Support Services
- Technology Infrastructure

Business Planning

Michael Pappas

Facilitates and coordinates the business planning process across the organization. Ensures Business Unit goals, objectives and performance

measures are documented and accessible. Analyses issues and resource allocations to ensure Council's priorities are supported.

Summary of Business**Unit Structure****Changes:**

- Changed name from Shared Services to Business Planning & Information Management (BPIM)
- Assumed responsibility for Business Planning from Finance. Move intended to transition BPIM to a more proactive strategic planning role.

Staff Complement:

Full Time Equivalent (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	153.5	154	164*
Term / Casual:	N/A	N/A	15

FTE changes represent organizational restructures related to the inclusion of Visitor Services and Business Planning in the Business Planning and Information Management business unit.

Business Planning & Information Management

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$14,200,785	\$16,388,270	\$16,144,472	\$16,498,809	\$110,539	0.7%
Revenues	(\$546,395)	(\$285,280)	(\$409,195)	(352,800)	(\$67,520)	23.7%
Net Budget						
Director of Business Plan. & Info Mgmt	356,432	435,270	416,987	544,965	109,685	25.2%
Data Knowledge Management	112,972	257,689	215,171	249,504	(8,185)	-3.2%
Information Resource Management	274,301	441,990	408,090	472,688	30,688	6.9%
Geographic Information Services	423,155	403,340	385,925	405,117	1,777	0.4%
Data Sources	359,005	413,250	472,525	412,920	(330)	-0.1%
Information Technology	2,330,827	2,371,191	2,346,300	1,970,921	(400,270)	-16.9%
Technology Infrastructure	2,584,938	2,891,894	2,901,712	3,464,930	573,036	19.8%
Customer Care	1,140,000	1,410,200	1,381,555	1,493,852	83,652	5.9%
Business Solutions	1,551,290	1,987,308	2,017,906	2,133,807	146,499	7.4%
Project Management	910,323	921,767	865,581	367,816	(553,951)	-60.1%
Client Services	208,355	351,040	215,826	385,745	34,705	9.9%
Customer Service Centres	347,545	514,000	480,125	678,672	228,672	44.5%
Dispatch Services/Call Centre	1,359,936	1,556,440	1,533,535	1,542,725	(23,715)	-1.5%
Pay/Costing Systems	811,918	900,570	852,094	920,885	20,315	2.3%
E-Access & Services	288,312	504,260	559,902	560,261	55,001	11.1%
Visitor Services	585,079	732,781	682,034	541,201	(188,060)	-25.7%
Net Cost	\$13,654,391	\$16,102,990	\$15,735,277	\$16,146,009	\$43,019	0.3%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		16,103
1	Salaries and benefits adjustments which include changes resulting from collective agreements, merit increases, and classification reviews	383
2	Budget efficiencies identified	(438)
3	Envelope adjustments related to inflation and operating reductions requested by the Executive Management Team	100
3	Reduction in leasing costs and miscellaneous adjustments	(80)
4	Transfer of Business Planning from Finance	78
2006/07 Budget		16,146

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> • Facilitate Service Improvement Review
	<ul style="list-style-type: none"> • Increase GIS support for Council and corporate priorities • Improve quality of intake for after-hour dispatch services • Centralize and coordinate management of asset data (base inventory) • Develop public Internet mapping site to provide access to community and service information • Improve access to and management of corporate documents and records • Increase coverage for peak call hours at the Corporate Call Centre & Dispatch Services
Decreases:	<ul style="list-style-type: none"> • Longer retrieval times for accessing manual records and documents at the Corporate Records Centre; resources reallocated to corporate document / record management system implementation

Business Unit Goals

Strategic Goals:
1. Support Performance Measurement - <i>Provide a systematic framework for validating HRM service delivery with citizens, through a Service Improvement Review, and ensure performance measures and tools are in place for each business unit to measure efficiency and effectiveness, reporting to Council.</i>
2. Support Council's Community Relations - Citizen Engagement Strategy <i>through development of a central repository of community based information accessible through web technologies.</i>
3. Support Corporate Asset Management <i>by guiding the organization in the collection and maintenance of data and information to support this activity.</i>
4. Advance the Integrated Service Contact Strategy <i>to ensure that the channels of citizen access to the information and services of HRM are citizen-focussed, reliable, and meet the citizen's stated service needs.</i>
Operational Goals:
1. Information Technology is Managed Effectively <i>through the implementation of the ITIL foundation (Information Technology Infrastructure Library) best practices.</i>
2. Ensure HRM is Prepared for Change <i>in our rapidly changing environment through leveraging technological investment, partnerships with other levels of government and external entities, and process improvement.</i>
3. Improve Management of Corporate Documents/Records <i>through the implementation of a corporate document/records management system.</i>
4. Realign GISS Services to Address Corporate Needs & Council Focus Areas.
5. Complete Civic Address Corrections Project <i>in the urban core.</i>
6. Protection of Information <i>through the appropriate use and monitoring/auditing of tools and systems to ensure citizen privacy.</i>
7. Support Optimization of Enterprise Systems <i>to support integration, quality, accountability, and delivery of management information..</i>
8. Implement Integrated Authentication for Staff and Citizens <i>through the implementation of Portal technology on the web.</i>

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %		
Director of Business Plan. & Info Mgmt							
A610 Director of Business Planning & I	\$356,353	\$410,270	\$386,488	\$519,965	109,695	26.7%	
A630 Shared Services Co-ordination	79	0	0	0	0	-	
A640 Vehicle Tracking & Communicat	0	25,000	30,874	25,000	0	0.0%	
Director of Business Plan. & Info Mgr	356,432	435,270	417,362	544,965	109,695	25.2%	
Data Knowledge Management							
A642 Data/Knowledge Management	113,016	257,689	215,502	249,504	(8,185)	-3.2%	
Data Knowledge Management	113,016	257,689	215,502	249,504	(8,185)	-3.2%	
Information Resource Management							
A122 Information Resource Managemen	275,049	441,990	421,300	472,688	30,698	6.9%	
A123 Corporate Library	0	0	0	0	0	-	
Information Resource Management	275,049	441,990	421,300	472,688	30,698	6.9%	
Geographic Information Services							
A635 GIS	438,619	408,340	388,126	410,117	1,777	0.4%	
Geographic Information Services	438,619	408,340	388,126	410,117	1,777	0.4%	
Data Sources							
C330 Civic Addressing	359,150	413,250	475,053	412,920	(330)	-0.1%	
Data Sources	359,150	413,250	475,053	412,920	(330)	-0.1%	
Information Technology							
A410 Administration - IT	2,331,130	2,371,191	2,350,831	1,970,921	(400,270)	-16.9%	
Information Technology	2,331,130	2,371,191	2,350,831	1,970,921	(400,270)	-16.9%	
Technology Infrastructure							
A440 Technology Infrastructure	2,625,729	2,891,894	2,963,203	3,464,930	573,036	19.8%	
A444 Systems & Networks	0	0	0	0	0	-	
Technology Infrastructure	2,625,729	2,891,894	2,963,203	3,464,930	573,036	19.8%	
Customer Care							
A420 Customer Care	1,147,081	1,410,200	1,381,533	1,493,852	83,652	5.9%	
A441 Helpdesk	(12,050)	0	0	0	0	-	
A442 PC Support	5,036	0	32	0	0	-	
Customer Care	1,140,068	1,410,200	1,381,565	1,493,852	83,652	5.9%	
Business Solutions							
A430 Business Solutions	1,561,374	1,987,308	2,017,906	2,133,807	146,499	7.4%	
Business Solutions	1,561,374	1,987,308	2,017,906	2,133,807	146,499	7.4%	
Project Management							
A435 Project Management	169,711	165,332	178,478	244,966	79,634	48.2%	
A436 CAD/RMS	840,861	756,435	687,103	122,850	(633,585)	-83.8%	
Project Management	1,010,572	921,767	865,581	367,816	(553,951)	-60.1%	
Client Services							
A461 Client Services	147,746	220,900	171,422	170,595	(50,305)	-22.8%	
A437 Land Information System (Operat	60,610	130,140	44,443	215,150	85,010	65.3%	
Client Services	208,356	351,040	215,865	385,745	34,705	9.9%	

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Customer Service Centres						
A661 Admin. & Storefont	81,098	159,370	105,760	395,025	235,655	147.9%
A663 Alderney Gate	94,295	97,570	114,773	98,365	795	0.8%
A664 West End Mall	84,107	98,820	93,700	99,065	245	0.2%
A665 Scotia Square	164,174	171,750	177,800	147,487	(24,263)	-14.1%
A666 Cole Harbour Place	83,928	101,320	111,026	99,365	(1,955)	-1.9%
A667 Acadia Centre	89,951	95,170	104,524	99,365	4,195	4.4%
A668 Musquodoboit Harbour	2,223	6,000	21,084	20,000	14,000	233.3%
Customer Service Centres	599,776	730,000	728,666	958,672	228,672	31.3%
Dispatch Services/Call Centre						
A671 Dispatch Services	259,373	266,000	255,783	0	(266,000)	-100.0%
A625 Corporate Call Centre	1,100,563	1,300,440	1,277,752	1,542,725	242,285	18.6%
Dispatch Services/Call Centre	1,359,936	1,566,440	1,533,535	1,542,725	(23,715)	-1.5%
Pay/Costing Systems						
A615 Payroll & Admin Serv	815,518	908,370	863,494	928,685	20,315	2.2%
Pay/Costing Systems	815,518	908,370	863,494	928,685	20,315	2.2%
E-Access & Services						
A681 E-Access & Services	315,260	504,260	559,982	560,261	56,001	11.1%
E-Access & Services	315,260	504,260	559,982	560,261	56,001	11.1%
Visitor Services						
C740 Visitor Services Staff Support	674,936	789,261	738,206	601,201	(188,060)	-23.8%
C745 International Visitor Centre Opera	2,118	0	0	0	0	-
C750 Visitor Info. Centres	3,556	0	0	0	0	-
C799 Visitor Services-Clear. Acct Staff	10,192	0	8,295	0	0	-
Visitor Services	690,801	789,261	746,501	601,201	(188,060)	-23.8%
Total	\$14,200,785	\$16,388,270	\$16,144,472	\$16,498,809	110,539	0.7%

Business Planning & Information Management

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & I	\$0	\$0	(\$375)	\$0	0	-
Director of Business Plan. & Info Mgr	0	0	(375)	0	0	-
Data Knowledge Management						
A642 Data/Knowledge Management	(44)	0	(331)	0	0	-
Data Knowledge Management	(44)	0	(331)	0	0	-
Information Resource Management						
A122 Information Resource Management	(749)	0	(13,210)	0	0	-
Information Resource Management	(749)	0	(13,210)	0	0	-
Geographic Information Services						
A635 GIS	(15,464)	(5,000)	(2,202)	(5,000)	0	-0.0%
Geographic Information Services	(15,464)	(5,000)	(2,202)	(5,000)	0	-0.0%
Data Sources						
C330 Civic Addressing	(145)	0	(2,528)	0	0	-
Data Sources	(145)	0	(2,528)	0	0	-
Information Technology						
A410 Administration - IT	(303)	0	(4,532)	0	0	-
Information Technology	(303)	0	(4,532)	0	0	-
Technology Infrastructure						
A440 Technology Infrastructure	(40,790)	0	(61,491)	0	0	-
A444 Systems & Networks	0	0	0	0	0	-
Technology Infrastructure	(40,790)	0	(61,491)	0	0	-
Customer Care						
A420 Customer Care	(68)	0	0	0	0	-
Customer Care	(68)	0	0	0	0	-
Business Solutions						
A430 Business Solutions	(83)	0	0	0	0	-
Business Solutions	(83)	0	0	0	0	-
Project Management						
A436 CAD/RMS	(100,249)	0	0	0	0	-
Project Management	(100,249)	0	0	0	0	-
Client Services						
A437 Land Information System (Operat	0	0	(39)	0	0	-
Client Services	0	0	(39)	0	0	-

Business Planning & Information Management

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Customer Service Centres						
A661 Admin. & Storefront	(252,232)	(216,000)	(248,540)	(280,000)	(64,000)	29.6%
Customer Service Centres	(252,232)	(216,000)	(248,540)	(280,000)	(64,000)	29.6%
Pay/Costing Systems						
A615 Payroll & Admin Serv	(3,600)	(7,800)	(11,400)	(7,800)	0	-0.0%
Pay/Costing Systems	(3,600)	(7,800)	(11,400)	(7,800)	0	-0.0%
E-Access & Services						
A681 E-Access & Services	(26,948)	0	(80)	0	0	-
E-Access & Services	(26,948)	0	(80)	0	0	-
Visitor Services						
C740 Visitor Services Staff Support	(105,722)	(56,480)	(64,467)	(60,000)	(3,520)	6.2%
C745 International Visitor Centre Opera	0	0	0	0	0	-
C750 Visitor Info. Centres	0	0	0	0	0	-
Visitor Services	(105,722)	(56,480)	(64,467)	(60,000)	(3,520)	6.2%
Total	(\$546,395)	(\$285,280)	(\$409,195)	(\$352,800)	(67,520)	23.7%

Business Planning & Information Management

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %		
Director of Business Plan. & Info Mgmt							
A610 Director of Business Planning & I	\$356,353	\$410,270	\$386,113	\$519,965	109,695	26.7%	
A630 Shared Services Co-ordination	79	0	0	0	0	-	
A640 Vehicle Tracking & Communicat	0	25,000	30,874	25,000	0	0.0%	
Director of Business Plan. & Info Mgr	356,432	435,270	416,987	544,965	109,695	25.2%	
Data Knowledge Management							
A642 Data/Knowledge Management	112,972	257,689	215,171	249,504	(8,185)	-3.2%	
Data Knowledge Management	112,972	257,689	215,171	249,504	(8,185)	-3.2%	
Information Resource Management							
A122 Information Resource Managemen	274,301	441,990	408,090	472,688	30,698	6.9%	
A123 Corporate Library	0	0	0	0	0	-	
Information Resource Management	274,301	441,990	408,090	472,688	30,698	6.9%	
Geographic Information Services							
A635 GIS	423,156	403,340	385,925	405,117	1,777	0.4%	
Geographic Information Services	423,156	403,340	385,925	405,117	1,777	0.4%	
Data Sources							
C330 Civic Addressing	359,005	413,250	472,525	412,920	(330)	-0.1%	
Data Sources	359,005	413,250	472,525	412,920	(330)	-0.1%	
Information Technology							
A410 Administration - IT	2,330,827	2,371,191	2,346,300	1,970,921	(400,270)	-16.9%	
Information Technology	2,330,827	2,371,191	2,346,300	1,970,921	(400,270)	-16.9%	
Technology Infrastructure							
A440 Technology Infrastructure	2,584,938	2,891,894	2,901,712	3,464,930	573,036	19.8%	
A444 Systems & Networks	0	0	0	0	0	-	
Technology Infrastructure	2,584,938	2,891,894	2,901,712	3,464,930	573,036	19.8%	
Customer Care							
A420 Customer Care	1,147,013	1,410,200	1,381,533	1,493,852	83,652	5.9%	
A441 Helpdesk	(12,050)	0	0	0	0	-	
A442 PC Support	5,036	0	32	0	0	-	
Customer Care	1,140,000	1,410,200	1,381,565	1,493,852	83,652	5.9%	
Business Solutions							
A430 Business Solutions	1,561,290	1,987,308	2,017,906	2,133,807	146,499	7.4%	
Business Solutions	1,561,290	1,987,308	2,017,906	2,133,807	146,499	7.4%	
Project Management							
A435 Project Management	169,711	165,332	178,478	244,966	79,634	48.2%	
A436 CAD/RMS	740,612	756,435	687,103	122,850	(633,585)	-83.8%	
Project Management	910,323	921,767	865,581	367,816	(553,951)	-60.1%	

Business Planning & Information Management

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %	
Client Services						
A461 Client Services	147,746	220,900	171,422	170,595	(50,305)	-22.8%
A437 Land Information System (Operat	60,610	130,140	44,404	215,150	85,010	65.3%
Client Services	208,356	351,040	215,826	385,745	34,705	9.9%
Customer Service Centres						
A661 Admin. & Storefront	(171,133)	(56,630)	(142,780)	115,025	235,655	-416.1%
A663 Alderney Gate	94,295	97,570	114,773	98,365	795	0.8%
A664 West End Mall	84,107	98,820	93,700	99,065	245	0.2%
A665 Scotia Square	164,174	171,750	177,800	147,487	(24,263)	-14.1%
A666 Cole Harbour Place	83,928	101,320	111,026	99,365	(1,955)	-1.9%
A667 Acadia Centre	89,951	95,170	104,524	99,365	675	0.7%
A668 Musquodoboit Harbour	2,223	6,000	21,084	20,000	14,000	233.3%
Customer Service Centres	347,545	514,000	480,125	678,672	228,672	44.5%
Dispatch Services/Call Centre						
A671 Dispatch Services	259,373	266,000	255,783	0	(333,520)	-125.4%
A625 Corporate Call Centre	1,100,563	1,300,440	1,277,752	1,542,725	242,285	18.6%
Dispatch Services/Call Centre	1,359,936	1,566,440	1,533,535	1,542,725	(23,715)	-1.5%
Pay/Costing Systems						
A615 Payroll & Admin Serv	811,918	900,570	852,094	920,885	20,315	2.3%
Pay/Costing Systems	811,918	900,570	852,094	920,885	20,315	2.3%
E-Access & Services						
A681 E-Access & Services	288,312	504,260	559,902	560,261	56,001	11.1%
E-Access & Services	288,312	504,260	559,902	560,261	56,001	11.1%
Visitor Services						
C740 Visitor Services Staff Support	569,214	732,781	673,739	541,201	(188,060)	-25.7%
C745 International Visitor Centre Opera	2,118	0	0	0	0	-
C750 Visitor Info. Centres	3,556	0	0	0	109,695	-
C799 Visitor Services-Clear. Acct Staff	10,192	0	8,295	0	0	-
Visitor Services	585,079	732,781	682,034	541,201	(188,060)	-25.7%
Total	\$13,654,391	\$16,102,990	\$15,735,277	\$16,146,009	43,019	0.3%

Business Planning & Information Management

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$8,244,324	\$9,799,245	\$9,279,308	\$10,245,573	446,328	4.6%
2 Office Costs	1,708,105	1,944,810	1,996,384	2,088,636	143,826	7.4%
3 Professional Fees	3,674	5,500	9,101	15,000	9,500	172.7%
4 Legal & Consulting Fees	149,053	266,160	309,906	298,060	31,900	12.0%
5 External Services	126,596	232,100	286,821	228,000	(4,100)	-1.8%
6 Uniforms & Clothing	7,603	6,100	5,712	4,300	(1,800)	-29.5%
7 Supplies & Materials	10,597	0	2,795	0	0	-
8 Utilities	608	3,300	1,662	2,300	(1,000)	-30.3%
9 Building Costs	5,472	7,000	7,648	6,500	(500)	-7.1%
10 Equipment & Communications	3,320,449	3,390,451	3,507,657	2,938,802	(451,649)	-13.3%
11 Vehicle Expense	79	0	0	0	0	-
12 Travel	81,946	90,573	80,999	100,767	10,194	11.3%
13 Training & Education	162,583	238,093	240,250	215,834	(22,259)	-9.3%
14 Facilities Rental	168,900	151,505	129,280	119,005	(32,500)	-21.5%
15 Advertising & Promotion	27,937	45,230	30,435	32,200	(13,030)	-28.8%
16 Other Goods & Services	108,536	152,203	188,424	147,432	(4,771)	-3.1%
17 Interdepartmental	19,322	1,000	(1,509)	1,400	400	40.0%
18 Transfer Outside Agencies	55,000	55,000	55,000	55,000	0	0.0%
19 Transfer to/from Reserves	0	0	14,600	0	0	-
Total	\$14,200,785	\$16,388,270	\$16,144,472	\$16,498,809	110,539	0.7%
Revenues						
20 Transfers from other Gov'ts	\$0	(\$56,480)	(\$56,480)	\$0	56,480	-100.0%
20 Licenses & Permits	(67,956)	(62,500)	(48,659)	(52,500)	10,000	-16.0%
21 Rental & Leasing	(12,880)	(6,000)	(12,650)	(10,000)	(4,000)	66.7%
22 Sales Revenue	(187,153)	(150,000)	(190,343)	(220,000)	(70,000)	46.7%
23 Other Revenue	(278,405)	(10,300)	(101,063)	(70,300)	(60,000)	582.5%
Total	(\$546,395)	(\$285,280)	(\$409,195)	(\$352,800)	(67,520)	23.7%
Net Cost	\$13,654,391	\$16,102,990	\$15,735,277	\$16,146,009	43,019	0.3%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Business Planning & Information Management			
CID00630 Server Consolidation/Life Cycle Extnsion	281,000	281,000	281,000
CID00631 Asset Management	0	350,000	500,000
CID00707 E-Commerce & Web Services	260,000	210,000	210,000
CID00710 Corporate Document/Record Management	300,000	400,000	400,000
CID00748 Fiber Optics Network	75,000	0	0
CID00887 Council Chamber Technology Upgrades	100,000	300,000	0
CID00888 Knowledge Management Tool	100,000	0	0
CID00889 Public Mapping Site & Repository	50,000	50,000	75,000
CID00903 Connecting HRM (Rural Broadband)	3,525,000	0	2,800,000
CIM00204 SAP Process Stabilization & Enhancement	265,000	0	0
CIY00019 Civic Address Datat Project Phase 3	0	0	0
CHA00160 Vehicle Tracking & Communication	1,800,000	0	0
Total	6,756,000	1,591,000	4,266,000

Community, Culture and Economic Development

Business Plan - 2006/2007

Business Unit Overview:

Community, Culture and Economic Development (CCED) delivers a variety of programs and services to enhance the quality of life for residents and communities within HRM. Through programs and services delivered directly to residents, CCED is often the “face” of the municipality within communities. With responsibility for areas such as recreation programming, community development, culture and heritage, facility development, real property planning, Capital District, and civic events, CCED plays a key role in building strong communities throughout the municipality.

Acting Director: Carol Macomber

Culture and Heritage
Carol Macomber

Culture and Heritage staff focus on policy development; public awareness; community partnerships; facilitating cultural and artistic growth, and increasing community capacity through facility management and investment in infrastructure. *Capital District* staff work to maintain a healthy urban core for HRM in the areas of planning, design, maintenance, transportation and community safety. *Film Liaison* works with the film industry to streamline the permitting process for production companies interested in filming in the municipality.

**Community
Recreation Services**
Karen MacTavish

Community Recreation offers direct and indirect recreation and leisure programs, facility membership opportunities, drop-in programs and services, and an Outdoor Recreation section. In addition to "dryland" programs, CRS operates *aquatics programming* which includes pools, beaches, swimming lessons, and recreational swims. *Facility Scheduling* coordinates bookings and manages customer service for outdoor parks, sports fields, arenas, and Halifax Regional School Board facilities.

**Community
Development**
Bob Nauss

Community Developers support community groups through assistance such as board development, facility management, business and strategic planning, and leadership and volunteer training. *Civic Events and Festivals* manages special events that are implemented directly by HRM, support external events that require assistance from the municipality, manage risk created by special events, and coordinate municipal services for events.

Facility Management
Doug Rafuse
Margaret Soley

Facility Development provides leadership in the implementation of a regionally significant community, recreation, and cultural facility development program for HRM. *Service Delivery* negotiates and administers management and operating agreements with facilities and supports external agency facility needs.

**Real Property
Planning**
Peter Bigelow

Real Property Planning develops policy for urban forestry, outdoor facility and open space master plans, and land use as well as assists in disposals and development. *Regional Trails* coordinates the planning and development of community and regional trails throughout HRM.

**Social Policy
Development**
Barbara Nehiley

Social Policy Development builds partnerships with other research and social policy groups in HRM, as well as with municipal, provincial, and national stakeholders to disseminate strategic knowledge, analysis, program design and action strategies for CCED, HRM and community. The aim is to develop best practices tools for delivery of service through policy development, research, and design.

**Summary of
Business Unit
Structure Changes:**

- Added staff from Real Property Planning in the former Real Property and Asset Management (RPAM) Business Unit
- Added staff from Service Delivery in the former RPAM
- Added staff from Social Policy Planning in Planning and Development
- Added staff from Heritage Planning in Planning and Development

Staff Complement:

Full Time Equivalent (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	90	90	115
Term / Casual:	N/A	N/A	N/A

Community, Culture & Economic Development

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$18,979,133	\$18,559,667	\$19,285,715	\$21,731,770	\$3,172,103	17.1%
Revenues	(\$8,530,928)	(\$7,689,201)	(\$8,796,518)	(\$9,340,964)	(\$1,651,763)	21.5%
Net Budget						
RTC Administration	1,614,687	1,409,150	1,452,897	1,992,454	583,304	41.4%
Market Development	373,586	382,886	382,917	387,157	4,271	1.1%
Capital District	384,127	600,780	494,652	727,358	126,578	21.1%
Culture & Heritage	536,890	391,849	418,177	638,270	246,421	62.9%
Recreation Prog. Admin	880,748	973,804	768,258	984,777	10,973	1.1%
Outdoor Specialists	164,899	205,417	205,823	226,600	21,183	10.3%
CVSC	215,310	229,422	228,718	304,692	75,270	32.8%
Aquatics	286,522	379,138	384,320	327,120	(52,018)	-13.7%
Mainland South	473,757	474,556	480,005	543,733	69,177	14.6%
Mainland North, Lakeside, Timb.	687,714	672,535	677,598	695,884	23,349	3.5%
Bedford, Sackville, Fall River	710,265	703,347	691,256	737,077	33,730	4.8%
Cole Hbr/Musquodoboit Hbr/Lake Ed	697,281	783,327	766,100	748,745	(34,582)	-4.4%
Peninsula	876,199	835,238	860,784	874,261	39,023	4.7%
Dartmouth	649,681	654,083	654,509	692,460	38,377	5.9%
Arenas	43,563	(55,364)	20,374	(37,560)	17,804	-32.2%
Outdoor & HRSB Facilities	171,279	316,845	302,529	312,562	(4,283)	-1.4%
Clearing Account - Recreation	54,130	0	67,539	0	0	-
Area Services	55,038	48,000	52,259	51,450	3,450	7.2%
Community Development	1,915,629	1,862,103	1,979,765	2,183,766	321,663	17.3%
Area Rate Services	(390,574)	3,350	(409,462)	(0)	(3,350)	-100.0%
Grants & Museum	46,476	0	181	0	0	-
Net Cost	\$10,448,205	\$10,870,466	\$10,489,197	\$12,390,806	\$1,520,340	14.0%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		10,198.6
1	Salaries, wages and benefits - includes cost changes from merit increases, classification review, employee benefit costs, workers compensation rate increase, two new positions for facility development, and service reductions through delaying to fill existing vacant positions.	602.8
2	Lease transferred to Fiscal for Musquodoboit Harbour Fitness Centre	(51.1)
3	Reduction in recreation equipment	(25.0)
4	Reduction in corporate expenditures (telephones, equipment, etc.)	(92.0)
5	Increase to Civic Events budget for Halifax International Air Show	30.0
6	Adjustment to Civic Events revenue to correct 2005/06 error	118.0
7	Reduction in Special Spaces and Places Program	(25.0)
8	Funding to maintain Parkland Planner position in Real Property Planning unit	55.0
9	Increase to address Youth, Community Recreation, and Community Development Council Focus Areas	150.0
10	Funding to support community groups operating HRM-owned recreation facilities through management agreements	250.0
11	Increase to hire new community development staff to support implementation of the Regional Plan and Council Focus Areas (reflects three full time staff pro-rated to reflect 9 months of employment in 06/07)	157.5
12	Salaries, benefits, and administrative costs for existing staff transferred to CCED from other Business Units as a result of HRM re-organization	1,022.0
2006/07 Budget		12,390.8

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> Enhanced maintenance program in the Capital District
	<ul style="list-style-type: none"> Implementation of some of the immediate short term goals in the Cultural Plan
	<ul style="list-style-type: none"> Increased community development resources to support implementation of the Regional Plan and Council Focus Areas
	<ul style="list-style-type: none"> Improved decision-making structure and process for grants and contributions programs related to heritage and civic events
	<ul style="list-style-type: none"> Improved alignment of Culture and Heritage service delivery throughout HRM
	<ul style="list-style-type: none"> Implementation of some actions from the CCED Youth Strategy, including expansion of HRM Kids, a youth conference, and a mobile skate park program
	<ul style="list-style-type: none"> Implementation of some aspects of the HRM Immigration Strategy
	<ul style="list-style-type: none"> Development of an access policy for recreation programming
	<ul style="list-style-type: none"> Creation of a program to provide programming aid to community groups operating HRM-owned recreation facilities
	<ul style="list-style-type: none"> Streamlined project planning and improved community engagement in new facility development
Decreases:	<ul style="list-style-type: none"> Increasing costs for events may result in decreased support to some events over the next two to three years
	<ul style="list-style-type: none"> New requirements in the urban core due to the Regional Plan, the Cultural Plan, and the Economic Strategy will pressure existing Capital District staff, resulting in possible increases in implementation time for some Capital District initiatives
	<ul style="list-style-type: none"> Increasing number and complexity of Real Property Planning projects will cause issues meeting deadlines and engaging effectively with community
	<ul style="list-style-type: none"> Reduction of Special Spaces and Places funding will affect support to community groups delivering programs in HRM-owned culture and heritage facilities
	<ul style="list-style-type: none"> Potential lack of funds in Major Event Facilities Reserve (depending on committee decision related to 0.5% increase in the marketing levy)
	<ul style="list-style-type: none"> Elimination of Interactive Voice Recognition (IVR) system for recreation program registration
	<ul style="list-style-type: none"> Due to increasing focus on youth programming, adult recreation programming will not be a growth area

Business Unit Goals

Strategic Goals:
1. Implement a comprehensive approach to support youth
2. Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles
3. Foster cultural development throughout HRM
4. Continue to develop and promote a healthy and vibrant Capital District
5. Support the implementation of the HRM Regional Plan
Operational Goals:
1. Support corporate and Council priorities by integrating services, aligning resources, and identifying alternative service delivery
2. Improve access to programs and services
3. Encourage use of community development and volunteer models

Community, Culture & Economic Development

Summary of Gross Expenditures by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
RTC Administration	1,629,687	1,409,150	1,497,938	1,992,454	583,304	41.4%
Market Development	1,656,990	1,582,886	1,735,458	1,777,157	194,271	12.3%
Capital District	1,427,337	1,687,723	1,597,256	1,884,924	197,201	11.7%
Culture & Heritage	542,774	401,849	421,797	638,270	236,421	58.8%
Recreation Prog. Admin	885,141	973,804	787,250	984,777	10,973	1.1%
Outdoor Specialists	265,886	308,417	308,225	327,600	19,183	6.2%
CWSC	552,706	562,062	570,017	636,632	74,570	13.3%
Aquatics	1,094,598	1,151,066	1,236,200	1,107,318	(43,748)	-3.8%
Mainland South	792,953	786,556	826,561	872,283	85,727	10.9%
Mainland North, Lakeside, Timb.	905,441	902,535	917,123	929,584	27,049	3.0%
Bedford, Sackville, Fall River	1,080,169	1,067,347	1,066,883	1,109,477	42,130	3.9%
Cole Hbr/Musquodoboit Hbr/Lake Echo	1,034,038	1,098,327	1,090,914	1,070,145	(28,182)	-2.6%
Peninsula	1,223,690	1,138,738	1,172,769	1,161,561	22,823	2.0%
Dartmouth	1,016,081	897,748	973,734	990,642	92,894	10.3%
Arenas	1,089,479	1,059,636	1,031,527	1,043,540	(16,096)	-1.5%
Outdoor & HRSB Facilities	552,377	316,845	836,226	845,562	528,717	166.9%
Clearing Account - Recreation	49,022	0	60,879	0	0	-
Area Services	141,668	63,400	139,834	66,850	3,450	5.4%
Community Development	2,420,061	2,177,903	2,392,037	2,591,566	413,663	19.0%
Area Rate Services	572,560	973,675	622,945	1,701,428	727,753	74.7%
Grants & Museum	46,476	0	144	0	0	-
Total	\$18,979,133	\$18,559,667	\$19,285,715	\$21,731,770	\$3,172,103	17.1%

Community, Culture & Economic Development

Summary of Revenues by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
RTC Administration	(15,000)	0	(45,041)	0	0	-
Market Development	(1,283,404)	(1,200,000)	(1,352,541)	(1,390,000)	(190,000)	15.8%
Capital District	(1,043,210)	(1,086,943)	(1,102,604)	(1,157,566)	(70,623)	6.5%
Culture & Heritage	(5,884)	(10,000)	(3,621)	0	10,000	-100.0%
Recreation Prog. Admin	(4,392)	0	(18,992)	0	0	-
Outdoor Specialists	(100,987)	(103,000)	(102,402)	(101,000)	2,000	-1.9%
CWSC	(337,397)	(332,640)	(341,299)	(331,940)	700	-0.2%
Aquatics	(808,077)	(771,928)	(851,880)	(780,198)	(8,270)	1.1%
Mainland South	(319,196)	(312,000)	(346,556)	(328,550)	(16,550)	5.3%
Mainland North, Lakeside, Timb.	(217,727)	(230,000)	(239,525)	(233,700)	(3,700)	1.6%
Bedford, Sackville, Fall River	(369,904)	(364,000)	(375,627)	(372,400)	(8,400)	2.3%
Cole Hbr/Musquodoboit Hbr/Lake Echo	(336,757)	(315,000)	(324,814)	(321,400)	(6,400)	2.0%
Peninsula	(347,491)	(303,500)	(311,984)	(287,300)	16,200	-5.3%
Dartmouth	(366,400)	(243,665)	(309,225)	(298,182)	(54,517)	22.4%
Arenas	(1,045,916)	(1,115,000)	(1,011,153)	(1,081,100)	33,900	-3.0%
Outdoor & HRSB Facilities	(381,098)	0	(533,697)	(533,000)	(533,000)	-
Clearing Account REC	5,108	0	6,660	0	0	-
Area Services	(85,630)	(15,400)	(87,575)	(15,400)	0	-0.0%
Community Development	(504,432)	(315,800)	(412,272)	(407,800)	(92,000)	29.1%
Area Rate Services	(963,134)	(970,325)	(1,032,407)	(1,701,428)	(731,103)	75.3%
Grants	0	0	37	0	0	-
Total	(\$8,530,928)	(\$7,689,201)	(\$8,796,537)	(\$9,340,964)	(\$1,651,763)	21.5%

Community, Culture & Economic Development

Summary of Net Expenditures by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
RTC Administration	1,614,687	1,409,150	1,452,897	1,992,454	583,304	41.4%
Market Development	373,586	382,886	382,917	387,157	4,271	1.1%
Capital District	384,127	600,780	494,652	727,358	126,578	21.1%
Culture & Heritage	536,890	391,849	418,177	638,270	246,421	62.9%
Recreation Prog. Admin	880,748	973,804	768,258	984,777	10,973	1.1%
Outdoor Specialists	164,899	205,417	205,823	226,600	21,183	10.3%
CWSC	215,310	229,422	228,718	304,692	75,270	32.8%
Aquatics	286,522	379,138	384,320	327,120	(52,018)	-13.7%
Mainland South	473,757	474,556	480,005	543,733	69,177	14.6%
Mainland North, Lakeside, Timb.	687,714	672,535	677,598	695,884	23,349	3.5%
Bedford, Sackville, Fall River	710,265	703,347	691,256	737,077	33,730	4.8%
Cole Hbr/Musquodoboit Hbr/Lake Echo	697,281	783,327	766,100	748,745	(34,582)	-4.4%
Peninsula	876,199	835,238	860,784	874,261	39,023	4.7%
Dartmouth	649,681	654,083	664,509	692,460	38,377	5.9%
Arenas	43,563	(55,364)	20,374	(37,560)	17,804	-32.2%
Outdoor & HRSB Facilities	171,279	316,845	302,529	312,562	(4,283)	-1.4%
Clearing Account - Recreation	54,130	0	67,539	0	0	-
Area Services	56,038	48,000	52,259	51,450	3,450	7.2%
Community Development	1,915,629	1,862,103	1,979,765	2,183,766	321,663	17.3%
Area Rate Services	(390,574)	3,350	(409,462)	(0)	(3,350)	-100.0%
Grants & Museum	46,476	0	181	0	0	-
Total	\$10,448,205	\$10,870,466	\$10,489,197	\$12,390,806	\$1,520,340	14.0%

Community, Culture & Economic Development

Summary by Expense & Revenue Types

Item	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$8,594,039	\$8,550,463	\$9,264,138	\$9,679,107	\$1,128,644	13.2%
2 Office Costs	574,486	577,293	519,824	915,104	337,811	58.5%
3 Professional Fees	3,595	3,900	7,043	3,132	(768)	-19.7%
4 Legal & Consulting Fees	7,332	42,383	2,250	45,563	3,180	7.5%
5 External Services	499,827	637,838	648,929	712,770	74,932	11.7%
6 Uniforms & Clothing	37,791	20,800	15,048	21,757	957	4.6%
7 Salt	15	0	0	0	0	-
8 Supplies & Materials	398,060	298,712	395,619	314,169	15,457	5.2%
9 Utilities	183,617	147,864	224,109	166,514	18,650	12.6%
10 Building Costs	112,694	141,045	189,677	160,493	19,448	13.8%
11 Equipment & Communications	256,570	215,010	302,016	160,140	(54,870)	-25.5%
12 Vehicle Expense	4,698	7,300	3,640	4,500	(2,800)	-38.4%
13 Travel	144,094	159,630	142,945	170,680	11,050	6.9%
14 Training & Education	43,203	53,550	36,351	46,450	(7,100)	-13.3%
15 Facilities Rental	414,242	316,140	332,672	272,910	(43,230)	-13.7%
16 Advertising & Promotion	129,238	176,100	96,796	150,975	(25,125)	-14.3%
17 Other Goods & Services	1,453,331	1,651,616	1,206,414	2,477,897	263,981	16.0%
18 Interdepartmental	2,558,415	2,438,117	2,476,481	2,465,350	27,233	1.1%
19 Debt-Interest	66,446	59,894	88,287	134,203	74,309	124.1%
20 Debt Principal	112,262	166,050	180,576	170,725	4,675	2.8%
21 Transfer Outside Agencies	3,001,699	2,569,416	3,247,039	3,344,613	775,197	30.2%
22 Insurance Costs	14,107	12,945	11,110	12,945	0	0.0%
23 Grants & Tax Concessions	360,281	197,961	100,593	209,281	11,320	5.7%
24 Transfer to/from Reserves	65,645	75,000	(13,680)	50,000	(25,000)	-33.3%
25 Fire Protection	0	0	0	0	0	-
26 Provision for Allowance	40,320	30,307	30,197	32,633	2,326	7.7%
27 Other Fiscal	83	0	7	0	0	-
28 Prior year Surplus/Deficit	(96,958)	10,333	(222,366)	9,859	(474)	-4.6%
Total	\$18,979,133	\$18,559,667	\$19,285,715	\$21,731,770	\$3,172,103	17.1%
Revenues						
13 Tax Revenues	(158,500)	(166,800)	(166,800)	(177,900)	(11,100)	6.7%
14 Area Rate Revenue	(1,705,506)	(1,813,768)	(1,850,045)	(2,553,266)	(177,198)	9.8%
15 Payments in Lieu of taxes	451	0	0	0	0	-
16 Licenses & Permits	(3,285)	0	(1,625)	0	0	-
17 Rental & Leasing	(974,921)	(445,100)	(1,100,050)	(1,059,645)	(614,545)	138.1%
18 Recreational Revenue	(2,701,750)	(2,929,256)	(3,413,556)	(3,385,625)	(456,369)	15.6%
19 Sales Revenue	(201,157)	(131,800)	(174,983)	(164,300)	(32,500)	24.7%
20 Other Revenue	(2,774,294)	(2,202,477)	(2,089,459)	(2,000,228)	202,249	-9.2%
21 Interdepartmental Revenue	(11,966)	0	0	0	0	-
Total	(\$8,530,928)	(\$7,689,201)	(\$8,796,518)	(\$9,340,964)	(\$1,651,763)	21.5%
Net Cost	\$10,448,205	\$10,870,466	\$10,489,197	\$12,390,806	\$1,520,340	14.0%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Community, Culture & Economic Development			
CBG00700 Peninsula Gym	900,000	0	0
CBG00720 Prospect Community Centre	0	0	3,960,000
CBG00898 Spryfield Lions Arena	75,000	0	0
CDG00271 Downtown Streetscapes	950,000	1,000,000	872,000
CDG00302 Community Signage	130,000	50,000	50,000
CDG00332 Capital District Wayfinding	0	90,000	90,000
CDG00487 Public Art-Repair & New	25,000	25,000	25,000
CDG00490 Urban Design Study	0	0	0
CDG00493 Implement Greenway Study	40,000	63,000	0
CDG00509 Heritage Incentive Program	105,000	55,000	55,000
CBG00306 Evergreen&Quaker House	35,000	50,000	50,000
CBG00505 Civic Collection Storage	10,000	90,000	90,000
CDS00101 Capital Cost Contributions Area Studies	60,000	60,000	60,000
CDV00731 Regional Urban Design	0	500,000	530,000
CDV00734 Streetscaping in Hubs & Corridors	370,000	630,000	0
CPG00899 Hfx Common Management Plan	60,000	100,000	0
CPG00900 Sullivan's Pond Management Plan	40,000	70,000	0
CPG00483 Sullivan's Pond	80,000	0	0
CPG00486 Shubenacadie Canal	20,000	0	0
CPG00488 Woodside/Ferry Terminal Trail	30,000	0	0
CPG00492 Public Gardens Management Plan	100,000	0	0
CPG00495 Halifax Waterfront Design	0	0	750,000
CPG00496 Dartmouth Ferry Terminal Park Upgrades	60,000	0	0
CPG00497 Dartmouth Common	70,000	90,000	0
CRG00491 Brick Sidewalk Replacement	200,000	200,000	0
Total	3,360,000	3,073,000	6,532,000

Environmental Management Services

Business Plan - 2006/2007

Business Unit Overview:

Environmental Management Services was created in January 2003 in order to bring a coordinated focus on the environmental aspects of the HRM Corporate Scorecard Theme of Healthy, Sustainable, Vibrant Communities. Environmental Management Services is responsible for areas such as: Stormwater & Wastewater Infrastructure Management, Integrated Solid Waste/Resource Management Strategy and Environmental Sustainability.

Director

Brad Anguish

Sustainable Environment Management Office (SEMO)

Tony Blouin, Manager -
Environmental Performance (Water);

Through corporate strategic leadership, coordination, innovation and policy development, "leading the Municipality to improve the quality of our living environment to become a more sustainable community".

Stephen King, Manager -
Environmental Performance
(Air/Land);

The office focuses on the following issues: Water, Air, Land, Energy and Regional Environmental Infrastructure Growth.

Environmental Engineering Services Division

John Sheppard, Manager

Environmental Engineering Services is responsible for the management of wastewater and stormwater infrastructure including pollution prevention at source.

Technical & Underground Services Division

Larry Drew, Manager

Technical and Underground Services (TUGS) is responsible for the operation and maintenance of the wastewater collection and storm drainage infrastructure.

Wastewater Treatment Division

Alan Brady, Manager

The Wastewater Treatment Division of EMS is responsible for the operation and maintenance of Wastewater Treatment Facilities.

Halifax Harbour Solutions Project

Ted Tam, Project Manager

This project will construct sewage treatment plants and collection systems in Halifax, Dartmouth and Herring Cove in order to improve the water quality of the Halifax Harbour.

Solid Waste Resources Division

Jim Bauld, Manager

Solid Waste Resources is responsible for the planning of waste diversion and delivery of HRM residential collection services; processing Household Hazardous Waste, Recyclables, Organics, and disposal of refuse for residential and non residential customers; measuring and monitoring private sector contractor performance; delivery of the communication and education programs, and administration of the C&D Waste Management Strategy.

**Summary of Business Unit
 Structure Changes:**

- Addition of Technical & Underground Services (TUGS) Division from Transportation & Public Works Business Unit
- Addition of one Regional Plan Engineering Manager from Planning & Development Business Unit
- Pending transfer of Corporate Energy functions to Transportation & Public Works
- Removal of Community Projects Division to Halifax Regional Police
- Removal of Right of Way functions to Transportation & Public Works Business Unit

Staff Complement:

Full Time Equivalent (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	102	111	172
Term / Casual:	31	33	15

- 2 Pollution Prevention staff (Environmental Officers) - converted from Temporary to Permanent
- Pending transfer of 1 FTE (Environmental Performance Manager, Energy & Utilities) to Transportation & Public Works (this position is included in the FTE count)

Environmental Management Services

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actuals	Budget	Budget	%
Gross Budget	\$60,398,427	\$62,317,130	\$60,386,823	\$64,938,547	\$2,621,417	4.2%
Revenues	(\$32,856,915)	(\$35,206,151)	(\$34,569,057)	(\$38,881,412)	(\$3,675,261)	10.4%
Net Budget						
EVS Admin - Director's Office	474,283	495,025	359,085	447,010	(48,015)	-9.7%
Harbour Solutions Project	0	0	0	0	0	-
Former Solid Waste System	3,031,995	1,303,350	1,338,021	1,025,000	(278,350)	-21.4%
Admin WR	(9,391,134)	(9,255,882)	(9,693,553)	(9,658,463)	(402,581)	4.3%
SWOther	13,920,552	14,975,664	13,994,595	15,035,586	59,922	0.4%
Otter Lake	19,126,811	18,778,664	19,253,288	18,506,793	(271,871)	-1.4%
Wastewater Treatment	1	94,920	1	0	(94,920)	-100.0%
Environmental Engineering Services	0	33,440	0	0	(33,440)	-100.0%
Sustainable Environmental Mgmt Office	379,005	566,944	566,330	701,209	104,265	17.5%
Technical & Underground Services	(0)	88,854	(0)	0	(88,854)	-100.0%
Net Cost	\$27,541,513	\$27,110,979	\$25,817,767	\$26,057,135	(\$1,053,844)	-3.9%

Analysis of Net Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Net Operating Budget (Before Realignment)		\$29,530
1	Remove Community Projects Division budget due to realignment	(2,700)
2	Add Regional Plan Engineering Manager budget due to realignment	98
3	Add Technical & Underground Services Division due to realignment (revenues match expenses with net total of 0)	0
4	Increase in Salaries and Benefits (includes cost changes resulting from merit increases, classification reviews and employer benefit costs)	20
5	Elimination of Bylaw Integration Project Funding	(150)
6	EMT approved funding: Contracted services for Water Quality data management (immediate plan is to use a contractor, not hire an FTE)	54
7	EMT approved corporate envelope increases (\$418,119 Solid Waste Contracts; \$100,000 one time Animal Control Costs; \$85,000 for Animal Control operations)	603
8	Budget transfer to Police (Community Projects) to Cover Internalization of Animal Control Service Costs	(535)
9	Corporate budget reduction target for Environmental Management Services	(300)
10	Corporate budget reduction target for Administration Costs	(11)
11	Increase in Solid Waste Tipping Fees Revenue	(455)
12	Increase in Solid Waste Contract Expenses	1,158
13	Reduction in debt repayment for Sackville Landfill site (Hwy 101) and Waste System Debt	(1,212)
14	Increase to Otter Lake Landfill Closure Reserve (Q120)	371
15	Increase in Solid Waste Diversion Credits after corporate reduction targets	(389)
16	Decrease in sales of other recyclables	46
17	Miscellaneous revenue increases	(120)
18	Miscellaneous adjustments for office costs, external services, other goods & services, interdepartmental, building costs, etc.)	49
2006/07 Net Operating Budget		\$26,057

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> • Wastewater/Stormwater capital program (increased primarily due to Harbour Solutions, Canada Strategic Infrastructure Fund, Municipal Rural Infrastructure Fund & Local Improvement Charges): <ul style="list-style-type: none"> • Sewage Treatment Plants (STP): <ul style="list-style-type: none"> • Complete construction and dry commission new Halifax STP • Substantially complete construction of new Dartmouth STP • Complete 20% construction of the new Herring Cove STP • Complete construction and begin operation of new Aerotech STP Tertiary Upgrade and Central Dewatering Facility • Complete construction of new Biosolids Processing Facility • Commence North Preston STP Tertiary Upgrade • Complete Eastern Passage Secondary Pre-Design • Rehabilitation Investigations: Frame, Wellington, Springfield Lake • Sewage Collection Systems (SCS): <ul style="list-style-type: none"> • Complete Duke/Salter Sewer Separation and Halifax SCS (HSP) • Complete Tupper Street Sewer Separation and Complete Dartmouth SCS (HSP) • Complete Herring Cove SCS (HSP) except Village Road Pumping Station • Pumping Station Upgrades & Rehabs: Whimsical Lake, Plymouth Rd, Riverwood Dr, Crescent Ave, India St (Elimination), Johnson Rd. • System Inspections (to determine condition and rehab requirements): Bedford-Sackville Trunk Sewer, Fairfield Holding Tank, Northwest Arm Sewer, Freshwater Brook Sewer • Stormwater System Rehabilitation & Upgrades: <ul style="list-style-type: none"> • Ellenvale Run- Drainage Improvements • Kearney Lake Road Twin Culverts • Sewer Service extensions to: <ul style="list-style-type: none"> • Glenmont/Millview - Completion • Armshore Drive - Completion • Beaver Bank - Completion • Herring Cove - Phases 1B and 2A • Lively Subdivision - Community consultation/design and tender • Bedford Hwy-Fernleigh Water & Sewer- Community Consultation • Peggy's Cove - Study
	<ul style="list-style-type: none"> • Strengthened preventative maintenance of sewer system (improved data, practices, work management)
	<ul style="list-style-type: none"> • Water Quality Monitoring Program
	<ul style="list-style-type: none"> • Watershed Studies (Musq. Harbour plus 2 other studies to be determined by Regional Plan)

	<ul style="list-style-type: none"> • Progress Community Energy Project
	<ul style="list-style-type: none"> • Spring Mobile HazMat Depot (Dart), 2 additional permanent Hazmat depot weekends
	<ul style="list-style-type: none"> • Litter Awareness Campaign
	<ul style="list-style-type: none"> • Backyard composter sale
	<ul style="list-style-type: none"> • Half of Cell 3 Closure, Otter Lake
	<ul style="list-style-type: none"> • Green Corporate Culture Training
Decreases:	<ul style="list-style-type: none"> • None

Business Unit Goals

Strategic Goals:
1. HRM's public health and environment are safeguarded because a long term sustainable infrastructure plan which meets regulatory standards is approved by Council.
2. All citizens and organizations of HRM protect public health because they have adopted environmentally sustainable practices.
3. HRM is prepared to meet future energy requirements and the impacts of Climate Change due to adaptative and mitigative efforts.
4. HRM's growth is sustainable because of the development of a stormwater/wastewater & solid waste infrastructure regional growth plan.
Operational Goals:
1. Stormwater/Wastewater services are more efficient and effective due to review/reform of governance, org structure, financing, technical standards, and implementation of a work management system.
2. Deliver and commission Capital Projects on time and within budget
3. Service delivery accountability has been improved through implementation of a formal performance reporting system.
4. Staff/council relations are improved through improved performance accountability, inter-business unit communication, and greater staff/council collaboration on community issues.

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
EMS Admin - Director's Office						
R602 EMS Admin	\$391,464	\$345,025	\$231,637	\$392,659	47,634	13.8%
R603 Strategic Initiatives	82,819	150,000	127,448	54,351	(95,649)	-63.8%
EMS Admin - Director's Office	474,283	495,025	359,085	447,010	(48,015)	-9.7%
Harbour Solutions Project						
R381 Harbour Solutions Project	0	0	0	312,900	312,900	-
Harbour Solutions Project	0	0	0	312,900	312,900	-
Former Solid Waste System						
M431 Sackville Landfill Reserve	1,602,000	702,000	702,000	683,836	(18,164)	-2.6%
R311 MA Solid Waste Debt	1,429,995	636,021	636,021	341,164	(294,857)	-46.4%
R312 Hlfx Transfer Stat.	0	0	0	0	0	-
R314 Sckv. Landfill Site	0	(34,671)	(0)	0	34,671	-100.0%
Former Solid Waste System	3,031,995	1,303,350	1,338,021	1,025,000	(278,350)	-21.4%
Admin WR						
R321 Administration - Waste Resources	923,284	1,019,418	1,151,393	1,041,537	22,119	2.2%
R601 See Cost Centre R321	0	0	0	0	0	-
Admin WR	923,284	1,019,418	1,151,393	1,041,537	22,119	2.2%
SW Other						
R322 Collection & RRFB	8,716,642	8,780,000	8,829,038	9,315,500	535,500	6.1%
R323 Waste Resources System-Debt Charges	2,260,293	2,156,504	2,156,505	2,045,026	(111,478)	-5.2%
R324 Compost Fac. Burnside	2,667,489	2,800,000	2,807,671	2,950,000	150,000	5.4%
R325 Compost Fac. Ragged Lake	2,375,258	2,440,000	2,479,513	2,600,000	160,000	6.6%
R328 Rural Depots	110,724	140,000	126,836	140,000	0	0.0%
R330 Material Recovery Facility	2,354,308	2,600,000	2,525,131	2,620,000	20,000	0.8%
R331 RRFB Contract	1,073	142,400	34,272	132,400	(10,000)	-7.0%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	495,233	327,860	277,765	327,860	0	0.0%
R334 Household Hazardous Waste	331,928	430,000	369,914	430,000	0	0.0%
SW Other	19,612,949	20,116,764	19,906,646	20,860,786	744,022	3.7%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,375,711	3,318,441	3,318,441	3,363,131	44,690	1.3%
R327 Otter Lake Residuals Disposal Facility	5,993,397	5,237,329	5,371,062	5,394,093	156,764	3.0%
R329 Otter Lake FEP	9,757,704	10,222,894	10,563,785	9,869,569	(353,325)	-3.5%
Otter Lake	19,126,811	18,778,664	19,253,288	18,626,793	(151,871)	-0.8%
Wastewater Treatment						
R201 Administration - WW	114,106	203,490	166,904	208,590	5,100	2.5%
R210 Aerotech	600,813	662,960	636,111	365,600	(297,360)	-44.9%
R220 Mill Cove	2,837,468	2,841,771	2,813,216	2,744,767	(97,004)	-3.4%
R230 Eastern Passage	664,835	720,750	653,956	753,990	33,240	4.6%
R240 Timberlea	505,122	552,900	530,988	595,375	42,475	7.7%
R250 Community Plants	490,412	557,100	539,144	602,740	45,640	8.2%
R260 Aerotech Lagoon	444,421	537,700	534,795	610,900	73,200	13.6%
R270 Sludge Transfer	199,535	219,800	217,505	250,350	30,550	13.9%
R280 Halifax WWTP	0	0	0	1,334,000	1,334,000	-
R315 Leach. Trt./FlareStc	0	(11,000)	0	0	11,000	-100.0%
Wastewater Treatment	5,856,713	6,285,471	6,092,619	7,466,312	1,180,841	18.8%

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
Environmental Engineering Services						
R160 Environmental Serv.	891,348	1,053,340	1,167,568	1,379,000	325,660	30.9%
R161 Pollution Prevention Program	0	0	0	498,700	498,700	-
Environmental Engineering Services	891,348	1,053,340	1,167,568	1,877,700	824,360	78.3%
Sustainable Environmental Mgmt Office						
D935 Administration	176,916	332,852	335,330	340,814	7,962	2.4%
D940 Programs	126,825	263,878	115,014	263,878	0	0.0%
D945 Projects	83,396	150,214	271,602	150,214	0	0.0%
D946 Regional Plan - Environment	0	0	0	96,303	96,303	-
Sustainable Environmental Mgmt Office	387,137	746,944	721,945	851,209	104,265	14.0%
Technical & Underground Services						
R811 Administration	855,047	1,175,154	829,723	1,386,900	211,746	18.0%
R812 Inspection & Monitor	383,571	598,600	418,202	567,600	(31,000)	-5.2%
R814 Mains	1,274,139	1,651,000	1,171,304	1,457,200	(193,800)	-11.7%
R817 Pumping Stations	2,558,966	2,681,300	2,785,160	2,962,300	281,000	10.5%
R818 Sewer Laterals	1,614,755	2,290,500	1,664,619	2,140,700	(149,800)	-6.5%
R820 Manholes	764,821	960,200	591,250	1,035,200	75,000	7.8%
R821 Catchbasins	1,214,228	1,291,500	925,254	1,176,900	(114,600)	-8.9%
R822 Ditches, Drains, Culverts	1,083,113	1,476,500	1,429,989	1,467,400	(9,100)	-0.6%
R823 Flood Control	327,671	285,100	396,189	235,100	(50,000)	-17.5%
R898 Sewers Job Costing Clearing	17,597	108,300	184,570	0	(108,300)	-100.0%
Technical & Underground Services	10,093,908	12,518,154	10,396,260	12,429,300	(88,854)	-0.7%
Total	\$60,398,427	\$62,317,130	\$60,386,823	\$64,938,547	2,621,417	4.2%

Environmental Management

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
Harbour Solutions Project						
R381 Harbour Solutions Project	\$0	\$0	\$0	(\$312,900)	(312,900)	-
Harbour Solutions Project	0	0	0	(312,900)	(312,900)	-
Admin WR						
R321 Administration - Waste Resources	(10,314,418)	(10,275,300)	(10,844,945)	(10,700,000)	(424,700)	4.1%
Admin WR	(10,314,418)	(10,275,300)	(10,844,945)	(10,700,000)	(424,700)	4.1%
SW Other						
R322 Collection & RRFB	(3,160,030)	(2,538,000)	(3,261,185)	(3,231,000)	(693,000)	27.3%
R324 Compost Fac. Burnside	(517,740)	(560,000)	(565,423)	(530,000)	30,000	-5.4%
R325 Compost Fac. Ragged Lake	(361,753)	(300,000)	(371,100)	(360,000)	(60,000)	20.0%
R330 Material Recovery Facility	(1,418,107)	(1,500,000)	(1,463,367)	(1,454,000)	46,000	-3.1%
R331 RRFB Contract	0	(238,100)	(245,200)	(245,200)	(7,100)	3.0%
R333 C & E Progrms HRM	(230,093)	0	0	0	0	-
R334 Household Hazardous Waste	(4,675)	(5,000)	(5,775)	(5,000)	0	-0.0%
SW Other	(5,692,397)	(5,141,100)	(5,912,050)	(5,825,200)	(684,100)	13.3%
Otter Lake						
R329 Otter Lake FEP	0	0	0	(120,000)	(120,000)	-
Otter Lake	0	0	0	(120,000)	(120,000)	-
Wastewater Treatment						
R201 Administration - WW	(114,106)	(5,152,191)	(166,904)	(5,479,812)	(327,621)	6.4%
R210 Aerotech	(600,814)	(479,360)	(636,111)	(14,000)	465,360	-97.1%
R220 Mill Cove	(2,837,467)	0	(2,813,216)	0	0	-
R230 Eastern Passage	(664,836)	(5,000)	(653,956)	(5,000)	0	-0.0%
R240 Timberlea	(505,122)	0	(530,988)	0	0	-
R250 Community Plants	(490,412)	(20,000)	(539,144)	(20,000)	0	-0.0%
R260 Aerotech Lagoon	(444,421)	(534,000)	(534,795)	(611,000)	(77,000)	14.4%
R270 Sludge Transfer	(199,535)	0	(217,505)	0	0	-
R280 Halifax WWTP	0	0	0	(1,336,500)	(1,336,500)	-
Wastewater Treatment	(5,856,713)	(6,190,551)	(6,092,618)	(7,466,312)	(1,275,761)	20.6%
Environmental Engineering Services						
R160 Environmental Serv.	(891,347)	(1,019,900)	(1,167,567)	(1,379,000)	(359,100)	35.2%
R161 Pollution Prevention Program	0	0	0	(498,700)	(498,700)	-
Environmental Engineering Services	(891,347)	(1,019,900)	(1,167,567)	(1,877,700)	(857,800)	84.1%
Sustainable Environmental Mgmt Office						
D935 Administration	0	0	(1,198)	0	0	-
D940 Programs	(8,632)	(150,000)	0	(150,000)	0	-0.0%
D945 Projects	500	0	(154,417)	0	0	-
Sustainable Environmental Mgmt Office	(8,132)	(150,000)	(155,615)	(150,000)	0	-0.0%
Technical & Underground Services						
R811 Administration	(855,047)	(1,209,600)	(829,723)	(2,186,900)	(977,300)	80.8%
R812 Inspection & Monitor	(383,571)	(595,700)	(418,202)	(567,600)	28,100	-4.7%
R814 Mains	(1,274,139)	(1,651,000)	(1,171,304)	(1,457,200)	193,800	-11.7%
R817 Pumping Stations	(2,558,966)	(2,669,000)	(2,785,160)	(2,902,300)	(233,300)	8.7%
R818 Sewer Laterals	(1,614,755)	(2,290,700)	(1,664,619)	(2,140,700)	150,000	-6.5%
R820 Manholes	(764,821)	(960,200)	(591,250)	(785,200)	175,000	-18.2%
R821 Catchbasins	(1,214,228)	(1,291,500)	(925,254)	(996,900)	294,600	-22.8%
R822 Ditches, Drains, Culverts	(1,083,113)	(1,476,500)	(1,429,989)	(1,157,400)	319,100	-21.6%
R823 Flood Control	(327,671)	(285,100)	(396,189)	(235,100)	50,000	-17.5%
R898 Sewers Job Costing Clearing	(17,597)	0	(184,570)	0	0	-
Technical & Underground Services	(10,093,908)	(12,429,300)	(10,396,260)	(12,429,300)	0	-0.0%
Total	(\$32,856,915)	(\$35,206,151)	(\$34,569,057)	(\$38,881,412)	(3,675,261)	10.4%

Environmental Management

Summary of Net Expenditures by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actuals	Budget	Budget	%
EMS Admin - Director's Office						
R602 EMS Admin	391,464	345,025	231,637	392,659	47,634	13.8%
R603 Strategic Initiatives	82,819	150,000	127,448	54,351	(95,649)	-63.8%
EMS Admin - Director's Office	474,283	495,025	359,085	447,010	(48,015)	-9.7%
Harbour Solutions Project						
R381 Harbour Solutions Project	0	0	0	0	0	-
Harbour Solutions Project	0	0	0	0	0	-
Former Solid Waste System						
M431 Sackville Landfill Reserve	1,602,000	702,000	702,000	683,836	(18,164)	-2.6%
R311 MA Solid Waste Debt	1,429,995	636,021	636,021	341,164	(294,857)	-46.4%
R312 Hlfx Transfer Stat.	0	0	0	0	0	-
R314 Scv. Landfill Site	0	(34,671)	(0)	0	34,671	-100.0%
Former Solid Waste System	3,031,995	1,303,350	1,338,021	1,025,000	(278,350)	-21.4%
Admin WR						
R321 Administration - Waste Resources	(9,391,134)	(9,255,882)	(9,693,553)	(9,658,463)	(402,581)	4.3%
R601 See Cost Centre R321	0	0	0	0	0	-
Admin WR	(9,391,134)	(9,255,882)	(9,693,553)	(9,658,463)	(402,581)	4.3%
SW Other						
R322 Collection & RRFB	5,556,612	6,242,000	5,567,852	6,084,500	(157,500)	-2.5%
R323 Waste Resources System-Debt Charges	2,260,293	2,156,504	2,156,505	2,045,026	(111,478)	-5.2%
R324 Compost Fac. Burnside	2,149,749	2,240,000	2,242,248	2,420,000	180,000	8.0%
R325 Compost Fac. Ragged Lake	2,013,505	2,140,000	2,108,413	2,240,000	100,000	4.7%
R328 Rural Depots	110,724	140,000	126,836	140,000	0	0.0%
R330 Material Recovery Facility	936,201	1,100,000	1,061,764	1,166,000	66,000	6.0%
R331 RRFB Contract	1,073	(95,700)	(210,928)	(112,800)	(17,100)	17.9%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	265,140	327,860	277,765	327,860	0	0.0%
R334 Household Hazardous Waste	327,253	425,000	364,139	425,000	0	0.0%
SW Other	13,920,552	14,975,664	13,994,595	15,035,586	59,922	0.4%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,375,711	3,318,441	3,318,441	3,363,131	44,690	
R327 Otter Lake Residuals Disposal Facility	5,993,397	5,237,329	5,371,062	5,394,093	156,764	3.0%
R329 Otter Lake FEP	9,757,704	10,222,894	10,563,785	9,749,569	(473,325)	-4.6%
Otter Lake	19,126,811	18,778,664	19,253,288	18,506,793	(271,871)	-1.4%
Wastewater Treatment						
R201 Administration - WW	0	(4,948,701)	(0)	(5,271,222)	(322,521)	6.5%
R210 Aerotech	(0)	183,600	(0)	351,600	168,000	91.5%
R220 Mill Cove	0	2,841,771	0	2,744,767	(97,004)	-3.4%
R230 Eastern Passage	(0)	715,750	0	748,990	33,240	4.6%
R240 Timberlea	(0)	552,900	0	595,375	42,475	7.7%
R250 Community Plants	0	537,100	0	582,740	45,640	8.5%
R260 Aerotech Lagoon	0	3,700	0	(100)	(3,800)	-102.7%
R270 Sludge Transfer	0	219,800	0	250,350	30,550	13.9%
R280 Halifax WWTP	0	0	0	(2,500)	(2,500)	-
R315 Leach. Trt./FlareStc	0	(11,000)	0	0	11,000	-100.0%
Wastewater Treatment	1	94,920	1	0	(94,920)	-100.0%

Environmental Management

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
Environmental Engineering Services						
R160 Environmental Serv.	0	33,440	0	0	(33,440)	-100.0%
R161 Pollution Prevention Program	0	0	0	0	0	-
Environmental Engineering Services	0	33,440	0	0	(33,440)	-100.0%
Sustainable Environmental Mgmt Office						
D935 Administration	176,916	332,852	334,131	340,814	7,962	2.4%
D940 Programs	118,193	113,878	115,014	113,878	0	0.0%
D945 Projects	83,896	150,214	117,185	150,214	0	0.0%
D946 Regional Plan - Environment	0	0	0	96,303	96,303	-
Sustainable Environmental Mgmt Office	379,005	596,944	566,330	701,209	104,265	17.5%
Technical & Underground Services						
R811 Administration	0	(34,446)	0	0	34,446	-100.0%
R812 Inspection & Monitor	0	2,900	0	0	(2,900)	-100.0%
R814 Mains	0	(0)	(0)	0	0	-400.0%
R817 Pumping Stations	(0)	12,300	0	(0)	(12,300)	-100.0%
R818 Sewer Laterals	(0)	(200)	(0)	0	200	-100.0%
R820 Manholes	(0)	0	(0)	0	0	0.0%
R821 Catchbasins	(0)	0	(0)	0	0	-
R822 Ditches,Drains,Culverts	0	0	0	0	0	0.0%
R823 Flood Control	(0)	0	(0)	0	(0)	-50.0%
R898 Sewers Job Costing Clearing	0	108,300	0	0	(108,300)	-100.0%
Technical & Underground Services	(0)	88,854	(0)	0	(88,854)	-100.0%
Total	\$27,541,513	\$27,110,979	\$25,817,767	\$26,057,135	(1,053,844)	-3.9%

Environmental Management

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$8,396,607	\$9,283,658	\$8,745,763	\$10,291,849	1,008,191	10.9%
2 Office Costs	166,713	228,926	195,295	254,761	25,835	11.3%
3 Professional Fees	17,387,889	17,959,457	18,648,542	18,535,936	576,479	3.2%
4 Legal & Consulting Fees	51,950	184,850	24,576	179,850	(5,000)	-2.7%
5 External Services	14,866,160	15,959,816	15,324,599	18,364,070	2,404,254	15.1%
6 Uniforms & Clothing	40,450	50,750	48,061	58,950	8,200	16.2%
7 Salt	863	2,000	0	2,000	0	0.0%
8 Supplies & Materials	788,706	1,151,600	838,311	1,551,150	399,550	34.7%
9 Utilities	1,370,972	1,365,800	1,430,585	1,699,400	333,600	24.4%
10 Building Costs	261,987	348,150	349,835	335,200	(12,950)	-3.7%
11 Equipment & Communications	782,529	1,338,400	772,139	1,271,700	(66,700)	-5.0%
12 Vehicle Expense	24,891	281,981	29,436	278,181	(3,800)	-1.3%
13 Travel	146,311	209,341	184,180	231,369	22,028	10.5%
14 Training & Education	39,153	75,954	28,165	73,504	(2,450)	-3.2%
15 Advertising & Promotion	505,255	341,360	314,276	421,360	80,000	23.4%
16 Other Goods & Services	418,966	535,911	417,429	593,122	57,211	10.7%
17 Interdepartmental	901,512	1,511,780	1,028,180	960,210	(551,570)	-36.5%
18 Debt-Interest	2,934,125	2,453,814	2,434,490	1,942,711	(511,103)	-20.8%
19 Debt Principal	8,486,465	7,069,407	7,069,061	6,221,883	(847,524)	-12.0%
20 Grants & Tax Concessions	250	0	173	0	0	-
21 Transfer to/from Reserves	2,806,480	1,944,175	2,469,086	1,671,341	(272,834)	-14.0%
22 Other Fiscal	20,194	20,000	34,641	0	(20,000)	-100.0%
Total	\$60,398,427	\$62,317,130	\$60,386,824	\$64,938,547	2,621,417	4.2%
Revenues						
23 Tax Revenues	(\$141,670)	(\$143,360)	(\$143,051)	\$0	143,360	-100.0%
24 Transfers from other Gov'ts	(3,219,743)	(2,936,100)	(3,580,487)	(3,636,200)	(700,100)	23.8%
25 Rental & Leasing	7	0	0	0	0	-
26 Sludge Tipping	(332,175)	(858,000)	(512,710)	(611,000)	247,000	-28.8%
27 Tipping Fees - Waste Resources	(11,161,688)	(11,105,000)	(11,638,843)	(11,559,700)	(454,700)	4.1%
28 Sales Revenue	(1,555,278)	(1,346,000)	(1,636,218)	(1,300,000)	46,000	-3.4%
29 Waste Water Levies	(10,546,754)	(12,969,847)	(11,023,844)	(13,118,800)	(148,953)	1.1%
30 Environmental Protection Levies	(5,444,604)	(5,643,544)	(5,515,447)	(6,183,312)	(539,768)	9.6%
31 Other Revenue	(455,010)	(204,300)	(518,457)	(2,472,400)	(2,268,100)	1110.2%
Total	(\$32,856,915)	(\$35,206,151)	(\$34,569,057)	(\$38,881,412)	(3,675,261)	10.4%
Net Cost	\$27,541,513	\$27,110,979	\$25,817,767	\$26,057,135	(1,053,844)	-3.9%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Environmental Management Services			
CDI00697 District Energy Concept	30,000	0	0
CDI00906 Community Energy Project	5,000,000	20,000,000	20,500,000
CHI00577 Refuse Trailers - Rural Depots	250,000	0	0
CHI00778 Otter Lake Equipment Replacement	2,500,000	465,000	1,380,000
CTI00695 Emission Reduction & Public Transit Buses	125,000	0	0
CGI00599 Quigley's Corner PS, Eastern Passage	750,000	1,100,000	1,400,000
CGI00608 Beaver Crescent PS, Dartmouth	0	375,000	0
CGI00609 Beckfoot Drive PS, Dartmouth	650,000	0	0
CGI00610 Bedford Sackville Trunk Sewer	550,000	700,000	4,000,000
CGI00613 Dingle Tower PS, Halifax	0	550,000	550,000
CGI00615 Ellenvale Run - Drainage Improvements	800,000	900,000	900,000
CGI00616 Fairfield Holding Tank, Halifax	150,000	1,500,000	0
CGI00617 Street Drainage Systems-Variou Location	100,000	100,000	100,000
CGI00765 Tupper St. Combined Swr Separation/Dart	200,000	0	0
CGI00786 Service Extension to Lively Subdivision	200,000	3,800,000	2,000,000
CGI00787 Ralston/McCurdy Ave. Storm Sewer, Dart	160,000	0	0
CGI00790 India ST PS-Elimination	150,000	0	0
CGI00904 Bedford Hwy-Fernleigh Water & Sewer Srs	2,100,000	0	0
CGR00374 Port Wallace-Sanitary Sewer System	0	1,500,000	0
CGR00501 Anderson St Pumping Station	260,000	0	0
CGR00780 Uplands Park STP	50,000	0	0
CGR00788 Studies & Investigations(Var.Locations)	0	110,000	150,000
CGU00461 Sewer Laterals Replacements(Paving Proj.)	400,000	200,000	200,000
CGU00571 O'Dell Dr PS, Dartmouth	0	0	600,000
CGU00572 Plymouth Rd PS, Dartmouth	450,000	0	0
CGU00573 Riverwood Dr PS, Lakeside/Timberlea	430,000	0	0
CGU00575 Uplands Park - Sanitary & Storm Sewers	0	200,000	350,000
CGU00576 Whimsical Lake PS, Halifax	600,000	0	0
CGU00579 Crescent Ave PS, Halifax	200,000	0	0
CGU00686 Northwest Arm Sewer	500,000	0	0
CGU00688 Greenhead Road PS, Western	50,000	300,000	0
CSE00386 Halifax Harbour Solutions Project	67,689,000	37,565,000	1,335,000
CGI00767 Ellenvale Sewershed	200,000	0	0
CSI00692 Pollution Prevention P2 at Source	35,000	0	0
CSI00706 Sullivan's Pond Outlet Pipe Rehabilitation	100,000	0	0
CSI00762 Frame Subdivision STP	250,000	300,000	400,000
CSI00809 Springfield Lake STP	50,000	0	0
CSI00815 Bedford Hwy (Seton Rd)-SSO Remediation	100,000	0	0
CSI00874 Kearney Lake Road Twin Culverts	275,000	0	0
CSU00110 Wastewater Treatment Plants-Upgrades	194,000	200,000	0
CSU00117 Freshwater Brook Sewer-Inspection	200,000	800,000	800,000
CSU00120 Morris Lake Pumping Stn-Standby Power	60,000	0	0
CSU00146 North Preston STP Upgrade	2,176,000	1,000,000	0
CSU00317 BLT STP Odour Control System	0	0	225,000

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Environmental Management Services (continued)			
CSU00327 Wellington STP	125,000	500,000	775,000
CGU00582 Balcome's Drive PS, Halifax	650,000	0	0
CGU00690 Aerotech Lagoon Decommissioning	50,000	2,000,000	0
CSI00875 Stormwater and Wastewater Remediation	200,000	1,250,000	1,650,000
CGI00614 Eastern Passage WPCP Expansion	500,000	2,500,000	4,000,000
CWI00779 Half Closure of Cell 3 - Otter Lake	4,233,000	1,862,000	0
CWI00780 Environmental Improvements - Highway 101	305,000	575,000	125,000
CWI00781 Additional Green Carts for New Residents	286,000	235,000	235,000
CWI00782 Construction of Cell 5 - Otter Lake	0	0	15,745,000
CTI00694 Bio-Diesel & Recycled Fuel	190,000	0	0
Total	94,523,000	80,587,000	57,420,000

Finance

Business Plan - 2006/2007

Finance Overview:

Finance leads HRM's broad fiscal accountability activities in support of the *Excellence in Governance* theme, and provides direct services and advice to internal clients, Council and the residents of HRM.

A/Director:

Cathie O'Toole, CGA

(Director S. Dale MacLennan, CA - Seconded to Commonwealth Games Bid for 18 month term)

Financial Services

Catherine Sanderson,
CMA

Revenue, Accounting, and Procurement & Stores Operations. These divisions are responsible for revenue identification, analysis, processing and collection, payment processing, accounting processing, financial reporting, purchasing, inventory and asset management, coordination of contracting for materials, services and supplies for HRM, contract management and technical support.

Budget & Financial Analysis

Debbi McCaig, CMA
(A/Manager)

Manages the capital, operating, and reserve budget process, and provides customer service to Business Units through business analysis and financial consulting staff. Provides financial advice and analysis, ensuring compliance with HRM policies and legislation, in support of Council, EMT and Business Unit decision making.

Fiscal & Tax Policy

Bruce Fisher, MPA,
CMA

Develops, defines and refines policies related to fiscal management, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning, Revenue Strategy, Tax Reform, Commonwealth Games.

Corporate Reporting & Financial Policy

Pamela Caswill, CA

Researches, analyses and recommends Generally Accepted Accounting Principles (GAAP) to be used by HRM and its related organizations and provides expert accounting and financial reporting advice, including the accounting and reporting related to Disaster Financial Assistance. In conjunction with the Treasurer, the Investment team guides the long and short term investment policy of the Municipality and provides leadership and control to the overall process of monitoring and reporting funds collected, invested and expended.

Summary of Business Unit Structure Changes:

- Insurance and Risk management activities transferred to Legal Services.
- Business Systems and Controls are now with the Chief Administrative Office

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005 (Actual)	2005/2006 (Budgeted)	2006/2007 (Proposed)
Permanent:	152	156.5	152.5*
Term / Casual:	N/A	N/A	N/A

* Summary of Changes - 2 new FTEs in Inventory/Asset Management, and 6 FTEs moved to other Business Units.

Finance

Summary of Budget by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Gross Budget	\$8,728,941	\$9,243,286	\$8,852,427	\$9,386,180	\$142,894	1.5%
Revenues	(\$4,539,575)	(\$5,408,500)	(\$5,047,940)	(\$6,399,004)	(\$990,504)	18.3%
Net Budget						
Administration - Finance	506,507	570,285	410,812	295,122	(275,163)	-48.3%
Finance	1,187,009	1,398,212	1,277,524	1,214,383	(183,829)	-13.1%
Financial Services Admin	0	0	53,707	160,500	160,500	-
Revenue	(1,677,321)	(2,517,527)	(2,169,115)	(3,438,575)	(921,048)	36.6%
Accounting	1,479,181	1,614,400	1,639,038	1,887,400	273,000	16.9%
Procurement	2,693,990	2,769,416	2,592,522	2,868,346	98,930	3.6%
Net Cost	\$4,189,366	\$3,834,786	\$3,804,488	\$2,987,176	(\$847,610)	-22.1%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		3,834.8
1	Salaries & benefits - (merit increases, classification reviews and employer benefit costs)	267.7
2	Decrease in other expenditures, including \$100 k corporate reduction	(124.8)
3	Revenue increases Provision of Tax Information (980.0)	(990.5)
	Accelerate F-300 implementation (100.0) - Note 1	
	Tax Certificate revenues down 90.0	
	Miscellaneous other changes (.5)	
2006/07 Budget		<u>2,987.2</u>

- There is significant risk in the revenue budget that will have to be closely monitored and managed.
- \$622 k of parking ticket revenue is dependant upon the Province passing the regulation to increase MVA fines from \$15 to \$25 by June 1.
- \$243.7 in revenue is dependent on parking meter fine increases from \$20 to \$25 receiving Council approval.
- \$30 k in revenue is dependent on the tax sale fee increase receiving Council approval.
- (Note 1) The revenue envelope was greater than Finance projects is actually achievable. To meet this challenge \$100 k was added based on an assumption we could accelerate the implementation of by-law F300.

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> Develop a Revenue Strategy intended to create sustainable and appropriate revenue sources for HRM's short, medium and long-term needs
	<ul style="list-style-type: none"> Support to Corporate Asset Management Project, WasteWater Reform Strategy, Municipal Court negotiations, Community Energy project negotiations, and Commonwealth Games.
	<ul style="list-style-type: none"> Increased control over bulk inventories eg fuel, salt, and implementation of recommendations from BSCG re: non-inventoried assets
	<ul style="list-style-type: none"> Electronic payments and web-based banking
Decreases:	<ul style="list-style-type: none"> Elimination of the temporary tax credit program
	<ul style="list-style-type: none"> Grants budget has been reduced by 10%
	<ul style="list-style-type: none"> Revenue Operations Division response times may decline until Revenue Tool has been fully implemented and staff trained

Business Unit Goals

Strategic Goals:
1. Fiscal Accountability - Lead and support CAO Goals and Objectives for Fiscal Accountability
2. Corporate Asset Management
3. Support to Corporate Initiatives - Waste Water Reform, Revenue Strategy and Commonwealth Games are the most significant in terms of materiality and strategic importance.
Operational Goals:
1. Effective Management of Corporate Finances
2. Improved Service Delivery to Internal and External Clients

Finance

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	\$506,785	\$570,285	\$410,980	\$295,122	(275,163)	-48.3%
Administration - Finance	506,785	570,285	410,980	295,122	(275,163)	-48.3%
Finance						
A304 Financial Reporting & Treasury	0	0	106,454	292,700	292,700	-
A318 Strategic Initiatives	0	0	0	0	0	-
A351 Budget & Financial Analysis	642,678	740,000	632,721	529,496	(210,504)	-28.4%
A810 Fiscal & Tax Policy	421,742	525,000	407,392	255,487	(269,513)	-51.3%
A811 Grants-Administration	122,582	133,212	131,114	136,700	3,488	2.6%
Finance	1,187,002	1,398,212	1,277,681	1,214,383	(183,829)	-13.1%
Financial Services Admin						
A302 SMFS Admin.	0	0	53,707	160,500	160,500	-
Financial Services Admin	0	0	53,707	160,500	160,500	-
Revenue						
A311 Revenue - Administration	157,682	153,997	174,968	286,258	132,261	85.9%
A312 Coin Room	190,082	186,723	192,612	206,186	19,463	10.4%
A313 Payment Processing	227,425	255,009	249,358	266,821	11,812	4.6%
A314 General Revenue	552,171	534,524	495,381	472,143	(62,381)	-11.7%
A315 Ticket Office	893,104	868,112	841,213	863,577	(4,535)	-0.5%
A316 Taxation	642,774	677,997	626,902	618,802	(59,195)	-8.7%
A319 Tools Replacement Project	94,985	0	0	52,600	52,600	-
A360 Admin. & Mtce of Parking Meter:	0	214,611	192,843	194,042	(20,569)	-9.6%
Revenue	2,758,223	2,890,973	2,773,277	2,960,429	69,456	2.4%
Accounting						
A321 Accounting Administration	223,678	274,800	417,023	421,100	146,300	53.2%
A322 Payment Processing	489,876	555,400	670,911	464,700	(90,700)	-16.3%
A323 Accounting Processing	765,907	784,200	511,243	670,400	(113,800)	-14.5%
A324 Accounting Reporting	0	0	40,076	331,200	331,200	-
Accounting	1,479,460	1,614,400	1,639,253	1,887,400	273,000	16.9%
Procurement						
A331 General Purchasing	1,419,568	564,396	419,399	510,882	(53,514)	-9.5%
A332 Inventory & Asset Mg	208,704	0	43,134	115,400	115,400	-
A333 Stores-Transit/Fire	575,815	592,129	615,930	652,099	59,970	10.1%
A334 Stores-East/West	525,798	576,040	571,684	545,030	(31,010)	-5.4%
A335 Procurement Field Support Reps	0	435,167	423,351	444,248	9,081	2.1%
A336 Procurement Staff	0	601,684	569,867	600,687	(997)	-0.2%
A341 Outside Agencies	67,585	0	54,165	0	0	-
Procurement	2,797,470	2,769,416	2,697,530	2,868,346	98,930	3.6%
Total	\$8,728,941	\$9,243,286	\$8,852,428	\$9,386,180	142,894	1.5%

Finance

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	(\$278)	\$0	(\$168)	\$0	0	-
Administration - Finance	(278)	0	(168)	0	0	-
Finance						
A351 Budget & Financial Analysis	7	0	0	0	0	-
A810 Fiscal & Tax Policy	0	0	(157)	0	0	-
Finance	7	0	(157)	0	0	-
Revenue						
A311 Revenue - Administration	3,471	0	(5)	0	0	-
A312 Coin Room	0	0	(5)	0	0	-
A314 General Revenue	(228,095)	(268,500)	(214,643)	(223,704)	44,796	-16.7%
A315 Ticket Office	(3,654,116)	(4,575,000)	(3,753,922)	(4,620,300)	(45,300)	1.0%
A316 Taxation	(556,804)	(565,000)	(973,725)	(1,555,000)	(990,000)	175.2%
A360 Admin. & Mtce of Parking Meter:	0	0	(93)	0	0	-
Revenue	(4,435,544)	(5,408,500)	(4,942,393)	(6,399,004)	(990,504)	18.3%
Accounting						
A321 Accounting Administration	(279)	0	(215)	0	0	-
Accounting	(279)	0	(215)	0	0	-
Procurement						
A331 General Purchasing	(28,406)	0	(24,118)	0	0	-
A332 Inventory & Asset Mg	(6,818)	0	(26,425)	0	0	-
A334 Stores-East/West	(671)	0	(86)	0	0	-
A336 Procurement Staff	0	0	(213)	0	0	-
A341 Outside Agencies	(67,585)	0	(54,165)	0	0	-
A351 Service Delivery					0	-
Procurement	(103,480)	0	(105,007)	0	0	-
Total	(\$4,539,575)	(\$5,408,500)	(\$5,047,940)	(\$6,399,004)	(990,504)	18.3%

Finance

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	\$506,507	\$570,285	\$410,812	\$295,122	(\$275,163)	-48.3%
Administration - Finance	506,507	570,285	410,812	295,122	(275,163)	-48.3%
Finance						
A304 Financial Reporting & Treasury	0	0	106,454	292,700	292,700	-
A318 Strategic Initiatives	0	0	0	0	0	-
A351 Budget & Financial Analysis	642,685	740,000	632,721	529,496	(210,504)	-28.4%
A810 Fiscal & Tax Policy	421,742	525,000	407,235	255,487	(269,513)	-51.3%
A811 Grants-Administration	122,582	133,212	131,114	136,700	3,488	2.6%
Finance	1,187,009	1,398,212	1,277,524	1,214,383	82,196	5.9%
Financial Services Admin						
A302 SMFS Admin.	0	0	53,707	160,500	160,500	-
Financial Services Admin	0	0	53,707	160,500	160,500	-
Revenue						
A311 Revenue - Administration	161,153	153,997	174,963	286,258	132,261	85.9%
A312 Coin Room	190,082	186,723	192,608	206,186	19,463	10.4%
A313 Payment Processing	227,425	255,009	249,358	266,821	11,812	4.6%
A314 General Revenue	324,076	266,024	280,738	248,439	(17,585)	-6.6%
A315 Ticket Office	(2,761,012)	(3,706,888)	(2,912,709)	(3,756,723)	(49,835)	1.3%
A316 Taxation	85,970	112,997	(346,823)	(936,198)	(1,049,195)	-928.5%
A319 Tools Replacement Project	94,985	0	0	52,600	52,600	-
A360 Admin. & Mtce of Parking Meter	0	214,611	192,750	194,042	(20,569)	-9.6%
Revenue	(1,677,321)	(2,517,527)	(2,169,115)	(3,438,575)	(921,048)	36.6%
Accounting						
A321 Accounting Administration	223,398	274,800	416,809	421,100	146,300	53.2%
A322 Payment Processing	489,876	555,400	670,911	464,700	(90,700)	-16.3%
A323 Accounting Processing	765,907	784,200	511,243	670,400	(113,800)	-14.5%
A324 Accounting Reporting	0	0	40,076	331,200	331,200	-
Accounting	1,479,181	1,614,400	1,639,038	1,887,400	273,000	16.9%
Procurement						
A331 General Purchasing	1,391,162	564,396	395,282	510,882	(53,514)	-9.5%
A332 Inventory & Asset Mg	201,886	0	16,708	115,400	115,400	-
A333 Stores-Transit/Fire	575,815	592,129	615,930	652,099	59,970	10.1%
A334 Stores-East/West	525,127	576,040	571,598	545,030	(31,010)	-5.4%
A335 Procurement Field Support Reps	0	435,167	423,351	444,248	9,081	2.1%
A336 Procurement Staff	0	601,684	569,654	600,687	(997)	-0.2%
A341 Outside Agencies	0	0	0	0	0	-
Procurement	2,693,990	2,769,416	2,592,522	2,868,346	98,930	3.6%
Total	\$4,189,366	\$3,834,786	\$3,804,488	\$2,987,176	(847,610)	-22.1%

Finance

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$7,430,065	\$7,886,297	\$7,643,078	\$8,153,962	267,665	3.4%
2 Office Costs	305,193	334,049	290,104	300,302	(33,747)	-10.1%
3 Professional Fees	97,641	81,200	101,545	91,400	10,200	12.6%
4 Legal & Consulting Fees	20,105	23,550	54,236	22,750	(800)	-3.4%
5 External Services	523,676	510,150	481,712	427,000	(83,150)	-16.3%
6 Uniforms & Clothing	13,908	12,100	13,003	10,200	(1,900)	-15.7%
7 Salt	4,293	0	17	0	0	-
8 Supplies & Materials	90,857	78,750	100,022	62,500	(16,250)	-20.6%
9 Building Costs	22,314	15,200	7,823	14,000	(1,200)	-7.9%
10 Equipment & Communications	27,366	72,047	83,061	73,900	1,853	2.6%
11 Vehicle Expense	1,015	0	4,989	1,800	1,800	-
12 Travel	41,692	29,570	27,787	28,400	(1,170)	-4.0%
13 Training & Education	33,426	52,305	28,116	53,200	895	1.7%
14 Facilities Rental	(50)	400	72	2,400	2,000	500.0%
15 Advertising & Promotion	28,003	18,700	24,945	22,850	4,150	22.2%
16 Other Goods & Services	54,182	76,968	76,722	71,816	(5,152)	-6.7%
17 Interdepartmental	35,254	22,400	(114,404)	20,100	(2,300)	-10.3%
18 Transfer to/from Reserves	0	29,600	29,600	29,600	0	0.0%
Total	\$8,728,941	\$9,243,286	\$8,852,428	\$9,386,180	142,894	1.5%
Revenues						
19 Fines and Fees	(\$3,860,754)	(\$4,825,000)	(\$4,434,816)	(\$5,905,300)	(1,080,300)	22.4%
20 Tax Certificates	(\$555,690)	(\$565,000)	(\$485,175)	(\$475,000)	90,000	-15.9%
21 Other Revenue	(123,131)	(18,500)	(127,949)	(18,704)	(204)	1.1%
Total	(\$4,539,575)	(\$5,408,500)	(\$5,047,940)	(\$6,399,004)	(990,504)	18.3%
Net Cost	\$4,189,366	\$3,834,786	\$3,804,488	\$2,987,176	(847,610)	-22.1%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Finance			
CIM00566 Revenue Tools Replacements	720,000	400,000	0
CBM00901 Transit Fleet Expansion	50,000	0	0
CDM00908 2014 Commonwealth Games	1,500,000	0	0
Total	2,270,000	400,000	0

Fiscal Services

Business Plan - 2006/2007

Business Unit Overview:

Fiscal Services is not a traditional business unit. As part of normal HRM operations, there are responsibilities and obligations that are not related to any specific operational or support business unit.

Fiscal Services encompasses all non-departmental revenues and non-departmental obligations. Fiscal Services includes:

- Education Costs
- Debt Charges
- Reserve Transactions
- Transfers to Outside Agencies
- Hydrants
- Capital and Operating Grants
- Insurance Costs
- Valuation Allowance
- Property Tax Revenue

Management responsibility for Fiscal Services resides in various business units with primary responsibility being held by the Office of the Chief Administrator and Finance.

Summary of Operating Budget

Operating Budget Details	2006/07 (\$000's)
Revenues	
Residential Property Taxes	241,026,625
Commercial Property Taxes	131,575,000
Resource Property Taxes	1,747,900
Business Occupancy Property Taxes	38,624,900
Payments in Lieu of Taxes	35,030,492
Area Rates for Supplementary Education	21,265,500
Area Rate for Fire Protection (Hydrants)	8,958,400
Other Revenue	49,587,611
Total Revenues	527,816,428

Expenditures

Debt Charges (Principal + Interest)	39,991,278
Transfer to Reserves + Interest	13,717,961
Transfer to Insurance Reserve	4,200,000
Mandatory Education	83,020,200
Supplementary Education	20,846,200
Fire Protection (Hydrants)	8,958,400
Transfer to Other Outside Agencies	16,346,400
Grants & Tax Concessions	3,615,500
Operating Costs of New Capital	2,291,050
Provision for allowance	2,405,000
Capital From Operating	35,172,132
Other Expenditures	6,261,947
Total Expenditures	236,826,068

Funding Provided to Business Units:

290,990,360

Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2006-2007 time frame.

Obligations / Responsibilities: Education Costs

HRM provides three sources of funding to the Halifax Regional School Board:

1. Mandatory Education Funding

Under provincial statute every municipality is required to make a mandatory contribution to its school board. That contribution is set at the value of the "Education Rate" times the "Uniform Assessment". HRM's uniform assessment for 2006-2007 is estimated at \$24.1 billion. The Province of Nova Scotia sets the Education Rate each year. In 2005-2006 the rate was set at 35.10¢ per \$100 of uniform assessment. HRM has been advised that the Education rate has dropped to 34.50¢ for 2006-2007. This would produce a total liability for the municipality of \$83.0 million, an increase of \$4.7 million or 6.0 % over the previous year's budget of \$78.3 million.

2. Supplementary Education

These funds must be spent specifically in the former municipal units of Halifax and Dartmouth. Under the Municipal Government Act this funding is specifically required. HRM may decrease the amount of funding transferred to the School Board by no more than 10% of the amount spent at the time of amalgamation (April 1, 1996). These funds are raised by special area rates in Halifax and Dartmouth. The 2006-2007 proposed budget provides for a decrease in the amount of supplementary funding by 10% per year of the amount spent at the time of amalgamation. For 2006/07, the total amount of Supplementary Funding for Halifax is about \$9.5 million including \$86,000 of deficit from 2005/06. For Dartmouth, the total amount of Supplementary Funding is about \$4.4 million including \$277,000 of deficit from 2005/06.

3. Music and Arts Education

In 2005-2006, Council approved a separate area rate for Music and Arts Education funding to the Halifax Regional School Board. This area rate does not increase the total funding provided to the Halifax Regional School Board, but instead segregates the amount of Supplementary funding required to support music and arts programs in the former cities of Halifax and Dartmouth. The total funding provided through this area rate for Halifax is about \$1.6 million and about \$571,000 for Dartmouth. These amounts are unchanged from 2005-06.

4. Former County/Bedford

In 1999-2000, Regional Council created a separate area rate to fund supplementary education programs in the former County of Halifax and Town of Bedford. In 2005-2006, an area rate of 3.4¢ was approved which raised just over \$3.3 million for education funding. For 2006-2007, the budget is increased only by the 2005-2006 deficit of \$56,000.

Education Amounts Financed by HRM

	Residential Tax Rates	Commercial Tax Rates	Amount
Mandatory Education	General Rate	General Rate	\$ 83,020,200
Supplementary Education - Halifax	0.071	0.222	10,661,400
Supplementary Education - Dartmouth	0.06	0.188	4,468,000
Music and Arts Education - Halifax	0.016	0.016	1,633,600
Music and Arts Education - Dartmouth	0.012	0.012	571,200
Education - Former County/Bedford	0.034	0.034	3,312,000
Total			\$103,866,400

Obligations / Responsibilities: Debt Charges

Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debt charges. HRM's Principal charges include amalgamation costs of \$2.4 million. Not all of HRM's debt charges are included in Fiscal Services. The debt costs for Metro Transit, Solid Waste, Wastewater Treatment and some Fire Service capital projects are allocated to their respective departments. Other debt costs include area rated debentures and loans. HRM's current debt charges of \$55.2 million represent 8.7% of gross expenditures. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit - 2006-2007

	Principal	Interest	Total
Fiscal Services	30,564,062	9,427,216	39,991,278
Metro Transit	4,350,200	1,545,200	5,895,400
Wastewater	1,282,700	244,642	1,527,342
Solid Waste	4,939,183	1,698,069	6,637,252
Other	752,540	347,703	1,100,243
Total	\$41,888,685	\$13,262,830	\$55,151,515

Note: Includes Debenture principal and interest payments, Amalgamation Costs, Loans, and Debenture Discount.

Obligations / Responsibilities: Reserve Transactions

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

- They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay.
- They allow for long term planning of major capital expenditures.
- They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. Transfers being budgeted in 2006-2007 include:

Reserve Transaction	Amount Transferred from Operating
Interest on Reserve Balances	\$5,089,000
Self-insurance reserve (includes insurance premiums and other related costs)	4,200,000
Strategic Growth Reserve	5,000,000
Ferry Replacement Reserve	1,000,000
Capital Replacement Reserve	1,000,000
Waste Resources Reserve	6,000,000
SIR	442,411
Capital Surplus Reserve	353,000
Fire Vehicle Equipment Reserve	300,000
Metro Park Parkade Reserve	223,800
Operations Stabilization Reserve	700,000
Major Events Facilities Reserve	1,100,000
Information and Communications Technology Reserve	70,000
Operating Cost of Capital Reserve (withdrawal)	-1,332,250
Total Transfers to Reserves from Operating for 2006-07:	<u>\$23,917,961</u>

In prior years, \$200,000 in funding was included in Fiscal Services as a payment to the DNA reserve. The RCMP bills the Province for all DNA analysis costs incurred during the year. The Province then forwards this cost to the municipalities based on uniform assessment. It has been determined that there is currently sufficient funding in the DNA reserve for 2006-07 to cover HRM's share of the charge. Therefore, nothing has been budgeted as a payment to the DNA reserve for 2006-07.

Certain other reserve transactions are included within departmental budgets. All transactions are consistent with the HRM Reserve Budget. The post-closure costs for the former Sackville Landfill Reserve are now included within the Solid Waste operating budget. The Fire Service includes a Rural Fire reserve.

Obligations / Responsibilities: Transfers to Outside Provincial Agencies

These amounts include transfers in respect of the Metropolitan Regional Housing Authority and the World Trade Centre under. These specific transfers are required under agreements signed by HRM or its predecessor municipalities with the Province of Nova Scotia.

In 2001-2002 HRM was notified by the Province that it would be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. Using this formula HRM budgeted to pay \$4.4 million for 2005-2006. For 2006-2007, the amount budgeted will be about \$5.7 million, an increase of over 28%.

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of \$7,584,200 for 2006-2007 is based upon assumed changes in CPI and uniform assessment. This is an increase of \$370,200 over 2005-2006.

Total transfers required by the Province to outside agencies for 2006-07, with the exception of Education and Hydrants which are shown separately, can be summarized as follows:

Outside Agency	Amount Budgeted
Metropolitan Regional Housing Authority	\$2,450,000
World Trade Centre	544,700
Assessment Services	5,696,000
Correctional Services	7,584,200
Spryfield Arena (Capital Costs)	71,500
Total Transferred to Outside Agencies for 2006-07:	<u><u>\$16,346,400</u></u>

Obligations / Responsibilities: Hydrants

The Utilities and Review Board (URB) requires HRM to make a contribution to fund the operations of the Halifax Regional Water Commission. This contribution is used to fund the hydrant costs incurred by the Commission and is set by a formula approved by the URB. The hydrant charges are recovered via a special "Fire Protection" charge that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. As permitted under the MGA, the charge for 2006-2007 is 3.2¢ per \$100 of taxable and non-taxable assessment for residential and resource property, and 8.7¢ for commercial and business occupancy property. Hydrant costs are expected to total \$8,513,200 in 2006-2007. An additional \$445,200 will also be obtained from the area rate to fund capital improvements on a pay-as-you-go basis. Therefore, the total expected from the area rate is \$8,958,400.

Obligations / Responsibilities: Capital and Operating Grants

Included within Fiscal Services are various grants and tax concessions to registered Non-Profits. The budget includes the following amounts:

	2006-2007
Community Grants	\$ 503,700
Residential Tax Exemptions	1,074,000
Non-Profit Tax Concessions	1,846,800
Fire Protection Concessions	72,000
Total	\$3,496,500

HRM's residential tax relief programs consist of rebate and deferral programs targeted at those with less than \$26,000 in annual household income. For the 2006-2007 fiscal year HRM is proposing to reduce community grants by \$60,000 while non-profit tax concessions would increase by \$166,000.

Obligations / Responsibilities: Operating Surplus/Deficit

Provincial law requires that any surplus or deficit from the prior fiscal year be included in the 2006-2007 Operating Budget. The 2006-2007 Operating Budget includes a small surplus of \$279,400.

Obligations / Responsibilities: Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$1.0 million to provide for the operating costs associated with new capital projects proposed for 2006-2007. This amount reflects an decrease of \$1.8 million over the 2005-2006 fiscal year. Funds for such projects are held in Fiscal until such time as the capital project is complete. At that time they are transferred to the relevant business unit.

Obligations / Responsibilities: Other Fiscal Transactions

Also included within Fiscal Services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or "Pay as You Go") are normally included here. In 2006-2007 HRM has budgeted for \$29.1 million in Capital from Operating. This is an increase from 2005-2006 when it was \$30.1 million. Included in the 2005/06 transfer is \$6.0 million of the capital from operating will be placed into a reserve for solid waste cells and equipment. This amount is budgeted for in Transfers from Reserves in 2006/07.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately \$1.5 million in respect of Grants-in-Lieu from the Federal and Provincial Governments for which HRM may be unable to enforce collection. HRM has also budgeted \$0.5 million for outstanding assessment appeals, and \$0.4 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia's Municipal Accounting and Reporting Manual.

Fiscal Services includes a variety of other amounts including provisions for salary and wage compensation for collective bargaining.

Fiscal Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	* 2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	\$52,634,034	\$52,784,900	\$52,837,382	\$53,513,799	\$728,899	1.4%
M112 Allocation of Debt Charges to B.	(16,329,780)	(16,020,400)	(16,050,007)	(15,162,546)	857,854	-5.4%
M530 Local Improvement Charges	999,892	1,825,100	1,653,719	1,840,025	14,925	0.8%
Total Debt Servicing	37,304,146	38,589,600	38,441,093	40,191,278	1,601,678	4.2%
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	-
M230 Correctional Centre	7,134,452	7,214,000	7,363,752	7,584,200	370,200	5.1%
M240 Met. Reg. HousingAut	2,133,002	2,350,000	2,266,752	2,450,000	100,000	4.3%
M250 World Trade Centre	519,110	544,700	592,879	544,700	0	0.0%
M280 Halifax Regional School Board	72,527,200	78,266,000	78,266,000	83,020,200	4,754,200	6.1%
M284 Supplementary Education- Halifa	12,295,000	12,295,000	12,295,000	12,381,200	86,200	0.7%
M285 Supplementary Education- Dartm	5,239,200	5,239,200	5,239,200	5,515,900	276,700	5.3%
M286 Supplementary Education-County	3,312,000	3,312,000	3,312,000	3,368,400	56,400	1.7%
M291 Fire Protection (Hydrants)	7,977,691	7,524,000	7,629,420	8,958,400	1,434,400	19.1%
M318 Provincial Assessment System	4,473,836	4,434,000	5,367,684	5,696,000	1,262,000	28.5%
Total Transfers To Outside Agencies	115,611,491	121,178,900	122,332,687	129,519,000	8,340,100	6.9%
Other Fiscal Services:						
M270 Compensation PPP	1,522,735	1,222,000	1,954,445	1,451,600	229,600	18.8%
M305 Pension Plan Administration	159,503	0	135,364	0	0	-
M310 Other Fiscal Serv.	1,218,913	3,036,593	7,165,393	3,374,858	338,265	11.1%
M311 Grants & Tax Concessions	3,035,678	3,390,500	3,412,972	3,496,500	106,000	3.1%
M312 LOCKED:Capital Transportation	32,450	0	1,270	0	0	-
M341 Surplus/Deficit	(44,052)	0	(339,225)	0	0	-
M351 Managers Contingency	91,613	150,500	36,180	153,200	2,700	1.8%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M451 Valuation Allowance	2,729,812	2,301,000	2,471,450	2,405,000	104,000	4.5%
M510 Property Tax	296,065	0	0	0	0	-
M555 Parkade	1,395,214	1,447,000	1,361,918	1,455,700	8,700	0.6%
M580 Fiscal Services	60	1,100,000	425,208	1,100,000	0	0.0%
Total Other Fiscal Services	10,506,990	12,716,593	16,693,974	13,505,858	789,265	6.2%
Transfer to/from other funds:						
M316 Strategic Growth Fund	4,000,000	5,000,000	5,100,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	0	776,250	1,059,150	958,800	182,550	23.5%
M319 DNA Reserve	0	0	0	0	0	-
M320 Insurance Claims	4,237,868	4,200,000	4,261,440	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M323 Insurance Reimbursed Claims	0	0	269,975	0	0	-
M411 Operating Stabilization Reserve	0	0	0	700,000	700,000	-
M421 Service Improvement Reserve	18,916	(256,000)	(236,984)	125,000	381,000	-148.8%
M441 Interest on Reserves	3,746,735	3,118,000	4,767,776	5,154,000	2,036,000	65.3%
M461 Capital Fr Operating	26,069,782	30,081,000	31,058,596	35,172,132	5,091,132	16.9%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	40,373,301	45,219,250	48,579,953	53,609,932	8,390,682	18.6%
Total	\$203,795,929	\$217,704,343	\$226,047,707	\$236,826,068	\$19,121,725	8.8%

Fiscal Services

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	\$0	\$0	\$0	\$0	0	-
M530 Local Improvement Charges	(\$2,376,118)	(\$1,825,100)	(\$2,061,303)	(\$1,840,025)	(14,925)	0.8%
Total Debt Servicing	(2,376,118)	(1,825,100)	(2,061,303)	(1,840,025)	(14,925)	0.8%
Transfers To Outside Agencies:						
M210 Social Assistance	\$0	\$0	\$0	\$0	0	-
M284 Supplementary Education- Halifa	(13,198,696)	(12,295,000)	(12,208,844)	(12,381,200)	(86,200)	0.7%
M285 Supplementary Education- Dartm	(3,736,017)	(5,239,200)	(4,962,492)	(5,515,900)	(276,700)	5.3%
M286 Supplementary Education-County	(3,252,256)	(3,312,000)	(3,255,612)	(3,368,400)	(56,400)	1.7%
Total Transfers To Outside Agencies	(20,186,969)	(20,846,200)	(20,426,948)	(21,265,500)	(419,300)	2.0%
Other Fiscal Services:						
M305 Pension Plan Administration	(159,503)	0	(135,439)	0	0	-
M310 Other Fiscal Serv.	16,203	0	8,977	0	0	-
M311 Grants & Tax Concessions	(1,528)	0	(4,401)	0	0	-
M341 Surplus/Deficit	0	0	0	(279,411)	(279,411)	-
M451 Valuation Allowance	(85,362)	0	(138)	0	0	-
M555 Parkade	(1,395,214)	(1,447,000)	(1,361,918)	(1,455,700)	(8,700)	0.6%
M580 Fiscal Services	(1,160)	(600,000)	(1,420)	(600,000)	0	-0.0%
Total Other Fiscal Services	(1,626,563)	(2,047,000)	(1,494,339)	(2,335,111)	(288,111)	14.1%
Transfers to/fr Other Funds:						
M320 Insurance Claims	(37,868)	0	(30,304)	0	0	-
M323 Insurance Reimbursed Claims	0	0	(269,975)	0	0	-
M411 Operating Stabilization Reserve	0	0	0	0	0	-
M421 Service Improvement Reserve	0	0	0	0	0	-
Total Transfers to/from Other Funds	(37,868)	0	(300,279)	0	0	-
Total	(\$24,227,518)	(\$24,718,300)	(\$24,282,869)	(\$25,440,636)	(\$722,336)	2.9%

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %	
Debt Servicing:						
MI10 Debt & Interest Chg	\$52,634,034	\$52,784,900	\$52,837,382	\$53,513,799	728,899	1.4%
M112 Allocation of Debt Charges to B.	(16,329,780)	(16,020,400)	(16,050,007)	(15,162,546)	857,854	-5.4%
M530 Local Improvement Charges	(1,376,225)	0	(407,584)	0	0	-
Total Debt Servicing	34,928,029	36,764,500	36,379,790	38,351,253	1,586,753	4.3%
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	-
M230 Correctional Centre	7,134,452	7,214,000	7,363,752	7,584,200	370,200	5.1%
M240 Met. Reg. HousingAut	2,133,002	2,350,000	2,266,752	2,450,000	100,000	4.3%
M250 World Trade Centre	519,110	544,700	592,879	544,700	0	0.0%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	-
M280 Halifax Regional School Board	72,527,200	78,266,000	78,266,000	83,020,200	4,754,200	6.1%
M284 Supplementary Education- Halifa	(903,696)	0	86,156	0	0	-
M285 Supplementary Education- Dartm	1,503,183	0	276,708	0	0	-
M286 Supplementary Education-County	59,744	0	56,388	0	0	-
M291 Fire Protection (Hydrants)	7,977,691	7,524,000	7,629,420	8,958,400	1,434,400	19.1%
M318 Provincial Assessment System	4,473,836	4,434,000	5,367,684	5,696,000	1,262,000	28.5%
Total Transfers To Outside Agencies	95,424,523	100,332,700	101,905,739	108,253,500	7,920,800	7.9%
Other Fiscal Services:						
M270 Compensation PPP	1,522,735	1,222,000	1,954,445	1,451,600	229,600	18.8%
M305 Pension Plan Administration	0	0	(74)	0	0	-
M310 Other Fiscal Serv.	1,235,117	3,036,593	7,174,370	3,374,858	338,265	11.1%
M311 Grants & Tax Concessions	3,034,150	3,390,500	3,408,571	3,496,500	106,000	3.1%
M312 LOCKED:Capital Transportation	32,450	0	1,270	0	0	-
M341 Surplus/Deficit	(44,052)	0	(339,225)	(279,411)	(279,411)	-
M351 Managers Contingency	6,251	150,500	36,042	153,200	2,700	1.8%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M451 Valuation Allowance	2,729,812	2,301,000	2,471,450	2,405,000	104,000	4.5%
M510 Property Tax	296,065	0	0	0	0	-
M555 Parkade	(0)	0	0	0	0	-
M580 Fiscal Services	(1,100)	500,000	423,788	500,000	0	0.0%
Total Other Fiscal Services	8,880,427	10,669,593	15,199,635	11,170,747	501,154	4.7%
Transfer to/from other funds:						
M316 Strategic Growth Fund	4,000,000	5,000,000	5,100,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	0	776,250	1,059,150	958,800	182,550	23.5%
M319 DNA Reserve	0	0	0	0	0	-
M320 Insurance Claims	4,200,000	4,200,000	4,231,137	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M323 Insurance Reimbursed Claims	0	0	(0)	0	0	-
M411 Operating Stabilization Reserve	0	0	0	700,000	700,000	-
M421 Service Improvement Reserve	18,916	(256,000)	(236,984)	125,000	381,000	-148.8%
M441 Interest on Reserves	3,746,735	3,118,000	4,767,776	5,154,000	2,036,000	65.3%
M461 Capital Fr Operating	26,069,782	30,081,000	31,058,596	35,172,132	5,091,132	16.9%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	40,335,433	45,219,250	48,279,674	53,609,932	8,390,682	18.6%
Total	\$179,568,411	\$192,986,043	\$201,764,838	\$211,385,432	\$18,399,389	9.5%

Fiscal Services

Summary by Expenditure & Revenue Type

Item	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$2,429,383	\$1,475,445	\$1,840,931	\$2,877,600	1,402,155	95.0%
2 Office Costs	9,206	0	10,415	0	0	-
3 Professional Fees	24,182	0	25,857	0	0	-
4 Legal & Consulting Fees	62,465	0	81,843	0	0	-
5 External Services	354,401	874,950	347,768	46,400	(828,550)	-94.7%
6 Supplies & Materials	4,581	450,000	2,436	458,100	8,100	1.8%
8 Utilities	0	0	0	0	0	-
9 Building Costs	0	0	13,976	0	0	-
10 Equipment & Communications	19,742	0	16,454	0	0	-
11 Vehicle Expense	290,517	0	330,916	0	0	-
12 Travel	19,144	0	790	0	0	-
13 Training & Education	182	0	1,502	0	0	-
14 Facilities Rental	0	0	8,630	97,533	97,533	-
15 Advertising & Promotion	0	0	1,169	0	0	-
16 Other Goods & Services	197,276	2,058,548	260,132	3,069,504	1,010,956	49.1%
17 Interdepartmental	3,184	83,400	85,664	87,660	4,260	5.1%
18 Debt-Interest	9,266,946	9,486,100	8,687,302	9,171,824	(314,276)	-3.3%
19 Debt Principal	27,622,560	28,492,600	29,293,830	30,564,062	2,071,462	7.3%
20 Transfer Outside Agencies	107,697,829	113,654,900	114,703,267	120,212,800	6,557,900	5.8%
21 Insurance Costs	3,333,566	4,200,000	2,806,854	4,200,000	0	0.0%
22 Grants & Tax Concessions	3,041,420	3,559,500	3,481,972	3,615,500	56,000	1.6%
23 Transfer to/from Reserves	17,053,502	16,240,000	23,504,187	18,394,161	2,154,161	13.3%
24 Fire Protection	7,823,303	7,524,000	7,629,420	8,958,400	1,434,400	19.1%
25 Capital from Operating	19,569,782	24,081,000	28,302,163	29,172,132	5,091,132	21.1%
26 Debenture Discount	199,935	222,000	221,965	255,392	33,392	15.0%
27 Provision for Allowance	2,662,519	2,489,900	2,471,450	2,405,000	(84,900)	-3.4%
28 Other Fiscal	2,154,357	2,812,000	2,256,038	2,820,700	8,700	0.3%
29 Prior year Surplus/Deficit	(44,052)	0	(339,225)	419,300	419,300	-
Total	\$203,795,929	\$217,704,343	\$226,047,707	\$236,826,068	\$19,121,725	8.8%
Revenues						
30 Tax Revenues	(\$1,882,922)	(\$1,036,600)	(\$1,524,836)	(\$1,051,525)	(14,925)	0.0%
31 Area Rate Revenue	(20,680,165)	(21,634,700)	(20,963,416)	(22,054,000)	(419,300)	1.9%
32 Interest Revenue	20,096	0	0	0	0	-
33 Other Revenue	(1,684,527)	(2,047,000)	(1,794,618)	(2,335,111)	(288,111)	14.1%
Total	(\$24,227,518)	(\$24,718,300)	(\$24,282,869)	(\$25,440,636)	(\$722,336)	2.9%
Net Cost	\$179,568,411	\$192,986,043	\$201,764,838	\$211,385,432	\$18,399,389	9.5%

HALIFAX REGIONAL SCHOOL BOARD

**DRAFT
SUPPLEMENTARY FUND
BUSINESS PLAN
& BUDGET**

2006-2007

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

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**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

INTRODUCTION/PLANNING CONTEXT

The Halifax Regional School Board (HRSB) provides quality educational opportunities for students who reside within the Halifax Regional Municipality. School boards in Nova Scotia were created by the Province under provisions in the Education Act. Although a separate legal entity, the Halifax Regional School Board shares common goals and works together with the Halifax Regional Municipality (HRM) to create a healthy, sustainable, viable and well educated community.

It is within the framework of a shared vision with HRM for excellence in educational opportunities and student achievement that this supplementary fund budget is prepared. There is a long history of the former cities of Halifax and Dartmouth providing funding for public education that is above the mandatory amount directed annually by the Province. To a lesser extent, the former Halifax County and Bedford communities have benefited from supplementary funding since 2000-2001.

Supplementary funding is used to enhance and augment educational programs and services to students who live in these areas. **Supplementary funding allows students to benefit from programs and services that would not be affordable with the general funding received by the Halifax Regional School Board.**

The HRSB acknowledges that educational funding is a provincial responsibility, nonetheless, there is a mandate and expectation from the public for supplementary funding to continue and many councillors strongly support the enhanced program opportunities that are provided to students in their communities.

However, both the HRSB and HRM recognize the need to address critical issues surrounding supplementary funding. Funds continue to be raised at different amounts, at different tax rates and the funds can only be spent in certain areas of the municipality.

To that end, both the HRSB and HRM named representatives to a Supplementary Funding Working Group and invited representation from all three provincial parties. This working group held at least 13 meetings from June 2005 to early May 2006.

The Working Group submitted its report to HRM Council on May 30, 2006 and to the HRSB on May 31, 2006. While the HRSB has endorsed the report's recommendations, HRM Council has referred the report to staff for further analysis.

The context for the HRSB's 2006-07 Supplementary Fund budget is one of stability. It was determined that the status quo should be maintained until it is clear what result may ensue from the Supplementary Funding Working Group report.

Even with status quo funding, reductions are necessary because the majority of supplementary funding is for salaries and benefits. Salary increases have been provided through collective bargaining that increase expenditures.

Budget decisions within the General Fund have also resulted in certain expenditures no longer being required within the Supplementary funds. These changes have helped alleviate the impact of certain resource reductions.

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

It is important to note that at the time of presenting this budget proposal, HRM Council has not passed its 2006-07 budget. Therefore, this budget proposal is conditional upon HRM passing a status quo budget. Once Council passes its budget, any adjustment to the HRSB Supplementary fund budget, if required, would come back to the Board for approval.

FINANCIAL SUMMARY

As noted, the budget proposal for 2006-07 assumes Council will approve status quo funding. Council has maintained supplementary funding at the current amounts since 2002-03.

Almost all of the supplementary funds are spent on salaries and benefits. The provincial Nova Scotia Teachers Union collective agreement was renegotiated this year and salary increases have been negotiated for 2006-07. These increases have been reflected in the draft budget. Salary and benefit increases have been budgeted for staff in other union groups based on actual and projected amounts.

Several expenditures were added to the draft **General Fund** budget for 2006-07 that reduced Supplementary Fund expenditures. These are:

Core French - staffing resources were added to the General Fund to ensure all students in elementary schools meet the Department of Education requirement of 30 minutes of Core French instruction each day. As a result, Core French teachers in Halifax and Dartmouth are no longer funded with supplementary funds.

Vice Principals PD/School Support - the General Fund staffing formula for Vice Principals is changed for 2006-07 to begin implementation of enhancements for elementary schools with less than 500 students. This reduces the staffing top up required in the Halifax and Dartmouth supplementary funds.

School Secretaries - the school secretarial staffing formula within the General Fund was changed in the 2006-07 budget to provide more support for elementary schools with less than 350 students and high schools with more than 1200 students. Again, this reduces the top up in the Halifax and Dartmouth funds.

Since supplementary fund expenditures have increased due to salary and benefit increases, status quo funding results in reductions. Through review and discussion with the Board, reductions have been applied in certain areas to maintain a balanced budget proposal.

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

The draft, conditional supplementary funding budget proposal for 2006-07 is as follows:

	<u>Draft Budget</u> <u>2006-07</u>	<u>Actual</u> <u>2005-06</u>
Halifax		
Supplementary	\$ 10,661,400	\$ 10,661,400
Area Rate	<u>1,633,600</u>	<u>1,633,600</u>
	<u>\$ 12,295,000</u>	<u>\$ 12,295,000</u>
 Dartmouth		
Supplementary	\$ 4,668,000	\$ 4,668,000
Area Rate	<u>571,200</u>	<u>571,200</u>
	<u>\$ 5,239,200</u>	<u>\$ 5,239,200</u>
 County-Bedford	<u>\$ 3,312,000</u>	<u>\$ 3,312,000</u>
 Total	<u><u>\$ 20,846,200</u></u>	<u><u>\$ 20,846,200</u></u>

The recent history of supplementary funding is as follows:

	Halifax	Dartmouth	County-Bedford
1999-2000	\$11,880,000	\$5,062,000	\$0
2000-2001	\$11,880,000	\$5,062,000	\$2,355,000
2001-2002	\$11,880,000	\$5,062,000	\$3,200,000
2002-2003	\$12,295,800	\$5,239,200	\$3,312,000
2003-2004	\$12,295,800	\$5,239,200	\$3,312,000
2004-2005	\$12,295,000	\$5,239,200	\$3,312,000
2005-2006	\$12,295,000	\$5,239,200	\$3,312,000

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

The following summarizes details of the financial position for each part of the Fund:

HALIFAX

	2006-2007 Budget	2005-2006 Projection	2004-2005 Actuals
Funding			
Supplementary Funds	\$ 10,661,400	\$ 10,661,400	\$12,295,000
Area Rate	1,633,600	1,633,600	-
Prior Year Surplus	-	11,617	162,605
Total	<u>\$12,295,000</u>	<u>\$12,306,617</u>	<u>\$12,457,605</u>
Expenditures			
Salaries & Benefits	\$12,045,400	\$11,875,592	\$11,420,162
Supplies & Materials	<u>249,600</u>	<u>413,094</u>	<u>1,025,826</u>
Total	<u>\$12,295,000</u>	<u>\$12,288,686</u>	<u>\$12,445,988</u>
Accumulated Surplus	<u>\$ 0</u>	<u>\$ 17,931</u>	<u>\$ 11,617</u>

DARTMOUTH

	2006-2007 Budget	2005-2006 Projection	2004-2005 Actuals
Funding			
Supplementary Funds	\$ 4,668,000	\$ 4,668,000	\$5,239,200
Area Rate	571,200	571,200	-
Prior Year Surplus	-	18,614	47,766
Total	<u>\$5,239,200</u>	<u>\$5,257,814</u>	<u>\$5,286,966</u>
Expenditures			
Salaries & Benefits	\$5,017,900	\$4,789,356	\$4,660,606
Supplies & Materials	147,600	390,484	531,746
Student Transportation	<u>73,700</u>	<u>76,000</u>	<u>76,000</u>
Total	<u>\$5,239,200</u>	<u>\$5,255,840</u>	<u>\$5,268,352</u>
Accumulated Surplus	<u>\$ 0</u>	<u>\$ 1,974</u>	<u>\$ 18,614</u>

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

HALIFAX COUNTY-BEDFORD

	2006-2007 Budget	2005-2006 Projection	2004-2005 Actuals
Funding			
Funding	\$ 3,312,000	\$ 3,312,000	\$ 3,312,000
Prior Year Surplus (Deficit)	-	94,704	88,887
Total	<u>\$3,312,000</u>	<u>\$3,406,704</u>	<u>\$3,400,887</u>
Expenditures			
Salaries & Benefits	\$3,312,000	\$3,172,149	\$3,227,956
Supplies & Materials	-	230,633	78,227
Total	<u>\$3,312,000</u>	<u>\$3,402,782</u>	<u>\$3,306,183</u>
Accumulated Surplus	<u>\$ 0</u>	<u>\$ 3,922</u>	<u>\$ 94,704</u>

In 2005-06, HRM Council approved area rates for music and arts programs in Halifax and Dartmouth. The following table indicates the 2006-07 area rates and the budgeted expenditures for music and arts programs.

The budgeted expenditures assumes the same area rate will be approved by Council for 2006-07. The 2006-07 budget requires additional amounts from the supplementary funds to top up the area rates to support the entire music and arts programs.

**Music & Arts
2006-07 Budget**

	Halifax		Dartmouth		
	FTE	Expenditure	FTE	Expenditure	
Specialized Music	4.7 (4.7)	\$278,400	5.3 (5.3)	\$293,200	
Art Instruction	13.4 (13.4)	791,600	4.3 (4.3)	271,000	
Fine Arts	<u>11.4 (11.4)</u>	<u>725,600</u>	<u>5.1 (5.2)</u>	<u>301,000</u>	
	<u>29.5</u>	<u>1,795,600</u>	<u>14.7</u>	865,200	
Employee Benefits		188,500		90,800	
Supplies & Materials		<u>45,000</u>		<u>25,000</u>	
		<u>\$2,029,100</u>		<u>\$981,000</u>	
Area Rate		<u>\$1,633,600</u>		<u>\$571,200</u>	

Note: The FTE numbers in brackets are the staff numbers in 2005-06.

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

Board Motions

It is recommended that the Board approve the following motions:

1. The conditional 2006-07 Halifax Supplementary Fund Business Plan and Budget totaling \$12,295,000 be approved as presented.
2. The conditional 2006-07 Dartmouth Supplementary Fund Business Plan and Budget totaling \$5,239,200 be approved as presented.
3. The conditional 2006-07 County-Bedford Supplementary Fund Business Plan and Budget totaling \$3,312,000 be approved as presented.

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

HALIFAX

BUDGET SUMMARY & STAFFING NUMBERS

The Halifax supplementary fund budget proposal is based on a net reduction of 9.8 FTE positions from 2005-06.

As noted earlier, the 3.5 FTE Core French teacher positions will no longer be funded by the supplementary fund after the 2005-06 school year. The General Fund will provide a system standard of Core French programming to meet Department of Education requirements.

There will be a reduction of a .3 FTE in Physical Education teachers. The Youth Foundation program in Halifax will end in June 2006. This program will be replaced by other programs and services in the General Fund to support junior high at risk students. This will result in a reduction of 4 FTE teaching positions charged to the supplementary fund, as well as a reduction of \$33,000 in the supplies and materials budget.

There is a reduction of 1 FTE teaching position in Behaviour and Congregated classes as more Learning Centre positions are added in the General Fund.

There will be a reduction of 6.9 school administration positions charged to the supplementary fund since enhancements to this category have been provided within the General Fund. Similarly, the staffing formula for school secretaries has been enhanced within the General Fund, resulting in 3.1 FTE secretaries no longer being charged to the supplementary fund.

As cost savings are achieved with all the staffing reductions noted above, there is an ability within status quo funding to add 9.0 FTE additional classroom teachers.

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

HALIFAX

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
<u>REVENUES</u>					
Supplementary Funds	10,661,400	10,661,400	12,295,000	0	-1,633,600
Area Rate - Music & Arts	1,633,600	1,633,600	0	0	1,633,600
<u>TOTAL REVENUES</u>	<u>12,295,000</u>	<u>12,295,000</u>	<u>12,295,000</u>	<u>0</u>	<u>0</u>

EXPENDITURES

School Services

Classroom Teachers

Specialized Music	278,400	271,300	268,700	7,100	9,700
Core French	69,000	204,200	198,600	-135,200	-129,600
Physical Education	226,600	241,300	230,200	-14,700	-3,600
Art Instruction	791,600	731,100	721,100	60,500	70,500
Classroom Teachers	3,083,900	2,793,500	2,689,800	290,400	394,100
Fine Arts	725,600	689,900	706,400	35,700	19,200
ESL	415,100	403,900	417,800	11,200	-2,700
Youth Foundation Program	71,000	193,800	195,600	-122,800	-124,600
<i>Sub-total</i>	5,661,200	5,529,000	5,428,200	132,200	233,000

Special Education

Resource Teachers	1,246,700	1,181,700	1,221,500	65,000	25,200
Social Workers	245,200	260,700	257,300	-15,500	-12,100
EPA's	877,900	864,500	853,700	13,400	24,200
<i>Sub-total</i>	2,369,800	2,306,900	2,332,500	62,900	37,300

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

HALIFAX

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
Library & Guidance					
Library Technicians	793,800	793,300	759,600	500	34,200
Guidance	415,600	269,400	354,800	146,200	60,800
<i>Sub-total</i>	1,209,400	1,062,700	1,114,400	146,700	95,000
School Administrators	910,100	1,213,300	1,191,900	-303,200	-281,800
Other					
Student Services Secretaries	15,300	15,100	13,900	200	1,400
4 Plus Teachers	230,900	217,900	218,800	13,000	12,100
Secretaries	132,300	184,500	173,700	-52,200	-41,400
Student Support Workers	65,900	64,000	55,000	1,900	10,900
<i>Sub-total</i>	444,400	481,500	461,400	-37,100	-17,000
Benefits					
Statutory	703,600	704,800	597,400	-1,200	106,200
Medical/Dental/SalCon	159,700	159,500	160,600	200	-900
Service Awards	87,100	86,700	86,700	400	400
Pension	195,300	164,500	157,600	30,800	37,700
<i>Sub-total</i>	1,145,700	1,115,500	1,002,300	30,200	143,400
Substitutes	304,800	303,500	304,500	1,300	300

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

HALIFAX

	<u>Budget 2006-2007</u>	<u>Budget 2005-2006</u>	<u>Projection 2005-2006</u>	<u>Change Budget To Budget</u>	<u>Change Budget To Projection</u>
Program Support					
Program Supplies & Materials	45,000	45,000	53,500	0	-8,500
Schools Funds	0	0	0	0	0
Schools - Supplies & Materials	172,600	172,600	322,600	0	-150,000
Library/Phys Ed Support/Other	0	0	3,300	0	-3,300
Therapeutic Swim Program	20,000	20,000	20,000	0	0
Junior High Support	12,000	45,000	45,000	-33,000	-33,000
<i>Sub-total</i>	249,600	282,600	444,400	-33,000	-194,800
Carry Forward (Surplus) Deficit	0	0	(11,600)	0	11,600
TOTAL EXPENDITURES	<u>12,295,000</u>	<u>12,295,000</u>	<u>12,268,000</u>	<u>0</u>	<u>27,000</u>
Surplus / (Deficit)	<u>0</u>	<u>0</u>	<u>27,000</u>		

**SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007**

HALIFAX

	School Year 2005-2006 (April-July)		School Year 2006-2007 (August-March)		<u>TOTAL</u> Salary Cost
	FTE's	Salary Cost	FTE's	Salary Cost	
School Services					
Classroom Teachers					
Specialized Music	4.70	94,568	4.70	183,809	278,377
Core French	3.50	68,951	0.00	0	68,951
Physical Education	3.90	81,082	3.60	145,474	226,556
Art Instruction	13.40	268,924	13.40	522,699	791,623
Additional Teachers	45.30	926,143	54.30	2,157,752	3,083,895
Fine Arts	11.40	246,495	11.40	479,104	725,599
ESL	7.00	141,022	7.00	274,100	415,122
Youth Foundation Program	4.00	70,990	0.00	0	70,990
<i>Sub-total</i>	93.20	1,898,175	94.40	3,762,938	5,661,113

Special Education					
Central Allocations:					
Resource Teachers	11.80	259,249	11.80	503,894	763,143
Behaviour & Congregated Classes	5.00	105,487	4.00	164,025	269,512
Family Allocations:					
Behaviour & CDST	3.00	72,722	3.00	141,347	214,069
Social Workers	4.00	83,312	4.00	161,931	245,243
EPA's	30.00	303,888	30.00	574,011	877,899
<i>Sub-total</i>	53.80	824,658	52.80	1,545,208	2,369,866

**SUPPLEMENTARY FUND
STAFFING BUDGET**

2006-2007

HALIFAX

	School Year		School Year		<u>TOTAL</u>
	<u>2005-2006 (April-July)</u>	<u>2006-2007 (August-March)</u>	<u>FTE's</u>	<u>Salary Cost</u>	
Library & Guidance					
Library Technicians	27.50	274,787	27.50	519,042	793,829
Guidance	6.50	141,180	6.50	274,407	415,587
Sub-total	34.00	415,967	34.00	793,449	1,209,416
School Administrators	16.90	423,266	10.00	486,798	910,064
Other					
Student Services Secretaries	0.50	4,858	0.50	10,410	15,268
4 Plus Teachers	4.00	78,456	4.00	152,492	230,948
Secretaries	6.50	62,376	3.40	69,916	132,292
Student Support Workers	2.00	22,816	2.00	43,097	65,913
Sub-total	13.00	168,506	9.90	275,915	444,421
Benefits					
Statutory		255,534		448,026	703,560
Medical/Dental/SalCon		55,504		102,468	157,972
Service Awards		30,618		56,479	87,097
Pension		69,280		126,027	195,307
Sub-total		410,936		733,000	1,143,936
Substitutes					
Short Term Sick Leave		107,165		197,674	304,839
Total Salary & Benefits	<u>210.90</u>	<u>4,248,673</u>	<u>201.10</u>	<u>7,794,982</u>	<u>12,043,655</u>

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

DARTMOUTH

BUDGET SUMMARY & STAFFING NUMBERS

The Dartmouth supplementary fund budget proposal is based on a net reduction of a .4 FTE position from 2005-06.

As explained in the Halifax section, the reduction in Core French teachers charged to the Dartmouth supplementary fund is 2.8 FTEs for 2006-07.

The draft budget provides for an increase of 5.5 FTE additional teacher positions. There is a reduction of a .1 FTE position in Fine Arts as well as a 1 FTE reduction in Behaviour and Congregated classes.

As also noted in the Halifax section, the reduction in school administrators and school secretaries charged to the supplementary fund in 2006-07 is .4 FTE and 1.6 FTE respectively.

In Dartmouth, the Schools – Supplies and Materials budget has been reduced by \$61,400 and the bussing costs have been revised to reflect actual costs.

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

DARTMOUTH

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
<u>REVENUES</u>					
Supplementary Funds	4,668,000	4,668,000	5,239,200	0	-571,200
Area Rate - Music & Arts	571,200	571,200	0	0	571,200
<u>TOTAL REVENUES</u>	<u>5,239,200</u>	<u>5,239,200</u>	<u>5,239,200</u>	<u>0</u>	<u>0</u>

EXPENDITURES

School Services

Classroom Teachers

Specialized Music	293,200	290,900	279,000	2,300	14,200
French Instruction	52,600	192,500	166,900	-139,900	-114,300
Physical Education	123,800	158,900	133,700	-35,100	-9,900
Art Instruction	271,000	275,600	263,400	-4,600	7,600
Additional Teachers	891,600	577,500	594,400	314,100	297,200
Fine Arts	301,000	305,100	318,200	-4,100	-17,200
ESL	152,900	146,500	141,300	6,400	11,600
Junior High Support	141,500	156,800	143,900	-15,300	-2,400
<i>Sub-total</i>	2,227,600	2,103,800	2,040,800	123,800	186,800

Special Education

Resource Teachers	565,600	615,000	645,200	-49,400	-79,600
Social Workers	117,700	99,600	64,100	18,100	53,600
EPA's	381,700	378,200	366,800	3,500	14,900
<i>Sub-total</i>	1,065,000	1,092,800	1,076,100	-27,800	-11,100

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

DARTMOUTH

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
Library & Guidance					
Library Technicians	427,000	433,000	408,500	-6,000	18,500
Guidance	246,400	247,600	237,700	-1,200	8,700
<i>Sub-total</i>	673,400	680,600	646,200	-7,200	27,200
School Administrators	160,600	184,300	171,600	-23,700	-11,000
Other					
Student Services Secretaries	6,100	6,000	5,600	100	500
4 Plus Teachers	120,000	112,300	112,900	7,700	7,100
Secretaries	102,700	129,500	120,200	-26,800	-17,500
Student Support Workers	33,000	32,700	31,800	300	1,200
<i>Sub-total</i>	261,800	280,500	270,500	-18,700	-8,700
Benefits					
Statutory	297,500	295,800	247,900	1,700	49,600
Medical/Dental/SalCon	78,900	81,300	77,600	-2,400	1,300
Service Awards	34,400	33,600	33,600	800	800
Pension	98,400	83,800	78,900	14,600	19,500
<i>Sub-total</i>	509,200	494,500	438,000	14,700	71,200
Substitutes	120,300	117,700	117,700	2,600	2,600

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

DARTMOUTH

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
Program Support					
Program Supplies & Materials	25,000	25,000	29,900	0	-4,900
Schools Funds	0	0	3,700	0	-3,700
Schools - Supplies & Materials	119,600	181,000	356,000	-61,400	-236,400
Library Support Resources	0	0	3,000	0	-3,000
Junior High Support	3,000	3,000	600	0	2,400
Additional Buses	73,700	76,000	76,000	-2,300	-2,300
<i>Sub-total</i>	221,300	285,000	469,200	-63,700	-247,900
Carry Forward (Surplus)	0	0	(18,600)	0	18,600
TOTAL EXPENDITURES	<u>5,239,200</u>	<u>5,239,200</u>	<u>5,211,500</u>	<u>0</u>	<u>27,700</u>
Surplus / (Deficit)	<u>0</u>	<u>0</u>	<u>27,700</u>		

**SUPPLEMENTARY FUND
STAFFING BUDGET**

2006-2007

DARTMOUTH

	School Year <u>2005-2006 (April-July)</u>		School Year <u>2006-2007 (August-March)</u>		<u>TOTAL</u>
	<u>FTE's</u>	<u>Salary Cost</u>	<u>FTE's</u>	<u>Salary Cost</u>	
<u>School Services</u>					
Classroom Teachers					
Specialized Music	5.30	99,587	5.30	193,564	293,151
French Instruction	2.80	52,583	0.00	0	52,583
Physical Education	2.10	42,065	2.10	81,760	123,825
Art Instruction	4.30	92,048	4.30	178,911	270,959
Additional Teachers	11.60	230,663	17.10	660,903	891,566
Fine Arts	5.20	103,560	5.10	197,415	300,975
ESL	2.50	51,928	2.50	100,931	152,859
Junior High Support	3.00	48,073	3.00	93,438	141,511
<i>Sub-total</i>	36.80	720,507	39.40	1,506,922	2,227,429
Special Education					
Resource Teachers	7.00	142,306	7.00	276,595	418,901
Behaviour & Congregated Classes	3.00	63,922	2.00	82,829	146,751
Social Workers	2.00	39,970	2.00	77,688	117,658
EPA's	13.00	132,120	13.00	249,560	381,680
<i>Sub-total</i>	25.00	378,318	24.00	686,672	1,064,990
Library & Guidance					
Library Technicians	14.90	147,793	14.90	279,165	426,958
Guidance	3.90	83,701	3.90	162,687	246,388
<i>Sub-total</i>	18.80	231,494	18.80	441,852	673,346
Administrators	2.00	62,877	1.60	97,770	160,647

**SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007**

DARTMOUTH

	School Year		School Year		<u>TOTAL</u>
	<u>FTE's</u>	<u>Salary Cost</u>	<u>FTE's</u>	<u>Salary Cost</u>	
	2005-2006 (April-July)		2006-2007 (August - March)		<u>Salary Cost</u>
Other					
Student Services Secretaries	0.20	1,943	0.20	4,164	6,107
4 Plus Teachers	2.00	40,780	2.00	79,263	120,043
Secretaries	4.50	43,139	2.90	59,573	102,712
Student Support Workers	1.00	11,408	1.00	21,548	32,956
<i>Sub-total</i>	7.70	97,270	6.10	164,548	261,818
Benefits					
Statutory		103,125		194,384	297,509
Medical/Dental/SalCon		27,921		50,963	78,884
Service Awards		11,541		22,837	34,378
Pension		34,851		63,612	98,463
<i>Sub-total</i>		177,438		331,796	509,234
Substitutes					
Short Term Sick Leave		38,155		82,169	120,324
Total Salary & Benefits	<u>90.30</u>	<u>1,706,059</u>	<u>89.90</u>	<u>3,311,729</u>	<u>5,017,788</u>

HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007

COUNTY-BEDFORD

BUDGET SUMMARY & STAFFING NUMBERS

In the County-Bedford, the only known staffing change at this time is an increase of a .9 FTE in centrally allocated resource teachers.

After taking into account all other cost pressure changes, the Families of Schools allocation is reduced by \$125,500.

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

COUNTY-BEDFORD

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
<u>REVENUES</u>					
Halifax Regional Municipality	3,312,000	3,312,000	3,312,000	0	0
	3,312,000	3,312,000	3,312,000	0	0
<u>EXPENDITURES</u>					
<u>School Services</u>					
Families of Schools Staffing -	1,664,700	1,790,200	1,883,500	-125,500	-218,800
<u>Special Education</u>					
Teachers	1,275,300	1,172,200	1,155,200	103,100	120,100
<i>Sub-total</i>	1,275,300	1,172,200	1,155,200	103,100	120,100
<u>Other</u>					
ESL Teacher	112,700	129,700	111,200	-17,000	1,500
4+ Teachers	68,100	41,600	47,600	26,500	20,500
EPA's	29,800	29,400	30,500	400	-700
<i>Sub-total</i>	210,600	200,700	189,300	9,900	21,300

**SUPPLEMENTARY FUND
BUDGET SUMMARY
2006-2007**

COUNTY-BEDFORD

	<u>Budget</u> <u>2006-2007</u>	<u>Budget</u> <u>2005-2006</u>	<u>Projection</u> <u>2005-2006</u>	<u>Change</u> <u>Budget To</u> <u>Budget</u>	<u>Change</u> <u>Budget To</u> <u>Projection</u>
Benefits					
Statutory	90,200	83,500	71,000	6,700	19,200
Medical/Dental/SalCon	2,500	2,400	5,400	100	-2,900
Service Awards	14,600	13,500	13,500	1,100	1,100
Pension	3,100	2,500	6,300	600	-3,200
<i>Sub-total</i>	110,400	101,900	96,200	8,500	14,200
Substitutes	51,000	47,000	48,300	4,000	2,700
Carry Forward (Surplus)	0	0	-94,700	0	94,700
TOTAL EXPENDITURES	<u>3,312,000</u>	<u>3,312,000</u>	<u>3,277,800</u>	<u>0</u>	<u>34,200</u>
Surplus	<u>0</u>	<u>0</u>	<u>34,200</u>		

**SUPPLEMENTARY FUND
STAFFING BUDGET**

2006-2007

COUNTY-BEDFORD

	School Year <u>2005-2006 (April-July)</u>		School Year <u>2006-2007 (August -March)</u>		<u>TOTAL</u> <u>Salary Cost</u>
	<u>FTE's</u>	<u>Salary Cost</u>	<u>FTE's</u>	<u>Salary Cost</u>	
School Services - Centrally Allocated					
Special Education					
Teachers	20.00	420,735	20.90	854,568	1,275,303
<i>Sub-total</i>	20.00	420,735	20.90	854,568	1,275,303
Other					
ESL Teacher	2.00	38,282	2.00	74,407	112,689
4 Plus Teachers	1.00	23,142	1.00	44,980	68,122
EPA's	1.00	10,182	1.00	19,617	29,799
<i>Sub-total</i>	4.00	71,606	4.00	139,005	210,611
Substitutes					
Short Term Sick Leave		16,876		34,088	50,964
Benefits					
Statutory		31,436		58,792	90,228
Medical/Dental/SalCon		845		1,628	2,473
Service Awards		4,822		9,740	14,561
Pension		1,055		2,032	3,087
<i>Sub-total</i>		38,157		72,192	110,349
Total Salary & Benefits (Central)	24.00	547,374	24.90	1,099,854	1,647,228

SUPPLEMENTARY FUND
STAFFING BUDGET

2006-2007

COUNTY-BEDFORD

	School Year		School Year		TOTAL
	2005-2006 (April-July)		2006-2007 (August-March)		
	FTE's	Salary Cost	FTE's	Funding	Funding Allocation

Funds Managed by Family:

Auburn Drive Family (4,213)

2005-2006 (4,252)

Salaries

Benefits

Sub-total

3.90	69,968				
	7,760				
	77,728		139,730		217,458

Cole Harbour Family (4,443)

2005-2006 (4,604)

Salaries

Benefits

Sub-total

5.00	76,393				
	10,128				
	86,521		142,809		229,330

Duncan MacMillan Family (479)

2005-2006 (491)

Salaries

Benefits

Sub-total

0.40	6,981				
	423				
	7,404		17,320		24,724

Eastern Shore Dist. High Family (2,241)

2005-2006 (2,306)

Salaries

Benefits

Sub-total

2.00	39,705				
	3,706				
	43,411		72,261		115,672

SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

COUNTY-BEDFORD

	School Year		School Year		TOTAL
	2005-2006 (April-July)	2006-2007 (August - March)	2005-2006 (April-July)	2006-2007 (August - March)	
	FTE's	Salary Cost	FTE's	Funding	Funding Allocation
Musquodoboit Rural High Family (753)					
2005-2006 (794)					
Salaries	0.80	11,576			
Benefits		1,414			
Sub-total		12,990		25,877	38,867
CP Allen Family (4,505)					
2005-2006 (4,417)					
Salaries	5.40	64,893			
Benefits		12,210			
Sub-total		77,103		155,427	232,530
JL Ilsley Family (888)					
2005-2006 (928)					
Salaries	1.00	15,126			
Benefits		1,826			
Sub-total		16,952		28,883	45,835
Lockview High Family (3,759)					
2005-2006 (3,757)					
Salaries	3.90	46,502			
Benefits		9,462			
Sub-total		55,964		138,061	194,025
Sir John A Macdonald Family (3,843)					
2005-2006 (3,842)					
Salaries	3.20	51,675			
Benefits		5,076			
Sub-total		56,751		141,609	198,360

**SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007**

COUNTY-BEDFORD

	School Year 2005-2006 (April-July)		School Year 2006-2007 (August -March)		TOTAL
	FTE's	Salary Cost	FTE's	Funding	Funding Allocation
Halifax West Family (981)					
2005-2006 (1,001)					
Salaries	0.80	17,672			
Benefits		1,084			
Sub-total		18,756		31,879	50,635
Millwood High Family (2,558)					
2005-2006 (2,582)					
Salaries	2.00	31,896			
Benefits		3,872			
Sub-total		35,768		96,266	132,034
Sackville High Family (3,590)					
2005-2006 (3,778)					
Salaries	3.90	51,188			
Benefits		9,597			
Sub-total		60,785		124,517	185,302
Total Funds Managed by Family: (32,253)					
2005-2006 (32,752)	32.30	550,133		1,114,639	1,664,772
Grand Total Salaries & Benefits	56.30	1,097,507		2,214,493	3,312,000

Note 1: Beside each school family name is the April 30, 2006 enrolment for allocating the 2006-2007 funds.

Note 2: The amounts in the 2006-2007 School Year column will be allocated to the Families of Schools.

**SUPPLEMENTARY FUND
STAFFING BUDGET**

2006-2007

COUNTY-BEDFORD

Funds Managed by Family - Summary:

School year
2005-2006 (April - July)
FTE's Salary Cost

School Services			
Classroom Teachers			
Additional Teachers	13.20	267,111	
Youth ESL			
<i>Sub-total</i>		267,111	
Substitutes			
Short Term Sick Leave		10,324	
Special Education			
Teachers	0.40	5,193	
Social Workers			
EPA's	0.50	5,091	
<i>Sub-total</i>		10,284	
Library & Guidance			
Library Technicians	16.10	159,190	
Teacher Librarian	0.00	0	
<i>Sub-total</i>		159,190	
Other			
4 Plus Teachers			
Secretaries	2.10	19,195	
Student Support Workers			
<i>Sub-total</i>		19,195	
School Administrators			
	0.00	22,663	
Benefits			
Statutory		32,320	
Medical/Dental/SailCon		15,229	
Service Awards		0	
Pension		19,009	
<i>Sub-total</i>		66,558	
Total Salary & Benefits	32.30	550,132	

APPENDIX C
 SUPPLEMENTARY FUND
 STAFFING BUDGET
 2006-2007

Auburn Drive Family

School year
 2005-2006 (April - July)
FTE's Salary Cost

School Services		
Classroom Teachers		
Additional Teachers	2.10	44,227
Youth ESL		
Sub-total		44,227
Substitutes		
Short Term Sick Leave		1,748
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		0
Library & Guidance		
Library Technicians	1.80	18,287
Teacher Librarian		
Sub-total		18,287
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		0
School Administrators		5,706
Benefits		
Statutory		4,347
Medical/Dental/SaiCon		1,518
Service Awards		
Pension		1,895
Sub-total		7,760
Total Salary & Benefits	3.90	77,728

APPENDIX C
 SUPPLEMENTARY FUND
 STAFFING BUDGET
 2006-2007

Cole Harbour High Family

School year
 2005-2006 (April - July)
FTE's Salary Cost

School Services		
Classroom Teachers		
Additional Teachers	2.40	48,716
Youth ESL		
Sub-total		48,716
Substitutes		
Short Term Sick Leave		1,705
Special Education		
Teachers		
Social Workers		
EPA's	0.30	3,055
Sub-total		3,055
Library & Guidance		
Library Technicians	2.00	20,084
Teacher Librarian		
Sub-total		20,084
Other		
4 Plus Teachers		
Secretaries	0.30	2,833
Student Support Workers		
Sub-total		2,833
School Administrators		
Benefits		
Statutory		5,281
Medical/Dental/SaiCon		2,156
Service Awards		
Pension		2,691
Sub-total		10,128
Total Salary & Benefits	5.00	86,521

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Duncan MacMillan Family

	School year 2005-2006 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.40	6,745
Youth ESL		
Sub-total		6,745
Substitutes		
Short Term Sick Leave		236
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians		
Teacher Librarian		
Sub-total		
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators		
Benefits		
Statutory		423
Medical/Dental/SalCon		
Service Awards		
Pension		
Sub-total		423
Total Salary & Benefits	0.40	7,404

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Eastern Shore District High Family

	School year 2005-2006 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	1.20	24,930
Youth ESL		
Sub-total		24,930
Substitutes		
Short Term Sick Leave		1,072
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		0
Library & Guidance		
Library Technicians	0.60	6,109
Teacher Librarian		
Sub-total		6,109
Other		
4 Plus Teachers		
Secretaries	0.20	1,888
Student Support Workers		
Sub-total		1,888
School Administrators		
		5,706
Benefits		
Statutory		2,213
Medical/Dental/SalCon		664
Service Awards		
Pension		829
Sub-total		3,706
Total Salary & Benefits	2.00	43,411

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Musquodoboit Rural High Family

School Services	School year	
	FTE's	Salary Cost
2005-2006 (April - July)		
Classroom Teachers		
Additional Teachers	0.40	7,535
Youth ESL		
<i>Sub-total</i>		7,535
Substitutes		
Short Term Sick Leave		264
Special Education		
Teachers		
Social Workers		
EPA's		
<i>Sub-total</i>		
Library & Guidance		
Library Technicians		
Teacher Librarian		
<i>Sub-total</i>		
Other		
4 Plus Teachers		
Secretaries	0.40	3,777
Student Support Workers		
<i>Sub-total</i>		3,777
School Administrators		
Benefits		
Statutory		710
Medical/Dental/SalCon		313
Service Awards		391
Pension		1,414
<i>Sub-total</i>		
Total Salary & Benefits	0.80	12,990

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

CP Allen High Family

School Services	School year	
	FTE's	Salary Cost
2005-2006 (April - July)		
Classroom Teachers		
Additional Teachers	1.30	24,652
Youth ESL		
<i>Sub-total</i>		24,652
Substitutes		
Short Term Sick Leave		863
Special Education		
Teachers		
Social Workers		
EPA's		
<i>Sub-total</i>		
Library & Guidance		
Library Technicians	4.10	39,378
Teacher Librarian		
<i>Sub-total</i>		39,378
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
<i>Sub-total</i>		
School Administrators		
Benefits		
Statutory		4,862
Medical/Dental/SalCon		3,268
Service Awards		4,080
Pension		12,210
<i>Sub-total</i>		
Total Salary & Benefits	5.40	77,103

APPENDIX C
 SUPPLEMENTARY FUND
 STAFFING BUDGET
 2006-2007

JL Itslley High Family

School Services	School year	
	2005-2006 (April - July)	Salary Cost
	FTE's	
Classroom Teachers		
Additional Teachers	0.60	10,181
Youth ESL		
Sub-total		10,181
Substitutes		
Short Term Sick Leave		356
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	0.20	1,853
Teacher Librarian		
Sub-total		1,853
Other		
4 Plus Teachers		
Secretaries	0.30	2,736
Student Support Workers		
Sub-total		2,736
School Administrators		
Benefits		
Statutory		970
Medical/Dental/SalCon		381
Service Awards		475
Pension		1,826
Sub-total		
Total Salary & Benefits	1.00	16,952

APPENDIX C
 SUPPLEMENTARY FUND
 STAFFING BUDGET
 2006-2007

Lockview High Family

School Services	School year	
	2005-2006 (April - July)	Salary Cost
	FTE's	
Classroom Teachers		
Additional Teachers	0.70	14,055
Youth ESL		
Sub-total		14,055
Substitutes		
Short Term Sick Leave		492
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		0
Library & Guidance		
Library Technicians	2.80	28,233
Teacher Librarian		
Sub-total		28,233
Other		
4 Plus Teachers		
Secretaries	0.40	3,722
Student Support Workers		
Sub-total		3,722
School Administrators		
Benefits		
Statutory		3,499
Medical/Dental/SalCon		2,652
Service Awards		3,311
Pension		9,462
Sub-total		
Total Salary & Benefits	3.90	55,964

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Sir John A. Macdonald Family

School Services	School year	
	FTE's	Salary Cost
Classroom Teachers		
Additional Teachers	1.70	34,741
Youth ESL		
Sub-total		34,741
Substitutes		
Short Term Sick Leave		1,592
Special Education		
Teachers	0.40	5,193
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	0.60	5,558
Teacher Librarian		
Sub-total		5,558
Other		
4 Plus Teachers		
Secretaries	0.50	4,239
Student Support Workers		
Sub-total		4,239
School Administrators		5,545
Benefits		
Statutory		3,248
Medical/Dental/SalCon		813
Service Awards		
Pension		1,015
Sub-total		5,076
Total Salary & Benefits	3.20	56,751

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Millwood High Family

School Services	School year	
	FTE's	Salary Cost
Classroom Teachers		
Additional Teachers	1.10	21,964
Youth ESL		
Sub-total		21,964
Substitutes		
Short Term Sick Leave		769
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		0
Library & Guidance		
Library Technicians	0.90	9,163
Teacher Librarian		
Sub-total		9,163
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators		
Benefits		
Statutory		2,162
Medical/Dental/SalCon		761
Service Awards		
Pension		949
Sub-total		3,872
Total Salary & Benefits	2.00	35,768

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Sackville High Family

School Services	School year	
	2005-2006 (April - July)	Salary Cost
	FTE's	
Classroom Teachers		
Additional Teachers	0.60	12,291
Youth ESL		
Sub-total		12,291
Substitutes		
Short Term Sick Leave		630
Special Education		
Teachers		
Social Workers		
EPA's	0.20	2,036
Sub-total		2,036
Library & Guidance		
Library Technicians		
Teacher Librarian	3.10	30,525
Sub-total		30,525
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		0
School Administrators		5,706
Benefits		
Statutory		3,521
Medical/Dental/SalCon		2,703
Service Awards		
Pension		3,373
Sub-total		9,597
Total Salary & Benefits	3.90	60,785

APPENDIX C
SUPPLEMENTARY FUND
STAFFING BUDGET
2006-2007

Halifax West Family

School Services	School year	
	2005-2006 (April - July)	Salary Cost
	FTE's	
Classroom Teachers		
Additional Teachers	0.80	17,074
Youth ESL		
Sub-total		17,074
Substitutes		
Short Term Sick Leave		598
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians		
Teacher Librarian		
Sub-total		
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		0
School Administrators		
Benefits		
Statutory		1,084
Medical/Dental/SalCon		
Service Awards		
Pension		1,084
Sub-total		1,084
Total Salary & Benefits	0.80	18,756

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

**SUMMARY OF
SUPPLEMENTARY FUND RESULTS**

HALIFAX

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Employ additional staffing to reduce the pupil-teacher ratio.	45.3 FTE's	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of: <ul style="list-style-type: none"> ➤ Enhanced learning environments ➤ Support for children who had been experiencing challenges in larger classes ➤ Increased ability to deal with students with behavioral problems.
Augment the regional level of classroom support in the areas of: <ul style="list-style-type: none"> ➤ Classroom Music Instruction ➤ Core French ➤ Physical Education ➤ French Instruction ➤ Art ➤ All City Music ➤ English as A Second Language ➤ Youth Foundation 	Music 4.7 FTE's Physical Ed 3.9 FTE's French 3.5 FTE's 13.4 Art FTE's All City /Family Fine Arts Specialists 11.4 FTE's 7.0 ESL FTE's 4.0 Junior High Youth Foundation Teachers	Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide: <ul style="list-style-type: none"> ➤ Additional minutes music instruction ➤ Choir ➤ Additional minutes of physical education ➤ Early introduction to Core French for Gr. 3 ➤ Additional minutes of French instruction Gr. 4-6 ➤ Art instruction – Gr. 4-6 ➤ Fine arts specialist time ➤ Instrumental music ➤ ESL instruction ➤ Alternative high school education program – Youth Foundation.
Enhance the regional level of classroom support for Special Needs Students in the areas of: <ul style="list-style-type: none"> ➤ Specialist Teachers ➤ 4+ Program ➤ Social Workers ➤ Student Support Workers ➤ Educational Program Assistants 	19.8 FTE Specialists 4.0 FTE 4+ Teachers 4.0 Social Workers 2.0 Student Support Workers 30.0 EPA's	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: <ul style="list-style-type: none"> ➤ Special Classes designed for high needs students ➤ Specialist teachers in the areas of autism and behavior management ➤ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➤ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child

**HALIFAX REGIONAL SCHOOL BOARD
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KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
		<ul style="list-style-type: none"> ➤ Student support workers who provide additional support for students ➤ Educational Program Assistants who provide support for high needs students.
Provide schools with additional staffing support in the areas of library, guidance and resource.	27.5 Library Techs 6.5 Guidance	<p>Additional staffing in the area of library support, guidance and resource create much needed supports for students outside of the regular classroom setting:</p> <ul style="list-style-type: none"> ➤ All schools have the benefit of library support staff, allowing students direct access to school libraries to support student achievement ➤ Additional allocation of resource teachers to serve a growing need. Resource provides an increased ability to provide early intervention with small groups within the school-serving the literacy and behavioral needs of the children ➤ Enhance guidance services in Halifax junior high schools to better meet the needs of junior high students - study skills, health, social and emotional issues.
Augment staff allocations to provide site-based administrative relief time.	16.9 VP and Principal	<p>Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development resulting in a better learning environment for students.</p> <p>Vice-principal relief time provides:</p> <ul style="list-style-type: none"> ➤ Enables a clear focus on a safe and inviting school which sets the context for learning ➤ Time to work collaboratively with the Principal to plan and support curriculum ➤ Time to better manage the supportive environment necessary for student achievement.
Provide additional school secretary staff for schools.	7.0 Secretaries	<p>Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.</p>

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KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Provide resources to supplementary fund programs <ul style="list-style-type: none"> ➤ Special Education Programs ➤ Fine Arts ➤ Youth Foundation ➤ Therapeutic Swim Program 	\$95,351	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: <ul style="list-style-type: none"> ➤ Resources to support the Fine Arts Program such as student workshops and productions ➤ Supplies and materials for students in Fine Art program, such as pottery labs ➤ Junior High Youth Foundation with additional resources to support their programming needs ➤ Supplies and materials and other curriculum resources for students in special education programs, i.e. Therapeutic Swim Program ➤ Provides financial support for students to participate in outdoor experiences such as rock scrambling, canoeing, sailing and skiing.
Enhance the per pupil allocation for instructional materials and supplies	\$317,743	<ul style="list-style-type: none"> ➤ Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming.

DARTMOUTH

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Employ additional staffing to reduce the pupil teacher ratio.	11.6 FTE's	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of: <ul style="list-style-type: none"> ➤ Enhanced Learning environments for all children ➤ Support for children who had been experiencing challenges in larger classes ➤ Increased ability to deal with students with behavioral problems.
Augment the regional level of classroom support in the areas of: <ul style="list-style-type: none"> ➤ Specialized Music Instruction ➤ Core French ➤ Physical Education ➤ French Education ➤ Art ➤ All City Music ➤ English as A Second Language 	Music 5.3 FTE's French 2.8 FTE's Physical Ed 2.1 FTE's Art 4.3 FTE's All City/Family Fine Arts Specialists 5.2 FTE's	Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide: <ul style="list-style-type: none"> ➤ Additional minutes music instruction ➤ Additional minutes of physical education ➤ Additional minutes of French instruction Gr. 4-6 ➤ Art instruction at elementary and jr. high ➤ Instrumental music ➤ ESL instruction ➤ Junior high program support for at risk students.

**HALIFAX REGIONAL SCHOOL BOARD
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2006-2007**

<i>KEY INITIATIVE</i>	<i>STATUS</i>	<i>IMPACT ON STUDENT ACHIEVEMENT</i>
	2.5 ESL FTE's 3.0 Jr. High Support	
Enhance the regional level of classroom support for Special Needs Students in the areas of: <ul style="list-style-type: none"> ➤ Specialist Teachers ➤ 4+ Program ➤ Social Workers ➤ Student Support Worker ➤ Educational Program Assistants 	10.0 Specialist FTE's 2.0 Social Workers 13.0 EPA's 2.0 4+ Teachers 1.0 Student Support Worker	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: <ul style="list-style-type: none"> ➤ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➤ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child ➤ Student support worker who provides additional support for a Family of Schools ➤ Educational Program Assistants who provide support for high needs students.
Provide schools with additional staffing support in the areas of library assistants/technicians, guidance and resource.	14.9 Library Technicians 3.9 Guidance	Additional staffing in the area of library support, guidance and resource create much needed supports for the students outside of the regular classroom setting. (See Halifax for details).
Augment staff allocations to provide site-based administrative relief time.	2.0 Vice Principals	Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development in their school resulting in a better learning environment for students. (See Halifax for details).
Provide additional school secretary staff for schools.	4.7 FTE Secretaries	Additional secretary support provides someone in the office at all times to respond to both student and parent concerns and safety issues. This means that the principal is able to devote time to more substantive issues.
Provide resources to Families of Schools to encourage and promote excellence.	\$33,767	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: <ul style="list-style-type: none"> ➤ Supplies and materials for students in Fine Art programs ➤ Supplies, materials and curriculum resources for students in special education programs.
Enhance the per pupil allocation for instructional materials and supplies.	\$356,717	Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming, as well as library support resources.

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KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Enhance the eligibility for student transportation by reducing the distance from 3.6 km to 2.8 km from the school for junior high school students and from 2.4 km to 2.0 km for elementary students.	\$76,000	Elementary and junior high school students are the only students in HRM who receive this enhanced benefit which reduces long walking times to and from school. This has a positive impact on student achievement.

COUNTY/BEDFORD

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Augment the regional level of classroom support for English as A Second Language.	2.0 ESL FTE's	Regional ESL support provided for students when needed.
Enhance the regional level of classroom support for special needs students in the area of: <ul style="list-style-type: none"> ➤ 4+ Program ➤ Educational Program Assistants 	20.0 Resource Specialists 1.0 FTE 4+ Teacher 1.0 EPA	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: <ul style="list-style-type: none"> ➤ 4+ class with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➤ Educational Program Assistants who provide support for high needs students.
Employ additional staffing to enhance learning opportunities.	Within allocations to families	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Other support staff address Family of Schools needs.
Provide additional school secretary staff for schools.	Within allocations to families	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.
Provide funds to the Families of Schools to support projects within the Families of Schools.	Within allocations to families	Several schools dedicated SF funds to Professional Development PD days and curriculum leadership positions.
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	Within allocations to families	Several schools dedicated SF funds to augment the purchase of supplies and materials provided by the general fund.

**HALIFAX REGIONAL SCHOOL BOARD
DRAFT SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2006-2007**

KEY FACTS

	<u>Halifax</u>	<u>Dartmouth</u>	<u>County-Bedford</u>
Schools	34	24	79
<u>Enrolment-</u>			
September 30, 2003	13,244	9,413	33,841
September 30, 2004	12,978	9,064	33,615
September 30, 2005	12,529	8,785	33,212
<u>2003-2004</u>			
Residential Tax Rate	10.9¢	8.8¢	4.0¢
Weighted Assessment	\$11,302,395,000	\$5,942,567,800	\$8,206,349,300
Funding	\$12,295,800	\$5,239,000	\$3,312,000
<u>2004-2005</u>			
Residential Tax Rate	9.8¢	8.1¢	3.7¢
Weighted Assessment	\$12,546,734,000	\$6,468,148,000	\$8,951,351,000
Funding	\$12,295,800	\$5,239,000	\$3,312,000
<u>2005-2006</u>			
Residential Tax Rate	7.6¢	6.1¢	TBD
Weighted Assessment	TBD	TBD	TBD
Total Funding	\$10,661,400	\$4,668,000	\$3,312,000
Music & Arts Area Rate	1.8¢	1.4¢	0
Music & Arts Funding	\$1,633,600	\$571,200	0
<u>Funding per Student –</u>			
<u>2005-2006</u>			
Supplementary Funds	\$851	\$531	0
Music & Arts Area Rate	\$130	\$65	0
Total Supplementary Funded FTE's (School Year 2005-2006)			
Teachers -	144.4	56.7	36.6
Non-teachers -	66.5	33.6	19.7

Note 1: Weighted assessment is residential assessment plus 2.55 times the commercial assessment. This reflects the fact that the commercial tax rate is 2.55 times the residential rate. However, this does not currently apply to the County/Bedford area as it is still applied as an area rate and not a property tax.

Fire & Emergency

Business Plan - 2006/2007

Business Unit Overview:

Halifax Regional Fire and Emergency (HRFES) provides emergency response twenty-four hours a day, seven days a week through 60 stations located throughout HRM which is staffed by career and volunteer firefighters. The services provided include fire suppression, emergency rescue response and extrication, dangerous goods response and emergency medical care. Non-emergency services include public awareness, inspections, investigations, technical expertise and training provided to the public and other HRM Business units.

Director: Michael E. Eddy, Chief Director

Training & Operations Support
 David Smith
 The Training & Operations Support Team is the infrastructure that supports the Fire Service and consists of Logistics, Attendance Management, Human Resources Support, Public Information & Safe Communities, Research & Career Development, and Training Division.

Core Operations
 Stephen Thurber
 Responsible for the mitigation of emergency response in the urban core - Halifax, Dartmouth, Bedford, Sackville, Cole Harbour and Eastern Passage - Fire Stations 2 - 18, and FDM Records Management.

Rural Operations
 William Mosher
 Responsible for the mitigation of emergency response in the urban/rural in the area of the former County of Halifax - Fire Stations 19 - 63 and Telecommunications.

Safety & Strategic Initiatives
 Roy Hollett
 Responsible for the coordination and development of Strategic Initiatives - Chemical, Biological, Radiological, Nuclear & Explosion, Urban Search and Rescue, Health and Wellness. Safety Division ensures compliance with Occupational Health & Safety legislation, Accident Investigation, Firefighter injury and Vehicle Incidents. Fire Prevention & Life Safety, Fire Investigation & Explosive Section, Public Education Division and Emergency Measures Operations.

Staff Complement:

Full Time Equivalentents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	456	459	465*
Term / Casual:	N/A	N/A	N/A

* Includes 8 Firefighters, and 1 FTE - Maintenance Technician, Rural Facilities

* Transferred City Watch position to IES

* Eliminated Risk Management Position due to budget cuts (prior to decision made on Corporate Safety)

* Transferred 1 FTE to BPIM

Fire and Emergency Services

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$40,673,435	\$42,804,816	\$43,380,379	\$45,801,178	\$2,996,362	7.0%
Revenues	(\$657,227)	(\$133,500)	(\$711,906)	(\$134,739)	(\$1,239)	0.9%
Net Budget						
Core Area - General	31,929,370	33,692,816	33,833,896	40,845,198	7,152,382	21.2%
Core Area, Safety & Strategic:	699,042	736,909	781,856	795,970	59,061	8.0%
Rural Fire Common	5,972,322	6,569,621	6,633,379	3,352,412	(3,217,209)	-49.0%
Contracted Operations	77,800	82,400	82,400	82,400	0	0.0%
Zone 1 Rural Fire	330,880	341,564	259,392	122,654	(218,910)	-64.1%
Zone 2 Rural Fire	83,880	176,145	114,780	67,344	(108,801)	-61.8%
Zone 3 Rural Fire	94,924	157,987	161,620	77,103	(80,884)	-51.2%
Zone 6 Rural Fire (Western)	609,753	717,754	572,019	203,404	(514,350)	-71.7%
Zone 4 Rural Fire	218,236	196,120	229,133	119,954	(76,166)	-38.8%
Net Cost	\$40,016,208	\$42,671,316	\$42,668,474	\$45,666,439	\$2,995,123	7.0%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		42,671
1	Salaries & benefits - includes cost changes resulting from Collective Agreements, merit increases, classification reviews and employer benefit costs	3,054
2	Inflation and Demographic increases	342
3	Reduction in corporate expenditures (telephone, courier, office supplies, etc).	(301)
4	Council directed departmental cuts	(400)
5	Compensation/Benefits for 8 new Firefighters	300
2006/07 Budget*		45,666

* Does not include funding for the transfer of Corporate Safety to Fire (will occur later in 06/07)

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> Enhance fire response by adding 8 Firefighters
	<ul style="list-style-type: none"> Building maintenance person will improve service to rural stations at a reduced cost. Cost of FTE will be covered by these savings.
	<ul style="list-style-type: none"> Under the direction of the CAO - the responsibility for Corporate Safety has been assigned to Fire & Emergency. An Operational Plan to be developed in 06/07 to transition the Division to Fire from Human Resources Occupational Health & Safety.
Decreases:	<ul style="list-style-type: none"> The overtime reduction will result in periods of decreased staff in fire stations and at times specific stations will close. SEE NOTE 1 AT END OF THIS SECTION
	<ul style="list-style-type: none"> Equipment & furniture replacement plans will be delayed
	<ul style="list-style-type: none"> Safety Standards FTE approved in 05/06 was originally deferred for 06/07 and then eliminated due to budget cuts as Corporate Safety's move to Fire had not been determined at that time.
	<ul style="list-style-type: none"> Urban Search & Rescue (USAR): Without funding we cannot meet the Federal Governments expectations of being the Atlantic Response Unit for Canada. 06/07 Municipal Share 25% = \$99,581.25, Federal Share 75% = \$298,743.75. Vehicle to carry equipment & initial deployment of team, Municipal Share 25% = \$23,000, Federal Share 75% = \$50,000.

Business Unit Goals

Strategic Goals:
1. Increase in Rural Fire Service Levels - Service Delivery, Volunteer Recruitment
2. EMO Preparedness - Pandemic Planning
Operational Goals:
1. Marine Emergency Operations
2. Rural Fire Stations - Building Maintenance SEE NOTE 2 AT END OF THIS SECTION
3. Training Facility

4. Airport /Aerotech Park Fire Protection

5. Corporate Safety Transition

Note 1 - During budget deliberations, Council approved a recommendation that the Executive Management Team will direct Fire Services to work within their Operating budget envelope to appropriately manage their resources to minimize station closures and maintain service standards. Fire Services will be taking all necessary steps to ensure coverage is provided by surrounding stations. Finance is committed to working with Fire Services to review adequacy of their operating budget and the possibility of reallocation within their envelope to present any station closures motivated by financial objectives, versus service requirements. Some possible options have been noted for exploration.

Note 2 - During budget deliberations, Council also approved a recommendation that \$510,000.00 be added to the Capital budget for Fire Code and Occupational Health and Safety issues in Rural Fire Stations with TPW taking the lead. In addition Executive Management has directed staff to develop a Corporate Building Recapitalization Program to develop a long term strategy around building assessments, prioritization, funding, and rationalization of HRM owned buildings. It is hoped HRM Council will recognize this as a focus area for 2007/08.

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	\$24,419,006	\$25,263,124	\$25,715,263	\$31,429,364	6,166,240	24.4%
F120 Training	1,219,243	1,192,848	1,143,942	1,224,350	31,502	2.6%
F121 Career Development	0	0	0	203,269	203,269	-
F140 Administration	1,251,150	1,296,254	1,293,180	1,415,200	118,946	9.2%
F141 Community Relations	182,687	588,389	618,503	660,242	71,853	12.2%
F142 Fire & Explosion Investigation	0	459,776	422,096	412,325	(47,451)	-10.3%
F143 Fire Prevention and Life Safety Di	1,461,157	772,051	663,770	915,043	142,992	18.5%
F150 Mechanical Maint.	1,541,080	1,814,800	1,800,596	1,970,000	155,200	8.6%
F160 Buildings & Logistic	1,539,137	1,575,515	1,553,215	1,655,414	79,899	5.1%
F170 Rural District Management	725,707	681,209	956,067	796,918	115,709	17.0%
F190 Communications	153,988	148,850	112,630	264,312	115,462	77.6%
Core Area - General	32,493,154	33,792,816	34,279,262	40,946,437	7,153,621	21.2%
Core Area, Safety & Strategic:						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administrat	186,749	238,334	276,599	229,346	(8,988)	-3.8%
F180 Safety & Strategic Initiatives	493,587	473,575	458,443	541,624	68,049	14.4%
F181 USAR Project	0	0	259,727	0	0	-
Core Area, Safety & Strategic:	705,336	736,909	1,019,769	795,970	59,061	8.0%
Total Core Area:	33,198,490	34,529,725	35,299,030	41,742,407	7,212,682	20.9%
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	501,218	719,001	697,579	707,461	(11,540)	-1.6%
F792 Rural Fire Fleet Maintenance	115,545	145,000	93,206	125,000	(20,000)	-13.8%
F793 Rural Fire - Rural Operations	5,373,491	5,705,620	5,848,478	2,519,951	(3,185,669)	-55.8%
Rural Fire Common	5,990,254	6,569,621	6,639,262	3,352,412	(3,217,209)	-49.0%
Contracted Operations:						
F724 Enfield	35,000	40,000	40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,400	40,000	40,000	40,000	0	0.0%
Contracted Operations	77,800	82,400	82,400	82,400	0	0.0%
Zone 1 Rural Fire:						
F751 District 1 Fire	366,779	341,564	259,392	122,654	(218,910)	-64.1%
Zone 1 Rural Fire	366,779	341,564	259,392	122,654	(218,910)	-64.1%
Zone 2 Rural Fire:						
F752 District 2 Fire	111,685	197,645	133,513	88,844	(108,801)	-55.0%
Zone 2 Rural Fire	111,685	197,645	133,513	88,844	(108,801)	-55.0%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	97,437	157,987	162,526	77,103	(80,884)	-51.2%
Zone 3 Rural Fire	97,437	157,987	162,526	77,103	(80,884)	-51.2%
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	612,753	729,754	575,123	215,404	(514,350)	-70.5%
Zone 6 Rural Fire (Western)	612,753	729,754	575,123	215,404	(514,350)	-70.5%
Zone 4 Rural Fire:						
F725 Zone 4	218,236	196,120	229,133	119,954	(76,166)	-38.8%
Zone 4 Rural Fire	218,236	196,120	229,133	119,954	(76,166)	-38.8%
Total Rural Departments	7,474,945	8,275,091	8,081,349	4,058,771	(4,216,320)	-51.0%
Total	\$40,673,435	\$42,804,816	\$43,380,379	\$45,801,178	2,996,362	7.0%

Fire and Emergency Services

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	(\$476,780)	(\$100,000)	(\$288,715)	(\$101,239)	(1,239)	1.2%
F120 Training	(16,843)	0	(37,673)	0	0 -	
F140 Administration	15,297	0	(22,113)	0	0 -	
F141 Community Relations	(775)	0	(14,886)	0	0 -	
F142 Fire & Explosion Investigation	0	0	(21,732)	0	0 -	
F143 Fire Prevention and Life Safety Di	(49,147)	0	(28,482)	0	0 -	
F150 Mechanical Maint.	0	0	0	0	0 -	
F160 Buildings & Logistic	(35,527)	0	(31,766)	0	0 -	
F190 Communications	(10)	0	0	0	0	
Total Core Area - General	(563,784)	(100,000)	(445,366)	(101,239)	(1,239)	1.2%
Core Area - Safety & Strategic Initiative:						
C801 Emergency Measures Administrati	(3,368)	0	(38,329)	0	0 -	
F180 Safety & Strategic Initiatives	(2,926)	0	(10,772)	0	0	
F181 USAR Project	0	0	(188,813)	0	0 -	
Total Core Area - Safety & Strategic I	(6,294)	0	(237,913)	0	0 -	
Total Core Area:	(570,078)	(100,000)	(683,279)	(101,239)	(1,239)	-81.3%
Rural Departments:						
Rural Fire Common:						
F793 Rural Fire - Rural Operations	(17,931)	0	(5,883)	0	0 -	
Total Rural Fire Common	(17,931)	0	(5,883)	0	0 -	
Zone 1 Rural Fire						
F751 District 1 Fire	(35,899)	0	0	0	0 -	
Zone 1 Rural Fire	(35,899)	0	0	0	0 -	
Zone 2 Rural Fire:						
F752 District 2 Fire	(27,805)	(21,500)	(18,733)	(21,500)	0	-0.0%
Zone 2 Rural Fire	(27,805)	(21,500)	(18,733)	(21,500)	0	-0.0%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	(2,514)	0	(906)	0	0 -	
Total Zone 3 Rural Fire	(2,514)	0	(906)	0	0 -	
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	(3,000)	(12,000)	(3,104)	(12,000)	0	-0.0%
Total Zone 6 Rural Fire (Western):	(3,000)	(12,000)	(3,104)	(12,000)	0	-0.0%
Total Rural Departments	(87,149)	(33,500)	(28,626)	(33,500)	0	-0.0%
Total	(\$657,227)	(\$133,500)	(\$711,906)	(\$134,739)	(1,239)	0.9%

Fire and Emergency Services

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	\$23,942,226	\$25,163,124	\$25,426,548	\$31,328,125	\$6,165,001	24.5%
F120 Training	1,202,400	1,192,848	1,106,269	1,224,350	31,502	2.6%
F121 Career Development	0	0	0	203,269	203,269	-
F140 Administration	1,266,447	1,296,254	1,271,068	1,415,200	118,946	9.2%
F141 Community Relations	181,912	588,389	603,617	660,242	71,853	12.2%
F142 Fire & Explosion Investigation	0	459,776	400,364	412,325	(47,451)	-10.3%
F143 Fire Prevention and Life Safety Di	1,412,010	772,051	635,288	915,043	142,992	18.5%
F150 Mechanical Maint.	1,541,080	1,814,800	1,800,596	1,970,000	155,200	8.6%
F160 Buildings & Logistic	1,503,610	1,575,515	1,521,449	1,655,414	79,899	5.1%
F170 Rural District Management	725,707	681,209	956,067	796,918	115,709	17.0%
F190 Communications	153,978	148,850	112,630	264,312	115,462	77.6%
Core Area - General	31,929,370	33,692,816	33,833,896	40,845,198	7,152,382	21.2%
Core Area, Safety & Strategic:						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administrat	183,381	238,334	238,270	229,346	(8,988)	-3.8%
F180 Safety & Strategic Initiatives	490,661	473,575	447,671	541,624	68,049	14.4%
F181 USAR Project	0	0	70,914	0	0	-
Core Area, Safety & Strategic:	699,042	736,909	781,856	795,970	59,061	8.0%
Total Core Area:	32,628,412	34,429,725	34,615,751	41,641,168	7,211,443	20.9%
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	501,218	719,001	697,579	707,461	(11,540)	-1.6%
F792 Rural Fire Fleet Maintenance	115,545	145,000	93,206	125,000	(20,000)	-13.8%
F793 Rural Fire - Rural Operations	5,355,560	5,705,620	5,842,595	2,519,951	(3,185,669)	-55.8%
Rural Fire Common	5,972,322	6,569,621	6,633,379	3,352,412	(3,217,209)	-49.0%
Contracted Operations:						
F724 Enfield	35,000	40,000	40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,400	40,000	40,000	40,000	0	0.0%
Contracted Operations	77,800	82,400	82,400	82,400	0	0.0%
Zone 1 Rural Fire:						
F751 District 1 Fire	330,880	341,564	259,392	122,654	(218,910)	-64.1%
Zone 1 Rural Fire	330,880	341,564	259,392	122,654	(218,910)	-64.1%
Zone 2 Rural Fire:						
F752 District 2 Fire	83,880	176,145	114,780	67,344	(108,801)	-61.8%
Zone 2 Rural Fire	83,880	176,145	114,780	67,344	(108,801)	-61.8%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	94,924	157,987	161,620	77,103	(80,884)	-51.2%
Zone 3 Rural Fire	94,924	157,987	161,620	77,103	(80,884)	-51.2%
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	609,753	717,754	572,019	203,404	(514,350)	-71.7%
Zone 6 Rural Fire (Western)	609,753	717,754	572,019	203,404	(514,350)	-71.7%
Zone 4 Rural Fire:						
F725 Zone 4	218,236	196,120	229,133	119,954	(76,166)	-38.8%
Zone 4 Rural Fire	218,236	196,120	229,133	119,954	(76,166)	-38.8%
Total Rural Departments	7,387,796	8,241,591	8,052,723	4,025,271	(4,216,320)	-51.2%
Total	\$40,016,208	\$42,671,316	\$42,668,474	\$45,666,439	2,995,123	7.0%

Fire and Emergency Services

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$32,139,748	\$33,483,032	\$34,130,353	\$36,559,598	3,076,566	9.2%
2 Office Costs	481,621	486,429	508,430	439,484	(46,945)	-9.7%
3 Professional Fees	369	0	3,440	0	0 -	
4 Legal & Consulting Fees	13,004	26,190	984	13,190	(13,000)	-49.6%
5 External Services	284,530	379,910	344,765	343,992	(35,918)	-9.5%
6 Uniforms & Clothing	650,922	569,260	615,909	569,260	0	0.0%
7 Salt	51	0	0	0	0 -	
8 Supplies & Materials	190,694	184,650	222,869	170,203	(14,447)	-7.8%
9 Utilities	381,440	343,500	383,307	388,239	44,739	13.0%
10 Building Costs	195,629	551,400	916,968	872,703	321,303	58.3%
11 Equipment & Communications	1,561,648	1,770,755	1,451,716	1,607,744	(163,011)	-9.2%
12 Vehicle Expense	188,901	145,000	106,500	125,000	(20,000)	-13.8%
13 Travel	97,296	169,400	141,625	130,591	(38,809)	-22.9%
14 Training & Education	244,944	508,770	530,581	314,363	(194,407)	-38.2%
15 Facilities Rental	13	19,880	17,138	4,850	(15,030)	-75.6%
16 Advertising & Promotion	23,388	38,782	36,169	35,103	(3,679)	-9.5%
17 Other Goods & Services	589,111	798,157	581,552	750,437	(47,720)	-6.0%
18 Interdepartmental	2,661,076	2,294,700	2,251,062	2,452,960	158,260	6.9%
19 Debt-Interest	145,654	188,849	185,993	170,888	(17,961)	-9.5%
20 Debt Principal	355,563	530,152	511,586	536,573	6,421	1.2%
21 Insurance Costs	2,875	0	2,875	0	0 -	
22 Grants & Tax Concessions	29,956	31,000	31,558	31,000	0	0.0%
23 Transfer to/from Reserves	435,000	285,000	405,000	285,000	0	0.0%
Total	\$40,673,435	\$42,804,816	\$43,380,379	\$45,801,178	\$2,996,362	7.0%
Revenues						
13 Fines and Fees	(\$104,290)	(\$100,000)	(\$96,566)	(\$101,239)	(1,239)	1.2%
14 Licenses & Permits	(1,700)	0	0	0	0 -	
Rental & Leasing	(54,426)	(21,500)	(51,276)	0	21,500	-100.0%
15 Other Revenue	(496,811)	(12,000)	(564,064)	(33,500)	(21,500)	179.2%
Total	(\$657,227)	(\$133,500)	(\$711,906)	(\$134,739)	(\$1,239)	0.9%
Net Cost	\$40,016,208	\$42,671,316	\$42,668,474	\$45,666,439	\$2,995,123	7.0%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07	2007-08	2008-09
	Gross	Gross	Gross
	Budget	Plan	Plan
Fire & Emergency			
CEJ00883 Opticom Signalization System 2006-07	80,000	80,000	80,000
CHJ00525 Fire Water Supply	388,000	388,000	392,000
CHJ00882 Potable Water - Rural Fire	250,500	249,500	0
CBJ00905 Rural Fire Station Upgrades	55,000	0	0
CBJ00168 New Station - Zone 4 (Fall River)	400,000	0	0
Total	1,173,500	717,500	472,000

Human Resources Services

Business Plan - 2006/2007

Business Unit Overview:

Human Resources (HR) at its core has responsibility for developing, implementing and promoting innovative people strategies that will help foster and drive positive change at HRM.

Acting Director: Catherine Mullally
 Alignment of HR with the organization’s strategies and ensuring HR architecture is designed and focused on strategic partnerships with senior management in valuing the importance of HRM’s human capital.

Employee Relations: Gail Isles
 Division is responsible for labour relations and human resource advice to the business units. Labour Relations Consultants, Sr. Human Resources Consultants and HR Consultants work in a decentralized setting to ensure efficiency in the delivery of service and integration of human resource principles and practices in day to day operations across HRM.

OD Health, Safety & Wellness: Tatjana Zatezalo/
 Karen Steeves
 Division includes the following functional areas Organizational Development, Corporate Training, Corporate Diversity, Change Management and Dispute Resolution, Business Transition, Occupational Health, Safety & Wellness

Total Compensation: Paul Fleming
 Division includes net payroll services, benefits consulting, compensation strategy, position management, business processes and human resources information systems.

Summary of Business Unit Structure Changes:
 The Business Unit has not made any structural changes at this time.

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	47.5	49	51
Term / Contract	1.5		

* HR proposes to add 2 (term) FTEs to assist in the management of the Workers Compensation Board insurance program.

Human Resources

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$3,581,373	\$3,973,970	\$3,949,254	\$3,981,600	\$7,630	0.2%
Revenues	(\$36,518)	\$0	(\$7,261)	\$0	\$0	-
Net Budget						
Administration	229,977	334,650	314,221	311,900	(22,750)	-6.8%
Health and Wellness	1,402,791	1,595,040	1,549,045	1,613,500	18,460	1.2%
Employee Relations	1,083,396	1,263,980	1,213,316	1,252,300	(11,680)	-0.9%
Client Services Temp Employee Pool	0	0	0	0	0	-
Total Compensation	833,428	780,300	865,412	803,900	23,600	3.0%
HR SAP Project	(4,738)	0	0	0	0	-
Net Cost	\$3,544,855	\$3,973,970	\$3,941,993	\$3,981,600	\$7,630	0.2%

Analysis of Operating Budget Changes

Operating Budget Change Details

2005/06 Budget	3,967,140
1 Compensation and Benefits: Salary adjustments, increased benefit costs	78,200
2 External Services(Consulting/professional fees/contract services): Decrease in consulting and contract services.	(45,150)
3 Office costs: Increase in telephone, printing and reproduction, office furniture and equipment to house staff .	13,970
4 Medical and First aid supplies: Increased cost of flu vaccine	1,500
5 Equipment and communications:	1,010
6 Travel: Decrease in out of town travel	(2,700)
7 Training, Conferences, membership dues, special projects, committee expenses, advertising and promotion.	(39,200)
2006/07 Budget	<u>3,981,600</u>

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> • Development of HR policies and business practices to enable new Council approved strategies.
	<ul style="list-style-type: none"> • Increased effectiveness regarding the management of WCB, LTD and disability case management .
	<ul style="list-style-type: none"> • Implementation of short term goals to support the Regional Plan, Cultural Plan, Immigration Strategy, Youth Strategy and Commonwealth Games.
	<ul style="list-style-type: none"> • Incorporation of the principles of HRM’s Immigration Plan into the Recruitment Strategy.
	<ul style="list-style-type: none"> • Further implementation of the Diversity Strategy including support for increased accessibility in the workplace.
	<ul style="list-style-type: none"> • Support with change management and transition planning to enable the on-going organizational alignment changes to enhance organizational effectiveness.
Decreases:	<ul style="list-style-type: none"> • External contract and consulting services will be reduced. Research conducted for job evaluation, compensation studies, benefits analysis, and the provision of all collective bargaining will be done in-house.

Business Unit Goals

Strategic Goals:
<p>1. Leadership Development : <i>Leadership is a critical factor in providing effective service delivery to meet HRM’s present and future needs. Human Resources will continue to work towards strengthening the quality of leadership to enhance organizational effectiveness.</i></p>
<p>2. Corporate Human Resource Planning and Employee Development: <i>To enable the succession planning goals of HRM to be achieved by partnering with the business units to accomplish the desired outcomes.</i></p>
<p>3. Organizational Health & Safety: <i>HRM has a fundamental responsibility to provide a safe and healthy workplace. Human Resources will continue to promote and support the delivery of effective health and safety policies, programs and business practices enabling HRM to maintain a healthy, effective organization..</i></p>
<p>4. Labour Relations Strategy: <i>Labour-management relations need to begin from a point that fosters cooperation, and which facilitates collaborative decision-making.</i></p>

5. Corporate Diversity: <i>Diversity continues to be a strategic business imperative and we must focus resources to ensure that diversity is an organizational strength.</i>
6. Compensation Strategy: <i>This strategy anticipates regular salary reviews in response to changes in labour market conditions and will be updated in 2006-07.</i>
7. Organizational Development and Change Management: <i>The objective is to ensure that organizational leaders are trained and have the appropriate tools and HR support to undertake organizational change to achieve corporate goals and improve effectiveness.</i>
8. Human Resource Information Systems: <i>The SAP HR platform will undergo a review of its configuration, as well as supporting business processes, policies and practices.</i>
9. Customer Service Strategy: <i>The objective is to lead and support the development and implementation of an HRM citizen-focused customer service strategy and culture .</i>
Operational Goals:
1. Manage increasing demands and support for the implementation of corporate initiatives/priorities including HRM's commitment to support the Commonwealth Games Bid Committee.
2. Development and delivery of change management training and tools for leaders to support continuous improvement, organizational priority shifts and realignments.
3. Expand organizational leadership capacity through further development of training opportunities to support the learning plan approach to local government leadership.
4. Development of partnerships with business units to achieve the strategic outcomes identified in HR's business plan.
5. Development of flexible HR policies to enable and support organizational change.
6. Development and implementation of policies, programs and business practices that support and promote a healthy and vibrant workplace for HRM employees.
7. Continuous improvement of labour relations using innovative, progressive and proactive strategies in partnership with EMT and the business units.
8. Improvement of payroll operations through changes to software configuration, business processes and the delivery model where required.
9. Continuous improvement to policies, programs and business practices to reduce employee lost time including attendance support, disability case management, WCB and dispute resolution.
10. Redesign of HRM's WCB business practices to improve HRM's management of WCB claims This project will be undertaken in partnership with Business Unit Stakeholders and the Workers' Compensation Board.

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|--|
| 11. The Corporate Diversity program will continue with the objective of leading, supporting and/or facilitating initiatives that advocate a more inclusive culture including training, education and advocacy. |
| 12. Improvement of the safety culture at HRM through the provision of training and education and support for implementation of the Corporate Safety audit. |

Human Resources

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A205 Administration	\$263,122	\$334,650	\$320,410	\$311,900	(\$22,750)	-6.8%
A210 Health and Wellness	1,403,355	1,595,040	1,549,813	1,613,500	18,460	1.2%
A220 Employee Relations	1,085,491	1,263,980	1,213,316	1,252,300	(11,680)	-0.9%
A221 Client Services Temp Employee F	0	0	0	0	0	-
A230 Total Compensation	834,143	780,300	865,716	803,900	23,600	3.0%
A235 HR SAP Project	(4,738)	0	0	0	0	-
Total	\$3,581,373	\$3,973,970	\$3,949,254	\$3,981,600	\$7,630	0.2%

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A205 Administration	(\$33,144)	\$0	(\$6,189)	\$0	\$0	-
A210 Health and Wellness	(564)	0	(768)	0	0	-
A220 Employee Relations	(2,095)	0	0	0	0	-
A230 Total Compensation	(715)	0	(304)	0	0	-
Total	(\$36,518)	\$0	(\$7,261)	\$0	\$0	-

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A205 Administration	\$229,977	\$334,650	\$314,221	\$311,900	(\$22,750)	-6.8%
A210 Health and Wellness	1,402,791	1,595,040	1,549,045	1,613,500	18,460	1.2%
A220 Employee Relations	1,083,396	1,263,980	1,213,316	1,252,300	(11,680)	-0.9%
A221 Client Services Temp Employee F	0	0	0	0	0	-
A230 Total Compensation	833,428	780,300	865,412	803,900	23,600	3.0%
A235 HR SAP Project	(4,738)	0	0	0	0	-
Total	\$3,544,855	\$3,973,970	\$3,941,993	\$3,981,600	\$7,630	0.2%

Human Resources

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$2,619,967	\$3,055,800	\$2,876,014	\$3,134,000	\$78,200	2.6%
2 Office Costs	77,518	67,630	106,035	81,600	13,970	20.7%
3 Professional Fees	123,864	135,000	131,431	140,000	5,000	3.7%
4 Legal & Consulting Fees	19,780	61,150	89,506	54,000	(7,150)	-11.7%
5 External Services	132,538	68,000	105,182	25,000	(43,000)	-63.2%
6 Uniforms & Clothing	0	0	369	0	0	-
7 Supplies & Materials	569	5,500	6,918	7,000	1,500	27.3%
8 Equipment & Communications	4,930	2,990	4,795	4,000	1,010	33.8%
9 Travel	22,038	17,700	25,302	15,000	(2,700)	-15.3%
10 Training & Education	331,568	373,000	389,681	388,500	15,500	4.2%
11 Advertising & Promotion	6,079	4,000	3,871	1,000	(3,000)	-75.0%
12 Other Goods & Services	235,940	183,200	192,021	171,500	(11,700)	-6.4%
13 Interdepartmental	6,584	0	18,130	0	0	-
14 Transfer to/from Reserves	0	0	0	(40,000)	(40,000)	-
Interdepartmental	\$3,581,373	\$3,973,970	\$3,949,254	\$3,981,600	\$7,630	0.2%
Revenues						
15 Other Revenue	(\$36,518)	\$0	(\$7,261)	\$0	\$0	-
Total	(\$36,518)	\$0	(\$7,261)	\$0	\$0	-
Net Cost	\$3,544,855	\$3,973,970	\$3,941,993	\$3,981,600	\$7,630	0.2%

Halifax Regional Municipality
Proposed 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	Past	2006-07	2007-08	2008-09
Human Resources				
CIN00200 SAP HR Phase 2	0	115,000	0	0
Total	0	115,000	0	0

Integrated Emergency Services

Business Plan - 2006/2007

Business Unit Overview:

Integrated Emergency Services (IES) is a functional unit reporting to the Chief Administrative Office and provides emergency and non emergency call receipt and dispatching services for the Halifax Regional Fire and Emergency Service (HRFES), Royal Canadian Mounted Police (RCMP) Halifax District Detachment , Halifax Regional Police (HRP) and on a contract basis to external emergency service providers. It also is the custodian of corporate radio resources and the City Watch System.

Superintendent:	Stephen Sykes
911 Call Taking	IES is the primary public safety answering position (PSAP) for all 911 calls made within HRM. We work as a part of the overall 911 operation for the Province of Nova Scotia under the operating procedures of the Province's EMO-911 Program. We do process emergency calls from other areas in Nova Scotia when those other areas are busy.
Emergency and Non-Emergency Call-taking	IES provides emergency call answering for the Halifax Regional Fire and Emergency Services, the RCMP Halifax Detachment, Halifax Regional Police, and on a contract basis to Enfield Fire and Mount Uniacke Fire Departments
Police Dispatching	IES provides dispatching services to the Royal Canadian Mounted Police and Halifax Regional Police . The service includes computer aided dispatch and radio communications in support of both routine and emergency situations.
Fire Dispatching	IES provides dispatching services to the Halifax Regional Fire and Emergency Services, Mount Uniacke Fire Department and Enfield Fire Department. This services includes computer aided dispatch , paging out the apparatus and ongoing support and radio communication during fire fighting operations.
Corporate Radio Infrastructure	IES manages the corporate emergency and non-emergency radio airtime and maintenance , including the towers, consoles ,equipment and contracts with vendors. It administers the Trunked Mobile Radio Contract between HRM and Aliant on behalf of the users of the system.
CityWatch Program	IES manages the City Watch Program, the software and policies through a full time coordinator to support the use of the system by Business Units for public safety and emergency notifications.

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	68	72	72
Term / Casual:	N/A	8	8

* Note: Corporate Radio Operations were transferred to IES in 2005/06

Integrated Emergency Services Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$4,774,988	\$6,374,920	\$6,435,734	\$6,829,600	\$454,680	7.1%
Revenues	(\$182,154)	(\$120,000)	(\$127,304)	(\$130,000)	(\$10,000)	8.3%
Net Budget						
Total Emergency 911	3,933,055	5,139,420	5,328,469	5,576,700	437,280	8.5%
Radio Communications	659,779	0	103	0	0	-
City Watch	0	84,800	26,264	92,200	7,400	8.7%
Dispatch Centre	0	77,800	19,017	77,800	0	0.0%
Police	0	336,700	387,142	336,700	0	0.0%
Fire	0	616,200	547,435	616,200	0	0.0%
Net Cost	\$4,592,834	\$6,254,920	\$6,308,431	\$6,699,600	\$444,680	7.1%

Analysis of Operating Budget Changes

Operating Budget Change Details	(\$000's)
2005/06 Budget	\$6,265.5
1 Wage and benefit changes as a result of collective agreement increases.	78.8
2 Equipment and Communication	4.7
3 Other goods and services, miscellaneous accounts increase	142.6
4 Transfer of monies from IDTC capital project to operating.	87.3
5 Reduction in revenue form 2005/06 for overtime repayment for CAD RMS training	-111.2
6 Office Cost increase with expanded facility and maintain back-up centre.	11.3
2006/07 Budget	<u>\$6,699.6</u>

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> • All services provided in the 2005/06 fiscal year will continue to be delivered.
	<ul style="list-style-type: none"> • Hubbards Fire will be dispatched by the IES Center within the present budget allocation
	<ul style="list-style-type: none"> • Training position will be created within the present operational envelope.
Decreases:	<ul style="list-style-type: none"> • No decreases in service

Business Unit Goals

Strategic Goals:
1. To support the creation of a seamless system through which citizens are able to access HRM services whether it is an emergency or non-emergency
Operational Goals:
1. Establish a full time training position within IES, including the development of up to date curriculum and training materials
2. Provide the City Watch program with support and structure to allow it to be used to its potential

3. To create a robust and redundant communication system able to handle both day to day and catastrophic emergency situations

4. Halifax International Airport Dispatching Services

5. Hubbards Fire Department Dispatching Services
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Integrated Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Emergency 911 Communications:						
A450 Integrated Emergency Services	\$4,115,209	\$5,159,420	\$5,357,724	\$5,510,700	\$351,280	6.8%
A452 Eric Spicer - Operations	0	100,000	93,048	191,000	91,000	91.0%
Emergency 911	4,115,209	5,259,420	5,450,772	5,701,700	442,280	8.4%
Radio Communications:						
M315 Trunk Mobile Radio	659,779	0	103	0	0	-
Radio Communications	659,779	0	103	0	0	-
City Watch						
A551 City Watch	0	84,800	31,264	97,200	12,400	14.6%
City Watch	0	84,800	31,264	97,200	12,400	14.6%
Dispatch Centre:						
N711 Dispatch Centre	0	77,800	19,017	77,800	0	0.0%
Dispatch Centre	0	77,800	19,017	77,800	0	0.0%
Police						
N721 HRP	0	336,700	387,142	336,700	0	0.0%
Police	0	336,700	387,142	336,700	0	0.0%
Fire:						
N731 Core Fire & EMO	0	157,600	13,863	157,600	0	0.0%
N732 Rural Fire	0	458,600	533,572	458,600	0	0.0%
Fire	0	616,200	547,435	616,200	0	0.0%
Total	\$4,774,988	\$6,374,920	\$6,435,734	\$6,829,600	454,680	7.1%

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Emergency 911 Communications:						
A450 Integrated Emergency Services	(\$182,154)	(\$120,000)	(\$122,304)	(\$125,000)	(5,000)	4.2%
Emergency 911 Communications:	(182,154)	(120,000)	(122,304)	(125,000)	(5,000)	4.2%
City Watch						
A551 City Watch	\$0	\$0	(\$5,000)	(\$5,000)	(5,000)	-
City Watch	0	0	(5,000)	(5,000)	(5,000)	-
Total	(\$182,154)	(\$120,000)	(\$127,304)	(\$130,000)	(10,000)	8.3%

Integrated Emergency Services

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %	
Emergency 911 Communications:						
A450 Integrated Emergency Services	\$3,933,055	\$5,039,420	\$5,235,420	\$5,385,700	\$346,280	6.9%
A452 Eric Spicer - Operations	0	100,000	93,048	191,000	91,000	91.0%
Total Emergency 911	3,933,055	5,139,420	5,328,469	5,576,700	437,280	8.5%
Radio Communications:						
M315 Trunk Mobile Radio	659,779	0	103	0	0	-
Radio Communications	659,779	0	103	0	0	-
City Watch						
A551 City Watch	0	84,800	26,264	92,200	7,400	8.7%
City Watch	0	84,800	26,264	92,200	7,400	8.7%
Dispatch Centre:						
N711 Dispatch Centre	0	77,800	19,017	77,800	0	0.0%
Dispatch Centre	0	77,800	19,017	77,800	0	0.0%
Police						
N721 HRP	0	336,700	387,142	336,700	0	0.0%
Police	0	336,700	387,142	336,700	0	0.0%
Fire:						
N731 Core Fire & EMO	0	157,600	13,863	157,600	0	0.0%
N732 Rural Fire	0	458,600	533,572	458,600	0	0.0%
Fire	0	616,200	547,435	616,200	0	0.0%
Total	\$4,592,834	\$6,254,920	\$6,308,431	\$6,699,600	444,680	7.1%

Integrated Emergency Services

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	3,800,409	4,653,800	5,085,958	5,088,700	434,900	9.3%
2 Office Costs	96,315	186,635	161,901	176,000	(10,635)	-5.7%
3 External Services	125	0	212	400	400	-
4 Supplies & Materials	2,747	530	329	1,000	470	88.7%
5 Building Costs	360	6,350	390	6,300	(50)	-0.8%
6 Equipment & Communications	856,389	1,156,775	989,411	1,131,800	(24,975)	-2.2%
7 Travel	2,525	6,900	5,879	3,500	(3,400)	-49.3%
8 Training & Education	14,144	136,100	9,500	105,000	(31,100)	-22.9%
9 Facilities Rental	(501)	0	0	0	0	-
10 Advertising & Promotion	196	10,000	1,356	11,500	1,500	15.0%
11 Other Goods & Services	2,210	95,530	58,076	95,800	270	0.3%
12 Interdepartmental	68	122,300	122,723	209,600	87,300	71.4%
Total	\$4,774,988	\$6,374,920	\$6,435,734	\$6,829,600	454,680	7.1%
Revenues						
13 Other Revenue	(\$182,154)	(\$120,000)	(\$127,304)	(\$130,000)	(10,000)	8.3%
Total	(\$182,154)	(\$120,000)	(\$127,304)	(\$130,000)	(10,000)	8.3%
Net Cost	\$4,592,834	\$6,254,920	\$6,308,431	\$6,699,600	444,680	7.1%

LEGAL SERVICES AND RISK MANAGEMENT

Business Plan - 2006/2007

Business Unit Overview:

Effective April 1st, 2006, Legal Services assumed responsibility for:

- The Insurance and Risk Management activities from Finance; and
- Investigating opportunities for the Municipal Court. .

Director: **Mary Ellen Donovan**

Legal Services

Mary Ellen Donovan,
B.SC., Dip. Engr., LL.B..

Legal Services performs legal services including litigation: personal injury, regulatory negligence, property damage, construction claims, and general litigation; planning appeals: hearings, agreements and advice; general contract negotiations and contract preparation; labour and employment: arbitrations, hearings, policy advice, general advice; prosecutions: provincial offences and bylaw offences; solicitor services and advocacy through a combination of in house and out-sourced services. Legal Services functions to support Regional Council, its Boards and Committees and the Business Units in complying with all its legislative and legal requirements and preserving the assets of the municipality.

Insurance & Risk Management

Peter Ross, B. Comm,
MBA

Applies sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM, including: claims management, settlement and the financing of retained risks. This includes the design and management of a program of self insurance, reserve funds and insurance coverage to fit the needs of HRM operations; ongoing review and procurement and maintenance of optimum insurance coverage suitable to the needs of HRM, and determination of appropriate coverage limits, and self insurance levels; ongoing review of contracts, leases, special events, to address risk exposures, administration of claims to achieve a reasonable resolution. Provide risk management advice, training and monitoring, particularly in the area of loss control, to all business units. With the understanding that acceptance of risk is required to operate effectively and efficiently, the goal of this group is to treat the risk assessed to the HRM by avoiding undue risk where possible, assigning risk to others where practical, diversify the risk where able, and for those risks retained by the HRM to work to reduce the frequency and the severity of any loss.

Summary of Business Unit Structure Changes:

- Assumed responsibility for the Insurance and Risk Management business line from Finance.

Staff Complement: Legal Services

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	14	16	17
Term / Casual:	N/A	N/A	N/A

* Legal Services had 16 FTE's approved for the 2005/2006 budget year. Legal Services is proposing to create one additional FTE for the 2006/2007 fiscal year.

Staff Complement: Risk Management

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	2	4	4
Term / Casual:	N/A	1	1

In the 2004/2005 budget year, the Manager was a full time position split between Procurement and Risk Management. There was also one full time position assigned to Risk Management. As well, there was one additional support position which worked half time for Risk Management. In the 2005/2006 budget year, Risk Management became its own Division and had 5 FTE's approved. Risk Management is not proposing to create any additional FTE for the 2006/2007 fiscal year.

Legal Services

Summary of Budget by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Gross Budget	\$1,764,727	\$1,680,810	\$1,866,000	\$1,907,561	\$226,751	13.5%
Revenues	(\$91,772)	(\$24,000)	(\$63,147)	(\$24,265)	(\$265)	1.1%
Net Budget						
Legal Services	562	0	0	0	0	-
Insurance & Risk Management	0	0	80,988	0	0	-
Net Cost	\$1,672,955	\$1,656,810	\$1,802,854	\$1,883,296	\$226,486	13.7%

Analysis of Operating Budget Changes

Operating Budget Change Details

2005/06 Budget	\$1,656,810
1 Salaries and benefits - includes cost changes resulting from merit increases, classification reviews, and inflationary factors provided for in the envelope as well as new funds of \$35,000.	218,314
2 A new Senior Solicitor (permanent, 1.0 FTE) including the costs for salary and benefits. The entire costs has been transferred from the outside counsel budget producing a net change of \$0. Legal Services has reduced the outside counsel budget by \$110,000 but this will be an effectual reduction of \$237,000 over 2005/2006 actuals due to workload initiated by outside parties.	\$0
3 Increased cost of books and on line research tools.	20,000
4 Workers' Compensation Fee Increase.	4,437
5 New funds for the increased Membership Dues payable to the Nova Scotia Barristers' Society as well as additional membership dues for one new lawyer.	8,000
6 Revenues from the Province.	(24,265)
2006/07 Budget**	<u>*\$1,883,296</u>

* The budget reflects continuing current service levels and does not reflect any potential increase in service demands from additional internal sources such as the Commonwealth Games bid, additional bylaw enforcement officers, additional police officers, or increased claims from addition to Transit's fleet.

** The current 2006/2007 budget amount reflects a mandatory reduction of \$18,000 in Legal Service's budget.

Service Level Changes for 2006/07

Increases:	<ul style="list-style-type: none"> • More timely response to personal injury claims.
	<ul style="list-style-type: none"> • Strategic Initiative to Develop Municipal Court. • Adoption of Hansen for Legal Prosecution Services.
Decreases:	<ul style="list-style-type: none"> • None

Business Unit Goals

Strategic Goals:
1. Improved Bylaw Enforcement
2. Rationalizing Service Delivery of Personal Injury, Labour Arbitrations and Human Rights Litigation
3. Development of new Governance Legislation
4. Improved Service Delivery
5. Increased Risk Management Within the Organization
Operational Goals:
1. Development of a Document Management System
2. Explore Municipal Court Initiative
3. Support Development and Implementation of the Regional Municipal Planning Strategy and Regional Subdivision Bylaw
4. Improve the Collection of Information and Claims Process for Risk Management.

Legal Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A101 Administration	\$562	\$0	\$0	\$0	\$0	-
A110 Legal Services	1,764,165	1,680,810	1,785,013	1,907,561	226,751	13.5%
A303 Insurance & Risk Management	0	0	80,988	0	0	-
Total	\$1,764,727	\$1,680,810	\$1,866,000	\$1,907,561	\$226,751	13.5%

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A110 Legal Services	(\$91,772)	(\$24,000)	(\$63,147)	(\$24,265)	(265)	1.1%
Total	(\$91,772)	(\$24,000)	(\$63,147)	(\$24,265)	(\$265)	0.0%

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
A101 Administration	\$562	\$0	\$0	\$0	0	-
A110 Legal Services	\$1,672,393	\$1,656,810	\$1,721,866	\$1,883,296	226,486	13.7%
A303 Insurance & Risk Management	\$0	\$0	\$80,988	\$0	0	-
Total	\$1,672,955	\$1,656,810	\$1,802,854	\$1,883,296	\$226,486	13.7%

Legal Services

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$1,144,183	\$1,098,170	\$1,239,156	\$1,683,701	\$585,531	53.3%
2 Office Costs	30,910	42,740	32,563	61,192	18,452	43.2%
3 Professional Fees	0	0	0	0	0	-
4 Legal & Consulting Fees	455,038	390,000	455,063	302,155	(87,845)	-22.5%
5 External Services	35,216	55,000	42,418	56,270	1,270	2.3%
6 Supplies & Materials	0	0	442	300	300	-
7 Building Costs	329	2,000	655	5,068	3,068	153.4%
8 Travel	7,408	6,000	5,412	7,273	1,273	21.2%
9 Training & Education	3,426	7,800	1,256	5,000	(2,800)	-35.9%
10 Advertising & Promotion	1,100	0	1,887	900	900	-
11 Other Goods & Services	85,310	79,100	86,586	97,802	18,702	23.6%
12 Interdepartmental	1,808	0	564	0	0	-
13 Transfer to/from Reserves	0	0	0	(312,100)	(312,100)	-
Total	\$1,764,727	\$1,680,810	\$1,866,000	\$1,907,561	\$226,751	13.5%
Revenues						
14 Sales Revenue	(\$89,000)	(\$24,000)	(\$62,500)	(\$24,265)	(\$265)	1.1%
15 Other Revenue	(2,772)	0	(647)	0	0	-
Total	(\$91,772)	(\$24,000)	(\$63,147)	(\$24,265)	(\$265)	1.1%
Net Cost	\$1,672,955	\$1,656,810	\$1,802,854	\$1,883,296	\$226,486	13.7%

Halifax Public Libraries

Business Plan - 2006/2007

Business Unit Overview:

The Halifax Public Libraries provides public library service to the residents of HRM under the direction of the Halifax Regional Library Board.

Halifax Regional Library Board Mission

The Halifax Regional Library is the lifelong learning centre of the community and the place people turn to for the discovery of ideas, the joy of reading, and the power of information.

The Halifax Regional Library is governed by a Board as legislated by the Nova Scotia Libraries Act. The Library Board is composed of eleven appointed members. Eight members are appointed by HRM, four of whom are Municipal Councillors, four of whom are citizen appointees and the Mayor of HRM is a member ex-officio. Two members are appointed by the Province of Nova Scotia for a term specified by Cabinet.

Director/CEO:	Judith Hare, BA (Hons), MLS Responsible for providing vision, leadership and direction to the Library System and is the Secretary to the Halifax Regional Library Board.
Public Services Susan McLean BA (Hons), MLS	Responsible for the delivery of library services to the public via the 14 branches, a mobile library, outreach services (Books by Mail and Home Delivery), the e-branch and the Communications and Marketing Department. Library services include the provision of a wide variety of print, electronic and audio-visual materials and programs for all ages.
Administration and Planning & Development Paula Saulnier BA, BEd, MLIS	<ul style="list-style-type: none">• Provides administrative support to the Library Board and Management Team.• Responsible for statistical and demographic trend analysis for Halifax Public Libraries, including production of annual Branch Profiles; for process design and implementation, project management and related organizational development sessions.
Finance Al LeBlanc Dip. PA	<ul style="list-style-type: none">• Prepares annual budgets, tracks revenues and expenditures against the budget, procures goods and services to all divisions and departments.• Responsible for facilities, vehicles and asset management
Human Resources Judith Hare Caroline Blair-Smith, BA	Coordinates hiring, employee and labour relations, payroll, health and safety, training & development, employee assistance program, pension, group benefits etc. for all divisions and departments.

Systems and Technical Services

Bruce Gorman
BSc, MSc, ISP

Includes Acquisitions and Serials, Cataloguing and Processing, and Systems

- Responsible for ordering and receiving all formats of materials for the Library's collection and for cataloguing new material, making them accessible through the Library's catalogue and available to the public at library outlets.
- Systems is responsible for supporting the computer hardware and software and new technology throughout the Library.

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	269.23	269.9	269.3
Term / Casual:	2	2	2
Total:	271.23	271.9 *	271.3 *

* Includes 2 FTEs funded by the Capital Campaign Reserve Account.

Halifax Regional Library

Summary of Budget by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Gross Budget	\$16,714,830	\$16,409,400	\$17,318,979	\$16,939,417	\$530,017	3.2%
Revenues	(\$4,467,285)	(\$3,716,400)	(\$4,630,404)	(\$4,385,100)	(\$668,700)	18.0%
Net Budget						
Administration - Library	1,275,778	1,776,900	1,603,561	1,291,200	(485,700)	-27.3%
Alderney Gate Library	1,384,762	1,446,200	1,419,227	1,466,800	20,600	1.4%
Spring Garden Rd. Mem. Library	1,468,184	1,468,100	1,481,565	1,526,700	58,600	4.0%
Branch Libraries	8,118,820	8,001,800	8,184,222	8,269,617	267,817	3.3%
Special Projects	0	0	0	0	0	-
Net Cost	\$12,247,545	\$12,693,000	\$12,688,575	\$12,554,317	(\$138,683)	-1.1%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		\$16,409,400
1	Salary & Benefits increases as a result of approved collective agreement with NSUPE local 14.	\$454,500
2	Utilities Increases in (Propane, Heating Fuel, Electricity)	\$40,500
3	Contracted out Janitorial Cleaning services at Halifax North. (upon retirement)	(\$5,500)
4	Minor increases and decreases in various accounts based on actuals	\$8,800
5	Increase in Building Maintenance costs for various branches	\$8,600
6	Increase in Leasing costs for Musquodoboit Harbour Library due to HRM purchasing the building	\$20,700
7	Increase in Leasing costs for various other facilities (Bedford, Tantallon, & Glendale offices)	\$18,000
8	Increase in Municipal Taxes	\$4,100
9	Manager in Systems and Technical Services eliminated and replaced with lower level staffing	(\$15,138)
10	Savings from various staffing changes; employees hired at different steps than originally budgeted	(\$36,559)
11	Additional staffing of 0.92 FTE added to Keshen Goodman Library to deal with Occupational Health & Safety issues	\$23,811
12	Additional staffing of 2.5 FTEs in Youth Services to deal with Library Youth Services Strategy and in support of the Council Focus Area on Youth	\$123,251
13	Elimination of mail notification service for late materials (postage, mailers & staffing)	(\$31,865)
14	Reduction in Promotions Budget	(\$2,000)
15	Reduction in Bindery service	(\$10,000)
16	Reduce Office Supplies	(\$10,000)
17	Cancel implementation of federated searching for the enhanced catalogue.	(\$14,800)
18	Musquodoboit Harbour Library lease transferred to Fiscal Services	(\$46,383)
2006/07 Gross Operating Budget		\$16,939,417
2005/06 Revenue Operating Budget		(\$3,716,400)
1	Provincial Grant increase to base budget	(\$255,500)
2	Provincial Grant increase ONE time only increase	(\$313,200)
3	Increase in Library Fines & Fees based on projected actuals by branch	(\$90,000)

4	Increase in meeting rooms rental rate charges	(\$6,000)
5	Decrease in photocopier fees based on projected actuals by branch	\$3,200
6	Increase in miscellaneous revenue based on actuals	(\$7,200)
2006/07 Revenue Operating Budget		(\$4,385,100)
2006/07 Net Operating Budget		\$12,554,317

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> Additional staffing of 2.5 FTEs dedicated to implementation of Library Youth Strategy initiatives
	<ul style="list-style-type: none"> Additional staffing of .92 FTEs at Keshen Goodman Library to address health and safety issues (congestion caused by stacking bins of materials awaiting return to the shelf) and improve turn-around time for returning books to the shelf for the public to borrow.
	<ul style="list-style-type: none"> Implementation of email notification for overdue materials and holds for those with email addresses.
Decreases:	<ul style="list-style-type: none"> Reduction in staff hours in some positions.
	<ul style="list-style-type: none"> Cancelled implementation of the federated searching service which would have enhanced public access to online journal databases.
	<ul style="list-style-type: none"> Unable to take advantage of summer youth employment program grants where matching dollars is required.
	<ul style="list-style-type: none"> Reduction of bindery service.
	<ul style="list-style-type: none"> Elimination of mail notification service for overdue materials.
	<ul style="list-style-type: none"> Reduction in Promotions budget

Business Unit Goals

Strategic Directions and Goals:
1. Superior customer value and service equity that is responsive and barrier free.
2. Aligned relationships with open communications and motivated participants
3. Goal-oriented measurable performance through current and innovative practices.
4. Accountability and stewardship ensuring sustainability while building our capacity.
5. Halifax Regional Library provides equitable access to service throughout HRM.

6. Halifax Regional Library collections meet the needs, demands and expectations of residents.
7. Halifax Regional Library works in partnership with our community, government and private sector organizations.
8. The Facilities Master Plan implemented to meet our communities service learning priorities in high quality, safe, maintained buildings.
Operational Goals:
1. Halifax Regional Library provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service.
2. Halifax Regional Library uses current and appropriate information technology that is sustainable and effectively delivers service.
3. Halifax Regional Library regularly assesses community needs and composition to ensure effective service delivery.
4. Halifax Regional Library ensures that the Financial Resources of the Library are managed and safeguarded and that assets are planned for, maintained and replaced as necessary.

Halifax Regional Library

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget %	
Administration - Library:						
B011 Administrative Services	\$1,619,921	\$1,465,100	\$1,975,337	\$1,461,100	(\$4,000)	-0.3%
B012 Technical Services & Systems	2,146,402	2,399,400	2,232,218	2,421,600	22,200	0.9%
B013 Communications & Marketing	364,542	367,600	360,470	362,800	(4,800)	-1.3%
B014 Information Services	706,202	707,300	718,869	790,600	83,300	11.8%
Administration - Library	4,837,067	4,939,400	5,286,893	5,036,100	96,700	2.0%
Alderney Gate Library:						
B021 Alderney Gate Adult	1,053,420	1,104,300	1,089,969	1,133,200	28,900	2.6%
B022 Alderney Gate Youth	404,453	410,800	408,506	412,300	1,500	0.4%
Alderney Gate Library	1,457,873	1,515,100	1,498,475	1,545,500	30,400	2.0%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	343,392	319,400	314,299	352,700	33,300	10.4%
B032 Spring Garden Road - Adult	881,426	892,100	908,310	917,600	25,500	2.9%
B033 Spring Garden Road - Youth	357,166	362,000	377,842	374,000	12,000	3.3%
Spring Garden Rd. Mem. Library	1,581,985	1,573,500	1,600,451	1,644,300	70,800	4.5%
Branch Libraries:						
B041 Branch Library Services	661,606	686,800	683,235	811,500	124,700	18.2%
B042 Cole Harbour Library	764,732	763,300	781,023	774,800	11,500	1.5%
B043 Dartmouth North Library	257,918	248,700	234,594	254,200	5,500	2.2%
B044 Sackville Library	922,247	924,400	966,754	969,300	44,900	4.9%
B045 Woodlawn Library	577,155	623,300	611,493	622,000	(1,300)	-0.2%
B046 Bedford Library	605,403	647,600	660,982	675,000	27,400	4.2%
B047 Captain William Spry Library	730,504	731,500	757,565	763,700	32,200	4.4%
B048 Halifax North Library	843,169	546,100	626,893	560,000	13,900	2.5%
B049 Keshen Goodman Library	1,528,033	1,522,400	1,618,029	1,581,700	59,300	3.9%
B050 Outreach Services	256,232	255,800	250,417	263,600	7,800	3.0%
B051 Musquodoboit Harbour Library	218,391	231,200	236,450	206,117	(25,083)	-10.8%
B052 Shatford Memorial Library	144,914	146,700	157,880	152,200	5,500	3.7%
B053 Sheet Harbour Library	177,972	189,600	188,301	194,500	4,900	2.6%
B054 Tantallon Library	837,878	864,000	859,985	884,900	20,900	2.4%
Branch Libraries	8,526,154	8,381,400	8,633,600	8,713,517	332,117	4.0%
Special Projects:						
B061 Special Projects	303,368	0	254,762	0	0	-
B062 Colpitts Donation	8,383	0	44,798	0	0	-
Special Projects	311,751	0	299,560	0	0	-
Total	\$16,714,830	\$16,409,400	\$17,318,979	\$16,939,417	\$530,017	3.2%

Halifax Regional Library

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	(\$3,561,289)	(\$3,162,500)	(\$3,683,332)	(\$3,744,900)	(582,400)	18.4%
Administration - Library	(3,561,289)	(3,162,500)	(3,683,332)	(3,744,900)	(582,400)	18.4%
Alderney Gate Library:						
B021 Alderney Gate Adult	(73,111)	(68,900)	(79,248)	(78,700)	(9,800)	14.2%
Alderney Gate Library	(73,111)	(68,900)	(79,248)	(78,700)	(9,800)	14.2%
Spring Garden Rd. Library						
B032 Spring Garden Road - Adult	(113,801)	(105,400)	(118,886)	(117,600)	(12,200)	11.6%
Spring Garden Rd. Library	(113,801)	(105,400)	(118,886)	(117,600)	(12,200)	11.6%
Branch Libraries:						
B042 Cole Harbour Library	(50,274)	(44,900)	(58,162)	(56,500)	(11,600)	25.8%
B043 Dartmouth North Library	(6,609)	(6,000)	(5,655)	(5,300)	700	-11.7%
B044 Sackville Library	(59,065)	(55,200)	(66,608)	(65,500)	(10,300)	18.7%
B045 Woodlawn Library	(43,711)	(41,700)	(48,339)	(47,500)	(5,800)	13.9%
B046 Bedford Library	(35,533)	(32,900)	(39,358)	(39,400)	(6,500)	19.8%
B047 Captain William Spry Library	(26,535)	(25,900)	(26,139)	(25,800)	100	-0.4%
B048 Halifax North Library	(11,292)	(12,200)	(15,029)	(15,100)	(2,900)	23.8%
B049 Keshen Goodman Library	(110,465)	(102,400)	(121,094)	(120,500)	(18,100)	17.7%
B050 Outreach Services	0	0	0	0	0	-
B051 Musquodoboit Harbour Library	(8,763)	(7,800)	(10,061)	(10,000)	(2,200)	28.2%
B052 Shatford Memorial Library	(7,618)	(7,300)	(8,665)	(8,100)	(800)	11.0%
B053 Sheet Harbour Library	(4,338)	(4,000)	(4,100)	(4,000)	0	-0.0%
B054 Tantallon Library	(43,131)	(39,300)	(46,167)	(46,200)	(6,900)	17.6%
Branch Libraries:	(407,335)	(379,600)	(449,378)	(443,900)	(64,300)	16.9%
Special Projects:						
B061 Special Projects	(303,368)	0	(254,762)	0	0	-
B062 Colpitts Donation	(8,383)	0	(44,798)	0	0	-
Special Projects	(311,750)	0	(299,560)	0	0	-
Total	(\$4,467,285)	(\$3,716,400)	(\$4,630,404)	(\$4,385,100)	(\$668,700)	18.0%

Halifax Regional Library

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	(\$1,941,368)	(\$1,697,400)	(\$1,707,995)	(\$2,283,800)	(\$586,400)	34.5%
B012 Technical Services & Systems	2,146,402	2,399,400	2,232,218	2,421,600	22,200	0.9%
B013 Communications & Marketing	364,542	367,600	360,470	362,800	(4,800)	-1.3%
B014 Information Services	706,202	707,300	718,869	790,600	83,300	11.8%
Administration - Library	1,275,778	1,776,900	1,603,561	1,291,200	(485,700)	-27.3%
Alderney Gate Library:						
B021 Alderney Gate Adult	980,309	1,035,400	1,010,721	1,054,500	19,100	1.8%
B022 Alderney Gate Youth	404,453	410,800	408,506	412,300	1,500	0.4%
Alderney Gate Library	1,384,762	1,446,200	1,419,227	1,466,800	20,600	1.4%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	343,392	319,400	314,299	352,700	33,300	10.4%
B032 Spring Garden Road - Adult	767,626	786,700	789,424	800,000	13,300	1.7%
B033 Spring Garden Road - Youth	357,166	362,000	377,842	374,000	12,000	3.3%
Spring Garden Rd. Mem. Library	1,468,184	1,468,100	1,481,565	1,526,700	58,600	4.0%
Branch Libraries:						
B041 Branch Library Services	661,606	686,800	683,235	811,500	124,700	18.2%
B042 Cole Harbour Library	714,458	718,400	722,861	718,300	(100)	-0.0%
B043 Dartmouth North Library	251,310	242,700	228,938	248,900	6,200	2.6%
B044 Sackville Library	863,182	869,200	900,146	903,800	34,600	4.0%
B045 Woodlawn Library	533,443	581,600	563,154	574,500	(7,100)	-1.2%
B046 Bedford Library	569,870	614,700	621,623	635,600	20,900	3.4%
B047 Captain William Spry Library	703,969	705,600	731,426	737,900	32,300	4.6%
B048 Halifax North Library	831,877	533,900	611,864	544,900	11,000	2.1%
B049 Keshen Goodman Library	1,417,568	1,420,000	1,496,935	1,461,200	41,200	2.9%
B050 Outreach Services	256,232	255,800	250,417	263,600	7,800	3.0%
B051 Musquodoboit Harbour Library	209,628	223,400	226,389	196,117	(27,283)	-12.2%
B052 Shatford Memorial Library	137,296	139,400	149,216	144,100	4,700	3.4%
B053 Sheet Harbour Library	173,635	185,600	184,201	190,500	4,900	2.6%
B054 Tantallon Library	794,747	824,700	813,818	838,700	14,000	1.7%
Branch Libraries	8,118,820	8,001,800	8,184,222	8,269,617	267,817	3.3%
Special Projects:						
B061 Special Projects	0	0	0	0	0	-
B062 Colpitts Donation	0	0	0	0	0	-
Special Projects	0	0	0	0	0	-
Total	\$12,247,545	\$12,693,000	\$12,688,575	\$12,554,317	(\$138,683)	-1.1%

Halifax Regional Library

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$11,321,999	\$11,826,700	\$12,082,919	\$12,506,100	\$679,400	5.7%
2 Office Costs	486,935	516,400	510,682	498,200	(18,200)	-3.5%
3 Professional Fees	14,507	7,300	63,093	7,300	0	0.0%
4 Legal & Consulting Fees	103	9,700	4,088	159,700	150,000	1546.4%
5 External Services	110,707	107,100	121,289	143,300	36,200	33.8%
6 Uniforms & Clothing	603	3,800	1,087	2,000	(1,800)	-47.4%
7 Supplies & Materials	107,552	106,900	115,693	88,800	(18,100)	-16.9%
8 Utilities	261,169	279,300	283,628	328,600	49,300	17.7%
9 Building Costs	495,868	269,500	408,752	290,200	20,700	7.7%
10 Equipment & Communications	556,683	532,400	477,663	527,600	(4,800)	-0.9%
11 Vehicle Expense	54,383	94,400	64,144	80,800	(13,600)	-14.4%
12 Travel	43,723	36,000	47,382	36,000	0	0.0%
13 Training & Education	91,497	58,200	74,006	63,200	5,000	8.6%
14 Facilities Rental	871,450	884,100	902,102	936,417	52,317	5.9%
15 Advertising & Promotion	40,095	25,200	35,979	66,300	41,100	163.1%
16 Other Goods & Services	1,814,461	1,652,400	1,721,403	1,684,900	32,500	2.0%
17 Interdepartmental	232,096	0	36,884	0	0	-
18 Transfer to/from Reserves	210,999	0	368,188	(480,000)	(480,000)	-
Total	\$16,714,830	\$16,409,400	\$17,318,979	\$16,939,417	\$530,017	3.2%
Revenues						
19 Transfers from other Gov'ts	(\$3,527,200)	(\$3,141,200)	(\$3,644,350)	(\$3,709,900)	(568,700)	18.1%
20 Fines and Fees	(524,181)	(484,300)	(577,522)	(574,300)	(90,000)	18.6%
21 Rental & Leasing	(12,680)	(11,000)	(15,055)	(17,000)	(6,000)	54.5%
22 Sales Revenue	(15,412)	(17,200)	(14,509)	(14,000)	3,200	-18.6%
23 Other Revenue	(387,813)	(62,700)	(378,968)	(69,900)	(7,200)	11.5%
Total	(\$4,467,285)	(\$3,716,400)	(\$4,630,404)	(\$4,385,100)	(\$668,700)	18.0%
Net Cost	\$12,247,545	\$12,693,000	\$12,688,575	\$12,554,317	(\$138,683)	-1.1%

Halifax Regional Municipality
Approved 2006-07 Capital Budget
Includes 2007-08 & 2008-09 Plan

	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Halifax Regional Libraries			
CBW00481 Facilities Review & Plan Implementations	49,000	49,000	49,000
CB300860 Regional Library-Facility Upgrades	194,000	194,000	194,000
Total	243,000	243,000	243,000

Planning and Development Services

Business Plan - 2006/2007

Business Unit Overview:

The Planning & Development Services department (P&D) provides a range of support services to the development industry and the general taxpayer regarding all matters relating to where, how and when development occurs throughout the region.

Director	Paul Dunphy
Regional and Community Planning Austin French	Develop policies and regulations to provide for orderly settlement, the establishment and maintenance of community character and the development of safe and accessible buildings and infrastructure. Develop policies and regulations relative to proposed applications for development activity throughout the region (e.g., creating and amending planning strategies, bylaws and development agreements)
Subdivision and Land Use Sharon Bond	Review existing activity and all new development proposals for compliance with land use based regulations. This function includes acceptance of new HRM parkland and land use bylaw enforcement
Development Engineering Denise Schofield (Acting)	Review all development proposals for compliance with Engineering and infrastructure based regulations. This function includes acceptance of new HRM infrastructure
Permits and Inspections Ed Thornhill	Inspection of development projects to ensure compliance with approved plans (construction standards, life safety etc.)
Regional Transportation Planning David McCusker	Responsible for long-term strategic planning that involves the planning, expansion and assessment of new demands on HRM's transportation infrastructure. Coordinates the development of a system of on- and off-road facilities encouraging the use of multiple modes of active transportation throughout the urban, suburban and rural areas of HRM.
Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• Parkland Planning staff for subdivision approvals moved to P&D Subdivision and Land Use Section• Transportation Planning group moved to P&D• One heritage planner moved from P&D to Community, Culture & Economic Development (CCED)• Special Projects Advisor moved from P&D to Community, Culture & Economic Development (CCED)• Manager of Development Engineering moved from P&D to EMS• Regional Planning project disassembled and moved to P&D

Staff Complement:

Full Time Equivalents (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	136	139.5	142.5 *
Term / Casual:	N/A	1	2

* Includes FTE alterations resulting from corporate reorganization, Regional Planning transition and corporate budget reductions. Positions eliminated through corporate budget reductions are two Building Official positions and one Administrative Support position vacated through employee retirements.

Planning & Development Services

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$8,705,694	\$10,102,808	\$9,444,821	\$9,763,342	(\$339,466)	-3.4%
Revenues	(\$3,617,502)	(\$3,750,303)	(\$3,752,299)	(\$4,295,200)	(\$544,897)	14.5%
Net Budget						
Total Development Services	2,361,346	2,710,608	2,497,563	2,237,047	(473,561)	-17.5%
Total Planning Services	2,726,846	3,641,897	3,194,960	3,231,095	(410,802)	-11.3%
Net Cost	\$5,088,192	\$6,352,505	\$5,692,523	\$5,468,142	(\$884,363)	-13.9%

Analysis of Operating Budget Changes

Operating Budget Change Details	(\$000's)
2005/06 Budget	6352
1 Increases in Salaries & benefits costs - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	116
2 Increases related to proposed additional staff to respond to Council focus area initiatives (Budget Allocation for Regional Plan implementation)	189
3 Reduction in corporate expenditures	(301)
4 Increases in revenues	(545)
5 Changes attributable to corporate reorganization (Net Budget Allocation)	(343)
2006/07 Budget	5468

Service Level Changes for 2006/07:

Increases:	<p>Regional Plan Implementation</p> <p>The upcoming approval and implementation of the 25-year Regional Plan will result in a range of new services that will impact Planning and Development. Four additional planners are being added. The complete scope and resource implications have yet to be determined but there are expected to be new service demands in the following areas:</p> <ul style="list-style-type: none"> • Local Community Planning: These services have been “on hold” pending the completion of the Regional Plan. However, it is expected that the adoption of the plan will trigger political and community demands for these services at a pace that is likely to exceed the department’s capacity; • Special Projects or Initiatives: For example: Floodplain Mapping; development of Capital Cost Contributions (CCC’s); development of a new Lot Grading Bylaw, sewage treatment plant analyses, Wind Generated Power Master Planning. Similar to the local community planning services above, these projects have been largely “on hold” pending the completion of the Regional Plan, and pent up demand may exceed P&D’s capacity; • Administration and enforcement of new “by-right” development requirements; • Increases in the number of discretionary Planning applications related to rural subdivisions and Development Agreements in the Spring Garden Road area. • Integration of the Transportation Planning Division into Planning and Development’s departmental structure
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	<p>Minimum Standards for Existing Residential Occupancies Planning and Development assumed responsibility for a large portion of the administration and enforcement of the minimum building standards program during the late stages of the 05/06 business cycle. However, this is an additional service provided by the department and the majority of the direct service delivery to the clients will begin in the 2006/07 business year. The department initially intends to deliver this service with existing staff resources. However, the program will be reassessed during this business cycle to determine future needs based on the desired level of service.</p> <p>Bylaw Enforcement - Service Level Review During the Focus Area discussions with Council, it was decided that Planning and Development will work with EMS and Police to conduct a full service level review of the bylaw enforcement program. This will include an assessment of service levels and resource requirements needed to maintain or improve response times for the Land Use Compliance program. It is unlikely that this review will result in any operational improvements in the 06/07 business cycle. However, it should provide the basis for service level, budget and FTE decisions for the 07/08 business cycle.</p> <p>Temporary Sign Bylaw Approval and implementation of the proposed Temporary Sign Bylaw is expected during the 2006/07 business cycle.</p> <p>Mobile Solutions for Inspection Staff Planning and Development intends to complete final development of new Land Information Systems (LIS) resources to provide " Mobile Solutions" for field staff to be implemented in the 2007/08 business cycle</p>
<p>Decreases:</p>	<p>Building Permit Review and Inspections During the 05/06 business cycle, the department implemented a new program to more effectively regulate minimum standards for existing residentially occupied buildings in HRM. Building Officials are the principal service providers for this program as well as for the core building inspection and plans examination functions. As part of the budget restraint program for the 06/07 budget, two vacant Building Official positions were eliminated to realize salary savings. Providing reasonable service levels associated with the minimum standards program along with the reductions of the two positions may impact response times for core building inspection and plans examination functions. It also may reduce the ability to improve response times for minimum standards enforcement.</p>

	<p>Development Engineering Program Existing Development Engineering staff levels were established during “Alignment 2000” to accommodate workloads related to subdivisions, permits and planning applications. Service demands in these areas have continued to increase since that time. In addition, the Development Engineering division now responds to demands for more complex and time consuming special projects, crises resolution, and new initiatives such as CCC policy development, CCC studies for Master Plans and service boundary and infrastructure capacity analysis. The overall demand for these services is expected to exceed the division’s capacity and service reductions associated with core operational functions are anticipated.</p>
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Business Unit Goals

Strategic Goals:
1. Support the Implementation of the Regional Plan
2. Support the Continuing Development and Improvements in the Bylaw Enforcement Program
Operational Goals:
1. Support the Maintenance of Ongoing Operational Service Levels
2. Complete and Implement a new Temporary Sign Bylaw
3. Implement a Rooming House Licencing Program and a Minimum Building Standards Program for existing buildings
4. Implement a “Mobile Solutions” Program for Inspection Staff
5. Continue Ongoing Transportation Planning Initiatives
6. Continue to Provide “As Needed” Support to HRM’s Bid for the Commonwealth Games

Planning & Development Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	\$279,766	\$284,850	\$287,361	\$288,800	\$3,950	1.4%
C420 Subdivision & Development	1,563,763	1,867,702	1,701,260	2,071,590	203,888	10.9%
C430 Permits & Inspection	3,021,654	3,115,296	3,034,768	3,014,360	(100,936)	-3.2%
C450 Development Engineering	1,031,067	1,109,122	1,157,461	1,107,497	(1,625)	-0.1%
Total Development Services	5,896,249	6,376,970	6,180,849	6,482,247	105,277	1.7%
Planning Services						
C310 Planning & Applic.	1,529,180	1,679,367	1,564,418	1,737,919	58,552	3.5%
C320 Regional Community Planning	850,865	996,171	867,499	777,376	(218,795)	-22.0%
R951 Regional Transportation Planning	0	498,700	417,192	494,800	(3,900)	-0.8%
C002 Regional Planning	429,401	551,600	414,864	271,000	(280,600)	-50.9%
Total Planning Services	2,809,445	3,725,838	3,263,972	3,281,095	(444,743)	-11.9%
Total	\$8,705,694	\$10,102,808	\$9,444,821	\$9,763,342	(\$339,466)	-3.4%

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	\$0	\$0	(\$800)	\$0	\$0	-
C420 Subdivision & Development	(161,487)	(245,213)	(177,069)	(273,000)	(27,787)	11.3%
C430 Permits & Inspection	(3,158,976)	(3,142,209)	(3,272,067)	(3,727,200)	(584,991)	18.6%
C450 Development Engineering	(214,440)	(278,940)	(233,351)	(245,000)	33,940	-12.2%
Total Development Services	(3,534,904)	(3,666,362)	(3,683,286)	(4,245,200)	(578,838)	15.8%
Planning Services:						
C310 Planning & Applic.	(78,624)	(36,097)	(65,455)	(50,000)	(13,903)	38.5%
C320 Regional Community Planning	(1,000)	(47,844)	(2,958)	0	47,844	-100.0%
C002 Regional Planning	(2,975)	0	(599)	0	0	-
Total Planning Services	(82,599)	(83,941)	(69,013)	(50,000)	33,941	-40.4%
Total	(\$3,617,502)	(\$3,750,303)	(\$3,752,299)	(\$4,295,200)	(\$544,897)	14.5%

Planning & Development Services

Summary of Net Expenditures by Business Unit Division

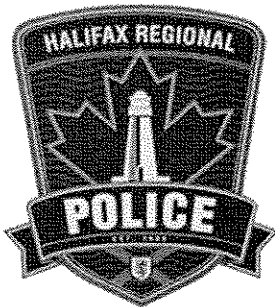
	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	\$279,766	\$284,850	\$286,561	\$288,800	\$3,950	1.4%
C420 Subdivision & Development	1,402,276	1,622,489	1,524,191	1,798,590	176,101	10.9%
C430 Permits & Inspection	(137,322)	(26,913)	(237,299)	(712,840)	(685,927)	2548.7%
C450 Development Engineering	816,627	830,182	924,110	862,497	32,315	3.9%
Total Development Services	2,361,346	2,710,608	2,497,563	2,237,047	(473,561)	-17.5%
Planning Services:						
C310 Planning & Applic.	1,450,556	1,643,270	1,498,962	1,687,919	44,649	2.7%
C320 Regional Community Planning	849,865	948,327	864,541	777,376	(170,951)	-18.0%
R951 Regional Transportation Planning	0	498,700	417,192	494,800	(3,900)	-0.8%
C002 Regional Planning	426,426	551,600	414,265	271,000	(280,600)	-50.9%
Total Planning Services	2,726,846	3,641,897	3,194,960	3,231,095	(410,802)	-11.3%
Total	\$5,088,192	\$6,352,505	\$5,692,523	\$5,468,142	(\$884,363)	-13.9%

Planning & Development Services

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$7,444,968	\$8,765,276	\$8,274,801	\$8,604,511	(\$160,765)	-1.8%
2 Office Costs	421,933	313,320	311,861	278,414	(34,906)	-11.1%
3 Professional Fees	4,235	3,500	926	10,050	6,550	187.1%
4 Legal & Consulting Fees	68,730	166,774	91,495	95,967	(70,807)	-42.5%
5 External Services	27,141	0	2,923	0	0	-
6 Uniforms & Clothing	13,077	14,076	13,011	14,500	424	3.0%
7 Supplies & Materials	1,175	0	6,032	0	0	-
8 Building Costs	2,435	8,746	5,231	1,600	(7,146)	-81.7%
9 Equipment & Communications	2,220	6,120	1,260	6,300	180	2.9%
10 Vehicle Expense	139,885	198,406	156,684	195,400	(3,006)	-1.5%
11 Travel	43,230	48,900	57,974	64,375	15,475	31.6%
12 Training & Education	33,480	47,000	23,035	44,100	(2,900)	-6.2%
13 Facilities Rental	4,371	3,500	1,740	3,500	0	0.0%
14 Advertising & Promotion	100,445	86,095	86,687	76,000	(10,095)	-11.7%
15 Other Goods & Services	147,487	221,395	163,899	128,925	(92,470)	-41.8%
16 Interdepartmental	250,884	69,700	94,303	87,900	18,200	26.1%
17 Grants & Tax Concessions	0	150,000	152,960	151,800	1,800	1.2%
Total	\$8,705,694	\$10,102,808	\$9,444,821	\$9,763,342	(\$339,466)	-3.4%
Revenues						
18 Fines and Fees	(\$44,132)	(\$43,000)	(\$50,748)	(\$43,000)	0	-0.0%
19 Licenses & Permits	(\$3,452,581)	(\$3,592,422)	(\$3,594,400)	(\$4,162,200)	(569,778)	15.9%
20 Rental & Leasing	\$0	\$0	\$6	\$0	0	-
21 Sales Revenue	(\$56,991)	(\$36,097)	(\$80,238)	(\$50,000)	(13,903)	38.5%
22 Waste Water Levies	\$0	\$0	\$0	\$0	0	-
23 Other Revenue	(\$63,799)	(\$78,784)	(\$26,920)	(\$40,000)	38,784	-49.2%
Total	(\$3,617,502)	(\$3,750,303)	(\$3,752,299)	(\$4,295,200)	(\$544,897)	14.5%
Net Cost	\$5,088,192	\$6,352,505	\$5,692,523	\$5,468,142	(\$884,363)	-13.9%

Halifax Regional Municipality Police



HALIFAX
REGIONAL MUNICIPALITY



PARTNERS IN POLICING

*The Halifax Regional Police and the Royal Canadian Mounted Police
Partners in Policing*

Business Plan - 2006/2007

Business Unit Overview:

The Halifax Regional Police and the Royal Canadian Mounted Police as policing partners are responsible for providing policing in the Halifax Regional Municipality. We strive to provide safety, peace and order in the community. This service is delivered in partnership with the community through a community policing philosophy delivering the seven policing functions: response, enforcement, crime solving, prevention, education, referral, and problem solving. **This Business Plan is subject to the approval of the Police Commission.**

Director:

Chief of Police Frank Beazley

Officer in Charge - RCMP Halifax Detachment: Superintendent Gordon Barnett

Administration Division	Provides Financial, Human Resources, Fleet, Training, Employee Family Assistance, and Exhibits Services.
Patrol Division/RCMP Offices	Provides 24/7 uniformed patrol and response by HRP and RCMP for all of HRM to emergency and non-emergency calls. Also includes the Quick Response Unit, Traffic Section and the Integrated K-9 Unit (Police Service Dog) for all of HRM. Crime Prevention and School liaison are also in this division and in RCMP Offices.
Criminal Investigation Division(Integrated Units)	This division is integrated with HRP and RCMP members working together as one team for all of HRM. It provides specialized investigative services such as General Investigation Section, Major Crime, Financial Crime, Vice, Forensic Identification, and other specialized services.
Support Operations Division	Provides records services, court file services, accident reporting services, summary offence tickets and IT Support.
Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• Halifax Regional Police will assume responsibility for Community Services (Bylaw enforcement) and Park Patrol as a result of the restructuring.

Staff Complement:

Full Time Equivalents(FTEs)	2004/2005	2005/2006	2006/2007 (proposed)
HRP Full Time Equivalents	555.5 FTEs <ul style="list-style-type: none"> • 405 police officers • 87.5 civilians • 170 crossing guards= 63 FTEs 	587.5 <ul style="list-style-type: none"> • 437 • 87.5 • 170 crossing guards=63 FTEs 	673 <ul style="list-style-type: none"> • 445 Officers • 90.5 Civilians • **74.5 • 170 crossing guards (63 FTEs)
RCMP Full Time Equivalents managed by Halifax Detachment.	199.5 FTEs	200.5 FTEs	206 FTEs
RCMP Halifax Detachment Budget (as billed by Nova Scotia Department of Justice under the PPSA¹)	164.5 police officers & 23 support staff HRM funded under PPSA.	164.5 police officers & 23 support staff HRM funded under PPSA.	170 police officers & 23 support staff HRM funded under PPSA.
Province of NS funded police officer and civilian support staff positions under the PPSA	6 police officers & 1 support staff funded by Province of NS to Integrated Major Crime Sect.	6 police officers & 1 support staff funded by Province of NS to Integrated Major Crime Sect.	6 police officers & 1 support staff funded by Province of NS to Integrated Major Crime Sect.

****Transition of 74.5 FTEs from Community Projects and Park Patrol due to HRM restructuring.**

¹ Provincial Policing Services Agreement

Halifax Regional Police Services Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$46,826,788	\$47,160,790	\$47,673,619	\$52,346,283	\$5,185,493	11.0%
Revenues	(\$4,048,586)	(\$3,126,600)	(\$3,827,942)	(\$3,856,200)	(\$729,600)	23.3%
Net Budget						
Chiefs Office	1,406,830	1,413,540	1,582,577	1,484,375	70,835	5.0%
Administration	4,726,616	3,001,510	3,799,811	3,449,300	447,790	14.9%
Support Division	4,779,567	4,417,850	3,906,751	4,426,400	8,550	0.2%
Patrol Division	19,000,438	23,136,930	21,747,213	25,772,038	2,635,108	11.4%
Criminal Investigations Division	10,123,735	10,154,260	10,638,189	11,154,000	999,740	9.8%
External Services	590,279	(597,600)	(225,948)	(1,007,500)	(409,900)	68.6%
General Administration	409,954	248,090	306,149	285,490	37,400	15.1%
Facilities/Buildings	38,072	47,500	54,706	47,500	0	0.0%
Initiatives	174,295	305,600	118,601	337,500	31,900	10.4%
Operations	297,383	290,450	325,157	493,100	202,650	69.8%
Contractual Services	421,467	598,400	638,246	807,400	209,000	34.9%
Community Standards	809,566	1,017,660	954,224	1,240,480	222,820	21.9%
Net Cost	\$42,778,203	\$44,034,190	\$43,845,677	\$48,490,083	\$4,455,893	10.1%

RCMP

Summary of Budget by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$16,448,549	\$16,235,110	\$16,235,110	\$17,394,000	\$1,158,890	7.1%
Revenues	(\$104,421)	\$0	(\$114,538)	(\$125,000)	(\$125,000)	-
Net Budget						
P710 RCMP	16,344,128	16,235,110	16,120,572	17,269,000	1,033,890	6.4%
Net Cost	\$16,344,128	\$16,235,110	\$16,120,572	\$17,269,000	\$1,033,890	6.4%

Analysis of Operating Budget Changes

Operating Budget Change Details	(\$000)
2005/06 Budget	41,526.5
1 Salaries & benefits - includes cost changes resulting from union contracts, classification reviews and employer benefit costs	4,342.4
2 Office costs	(53.8)
3 External services	82.9
4 Revenues	(741.0)
5 Supplies & Materials, Building	39.4
6 Equipment and Other Goods & Services	(83.4)
7 Inter Departmental - excluding Fleet	165.6
8. Costs associated with assumption of Community Projects and Park Patrol	3,211.5
2006/07 Budget	<u>48,490.1</u>

Service Level Changes for 2006/07:

Increases:*	<ul style="list-style-type: none"> • Establish permanent 24/7 beat patrol for North End Dartmouth
	<ul style="list-style-type: none"> • Enhance public safety and quality of life in communities by increasing RCMP Community Liaison Officer positions
	<ul style="list-style-type: none"> • Resource Halifax Detachment to provide efficient and effective policing services to the citizens of the North Central area of HRM
	<ul style="list-style-type: none"> • Continued technology and process upgrades in support of operational policing objectives with CAD/RMS
	<ul style="list-style-type: none"> • Increase capacity to process Summary Offence Tickets
Decreases:	<ul style="list-style-type: none"> • None

*All increases in service are dependent on approval of new resources identified in the Operational Goals 1,2,3,5 and 6.

Business Unit Goals

Strategic Goals:

1. Increased police visibility with increased demand for/and increased complexity of policing.
2. Implement Succession Plan.

Operational Goals:

1. Establish a permanent 24/7 beat patrol in Northend Dartmouth to enhance public safety and quality of life.
2. Enhance public safety and the quality of life in communities by increasing RCMP Community Liaison Officer positions.
3. Provide efficient and effective policing services to the citizens of the North Central area of HRM.
4. Open Phase II of Northbrook School to provide one central HRM Records, Court, and Summary Offence Ticket Sections by integrating the current separate HRP and RCMP Records, Court, and Summary Offence Ticket Sections to create efficiencies.
5. Continued technology and process upgrades in support of operational policing objectives to enhance public safety and reduce time spent on individual activities.
6. Increase capacity to process Summary Offence Tickets.
7. Replace retiring staff with professionally trained people to maintain safety with succession planning.
8. Meet increased demand and complexity for Forensic Identification Services.
9. Explore video surveillance of public areas to deter crime and enhance public safety.
10. Develop an Animal Control Service which includes stewardship, licensing, enforcement, sheltering and cross training of animal control officers.
11. Develop a By-Law Service strategy and revise standards which are achievable and meet Council's expectations.
12. Increase visibility and provide dedicated resources in HRM parks in West, Central, and East Division and Sackville Area. By contracting out this service.

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	923,495	913,540	1,058,870	939,700	26,160	2.9%
P110 Professional Stds	29,681	94,400	109,102	104,600	10,200	10.8%
P120 Public Affairs	291,938	286,700	270,756	307,900	21,200	7.4%
P130 Facilities & Prop.	166,410	115,500	146,473	125,075	9,575	8.3%
P135 Board Of Police Comm	5,346	3,400	6,315	7,100	3,700	108.8%
Chief's Office	1,416,869	1,413,540	1,591,516	1,484,375	70,835	5.0%
Administration:						
P115 Legal	64,523	77,600	70,386	77,600	0	0.0%
P205 Superintendent's Office	612,358	478,800	552,833	479,600	800	0.2%
P210 EAP	75,398	82,100	84,195	86,300	4,200	5.1%
P215 Secondments	631	0	6	0	0	-
P220 Human Resources	219,352	188,700	187,299	181,000	(7,700)	-4.1%
P225 Training	692,403	724,900	636,687	742,800	17,900	2.5%
P230 Finance	397,635	423,800	374,837	424,000	200	0.0%
P235 Extra Duty	2,306,561	602,500	1,028,132	531,300	(71,200)	-11.8%
P250 Fleet Maintenance	1,155,939	1,177,000	1,275,876	1,327,100	150,100	12.8%
P255 Exhibits & Property	327,127	329,500	313,213	335,800	6,300	1.9%
P440 ERT	12,244	10,700	25,462	17,500	6,800	63.6%
P445 Marine	49,259	50,000	53,426	51,700	1,700	3.4%
P450 Public Safety Unit	100	10,700	1,443	10,700	0	0.0%
P455 Bike Patrol	2,198	2,500	9,214	6,000	3,500	140.0%
P465 Mounted	3,958	7,200	11,262	7,200	0	0.0%
P505 Police Science Training	0	(490)	1,064	0	490	-100.0%
Administration	5,919,687	4,165,510	4,625,333	4,278,600	113,090	2.7%
Support Division:						
P350 Disclosure	84,814	0	20,355	0	0	-
P460 Sch. Crossing Guard - Contracted	1,001,517	1,093,400	1,071,518	1,152,500	59,100	5.4%
P270 Commissionaires	892,765	874,900	916,113	902,400	27,500	3.1%
P265 Records	748,941	589,500	450,103	565,400	(24,100)	-4.1%
P240 SOTS - Formerly - Ticket Admin.	234,997	254,800	265,479	300,500	45,700	17.9%
P125 Audit & Planning	74,736	128,000	110,597	220,900	92,900	72.6%
P305 Superintendent's Office	108,104	109,700	115,496	0	(109,700)	-100.0%
P310 R.A.P.I.D.	770,442	127,750	173,165	94,900	(32,850)	-25.7%
P311 Projects Unit	111,337	94,100	99,514	256,500	162,400	172.6%
P315 Inves. Call BackUnit	268,049	174,600	220,488	142,200	(32,400)	-18.6%
P365 Accidents	157,733	168,000	166,417	175,900	7,900	4.7%
P245 Court Officers	664,160	836,300	715,180	897,100	60,800	7.3%
Support Division	5,117,595	4,451,050	4,324,425	4,708,300	257,250	5.8%
Patrol Division:						
P313 VICLAS	133,351	95,800	92,485	101,100	5,300	5.5%
P370 Formerly - Detention	495,562	518,000	471,049	476,400	(41,600)	-8.0%
P405 Superintendent's Off	595,224	552,600	623,669	838,100	285,500	51.7%
P410 Shared Resources	681,141	1,509,300	990,360	1,346,300	(163,000)	-10.8%
P415 Central	5,302,889	5,898,720	6,428,430	6,508,900	610,180	10.3%
P420 West	5,131,156	6,590,400	5,664,943	6,961,080	370,680	5.6%
P425 East	4,988,922	5,481,400	5,856,088	6,070,441	589,041	10.7%
P430 Victim Service	253,254	119,500	212,222	171,500	52,000	43.5%
P435 Canine	27,895	14,800	23,418	18,200	3,400	23.0%
P463 Park Patrol	0	0	0	146,117	146,117	-
P475 Street Crime	774,646	1,328,500	1,057,005	1,508,400	179,900	13.5%
P480 CR/CP	513,696	780,310	596,163	797,900	17,590	2.3%
P485 Traffic	52	350,600	243,673	930,600	580,000	165.4%
P495 Power Shift	518,757	0	(8,266)	0	0	-
Patrol Division	19,416,545	23,239,930	22,251,239	25,875,038	2,635,108	11.3%

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Criminal Investigations Division:						
P510 Superintendent's Office	1,172	104,600	110,559	0	(104,600)	-100.0%
P260 Warrants Execution	1,070	0	280	0	0	-
P312 SES Technical Unit	194,690	174,300	209,589	138,700	(35,600)	-20.4%
P314 Computer Forensics	83,127	82,600	88,618	88,800	6,200	7.5%
P316 Repeat offender High Risk	0	0	0	0	0	-
P317 CATS Clearing Account	754,725	0	495,255	0	0	-
P320 Polygraph	81,228	80,900	90,700	88,200	7,300	9.0%
P325 Identification	1,221,210	1,139,900	1,332,027	1,328,000	188,100	16.5%
P330 Fraud Unit	999,003	896,060	1,250,397	909,000	12,940	1.4%
P335 Special Enforcement	1,412,586	1,172,900	1,304,540	1,230,800	57,900	4.9%
P340 Criminal Intel Unit	675,919	838,900	698,043	880,700	41,800	5.0%
P345 Vice	588,351	726,600	405,066	759,600	33,000	4.5%
P355 Crime Stoppers	(2,714)	1,200	0	0	(1,200)	-100.0%
P360 GIS	2,297,152	2,670,400	2,658,506	2,647,100	(23,300)	-0.9%
P375 Formerly - Criminal Invest. Servic	1,954,664	2,028,100	2,049,084	2,826,100	798,000	39.3%
P380 Crime Analysis	216,456	237,800	235,955	257,000	19,200	8.1%
Criminal Investigations Division	10,478,639	10,154,260	10,928,619	11,154,000	999,740	9.8%
External Services						
P470 Port's Policing	1,343,968	177,400	524,680	594,500	417,100	235.1%
External Services	1,343,968	177,400	524,680	594,500	417,100	235.1%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	93,631	102,100	102,703	101,300	(800)	-0.8%
S120 Comm. Proj. Admin.	316,323	145,990	203,946	184,190	38,200	26.2%
General Administration	409,954	248,090	306,649	285,490	37,400	15.1%
Facilities/Buildings						
S231 947 Mitchell	25,934	28,800	28,229	28,800	0	0.0%
S232 1300 St. Margaret's Bay	8,105	12,400	12,061	12,400	0	0.0%
S233 3790 MacKintosh	4,033	6,300	14,416	6,300	0	0.0%
Facilities/Buildings	38,072	47,500	54,706	47,500	0	0.0%
Initiatives						
S241 Paper Recycling	186,466	213,900	181,290	204,300	(9,600)	-4.5%
S242 Enviro Depot	498,354	538,900	486,976	515,800	(23,100)	-4.3%
S243 By Law Remedies	100,442	175,000	124,912	227,900	52,900	30.2%
S244 Organic Carts	56,625	64,900	55,677	65,500	600	0.9%
Initiatives	841,888	992,700	848,855	1,013,500	20,800	2.1%
Operations						
S210 Operation's Adm	188,096	246,100	212,833	242,000	(4,100)	-1.7%
S220 Trucking/Fleet Services	114,663	121,450	145,617	321,100	199,650	164.4%
Operations	302,758	367,550	358,450	563,100	195,550	53.2%
Contractual Services						
S310 Contractual Services Administrati	110,494	122,300	111,868	273,700	151,400	123.8%
S320 Animal control	478,071	621,700	637,730	660,600	38,900	6.3%
S330 Taxi & Limousine	142,683	141,600	155,325	167,100	25,500	18.0%
Contractual Services	731,248	885,600	904,923	1,101,400	215,800	24.4%
Community Standards						
S410 By Law Services Administration	392,102	551,700	486,213	661,800	110,100	20.0%
S420 By-Law Services Enforcement	417,464	465,960	468,011	578,680	112,720	24.2%
Community Standards	809,566	1,017,660	954,224	1,240,480	222,820	21.9%
Total Community Projects & Bylaw	3,133,487	3,559,100	3,427,808	4,251,470	692,370	19.5%
Total	\$46,826,788	\$47,160,790	\$47,673,619	\$52,346,283	\$5,185,493	11.0%

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Chief's Office:						
P105 Chief's Office	(2,638)	0	(5,196)	0	0	-
P110 Professional Stds	0	0	(3,084)	0	0	-
P120 Public Affairs	(6,582)	0	(804)	0	0	-
P130 Facilities & Prop.	(820)	0	145	0	0	-
Chief's Office	(10,039)	0	(8,939)	0	0	-
Administration:						
P205 Superintendent's Office	(274,297)	(441,500)	(206,030)	(234,500)	207,000	-46.9%
P215 Secondments	(125,000)	(138,200)	(128,386)	0	138,200	-100.0%
P220 Human Resources	(2,100)	(9,300)	(2,607)	(9,300)	0	-0.0%
P225 Training	(14,738)	0	(32,358)	0	0	-
P230 Finance	(362)	0	(383)	0	0	-
P235 Extra Duty	(773,588)	(575,000)	(455,623)	(585,500)	(10,500)	1.8%
P250 Fleet Maintenance	(2,886)	0	0	0	0	-
P255 Exhibits & Property	(100)	0	(136)	0	0	-
Administration	(1,193,071)	(1,164,000)	(825,522)	(829,300)	334,700	-28.8%
Support Division:						
P460 Sch. Crossing Guard - Contracted	(22,541)	(19,300)	(19,346)	(20,000)	(700)	3.6%
P270 Commissionaires	(37)	0	(11,716)	(26,000)	(26,000)	-
P265 Records	(147,674)	(10,000)	(204,187)	(195,000)	(185,000)	1850.0%
P240 SOTS - Formerly - Ticket Admin.	(57,302)	0	(41,794)	(37,000)	(37,000)	-
P125 Audit & Planning	0	(3,900)	0	(3,900)	0	-0.0%
P305 Superintendent's Office	(108,488)	0	(136,872)	0	0	-
P310 R.A.P.I.D.	(906)	0	(799)	0	0	-
P365 Accidents	0	0	(1,725)	0	0	-
P245 Court Officers	(1,079)	0	(1,235)	0	0	-
Support Division	(338,028)	(33,200)	(417,673)	(281,900)	(248,700)	749.1%
Patrol Division:						
P370 Formerly - Detention	(70,595)	(103,000)	(92,240)	(103,000)	0	-0.0%
P405 Superintendent's Off	(117,265)	0	(47,987)	0	0	-
P410 Shared Resources	0	0	(88,509)	0	0	-
P415 Central	(140,935)	0	0	0	0	-
P420 West	(1,661)	0	(57,509)	0	0	-
P425 East	(20,623)	0	(82,824)	0	0	-
P430 Victim Service	(58,335)	0	(45,003)	0	0	-
P435 Canine	(200)	0	0	0	0	-
P463 Park Patrol	0	0	0	0	0	-
P475 Street Crime	0	0	(73,669)	0	0	-
P480 CR/CP	(6,494)	0	(16,286)	0	0	-
Patrol Division	(416,107)	(103,000)	(504,027)	(103,000)	0	-0.0%

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Criminal Investigations Division:						
P312 SES Technical Unit	(50)	0	(453)	0	0	-
P317 CATS Clearing Account	(1,626)	0	0	0	0	-
P320 Polygraph	0	0	(313)	0	0	-
P325 Identification	(46,170)	0	(154,208)	0	0	-
P330 Fraud Unit	(62,239)	0	(1,299)	0	0	-
P335 Special Enforcement	(13,757)	0	(11,899)	0	0	-
P340 Criminal Intel Unit	0	0	(29,418)	0	0	-
P345 Vice	(30,779)	0	0	0	0	-
P355 Crime Stoppers	(350)	0	0	0	0	-
P360 GIS	(1,686)	0	(25,791)	0	0	-
P375 Formerly - Criminal Invest. Servic	(198,247)	0	(67,050)	0	0	-
Criminal Investigations Division	(354,904)	0	(290,430)	0	0	-
External Services						
P470 Port's Policing	(753,688)	(775,000)	(750,627)	(1,602,000)	(827,000)	106.7%
External Services	(753,688)	(775,000)	(750,627)	(1,602,000)	(827,000)	106.7%
Community Projects & Bylaw						
General Administration						
S120 Comm. Proj. Admin.	0	0	(500)	0	0	-
General Administration	0	0	(500)	0	0	-
Initiatives						
S241 Paper Recycling	(165,316)	(124,000)	(180,887)	(124,000)	0	-0.0%
S242 Enviro Depot	(467,670)	(500,000)	(492,221)	(500,000)	0	-0.0%
S243 By Law Remedies	(4,223)	0	(4,732)	0	0	-
S244 Organic Carts	(30,383)	(63,100)	(52,413)	(52,000)	11,100	-17.6%
Initiatives	(667,593)	(687,100)	(730,254)	(676,000)	11,100	-1.6%
Operations						
S210 Operation's Adm	(5,375)	(77,100)	(33,293)	(70,000)	7,100	-9.2%
Operations	(5,375)	(77,100)	(33,293)	(70,000)	7,100	-9.2%
Contractual Services						
S320 Animal control	(145,661)	(143,700)	(110,150)	(134,000)	9,700	-6.8%
S330 Taxi & Limousine	(164,120)	(143,500)	(156,527)	(160,000)	(16,500)	11.5%
Contractual Services	(309,781)	(287,200)	(266,677)	(294,000)	(6,800)	2.4%
Total	(\$4,048,586)	(\$3,126,600)	(\$3,827,942)	(\$3,856,200)	(\$729,600)	23.3%

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	\$920,857	\$913,540	\$1,053,674	\$939,700	\$26,160	2.9%
P110 Professional Stds	29,681	94,400	106,018	104,600	10,200	10.8%
P120 Public Affairs	285,356	286,700	269,952	307,900	21,200	7.4%
P130 Facilities & Prop.	165,591	115,500	146,617	125,075	9,575	8.3%
P135 Board Of Police Comm	5,346	3,400	6,315	7,100	3,700	108.8%
Chief's Office	1,406,830	1,413,540	1,582,577	1,484,375	70,835	5.0%
Administration:						
P115 Legal	64,523	77,600	70,386	77,600	0	0.0%
P205 Superintendent's Office	338,062	37,300	346,803	245,100	207,800	557.1%
P210 EAP	75,398	82,100	84,195	86,300	4,200	5.1%
P215 Secondments	(124,369)	(138,200)	(128,380)	0	138,200	-100.0%
P220 Human Resources	217,252	179,400	184,692	171,700	(7,700)	-4.3%
P225 Training	677,665	724,900	604,329	742,800	17,900	2.5%
P230 Finance	397,273	423,800	374,455	424,000	200	0.0%
P235 Extra Duty	1,532,973	27,500	572,509	(54,200)	(81,700)	-297.1%
P250 Fleet Maintenance	1,153,053	1,177,000	1,275,876	1,327,100	150,100	12.8%
P255 Exhibits & Property	327,027	329,500	313,077	335,800	6,300	1.9%
P440 ERT	12,244	10,700	25,462	17,500	6,800	63.6%
P445 Marine	49,259	50,000	53,426	51,700	1,700	3.4%
P450 Public Safety Unit	100	10,700	1,443	10,700	0	0.0%
P455 Bike Patrol	2,198	2,500	9,214	6,000	3,500	140.0%
P465 Mounted	3,958	7,200	11,262	7,200	0	0.0%
P505 Police Science Training	0	(490)	1,064	0	490	-100.0%
Administration	4,726,616	3,001,510	3,799,811	3,449,300	447,790	14.9%
Support Division:						
P350 Disclosure	84,814	0	20,355	0	0	-
P460 Sch. Crossing Guard - Contracted	978,977	1,074,100	1,052,172	1,132,500	58,400	5.4%
P270 Commissionaires	892,728	874,900	904,398	876,400	1,500	0.2%
P265 Records	601,268	579,500	245,916	370,400	(209,100)	-36.1%
P240 SOTS - Formerly - Ticket Admin.	177,695	254,800	223,685	263,500	8,700	3.4%
P125 Audit & Planning	74,736	124,100	110,597	217,000	92,900	74.9%
P305 Superintendent's Office	(385)	109,700	(21,376)	0	(109,700)	-100.0%
P310 R.A.P.I.D.	769,536	127,750	172,366	94,900	(32,850)	-25.7%
P311 Projects Unit	111,337	94,100	99,514	256,500	162,400	172.6%
P315 Inves. Call Back Unit	268,049	174,600	220,488	142,200	(32,400)	-18.6%
P365 Accidents	157,733	168,000	164,692	175,900	7,900	4.7%
P245 Court Officers	663,081	836,300	713,944	897,100	60,800	7.3%
Support Division	4,779,567	4,417,850	3,906,751	4,426,400	8,550	0.2%
Patrol Division:						
P313 VICLAS	133,351	95,800	92,485	101,100	5,300	5.5%
P370 Formerly - Detention	424,967	415,000	378,809	373,400	(41,600)	-10.0%
P405 Superintendent's Off	477,959	552,600	575,683	838,100	285,500	51.7%
P410 Shared Resources	681,141	1,509,300	901,850	1,346,300	(163,000)	-10.8%
P415 Central	5,161,955	5,898,720	6,428,430	6,508,900	610,180	10.3%
P420 West	5,129,496	6,590,400	5,607,434	6,961,080	370,680	5.6%
P425 East	4,968,299	5,481,400	5,773,264	6,070,441	589,041	10.7%
P430 Victim Service	194,919	119,500	167,219	171,500	52,000	43.5%
P435 Canine	27,695	14,800	23,418	18,200	3,400	23.0%
P463 Park Patrol	0	0	0	146,117	146,117	-
P475 Street Crime	774,646	1,328,500	983,336	1,508,400	179,900	13.5%
P480 CR/CP	507,202	780,310	579,877	797,900	17,590	2.3%
P485 Traffic	52	350,600	243,673	930,600	580,000	165.4%
P495 Power Shift	518,757	0	(8,266)	0	0	-
Patrol Division	19,000,438	23,136,930	21,747,213	25,772,038	2,635,108	11.4%

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Criminal Investigations Division:						
P510 Superintendent's Office	1,172	104,600	110,559	0	(104,600)	-100.0%
P260 Warrants Execution	1,070	0	280	0	0	-
P312 SES Technical Unit	194,640	174,300	209,136	138,700	(35,600)	-20.4%
P314 Computer Forensics	83,127	82,600	88,618	88,800	6,200	7.5%
P316 Repeat offender High Risk	0	0	0	0	0	-
P317 CATS Clearing Account	753,099	0	495,255	0	0	-
P320 Polygraph	81,228	80,900	90,387	88,200	7,300	9.0%
P325 Identification	1,175,039	1,139,900	1,177,819	1,328,000	188,100	16.5%
P330 Fraud Unit	936,764	896,060	1,249,098	909,000	12,940	1.4%
P335 Special Enforcement	1,398,830	1,172,900	1,292,641	1,230,800	57,900	4.9%
P340 Criminal Intel Unit	675,919	838,900	668,625	880,700	41,800	5.0%
P345 Vice	557,572	726,600	405,066	759,600	33,000	4.5%
P355 Crime Stoppers	(3,064)	1,200	0	0	(1,200)	-100.0%
P360 GIS	2,295,466	2,670,400	2,632,715	2,647,100	(23,300)	-0.9%
P375 Formerly - Criminal Invest. Servic	1,756,417	2,028,100	1,982,034	2,826,100	798,000	39.3%
P380 Crime Analysis	216,456	237,800	235,955	257,000	19,200	8.1%
Criminal Investigations Division	10,123,735	10,154,260	10,638,189	11,154,000	999,740	9.8%
External Services						
P470 Port's Policing	590,279	(597,600)	(225,948)	(1,007,500)	(409,900)	68.6%
External Services	590,279	(597,600)	(225,948)	(1,007,500)	(409,900)	68.6%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	93,631	102,100	102,703	101,300	(800)	-0.8%
S120 Comm. Proj. Admin.	316,323	145,990	203,446	184,190	38,200	26.2%
General Administration	409,954	248,090	306,149	285,490	37,400	15.1%
Facilities/Buildings						
S231 947 Mitchell	25,934	28,800	28,229	28,800	0	0.0%
S232 1300 St. Margaret's Bay	8,105	12,400	12,061	12,400	0	0.0%
S233 3790 MacKintosh	4,033	6,300	14,416	6,300	0	0.0%
Facilities/Buildings	38,072	47,500	54,706	47,500	0	0.0%
Initiatives						
S241 Paper Recycling	21,150	89,900	402	80,300	(9,600)	-10.7%
S242 Enviro Depot	30,684	38,900	(5,245)	15,800	(23,100)	-59.4%
S243 By Law Remedies	96,220	175,000	120,180	227,900	52,900	30.2%
S244 Organic Carts	26,242	1,800	3,263	13,500	11,700	650.0%
Initiatives	174,295	305,600	118,601	337,500	31,900	10.4%
Operations						
S210 Operation's Adm	182,720	169,000	179,541	172,000	3,000	1.8%
S220 Trucking/Fleet Services	114,663	121,450	145,617	321,100	199,650	164.4%
Operations	297,383	290,450	325,157	493,100	202,650	69.8%
Contractual Services						
S310 Contractual Services Administrati	110,494	122,300	111,868	273,700	151,400	123.8%
S320 Animal control	332,410	478,000	527,580	526,600	48,600	10.2%
S330 Taxi & Limousine	(21,437)	(1,900)	(1,202)	7,100	9,000	-473.7%
Contractual Services	421,467	598,400	638,246	807,400	209,000	34.9%
Community Standards						
S410 By Law Services Administration	392,102	551,700	486,213	661,800	110,100	20.0%
S420 By-Law Services Enforcement	417,464	465,960	468,011	578,680	112,720	24.2%
Community Standards	809,566	1,017,660	954,224	1,240,480	222,820	21.9%
Total Community Projects & Bylaw	2,150,738	2,507,700	2,397,084	3,211,470	703,770	28.1%
Total	\$42,778,203	\$44,034,190	\$43,845,677	\$48,490,083	\$4,455,893	10.1%

Halifax Regional Police Services

Summary by Expense & Revenue Type

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	40,526,234	41,458,370	41,679,858	46,599,818	5,141,448	12.4%
2 Office Costs	915,510	810,590	766,509	787,380	(23,210)	-2.9%
3 Legal & Consulting Fees	70,680	79,500	180,598	127,600	48,100	60.5%
4 External Services	1,873,601	1,780,600	1,821,578	1,547,700	(232,900)	-13.1%
5 Uniforms & Clothing	200,232	222,700	231,883	266,800	44,100	19.8%
6 Supplies & Materials	329,594	267,700	258,703	249,700	(18,000)	-6.7%
7 Utilities	23,713	30,900	27,809	27,100	(3,800)	-12.3%
8 Building Costs	74,021	23,300	77,397	49,365	26,065	111.9%
9 Equipment & Communications	707,116	215,430	263,526	259,100	43,670	20.3%
10 Vehicle Expense	186,753	149,450	163,997	208,100	58,650	39.2%
11 Travel	123,833	58,400	107,184	60,400	2,000	3.4%
12 Training & Education	238,140	227,900	261,048	208,200	(19,700)	-8.6%
13 Facilities Rental	62,475	63,400	70,303	41,300	(22,100)	-34.9%
14 Advertising & Promotion	41,695	9,100	38,794	8,500	(600)	-6.6%
15 Other Goods & Services	506,647	399,550	423,909	404,790	5,240	1.3%
16 Interdepartmental	933,186	1,288,900	1,331,498	1,572,630	283,730	22.0%
17 Insurance Costs	63,130	75,000	72,035	77,800	2,800	3.7%
18 Transfer to/from Reserves	(49,772)	0	(103,012)	(150,000)	(150,000)	-
Total	\$46,826,788	\$47,160,790	\$47,673,619	\$52,346,283	\$5,185,493	11.0%
Revenues						
19 Tax Revenues	(2,500)	(2,300)	(2,300)	(2,300)	0	-0.0%
20 Area Rate Revenue	(19,798)	(17,000)	(16,789)	(17,700)	(700)	4.1%
21 Transfers from other Gov'ts	(44,883)	(90,300)	(28,223)	(78,200)	12,100	-13.4%
22 Fines and Fees	(261,567)	(285,200)	(243,077)	(277,500)	7,700	-2.7%
23 Licenses & Permits	(273,171)	(233,500)	(227,559)	(250,000)	(16,500)	7.1%
24 Sludge Tipping	0	0	43	0	0	-
25 Sales Revenue	(793,796)	(694,000)	(914,585)	(856,000)	(162,000)	23.3%
26 Other Revenue	(2,652,870)	(1,804,300)	(2,395,451)	(2,374,500)	(570,200)	31.6%
Total	(\$4,048,586)	(\$3,126,600)	(\$3,827,942)	(\$3,856,200)	(\$729,600)	23.3%
Net Cost	\$42,778,203	\$44,034,190	\$43,845,677	\$48,490,083	\$4,455,893	10.1%

RCMP

Summary of Gross Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
P710 RCMP	\$16,448,549	\$16,235,110	\$16,235,110	\$17,394,000	\$1,158,890	7.1%
Total	\$16,448,549	\$16,235,110	\$16,235,110	\$17,394,000	\$1,158,890	7.1%

Summary of Revenues by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
P710 RCMP	(\$104,421)	\$0	(\$114,538)	(\$125,000)	(\$125,000)	-
Total	(\$104,421)	\$0	(\$114,538)	(\$125,000)	(\$125,000)	-

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
P710 RCMP	\$16,344,128	\$16,235,110	\$16,120,572	\$17,269,000	\$1,033,890	6.4%
Total	\$16,344,128	\$16,235,110	\$16,120,572	\$17,269,000	\$1,033,890	6.4%

RCMP

Summary by Expense & Revenue Types

Item	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Expenditures						
1 External Services	\$16,348,300	\$16,235,110	\$16,235,110	\$17,394,000	\$1,158,890	7.1%
2 Other Goods & Services	100,249	0	0	0	0	-
Total	\$16,448,549	\$16,235,110	\$16,235,110	\$17,394,000	\$1,158,890	7.1%
Revenues						
3 Fines and Fees	(\$100,249)	\$0	(\$108,978)	(\$125,000)	(\$125,000)	-
4 Other Revenue	(4,173)	0	(5,560)	0	0	-
Total	(\$104,421)	\$0	(\$114,538)	(\$125,000)	(\$125,000)	-
Net Cost	\$16,344,128	\$16,235,110	\$16,120,572	\$17,269,000	\$1,033,890	6.4%

Transportation and Public Works Services

Business Plan - 2006/2007

Business Unit Overview:

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

The Director, TPWS acts as Municipal/City Engineer on the behalf of Halifax Regional Municipality (HRM) as per the Municipal Government Act. The Director represents HRM interests with the provincial and federal governments as well as with other outside organizations and agencies.

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

Director:	Mike Labrecque, P. Eng.
Capital Projects Phil Townsend	Plans, develops and delivers capital projects for all buildings, parks and parkland on behalf of client Business Units, as well as the delivery of design and construction services required in support of HRM's corporate and/or program initiatives.
Design and Construction David Hubley	This group offers a suite of professional services including surveying, engineering design, construction inspection, infrastructure management, and record management supported by an administrative staff. The focus of this group is to provide services around capital (primarily of a municipal infrastructure nature) and non-capital projects.
Fleet Services Paul Beauchamp	Central service delivery organization responsible for the maintenance, repair, and replacement of HRM's vehicle assets including snow removal, municipal operations, police, fire and transit vehicles.
Metro Transit Paul McDaniel	Provides public transportation services within HRM through conventional transit, community transit, MetroLink, ferry, and Access-A-Bus services.
Municipal Operations Denis Huck	Proactively maintains and improves a safe, effective, efficient, aesthetic and clean street, sidewalk, walkway, trail, park, playground, athletic field, cemetery and open space system for use by HRM residents and visitors.
Real Property Peter Stickings	Responsible for the operation and property maintenance of HRM owned and leased properties and buildings, delivery of acquisition and disposal services on behalf of the organization for municipal purposes, real estate advisory services, and the development and sale of HRM's Business Parks lots.
Service Delivery Wayne Legere	Coordinates quality improvement initiatives for the business unit including organizational performance tools, citizen feedback systems, and liaising with external agencies.

Traffic and Right of Way

Ken Reashor
 (HRM Traffic Authority)

Provides for the safe and efficient management of HRM's transportation system network including traffic flow, signal/light maintenance, signage, and traffic markings. Coordinates and manages HRM rights of way balancing competing demands for space.

Summary of Business Unit Structure Changes:

- Transition Underground Services to Environmental Management Services; 86 FTE's
- Transferred Regional Transportation Planning to Planning and Development; 5 FTE's
- Assumed responsibility for the core components of Real Property and Asset Management (RPAM) as the business unit was removed from the organization chart - Capital Projects, Real Estate, Real Property Operations, Fleet Service and corporate property administration function; 447 FTEs
- The Park Patrol function of Real Property Operations is now part of Regional Police Services; 3.2 FTE's
- RPAM's Service Delivery functions supporting major facilities & community recreation; 7 FTE's; as well as Real Property Planning and Real Property Policy were transferred to Community, Culture and Economic Development business unit; 5 FTE's
- Open Space Planning in support of subdivision application reviews conveyed to the Planning & Development (P&D) business unit; 2 FTE's.

Staff Complement:

Full Time Equivalent (FTEs)	2004/2005	2005/2006	2006/2007
Permanent:	730	798.5	1215.20*
Term / Casual:	N/A	N/A	5

Includes:

- New Positions (funded within existing budget envelope): 37 (includes Transit service expansion)
- Conversions of Term to Permanent FTEs: 2
- Position Function Changes: 7

Transportation & Public Works

Summary of Budget by Business Unit

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Gross Budget	\$108,673,388	\$110,802,644	\$111,995,189	\$117,629,979	\$6,827,335	6.2%
Revenues	(\$32,026,479)	(\$32,438,598)	(\$33,934,122)	(\$34,924,225)	(\$2,485,627)	7.7%
Net Budget						
Service Delivery & Quality Improvement	306,026	558,525	378,038	886,125	327,600	58.7%
Administration	0	0	0	0	0	-
Operations Administration	140,370	569,800	629,466	196,233	(373,567)	-65.0%
Real Estate	(957,145)	179,600	(471,612)	530,970	351,370	195.0%
Contract Support	4,097,699	4,128,960	4,335,485	4,504,763	375,803	9.1%
Facilities	10,264,687	9,261,890	9,452,338	9,243,592	(18,298)	-0.2%
RPAM Admin	1,198,559	1,340,300	1,294,273	962,589	(357,711)	-26.7%
Public Relations/debt	67,177	(40,600)	(12,806)	(115,000)	(74,400)	183.3%
Transit Total	11,490,841	14,025,670	14,976,592	14,006,774	(18,896)	-0.1%
Community Transit Total	23,566	19,500	(0)	0	(19,500)	-100.0%
Access-A-Bus Total	2,346,944	2,541,900	2,383,297	2,674,300	132,400	5.2%
Ferries Total	4,761,595	6,162,300	6,052,620	6,390,700	228,400	3.7%
Transportation Services	852,214	944,950	812,995	1,049,750	104,800	11.1%
Right of Way Services	54,451	30,176	(86,551)	32,054	1,878	6.2%
Sign Shop	1,151,267	1,232,935	1,270,284	1,237,552	4,618	0.4%
Traffic Signals & Streetlighting	6,595,410	5,948,998	7,026,849	6,233,810	284,812	4.8%
Capital Projects	839,980	1,331,700	1,295,292	876,700	(455,000)	-34.2%
Fleet Admin	144,780	296,200	242,192	388,600	92,400	31.2%
Fleet Transit	363,344	1,300	0	133,386	132,086	10160.5%
Fleet General	40,642	180,500	119,246	94,800	(85,700)	-47.5%
Fleet Emergency	0	(100)	0	0	100	-100.0%
Design & Construction	3,282,874	3,764,936	3,507,433	3,823,378	58,442	1.0%
Streets & Roads	7,405,207	7,358,656	7,023,785	9,507,766	2,149,110	29.2%
Operation Coordinator/Snow & Ice Control	13,245,769	9,215,169	9,272,592	10,709,240	1,494,071	16.2%
Sidewalks	1,016,192	1,334,788	932,806	1,220,588	(114,200)	-8.0%
Parks/Sports	495	0	9	0	0	-
Parks and Open Spaces	3,583,240	3,789,819	3,763,114	3,817,983	28,164	0.7%
Sportsfields & Playgrounds	4,330,693	4,186,174	3,863,330	4,279,100	92,926	2.2%
Net Cost	\$76,646,909	\$78,364,046	\$78,061,067	\$82,705,754	\$4,341,708	5.5%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2005/06 Budget		\$78,364.24
1	Increase in Salaries & Benefits - merit increases, classification reviews, employer benefit costs, collective agreements and Right of Way Engineer position.	3,158.4
2	Net impact of Corporate reduction (\$2.5M) and reduction in corporate expenditures (\$519.7K) for telephones, travel, training, courier, inventory, office supplies, etc.	(992.0)
3	Increase in Supplies for Transit Operator uniforms and increased bridge tolls for expanded transit service.	406.7
4	Increase in External Services due to an increase in contract services for refuse collection and expanded sidewalk snow plowing.	1,782.1
5	Revenue increase due to expanded Transit service, increase in stumpage grant from PNS, and full year lease and parking revenue from Alderney Gate; offset by decrease in area rate revenue for sidewalk snow plowing.	(2,485.6)
6	Increase in equipment rentals for expanded sidewalk snow plowing.	415.8
7	Increase in Building Costs due to increased costs for fuel and electricity and full year operating costs for Alderney Gate.	1,434.9
8	Increase in Vehicle Expense due to increased costs for fuel and an increase in interdepartmental chargebacks.	1,299.8
9	Decrease on Other Fiscal due to transfer from Capital to Fleet Services related to the Bus rebuild program	(678.5)
2006/07 Budget		<u>82,705.8</u>

Service Level Changes for 2006/07:

Increases:	<ul style="list-style-type: none"> Continued service enhancements during November to April through winter works operations.
	<ul style="list-style-type: none"> Sidewalk snow removal for main arterials and Metro Transit routes for former City of Halifax areas.
	<ul style="list-style-type: none"> Improved litter control in support of HRM Litter Prevention Program targets.
	<ul style="list-style-type: none"> Continued investment in the capital program.
	<ul style="list-style-type: none"> Commence implementation of Strategic Transportation components of Regional Plan
	<ul style="list-style-type: none"> Transportation corridor optimization through traffic control system modifications.
	<ul style="list-style-type: none"> Traffic Light conversion to LED's increasing the quality and maintenance of the signal light and improves CO₂ emissions reduction compliance.
	<ul style="list-style-type: none"> Metro Transit Investment <ul style="list-style-type: none"> New types/levels of Transit services being investigated and implemented i.e. fast ferry Improved passenger facilities Equipment and Fleet recapitalization Increased capacity in park and ride facilities Addressing ridership concerns: <ul style="list-style-type: none"> Improved passenger capacity Critical route review to address service; implementation of a ridership forum Increased service for MetroLink Service adjustments for peak, evening and weekend frequency
	<ul style="list-style-type: none"> Support to International bid for Commonwealth Games
	<ul style="list-style-type: none"> Increased investment in Business Parks.
	<ul style="list-style-type: none"> New artificial turf athletic field complex in East Dartmouth in operation Summer 2006.
Decreases:	<ul style="list-style-type: none"> Anticipated extent of asphalt patching will be reduced.
	<ul style="list-style-type: none"> Maintenance budgets not keeping pace with growth in assets (all categories).
	<ul style="list-style-type: none"> Service to transferred rural roads decreases overall street maintenance services on streets and roads throughout HRM as no offsetting maintenance funds transferred
	<ul style="list-style-type: none"> Snow and Ice Control staff complement reduced from 236 to 205 through re-assignment and adjustments to operational approach
	<ul style="list-style-type: none"> Service truck response reduced to one truck for the municipality

	<ul style="list-style-type: none"> • Delay in response times to address Citizen and Councillor based requests for services should be expected
	<ul style="list-style-type: none"> • Reduction of standby operators and buses for unplanned, situational service replacement
	<ul style="list-style-type: none"> • Elimination of Saturday Metro Link Service
	<ul style="list-style-type: none"> • Contractor performance oversight for street and sidewalk construction not improved
	<ul style="list-style-type: none"> • Repairs for guard rails and retaining walls will only be provided on an emergency demand response basis

Business Unit Goals

Strategic Goals:
1. Responsive Customer service
2. Create, manage and continually improve an effective transportation and public works department
3. Improve fiscal, social, environmental and cultural sustainability
4. Integrated information management
5. Infrastructure management strategies to support long-term growth
Operational Goals:
1. Attract, develop and retain quality staff
2. Planned EMO Response

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2004-2005	2005-2006	2005-2006	2006-2007	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Service Delivery & Quality Improvement	481,236	648,525	638,253	1,106,125	457,600	70.6%
Administration	0	0	0	0	0	-
Operations Administration	386,883	569,800	702,346	196,233	(373,567)	-65.6%
Real Estate	846,258	1,004,600	745,899	1,415,970	411,370	40.9%
Contract Support	4,170,111	4,128,960	4,338,711	4,504,763	375,803	9.1%
Facilities	12,577,634	12,392,790	12,432,272	12,768,883	376,093	3.0%
RPAM Admin	1,198,559	1,340,300	1,294,273	982,589	(357,711)	-26.7%
Public Relations/debt	250,377	209,400	245,304	135,000	(74,400)	-35.5%
Transit Total	33,270,809	36,754,670	38,736,825	40,045,714	3,291,044	9.0%
Community Transit Total	361,211	399,390	365,317	340,100	(59,290)	-14.8%
Access-A-Bus Total	2,449,732	2,647,700	2,528,941	2,784,600	136,900	5.2%
Ferries Total	6,530,468	8,208,100	7,867,858	8,395,100	187,000	2.3%
Transportation Services	857,964	948,150	813,138	1,052,750	104,600	11.0%
Right of Way Services	343,947	311,371	260,002	416,181	104,810	33.7%
Sign Shop	1,161,497	1,235,435	1,286,098	1,240,052	4,618	0.4%
Traffic Signals & Streetlighting	6,596,888	5,948,998	7,056,290	6,233,810	284,812	4.8%
Capital Projects	839,980	1,331,700	1,295,292	876,700	(455,000)	-34.2%
Fleet Admin	144,780	296,200	242,192	388,600	92,400	31.2%
Fleet Transit	378,697	1,300	25,504	9,100	7,800	600.0%
Fleet General	67,000	180,500	120,930	94,800	(85,700)	-47.5%
Fleet Emergency	29,919	(100)	27,105	0	100	-100.0%
Design & Construction	3,286,671	3,764,936	3,510,040	3,823,378	58,442	1.6%
Streets & Roads	7,414,829	7,358,656	7,027,732	7,918,676	560,020	7.6%
Operation Coordinator/Snow & Ice Contr	15,430,372	11,129,682	10,983,946	12,743,983	1,614,301	14.5%
Sidewalks	1,146,623	1,474,988	998,178	1,476,888	1,900	0.1%
Parks/Sports	495	0	9	0	0	-
Parks and Open Spaces	3,777,577	3,969,819	3,960,019	3,997,983	28,164	0.7%
Sportsfields & Playgrounds	4,672,873	4,546,774	4,207,597	4,694,700	147,926	3.3%
Gross Budget	\$108,673,388	\$110,802,644	\$111,710,071	\$117,642,679	\$6,840,035	6.2%

Summary of Revenues by Business Unit Division

Service Delivery & Quality Improvement	(175,210)	(90,000)	(260,215)	(220,000)	(130,000)	144.4%
Operations Administration	(246,513)	0	(72,880)	0	0	-
Real Estate	(1,803,403)	(825,000)	(1,217,510)	(885,000)	(60,000)	7.3%
Contract Support	(72,412)	0	(3,226)	0	0	-
Facilities	(2,312,946)	(3,130,900)	(2,979,934)	(3,525,291)	(394,391)	12.6%
RPAM Admin	0	0	0	0	0	-
Public Relations/debt	(183,200)	(250,000)	(258,111)	(250,000)	0	-0.0%
Transit Total	(21,779,968)	(22,729,000)	(23,761,578)	(25,914,654)	(3,185,654)	14.0%
Community Transit Total	(337,615)	(379,890)	(399,273)	(340,100)	39,790	-10.5%
Access-A-Bus Total	(102,787)	(105,800)	(145,644)	(110,300)	(4,500)	4.3%
Ferries Total	(1,768,873)	(2,045,800)	(1,815,238)	(2,004,400)	41,400	-2.0%
Transportation Services	(5,750)	(3,200)	(158)	(3,000)	200	-6.3%
Right of Way Services	(289,496)	(281,195)	(346,553)	(384,127)	(102,932)	36.6%
Sign Shop	(10,230)	(2,500)	(15,814)	(2,500)	0	-0.0%
Traffic Signals & Streetlighting	(1,479)	0	(29,441)	0	0	-
Fleet Transit	(15,352)	0	(25,503)	0	0	-
Fleet General	(26,358)	0	(1,684)	0	0	-
Fleet Emergency	(29,919)	0	(27,105)	0	0	-
Design & Construction	(3,797)	0	(2,606)	0	0	-
Streets & Roads	(9,622)	0	(3,948)	0	0	-
Operation Coordinator/Snow & Ice Contr	(2,184,603)	(1,914,513)	(1,883,699)	(542,153)	1,372,360	-71.7%
Sidewalks	(130,431)	(140,200)	(142,830)	(159,800)	(19,600)	14.0%
Parks and Open Spaces	(194,336)	(180,000)	(196,906)	(180,000)	0	-0.0%
Sportsfields & Playgrounds	(342,180)	(360,600)	(344,268)	(415,600)	(55,000)	15.3%
Revenues	(\$32,026,479)	(\$32,438,598)	(\$33,934,122)	(\$34,936,925)	(\$2,498,327)	7.7%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2004-2005 Actual	2005-2006 Budget	2005-2006 Actual	2006-2007 Budget	Change over Budget	%
Net Budget						
Service Delivery & Quality Improvement	306,026	558,525	378,038	886,125	327,600	58.7%
Administration	0	0	0	0	0	-
Operations Administration	140,370	569,800	629,466	196,233	(373,567)	-65.6%
Real Estate	(957,145)	179,600	(471,612)	530,970	351,370	195.6%
Contract Support	4,097,699	4,128,960	4,335,485	4,504,763	375,803	9.1%
Facilities	10,264,687	9,261,890	9,452,338	9,243,592	(18,298)	-0.2%
RPAM Admin	1,198,559	1,340,300	1,294,273	982,589	(357,711)	-26.7%
Public Relations/debt	67,177	(40,600)	(12,806)	(115,000)	(74,400)	183.3%
Transit Total	11,490,841	14,025,670	14,975,247	14,131,060	105,390	0.8%
Community Transit Total	23,596	19,500	(33,956)	0	(19,500)	-100.0%
Access-A-Bus Total	2,346,944	2,541,900	2,383,297	2,674,300	132,400	5.2%
Ferries Total	4,761,595	6,162,300	6,052,620	6,390,700	228,400	3.7%
Transportation Services	852,214	944,950	812,980	1,049,750	104,800	11.1%
Right of Way Services	54,451	30,176	(86,551)	32,054	1,878	6.2%
Sign Shop	1,151,267	1,232,935	1,270,284	1,237,552	4,618	0.4%
Traffic Signals & Streetlighting	6,595,410	5,948,998	7,026,849	6,233,810	284,812	4.8%
Capital Projects	839,980	1,331,700	1,295,292	876,700	(455,000)	-34.2%
Fleet Admin	144,780	296,200	242,192	388,600	92,400	31.2%
Fleet Transit	363,344	1,300	0	9,100	7,800	600.0%
Fleet General	40,642	180,500	119,246	94,800	(85,700)	-47.5%
Fleet Emergency	0	(100)	0	0	100	-100.0%
Design & Construction	3,282,874	3,764,936	3,507,433	3,823,378	58,442	1.6%
Streets & Roads	7,405,207	7,358,656	7,023,785	7,918,676	560,020	7.6%
Operation Coordinator/Snow & Ice Contr	13,245,769	9,215,169	9,100,247	12,201,830	2,986,661	32.4%
Sidewalks	1,016,192	1,334,788	855,348	1,317,088	(17,700)	-1.3%
Parks/Sports	495	0	9	0	0	-
Parks and Open Spaces	3,583,240	3,789,819	3,763,114	3,817,983	28,164	0.7%
Sportsfields & Playgrounds	4,330,693	4,186,174	3,863,330	4,279,100	92,926	2.2%
Net Cost	\$76,646,909	\$78,364,046	\$77,775,949	\$82,705,754	\$4,341,708	5.5%

Transportation & Public Works

Summary by Expense & Revenue Types

Item	2004-2005		2005-2006		2006-2007		Change over %
	Actual	Budget	Actual	Budget	Budget	Budget	
Expenditures							
1	Compensation & Benefits	\$58,909,648	\$64,650,084	\$63,345,276	\$67,821,187	3,171,103	4.9%
2	Office Costs	1,200,315	1,409,586	1,316,895	1,185,830	(223,756)	-15.9%
3	Professional Fees	300,192	303,800	337,808	304,800	1,000	0.3%
4	Legal & Consulting Fees	158,012	251,600	168,681	323,171	71,571	28.4%
5	External Services	8,283,243	6,185,088	6,983,774	7,894,698	1,709,610	27.6%
6	Uniforms & Clothing	477,757	258,450	288,397	606,700	348,250	134.7%
7	Salt	1,448,828	1,643,050	1,380,117	1,643,050	0	0.0%
8	Supplies & Materials	2,563,409	2,846,403	2,698,514	2,677,803	(168,600)	-5.9%
9	Utilities	8,278,700	7,746,433	9,203,030	9,235,098	1,488,665	19.2%
10	Building Costs	3,059,652	3,375,020	3,681,250	3,321,204	(53,816)	-1.6%
11	Equipment & Communications	6,181,286	4,225,153	4,522,564	4,640,953	415,800	9.8%
12	Vehicle Expense	13,688,253	13,058,590	16,227,470	14,279,844	1,221,254	9.4%
13	Travel	282,394	319,599	330,435	346,720	27,121	8.5%
14	Training & Education	199,468	300,837	197,546	265,905	(34,932)	-11.6%
15	Facilities Rental	5,395,771	3,649,890	3,128,363	3,168,000	(481,890)	-13.2%
16	Advertising & Promotion	200,672	212,299	245,402	191,555	(20,744)	-9.8%
17	Other Goods & Services	1,229,040	2,063,885	1,598,955	2,082,227	18,342	0.9%
18	Interdepartmental	(8,363,876)	(8,243,280)	(8,168,872)	(8,164,610)	78,670	-1.0%
19	Debt-Interest	1,164,400	1,261,012	1,705,797	1,587,812	326,800	25.9%
20	Debt Principal	3,107,929	4,771,342	4,044,819	4,395,442	(375,900)	-7.9%
21	Transfer Outside Agencies	337,200	375,000	339,299	375,000	0	0.0%
22	Insurance Costs	0	10,000	10,064	20,300	10,300	103.0%
23	Grants & Tax Concessions	126,578	145,000	155,548	145,000	0	0.0%
24	Transfer to/from Reserves	(153,320)	(205,600)	(52,492)	(4,836)	200,764	-97.6%
	Provision for Allowance	0	0	0	0	0	-
25	Other Fiscal	(426)	0	(2,157,183)	(655,000)	(655,000)	-
26	Prior year Surplus/Deficit	598,264	189,403	178,613	(45,174)	(234,577)	-123.9%
	Total	\$108,673,388	\$110,802,644	\$111,710,070	\$117,642,679	\$6,840,035	6.2%
Revenues							
27	Tax Revenues	(134,900)	(148,700)	(148,700)	(147,500)	1,200	-0.8%
28	Area Rate Revenue	(2,480,429)	(2,222,503)	(2,215,398)	(840,007)	1,382,496	-62.2%
29	Transfers from other Gov'ts	0	(90,000)	0	(220,000)	(130,000)	144.4%
30	Licenses & Permits	(276,454)	(222,000)	(276,091)	(226,330)	(4,330)	2.0%
31	Rental & Leasing	(2,431,755)	(3,251,900)	(2,823,739)	(3,791,396)	(539,496)	16.6%
32	Transit Revenue	(23,329,732)	(24,513,200)	(25,597,952)	(27,796,400)	(3,283,200)	13.4%
33	Tax Certificates	0	0	1,139	0	0	-
34	Recreational Revenue	(9,048)	0	(1,717)	0	0	-
35	Sales Revenue	(1,971,333)	(910,000)	(1,397,670)	(695,000)	215,000	-23.6%
36	Environmental Protection Levies	0	0	(4,074)	0	0	-
37	Other Revenue	(1,392,828)	(980,295)	(1,469,922)	(1,140,292)	(159,997)	16.3%
38	Interdepartmental Revenue	0	(100,000)	0	(80,000)	20,000	-20.0%
	Total	(\$32,026,479)	(\$32,438,598)	(\$33,934,122)	(\$34,936,925)	(\$2,498,327)	7.7%
	Net Cost	\$76,646,909	\$78,364,046	\$77,775,948	\$82,705,754	\$4,341,708	5.5%

Halifax Regional Municipality
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	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Transportation & Public Works			
CB300627 New Penhorn Fire Station	0	1,067,000	0
CB300774 100 Wyse Rd Redevelopment (Phase1)	250,000	0	0
CB300775 Bisset Rd Redevelopment	100,000	0	0
CB300776 High School Rationalization	100,000	0	0
CB300777 Corporate Accommodation Musq. Hbr.	842,000	0	200,000
CB300836 Envnmntal Remediation/Building Demolition	200,000	200,000	450,000
CB300837 Facilities Upgrades-General (Bundle)	397,000	450,000	233,000
CB300838 Fires Services Station Uogrades (Bundle)	743,000	233,000	116,000
CB300839 HRM Administration Building-Upgrades	210,000	116,000	146,000
CB300840 HRM Depot Upgrades (Bundle)	340,000	146,000	73,000
CB300861 Safety Upgrades (Bundle)	73,000	73,000	80,000
CB300902 Alderney Gate Recapitization (Bundle)	100,000	80,000	0
CBM00711 Fuel depot Upgrade	300,000	300,000	0
CB200516 Integrated Dispatch & Telecommunications	0	0	0
CBK00678 Police Training Centre - Northbrook School	515,000	0	0
CB300773 Bloomfield Redevelopment (Phase 1)	75,000	0	0
CB300835 Arena Upgrades (Bundle)	109,000	125,000	125,000
CB300841 HRM Heritage Buildings Upgrades (Bundle)	146,000	146,000	146,000
CB300842 Major Facilities-Upgrades (Bundle)	981,000	970,000	970,000
CB300859 Mngmt Agreement Comm. Ctr-Upgrades	190,000	194,000	194,000
CB300864 Various Recreation Facilities Upgrades	402,000	340,000	340,000
CB100091 Mainland Common Recreation Facility	0	0	0
CB200454 District 2 Recreation Centre	0	1,500,000	2,000,000
CB200453 East Dartmouth Recreation Centre	1,100,000	0	0
CP300750 Building Communities Capital Fund	575,000	575,000	575,000
CP300873 Athletic field/Park Equipment(bundle)	55,000	34,000	34,000
CHU00587 Brine Mixing Plants for Salt Pre-wetting	78,000	78,000	79,000
CVD00413 Fleet Vehicle Replacement Program	3,133,000	2,723,000	2,750,000
CVJ00703 Fire Fleet - Apparatus Replacement	3,080,000	2,873,000	2,902,000
CVJ00704 Fire Fleet - Utility Vehicle Replacement	230,000	230,000	230,000
CEU00880 Sidewalk Plow Equipment	296,000	0	0
CVK00416 Police Vehicles-Marked	689,000	710,000	717,000
CVK00417 Police Vehicles-Unmarked	531,000	547,000	552,000
CQ300635 Aerotech Repositioning & Dvlpmnt	0	500,000	0
CQ300636 Bayers Lake Infill & Ragged Lake Dev.	0	1,500,000	1,500,000
CQ300638 Park Signs Renewal & Maintenance	50,000	50,000	25,000
CQ300639 Development Consulting	25,000	25,000	50,000
CQ300640 Intersection/Traffic Improve'ts Burnside	0	250,000	250,000
CQ300741 Burnside Phase I 1-2-3-4-5 Dev.	7,300,000	4,000,000	6,000,000
CB200427 Satellite Garage Facility	300,000	10,000,000	6,000,000
CB200425 Park & Ride Improvement & Expansion	650,000	0	80,000
CB200428 Transit Terminal Upgrade & Expansion	3,215,000	0	80,000
CBT00432 Bus Stop Accessibility	75,000	0	55,000
CBT00437 Bus Shelters-Replacement	60,000	0	60,000
CBU00876 200 Ilsley Upgrades	500,000	0	0
CHD00060 Farebox Replacement	2,000,000	0	0

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	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Transportation & Public Works (continued)			
CIU00875 Scheduling Software Upgrades	125,000	0	0
CVD00429 Access-A-Bus Vehicle	120,000	120,000	120,000
CVD00430 Access-A-Bus Replacement	440,000	440,000	440,000
CVD00431 Midlife Bus Rebuild	655,000	655,000	655,000
CVD00433 Service Vehicle Replacement	50,000	0	60,000
CVD00434 Conventional Transit Bus Expansion	3,915,000	3,045,000	0
CVD00435 Conventional Transit Bus Replacement	7,240,000	7,095,000	7,785,000
CVD00436 Bi-annual Ferry Refit	300,000	320,000	320,000
CVU00877 Strategic Transit Projects	550,000	4,201,000	0
CV300751 Harbourlink	0	20,000,000	0
Strategic Transit Funding - Unallocated	0	0	0
CB300834 200 Ilsley Ave.-Safety Upgrades	250,000	291,000	291,000
CB300862 Transit facilities Upgrades (Bundle)	448,000	194,000	194,000
CP300843 HRM Wide Tree Planting	250,000	250,000	250,000
CP300844 Lawn Bowling Facilities (Bundle)	73,000	0	0
CP300845 New Park Development (Bundle)	455,000	200,000	200,000
CP300846 New Playground Development (Bundle)	208,000	200,000	200,000
CP300851 New Sport Crt Development (Bundle)	90,000	100,000	100,000
CP300848 Outdoor/Spray Pools & Foundations-Bundle	120,000	100,000	50,000
CP300849 Parks Upgrades (Bundle)	594,000	300,000	300,000
CP300850 Plygrnd Upgrades & Replacements (Bundle)	715,000	748,000	748,000
CP300851 Point Pleasant Park Upgrades	0	50,000	220,000
CP300852 Regional Pk Washroom Facilities (Bundle)	80,000	250,000	250,000
CP300853 Regional Trails Development (Bundle)	270,000	250,000	300,000
CP300854 Skateboarding Facilities (Bundle)	230,000	100,000	100,000
CP300855 Sports Court Upgrades (Bundle)	260,000	260,000	300,000
CP300856 Sports Field Upgrades (Bundle)	200,000	200,000	200,000
CP300857 Track & Field Upgrades (Bundle)	30,000	200,000	50,000
CP300858 Walkways-HRM Wide Program (Bundle)	125,000	50,000	75,000
CP300866 Ball Field Upgrades (Bundle)	235,000	100,000	150,000
CP300868 Cemetery Upgrades (Bulk)	55,000	75,000	75,000
CP300871 Horticultural Renovations	50,000	70,000	70,000
CP300890 NewStreet Trees Program (Bundle)	90,000	150,000	200,000
CP300891 New Ballfield development (Bundle)	0	750,000	0
CPC00814 Mainland Commons-Halifax	150,000	150,000	1,000,000
CPG00581 Dartmouth Artificial Sports Field	800,000	0	0
CPV00735 Trails Active Transportation	750,000	1,109,000	500,000
CRU00584 Other Related Road Works	97,000	97,000	97,000
CRU00683 Curb Renewals	1,000,000	1,000,000	1,000,000
CRU00684 Bridge Repairs & Renewals	394,000	1,000,000	1,000,000
CRU00701 Other Related Road Works (D&C)	700,000	994,000	994,000
CXU00585 New Paving Subdivision St's outside core	2,500,000	1,500,000	2,500,000
CXU00715 New Paving of Streets inside the Core area	1,144,000	1,100,000	1,100,000
CYU00784 Paving Renewal Program	5,260,000	5,260,000	5,260,000

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	2006-07 Gross Budget	2007-08 Gross Plan	2008-09 Gross Plan
Transportation & Public Works			
CZU00564 Main Artery Patching	1,275,000	1,400,000	1,400,000
CZU00782 Resurfacing	9,283,000	10,009,000	11,182,000
CJU00785 New Sidewalks	2,275,000	2,400,000	2,500,000
CKU00783 Sidewalk Renewals	2,081,000	2,274,000	2,493,000
CTR00423 Traffic Calming (Consultant Support & Ha	50,000	50,000	50,000
CTR00529 Various Traffic Related Studies	80,000	50,000	50,000
CTR00530 Traffic Signal Control Sys Integration	100,000	100,000	101,000
CTR00904 Destination Signage Program	178,000	178,000	159,000
CTR00905 Intersection Improvement Program	1,100,000	1,000,000	1,009,000
CTR00906 Pedestrian Safety & Access Program	50,000	50,000	50,000
CTR00908 Transportation Demand Management Program	200,000	200,000	200,000
CTU00337 Controller Cabinet Replacement	200,000	200,000	202,000
CTU00419 Traffic Signal Rehabilitation	300,000	300,000	303,000
CTU00420 Bikeway Master Plan Implementation	200,000	200,000	435,000
CTU00422 Traffic Signal Compliance Program	300,000	300,000	303,000
CTU00561 Traffic Signal Installation	730,000	660,000	661,000
CTU00705 Wright Ave./Hwy. 118 Interchange	3,480,000	0	0
CRU00792 Street Lighting & Overhead Signs	160,000	160,000	160,000
CTU00817 Burnside/Commodore Intersection Expansio	0	1,200,000	0
CTU00818 Wright Ave. Extension Phase 2	0	0	4,000,000
CTU00884 Functional Transportation Plans	150,000	100,000	0
CTU00885 Middle Sckville Interchange Connections	850,000	0	600,000
CTU00886 LED Traffic Sigantl Conversion Project	0	200,000	200,000
CTU00897 Road Corridor Land Acquisition	1,000,000	600,000	464,000
CTV00725 Lacewood Four Lane/Fairview Intercnge	2,040,000	1,450,000	1,600,000
CTV00732 Rotary Conversion/Chebucto Reversing Lane	600,000	2,100,000	0
Total	87,715,000	108,190,000	82,288,000

Complete Halifax Water Commission

Business Plan Available

Electronically from Debbi McCaig

at McCaigd@halifax.ca

Reserves

Purpose of Reserves

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

1. They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay (ie. equipment expenditures and snow-removal expenditures).
2. They allow for long term planning of major capital expenditures such as the opening and closing of land-fill cells, and the Harbour Solutions Project.
3. They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

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

Strategies for Reserves

The Reserves Policy approved by Regional Council on December 1, 1998 implemented the following strategies:

1. Reserve funding is incorporated into a financial plan as an integral part of the Operating and Capital Budgets.
2. Each reserve has its purpose clearly defined in a Business Case plan. The Business Case must also include the source and application of funds, the expected time line and any appropriate maximum amount, and projected annual contributions, withdrawals, and balances.
3. Reserves are centrally administered so as to ensure consideration for the whole organization.

Other aspects of the Policy 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.

Funding of Reserves

The Reserves are funded through the Halifax Regional Municipalities general tax rate with the

exception of the Environmental Control Reserve and the Wastewater/Stormwater Management Reserve. These two reserves are funded through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Municipal Accounting and Reporting Manual, Section 3241 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

General Fleet (Q204): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Public Works and Transportation Services, Parks and Recreation Services and Metro Transit Vehicles.

Police Vehicles (Q205): To provide for replacement of Police Service vehicles with a useful life of less than 10 years.

Fire Vehicles (Q206): To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks).

Fuel System (Q213): This reserve will be used to finance replacement of the Municipality's aging fuel tanks. The reserve will be funded from a fuel surcharge added to the cost of fuel charged back to HRM business units.

Environmental Control (Q105): This reserve provides operating and capital funding for the Municipality's sewage treatment plants, a domestic water plant, a sludge transport unit and a biosolids stabilization lagoon, as well as various interceptor sewers, pumping stations and associated forcemains. The reserve is funded through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Wastewater/Stormwater Management (Q106): In compliance with By-Law S-100 Respecting Sewer Charges, this reserve provides for the annual costs of maintaining the wastewater and stormwater collection system. The reserve is funded from the Wastewater/Stormwater Management Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Sludge Tipping Fees (Q117): This reserve is used to maintain and clean out the Aerotech Lagoon. The reserve is funded from sludge tipping fees paid by septic tank cleaning businesses which use the Lagoon.

Self Insurance (Q306): To provide funds for settlement of insured risks to HRM and to reduce the expenses associated with insurance costs by increasing the minimum deductible provided in HRM's policy. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This reserve will provide an amount to stabilize the fluctuation of these costs and reserve monies for outstanding claims. The source of funding for the reserve is Fiscal Services operating budget cost centre M320. A reserve business case will be forthcoming to Council for discussion and approval.

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

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

Service Improvement (Q310): This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down stream benefits that will result from reworking processes and activities. Net cost savings from projects will be used to repay the reserve in the form of loan payments (principal and interest).

Cemetery Maintenance (Q311): This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. The reserve is funded from the sale of cemetery lots.

Heritage, Culture & Tourism (Q312): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations.

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

Emergency Measures Organization (EMO) Cost Recovery (Q314): This reserve provides funding to offset the costs associated with responding to large-scale emergencies. Because such emergencies are unpredictable and very expensive, business units do not normally provide

funding for them within their operating budgets.

Special Events (Q315): This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events, that typically are national or international in caliber and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role.

DNA Costs (HRP and RCMP) (Q316): This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The Federal government charges each province a flat fee; the reserve covers the municipal component.

Titanic Reserve (Q317): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is largely funded from donations.

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

Major Events Facilities (Q319): This reserve will be used for the development of major cultural and public event facilities. This reserve may be partially funded from an increase in the Hotel Room Tax, after consultation with the tourism and hotel industry. Remaining funding will come from the Operating Budget.

Operating Costs of Capital (Q320): Any initial implementation and operating costs associated with a new capital asset are budgeted in the same year as the capital project. For a variety of reasons, completion of capital projects may occur later than the end of the year in which they are approved. Without a mechanism to carry forward funds, any implementation and initial ongoing operating funds unexpended at the end of the fiscal year must be re-budgeted in the following fiscal year. This will produce a favorable variance in the current fiscal year, while putting pressure on the operating budgets in subsequent years. By moving the unexpended funds to this reserve, it can be used to smooth fluctuations in expenditures due to the timing of completion of capital projects. A reserve business case will be forthcoming to Council for discussion and approval.

Information and Communication Technology (Q321): To provide a mechanism to capture savings generated by information or communication technology systems improvements and upgrades. Funds will be used to support future maintenance, upgrade, and replacement requirements of information or communication systems. A reserve business case will be forthcoming to Council for discussion and approval.

Police Emergency/ Extraordinary Investigation (Q322): To provide a source of funds for an emergency event or extraordinary investigation which, because of the complexity, expense, and low frequency of occurrence, could not be covered by the Operating Budget. Funding of the reserve will be from the Operating Budget. A reserve business case will be forthcoming to Council for discussion and approval.

On-Job Injury Police Reserve (Q323): This reserve would be used to supplement the salary or assist with employee expenses incurred as the result of Police officers being injured on the job, as provided by Article 44 of the 2003 MAPP collective agreement. A reserve business case will be forthcoming to Council for discussion and approval.

Capital Reserves

The Municipal Government Act addresses these types of reserves in Sections 99 and 100. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Sale of Capital Assets (Q101): Real property sold by the Municipality must be placed in a Capital Reserve as required by Section 99 of the Municipal Government Act (MGA). Under the MGA, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. It is Council's intention that the reserve be primarily used for the acquisition of land, buildings and similar fixed assets.

Business/Industrial Parks Expansion (Q121): The Municipal Government Act Section 99 requires that any sales of land be deposited into a Capital Reserve fund. This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks.

Capital Surplus (Q103): This reserve is for any purpose identified in Section 99 of the MGA under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt.

Sewer Redevelopment (Q104): To fund upgrading and installation of trunk sewer systems within existing developed areas in accordance with By-Law S-100, Respecting Sewer Charges. The reserve can be used for emergency repair and restoration such as when a sewer collapses as a consequence of structural deterioration.

Parkland Development (Q107): This reserve is required for the development of new parkland in new residential developments. The reserve is funded from fees charged to real estate developers based on a percentage of the sale price of building lots. A reserve business case will be forthcoming to Council for discussion and approval.

Sackville Landfill Closure (Q119): This reserve was prescribed by the Province in 1996 and is

intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The Sackville Landfill closed in the 1996-1997 fiscal year and is required to be fully funded for closure and post closure costs within 10 years of closure. The reserve will provide for ongoing operating costs to monitor the site for an additional 10 years until 2017.

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

Water Treatment Plants Infrastructure (Q122): This reserve provides for replacements, upgrades and expansions of the existing wastewater treatment plants within the context of By-Law S-100, Respecting Sewer Charges. The reserve is funded from the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Waste Resources (Q123): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program.

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

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

Strategic Growth Reserve (Q126): The purpose of this reserve is to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve is meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies.

Sustainable Community Reserve (Q127): The purpose of this reserve is to fund environmentally friendly projects, including those which reduce the environmental impacts of municipal operations and community activities. Funding for the reserve will come from interest savings on loans from the Federation of Canadian Municipalities' Green Municipal Investment Fund, corporate contributions, public partnerships, and savings produced from reduced reliance on fossil fuels.

Rural Fire Reserve (Q128): This reserve will be used to fund light vehicles (rescue, utility and tactical support), address health and safety and assist in ensuring rural fire buildings comply to code in order to meet operational requirements. These safety issues may also include emergency power and accessibility in the event stations were needed as 'emergency shelters'. This reserve was established April 1, 2003 coincident with the implementation of the Municipality's new tax structure which switched funding of rural fire departments from local area rates to the general tax fund. Because of small assessment bases, the area rates often did not provide enough revenue to properly maintain the assets of the rural fire departments.

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

New Capital Replacement Reserve (Q130): As part of its Long Term Capital strategy, HRM is proposing a capital replacement reserve for a variety of capital assets that have no such reserve. These include a number of technology and other systems. The business case for this reserve is under development.

Energy and Underground Services Reserve (Q131): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate under ground services such as natural gas conduit, fibre optic cable, power and telecom lines with other capital projects.

Capital Cost Contribution Bedford South Interchange (Q133): To fund HRM's share of an interchange to be built as per the Bedford South Charge Area plan. Funds will be used for oversized infrastructure which benefits existing communities in the areas surrounding the charge area. A contribution will be made annually from Fiscal Services M520 Deed Transfer Tax cost centre in the amount of \$475,000 with interest earned at an assumed rate of 3.25% which is the current rate of interest being paid to reserves. This contribution will stop once the required amount of \$3,902,000 is fully funded. A reserve business case will be forthcoming to Council for discussion and approval.

Gas Tax Reserve (Q134): As outlined in the Municipal Funding Agreement (2005) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2005 to March 31, 2010. In return, the municipality is required to use the funds for sustainable infrastructure and provide accountability documentation to the provincial government, who will act as administrator of the funds. The Municipality is required to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds.

Alderney Gate Recapitalization (Q135): This reserve will be used to cover costs to preserve

the structural integrity of the Alderney Gate building and systems, maintenance items that are not directly recoverable from tenants, leasehold improvements and/or tenant allowances to retain tenants or attract new tenants at the expiration of leases, etc. An amount of 1.5% of the 2005 purchase price of the building, escalated to reflect inflation over the period, will be the annual contribution to the Reserve from the Alderney Gate Operating Budget. A reserve business case will be forthcoming to Council for discussion and approval.

Kingswood Water (Q108): This reserve is used to maintain and upgrade the water system in the Kingswood residential subdivision.

Windsor Junction Water (Q110): This reserve is used to pay back a loan made to finance the construction of this water system in Windsor Junction. The reserve is funded from charges received from residents when they hook up to the system.

5594-96 Morris St (Q112): This reserve is used to maintain and upgrade this property owned by the Municipality.

Rockingham Community Centre (Q113): This reserve is used to maintain and upgrade this property owned by the Municipality.

Captain William Spry (Q115): This reserve is used to maintain and upgrade this property owned by the Municipality.

Richmond School (Q116): To provide for major repairs and renovations to this building in accordance with the terms of the lease.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2007 based on the 2006-2007 Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY
RESERVE BUDGET 06/07
TO MARCH 31, 2007**

	Actual March 31, 2006	Contributions	Interest	Withdrawals	Projected Balance March 31, 2007
Equipment Reserves	1,435,000	440,000	95,000	(810,000)	1,160,000
Operating Reserves *	14,553,000	4,166,000	592,000	(5,482,000)	13,829,000
Capital Reserves	33,619,000	34,274,000	2,002,000	(33,293,000)	36,602,000
Pollution Control Rese	10,627,000	90,939,000	2,336,000	(99,871,000)	4,031,000
	\$60,234,000	\$129,819,000	\$5,025,000	(\$139,456,000)	\$55,622,000

* excluding Pollution Control Reserves

HALIFAX REGIONAL MUNICIPALITY
EQUIPMENT, POLLUTION CONTROL & OPERATING RESERVE BUDGET
to March 31, 2007

	Projected Available Balance March 31, 2006	2006/07 Projected Contributions	2006/07 Projected Interest	2006/07 Capital Budget Withdrawals	2006/07 Operating Budget Withdrawals	2006/07 Other Budgeted Withdrawals	Projected Available Balance March 31, 2007
Equipment Reserves							
Q204	912,000	120,000	61,000	(500,000)	0	0	593,000
Q205	47,000	0	6,000	0	0	0	53,000
Q206	450,000	320,000	27,000	(310,000)	0	0	487,000
Q213	26,000	0	1,000	0	0	0	27,000
	1,435,000	440,000	95,000	(810,000)	0	0	1,160,000
Pollution Control Reserves							
Q105	6,089,000	78,465,000	2,304,000	(66,765,000)	(6,183,000)	(13,803,000)	107,000
Q106	4,538,000	12,474,000	32,000	0	(13,120,000)	0	3,924,000
	10,627,000	90,939,000	2,336,000	(66,765,000)	(19,303,000)	(13,803,000)	4,031,000
Operating Reserves							
Q117	100,000	192,000	12,000	0	0	0	304,000
Q306	2,288,000	15,000	85,000	0	(312,000)	0	2,076,000
Q308	2,505,000	700,000	114,000	0	0	0	3,319,000
Q309	1,422,000	0	56,000	0	0	0	1,478,000
Q310	2,457,000	318,000	80,000	(515,000)	(1,677,000)	0	663,000
Q311	105,000	0	4,000	0	0	0	109,000
Q312	105,000	225,000	16,000	(340,000)	0	0	6,000
Q313	628,000	200,000	29,000	0	0	0	857,000
Q314	301,000	25,000	13,000	0	0	0	339,000
Q315	268,000	745,000	12,000	0	(862,000)	0	163,000
Q316	136,000	0	3,000	0	(103,000)	0	36,000
Q317	5,000	0	0	0	0	0	5,000
Q318	482,000	0	9,000	0	(480,000)	0	11,000
Q319	50,000	1,100,000	24,000	0	0	0	1,174,000
Q320	1,129,000	0	21,000	0	(1,128,000)	0	22,000
Q321	1,571,000	500,000	73,000	0	0	0	2,144,000
Q322	581,000	0	23,000	0	0	0	604,000
Q323	420,000	146,000	18,000	0	(65,000)	0	519,000
	14,553,000	4,166,000	592,000	(855,000)	(4,627,000)	0	13,829,000
	26,615,000	95,545,000	3,023,000	(68,430,000)	(23,930,000)	(13,803,000)	19,020,000

Interest projections are based on actual balances, as opposed to appropriated balances. Therefore, interest projections will be updated through quarterly reports to Council.

**HALIFAX REGIONAL MUNICIPALITY
CAPITAL RESERVE FUNDS BUDGET
to March 31, 2007**

		Projected Available Balance March 31, 2006	2006/07 Projected Contributions	2006/07 Projected Interest	2006/07 Capital Budget Withdrawals	2006/07 Operating Budget Withdrawals	2006/07 Other Budgeted Withdrawals	Projected Available Balance March 31, 2007
Capital Reserves								
Q101	Sale of Capital Assets	(70,000)	2,291,000	239,000	(875,000)	0	(200,000)	1,385,000
Q121	Business/Industrial Parks Expansion	5,584,000	3,899,000	210,000	(7,375,000)	0	0	2,318,000
Q103	Capital Surplus	3,735,000	562,000	77,000	(3,397,000)	(700,000)	0	277,000
Q104	Sewer Redevelopment	1,824,000	1,700,000	225,000	(1,400,000)	0	0	2,349,000
Q107	Parkland Development	629,000	300,000	46,000	(250,000)	0	0	725,000
Q119	Sackville Landfill Closure	6,925,000	684,000	263,000	(305,000)	(1,119,000)	0	6,448,000
Q120	Otter Lake Landfill Closure	2,797,000	1,617,000	55,000	(4,233,000)	0	0	236,000
Q122	Water Treatment Plants Infrastructure	705,000	1,000,000	88,000	(619,000)	0	0	1,174,000
Q123	Waste Resources	1,372,000	6,300,000	128,000	(3,036,000)	0	0	4,764,000
Q124	Upper Sackville Turf	148,000	25,000	6,000	0	0	0	179,000
Q125	Metro Park Parkade	938,000	224,000	42,000	0	0	0	1,204,000
Q126	Strategic Growth	2,246,000	5,025,000	268,000	(1,500,000)	0	0	6,039,000
Q127	Sustainable Communities	(123,000)	369,000	9,000	(380,000)	0	0	(125,000)
Q128	Rural Fire	318,000	250,000	26,000	(55,000)	0	0	539,000
Q129	Ferry Replacement	3,114,000	1,000,000	145,000	0	0	0	4,259,000
Q130	New Capital Replacement	1,672,000	500,000	75,000	(115,000)	0	0	2,132,000
Q131	Energy & Underground Services	196,000	68,000	9,000	0	0	0	273,000
Q132	Facilities Renewal	0	0	0	0	0	0	0
Q133	CCC Bedford South Interchange	1,006,000	450,000	50,000	0	0	0	1,506,000
Q134	Gax Tax Reserve	2,000	7,634,000	12,000	(7,634,000)	0	0	14,000
Q135	Alderney Gate Recapitalization	344,000	367,000	19,000	(100,000)	0	0	630,000
Q108	Kingswood Water	3,000	0	0	0	0	0	3,000
Q110	Windsor Junction Water	150,000	2,000	6,000	0	0	0	158,000
Q112	5594-96 Morris St	57,000	7,000	2,000	0	0	0	66,000
Q113	Rockingham Community Centre	12,000	0	0	0	0	0	12,000
Q115	Captain William Spry	18,000	0	1,000	0	0	0	19,000
Q116	Richmond School	17,000	0	1,000	0	0	0	18,000
	Subtotal Other	257,000	9,000	10,000	0	0	0	276,000
	Total Capital Reserves	33,619,000	34,274,000	2,002,000	(31,274,000)	(1,819,000)	(200,000)	36,602,000
	TOTAL RESERVES	\$60,234,000	\$129,819,000	\$5,025,000	(\$99,704,000)	(\$25,749,000)	(\$14,003,000)	\$55,622,000

* Although this Reserve shows a negative ending balance, cashflows will be monitored throughout the year to ensure the ending balance will be positive.

** Reserves will be created and funded in later quarters

Interest projections are based on actual balances, as opposed to appropriated balances. Therefore, interest projections will be updated through quarterly reports to Council.

Halifax Regional Municipality

Approved 2006-07 Budget by Category

	2006-07 Total Gross Budget	2006-07 Reserves Funding	Capital from Operating	2006-07 External Funding	2006-07 Borrowing & Other Transfers	2006-07 Operating Cost
Buildings	4,625,000	(1,975,000)	(2,650,000)	0	0	152,000
Community Facilities	4,221,000	(75,000)	(2,146,000)	(1,100,000)	900,000	85,000
Community & Property Development	8,825,000	(1,770,000)	(2,055,000)	(5,000,000)	0	15,000
District Activity Funds	1,495,000	0	(1,495,000)	0	0	50,000
Equipment & Fleet	11,560,500	(1,060,000)	(4,440,000)	(166,500)	5,894,000	0
Industrial Parks	7,375,000	(7,375,000)	0	0	0	0
Information Technology	5,791,000	(115,000)	(2,151,000)	(3,525,000)	0	453,000
Metro Transit	22,868,000	(125,000)	(7,563,000)	(11,000,000)	4,180,000	927,000
Parks & Playgrounds	6,290,000	(100,000)	(4,922,000)	(1,268,000)	0	442,000
Roads & Streets	21,653,000	0	(3,466,000)	(3,072,000)	15,115,000	0
Stormwater & Wastewater	81,604,000	(68,819,000)	(250,000)	(8,620,000)	3,915,000	90,000
Sidewalks, Curbs & Gutters	4,556,000	0	0	(1,135,000)	3,421,000	0
Solid Waste	4,824,000	(4,824,000)	0	0	0	65,000
Traffic Improvements	11,958,000	(190,000)	(975,000)	0	10,793,000	15,000
Totals	197,645,500	(86,428,000)	(32,113,000)	(34,886,500)	44,218,000	2,294,000

Summary of Funding Sources:

External Funding

Strategic Transit	(11,000,000)
Cost Sharing	(13,543,000)
Local Improvement Charges	(5,057,000)
Infrastructure	(5,286,500)

Sub-total

(34,886,500)

Borrowing & Other Transfers

Debt	32,222,000
HRWC dividend	3,200,000
Crespool	565,000
Capital Surplus	4,088,433
Gas Tax	4,142,567

Sub-total

44,218,000

Halifax Regional Municipality

Approved 2006-07 Budget by Business Unit

	2006-07 Total Gross Budget	2006-07 Reserves Funding	Capital from Operating	2006-07 External Funding	2006-07 Borrowing & Other Transfers	2006-07 Operating Cost
Office of the Chief Administrator	1,490,000	0	(1,490,000)	0	0	0
Environmental Management Services	94,523,000	(74,238,000)	(250,000)	(13,620,000)	6,415,000	155,000
Finance	2,270,000	(1,500,000)	(770,000)	0	0	440,000
Fire & Emergency Services	1,173,500	(535,000)	(472,000)	(166,500)	0	0
Halifax Regional Library	243,000	0	(243,000)	0	0	0
Human Resources	115,000	(115,000)	0	0	0	100,000
Planning & Development				0		
Transportation & Public Works	87,715,000	(9,700,000)	(25,537,000)	(17,575,000)	34,903,000	1,541,000
Community, Culture & Economic Dev.	3,360,000	(340,000)	(1,920,000)	0	1,100,000	15,000
Regional Police Services				0		
Business Planning & Information	6,756,000	0	(1,431,000)	(3,525,000)	1,800,000	43,000
Totals	197,645,500	(86,428,000)	(32,113,000)	(34,886,500)	44,218,000	2,294,000

Summary of Funding Sources:

External Funding

Strategic Transit	(11,000,000)
Cost Sharing	(13,543,000)
Local Improvement Charges	(5,057,000)
Infrastructure	(5,286,500)

Sub-total

(34,886,500)

Borrowing & Other Transfers

Debt	32,222,000
HRWC dividend	3,200,000
Crespool	565,000
Capital Surplus	4,088,433
Gas Tax	4,142,567

Sub-total

44,218,000

Halifax Regional Municipality

Approved 2007-08 Plan by Category

	2007-08 Gross Plan	2007-08 Reserves Funding	2007-08 External Funding	2007-08 Borrowing & Other Transfers	2007-08 Operating Cost
Buildings	2,665,000	(200,000)	0	2,465,000	7,000
Community Facilities	3,518,000	0	(1,500,000)	2,018,000	165,000
Community & Property Development	25,022,000	(260,000)	(20,000,000)	4,762,000	55,000
District Activity Funds	1,495,000	0	0	1,495,000	50,000
Equipment & Fleet	8,377,500	(775,000)	(166,500)	7,436,000	0
Industrial Parks	6,325,000	(6,325,000)	0	0	0
Information Technology	1,991,000	0	0	1,991,000	870,000
Metro Transit	46,361,000	(6,667,000)	(24,333,000)	15,361,000	2,437,000
Parks & Playgrounds	5,922,000	0	(909,000)	5,013,000	231,000
Roads & Streets	22,360,000	0	(2,050,000)	20,310,000	0
Stormwater & Wastewater	57,450,000	(38,565,000)	(11,050,000)	7,835,000	5,037,350
Sidewalks, Curbs & Gutters	4,874,000	0	(1,200,000)	3,674,000	0
Solid Waste	2,672,000	(2,672,000)	0	0	65,000
Traffic Improvements	9,098,000	(250,000)	0	8,848,000	21,000
Totals	198,130,500	(55,714,000)	(61,208,500)	81,208,000	8,938,350

Summary of Funding Sources:

External Funding

Strategic Transit	(11,000,000)
Cost Sharing	(36,616,000)
Local Improvement Charges	(4,067,000)
Infrastructure	(9,525,500)
Sub-total	(61,208,500)

Borrowing & Other Transfers

Debt	32,216,000
Capital from Operating	36,113,000
HRWC dividend	2,400,000
Capital Surplus	300,000
Gas Tax	10,179,000
Sub-total	81,208,000

Halifax Regional Municipality

Approved 2007-08 Plan by Business Unit

	2007-08 Gross Plan	2007-08 Reserves Funding	2007-08 External Funding	2007-08 Borrowing & Other Transfers	2007-08 Operating Cost
Office of the Chief Administrator	3,329,000	0	0	3,329,000	0
Environmental Management Services	80,587,000	(41,702,000)	(31,050,000)	7,835,000	5,102,350
Finance	400,000	0	0	400,000	300,000
Fire & Emergency Services	717,500	(80,000)	(166,500)	471,000	7,000
Halifax Regional Library	243,000	0	0	243,000	0
Human Resources	0	0	0	0	0
Planning & Development			0		
Transportation & Public Works	108,190,000	(13,672,000)	(29,992,000)	64,526,000	2,849,000
Community, Culture & Economic Dev.	3,073,000	(260,000)	0	2,813,000	110,000
Regional Police Services			0		
Business Planning & Information	1,591,000	0	0	1,591,000	570,000
Totals	198,130,500	(55,714,000)	(61,208,500)	81,208,000	8,938,350

Summary of Funding Sources:

External Funding

Strategic Transit	(11,000,000)
Cost Sharing	(36,616,000)
Local Improvement Charges	(4,067,000)
Infrastructure	(9,525,500)
Sub-total	(61,208,500)

Borrowing & Other Transfers

Debt	32,216,000
Capital from Operating	36,113,000
HRWC dividend	2,400,000
Capital Surplus	300,000
Gas Tax	10,179,000
Sub-total	81,208,000

Halifax Regional Municipality

Approved 2008-09 Plan by Category

	2008-09 Gross Plan	2008-09 Reserves Funding	2008-09 External Funding	2008-09 Borrowing & Other Transfers	2008-09 Operating Cost
Buildings	1,298,000	(200,000)	0	1,098,000	21,000
Community Facilities	7,978,000	0	(5,000,000)	2,978,000	151,000
Community & Property Development	26,790,000	(260,000)	(20,500,000)	6,030,000	57,000
District Activity Funds	1,495,000	0	0	1,495,000	50,000
Equipment & Fleet	9,116,000	(1,690,000)	0	7,426,000	0
Industrial Parks	7,825,000	(7,825,000)	0	0	0
Information Technology	4,266,000	0	(2,800,000)	1,466,000	263,000
Metro Transit	16,140,000	0	0	16,140,000	3,701,000
Parks & Playgrounds	6,088,000	0	(300,000)	5,788,000	231,000
Roads & Streets	24,533,000	0	(3,050,000)	21,483,000	0
Stormwater & Wastewater	19,435,000	(2,700,000)	(8,735,000)	8,000,000	2,966,700
Sidewalks, Curbs & Gutters	4,993,000	0	(1,250,000)	3,743,000	0
Solid Waste	16,105,000	(16,105,000)	0	0	65,000
Traffic Improvements	10,547,000	(2,000,000)	(235,000)	8,312,000	23,000
Totals	156,609,000	(30,780,000)	(41,870,000)	83,959,000	7,528,700

Summary of Funding Sources:

External Funding

Strategic Transit	
Cost Sharing	(27,302,000)
Local Improvement Charges	(3,933,000)
Infrastructure	(10,635,000)
Sub-total	(41,870,000)

Borrowing & Other Transfers

Debt	28,890,000
Capital from Operating	38,445,000
HRWC dividend	3,600,000
Capital Surplus	300,000
Gas Tax	12,724,000
Sub-total	83,959,000

Halifax Regional Municipality

Approved 2008-09 Plan by Business Unit

	2008-09 Gross Plan	2008-09 Reserves Funding	2008-09 External Funding	2008-09 Borrowing & Other Transfers	2008-09 Operating Cost
Office of the Chief Administrator	5,388,000	0	0	5,388,000	0
Environmental Management Services	57,420,000	(20,185,000)	(29,235,000)	8,000,000	3,031,700
Finance	0	0	0	0	82,000
Fire & Emergency Services	472,000	(80,000)	0	392,000	21,000
Halifax Regional Library	243,000	0	0	243,000	0
Human Resources	0	0	0	0	0
Planning & Development			0		
Transportation & Public Works	82,288,000	(10,255,000)	(6,835,000)	65,198,000	4,096,000
Community, Culture & Economic Dev.	6,532,000	(260,000)	(3,000,000)	3,272,000	117,000
Regional Police Services			0		
Business Planning & Information	4,266,000	0	(2,800,000)	1,466,000	181,000
Totals	156,609,000	(30,780,000)	(41,870,000)	83,959,000	7,528,700

Summary of Funding Sources:

External Funding

Strategic Transit

Cost Sharing

Local Improvement Charges

Infrastructure

Sub-total

(27,302,000)

(3,933,000)

(10,635,000)

(41,870,000)

Borrowing & Other Transfers

Debt

Capital from Operating

HRWC dividend

Capital Surplus

Gas Tax

Sub-total

28,890,000

38,445,000

3,600,000

300,000

12,724,000

83,959,000

Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Buildings			
	Transportation & Public Works			
A1	CB300627 New Penhorn Fire Station	0	1,067,000	0
A3	CB300774 100 Wyse Rd Redevelopment (Phase1)	250,000	0	0
A5	CB300775 Bisset Rd Redevelopment	100,000	0	0
A7	CB300776 High School Rationalization	100,000	0	0
A9	CB300777 Corporate Accommodation Musq. Hbr.	842,000	0	0
A11	CB300836 Envnmntal Remediation/Building Demolition	200,000	200,000	200,000
A13	CB300837 Facilities Upgrades-General (Bundle)	397,000	450,000	450,000
A15	CB300838 Fires Services Station Ugrades (Bundle)	743,000	233,000	233,000
A17	CB300839 HRM Administration Building-Upgrades	210,000	116,000	116,000
A19	CB300840 HRM Depot Upgrades (Bundle)	340,000	146,000	146,000
A21	CB300861 Safety Upgrades (Bundle)	73,000	73,000	73,000
A23	CB300902 Alderney Gate Recapitization (Bundle)	100,000	80,000	80,000
A25	CBM00711 Fuel depot Upgrade	300,000	300,000	0
A27	CB200516 Integrated Dispatch & Telecommunications	0	0	0
A29	CBK00678 Police Training Centre - Northbrook School	515,000	0	0
	Total	4,170,000	2,665,000	1,298,000
	Fire Services			
A31	CBJ00905 Rural Fire Station Upgrades	55,000	0	0
A33	CBJ00168 New Station - Zone 4 (Fall River)	400,000	0	0
	Total	455,000	0	0
	Total Buildings	4,625,000	2,665,000	1,298,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Community Facilities			
	Transportation & Public Works			
B1	CB300773 Bloomfield Redevelopment (Phase 1)	75,000	0	0
B3	CB300835 Arena Upgrades (Bundle)	109,000	125,000	125,000
B5	CB300841 HRM Heritage Buildings Upgrades (Bundle)	146,000	146,000	146,000
B7	CB300842 Major Facilities-Upgrades (Bundle)	981,000	970,000	970,000
B9	CB300859 Mngmt Agreement Comm. Ctr-Upgrades	190,000	194,000	194,000
B11	CB300864 Various Recreation Facilities Upgrades	402,000	340,000	340,000
B13	CB100091 Mainland Common Recreation Facility	0	0	0
B15	CB200454 District 2 Recreation Centre	0	1,500,000	2,000,000
B17	CB200453 East Dartmouth Recreation Centre	1,100,000	0	0
	Total	3,003,000	3,275,000	3,775,000
	Community, Culture & Economic Dev.			
B19	CBG00700 Peninsula Gym	900,000	0	0
B21	CBG00720 Prospect Community Centre	0	0	3,960,000
B23	CBG00898 Spryfield Lions Arena	75,000	0	0
	Total	975,000	0	3,960,000
	Halifax Regional Library			
B25	CBW00481 Facilities Review & Plan Implementations	49,000	49,000	49,000
B27	CB300860 Regional Library-Facility Upgrades	194,000	194,000	194,000
	Total	243,000	243,000	243,000
	Total Community Facilities	4,221,000	3,518,000	7,978,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Community & Property Development			
	Office of the Chief Administrator			
C1	CDE00105 Regional Planning Programme	170,000	690,000	286,000
C3	CDV00723 Harbour Plan	100,000	0	0
C5	CDV00721 Watershed Environmental Studies	0	250,000	250,000
C7	CDV00738 Centre Plans/Design	300,000	250,000	250,000
C9	CDxxxxxx Strategic Capital	0	1,219,000	3,682,000
	Total	570,000	2,409,000	4,468,000
	Community, Culture & Economic Dev.			
C11	CDG00271 Downtown Streetscapes	950,000	1,000,000	872,000
C13	CDG00302 Community Signage	130,000	50,000	50,000
C15	CDG00332 Capital District Wayfinding	0	90,000	90,000
C17	CDG00487 Public Art-Repair & New	25,000	25,000	25,000
C19	CDG00490 Urban Design Study	0	0	0
C21	CDG00493 Implement Greenway Study	40,000	63,000	0
C23	CDG00509 Heritage Incentive Program	105,000	55,000	55,000
C25	CBG00306 Evergreen&Quaker House	35,000	50,000	50,000
C27	CBG00505 Civic Collection Storage	10,000	90,000	90,000
C29	CDS00101 Capital Cost Contributions Area Studies	60,000	60,000	60,000
C31	CDV00731 Regional Urban Design	0	500,000	530,000
C33	CDV00734 Streetscaping in Hubs & Corridors	370,000	630,000	0
	Total	1,725,000	2,613,000	1,822,000
	Environmental Management Services			
C35	CDI00697 District Energy Concept	30,000		
C37	CDI00906 Community Energy Project	5,000,000	20,000,000	20,500,000
	Total	5,030,000	20,000,000	20,500,000
	Finance			
C39	CDM00908 2014 Commonwealth Games	1,500,000	0	0
	Total	1,500,000	0	0
	Total Community & Property Development	8,825,000	25,022,000	26,790,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	District Activity Funds			
	Office of the Chief Administrator			
	CCV00651 District 1	40,000	40,000	40,000
	CCV00652 District 2	40,000	40,000	40,000
	CCV00653 District 3	40,000	40,000	40,000
	CCV00654 District 4	40,000	40,000	40,000
	CCV00655 District 5	40,000	40,000	40,000
	CCV00656 District 6	40,000	40,000	40,000
	CCV00657 District 7	40,000	40,000	40,000
	CCV00658 District 8	40,000	40,000	40,000
	CCV00659 District 9	40,000	40,000	40,000
	CCV00660 District 10	40,000	40,000	40,000
	CCV00661 District 11	40,000	40,000	40,000
	CCV00662 District 12	40,000	40,000	40,000
	CCV00663 District 13	40,000	40,000	40,000
	CCV00664 District 14	40,000	40,000	40,000
	CCV00665 District 15	40,000	40,000	40,000
	CCV00666 District 16	40,000	40,000	40,000
	CCV00667 District 17	40,000	40,000	40,000
	CCV00668 District 18	40,000	40,000	40,000
	CCV00669 District 19	40,000	40,000	40,000
	CCV00670 District 20	40,000	40,000	40,000
	CCV00671 District 21	40,000	40,000	40,000
	CCV00672 District 22	40,000	40,000	40,000
	CCV00673 District 23	40,000	40,000	40,000
	Total	920,000	920,000	920,000
	Transportation & Public Works			
D1	CP300750 Building Communities Capital Fund	575,000	575,000	575,000
	Total	575,000	575,000	575,000
	Total District Activity Funds	1,495,000	1,495,000	1,495,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Equipment & Fleet			
	Environmental Management Services			
E1	CHI00577 Refuse Trailers - Rural Depots	250,000	0	0
E3	CHI00778 Otter Lake Equipment Replacement	2,500,000	465,000	1,380,000
	Total	2,750,000	465,000	1,380,000
	Fire & Emergency Services			
E5	CEJ00883 Opticom Signalization System 2006-07	80,000	80,000	80,000
E7	CHJ00525 Fire Water Supply	388,000	388,000	392,000
E9	CHJ00882 Potable Water - Rural Fire	250,500	249,500	0
	Total	718,500	717,500	472,000
	Transportation & Public Works			
E11	CP300873 Athletic field/Park Equipment(bundle)	55,000	34,000	34,000
	Total	55,000	34,000	34,000
	Public Works & Transportation			
E13	CHU00587 Brine Mixing Plants for Salt Pre-wetting	78,000	78,000	79,000
E15	CVD00413 Fleet Vehicle Replacement Program	3,133,000	2,723,000	2,750,000
E17	CVJ00703 Fire Fleet - Apparatus Replacement	3,080,000	2,873,000	2,902,000
E19	CVJ00704 Fire Fleet - Utility Vehicle Replacement	230,000	230,000	230,000
E21	CEU00880 Sidewalk Plow Equipment	296,000	0	0
E23	CVK00416 Police Vehicles-Marked	689,000	710,000	717,000
E25	CVK00417 Police Vehicles-Unmarked	531,000	547,000	552,000
	Total	8,037,000	7,161,000	7,230,000
	Total Equipment & Fleet	11,560,500	8,377,500	9,116,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Industrial Parks			
	Transportation & Public Works			
F1	CQ300635 Aerotech Repositioning & Dvlpmnt	0	500,000	0
F3	CQ300636 Bayers Lake Infill & Ragged Lake Dev.	0	1,500,000	1,500,000
F5	CQ300638 Park Signs Renewal & Maintenance	50,000	50,000	25,000
F7	CQ300639 Development Consulting	25,000	25,000	50,000
F9	CQ300640 Intersection/Traffic Improve'ts Burnside	0	250,000	250,000
F11	CQ300741 Burnside Phase I 1-2-3-4-5 Dev.	7,300,000	4,000,000	6,000,000
	Total	7,375,000	6,325,000	7,825,000
	Total Industrial Parks	7,375,000	6,325,000	7,825,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Information Technology			
	Financial Services			
G1	CIM00566 Revenue Tools Replacements	720,000	400,000	
	Total	720,000	400,000	0
	Business Planning & Information			
G3	CID00630 Server Consolidation/Life Cycle Extnsion	281,000	281,000	281,000
G5	CID00631 Asset Management	0	350,000	500,000
G7	CID00707 E-Commerce & Web Services	260,000	210,000	210,000
G9	CID00710 Corporate Document/Record Management	300,000	400,000	400,000
G11	CID00748 Fiber Optics Network	75,000	0	0
G13	CID00887 Council Chamber Technology Upgrades	100,000	300,000	0
G15	CID00888 Knowledge Management Tool	100,000	0	0
G17	CID00889 Public Mapping Site & Repository	50,000	50,000	75,000
G19	CID00903 Connecting HRM (Rural Broadband)	3,525,000	0	2,800,000
G21	CIM00204 SAP Process Stabilization & Enhancement	265,000	0	0
G23	CIY00019 Civic Address Datat Project Phase 3	0	0	0
	Total	4,956,000	1,591,000	4,266,000
	Human Resources			
G25	CIN00200 SAP HR Phase 2	115,000	0	0
	Total	115,000	0	0
	Total Information Technology	5,791,000	1,991,000	4,266,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Metro Transit			
	Transportation & Public Works			
H1	CB200427 Satellite Garage Facility	300,000	10,000,000	6,000,000
H3	CB200425 Park & Ride Improvement & Expansion	650,000	0	80,000
H5	CB200428 Transit Terminal Upgrade & Expansion	3,215,000	0	80,000
H7	CBT00432 Bus Stop Accessibility	75,000	0	55,000
H9	CBT00437 Bus Shelters-Replacement	60,000	0	60,000
H11	CBU00876 200 IIsley Upgrades	500,000	0	0
H13	CHD00060 Farebox Replacement	2,000,000	0	0
H15	CIU00875 Scheduling Software Upgrades	125,000	0	0
H17	CVD00429 Access-A-Bus Vehicle	120,000	120,000	120,000
H19	CVD00430 Access-A-Bus Replacement	440,000	440,000	440,000
H21	CVD00431 Midlife Bus Rebuild	655,000	655,000	655,000
H23	CVD00433 Service Vehicle Replacement	50,000	0	60,000
H25	CVD00434 Conventional Transit Bus Expansion	3,915,000	3,045,000	0
H27	CVD00435 Conventional Transit Bus Replacement	7,240,000	7,095,000	7,785,000
H29	CVD00436 Bi-annual Ferry Refit	300,000	320,000	320,000
H31	CVU00877 Strategic Transit Projects	550,000	4,201,000	0
H33	CV300751 Harbourlink	0	20,000,000	0
	Strategic Transit Funding - Unallocated	0	0	
	Total	20,195,000	45,876,000	15,655,000
	Transportation & Public Works			
H35	CB300834 200 IIsley Ave.-Safety Upgrades	250,000	291,000	291,000
H37	CB300862 Transit facilities Upgrades (Bundle)	448,000	194,000	194,000
	Total	698,000	485,000	485,000
	Financial Services			
H39	CBM00901 Transit Fleet Expansion	50,000	0	0
	Total	50,000	0	0
	Business Planning & Information			
H41	CHA00160 Vehicle Tracking & Communication	1,800,000	0	0
	Total	1,800,000	0	0
	Environmental Management Services			
H43	CTI00695 Emission Reduction & Public Transit Buses	125,000	0	0
	Total	125,000	0	0
	Total Metro Transit	22,868,000	46,361,000	16,140,000

Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Parks & Playgrounds			
	Transportation & Public Works			
I1	CP300843 HRM Wide Tree Planting	250,000	250,000	250,000
I3	CP300844 Lawn Bowling Facilities (Bundle)	73,000	0	0
I5	CP300845 New Park Development (Bundle)	455,000	200,000	200,000
I7	CP300846 New Playground Development (Bundle)	208,000	200,000	200,000
I9	CP300851 New Sport Crt Development (Bundle)	90,000	100,000	100,000
I11	CP300848 Outdoor/Spray Pools & Foundations-Bundle	120,000	100,000	50,000
I13	CP300849 Parks Upgrades (Bundle)	594,000	300,000	300,000
I15	CP300850 Plygrnd Upgrades & Replacements (Bundle)	715,000	748,000	748,000
I17	CP300851 Point Pleasant Park Upgrades	0	50,000	220,000
I19	CP300852 Regional Pk Washroom Facilities (Bundle)	80,000	250,000	250,000
I21	CP300853 Regional Trails Development (Bundle)	270,000	250,000	300,000
I23	CP300854 Skateboarding Facilities (Bundle)	230,000	100,000	100,000
I25	CP300855 Sports Court Upgrades (Bundle)	260,000	260,000	300,000
I27	CP300856 Sports Field Upgrades (Bundle)	200,000	200,000	200,000
I29	CP300857 Track & Field Upgrades (Bundle)	30,000	200,000	50,000
I31	CP300858 Walkways-HRM Wide Program (Bundle)	125,000	50,000	75,000
I33	CP300866 Ball Field Upgrades (Bundle)	235,000	100,000	150,000
I35	CP300868 Cemetery Upgrades (Bulk)	55,000	75,000	75,000
I37	CP300871 Horticultural Renovations	50,000	70,000	70,000
I39	CP300890 NewStreet Trees Program (Bundle)	90,000	150,000	200,000
I41	CP300891 New Ballfield development (Bundle)	0	750,000	0
I43	CPC00814 Mainland Commons-Halifax	150,000	150,000	1,000,000
I45	CPG00581 Dartmouth Artificial Sports Field	800,000	0	0
I47	CPV00735 Trails Active Transportation	750,000	1,109,000	500,000
	Total	5,830,000	5,662,000	5,338,000
	Community, Culture & Economic Dev.			
I49	CPG00899 Hfx Common Management Plan	60,000	100,000	0
I51	CPG00900 Sullivan's Pond Management Plan	40,000	70,000	0
I53	CPG00483 Sullivan's Pond	80,000	0	0
I55	CPG00486 Shubenacadie Canal	20,000	0	0
I57	CPG00488 Woodside/Ferry Terminal Trail	30,000	0	0
I59	CPG00492 Public Gardens Management Plan	100,000	0	0
I61	CPG00495 Halifax Waterfront Design	0	0	750,000
I63	CPG00496 Dartmouth Ferry Terminal Park Upgrades	60,000	0	0
I65	CPG00497 Dartmouth Common	70,000	90,000	0
	Total	460,000	260,000	750,000
	Total Parks & Playgrounds	6,290,000	5,922,000	6,088,000

Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Roads & Streets			
	Public Works & Transportation			
J1	CRU00584 Other Related Road Works	97,000	97,000	97,000
J3	CRU00683 Curb Renewals	1,000,000	1,000,000	1,000,000
J5	CRU00684 Bridge Repairs & Renewals	394,000	1,000,000	1,000,000
J7	CRU00701 Other Related Road Works (D&C)	700,000	994,000	994,000
J9	CXU00585 New Paving Subdivision St's outside core	2,500,000	1,500,000	2,500,000
J11	CXU00715 New Paving of Streets inside the Core area	1,144,000	1,100,000	1,100,000
J13	CYU00784 Paving Renewal Program	5,260,000	5,260,000	5,260,000
J15	CZU00564 Main Artery Patching	1,275,000	1,400,000	1,400,000
J17	CZU00782 Resurfacing	9,283,000	10,009,000	11,182,000
	Total	21,653,000	22,360,000	24,533,000
	Total Roads & Streets	21,653,000	22,360,000	24,533,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Stormwater & Wastewater			
	Environmental Management Services			
K1	CGI00599 Quigley's Corner PS, Eastern Passage	750,000	1,100,000	1,400,000
K3	CGI00608 Beaver Crescent PS, Dartmouth	0	375,000	0
K5	CGI00609 Beckfoot Drive PS, Dartmouth	650,000	0	0
K7	CGI00610 Bedford Sackville Trunk Sewer	550,000	700,000	4,000,000
K9	CGI00613 Dingle Tower PS, Halifax	0	550,000	550,000
K11	CGI00615 Ellenvale Run - Drainage Improvements	800,000	900,000	900,000
K13	CGI00616 Fairfield Holding Tank, Halifax	150,000	1,500,000	0
K15	CGI00617 Street Drainage Systems-Various Location	100,000	100,000	100,000
K17	CGI00765 Tupper St. Combined Swr Separation/Dart	200,000	0	0
K19	CGI00786 Service Extension to Lively Subdivision	200,000	3,800,000	2,000,000
K21	CGI00787 Ralston/McCurdy Ave. Storm Sewer, Dart	160,000	0	0
K23	CGI00790 India ST PS-Elimination	150,000	0	0
K25	CGI00904 Bedford Hwy-Fernleigh Water & Sewer Srs	2,100,000	0	0
K27	CGR00374 Port Wallace-Sanitary Sewer System	0	1,500,000	0
K29	CGR00501 Anderson St Pumping Station	260,000	0	0
K31	CGR00780 Uplands Park STP	50,000	0	0
K33	CGR00788 Studies & Investigations(Var. Locations)	0	110,000	150,000
K35	CGU00461 Sewer Laterals Replacements(Paving Proj.)	400,000	200,000	200,000
K37	CGU00571 O'Dell Dr PS, Dartmouth	0	0	600,000
K39	CGU00572 Plymouth Rd PS, Dartmouth	450,000	0	0
K41	CGU00573 Riverwood Dr PS, Lakeside/Timberlea	430,000	0	0
K43	CGU00575 Uplands Park - Sanitary & Storm Sewers	0	200,000	350,000
K45	CGU00576 Whimsical Lake PS, Halifax	600,000	0	0
K47	CGU00579 Crescent Ave PS, Halifax	200,000	0	0
K49	CGU00686 Northwest Arm Sewer	500,000	0	0
K51	CGU00688 Greenhead Road PS, Western	50,000	300,000	0
K53	CSE00386 Halifax Harbour Solutions Project	67,689,000	37,565,000	1,335,000
K55	CGI00767 Ellenvale Sewershed	200,000	0	0
K57	CSI00692 Pollution Prevention P2 at Source	35,000	0	0
K59	CSI00706 Sullivan's Pond Outlet Pipe Rehabilitation	100,000	0	0
K61	CSI00762 Frame Subdivision STP	250,000	300,000	400,000
K63	CSI00809 Springfield Lake STP	50,000	0	0
K65	CSI00815 Bedford Hwy (Seton Rd)-SSO Remediation	100,000	0	0
K67	CSI00874 Kearney Lake Road Twin Culverts	275,000	0	0
K69	CSU00110 Wastewater Treatment Plants-Upgrades	194,000	200,000	0
K71	CSU00117 Freshwater Brook Sewer-Inspection	200,000	800,000	800,000
K73	CSU00120 Morris Lake Pumping Stn-Standby Power	60,000	0	0
K75	CSU00146 North Preston STP Upgrade	2,176,000	1,000,000	0

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Stormwater & Wastewater (continued)			
K77	CSU00317 BLT STP Odour Control System	0	0	225,000
K79	CSU00327 Wellington STP	125,000	500,000	775,000
K81	CGU00582 Balcome's Drive PS, Halifax	650,000	0	0
K83	CGU00690 Aerotech Lagoon Decommissioning	50,000	2,000,000	0
K85	CSI00875 Stormwater and Wastewater Remediation	200,000	1,250,000	1,650,000
K87	CGI00614 Eastern Passage WPCP Expansion	500,000	2,500,000	4,000,000
	Total	81,604,000	57,450,000	19,435,000
	Total Stormwater & Wastewater	81,604,000	57,450,000	19,435,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Sidewalks, Curbs & Gutters			
	Community, Culture & Economic Dev.			
L1	CRG00491 Brick Sidewalk Replacement	200,000	200,000	0
	Total	200,000	200,000	0
	Public Works & Transportation			
L3	CJU00785 New Sidewalks	2,275,000	2,400,000	2,500,000
L5	CKU00783 Sidewalk Renewals	2,081,000	2,274,000	2,493,000
	Total	4,356,000	4,674,000	4,993,000
	Total Sidewalks, Curbs & Gutters	4,556,000	4,874,000	4,993,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Solid Waste			
	Environmental Management Services			
M1	CWI00779 Half Closure of Cell 3 - Otter Lake	4,233,000	1,862,000	0
M3	CWI00780 Environmental Improvements - Highway 101	305,000	575,000	125,000
M5	CWI00781 Additional Green Carts for New Residents	286,000	235,000	235,000
M7	CWI00782 Construction of Cell 5 - Otter Lake			15,745,000
	Total	4,824,000	2,672,000	16,105,000
	Total Solid Waste	4,824,000	2,672,000	16,105,000

**Halifax Regional Municipality
2006-07 Approved Capital Budget
Includes 2007-08 & 2008-09 Plan**

Page Number		2006-07 Total Gross	2007-08 Gross Plan	2008-09 Gross Plan
	Traffic Improvements			
	Environmental Management Services			
N1	CTI00694 Bio-Diesel & Recycled Fuel	190,000	0	0
	Total	190,000	0	0
	Public Works & Transportation			
N3	CTR00423 Traffic Calming (Consultant Support & Ha	50,000	50,000	50,000
N5	CTR00529 Various Traffic Related Studies	80,000	50,000	50,000
N7	CTR00530 Traffic Signal Control Sys Integration	100,000	100,000	101,000
N9	CTR00904 Destination Signage Program	178,000	178,000	159,000
N11	CTR00905 Intersection Improvement Program	1,100,000	1,000,000	1,009,000
N13	CTR00906 Pedestrian Safety & Access Program	50,000	50,000	50,000
N15	CTR00908 Transportation Demand Management Program	200,000	200,000	200,000
N17	CTU00337 Controller Cabinet Replacement	200,000	200,000	202,000
N19	CTU00419 Traffic Signal Rehabilitation	300,000	300,000	303,000
N21	CTU00420 Bikeway Master Plan Implementation	200,000	200,000	435,000
N23	CTU00422 Traffic Signal Compliance Program	300,000	300,000	303,000
N25	CTU00561 Traffic Signal Installation	730,000	660,000	661,000
N27	CTU00705 Wright Ave./Hwy. 118 Interchange	3,480,000	0	0
N29	CRU00792 Street Lighting & Overhead Signs	160,000	160,000	160,000
N31	CTU00817 Burnside/Commodore Intersection Expansio	0	1,200,000	0
N33	CTU00818 Wright Ave. Extension Phase 2	0	0	4,000,000
N35	CTU00884 Functional Transportation Plans	150,000	100,000	0
N37	CTU00885 Middle Sckville Interchange Connections	850,000	0	600,000
N39	CTU00886 LED Traffic Siganl Conversion Project	0	200,000	200,000
N41	CTU00897 Road Corridor Land Acquisition	1,000,000	600,000	464,000
N43	CTV00725 Lacewood Four Lane/Fairview Intercnge	2,040,000	1,450,000	1,600,000
N45	CTV00732 Rotary Conversion/Chebucto Reversing Lane	600,000	2,100,000	0
	Total	11,768,000	9,098,000	10,547,000
	Total Traffic Improvements	11,958,000	9,098,000	10,547,000
	Total	197,645,500	198,130,500	156,609,000

Halifax Regional Municipality

Operating Costs of Approved New Capital Projects

Page Number	Capital Project	2006-07 Operating Gross Implemt	2006-07 Operating Gross On-going	2006-07 Oper. Total Gross	2006-07 Operating Revenues	2006-07 Operating Net
A27	CB200516 Integrated Dispatch & Telecommunications		91,000	91,000		91,000
A13	CB300837 Facilities Upgrades-General (Bundle)		61,000	61,000		61,000
B13	CB100091 Mainland Common Recreation Facility	75,000		75,000		75,000
B15	CB200454 District 2 Recreation Centre	10,000		10,000		10,000
B21	CBG00720 Prospect Community Centre			0		0
A33	CBJ00168 New Station - Zone 4 (Fall River)					
C11	CDG00271 Downtown Streetscapes			0		0
C15	CDG00332 Capital District Wayfinding		15,000	15,000		15,000
C19	CDG00490 Urban Design Study			0		0
C21	CDG00493 Implement Greenway Study			0		0
D1	CP300750 Building Communities Capital Fund		50,000	50,000		50,000
G1	CIM00566 Revenue Tools Replacements	310,000		310,000		310,000
G5	CID00631 Asset Management			0		0
G7	CID00707 E-Commerce & Web Services			0		0
G9	CID00710 Corporate Document/Record Management		43,000	43,000		43,000
G13	CID00887 Council Chamber Technology Upgrades			0		0
G15	CID00888 Knowledge Management Tool			0		0
G17	CID00889 Public Mapping Site & Repository			0		0
G23	Ciy00019 Civic Address Datal Project Phase 3			0		0
G25	CIN00200 SAP HR Phase 2	100,000		100,000		100,000
H1	CB200427 Satellite Garage Facility			0		0
H3	CB200425 Park & Ride Improvement & Expansion		15,000	15,000		15,000
H17	CVD00429 Access-A-Bus Vehicle		36,000	36,000	(4,000)	32,000
H25	CVD00434 Conventional Transit Bus Expansion	97,000	841,000	938,000	(328,000)	610,000
H27	CVD00435 Conventional Transit Bus Replacement	0	140,000	140,000		140,000
H29	CVD00436 Bi-annual Ferry Refit			0		0
H31	CVU00877 Strategic Transit Projects			0		0
H39	CBM00901 Transit Fleet Expansion	2,000	128,000	130,000		130,000
I5	CP300845 New Park Development (Bundle)		19,000	19,000		19,000
I7	CP300846 New Playground Development (Bundle)		18,000	18,000		18,000
I9	CP300851 New Sport Crt Development (Bundle)		3,000	3,000		3,000
I15	CP300850 Plygrnd Upgrades & Replacements (Bundle)		67,000	67,000		67,000
I19	CP300852 Regional Pk Washroom Facilities (Bundle)		10,000	10,000		10,000
I21	CP300853 Regional Trails Development (Bundle)		60,000	60,000		60,000
I23	CP300854 Skateboarding Facilities (Bundle)		10,000	10,000		10,000
I37	CP300871 Horticultural Renovations		5,000	5,000		5,000
I39	CP300890 NewStreet Trees Program (Bundle)		5,000	0		5,000
I41	CP300891 New Ballfield development (Bundle)			0		0
I45	CPG00581 Dartmouth Artificial Sports Field	34,000	74,000	108,000	(23,000)	85,000
I47	CPV00735 Trails Active Transportation		160,000	160,000		160,000
I57	CPG00488 Woodside/Ferry Terminal Trail			0		0
I63	CPG00496 Dartmouth Ferry Terminal Park Upgrades			0		0
K53	CSE00386 Halifax Harbour Solutions Project			0		0
K61	CSI00762 Frame Subdivision STP		20,000	20,000		20,000
K63	CSI00809 Springfield Lake STP		5,000	5,000		5,000
K75	CSU00146 North Preston STP Upgrade		30,000	30,000		30,000
K77	CSU00317 BLT STP Odour Control System		15,000	15,000		15,000
K79	CSU00327 Wellington STP		20,000	20,000		20,000
M5	CWI00781 Additional Green Carts for New Residents	35,000	30,000	65,000		65,000
N9	CTR00904 Destination Signage Program		2,000	2,000		2,000
N21	CTU00420 Bikeway Master Plan Implementation		3,000	3,000		3,000
N25	CTU00561 Traffic Signal Installation		10,000	10,000		10,000
N31	CTU00817 Burnside/Commodore Intersection Expansio			0		0
N37	CTU00885 Middle Sckville Interchange Connections			0		0
N43	CTV00725 Lacewood Four Lane/Fairview Intercnge			0		0
N45	CTV00732 Rotary Conversion/Chebucto Reversing Lane			0		0
Total		663,000.00	1,986,000	2,644,000	(355,000)	2,294,000

Canada / Nova Scotia Infrastructure Program

Projects Approved For Funding

Requested Projects	Total Cost	Federal/ Provincial Share
Maplewood Water, Phase I	450,000	277,977
Beaverbank Water - Phase IV, A	428,200	285,467
Miller Lake Water	200,000	133,333
Beaverbank Sewer Services - Phase IV AB&C	4,411,500	2,941,000
MacIntosh Run Sanitary Sewer Upgrade	1,000,000	517,477
Beaverbank Road Trunk Sewer Upgrade	750,000	500,000
Beaver Bank Water - Phase IV, BC	2,250,000	1,500,000
Beaver Bank Sewer Services - Phase IV D&E	3,492,650	2,328,433
Beaver Bank Water Services - Phase IV D&E	2,717,650	1,811,767
Beaver Bank Water Reservoir	3,000,000	2,000,000
Little Salmon River Water	1,132,000	754,666
North Preston Recreation Centre	2,972,000	1,981,333
Herring Cove Water & Sewer	3,106,200	2,070,800
Artificial Outdoor Soccer Facility	4,000,000	1,600,000
Mainland Commons Recreation Facility (Phase I)	7,912,000	2,683,682
Moser River Fire Station	625,000	416,666
Prince's Lodge Water & Sewer	1,620,000	1,080,000
Maplewood Water Phase 2	615,000	410,000
Highway 111/Woodside Connector	7,000,000	2,500,000
Totals	\$47,682,200	\$25,792,602

All funds available to HRM have been allocated under this program. No new projects can be added as per the funding agreement.

Municipal Rural Infrastructure Fund Program

Requested Projects	Total Cost	Federal/ Provincial Share
North Preston Water and Sewer *	4,550,000	3,030,000
Fire Services Potable Water *	500,000	333,000
Rural Broadband *	5,500,000	2,800,000
Halifax Urban Greenway	880,000	600,000
Fall River Recreation Centre	4,500,000	2,000,000
Shubie Trail	450,000	257,000
Prospect Recreation Centre	4,000,000	2,000,000
Dartmouth Harbourfront Trail	528,000	352,000
Bedford Highway Bikeway Trail	352,000	235,000
Lively Water and Sewer */**	6,000,000	3,000,000
Totals	\$27,260,000	\$14,607,000

* Applications submitted to MRIF Secretariat

** Application for Strategic Infrastructure Funds under MRIF Program

NOTE: An application for \$1.1M of Federal Strategic Infrastructure funding has been submitted by the East Dartmouth Recreation Centre. If approved, HRM's current funding will need to be reallocated.

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Amalgamation Costs	The costs directly associated with the amalgamation of the former municipal units which now comprise HRM. These costs are being amortized over 10 years.
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.
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the Municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.
BPIM	Business Planning and Information Management
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 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.
Business Occupancy	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Occupancy Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Occupancy Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Commission	Capital Commissions are a vehicle through which governments promote and enhance the unique historical and cultural character of Capital Regions. They are usually established as an arm's-length agency and generally report to an executive-director, an appointed board of Directors and are ultimately responsible to a provincial Minister and Cabinet.
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.

CCED	Community Culture and Economic Development
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses Downtown Halifax, Downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as "pay-as-you-go" Capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.
CCC	(see Capital Cost Contribution)
Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.

Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Corporate Scorecard	A tool which facilitates translating the vision and goals of the organization into a system of performance measurements that effectively focuses the entire organization. The goals are based on an examination of the outcomes desired by the organization's customers.
Corporate Scorecard Steering Committee (CSSC)	A Committee which oversees the development and implementation of the Themes outcomes and performance measures developed through the Corporate Scorecard. The Committee consists of the Chief Administrative Officer, the Deputy Chief Administrative Officer, the four Chairs of the Corporate Scorecard Theme Teams, the Director of Financial Services, and the Director of Human Resources.
Corporate Scorecard Theme Teams	There are four Theme Teams, one for each of the main themes developed under the Corporate Scorecard. Consisting of Directors, each theme team is responsible for developing goals, objectives and performance measures within their assigned themes. The Chair of each theme team is also a member of the Corporate Scorecard Steering Committee.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.
Council	(see Regional Council)
CPI	(see Consumer Price Index)
Credit Rating	For HRM as provided annually by the Standard and Poor rating agency.
Crespool	(see Capital Reserve Pool)

Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title. It is based on 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.
Director	Most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMS	Environmental Management Services
EMT	(see Executive Management Team)
Executive Management Team	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officer.

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 Year	Runs from 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.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Gross Expenditures	Gross Expenditures
GST	Goods and Services Tax. The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Infrastructure Program	The Canada - Nova Scotia Infrastructure Program

LIC	(see Local Improvement Charge)
Local Improvement Charge (LIC)	Local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc
Long Term Capital Plan	The 3 year Capital Plan which includes all project costs and funding sources. The first year is approved by Council as the Capital Budget. The second and third years are approved by Council <i>in principal</i> .
Machinery & Equipment Assessment	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax was phased-out after 2003-04.
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. Provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by Provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Measure	An indicator that provides information (either qualitative or quantitative) on the extent to which a policy, program or initiative is achieving its outcomes.
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.
MFC	(see Municipal Finance Corporation)
MISER	(see Model for Integrating Service and Expenditure Rationalization)
Model for Integrating Service and Expenditure Rationalization	Computer model which forecasts the long term financial results and position of HRM by estimating future revenues and expenditures by means of a series of economic and demographic assumptions, cost drivers, and service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors
Multi-Year Financial Strategy	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy

	includes Principles of Financial Management, a Reserve Policy, a Capital Spending Policy, a Capital Debt Policy, and a Business Planning process.
Municipal Finance Corporation	Agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
MYFS	(see Multi-Year Financial Strategy)
Net	Total expenditures less off-setting revenues
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the Legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act</i> and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Program and Service Review Committee	A Council Committee consisting of 8 members of Regional Council which reviews and provides direction to staff regarding the programs and services of the Municipality.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Tax	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia.

Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP	Royal Canadian Mounted Police, a Federal policing agency.
RDP	Real Domestic Product is the Gross Domestic Product adjusted for inflation.
Regional Council	The governing and legislative body for the Municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23 Districts. Regional Council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the Municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses,

	individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.
Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poors	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education funding, which is provided by HRM to the Halifax Regional School Board, provides funding for programs and special services which are outside the core curriculum. The Municipal Government Act requires separate area rates for Supplementary Education, one for each of the former City of Halifax, and former City of Dartmouth. HRM does have the discretion to decrease it each year by up to 10%.
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC Short-Term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
Theme Plan	Plans developed by the Theme Teams for each of the four Corporate Scorecard themes. It includes goals, objectives and performance measures.
TPW	Transportation and Public Works
Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.

Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
WTI	West Texas Intermediate. This is an index used to determine the market price per barrel of crude oil.