

Safe Communities - Halifax Regional Municipality
Reducing Injuries At Home, Work & Play
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2007-8 Approved Business Plans and Budget

HALIFAX
REGIONAL MUNICIPALITY

Halifax Regional Council



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Middle row: Bill Karsten, Dawn Sloane, Bob Harvey, Sue Uteck, Sheila Fougere, Andrew Younger, Jim Smith, Gary Martin, Patrick Murphy, David Hendsbee, Steve Streach

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Investing in our People, Communities, and Facilities

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HALIFAX REGIONAL MUNICIPALITY

2007/2008 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2007/2008¹

It is hereby resolved that:

- a) the Capital Budget in the amount of **\$214,002,000** be approved;
- b) the Operating Budget in the amount of **\$649,640,076** gross expenditures, **\$536,529,920** non-departmental revenues, and **\$113,110,156** departmental revenues be approved;
- c) the general rates of taxation on commercial and business occupancy be set at
 - (i) **\$3.054 for the urban area;**
 - (ii) **\$3.054 for the suburban area; and**
 - (iii) **\$2.703 for the rural area**applied to the full assessed value of the property;
- d) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.808 for the urban area;**
 - (ii) **\$0.708 for the suburban area; and**
 - (iii) **\$0.702 for the rural area**applied to the full assessed value of the property;

¹ Based on the March 27, 2007 Proposed Resolution and changes approved by Council on: Nov 28/06 (CWG), March 27 (Marketing Levy), April 3 (CA Beckett School Remediation), April 17 (General Operating, Capital and Reserves); June 19 (HRP) and June 26, 2007 (Supplementary Education and Area Rates).

- e) the boundary of the urban, suburban and rural areas is as delineated in the attached "Tax Structure Map";
- f) the Provincial Area Rate for Mandatory Education on residential and resource property be set at the rate of \$0.325; and at a rate of \$0.340 for all commercial and business occupancy assessment;
- g) the Provincial Area Rate for Assessment Services on residential and resource property be set at the rate of \$0.023; and at a rate of \$0.016 for all commercial and business occupancy assessment;
- h) the Provincial Area Rate for Correctional Services on residential and resource property be set at the rate of \$0.033; and at a rate of \$0.006 for all commercial and business occupancy assessment;
- i) the Provincial Area Rate for Metro Regional Housing Authority on residential and resource property be set at the rate of \$0.009; and at a rate of \$0.009 for all commercial and business occupancy assessment;
- j) Area rates shall be set on taxable residential, resource, commercial, and business occupancy assessment, as per the attached Schedule of Area Tax Rates (Appendix "B").
- k) that **Supplementary Education**, under Section 530 of the Municipal Government Act, shall be set at the rate of \$0.047 to the residential and resource assessment and \$0.129 to the commercial assessment including business occupancy of the Halifax Regional Municipality; \$0.013 to the residential and resource assessment and \$0.037 to the commercial assessment including business occupancy of the former City of Halifax; \$0.010 to the residential and resource assessment and \$0.028 to the commercial assessment including business occupancy of the former City of Dartmouth; and *minus* \$0.003 to the residential, resource, and commercial assessment including business occupancy of the former Town of Bedford and Halifax County. Total discretionary funding, excluding prior year surplus' and deficits, shall be set at \$20,396,100. That the dollar allocations for Halifax Regional Municipality equal \$17,386,000, former City of Halifax equal \$2,029,100, and former City of Dartmouth equal \$981,000;
- l) that **Fire Protection** rates shall be set at \$0.092 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.
- m) the final tax bills will become **due on Friday, September 28, 2007**;
- n) 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, 2007 to March 31, 2008;

o) the interest rate on the Pollution Control Reserves be set at the rate of return on funds invested by HRM for the period April 1, 2007 to March 31, 2008;

p) the interest rate on all reserves except for those identified in n) and o) will be set at the rate of return on funds invested by HRM for the period April 1, 2007 to March 31, 2008; and

q) 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 for Municipal Services	0.808	3.054
SUBURBAN AREA		
General Tax Rate for Municipal Services	0.708	3.054
RURAL AREA		
General Tax Rate for Municipal Services	0.702	2.703
Provincial Area Rates		
Mandatory Education	0.3250	0.3400
Assessment Services	0.0230	0.0160
Correctional Services	0.0330	0.0060
Metropolitan Regional Housing Authority	0.0090	0.0090

Schedule of Area Tax Rates

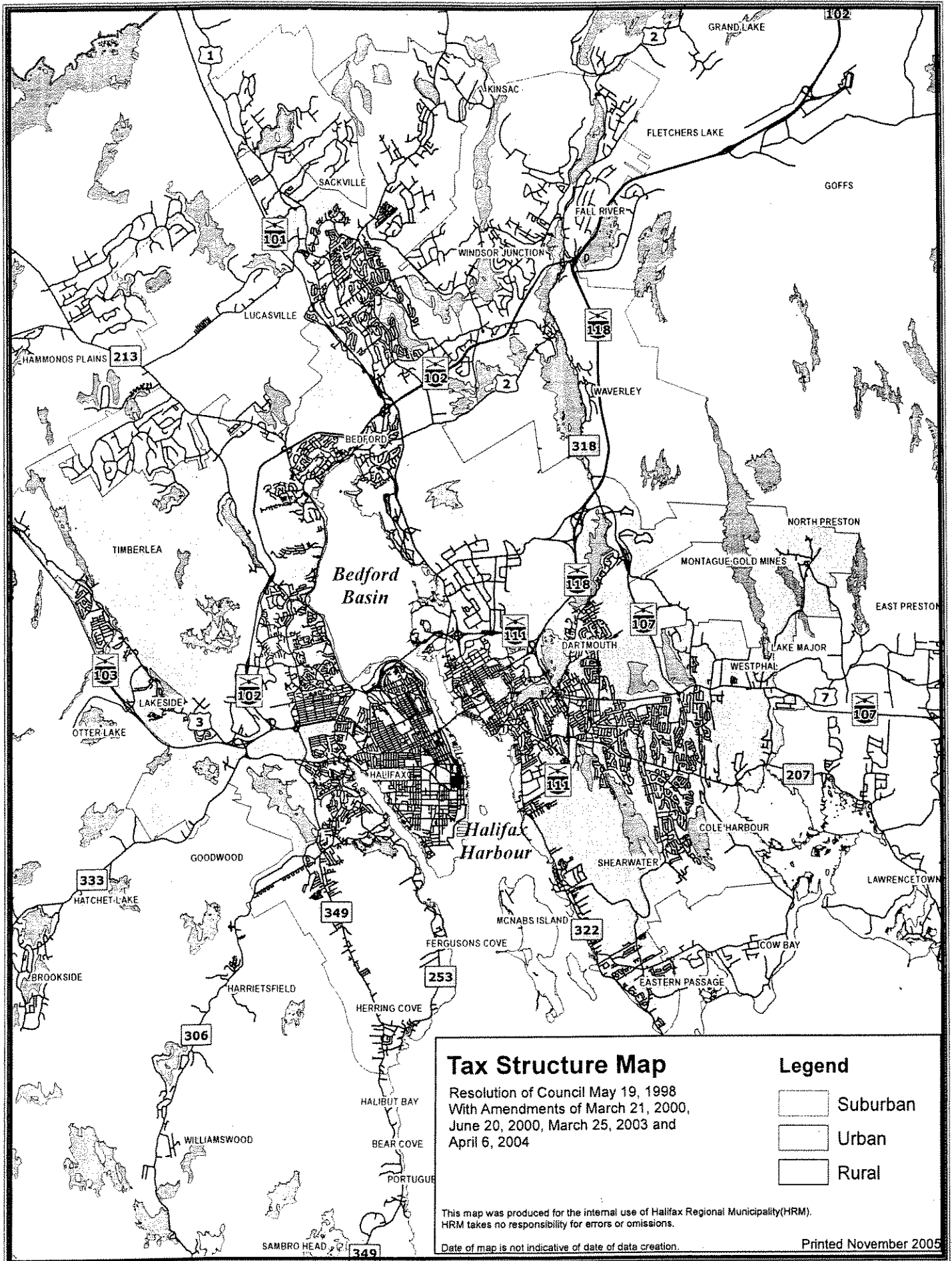
	Residential and Resource Rate	Commercial and Business Occupancy Rate
Supplementary Education		
To be applied to:		
all of the Halifax Regional Municipality	0.047	0.129
former City of Halifax	0.013	0.037
former City of Dartmouth	0.010	0.028
former Town of Bedford and Halifax County	(0.003)	(0.003)
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within 1,200 feet of a fire hydrant:		
Fire Protection (Hydrants)	0.032	0.092
Sidewalks		
Waverley	0.004	n/a
Sidewalk Snow Plowing		
For all sidewalks not along Arterial or Transit Routes and not HRM owned	0.006	0.006
Transit		
Hammonds Plains	0.002	n/a
Lake Echo/Porters Lake/Grand Desert	0.034	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
Riverline Activity Centre (Dutch Settlement)	0.032	n/a
East Preston	0.050	n/a
Grand Lake Community Centre	0.021	n/a
Haliburton Highbury	0.023	n/a

Schedule of Area Tax Rates

	Residential and Resource Rate		Commercial and Business Occupancy Rate	
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 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 \$8,000):				
Commercial		n/a		0.0588
Business Occupancy		n/a		0.1718
Downtown Dartmouth (Minimum \$150, Maximum \$3,000):				
Commercial		n/a		0.3900
Business Occupancy		n/a		0.4800
Spring Garden Road:				
Commercial (Minimum \$840, Maximum: \$7,000)		n/a		0.1950
Business Occupancy (Minimum \$50, Maximum \$2,000)		n/a		0.5900

Schedule of Area Tax Rates

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Business Improvement Districts (continued)		
Quinpool Road (Minimum \$100, Maximum \$5,000):		
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 Urban (Project 05-229)	0.0036	0.0036
District 19 (Project 06-231)	0.0061	0.0061
District 19 (Project 06-253)	0.0082	0.0082
Mapped Area of District 19 dated August 12, 2005 (Project 05-229R)	0.0484	0.0484
Mapped Area of District 19 dated May 4, 1998 (Project 06-261)	0.0597	0.0597
District 20 Urban (Project 05-243)	0.0114	0.0114
District 20 Urban (Project 05-236)	0.0135	0.0135
District 21 Urban (Project 05-263)	0.0094	0.0094
District 21 Urban (Project 05-258)	0.0021	0.0021
Mapped Area of District 22 (Project 05-285 over 2 years)	0.0154	0.0154
Mapped Area of District 22 (Project 05-256 over 2 years)	0.0115	0.0115



WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2007-2008 Approved Budget
Residential Property Tax - Excludes local Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	\$1.156	\$1.142	\$1.280	\$1.293	\$1.290
Provincial Area Rates					
- Mandatory Education	0.325	0.325	0.325	0.325	0.325
- Other Mandatory Provincial Contributions	0.065	0.065	0.065	0.065	0.065
HRM General and Area Tax Rates					
Education - Supplementary and Area Rates	0.044	0.044	0.044	0.057	0.060
Sidewalk Plowing*	-	-	0.006	0.006	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.032	0.032	0.032
Transit	-	-	0.077	0.077	0.077
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.023	0.023	0.023
Recreational and Community Facilities	-	0.004	0.004	0.004	0.004
Crosswalk Guards	-	0.002	0.002	0.002	0.002
Community Development:					
- Recreation and Leisure Programming	0.012	0.012	0.012	0.012	0.012
- Parks and Open Spaces	0.021	0.021	0.021	0.021	0.021
- Planning and Development	0.013	0.013	0.013	0.013	0.013
- Culture & Heritage	0.002	0.002	0.002	0.002	0.002
- Other	0.016	0.016	0.016	0.016	0.016
Solid Waste:					
- Waste Resources	0.060	0.060	0.060	0.060	0.060
- Former Sackville Landfill	0.002	0.002	0.002	0.002	0.002
Transportation and Public Works:					
- Engineering Services	0.038	0.038	0.038	0.038	0.038
- Streetlighting	0.012	0.012	0.012	0.012	0.012
- Traffic Signs	0.003	0.003	0.003	0.003	0.003
- Streets and Roads	0.000	0.000	0.000	0.000	0.000
- Snow and Ice Control	0.032	0.032	0.032	0.032	0.032
- Other	0.023	0.023	0.023	0.023	0.023
Library	0.034	0.034	0.034	0.034	0.034
Regional Police	0.189	0.189	0.189	0.189	0.189
Fire Services:					
- Fire Fighting	0.089	0.089	0.089	0.089	0.089
- Administration, Training and Prevention	0.027	0.027	0.027	0.027	0.027
Fiscal Services:					
- Debt Charges	0.099	0.099	0.099	0.099	0.099
- Capital from Operating/Reserves	0.134	0.134	0.134	0.134	0.134
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.045	0.045	0.045	0.045	0.045
General Government, Facilities, Other	0.088	0.088	0.088	0.088	0.088
Water Service (Based on HRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	-0.236	-0.236	-0.236	-0.236	-0.236

**Suburban
General Tax
Rate of \$0.708**

**Rural
General Tax
Rate of \$0.702**

**Urban
General Tax
Rate of \$0.808**

(With Fire Protection rate of 3.2 cents the total rate is \$0.84)

sidewalk snowplowing adds 0.6 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 2007-2008 Approved Budget

Commercial Property Tax - Excludes local Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	\$3,200	\$3,551	\$3,649	\$3,680	\$3,683
Provincial Area Rates					
- Mandatory Education	0.340	0.340	0.340	0.340	0.340
- Other Mandatory Provincial Contributions	0.031	0.031	0.031	0.031	0.031
HRM General and Area Tax Rates					
Education - Supplementary and Area Rates	0.126	0.126	0.126	0.157	0.166
Sidewalk Plowing*	-	-	0.006	0.006	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.092	0.092	0.092
Transit	-	0.290	0.290	0.290	0.290
Sidewalks, Leaf and Litter Pickup, etc....	-	0.088	0.088	0.088	0.088
Recreational and Community Facilities	-	0.015	0.015	0.015	0.015
Crosswalk Guards	-	0.008	0.008	0.008	0.008
Community Development:					
- Recreation and Leisure Programming	0.047	0.046	0.046	0.046	0.046
- Parks and Open Spaces	0.083	0.081	0.081	0.081	0.081
- Planning and Development	0.051	0.050	0.050	0.050	0.050
- Culture & Heritage	0.006	0.006	0.006	0.006	0.006
- Other	0.060	0.059	0.059	0.059	0.059
Solid Waste:					
- Waste Resources	0.000	0.000	0.000	0.000	0.000
- Former Sackville Landfill	0.230	0.226	0.226	0.226	0.226
Transportation and Public Works:					
- Engineering Services	0.146	0.144	0.144	0.144	0.144
- Streetlighting	0.047	0.046	0.046	0.046	0.046
- Traffic Signs	0.013	0.013	0.013	0.013	0.013
- Snow and Ice Control	0.123	0.120	0.120	0.120	0.120
- Other	0.090	0.088	0.088	0.088	0.088
Library	0.130	0.127	0.127	0.127	0.127
Regional Police	0.726	0.713	0.713	0.713	0.713
Fire Services:					
- Fire Fighting	0.341	0.335	0.335	0.335	0.335
- Administration, Training and Prevention	0.103	0.102	0.102	0.102	0.102
Fiscal Services:					
- Debt Charges	0.380	0.373	0.373	0.373	0.373
- Capital from Operating/Reserves	0.514	0.505	0.505	0.505	0.505
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.175	0.171	0.171	0.171	0.171
General Government, Facilities, Other	0.338	0.332	0.332	0.332	0.332
Water Service (based on HRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	-0.908	-0.892	-0.892	-0.892	-0.892

General Tax Rate of \$3.054
(With Fire Protection rate of 9.2 cents the total rate is \$3.146)

Total Suburban General Tax Rate of \$3.054

Total Base General Tax Rate of \$2.703

sidewalk snowplowing adds 0.6 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 Metropolitan 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 382,200 (StatsCan 2006), 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. Events of historical significance 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 shoreline; 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.

The Local Economy

While Halifax has a diverse economy, 87% of the workforce is employed in the service sector,

HRM Statistics

HRM GDP:	\$11.5 Billion
Inflation (Municipal):	4.0%
Inflation (CPI):	1.8%
Population:	382,200
Population growth:	0.7 %
Household growth:	0.9 %
Taxable Assessment:	\$27.8 Billion
Average Residential Assessment:	
- Property	\$183,800
- Single Home	\$163,200

and only 13% in the goods sector. Total employment in 2005 was about 202,500. The public sector is the largest employer with over 16,500 people working for the three levels of government (federal, provincial and municipal). The total value of building permits in 2006 was about \$696 million, an increase of 11.0% over 2005. More than 3.3 million passengers came through the Halifax Stanfield International Airport in 2006.

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 3,600 full and part-time employees.

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

- 1,600 kilometers of streets maintained
- 765 kilometers of sidewalks
- 825 park properties
- 325 playgrounds, 174 ballfields and 130 sports fields
- 200 transit buses, 20 Access-A-Buses, 3 Community Transit Buses, and 3 ferries carrying 18.2 million passengers annually
- 125,500 households and 5,000 condo units served with curbside organic waste collection
- 12 business and industrial parks housing 1,600 + companies
- 14 branch libraries lending 4.6 million items annually
- 4,460 building permits issued in 2006 with a construction value over \$696 million
- approx. 1,200 emergency and non-emergency calls handled by the 911 Centre each day
- 60 fire stations of which 42 are in the rural area
- 43 front line fire trucks in the urban area, and 99 emergency fire vehicles in the rural area
- 138 schools servicing more than 54,000 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 is 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 Council's "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 2007-2008 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

B. Public Safety

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

C. Community

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

D. Taxation

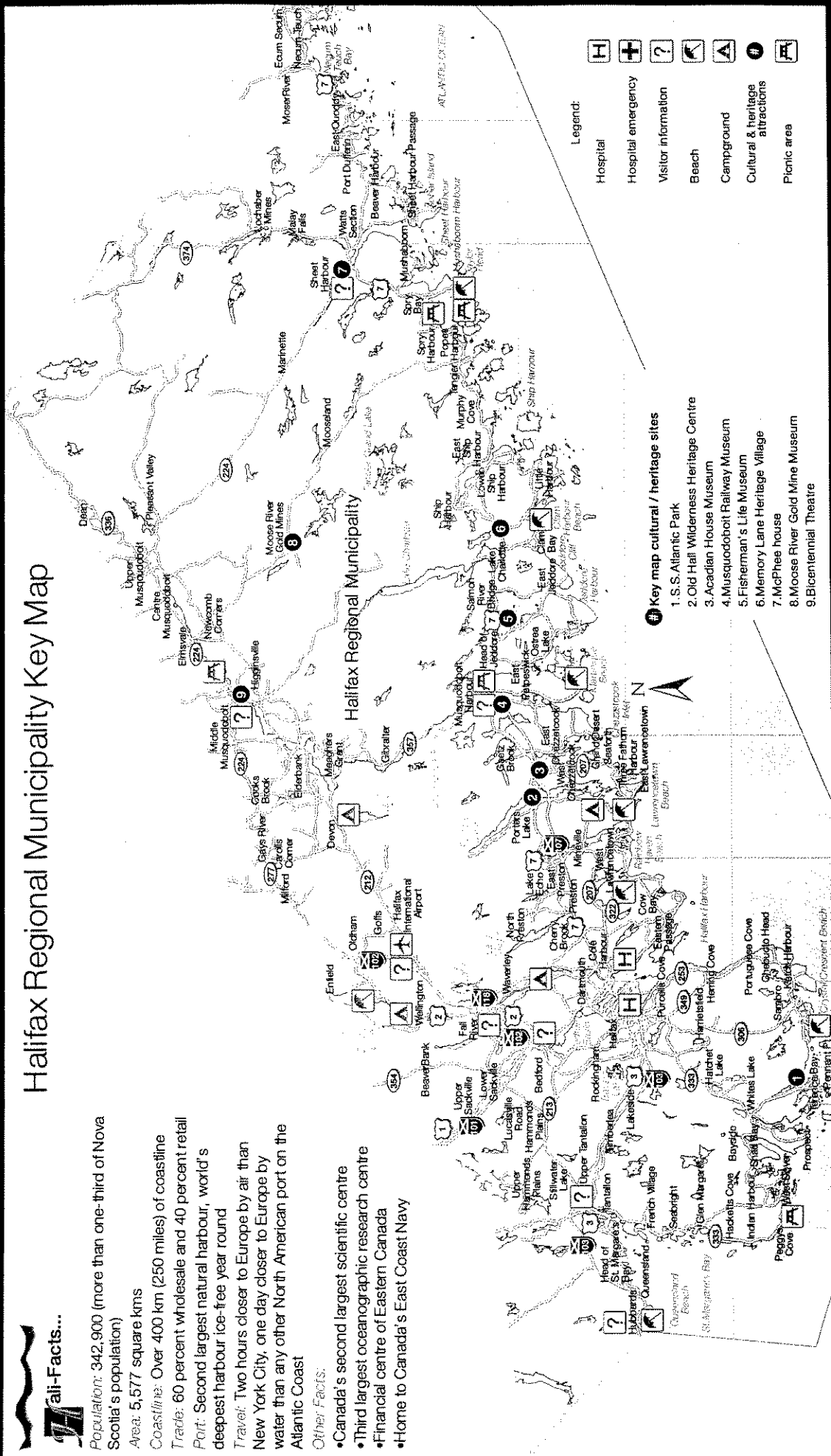
- Taxation



Halifax Regional Municipality Key Map

Population: 342,900 (more than one-third of Nova Scotia's population)
 Area: 5,577 square kms
 Coastline: Over 400 km (250 miles) of coastline
 Trade: 60 percent wholesale and 40 percent retail
 Port: Second largest natural harbour, world's deepest harbour ice-free year round
 Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

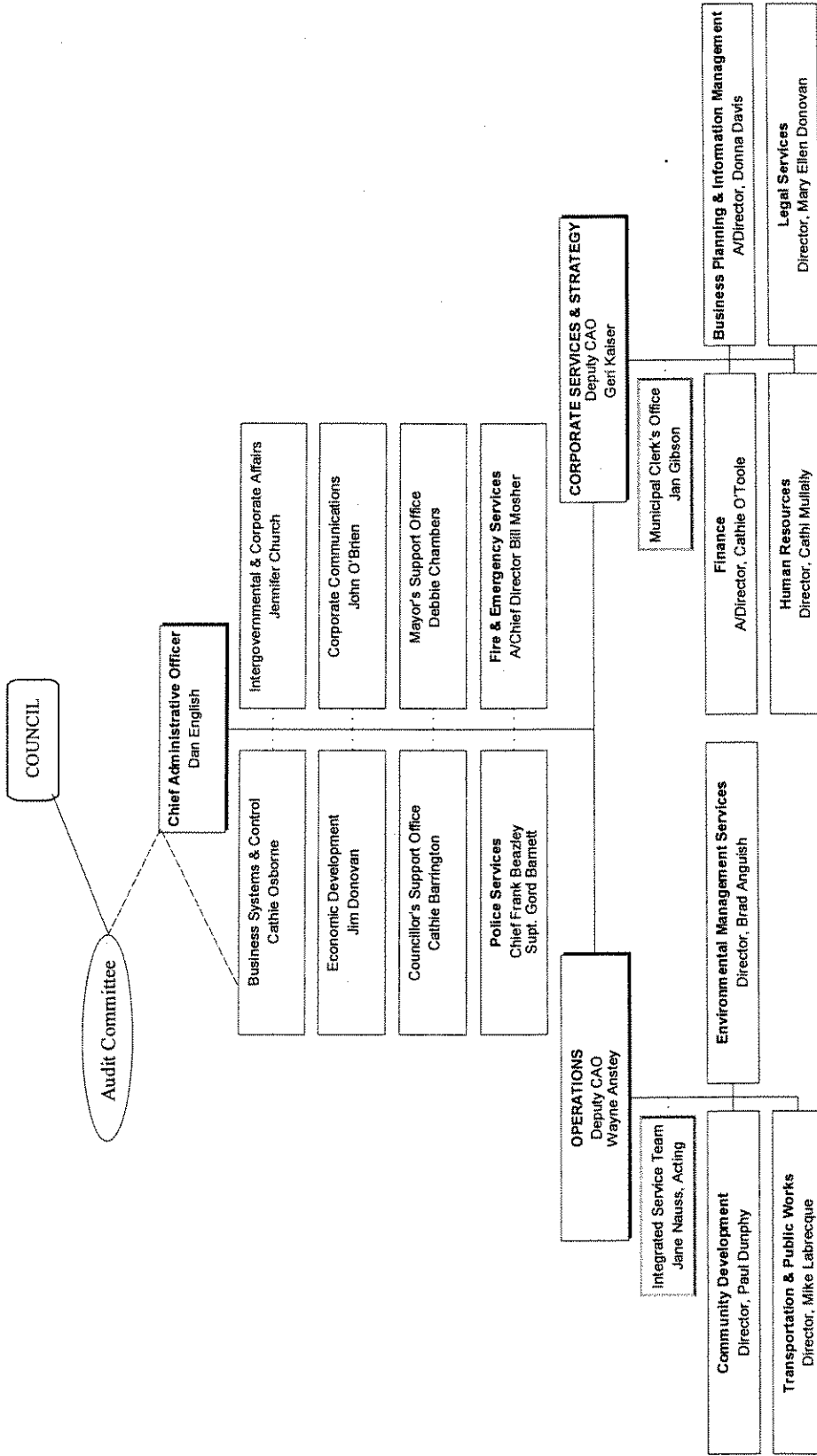
- Other Facts:**
- Canada's second largest scientific centre
 - Third largest oceanographic research centre
 - Financial centre of Eastern Canada
 - Home to Canada's East Coast Navy



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

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

HALIFAX REGIONAL MUNICIPALITY



Boards and Commissions: Liaison, Dan English, CAO
 - Halifax Regional Water Commission - Carl Yates, General Manager
 - Economic Development Agency, Stephen Dempsey
 - Police Commission - Terry Roane, Chair
 Boards and Commissions: Liaison, Wayne Anstey, Deputy CAO
 - Halifax Regional Library, Judith Hare, CEO

Overview of Budgets

Budget Summary

Operating Budget

The development of the annual operating budget is a process that starts with the development of the Fiscal Framework. The Framework is presented to Council to provide an overview of revenues and expenditures, based on a status quo budget. With this review, Council can provide staff with direction regarding the development of the budget ensuring that the expenditure target incorporates Council priorities and strategic direction for the coming fiscal year. Following the receipt of the annual assessment roll from the Province of Nova Scotia, this direction is incorporated into the business unit budget envelopes. Each business unit works within this envelope to deliver services required by the Municipal Government Act as well as any new or enhanced services as directed by Regional Council through the Council Focus Areas.

On January 23, 2007, Regional Council reviewed the Fiscal Framework for the 2007-08 year and passed the following motion:

That Regional Council:

1. Treat Provincial Mandatory charges as a Regional Area Rate. HRM Council would set the tax rate based only on municipal services that are within HRM's control;
2. Place accountability for rate setting and control of Provincial Mandatory expenditures with the Province and give notice that HRM will be paying mandatory services at a capped rate; and
3. Adopt "maintain" under "Possible Service Level Strategies" whereby HRM maintains the same level of service as per the staff presentation at Committee of the Whole on January 23, 2007.

Key highlights of the operating budget, based on maintaining the current level of service are:

- The gross amount of the Operating Budget is \$649.6 million, a net increase of \$38.0 million or 6.2% over the 2006-2007 budget. The increment reflects the impact of the reclassification of reserve funding previously shown as revenue.
- 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 projected increases in Provincial Mandatory Costs (up \$7.8 million), Debt Servicing Charges (up \$2.1 million) and Capital from Operating (up \$1.0 million).
- In the operating budget there are gross business unit revenues of \$87.4 million. This

includes an increase of \$1.0 million in parking ticket revenues, the reclassification of reserve funding (\$19.9 million) previously shown as revenue (reclassification to ensure compliance with PSAB and GAAP reporting requirements), and the segregation of new revenues generated through the implementation of capital projects. Overall, there was an increase of \$3.6 million in gross business revenues as compared to 2006-2007.

The net budget by business unit is shown in the following table:

Operating Budget Summary by Business Unit

	2006-07 Net Budget	2007-08 Net Budget	Increase (Decrease)	% Change
CAO	8,757,573	9,315,700	558,127	6%
Environmental Management Services	26,199,262	25,890,164	(309,098)	-1%
Fire & Emergency Services	45,748,949	48,908,400	3,159,451	7%
Financial Services	4,395,241	3,294,477	(1,100,764)	-25%
Human Resources Services	4,070,790	3,752,200	(318,590)	-8%
Legal Services	1,894,006	2,016,000	121,994	6%
Transportation & Public Works	83,525,112	87,201,723	3,676,612	4%
Community Development	18,826,298	19,696,756	870,458	5%
Regional Police	55,225,873	58,931,300	3,705,427	7%
Outside Police BU (RCMP)	17,269,000	18,158,600	889,600	5%
Business Planning & Information Mgmt	15,302,534	16,125,900	823,366	5%
Library	12,600,700	13,630,900	1,003,200	8%
Totals	293,815,338	306,895,120	13,079,782	4.5%

Capital Budget

Most funding for the Capital Budget is provided through reserves, debt financing and direct transfers from the operating budget (sometimes referred to as "pay-as-you-go"). 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:

- The gross amount of the Capital Budget is \$214.0 million. In total, HRM will have to borrow \$33.1 million to finance the capital budget. In addition, there is \$30.2 million of capital from operating available. About \$1.6 million is budgeted to be provided from the

Capital Reserve Pool (Crespool). There is approximately \$61.8 million in Reserve withdrawals. An additional \$5.5 million of capital projects are secured with local improvement charges and \$1.0 million in capital cost contribution charges.

- Cost sharing under the capital budget totals \$40.2 million. HRM has also budgeted to receive \$21.0 million under the Canada-Nova Scotia Municipal Rural Infrastructure Program and the Canadian Strategic Infrastructure Funding program.

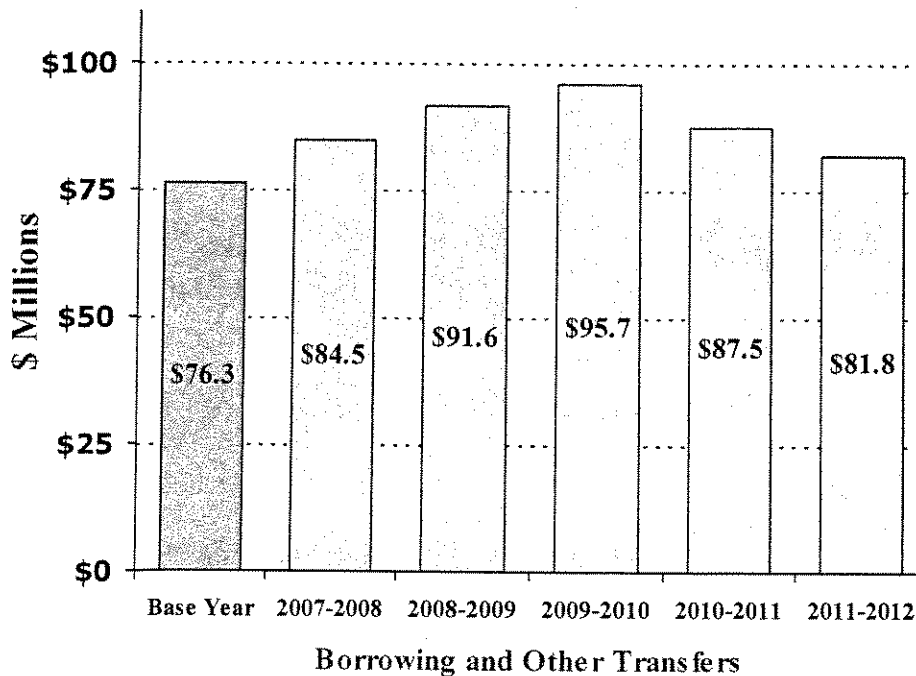
Capital Budget Summary on Municipally Funded Portion of Capital Budget

	2006-07 Net Budget	2007-08 Net Budget	Increase (Decrease)	% Change
Buildings	2,650,000	5,391,000	2,741,000	103%
Information Technology	2,151,000	1,682,000	(469,000)	-22%
Community Facilities	3,046,000	3,845,000	799,000	26%
Community & Property Development	2,055,000	995,000	(1,060,000)	-52%
District Activity Funds	1,495,000	1,495,000	0	0%
Equipment & Fleet	10,334,000	5,898,500	(4,435,500)	-43%
Metro Transit	11,743,000	15,314,000	3,571,000	30%
Parks & Playgrounds	4,922,000	5,976,000	1,054,000	21%
Roads & Streets	18,581,000	20,358,000	1,777,000	10%
Sidewalks, Curbs & Gutters	3,421,000	3,494,000	73,000	2%
Stormwater & Wastewater	4,165,000	8,700,000	4,535,000	109%
Traffic Improvements	11,768,000	9,668,000	(2,100,000)	-18%
Totals	76,331,000	84,511,500	8,180,500	11%

Net of Reserve Transfers (\$62 m) and Other External Funding (\$68 m). Includes Federal funding from Gas Tax and Transit Funding programs.

As was the case in 2006-07, Council is asked to approve not only the Capital Budget for the coming year (2007-2008), but also to approve *in principal* the detailed capital plans for the following two years (2008-2009 and 2009-2010). 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 Capital Plan includes funds in 2008-09 and 2009-10 to start implementing recommendations from the Regional Plan to address transportation infrastructure needs. The table below shows projected capital spending through 2012.

The Long Term Capital Plan Projected Spending



In 2007-2008 capital spending will see an increase of \$8.2 million over the 2006-2007 budget. This general trend of increased capital spending will be maintained in Years 2 and 3 of the Plan but levels are projected to decline in Years 4 and 5 as federal funding under the Gas Tax program and the Strategic Transit Funding initiatives come to an end.

Reserve Budget

Reserves are utilized to improve the process of visionary planning for HRM's future needs. Reserve funding is incorporated into a financial plan as an integral part of the Operating and Capital budgets. Many reserves are funded through HRM's general tax rate. Others are funded from independent revenue sources (i.e. Environmental Control Reserve, Burnside Industrial Park Reserve).

- Reserve balances are projected to increase from \$64.6 million to \$69.4 million.
- The balance in the Pollution Control Reserves will increase due to a decline in

expenditures related to Capital project expenditures, a transfer of investment and associated interest income from the Province, and the increase to the Pollution Control Rate. This serves to ensure the Reserves are sustainable over the long term to maintain the integrity of the infrastructure. Equipment and Operating reserves will remain stable through the 2007/08 fiscal year. Capital Reserves will show a net increase. This is largely due to a focus on ensuring our reserve balances are sufficient to meet future infrastructure needs and to take advantage of strategic opportunities to leverage third party funding opportunities.

Key Assumptions

Economics and Demographics

- 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 4.0%.
- HRM has budgeted for fuel prices of 67.0¢ for gasoline, 64.5¢ for diesel, and 56.4¢ for heating oil. HRM has assumed a US \$65 per barrel oil price (US\$).
- The number of households will increase by 0.9% while population will increase by 0.7%.

Revenue

- HRM's residential general property tax rates have decreased from the 2006-2007 rates. The change consists of, on average, a 2.4% reduction in the overall tax rate. Commercial tax rates have been adjusted for the phase-out of the Business Occupancy Tax.
- The Deed Transfer Tax Rate will not change. Deed Transfer Tax revenues are projected to remain the same as last year's budget.
- The Debenture Rate is estimated at 4.50% with the short term interest rate projected to average 4.25%.

Expenses

- The 2007-08 Operating Budget assumes there will be no surplus or deficit in 2006-07.

Key Assumptions in the Budget

Inflation (CPI):	1.8%
Inflation (Municipal):	4.0%
Population growth:	0.7 %
Household growth:	0.9 %
Canadian Dollar:	US\$ 0.88
HRM GDP:	\$11.5B
Oil per Barrel (US\$):	\$65.00
Diesel Fuel:	64.5¢*
Gasoline Fuel:	67.0¢*
Heating Fuel:	56.4¢*
Uniform Assessment (HRM):	\$26.2B
Uniform Assessment (NS) est.:	\$50.6B
Education Rate (per 100):	34.50¢
Debenture Rate:	4.50%
Short-Term Interest Rate:	4.25%

* Under HRM price contracts

- Debt charges for HRM are \$44.7 million principal and \$12.3 million interest and other charges for a total cost of \$57.0 million. This represents 8.8% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- Mandatory Education expenses have been calculated based on the estimated Uniform Assessment of \$26.2 billion times an Education rate of 34.5¢ per \$100 of assessment.
- For 2007-08, it is assumed that Supplementary Education and Music and Arts Education contributions will remain at the same level as in 2006-07.
- In 2007-2008 HRM has estimated it will pay \$5.9 million for its share of the cost of operating the provincial property assessment system.
- The value of collective agreements negotiated with IAFF, MAPP and NSUPE have been included in the operating budget. Estimates have been included in Fiscal Services for those contracts to be finalized in 2007-2008.

Significant Budgetary Issues and Challenges

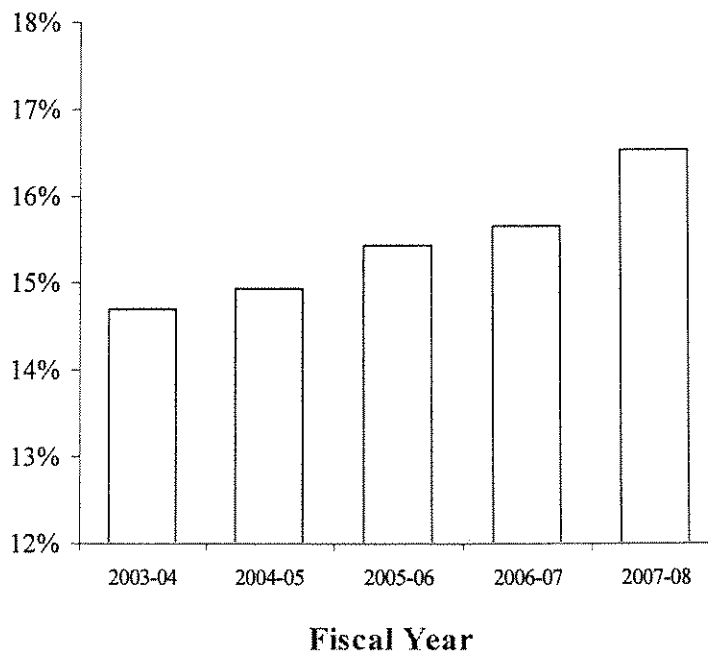
Mandatory Payments to the Province

The Municipal Government Act requires that municipalities makes payments to the Province for certain services provided by the Province. HRM is required to commit a significant portion of its annual operating budget to fund these costs. These "mandatory" costs include:

- \$90.4 million budgeted as a mandatory contribution to the Province of Nova Scotia for education province-wide. This is an increase of 56% since 1996-97, and represents 13.9% of the Municipality's total operating budget for 2007-08. 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 \$7.8 million in 2007-08.
- 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 2007-08 this is budgeted at \$2.4 million.
- Since 2001-02, HRM is also 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 2007-08 contribution is budgeted at \$5.9 million.

In 2007-08, the above mandatory Provincial costs make up \$106.6 million or 16.4% of HRM's total operating budget. This compares to \$98.8 million or 15.7% of the total operating budget in 2006-07. Over the past few years, these mandatory payments have grown and represent an increasingly larger portion of the municipal budget.

Provincial Mandatory Costs as % of Gross Operating Budget



As HRM collects taxes for these Provincial costs and makes direct payments to the Province and other agencies, the Municipality acts as a tax collector for the Province. HRM faces risk in this area since the Province determines the charges levied against the Municipality and the level of transfers to the province is often determined only after Council has established its annual budget. Higher than anticipated transfers negatively impact Council's ability to meet strategic objectives. In order to remove this uncertainty from the budgeting process, Council has approved collection of a regional area rate for expenditures that flow through to the Province. This will match revenue collected by the Municipality, for Provincial purposes, against the charges from the Province and thus provide increased stability to the annual budget. The implementation of a regional area rate will allow Council to prepare a budget built on the municipal services it provides, with an increasing level of transparency, without having its funding of these services eroded by unbudgeted increases in mandatory payments to the Province. This change enhances transparency and accountability around expenditures and rate setting for both municipal services

and provincially mandated services.

Infrastructure

The addition of the Council Focus Area - Infrastructure provided staff with clear direction to address our aging infrastructure. The re-alignments included in this proposed budget are a step in the right direction, however, there are pressures for capital investments that are not met. An old and 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. Unmet demands include building maintenance, new community facilities, the replacement of the Spring Garden Road library, land acquisition for new facilities, parks required in the future and rural transit, etc.

A key concern of long term capital planning is the current state of HRM's wastewater infrastructure. Major sections of HRM's wastewater infrastructure is in serious need of replacement. Current estimates are that an amount in excess of \$500 million is required to upgrade the wastewater system. Adhering to the Stormwater/Wastewater Funding Strategy, staff has included in the proposed capital budget a total of \$8.7 million (\$3.6 million funded by the HRWC Dividend and \$5.1 million funded by Gas Tax). While this movement will assist in addressing some critical issues, it does not fully address the total magnitude of the overall issue. Wastewater is not funded by the general property tax rates but rather is funded through charges levied on the water bill.

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 HRM 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.

There are several funding programs from the Federal and Provincial governments that HRM receives funding from:

1. The Canada - Nova Scotia Municipal Rural Infrastructure Program, was introduced in 2005-2006 to provide funding for aging infrastructures. The terms of the program provide for a maximum of one-third funding from the Province and a maximum of one-third funding from the Federal Government, with HRM and others contributing the remaining amount. HRM will receive a total of \$14.7 million over the life of the program.
2. In September, 2005, the federal and provincial governments agreed to transfer a portion of federal gas tax revenues to municipalities for the purpose of funding environmentally sustainable municipal infrastructure development, such as public transit, water and wastewater systems, and solid waste management projects. HRM expects to receive approx \$60 million over 5 years. In 2006-07, HRM received \$7.6 million and anticipates transfer payments of \$10.1 million in 2007-08 and \$12.7 million in 2008/09.
3. The Federal government has also introduced a Strategic Transit Funding program for municipalities. Under this program HRM anticipates receiving approximately \$35 million over 4 years. For 2006-07, HRM will receive \$10.9 million. The Capital Budget for 2007-08 includes estimated receipts of \$8.0 million under this program.
4. HRM has received additional Federal Funding for the Harbour Solutions project. In 2007-08 the Capital Budget includes a portion of this funding.

Addressing these demands is a matter of choices, timing and taking advantage of leveraging opportunities when they arise. The proposed budget attempts to balance the needs of the community and prudent management of existing assets within the fiscal framework.

Provincial Assessment Cap

In 2006, the Province of Nova Scotia passed legislation which reduced the cap on property assessment increases from 10% (as set in 2005) to CPI. While tax assessments and revenue will be unaffected in the 2007-08 fiscal year, there could be significant impacts on tax rates, revenue generation and tax burden in 2008-09. HRM is currently assessing the impact of the revised legislation on residential and commercial tax rates and the possible shift in tax burden across HRM.

Tax Reform

HRM has recently established a Tax Reform Committee (TRC) to help further the Tax Reform project. This committee is comprised of members of the general public, representatives from the

will be examining ways to reduce HRM's dependency on property assessments and propose alternate sources of revenue for the municipality, or an alternate tax structure.

Changing Paradigms

HRM, as an organization, is facing several challenges and changes in the coming years, which include:

- planning and delivery of the 2011 Canada Winter Games;
- transfer of wastewater services to the Halifax Regional Water Commission;
- assessment cap for 2008/09;
- the pending retirement of a significant number of senior HRM staff and difficulty in recruitment and retention of new employees; and
- changes in technological tools needed to deliver municipal services (i.e. implementation of the new Revenue Tool, continued optimization of HANSAN, SAP and other existing tools) and planning for future technological needs.

Hurricane Juan

On September 28, 2003, Hurricane Juan, a category 2 storm, hit central Nova Scotia passing directly over Halifax Regional Municipality and a state of emergency was declared. In addition to the large clean up effort and emergency response required, the Municipality suffered significant damage to its critical infrastructure. Clean up and recovery costs to date have totalled \$23.8 million - \$11.7 m in the fiscal year 2003-2004, \$10.1 m in the fiscal year 2004-2005, \$1.6 m in 2005-2006 and \$0.4 in 2006-2007.

Costs associated with the clean up are being recovered through insurance claims, charitable donations, Disaster Financial Assistance Agreement (DFAA) and the overall operating budget. Insurance recoveries of \$1.6 million have been received and estimated recoveries of \$17.4 million from charitable donations and the DFAA program have been accrued in the financial statements relative to the \$23.8 million in costs for a net impact on the operating budgets in prior years of \$4.8 million. An advance of \$8 million has been received against the estimated total recoverable under the DFAA program.

The final amount recoverable under the DFAA program will not be known until all claims have been reviewed and adjudicated and any amount deemed not recoverable at that time will be a cost to the HRM operating budget. However, staff continue to work with the Province to ensure that appropriate, sufficient claim documentation is provided in support of the amounts claimed and considered eligible under the program.

Principles of Budgeting and Accounting

HRM's overall financial policies are driven by the requirements of the Province of Nova Scotia Financial Reporting and Accounting Manual (FRAM) whereby financial statements should be prepared in accordance with the Canadian Institute of Chartered Accountants standards as outlined in the Handbook of Public Sector Accounting Board's (PSAB) recommendations. As part of that series of rules, HRM operates under a fund accounting system with an Operating fund, a Capital fund and Reserve funds.

A budget is prepared for each of the funds and includes all HRM business units as well as the Halifax Regional Library, a separate board of Regional Council. These fund budgets, however, do not include the Halifax Regional Water Commission, a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board, nor certain agencies, boards and commissions (often in the recreation area) which are owned or controlled by HRM. Separate budgets are prepared for these entities.

The operating fund budget forms the basis for the calculation of the tax rates that will be sufficient to raise the amount required to defray the estimated requirements (operating budget expenditures) of the Municipality. As per the Municipal Government Act (MGA), HRM cannot budget for an operating deficit and, as a matter of policy, does not budget for operating surpluses. Any prior year surplus or deficit, however, is carried forward into the current year's operating budget.

Within the capital fund, budgets are set for individual projects and funding for these activities is approved annually and made by transfers from the reserve funds, transfers from the operating fund, application of applicable grants or other external funds and by debt financing. Debt is typically issued through the Nova Scotia Municipal Finance Corporation. Under the MGA, only a one-year budget may be approved by Council, however, a 3-year capital plan is presented to Council for their approval of years 2 and 3 in principle only.

FRAM was prescribed as a regulation under the MGA on June 21, 2006 and replaced the previous Municipal Accounting and Reporting Manual (MARM). Under MARM, budgeting followed the same basis as year-end financial statement reporting. The adoption of FRAM with PSAB as the basis for accounting resulted in changes in the composition of certain amounts in the financial statements. Specifically, it required that NS municipalities include certain costs in the financial statements earlier than under the MARM basis. As a result, in the year of transition, there were significant expenses related to these items.

To allow municipalities to incorporate the additional expenses resulting from these accruals in the calculation of its tax rates over a reasonable period of time, transitional provisions were included in FRAM for additional landfill closure and post closure accruals and employee benefit

accruals. These transitional provisions require a municipality to recognize these costs in the calculation of tax rates at a minimum rate of 20% annually over a period that does not extend beyond March 31, 2012. For financial statement purposes, the expenditures are to be fully accrued and thus result in a difference between financial reporting for tax rate calculation purposes and the year-end audited financial statement results. The differences are recorded in the year end financial statements as amounts to be recovered from future revenues.

In addition, under MARM, interest on long term debt was recorded as an expenditure in the financial statements and budgeted as an estimated requirement in the tax rate calculations when the interest was paid. PSAB requires that these interest costs be accrued and although FRAM recommends that municipalities budget for interest on an accrual basis it does recognize that interest on an accrual basis rather than a cash basis would represent a significant change in the policy intent of the "municipality's requirements" for the purpose of tax rate calculations. Therefore, municipalities have the option of budgeting for interest on either a cash basis or an accrual basis. If in any year a municipality elects to recognize interest on an accrual basis in its estimated requirements for the purposes of tax calculations, the municipality must continue to recognize interest on an accrual basis in its estimated requirements from that point forward. HRM continues to budget for interest on long term debt on the cash basis and the difference between the amount of accrued interest recorded in the financial statements and the cash-based interest included in the calculation of tax rates is recorded as an amount to be recovered from future revenues in the financial statements.

As at March 31, 2006, HRM's financial statements prepared in accordance with PSAB included \$9.6 million in amounts to be recovered from future revenues.

Whereas the budget is prepared on a non-consolidated basis, the year-end financial statements are prepared on a consolidated basis. Throughout the fiscal year, HRM provides non-consolidated quarterly reports of actual year-to-date results to Regional Council prepared on the same basis as the tax rate calculation budget. Full accruals for the landfill costs, employee benefits and interest on long-term debt are made at year-end for the financial statements.

The Budgeting Process

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 eighty cost drivers and twenty 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.

Concurrent with the approval of the budget is the setting of the property tax rates for 2007-2008. Because the setting of the tax rates fixes the revenue budgeted for the year, 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.

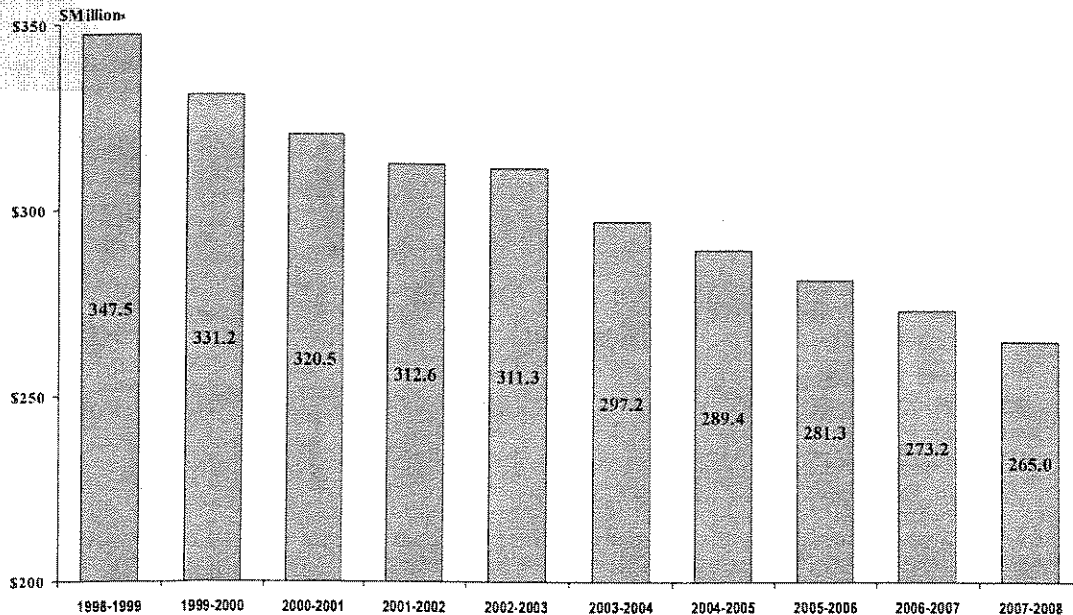
A Multi-Year Financial Strategy (MYFS)

The HRM's business planning and budgeting process was developed based on the Multi-Year Financial Strategy (MYFS). In 1999, 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 Policy, contained within the MYFS, is a key strategy in the development of the Capital Budget capacity for each fiscal year. The Debt Servicing Plan restricts the issuance of new debt to 80% of the debt retired in the same year. As such, as debt declines, so will the required annual payments, thereby reducing the new debt available to the Capital Budget. The maintenance of our Capital Budget capacity is critical to the maintenance of our Infrastructure. Therefore, as the principle and interest payments required to support our debt decline, this amount becomes available to capital through "pay as you go" or Capital from Operating. This allows HRM to maintain the integrity of the capital budget capacity while reducing our dependence on external debt.

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 and debt

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.

continues to decline. Debt at the end of 2006-2007 is estimated to be \$273.2 million. By the end of 2007-08 it will be further reduced to an estimated \$265.0 million.

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.

Assessments and Taxation

Assessments

- 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 2007 assessment base, residential assessments within HRM have increased from \$20.0 billion to \$22.1 billion. The total increase was \$2.1 billion or 10.5%. The average property (including all types) increased in value by 8.2%. The remaining 2.3% increase was due to the addition of new properties for a total increase in residential assessment of 10.5%. The average single family home in HRM increased in value from \$151,300 to \$163,200 or 7.9%.

Key Revenue Figures in the Budget

Residential Assessment :	up \$2.1 B or 10.5%
Commercial Assessment:	up 365 M or 8.8%
Residential General Tax Rates:	-2.7¢ to -3.0¢
Commercial General Tax Rates:	up 1.9¢ to 7.3¢
Property Tax Revenues:	up \$29.1 M
Deed Transfer Taxes:	unchanged

Property Tax Assessment

	2006-2007	2007-2008	Change	Percent
Residential Property Tax Base	20,022,703,000	22,122,399,900	2,099,696,900	10.5%
Resource Property Tax Base	168,309,000	184,800,900	16,491,900	9.8%
Sub-Total	20,191,012,000	22,307,200,800	2,116,188,800	10.5%
Commercial Property Tax Base	4,149,334,000	4,515,314,200	365,980,200	8.8%
Business Occupancy Tax Base	1,155,079,000	1,001,922,000	(153,157,000)	-13.3%
Sub-Total	5,304,413,000	5,517,236,200	212,823,200	4.0%
Total	25,495,425,000	27,824,437,000	2,329,012,000	9.1%

- Overall, property tax assessments are up from \$25.5 billion to \$27.8 billion. This is an increase of \$2.3 billion or 9.1%.

Taxation

Rates for 2007-08 are shown in the following table:

**Property Tax Rates
per \$100 of Assessed Value**

Residential	2006-07	2007-08	2007-08	2007-08 Total	06/07 vs 07/08 Change
		Municipal Services	Provincial Charges		
Urban	1.228	0.808	0.390	1.198	(0.030)
Suburban	1.125	0.708	0.390	1.098	(0.027)
Rural	1.119	0.702	0.390	1.092	(0.027)
Commercial	2006-07	2007-08	2007-08	2007-08 Total	06/07 vs 07/08 Change
		Municipal Services	Provincial Charges		
Urban	3.352	3.054	0.371	3.425	0.073
Suburban	3.352	3.054	0.371	3.425	0.073
Rural	3.055	2.703	0.371	3.074	0.019

Based on these rates, tax revenue for 2007-08 is projected to be as shown below:

Property Tax Revenues				
	2006-2007	2007-2008	Change	Percent
Residential Property Tax Base	240,327,000	172,861,200	(67,465,800)	
Provincial Mandatory		86,995,000	86,995,000	
Resource Property Tax Base	1,747,900	1,130,000	(617,900)	
Sub-Total	242,074,900	260,986,200	18,911,300	7.8%
Commercial Property Tax Base	131,417,000	130,008,000	(1,409,000)	
Provincial Mandatory		19,672,000	19,672,000	
Business Occupancy Tax Base	38,184,900	30,124,000	(8,060,900)	
Sub-Total	169,601,900	179,804,000	10,202,100	6.0%
Total	411,676,800	440,790,200	29,113,400	7.1%

Total property tax revenues are expected to increase from \$411.7 million to \$440.8 million. This is an increase of \$29.1 million or 7.1%. Residential property taxes have increased \$18.9 million.

Residential Assessments

- As part of its approach to levying the tax rate, HRM calculates the cost to provide the same level of service compared to the prior year. Municipal inflation, an increase in mandatory transfers to the Province, collective agreement increases and contractual increases equate to approximately a 5.0% increase in required funding to provide for the same level of service through the Business Units. As directed by Council, the tax rate has been set to provide sufficient additional revenue to cover these costs. With the rise in assessed property values, HRM is able to meet these higher costs while providing for a reduction in the residential tax rate of approximately 2.4%.

Growth in Residential Assessment (All Properties) - 2006 to 2007

	Number of Properties	Percent Properties	Avg 2006 (Capped)	Avg 2007 (Capped)	Average Change
Declining	3369	2.9%	210,789	189,256	-10.2%
0% to 5%	26,597	23.1%	170,429	175,376	2.9%
5% to 10%	55,166	47.8%	170,991	183,759	7.5%
10% to 25%	27,159	23.5%	160,820	181,221	12.7%
25% to 50%	2,300	2.0%	181,344	240,354	32.5%
50% plus	797	0.7%	175,010	364,766	108.4%
Total	115,388	100.0%	169,864	183,768	8.2%
Waterfront Properties	8,779	7.6%	193,907	209,359	8.0%

Note: For properties classified as Residential and at least one dwelling unit in both years. Amounts and averages include different sizes and types of dwelling units such as single unit homes and apartment buildings.

Area rates must also be approved by Council. Except for the Regional Area Rate for mandatory Provincial payments, Supplementary Education, Fire Protection, and Local Improvement Charges, area rate revenues and transfers are included within departmental revenues.

While the average assessment has risen 8.2%, there is considerable variation in assessment changes. Over 70% 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 2007 was \$209,359, an increase of 8.0%.

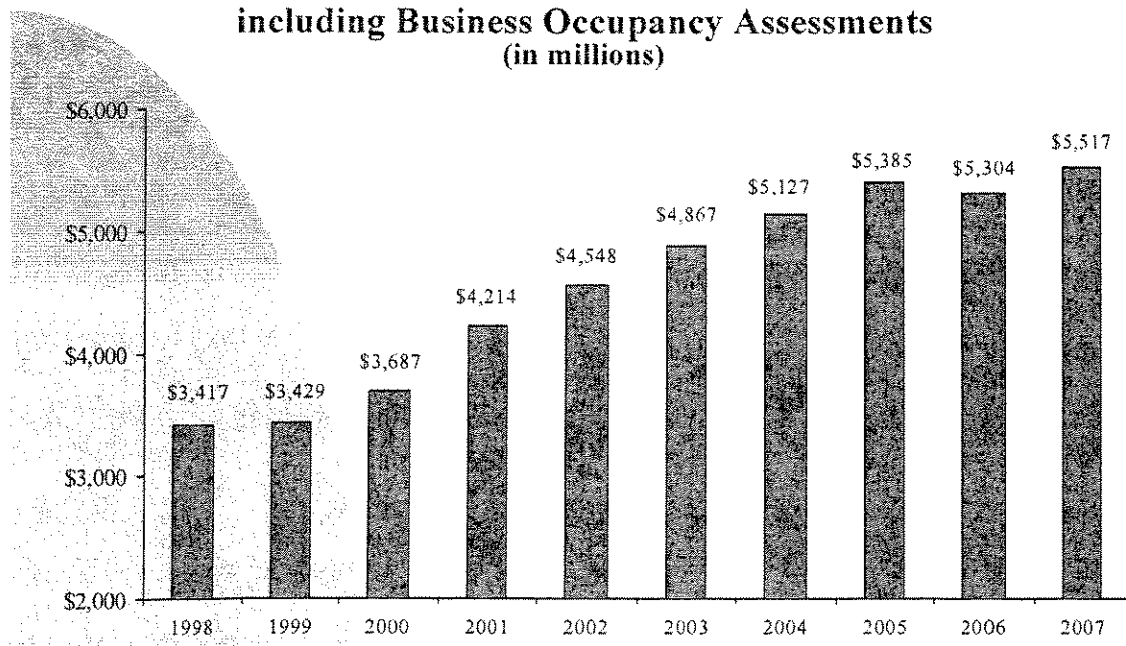
Distribution of Residential Assessment (All Properties) - 2006 to 2007

	Number of Properties	Percent Properties	Avg 2006 (Capped)	Avg 2007 (Capped)	Average Change
Under \$75,000	13,192	11.4%	42,846	44,594	4.1%
\$75,000 to \$100,000	9,807	8.5%	82,421	88,680	7.6%
\$100,000 to \$150,000	35,352	30.6%	117,311	126,752	8.1%
\$150,000 to \$200,000	27,482	23.8%	159,077	172,253	8.3%
\$200,000 to \$300,000	19,548	16.9%	218,606	236,803	8.3%
\$300,000 to \$500,000	7,776	6.7%	341,773	368,970	8.0%
\$500,000 to \$1 million	1,581	1.4%	580,853	630,867	8.6%
\$1 million plus	650	0.6%	2,859,268	3,132,846	9.6%
Total	115,388	100.0%	169,864	183,768	8.2%

Commercial Assessments

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 was set as a multiple of 2.73 times the residential tax rate in 2006 (hence the term “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 Assessment Base including Business Occupancy Assessments (in millions)



While taxable commercial assessment has risen by \$366m in 2007, the Business Occupancy assessment has dropped by \$153m due to the continued phase-out of the business occupancy tax (BOT). Overall, BOT and commercial assessments are up by \$213 million in 2007.

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 are no longer assessed Business Occupancy tax. Financial services firms are assessed business occupancy at 75% of their commercial assessment. All others are assessed at 30% of commercial assessment, down from 40% in 2006.

In 2006-2007 the change will cause a loss of \$8.2 million. 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 2.73 to 2.86. 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 introduction of a new regional area rate for Provincial mandatory charges has complicated the change in the multiplier. Staff are recommending that the new regional area rate be based on the costs being attributed to the Residential and Commercial sectors. For 2007 this creates a commercial weighting of 0.951. The remaining general tax rates for municipal services will be weighted at 3.78 (urban/suburban) and 3.85 (rural) for the 2007 tax year. This produces an overall weighting of 2.86. In 2008, staff expect the regional area rate for Provincial charges to be calculated independently of the rate for municipal services. There will be one 2008 weighting for municipal services building on the 3.78 multiplier and future Business Occupancy charges.

Adjustments due to Business Occupancy Phase-out

	2006 Status Quo	Revenue Loss	2006 Adjusted	Change
Commercial	125,763,800	-	131,692,000	5,928,200
BOT - 25%	-	-	-	-
BOT - 50%	32,103,200	(8,025,800)	25,212,000	(6,891,200)
BOT - 75%	3,461,700	-	3,625,000	163,300
Other Taxable	5,162,800	18,500	5,194,600	31,800
Sub-Total	166,491,500	(8,007,300)	165,723,600	(767,900)
Fed Payments-in-Lieu	14,782,800	(16,600)	15,462,000	679,200
Prov Payments-in-Lieu	3,462,300	(140,300)	3,479,000	16,700
Sub-Total	18,245,100	(156,900)	18,941,000	695,900
Efficiencies	(244,300)	(5,700)	(172,300)	72,000
Total	184,492,300	(8,169,900)	184,492,300	-

Note: Amounts reflect General Property Tax rates and a Regional Area Rates for Provincial Charges

Halifax Regional Summary

Summary by Gross Expenditures & Revenues

	2005-2006 Restated Actual	2006-2007 Restated Budget	2006-2007 Restated Actual (unaudited)	2007-2008 Budget	Change over Budget	%
Non-Departmental Revenues						
Property Tax	(\$399,475,355)	(\$420,881,300)	(\$419,503,935)	(\$450,967,320)	(\$30,086,020)	7.1%
Tax Agreements	(7,380,120)	(8,687,500)	(6,118,426)	(6,555,200)	2,132,300	-24.5%
Deed Transfer	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
Grants in Lieu	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
Unconditional Transfers	(3,164,820)	(3,478,692)	(3,478,692)	(3,478,700)	(8)	0.0%
Conditional Transfers	(82,316)	(103,600)	(83,318)	(83,400)	20,200	-19.5%
Own Source Revenue	(15,439,459)	(16,064,000)	(19,687,300)	(19,179,400)	(3,115,400)	19.4%
Other Fiscal Revenue	(24,147,431)	(24,840,636)	(26,521,468)	(25,667,893)	(827,257)	3.3%
Sub-Total	(\$503,083,869)	(\$527,816,428)	(\$531,681,399)	(\$562,197,813)	(\$34,381,385)	6.5%
Business Unit Revenues						
CAO & Governance	(428,500)	(250,000)	(571,176)	(241,050)	\$8,950	-3.6%
Business Planning & Information Ma	(397,795)	(345,000)	(476,179)	(452,500)	(107,500)	31.2%
Community Development	(12,548,817)	(13,636,164)	(14,109,945)	(14,431,505)	(795,341)	5.8%
Environmental Management Services	(18,029,766)	(19,579,300)	(18,388,178)	(17,394,595)	2,184,705	-11.2%
Finance	(5,005,175)	(6,406,804)	(6,569,591)	(8,001,057)	(1,594,253)	24.9%
Fire & Emergency	(711,906)	(134,739)	(857,620)	(125,700)	9,039	-6.7%
Halifax Public Libraries	(4,630,404)	(4,385,100)	(4,701,028)	(4,402,000)	(16,900)	0.4%
Human Resources	(7,261)	0	(2,614)	0	0	-
Regional Police	(3,955,246)	(3,986,200)	(4,656,586)	(6,300,600)	(2,314,400)	58.1%
RCMP	(114,538)	(125,000)	(126,485)	0	125,000	-100.0%
Legal Services	(63,147)	(24,265)	(104,403)	(71,000)	(46,735)	192.6%
Outside Agency Support	(4,770,147)	0	(5,880,534)	0	0	-
Transportation & Public Works Servi	(33,934,122)	(34,936,925)	(35,712,665)	(36,022,256)	(1,085,331)	3.1%
Sub-Total	(\$84,596,823)	(\$83,809,497)	(\$92,157,005)	(\$87,442,263)	(\$3,632,766)	4.3%
Total Revenues	(\$587,680,692)	(\$611,625,925)	(\$623,838,403)	(\$649,640,076)	(\$38,014,151)	6.2%
Expenditures						
CAO & Governance	8,877,668	9,007,573	9,099,163	9,556,750	\$549,177	6.1%
Business Planning & Information Ma	15,280,978	15,647,534	15,683,426	16,578,400	930,866	5.9%
Community Development	28,730,536	32,462,462	30,851,786	34,128,261	1,665,799	5.1%
Environmental Management Services	43,847,533	45,778,562	43,511,928	43,284,759	(2,493,803)	-5.4%
Finance	9,661,757	10,802,045	10,646,080	11,295,534	493,489	4.6%
Fire & Emergency	43,380,379	45,883,688	46,712,610	49,034,100	3,150,412	6.9%
Halifax Public Libraries	17,318,979	16,985,800	17,204,907	18,005,900	1,020,100	6.0%
Human Resources	3,949,254	4,070,790	3,965,283	3,752,200	(318,590)	-7.8%
HRM Police	54,109,353	59,212,073	62,307,400	65,231,900	6,019,827	10.2%
RCMP	16,235,110	17,394,000	17,326,250	18,158,600	764,600	4.4%
Legal Services	1,866,000	1,918,271	1,955,200	2,087,000	168,729	8.8%
Outside Agency Support	4,769,076	0	5,881,531	0	0	-
Transportation & Public Works	111,710,071	118,462,037	120,115,273	123,223,979	4,761,942	4.0%
Sub-Total	\$359,736,695	\$377,624,835	\$385,260,839	\$394,337,383	\$16,712,548	4.4%
Fiscal Services	225,912,343	234,001,090	235,670,899	255,302,693	21,301,603	9.1%
Total Expenditures	\$585,649,038	\$611,625,925	\$620,931,738	\$649,640,076	\$38,014,151	6.2%
Excess of Rev. over Exp.	(\$2,031,654)	(\$0)	(\$2,906,665)	\$0	\$0	0.0%
<i>Costs associated with Hurricane Juan, net of estimated recoveries</i>						
	125,679	0	70,603	0	0	-
Excess of Rev. over Exp.	(\$1,905,975)	(\$0)	(\$2,836,063)	\$0	\$0	0.0%

Due to Organizational restructuring, budgets and/or actuals may not be allocated as they were in 2006-07
Restatement of prior periods reflects changes in accounting treatment of EPC Reserves in 2007-08 and affects EMS only.

Halifax Regional Summary

Summary by Net Expenditures

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
CAO & Governance	\$8,449,167	\$8,757,573	\$8,527,987	\$9,315,700	\$558,127	6.4%
Business Planning & Information Ma	14,883,183	15,302,534	15,207,247	16,125,900	823,366	5.4%
Community Development	16,181,719	18,826,298	16,741,841	19,696,756	870,458	4.6%
Environmental Management Services	25,817,767	26,199,262	25,123,751	25,890,164	(309,098)	-1.2%
Finance	4,656,583	4,395,241	4,076,489	3,294,477	(1,100,764)	-25.0%
Fire & Emergency	42,668,474	45,748,949	45,854,990	48,908,400	3,159,451	6.9%
Halifax Public Libraries	12,688,575	12,600,700	12,503,878	13,603,900	1,003,200	8.0%
Human Resources	3,941,993	4,070,790	3,962,669	3,752,200	(318,590)	-7.8%
HRM Police	50,154,108	55,225,873	57,650,814	58,931,300	3,705,427	6.7%
RCMP	16,120,572	17,269,000	17,199,765	18,158,600	889,600	5.2%
Legal Services	1,802,854	1,894,006	1,850,797	2,016,000	121,994	6.4%
Outside Agency Support	(1,071)	0	997	0	0	-
Transportation & Public Works	77,775,949	83,525,112	84,402,608	87,201,723	3,676,612	4.4%
Business Unit Totals	\$275,139,872	\$293,815,338	\$293,103,834	\$306,895,120	\$13,079,782	4.5%
Fiscal Services	201,764,913	209,160,454	209,149,432	229,634,800	20,474,346	9.8%
Total Net	\$476,904,785	\$502,975,792	\$502,253,265	\$536,529,920	\$33,554,128	6.7%

Halifax Regional Summary

Summary by Gross Expense & Revenue Types

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Expenditures						
Compensation & Benefits	\$215,068,282	\$229,420,936	\$234,808,670	\$248,233,869	\$18,812,933	8.2%
Office Costs	\$7,834,393	8,121,902	9,619,511	7,694,331	(427,571)	-5.3%
Professional Fees	19,328,786	19,322,618	18,536,232	20,360,070	1,037,452	5.4%
Legal & Consulting Fees	1,607,630	1,608,780	1,715,214	1,314,876	(293,904)	-18.3%
External Services	42,955,429	47,680,864	48,669,302	51,554,288	3,873,424	8.1%
Uniforms & Clothing	1,233,982	1,556,367	1,599,614	1,567,514	11,147	0.7%
Salt	1,381,281	1,645,050	1,484,801	1,602,000	(43,050)	-2.6%
Supplies & Materials	4,806,879	5,720,774	5,607,055	6,499,637	778,863	13.6%
Utilities	11,554,131	11,853,251	12,291,484	12,175,150	321,899	2.7%
Building Costs	5,660,340	5,102,633	5,465,336	6,248,870	1,146,237	22.5%
Equipment & Communications	12,513,273	12,696,144	12,543,221	13,191,124	494,980	3.9%
Vehicle Expense	17,108,385	15,674,225	18,110,123	16,065,211	390,986	2.5%
Travel	1,268,329	1,326,156	1,646,471	1,424,478	98,322	7.4%
Training & Education	1,837,797	1,816,472	1,584,375	1,844,860	28,388	1.6%
Facilities Rental	4,592,948	4,648,410	3,629,437	5,046,730	398,320	8.6%
Advertising & Promotion	2,327,609	2,481,743	2,554,586	1,222,681	(1,259,062)	-50.7%
Other Goods & Services	7,962,114	11,296,422	8,417,991	14,653,942	3,357,520	29.7%
Interdepartmental	(871,553)	(541,700)	(1,119,848)	(736,054)	(194,354)	35.9%
Debt-Interest	13,101,869	13,007,438	13,543,998	12,322,855	(684,583)	-5.3%
Debt Principal	41,099,872	41,888,685	42,164,780	44,742,461	2,853,776	6.8%
Transfer Outside Agencies	118,344,605	123,987,413	124,371,071	131,674,233	7,686,820	6.2%
Insurance Costs	2,902,938	4,311,045	2,901,353	4,317,305	6,260	0.1%
Grants & Tax Concessions	3,922,804	4,152,581	4,049,739	6,102,581	1,950,000	47.0%
Transfer to/from Reserves	10,944,687	1,293,274	3,411,068	(1,666,636)	(2,959,910)	-228.9%
Fire Protection	7,629,420	8,958,400	8,574,796	10,436,700	1,478,300	16.5%
Capital from Operating	28,302,163	29,172,132	32,113,000	30,218,700	1,046,568	3.6%
Debenture Discount	221,965	255,392	255,078	277,000	21,608	8.5%
Provision for Allowance	2,501,647	2,437,633	3,225,465	2,401,864	(35,769)	-1.5%
Other Fiscal	(1,109,987)	346,900	(324,134)	(587,029)	(933,929)	-269.2%
Prior year Surplus/Deficit	(382,978)	383,985	(518,051)	(563,535)	(947,520)	-246.8%
Total	\$585,649,038	\$611,625,925	\$620,931,738	\$649,640,076	\$38,014,151	6.2%

Halifax Regional Summary

Summary by Gross Expense & Revenue Types

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Revenues						
Tax Revenues	(399,475,355)	(420,881,300)	(419,503,935)	(346,450,820)	74,430,480	-17.7%
Deed Transfer Tax	(33,765,384)	(32,051,525)	(35,213,006)	(31,000,000)	1,051,525	-3.3%
Area Rate Revenue	(25,045,647)	(25,464,973)	(25,193,685)	(131,290,503)	(105,825,530)	415.6%
Tax Agreements	(7,380,120)	(8,687,500)	(6,118,448)	(6,555,200)	2,132,300	-24.5%
Payments in Lieu of taxes	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
Transfers from other Gov'ts	(10,556,676)	(11,226,592)	(11,237,321)	(10,757,968)	468,624	-4.2%
Interest Revenue	(9,963,389)	(10,589,100)	(14,322,965)	(13,030,100)	(2,441,000)	23.1%
Parking Meters	(1,742,643)	(2,000,000)	(2,427,949)	(2,485,000)	(485,000)	24.3%
Fines and Fees	(5,511,706)	(7,026,339)	(7,050,725)	(8,470,582)	(1,444,243)	20.6%
Licenses & Permits	(4,148,334)	(4,691,030)	(4,275,154)	(4,778,407)	(87,377)	1.9%
Rental & Leasing	(5,364,682)	(6,038,741)	(5,935,672)	(6,166,800)	(128,059)	2.1%
Transit Revenue	(25,597,952)	(27,796,400)	(27,202,442)	(28,709,100)	(912,700)	3.3%
Sludge Tipping	(512,667)	(611,000)	(674,985)	(611,000)	0	-0.0%
Tax Certificates	(484,036)	(475,000)	(417,880)	(377,375)	97,625	-20.6%
Recreational Revenue	(3,415,273)	(3,385,625)	(3,668,708)	(3,567,884)	(182,259)	5.4%
Tipping Fees - Waste Resources	(11,638,843)	(11,559,700)	(11,290,376)	(11,580,000)	(20,300)	0.2%
Sales Revenue	(4,511,183)	(3,658,565)	(5,718,945)	(4,851,300)	(1,192,735)	32.6%
HRWC Dividend	(3,435,160)	(3,444,900)	(3,489,773)	(3,634,300)	(189,400)	5.5%
Environmental Protection Levies	1,118,126	(327,700)	4,211	(367,700)	(40,000)	12.2%
Other Revenue	(14,950,124)	(8,869,235)	(16,600,410)	(9,610,137)	(740,902)	8.4%
Interdepartmental Revenue	(2,774)	(80,000)	(2,205)	(80,000)	0	-0.0%
Total	(\$587,680,692)	(\$611,625,925)	(\$623,838,403)	(\$649,640,076)	(\$38,014,151)	6.2%

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

	2005-2006 Actuals	2006-2007 Budget	2006-2007 Actual	2007-08 Budget	Change over Budget	%
Property Taxes:						
Residential Property Taxes	(221,834,592)	(240,327,000)	(240,303,271)	(172,861,220)	67,465,780	-28.1%
Commercial Property Taxes	(120,962,112)	(131,417,000)	(130,114,839)	(130,008,000)	1,409,000	-1.1%
Business Occupancy Taxes	(46,262,266)	(38,184,900)	(38,196,714)	(30,124,000)	8,060,900	-21.1%
Regional Area Rate Revenue	0	0		(106,667,000)	(106,667,000)	-
Resource Property Taxes	(1,752,810)	(1,747,900)	(1,812,230)	(1,130,000)	617,900	-35.4%
Recreational Non Profit	(10,903)	(8,500)	(9,389)	(8,500)	0	-0.0%
Resource Forest Taxes	(41,553)	(42,400)	(41,584)	(42,400)	0	-0.0%
Commercial Forest Taxes	(103,500)	(107,100)	(103,500)	(107,100)	0	-0.0%
Business Occupancy Openings	(975,296)	(1,200,000)	(398,194)	0	1,200,000	-100.0%
Business Occupancy Closing	785,217	760,000	488,204	0	(760,000)	-100.0%
Fire Protection	(8,600,367)	(8,958,400)	(9,428,927)	(10,436,700)	(1,478,300)	16.5%
Business Occupancy Appeals	16,268	0	138,976	91,700	91,700	-
Farm Acreage Taxes	(51,243)	0	(51,667)	(26,000)	(26,000)	-
Transfer - General Rate	91,600	101,700	79,000	101,700	0	0.0%
Transfer - Urban Rate	226,200	250,200	250,200	250,200	0	0.0%
Total	(399,475,355)	(420,881,300)	(419,503,935)	(450,967,320)	(30,086,020)	7.1%
Tax Agreements:						
Tax Agreement - NSLC	(1,759,264)	(1,700,000)	(1,819,836)	(1,700,000)	0	-0.0%
Tax Agreement - NSPI	(2,509,677)	(3,509,700)	(1,951,085)	(2,009,700)	1,500,000	-42.7%
Tax Agreement - MT&T	(3,604,469)	(3,668,800)	(3,170,646)	(3,668,800)	0	-0.0%
Tax Agreement - Other	(203,546)	(606,000)	(6,178)	(6,000)	600,000	-99.0%
Halifax International Airport Tax Offset	696,836	797,000	829,320	829,300	32,300	4.1%
Total	(7,380,120)	(8,687,500)	(6,118,426)	(6,555,200)	2,132,300	-24.5%
Deed Transfer Tax:						
Deed Transfer Taxes	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
Total	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
Grants in Lieu:						
Grant in Lieu - Federal	(14,632,520)	(15,914,900)	(15,974,819)	(17,717,300)	(1,802,400)	11.3%
Grant in Lieu - Provincial	(4,140,701)	(4,226,200)	(4,958,873)	(4,929,000)	(702,800)	16.6%
Grant in Lieu - Canada Post	(456,380)	(462,200)	(483,835)	(462,200)	0	-0.0%
Grant in Lieu - Halifax Ports Corporation	(1,145,129)	(1,214,500)	(1,146,036)	(1,214,500)	0	-0.0%
Grant in Lieu - CBC	(346,711)	(353,000)	(352,001)	(353,000)	0	-0.0%
Grant in Lieu - Via Rail	(121,532)	(122,100)	(125,055)	(122,100)	0	-0.0%
Grant in Lieu - WCB	(156,054)	(156,700)	(169,067)	(156,700)	0	-0.0%
Grant in Lieu - Other	(297,845)	(311,100)	(288,342)	(311,100)	0	-0.0%
Total	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
Transfers from other Governments:						
Unconditional Grants NS (Other)	(3,164,820)	(3,478,692)	(3,478,692)	(3,478,700)	(8)	0.0%
Conditional Grant: Public Housing Amortization	(82,316)	(103,600)	(83,318)	(83,400)	20,200	-19.5%
Total	(3,247,136)	(3,582,292)	(3,562,010)	(3,562,100)	20,192	-0.6%

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

	2005-2006 Actuals	2006-2007 Budget	2006-2007 Actual	2007-08 Budget	Change over Budget	%
Own Source Revenue:						
Interest Revenue:						
Interest Revenue - Taxes	(2,068,671)	(2,150,000)	(2,326,428)	(2,150,000)	0	-0.0%
Interest Revenue - Investments	(582,259)	(2,700,000)	(646,969)	(3,230,000)	(530,000)	19.6%
Interest Revenue - Capital Charges	(312,686)	(350,000)	(455,566)	(350,000)	0	-0.0%
Interest Revenue - Capital Projects	(126,000)	0	0	0	0	-
Interest Revenue - Other	(307,506)	(300,100)	(319,349)	(300,100)	0	-0.0%
Investment Income	(6,566,268)	(5,089,000)	(10,574,653)	(7,000,000)	(1,911,000)	37.6%
Total	(9,963,389)	(10,589,100)	(14,322,965)	(13,030,100)	(2,441,000)	23.1%
Fee Revenue:						
Parking Meters	(1,742,643)	(2,000,000)	(2,427,949)	(2,485,000)	(485,000)	24.3%
Proceeds on Sales of Assets	(73)	0	(23)	0	0	-
Total	(1,742,715)	(2,000,000)	(2,427,972)	(2,485,000)	(485,000)	24.3%
Other Revenue:						
Halifax Regional Water Commission Divide	(3,435,160)	(3,444,900)	(3,489,773)	(3,634,300)	(189,400)	5.5%
NSF Cheque Fee	(11,900)	(10,000)	(10,920)	(10,000)	0	-0.0%
Miscellaneous Revenue	(283,520)	(20,000)	566,535	(20,000)	0	-0.0%
Other Interdepartmental Revenue	(2,774)	0	(2,205)	0	0	-
Total	(3,733,355)	(3,474,900)	(2,936,363)	(3,664,300)	(189,400)	5.5%
Total Own Source Revenue:	(15,439,459)	(16,064,000)	(19,687,300)	(19,179,400)	(3,115,400)	19.4%
Fiscal Revenue:						
Debt Servicing:						
Debt & Interest Chg	0	0	71	0	0	-
Local Improvement Charges	(2,061,303)	(1,840,025)	(2,689,344)	(3,109,271)	(1,269,246)	69.0%
Total Debt Servicing	(2,061,303)	(1,840,025)	(2,689,273)	(3,109,271)	(1,269,246)	69.0%
Supplementary Education:						
Supplementary Education	(20,426,948)	(21,265,500)	(21,407,279)	(19,835,022)	1,430,478	-6.7%
Transfers to/fr Other Funds:						
Operating Costs for New Capital	0	0	0	(765,000)	(765,000)	-
Insurance Claims	(30,304)	0	(73,284)	0	0	-
Insurance Reimbursed Claims	(269,975)	0	(150,070)	0	0	-
Total Transfers to/from Other Funds	(300,279)	0	(223,353)	(765,000)	(765,000)	-
Other Fiscal Services:						
Other Fiscal Serv.	8,977	0	0	(435,000)	(435,000)	-
Grants & Tax Concessions	(4,401)	0	(841)	0	0	-
Surplus/Deficit	0	(279,411)	(228,637)	0	279,411	-100.0%
Rolling Stones Concert			(323,125)	0	0	-
Valuation Allowance	(138)	0	(607)	0	0	-
M555 Parkade	(1,361,918)	(1,455,700)	(1,646,913)	(1,523,600)	(67,900)	4.7%
Fiscal	(1,420)	0	(1,440)	0	0	-
Total Other Fiscal Services	(24,147,431)	(24,840,636)	(26,521,468)	(25,667,893)	(827,257)	3.3%
Total Non-Departmental Revenues	(503,083,869)	(527,816,428)	(531,681,398)	(562,197,813)	(34,381,385)	6.5%

Halifax Regional Municipality

Summary of Non-Departmental Revenues: Definitions

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.
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.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
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).
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.
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.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
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.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
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.

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.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
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).
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.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transfers from other Gov'ts	Funding received from the Federal or Provincial Governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
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.

HRM STRATEGIC PRIORITIES - 2007/2008

HRM's strategic priorities are represented by a dual set of community and administrative vision statements and as well as action-oriented "focus area/priority" statements. This document outlines, at a high level, the intended 2007/08 strategic direction.

Section	Vision	2007/8 Strategic Direction
Part A	HRM Community Vision	Council Focus Areas
Part B	HRM Administrative Vision	Executive Management Team Priority Areas

Part A- HRM COMMUNITY VISION

HRM's 20/20 Visioning exercise established this Community Vision statement which helps define HRM's Council Focus Areas and EMT Priorities:

"HRM is a vibrant, caring, and connected community. Our community is built upon diverse cultures, respects the environment and our heritage, supports economic prosperity, and celebrates active citizenship. This vision is based on citizen values that speak to communities working together, economic prosperity as the backbone of a successful community, responsible active citizenship, social justice for all, protecting our natural environment, preserving our heritage strength through diversity, and dedication to a learning culture."
 (Council endorsed October 3, 2000)

Part A- Council Focus Areas

In 2006/7 Halifax Regional Council first adopted the use of "Council Focus Areas" as a means to establish a strategic framework to define and prioritize the wide variety of public policy issues it faced. To date, as a result of these efforts HRM was able to work with the community and set strategic direction leading not only to the development of the Regional Plan but also the Immigration, Cultural, and Economic Development Plans. This has positioned HRM to be one of the *"best, most livable municipalities in Canada"*.

As part of setting the 2007/8 strategic direction Council agreed to have four Council Focus Area discussions:

<i>2007/8 Council Focus Area Discussion</i>	<i>Linkage to 2006/7 Council Focus Area</i>
Tax Reform	Taxation
Infrastructure	Infrastructure, Traffic Congestion, Transit, Recapitalization of Buildings
Community Development	Youth, Community Development, Community Recreation, Community Relations, Economic Development, Regional Planning
Public Safety	Youth, Bylaw Enforcement, Public Safety

Part A- Council Focus Area Discussion on TAX REFORM

Guided by the Tax Reform Committee (TRC), HRM is currently engaging the public on "what we want our municipal tax system to do for us." Education and a clear understanding of the "Foundations" (Services, Ability to Pay) and "Principles" of the system will help shape any proposed options. Composed of Councillors, Citizens and Business representatives, the TRC will lead the public participation plan. Initial public consultations occurred in the Spring of 2007. The TRC is expected to present options to Regional Council for further public debate by the Fall of 2007.

Part A- Council Focus Area Discussion on INFRASTRUCTURE

Halifax Regional Municipality has an extensive infrastructure network comprised of interconnected structural elements that provide the framework to support HRM as a municipality. HRM is an organization that is committed to balancing the need for new infrastructure with the requirement to upgrade and maintain the existing components. Key to this effort is the establishment of a three-fold effort to balance existing infrastructure with growth as well as to improve asset data collection in order to better maintain the infrastructure.

The development of a five-year capital plan demonstrates the understanding of the critical role infrastructure has in the delivery of municipal services to the citizens. The result is a proactively planned approach that aligns the financial, operational and legislative requirements to develop and maintain a strong and viable infrastructure network.

A. Infrastructure Capability Plan

HRM continues to grow as a vibrant community-based municipality. As such, there are requirements to plan and build new infrastructure to support this growth in a well managed approach. The five year capability plan will deliver new projects in 2007/8 that

support service needs through the development of buildings and facilities, and improve the transportation and transit systems.

B. Infrastructure Recapitalization Plan

Like most municipalities, HRM has significant aging infrastructure that continues to decline in condition. The five year recapitalization plan will channel additional resources to provide improvements to the existing infrastructure.

C. Asset Management

HRM has initiated an Asset Management plan that supports the development and implementation of the five year capital plan. This project will provide staff with better tools to more effectively plan and deliver capital work as well as collect data on the condition of the infrastructure in order to facilitate asset maintenance and management.

Part A- Council Focus Area Discussion on COMMUNITY DEVELOPMENT

The following are the areas of emphasis for the 2007/8 Council Focus Area discussion on Community Development:

A. Regional Plan Implementation

Adoption of the Regional Plan has established a policy framework which provides greater predictability for managing growth and infrastructure in our communities. Ongoing implementation of the Regional Plan remains a priority. A Regional Plan Advisory Committee will be established and the Regional Plan will be operationalized through the following key initiatives: functional plan development, infrastructure plans, urban design and community visioning.

B. Youth

The youth engagement model for recreation is proving effective and will be continued. An increased focus will be placed on disengaged or marginalised youth and pre-teens. Youth programming will begin to focus on preteens (10-13) as well as the teenaged youth (13-18). There are numerous community groups and government agencies with youth services and strategies. Community Development will increase coordination of these services by establishing a multi level partnership and developing programs that better address the specific needs of marginalised youth.

C. Community Building

Many community building initiatives undertaken by HRM (e.g. Uniacke Square, CANB, Dartmouth North) are responding to complex social challenges. While HRM does not have a social mandate, communities and their underlying social issues impact local government more than any other level. Reviewing HRM's community engagement

practices continues to be a critical initiative and the review begun in 2006/7 continues in 2007/8. As important as community engagement is to many areas of HRM's mandate, it is critical to HRM's success in the community building initiative.

D. Community Spaces and Facilities

Community facilities and spaces are essential for developing community character and establishing a sense of place. They are focus points for community gathering, recreation and celebration. They also contribute to community image and pride. Prioritization of recapitalization investments in existing facilities will occur in 2007/8 with the development of a strategic facility/spaces plan which addresses HRM's need to make decisions regarding maintenance, recapitalization, new construction and decommissioning. This effort will be done in conjunction with Council Focus Area Infrastructure.

Part A- Council Focus Area Discussion on PUBLIC SAFETY

The umbrella of Public Safety consists of By-Law Enforcement, Emergency Measures Organization (EMO), Fire, Integrated Emergency Services (911) and Police/RCMP Services.

HRM citizens expect the following from our public safety services:

- timely and appropriate emergency response;
- a feeling of safety, whether they are in their neighbourhoods or elsewhere in HRM; and
- buildings, properties and infrastructure in HRM that are safe, healthy and well maintained.

To achieve these outcomes, in 2006/7 Council directed the development of a long term resource strategy as well as service level reviews in order to address public safety needs. At that time, Council recognized that this was a multi-year effort.

In recognition of this long term direction, Public Safety efforts will continue through the following initiatives in 2007/8:

- Developing a Long Term Police Strategy
- By-Law & Enforcement Service level review
- Fire Service Strategies aligned with the approved Service Delivery Standard.

The development of these long term strategic and operational goals will ensure:

- proper planning,
- identify service delivery improvements and efficiencies,
- identify resources & equipment requirements, and
- improve the safety and maintenance of HRM properties.

Part B- HRM ADMINISTRATIVE VISION

*HRM is the most liveable, best managed municipality in Canada,
where service to our residents and our community is our priority.*

The Chief Administrative Officer (CAO) is committed to realizing a vision that will foster a community where people love to live, work, learn, play and do business. The CAO is responsible to lead the organization in carrying out the direction of Council. This includes a number of strategic and innovative projects managed within the organizational structure. The goals contained within are based on operational priorities that the CAO recognizes as strategically important for making HRM one of the most livable, best managed municipalities in Canada. They reflect both those initiatives for which the CAO is personally accountable, as well as those which will be fulfilled with cooperation from the Executive and Senior Management teams.

Part B- Executive Management Team Priority Areas

In an effort to achieve the Community and Administrative Vision Statements, the Executive Management Team (EMT), comprised of the Chief Administrative Officer and two Deputy Chief Administrative Officers, has identified four priority areas in which additional emphasis is required over the coming year. Each addresses challenging areas of public policy about which residents and Council are concerned and where improvements in delivery and outcomes are required; each may require the involvement of more than one Business Unit and more than one level of government; and each may require action by individuals and local communities, as well as by government.

These four priority areas are based on a recognition that strategic policy development has been a priority during the past several years. The strategic direction provides a sound foundation and vision for moving forward. Regional Council has endorsed a number of plans which provide clear direction on how to deliver on the priority areas, while the Corporation has been aligned in an effort to resource, deliver and measure progress. As a result, the focus over the next few years will be on integrating these initiatives into day-to-day operations. EMT will ensure direction is provided to Business Units as they address specific initiatives. Each of these areas will be monitored by EMT and will become part of a regular reporting program. The perspective is toward a long-term goal, although specific deliverables will be reviewed annually.

The following Priority Areas are considered critical in achieving success.

- 1. Implementation of Strategic Initiatives**
- 2. Practicing Fiscal Responsibility**
- 3. Making HRM an Employer of Choice**
- 4. Providing Excellence in Service Delivery**

Part B- EMT Priority 1 IMPLEMENTATION OF STRATEGIC PRIORITIES

EMT's main focus is to ensure HRM's approved corporate strategies are implemented and integrated into day-to-day operations. Integration is the key to success.

Deliverables are jointly developed by members of the Senior Management Team¹ (SMT) and outlined in their annual business plans. Consideration must be given to delivering priorities while maintaining core service delivery. Therefore, prioritization and capacity-planning will be required. The following is a list of the 2007/8 Strategic Initiatives:

- Council Focus Areas, including Tax Reform, Community Development, Public Safety and Infrastructure²
- Cultural Plan
- Economic Strategy
- Environmental Sustainability Initiatives
- Immigration Action Plan
- Regional Plan
- 2011 Canada Winter Games

¹The Senior Management Team of HRM is comprised of members of EMT, Directors representing each business unit in HRM, associate members including representatives from the Halifax Regional Library, the Halifax Regional Water Commission and RCMP, Corporate Communications and respective Coordinators

²The Council Focus Areas are the result of a regional strategic priority-setting exercise and an articulation of the areas Council believes require specific and focussed attention. Priorities will be reflected annually in budget and business plans; however, the projects may represent multi-year issues that have to be resolved over a number of budget years. Prioritization of the focus areas will require consideration of the organization's capacity to deliver on each.

Part B- EMT Priority 2 PRACTISING FISCAL RESPONSIBILITY

Fiscal responsibility is a balance of public expectations and needs with the efficient and effective management of municipal resources.

- A. **Long -term Financial Sustainability:** Long term planning and understanding of potential future needs and pressures is essential to HRM's organizational success. Keeping the multi-year financial strategy relevant by reviewing and updating the Debt Policy, Revenue Strategy, Long-term Capital Plans and Reserve Policies will help promote fiscal sustainability.

Part B- EMT Priority 3 MAKING HRM AN EMPLOYER OF CHOICE

Halifax Regional Municipality is an organization where employee actions are directly aligned with organizational goals. Employees experience a supportive, respectful workplace that offers challenging, interesting work. The efforts of employees and their contributions to public service are appreciated, recognized and fairly rewarded.

The end result is that HRM attracts and retains employees who deliver high-quality services to meet the needs of its citizens now and in the future.

- A. **Welcoming Organizational Culture**
HRM has a values-based culture that appreciates individual contributions and demonstrates commitment to employees. Opportunities for growth and advancement are available and meaningful and challenging work is provided. Employees take pride in their work, while at the same time balancing their professional and personal lives.
- B. **Safe and Healthy Work Environment**
HRM is committed to providing a safe, healthy and positive workplace to enable employees to live and work to their full potential.
- C. **Human Resource Planning**
Planning for HRM's workforce and the ability to meet the needs of our citizens go hand-in-hand. HRM is committed to addressing the many challenges it may face as an employer, including attracting and retaining an effective workforce and succession planning.

D. Valuing Diversity

Diversity is an organizational strength and HRM strives to be a workplace that is reflective of our community. It demonstrates this commitment by valuing diversity in all its forms.

Part B- EMT Priority 4 PROVIDING EXCELLENCE IN SERVICE DELIVERY

The culture of Halifax Regional Municipality will be one where community (citizen) focussed service delivery is recognized by all employees as a priority and personal responsibility. The result will be a level of customer satisfaction which can be measured by identifying and reporting on performance in critical service areas.

A. Responsibility for Performance (Accountability):

HRM employees have a critical role to play in achieving excellence in service delivery. Staff should understand and accept responsibility for their personal performance. Customer satisfaction will be measured by identifying and reporting on performance in critical service areas.

B. Performance Measurement

An organizational commitment to performance measurement provides the foundation for success, both from an organizational and a community perspective. A commitment to support the development of appropriate performance measures for corporate, community, business unit and ultimately, Council Focus Areas, will ensure HRM will be in a position to report on performance.

C. Responsiveness

There will be continued encouragement to ensure all staff engage in the creation of a culture that demonstrates accountability and responsiveness that will have a positive impact on Council/staff relations, and will also improve internal communications between units and teams.

D. Service Delivery Partnerships:

HRM will be responsive to client needs and use resources effectively to realize long-term success. To that end, service integration and internal/external partnership opportunities will be pursued.

Office of the Chief Administrative Officer

Business Plan - 2007/2008

Business Unit Overview:

The overall focus of the Office of the Chief Administrative Officer, is on achieving corporate goals as established by Regional Council. The Business Unit is comprised of an Executive Management Team (EMT) which includes the Chief Administrative Officer (CAO) and 2 Deputy Chief Administrative Officers (DCAOs), as well as all division units that report directly to EMT. Collectively, the units are primarily responsible for providing information and guidance to Council, as well as vision and leadership to staff to ensure the implementation of the Corporate Direction as outlined under the Priorities Section the Business Plan Document.

**Chief Administrative
Officer (CAO)
Dan English**

The CAO is responsible to lead the organization in carrying out the direction of Council. This includes a number of strategic and innovative projects managed within the organizational structure. They are based on operational priorities that the CAO recognizes as strategically important for making HRM one of the most livable, best managed municipalities in Canada. The strategies and projects each address challenging areas of public policy about which the public and Council is concerned and where improvements in delivery and outcomes are required. They may require the involvement of more than one business unit and more than one level of government, and may require collective action by individuals and local communities.

**Corporate
Communications
John O'Brien**

The **Corporate Communications Office** is comprised of the Corporate Communications Officer and Communications Services. This office prepares corporate messages, most often performs the duties of the corporate spokesperson, and provides marketing, graphic design and print services to the organization.

**Business Systems and
Control
Cathie Osborne**

The **Business Systems and Control** unit reports to the CAO and to the Audit Committee of Council. This group assists management in the effective discharge of their duties by providing objective and independent analysis, appraisals, recommendations, advice and information by conducting comprehensive business process reviews (internal audits). Supporting functions include carrying out investigations upon allegation of fraud and/or irregularities, coordinating and monitoring the delivery of internal/external operational and program studies, and coordination and implementation of an enterprise risk management system for HRM.

**Intergovernmental &
Corporate Affairs
Jennifer Church**

Intergovernmental & Corporate Affairs manages HRM's corporate strategy in support of negotiations with other levels of government, relationship, partnership development and joint strategic initiatives. In addition, the section provides coordination and support to all business units in relation to areas of intersect with other levels of government. The unit is the key entry point into HRM for government partners.

CAO Coordinator Marion Currie	The primary responsibilities of this position is to lead the development and implementation of strategic initiatives and projects on behalf of the CAO and intergovernmental and Corporate Affaires, as well as provide coordination for EMT Initiatives.
Economic Development Jim Donovan	HRM currently partners with the Greater Halifax Partnership (GHP) and the Halifax Regional Development Agency (HRDA) in providing services and programs related to economic development. HRM's office of Economic Development serves as municipal point of contact with these agencies, the business community and with federal and provincial funding partners and provides overall project management, coordination and support to the implementation of HRM's Economic Strategy
Councillor Support Office Cathie Barrington	The Councillors' Support Office supports all Councillors in meeting the needs of their citizens, including but not limited to the preparation for district meetings with residents and special interest groups, the development and distribution of District newsletters.
Mayor's Office Debbie Chambers	The Mayor's Office supports all duties of the Mayor.
DCAO - Corporate Services and Strategy Geri Kaiser	<p>The Deputy Chief Administrative Office - Corporate Services and Strategy (DCAO-Corp) reports directly to the CAO. DCAO-Corp ensure Council's decisions are implemented and provides direction to staff within HRM corporate Business Units including:</p> <ul style="list-style-type: none">• Legal Services• Human Resource Services• Financial Services• Business Planning and Information Management <p>In addition, the DCAO-Corp over sees the Municipal Clerk's Office & Integrated City initiative. The DCAO-Corp also approves Council Reports, Business plans and Budgets for those Business Units under their jurisdiction. DCAO-Ops co-chairs the Senior Management Team which consists of all Business Unit Directors</p>
Municipal Clerk's Office Jan Gibson	The Municipal Clerk's Office supports the legislative process of local government within HRM and provides record keeping services to Regional Council, six Community Councils and numerous boards, committees and commissions. The Municipal Clerk's Office communicates decisions of meetings to Council, HRM staff and the public, managing and preserving all Council and committee records as part of the record management service. The Municipal Clerk's Office is also responsible for the conduct of all Municipal Elections which are held every four years. The next general election is scheduled for October 2008.

Integrated City (Vacant)	Integrated City is a vision for HRM where its customers are able to access government services in a convenient, timely and easy manner through a variety of delivery channels (e.g. phone, internet, interactive services). The vision embodies the philosophy that we are all part of the solution in providing better service to citizens.
DCAO - Municipal Operations Wayne Anstey	<p>The Deputy Chief Administrative Office - Operations (DCAO-Ops) reports directly to the Chief Administrative Officer (CAO). DCAO- Ops ensure Council's decisions are implemented and provides direction to operational Business Units including:</p> <ul style="list-style-type: none">• Environmental Management Services• Community Development• Transportation and Public Works and special business initiatives <p>The DCAO also oversees the operations of the Integrated Service Initiative and the Community Response Team. The DCAO-Ops also approves Council Reports, the Business plans and Budgets for those Business Units under their jurisdiction. DCAO-Ops co-chairs the Senior Management Team which consists of all Business Unit Directors.</p>
Community Response Acting - Jane Nauss	The Community Response Team (CRT) is the conduit between HRM business units and the community at large, responding to community concerns that have either a broad HRM impact, chronic on-going issues or circumstances that demand an immediate response. The CRT identifies, unites and leverages resources to meet, serve and sustain initiatives that will have the potential to collectively serve both HRM and communities
Summary of Business Unit Structure Changes:	None

Core Operations and Services provided:

The office of the CAO is not an operational unit. The overall focus is on achieving corporate goals as established by Regional Council. The priority is on providing information and guidance to Council, as well as vision and leadership to staff to ensure the implementation of the Corporate Direction.

Funded Full Time Equivalent (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008(as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	64.5	69.5

Financial Information:

**Office of the Chief Administrator
Summary of Budget by Business Unit Division**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$8,877,668	\$9,007,573	\$9,099,163	\$9,556,750	\$549,177	6.1%
Revenues	(\$428,500)	(\$250,000)	(\$571,176)	(\$241,050)	\$8,950	-3.6%
Net Budget						
CAO Office	452,949	380,516	327,761	478,200	97,684	25.7%
DCAO Corporate Services & Strategy	1,431,451	1,295,049	1,265,820	1,342,000	46,951	3.6%
DCAO Operations	643,405	661,380	602,849	673,600	12,220	1.8%
Business Systems & Control	179,762	202,810	157,402	244,500	41,690	20.6%
Corporate Communications Adm.	106,245	149,397	162,388	153,300	3,903	2.6%
Marketing, Design, Print Services	1,676,850	1,551,147	1,659,236	1,744,100	192,953	12.4%
Governance Administration	3,958,506	4,517,274	4,352,532	4,680,000	162,726	3.6%
Net Cost	\$8,449,167	\$8,757,573	\$8,527,987	\$9,315,700	\$558,127	6.4%

Analysis of Operating Budget Changes

Operating Budget Change Details		(\$000's)
2006/07 Budget		\$8,757.6
1	Corporate reorganization and re-alignment	390.3
2	Reduction in Other Goods & Services and Contract Services	(60.0)
3	Reduction in revenue	8.9
4	Miscellaneous adjustments	(6.1)
5	GHP additional funding	225.
2007/08 Budget		<u><u>\$9,315.7</u></u>

Business Unit Goals (2007-10):

Strategic Goals:

1. Executive Management Team: has identified the following four priority areas in which additional emphasis is required over the coming year. Each addresses challenging areas of public policy about which residents and Council are concerned and where improvements in delivery and outcomes are required; each may require the involvement of more than one Business Unit and more than one level of government; and each may require action by individuals and local communities, as well as by government.

These four priority areas are based on a recognition that strategic policy development has been a priority during the past several years. The strategic directions provide a sound foundation and vision for moving forward. Regional Council has endorsed a number of plans which provide clear direction on how to deliver on the priority areas, while the Corporation has been aligned in an effort to resource, deliver and measure progress. As a result, the focus over the next few years will be on integrating these initiatives into day-to-day operations. EMT will ensure direction is provided to Business Units as they address specific initiatives to achieve results. Each of these areas will be monitored by EMT and will become part of a regular reporting program. The perspective is toward a long-term goal, although specific deliverables will be reviewed annually.

The following Priority Areas are considered critical in achieving success.

1. **Implementation of Strategic Initiatives**
2. **Practicing Fiscal Responsibility**
3. **Making HRM an Employer of Choice**
4. **Providing Excellence in Service Delivery**

Operational Goals:

1. Executive Management Team:

To ensure the challenging areas of public policy about which the public and Council is concerned and where improvements in delivery and outcomes are required by individuals and local communities as well as by government are addressed by SMT in a timely and efficient manner.

2. Mayor Support Office:

To provide enhanced community relations with citizens.

3. Council Support Office:

To provide enhanced communication and interaction with citizens

4. Clerk's Office:

To provide legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff, and facilitate public access to the legislative process, in order to ensure compliance with legislative requirements and oneness of the decision making process.

5. Business Systems and Control:

To work directly with the audit committee to identify opportunities for improved efficiencies and to improve communications with both internal and external clients.

6. Corporate Communications

Provide high quality, cost efficient communications products and services to Council and all business units of HRM.

7. Community Response:

To facilitate staff response to community safety issues and to continue to provide education and training on CPTED principles and strategies.

8. Economic Development

To develop new service agreements with the GHP and HRDA which aligns with HRM's Economic Strategy and to develop outcomes by which to measure the progress of economic development activities

9. Intergovernmental Affairs:

To implement HRM Government Relations Plan

Service Level Changes
Business Unit: Office of the Chief Administrator
<u>Increases In Services / new initiatives:</u> <ul style="list-style-type: none">• Better alignment between HRM and GHP on Economic Development, Cultural, Youth and Immigration Initiatives• Measure and Report to citizens and council on HRM's service and financial performance• Enhanced support for Community Council and Public Meetings• Enhanced e-government and e-democracy opportunities through further upgrades to the Council Chamber
<u>Decreases In Services / Operational Pressures:</u> <ul style="list-style-type: none">• None
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none">• None

Office of the Chief Administrator

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	452,949	380,516	327,761	478,200	97,684	25.7%
CAO Office	452,949	380,516	327,761	478,200	97,684	25.7%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp. Services & Strategy, G F	321,348	184,597	210,754	225,800	41,203	22.3%
A121 Municipal Clerk	760,673	807,820	793,900	803,000	(4,820)	-0.6%
A125 Elections	201,325	200,000	256,583	201,000	1,000	0.5%
E125 Integrated City	150,298	102,632	61,741	112,200	9,568	9.3%
DCAO Corporate Services & Strategy	1,433,644	1,295,049	1,322,979	1,342,000	46,951	3.6%
DCAO Operations						
C001 DCAO - Operations, Wayne Anstey	333,068	356,380	373,084	390,400	34,020	9.5%
E123 Community Response Initiative	311,842	305,000	229,989	283,200	(21,800)	-7.1%
E126 Grant Funded Projects	424	0	3,240	0	0	-
DCAO Operations	645,334	661,380	606,312	673,600	12,220	1.8%
Business Systems & Control						
A317 Business Systems & Controls	179,762	202,810	158,278	244,500	41,690	20.6%
Business Systems & Control	179,762	202,810	158,278	244,500	41,690	20.6%
Corporate Communications Adm.						
E112 Corporate Communications Administr.	199,245	149,397	162,885	153,300	3,903	2.6%
Corporate Communications Adm.	199,245	149,397	162,885	153,300	3,903	2.6%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	1,129,881	1,089,212	1,264,238	1,077,000	(12,212)	-1.1%
A620 Mrkt & Promotions	829,090	671,935	808,677	878,150	206,215	30.7%
Marketing, Design, Print Services	1,958,972	1,761,147	2,072,916	1,955,150	194,003	11.0%
Governance Administration						
E121 Greater Hlfx Partner	900,000	900,000	900,000	1,400,000	500,000	55.6%
E122 Hlfx Reg. Dev. Part.	275,000	275,000	275,000	0	(275,000)	-100.0%
E200 Councillor's Support	2,236,476	2,331,968	2,292,249	2,379,800	47,832	2.1%
E300 Mayor's Support	596,286	691,342	636,998	716,700	25,358	3.7%
E400 Intergovernmental Relations	0	79,171	94,279	96,900	17,729	22.4%
E500 CAO Special Projects	0	170,885	78,154	0	(170,885)	-100.0%
E600 Economic Development	0	108,908	171,351	116,600	7,692	7.1%
Governance Administration	4,007,762	4,557,274	4,448,032	4,710,000	152,726	3.4%
Total	\$8,877,668	\$9,007,573	\$9,099,163	\$9,556,750	\$549,177	6.1%

Office of the Chief Administrator

Summary of Revenues by Business Unit Division

	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
DCAO Corporate Services & Strategy						
A121 Municipal Clerk	(660)	0	(2,140)	0	0	0.0%
A125 Elections	(1,533)	0	(55,019)	0	0	0.0%
DCAO Corporate Services & Strategy	(2,193)	0	(57,159)	0	0	0.0%
DCAO Operations						
E123 Community Response Initiative	(1,505)	0	(224)	0	0	0.0%
E126 Grant Funded Projects	(424)	0	(3,240)	0	0	0.0%
DCAO Operations	(1,928)	0	(3,464)	0	0	-
Business Systems & Control						
A317 Business Systems & Controls	0	0	(877)	0	0	0.0%
Business Systems & Control	0	0	(877)	0	0	-
Corporate Communications Adm.						
E112 Corporate Communications Administr.	(93,000)	0	(497)	0	0	0.0%
Corporate Communications Adm.	(93,000)	0	(497)	0	0	-
Marketing, Design, Print Services						
A124 Office Services - Print Shop	(224,204)	(80,000)	(317,361)	(80,400)	(400)	0.5%
A620 Mrkt & Promotions	(57,918)	(130,000)	(96,318)	(130,650)	(650)	0.5%
A621 Mrkt & Promotions - Harbour Solution	0	0	0	0	0	-
Marketing, Design, Print Services	(282,122)	(210,000)	(413,680)	(211,050)	(1,050)	0.5%
Governance Administration						
E200 Councillor's Support	(41,912)	(40,000)	(29,906)	(30,000)	10,000	-25.0%
E300 Mayor's Support	(7,345)	0	(70)	0	0	-
E600 Economic Development	0	0	(65,524)	0	0	-
Governance Administration	(49,257)	(40,000)	(95,500)	(30,000)	10,000	-25.0%
Total	(\$428,500)	(\$250,000)	(\$571,176)	(\$241,050)	\$8,950	-3.6%

Office of the Chief Administrator

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	\$452,949	\$380,516	\$327,761	478,200	97,684	25.7%
CAO Office	452,949	380,516	327,761	478,200	97,684	25.7%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy,G k	321,348	184,597	210,754	225,800	41,203	22.3%
A121 Municipal Clerk	760,013	807,820	791,761	803,000	(4,820)	-0.6%
A125 Elections	199,792	200,000	201,564	201,000	1,000	0.5%
E125 Integrated City	150,298	102,632	61,741	112,200	9,568	9.3%
DCAO Corporate Services & Strategy	1,431,451	1,295,049	1,265,820	1,342,000	46,951	3.6%
DCAO Operations						
C001 DCAO - Operations, Wayne Anstey	333,068	356,380	373,084	390,400	34,020	9.5%
E123 Community Response Initiative	310,338	305,000	229,765	283,200	(21,800)	-7.1%
E126 Grant Funded Projects	0	0	0	0	0	-
DCAO Operations	643,405	661,380	602,849	673,600	12,220	1.8%
Business Systems & Control						
A317 Business Systems & Controls	179,762	202,810	157,402	244,500	41,690	20.6%
Business Systems & Control	179,762	202,810	157,402	244,500	41,690	20.6%
Corporate Communications Adm.						
E112 Corporate Communications Administr	106,245	149,397	162,388	153,300	3,903	2.6%
Corporate Communications Adm.	106,245	149,397	162,388	153,300	3,903	2.6%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	905,678	1,009,212	946,877	996,600	(12,612)	-1.2%
A620 Mrkt & Promotions	771,172	541,935	712,359	747,500	205,565	37.9%
Marketing, Design, Print Services	1,676,850	1,551,147	1,659,236	1,744,100	192,953	12.4%
Governance Administration						
E121 Greater Hlfx Partner	900,000	900,000	900,000	1,400,000	500,000	55.6%
E122 Hlfx Reg. Dev. Part.	275,000	275,000	275,000	0	(275,000)	-100.0%
E200 Councillor's Support	2,194,564	2,291,968	2,262,343	2,349,800	57,832	2.5%
E300 Mayor's Support	588,941	691,342	636,928	716,700	25,358	3.7%
E400 Intergovernmental Relations	0	79,171	94,279	96,900	17,729	22.4%
E500 CAO Special Projects	0	170,885	78,154	0	(170,885)	-100.0%
E600 Economic Development	0	108,908	105,827	116,600	7,692	7.1%
Governance Administration	3,958,506	4,517,274	4,352,532	4,680,000	162,726	3.6%
Net Cost	\$8,449,167	\$8,757,573	\$8,527,987	\$9,315,700	\$558,127	6.4%

Office of the Chief Administrator

Summary by Expense & Revenue Types

Item	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$5,137,890	\$5,477,130	\$5,444,969	\$5,867,384	390,254	7.1%
2 Office Costs	1,106,625	1,029,239	1,153,303	968,417	(60,822)	-5.9%
3 Professional Fees	0	170,000	16,039	50,000	(120,000)	-70.6%
4 Legal & Consulting Fees	144,404	0	19,355	10,000	10,000	-
5 External Services	125,593	158,484	141,418	125,518	(32,966)	-20.8%
6 Uniforms & Clothing	1,217	1,300	1,592	800	(500)	-38.5%
7 Supplies & Materials	156,143	125,469	143,752	117,969	(7,500)	-6.0%
8 Building Costs	736	0	1,645	0	0	-
9 Equipment & Communications	75,267	59,770	88,850	57,470	(2,300)	-3.8%
10 Vehicle Expense	16,854	24,300	7,196	24,300	0	0.0%
11 Travel	110,435	121,331	145,064	135,590	14,259	11.8%
12 Training & Education	16,762	35,216	9,473	34,275	(941)	-2.7%
13 Facilities Rental	2,648	1,995	3,474	1,350	(645)	-32.3%
14 Advertising & Promotion	1,404,710	1,380,194	1,578,442	191,802	(1,188,392)	-86.1%
15 Other Goods & Services	390,673	641,045	526,103	493,144	(147,901)	-23.1%
16 Interdepartmental	(32,291)	(122,900)	(203,382)	(122,269)	631	-0.5%
17 Grants & Tax Concessions	0	0	0	1,400,000	1,400,000	-
18 Transfer to/from Reserves	220,000	(95,000)	21,871	201,000	296,000	-311.6%
Total	\$8,877,668	\$9,007,573	\$9,099,163	\$9,556,750	\$549,177	6.1%
Revenues						
19 Sales Revenue	(\$40,064)	(\$40,000)	(\$29,107)	(\$30,000)	10,000	-25.0%
20 Other Revenue	(388,436)	(210,000)	(542,069)	(211,050)	(1,050)	0.5%
Total	(\$428,500)	(\$250,000)	(\$571,176)	(\$241,050)	\$8,950	-3.6%
Net Cost	\$8,449,167	\$8,757,573	\$8,527,987	\$9,315,700	\$558,127	6.4%

Halifax Regional Municipality

Approved 2007-08 Capital Budget

Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Office of the Chief Administrator			
Regional Planning Program	450	300	300
Watershed Environmental Studies	0	100	100
Center Plans/Design	90	100	100
Commonwealth Games	1,500	0	0
Councillor Funds	920	920	920
Total	2,960	1,420	1,420
Provided by Other Business Units:			
Council Chamber Technology Upgrades	300	100	0
Total	300	100	0

Business Planning & Information Management

Business Plan - 2007/08

Mission: *In support of Excellence in Service Delivery, Business Planning & Information Management provides integrated, client-focused solutions in the areas of technology, knowledge/data management, and public access through the provision of leadership, expertise, advice, products, and standards.*

Business Unit Overview:

Business Planning and Information Management (BPIM) 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 strategic outcome of *Excellence in Service Delivery*.

Director: Donna Davis (Acting)

Client Services
Cathy Mellett

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 Centres). Sections include:

- Corporate Call Centre & Dispatch Services
- Visitor and Customer Services
- E-Commerce & Web Services
- Hansen Business Support Team

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. 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:**
- Transitioned the Pay/Costing Section from BPIM, Client Services to the Payroll Operations team in Finance.

Core Operations and Services provided:

- Provided services to over 100,000 visitors in 2006, including nearly 32,000 cruise ship passengers.
- Responded to 534,709 calls through the Corporate Call Centre
- Implemented Service Requests for Citizens on the *web* at www.halifax.ca
- Visits to the HRM Website increased by another 30% in 2006
- Customer Service Centres handled over 186,000 transactions representing over \$1.8 million in municipal revenue
- Technical implementation of Phase 1 - Hansen Work Order system for Environmental Management Services (EMS) /Transportation and Public Works (TPW)
- Business and technical support for the Customer Relationship Management (CRM) Accountability Project - "Making it right for Citizens"
- Management of municipal archival materials dating back to 1820 including textual records in enough boxes to span the Macdonald Bridge - accessible by the public
- 6.2 million incoming e-mails processed annually and 2.5 million spam messages filtered
- 35,000 viruses rejected annually
- 200 Community Signs installed
- 47 new layers of HRM data added to our Geographic Information System database
- Electronic HRM street directory (digital listing of all streets in HRM) made available to Citizens through the Internet
- \$400,000 saved in 2006 through changes in how we manage desktop equipment

Funded Full Time Equivalent (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008(as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	164	147

Financial Information:

Business Planning & Information Management Summary of Budget by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$15,280,978	\$15,647,534	\$15,683,426	\$16,578,400	\$930,866	5.9%
Revenues	(\$397,795)	(\$345,000)	(\$476,179)	(452,500)	(\$107,500)	31.2%
Net Budget						
Commonwealth Games	0	0	1,010	0	0	-
Director of Business Plan. & Info Mgmt	416,987	560,005	419,035	856,900	296,895	53.0%
Data Knowledge Management	215,171	252,524	168,744	347,796	95,272	37.7%
Information Resource Management	408,090	476,538	476,284	523,503	46,965	9.9%
Geographic Information Services	385,925	406,627	423,062	470,039	63,412	15.6%
Data Sources	472,525	412,920	459,153	326,562	(86,358)	-20.9%
Information Technology	2,346,300	1,935,038	2,392,626	1,963,178	28,140	1.5%
Technology Infrastructure	2,901,712	3,801,370	3,830,222	3,877,507	76,137	2.0%
Customer Care	1,381,565	1,220,080	1,201,320	1,262,710	42,630	3.5%
Business Solutions	2,017,906	1,442,262	1,440,085	1,570,101	127,839	8.9%
Project Management	865,581	1,070,376	763,246	1,012,504	(57,872)	-5.4%
Client Services	215,826	435,276	340,871	444,569	9,293	2.1%
Customer Service Centres	480,125	679,782	668,488	690,312	10,530	1.5%
Dispatch Services/Call Centre	1,533,535	1,546,145	1,573,752	1,647,496	101,351	6.6%
E-Access & Services	559,902	562,371	551,135	581,476	19,105	3.4%
Visitor Services	682,034	501,220	498,215	551,247	50,027	10.0%
Net Cost	\$14,883,183	\$15,302,534	\$15,207,247	16,125,900	\$823,366	5.4%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Budget		15,302
1	Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	430
2	IT licensing costs for maintenance and software.	6
3	Operating Cost of Capital transfer for AVL project	400
4	Reduction - Director's Office	(42)
5	Cost of Living adjustments	30
2007/08 Budget		<u>16,126</u>

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	Build on Service Excellence to Internal & External Clients
Strategic Goal 2:	Support Corporate Initiatives
Strategic Goal 3:	Support for Corporate Asset Management
Strategic Goal 4:	Improve Management of Corporate Documents & Records
Operational Goals	
Operational Goal 1:	Improve Geographic Information Systems Services Support of Corporate Needs and Priorities
Operational Goal 2:	Manage Information Technology Operations and Infrastructure Effectively
Operational Goal 3:	Transition Civic Addressing Corrections Project into Established Civic Addressing Program
Operational Goal 4:	Advance the Web Portal Foundation Project
Operational Goal 5:	Develop a New Model for Visitor Services
Operational Goal 6:	Develop a Plan for Enterprise Systems Recapitalization and Lifecycle Management

Service Level Changes

Business Unit: Business Planning & Information Management

Increases In Services / new initiatives:

- On-going support for corporate civic addressing system in HRM through the creation of a Civic Addressing Coordinator position to be funded from the Provincial 911 Cost Recovery Fund (intended to support municipal civic addressing functions).
- The provision of corporate data management direction as well as support for the corporate asset program through creation of a Data Manager by reallocating existing resources.
- Additional Web Service technologies to better support the requirements of our partner business units' (such as on-line video, tutorials, forums, improved statistical reporting, increased graphics capabilities)
- Phase I of the Corporate Document/Records Management system will be implemented with a focus on the management of staff reports and Council packages in the Clerk's office, correspondence, email and electronic documents (legal opinions) in Legal Services, and management of digital images (photos) associated with By-law enforcement activities.
- IT Security Specialist to reduce HRM's risk for security-related incidents (as suggested through a Threat Risk Assessment)

Decreases In Services / Operational Pressures (OP):

- Service Rationalization - Adjustments will be made to some Visitor Information locations and hours of operation (based on volumes and cost effectiveness) and savings will be redirected to fund the increased summer wage rate that has been necessary to remain competitive and successfully recruit seasonal staff for the 2007/08 season
- OP - The IRM Manager is performing beyond capacity. FOIPOP applications have become increasingly more complex and administrative support for this function is necessary. As well, new PIDPA legislation effective September 2007 will add to the workload of the IRM Manager.
- OP - There is an insufficient level of funding for training of BPIM technical staff (WEB, GIS, IT). This shortfall reduces our ability to attract and retain high-quality staff, keep pace with technology, and support the most appropriate use and management of systems. As well, it reduces our ability to maximize the use of technology to support business requirements.
- OP - Demands for Hansen functionality exceed our capacity. Some business efficiencies will not be realized.
- OP - The real cost of operating the Call Centre is not fully funded. All employee absences must be back-filled. The salary and overtime shortage will impact the Call Centre's Grade of Service (GOS) metric in 2007/08.
- OP - Without an additional trainer at the Call Centre, there will be limited capacity for taking on new lines of HRM business.

Expected Services Not Being Delivered:

- Quality monitoring at the Call Centre will remain focussed on call quality not Hansen Service Requests

Service Level Changes

FTEs: (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent).

- 1 Civic Addressing Coordinator (funded through Provincial 911 Civic Addressing monies)
- 1 Data Manager (funded through reallocation of existing resources)
- 1 Manager, Hansen Solutions Team
- 1 Telecommunications Billing Analyst (Term to Permanent)
- 1 IT Security Specialist

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Commonwealth Games						
M636 Commonwealth Games	\$0	\$0	\$1,010	\$0	0	-
Commonwealth Games	0	0	1,010	0	0	-
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & I	386,488	535,005	483,296	446,140	(88,865)	-16.6%
A640 Vehicle Tracking & Communicat	30,874	25,000	(64,011)	410,760	385,760	1543.0%
Director of Business Plan. & Info Mgr	417,362	560,005	419,285	856,900	296,895	53.0%
Data Knowledge Management						
A642 Data/Knowledge Management	215,502	252,524	162,149	347,796	95,272	37.7%
M637 Commonwealth Games-Data/Knc	0	0	6,595	0	0	-
Data Knowledge Management	215,502	252,524	168,744	347,796	95,272	37.7%
Information Resource Management						
A122 Information Resource Managemen	421,300	476,538	497,722	523,503	46,965	9.9%
Information Resource Management	421,300	476,538	497,722	523,503	46,965	9.9%
Geographic Information Services						
A635 GIS	388,126	411,627	427,941	473,039	61,412	14.9%
Geographic Information Services	388,126	411,627	427,941	473,039	61,412	14.9%
Data Sources						
C330 Civic Addressing	475,053	412,920	462,332	436,062	23,142	5.6%
Data Sources	475,053	412,920	462,332	436,062	23,142	5.6%
Information Technology						
A410 Administration - IT	2,350,831	1,935,038	2,369,363	1,963,178	28,140	1.5%
M638 Commonwealth Games-Info. Tec	0	0	23,275	0	0	-
Information Technology	2,350,831	1,935,038	2,392,638	1,963,178	28,140	1.5%
Technology Infrastructure						
A440 Technology Infrastructure	2,963,203	3,801,370	3,894,449	3,877,507	76,137	2.0%
A444 Systems & Networks	0	0	428	0	0	-
Technology Infrastructure	2,963,203	3,801,370	3,894,877	3,877,507	76,137	2.0%
Customer Care						
A420 Customer Care	1,381,533	1,220,080	1,226,312	1,262,710	42,630	3.5%
A442 PC Support	32	0	0	0	0	-
Customer Care	1,381,565	1,220,080	1,226,312	1,262,710	42,630	3.5%
Business Solutions						
A430 Business Solutions	2,017,906	1,442,262	1,440,046	1,570,101	127,839	8.9%
Business Solutions	2,017,906	1,442,262	1,440,046	1,570,101	127,839	8.9%
Project Management						
A435 Project Management	178,478	947,526	717,709	1,012,504	64,978	6.9%
A436 CAD/RMS	687,103	122,850	45,537	0	(122,850)	-100.0%
Project Management	865,581	1,070,376	763,246	1,012,504	(57,872)	-5.4%

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Client Services						
A437 Land Information System (Operat	44,443	215,150	175,021	221,588	6,438	3.0%
A461 Client Services	171,422	220,126	189,687	222,981	2,855	1.3%
Client Services	215,865	435,276	364,707	444,569	9,293	2.1%
Customer Service Centres						
A661 Admin. & Storefont	105,760	395,025	363,092	376,673	(18,352)	-4.6%
A663 Alderney Gate	114,773	98,365	98,551	104,068	5,703	5.8%
A664 West End Mall	93,700	99,065	98,615	104,639	5,574	5.6%
A665 Scotia Square	177,800	148,597	147,719	155,019	6,422	4.3%
A666 Cole Harbour Place	111,026	99,365	113,577	104,519	5,154	5.2%
A667 Acadia Centre	104,524	99,365	99,568	105,394	6,029	6.1%
A668 Musquodoboit Harbour	21,084	20,000	11,556	20,000	0	0.0%
Customer Service Centres	728,666	959,782	932,678	970,312	10,530	1.1%
Dispatch Services/Call Centre						
A671 Dispatch Services	255,783	0	2,007	0	0	-
A625 Corporate Call Centre	1,277,752	1,546,145	1,572,588	1,647,496	101,351	6.6%
Dispatch Services/Call Centre	1,533,535	1,546,145	1,574,595	1,647,496	101,351	6.6%
E-Access & Services						
A681 E-Access & Services	559,982	562,371	551,420	581,476	19,105	3.4%
E-Access & Services	559,982	562,371	551,420	581,476	19,105	3.4%
Visitor Services						
C740 Visitor Services Staff Support	738,206	561,220	553,293	611,247	50,027	8.9%
C799 Visitor Services-Clear. Acct Staff	8,295	0	12,579	0	0	-
Visitor Services	746,501	561,220	565,872	611,247	50,027	8.9%
Total	\$15,280,978	\$15,647,534	\$15,683,426	\$16,578,400	930,866	5.9%

Business Planning & Information Management

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & I	(\$375)	\$0	(\$250)	\$0	0	-
Director of Business Plan. & Info Mgt	(375)	0	(250)	0	0	-
Data Knowledge Management						
A642 Data/Knowledge Management	(331)	0	0	0	0	-
Data Knowledge Management	(331)	0	0	0	0	-
Information Resource Management						
A122 Information Resource Management	(13,210)	0	(21,438)	0	0	-
Information Resource Management	(13,210)	0	(21,438)	0	0	-
Geographic Information Services						
A635 GIS	(2,202)	(5,000)	(4,880)	(3,000)	2,000	-40.0%
Geographic Information Services	(2,202)	(5,000)	(4,880)	(3,000)	2,000	-40.0%
Data Sources						
C330 Civic Addressing	(2,528)	0	(3,179)	(109,500)	(109,500)	-
Data Sources	(2,528)	0	(3,179)	(109,500)	(109,500)	-
Information Technology						
A410 Administration - IT	(4,532)	0	(12)	0	0	-
Information Technology	(4,532)	0	(12)	0	0	-
Technology Infrastructure						
A440 Technology Infrastructure	(61,491)	0	(64,655)	0	0	-
Technology Infrastructure	(61,491)	0	(64,655)	0	0	-
Customer Care						
A420 Customer Care	0	0	(24,992)	0	0	-
Customer Care	0	0	(24,992)	0	0	-
Business Solutions						
A430 Business Solutions	0	0	38	0	0	-
Business Solutions	0	0	38	0	0	-
Client Services						
A437 Land Information System (Operat	(39)	0	0	0	0	-
A461 Client Services	0	0	(23,837)	0	0	-
Client Services	(39)	0	(23,837)	0	0	-
Customer Service Centres						
A661 Admin. & Storefont	(248,540)	(280,000)	(264,190)	(280,000)	0	-0.0%
Customer Service Centres	(248,540)	(280,000)	(264,190)	(280,000)	0	-0.0%
Dispatch Services/Call Centre						
A625 Corporate Call Centre	0	0	(843)	0	0	-
Dispatch Services/Call Centre	0	0	(843)	0	0	-
E-Access & Services						
A681 E-Access & Services	(80)	0	(285)	0	0	-
E-Access & Services	(80)	0	(285)	0	0	-
Visitor Services						
C740 Visitor Services Staff Support	(64,467)	(60,000)	(67,657)	(60,000)	0	-0.0%
Visitor Services	(64,467)	(60,000)	(67,657)	(60,000)	0	-0.0%
Total	(\$397,795)	(\$345,000)	(\$476,179)	(\$452,500)	(107,500)	31.2%

Business Planning & Information Management

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Commonwealth Games						
M636 Commonwealth Games	0	0	1,010	\$0	0	-
Commonwealth Games	0	0	1,010	0	0	-
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & I	\$386,113	\$535,005	\$483,046	446,140	(88,865)	-16.6%
A640 Vehicle Tracking & Communicat	30,874	25,000	(64,011)	410,760	385,760	1543.0%
Director of Business Plan. & Info Mgr	416,987	560,005	419,035	856,900	296,895	53.0%
Data Knowledge Management						
A642 Data/Knowledge Management	215,171	252,524	162,149	347,796	95,272	37.7%
M637 Commonwealth Games-Data/Knc	0	0	6,595	0	0	-
Data Knowledge Management	215,171	252,524	168,744	347,796	95,272	37.7%
Information Resource Management						
A122 Information Resource Managemen	408,090	476,538	476,284	523,503	46,965	9.9%
Information Resource Management	408,090	476,538	476,284	523,503	46,965	9.9%
Geographic Information Services						
A635 GIS	385,925	406,627	423,062	470,039	63,412	15.6%
Geographic Information Services	385,925	406,627	423,062	470,039	63,412	15.6%
Data Sources						
C330 Civic Addressing	472,525	412,920	459,153	326,562	(86,358)	-20.9%
Data Sources	472,525	412,920	459,153	326,562	(86,358)	-20.9%
Information Technology						
A410 Administration - IT	2,346,300	1,935,038	2,369,351	1,963,178	28,140	1.5%
M638 Commonwealth Games-Info. Tec	0	0	23,275	0	0	-
Information Technology	2,346,300	1,935,038	2,392,626	1,963,178	28,140	1.5%
Technology Infrastructure						
A440 Technology Infrastructure	2,901,712	3,801,370	3,829,795	3,877,507	76,137	2.0%
A444 Systems & Networks	0	0	428	0	0	-
Technology Infrastructure	2,901,712	3,801,370	3,830,222	3,877,507	76,137	2.0%
Customer Care						
A420 Customer Care	1,381,533	1,220,080	1,201,320	1,262,710	42,630	3.5%
A442 PC Support	32	0	0	0	0	-
Customer Care	1,381,565	1,220,080	1,201,320	1,262,710	42,630	3.5%
Business Solutions						
A430 Business Solutions	2,017,906	1,442,262	1,440,085	1,570,101	127,839	8.9%
Business Solutions	2,017,906	1,442,262	1,440,085	1,570,101	127,839	8.9%
Project Management						
A435 Project Management	178,478	947,526	717,709	1,012,504	64,978	6.9%
A436 CAD/RMS	687,103	122,850	45,537	0	(122,850)	-100.0%
Project Management	865,581	1,070,376	763,246	1,012,504	(57,872)	-5.4%

Business Planning & Information Management

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget %	
Client Services						
A437 Land Information System (Operat	44,404	215,150	175,021	221,588	6,438	3.0%
A461 Client Services	171,422	220,126	165,850	222,981	2,855	1.3%
Client Services	215,826	435,276	340,871	444,569	9,293	2.1%
Customer Service Centres						
A661 Admin. & Storefont	(142,780)	115,025	98,902	96,673	(18,352)	-16.0%
A663 Alderney Gate	114,773	98,365	98,551	104,068	5,703	5.8%
A664 West End Mall	93,700	99,065	98,615	104,639	5,574	5.6%
A665 Scotia Square	177,800	148,597	147,719	155,019	6,422	4.3%
A666 Cole Harbour Place	111,026	99,365	113,577	104,519	5,154	5.2%
A667 Acadia Centre	104,524	99,365	99,568	105,394	6,029	6.1%
A668 Musquodoboit Harbour	21,084	20,000	11,556	20,000	0	0.0%
Customer Service Centres	480,125	679,782	668,488	690,312	10,530	1.5%
Dispatch Services/Call Centre						
A671 Dispatch Services	255,783	0	2,007	0	0	-
A625 Corporate Call Centre	1,277,752	1,546,145	1,571,745	1,647,496	101,351	6.6%
Dispatch Services/Call Centre	1,533,535	1,546,145	1,573,752	1,647,496	101,351	6.6%
E-Access & Services						
A681 E-Access & Services	559,902	562,371	551,135	581,476	19,105	3.4%
E-Access & Services	559,902	562,371	551,135	581,476	19,105	3.4%
Visitor Services						
C740 Visitor Services Staff Support	673,739	501,220	485,636	551,247	50,027	10.0%
C799 Visitor Services-Clear. Acct Staff	8,295	0	12,579	0	0	-
Visitor Services	682,034	501,220	498,215	551,247	50,027	10.0%
Total	\$14,883,183	\$15,302,534	\$15,207,247	\$16,125,900	823,366	5.4%

Business Planning & Information Management

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$8,458,628	\$9,426,228	\$9,283,905	\$10,232,806	806,578	8.6%
2 Office Costs	1,969,488	2,065,536	2,289,293	1,978,567	(86,969)	-4.2%
3 Professional Fees	9,101	15,000	0	17,000	2,000	13.3%
4 Legal & Consulting Fees	309,906	298,060	203,343	377,255	79,195	26.6%
5 External Services	285,414	228,000	288,863	212,200	(15,800)	-6.9%
6 Uniforms & Clothing	5,712	4,300	3,839	4,300	0	0.0%
7 Supplies & Materials	2,749	0	999	0	0	-
8 Utilities	1,662	2,300	1,170	2,300	0	0.0%
9 Building Costs	7,648	6,500	10,747	20,000	13,500	207.7%
10 Equipment & Communications	3,507,657	2,938,802	3,368,032	3,114,780	175,978	6.0%
11 Vehicle Expense	0	0	200	0	0	-
12 Travel	78,178	98,567	124,925	97,217	(1,350)	-1.4%
13 Training & Education	231,269	212,034	213,096	211,421	(613)	-0.3%
14 Facilities Rental	129,280	119,005	76,798	69,000	(50,005)	-42.0%
15 Advertising & Promotion	30,435	32,200	46,409	48,250	16,050	49.8%
16 Other Goods & Services	185,761	144,602	165,507	136,904	(7,698)	-5.3%
17 Interdepartmental	(1,509)	1,400	(25,615)	1,400	0	0.0%
18 Transfer Outside Agencies	55,000	55,000	55,000	55,000	0	0.0%
19 Transfer to/from Reserves	14,600	0	(423,084)	0	0	-
Total	\$15,280,978	\$15,647,534	\$15,683,426	\$16,578,400	930,866	5.9%
Revenues						
20 Transfers from other Govts	(\$56,480)	\$0	\$0	\$0	0	-
21 Licenses & Permits	(48,659)	(52,500)	(65,920)	(51,500)	1,000	-1.9%
22 Rental & Leasing	(12,650)	(10,000)	(13,940)	(10,000)	0	-0.0%
23 Recreational Revenue	0	0	128	0	0	-
24 Sales Revenue	(190,343)	(220,000)	(189,293)	(220,000)	0	-0.0%
25 Other Revenue	(89,663)	(62,500)	(207,155)	(171,000)	(108,500)	173.6%
Total	(\$397,795)	(\$345,000)	(\$476,179)	(\$452,500)	(107,500)	31.2%
Net Cost	\$14,883,183	\$15,302,534	\$15,207,247	\$16,125,900	823,366	5.4%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$'s	2008-2009 Gross Plan 000's \$'s	2009-2010 Gross Plan 000's \$'s
Business Planning & Information Services			
Information Technology Infrastructure Recapitalizati	295	310	460
Integrated City - Asset Management	550	500	500
Web Service Delivery	210	210	210
Corporate Document Record Management	200	320	330
Fiber Optics Network	100	100	100
Council Chamber Technology Upgrades	300	100	0
Connecting HRM (Rural Broadband)	0	1,500	0
GIS Infrastructure Upgrade	92	122	0
End User Reporting	0	38	100
 Total	 <u>1,747</u>	 <u>3,200</u>	 <u>1,700</u>

Community Development

Business Plan - 2007/08

Mission: *Community Development creates and implements policies, regulations and programs which are fundamental to building strong and vibrant communities through planning the region's settlement patterns; maintaining/establishing community character; constructing safe/accessible buildings and infrastructure; providing recreation programming and coordinating civic events. This is done through a consultative process of partnering and networking with key stakeholders and in a manner which is consistent with federal, provincial and municipal mandates.*

Business Unit Overview:

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

Director:	Paul Dunphy
Planning Services Austin French	Leads implementation of HRM's Regional Plan and develops policies and regulations at the community level to provide for orderly settlement, the establishment and maintenance of community character and the development of safe and accessible buildings and infrastructure. Processes and facilitates applications for changes in land use policy and regulations in support of development activity throughout the region (e.g., creating and amending planning strategies, bylaws and development agreements).
Subdivision and Land Use Sharon Bond	Reviews 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)	Reviews all development proposals for compliance with engineering and infrastructure-based regulations. This function includes acceptance of new HRM infrastructure and blasting bylaw enforcement.

Permits and Inspections Jim Donovan (<i>Acting</i>)	Reviews all development proposals for compliance with Provincial Building Code Regulations including inspections to ensure compliance with approved plans (e.g., construction standards, life safety). Responds to citizen requests for service under Bylaw M100 - Respecting Residential Occupancies as well as the Licensing of Rooming House under Bylaw M100.
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.
Culture and Heritage Paul Dunphy (<i>Acting</i>)	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 Jacqueline Hamilton	Works through the Capital District Task Force and Capital Commission Society to maintain a healthy urban core for HRM in the areas of planning, urban design, streetscapes, maintenance, transportation and community safety. Capital District also delivers regional programming to all business districts throughout HRM, building on the experiences gained in the Capital District.
Community Recreation Services Karen MacTavish	Offers direct and facilitated recreation and leisure programs, and services including youth services, community youth development, aquatics, youth leadership, physical activity, local community events, outdoor recreation and facilitation of management agreements. Coordinates bookings, scheduling and managing requests for outdoor parks, sports fields, arenas, and Halifax Regional School Board facilities.
Community Relations Andrew Whittemore (<i>Acting</i>)	Community Relations focuses on empowering and organizing communities, fostering active civic engagement and building community pride. Responsible for training and fostering new leaders in communities; develops and implements major initiatives and projects for improving community conditions; promoting equity and multi cultural relations; fostering civic pride and cultural development to deepen HRM's community relations.

Facility Management Provides short and long range indoor facility management strategies to allow delivery of community, recreational, sport, event and cultural programming. Two key activities include: *Facility Development* providing leadership to new facility and strategic partnership development; and *Facility Partnership* which develops, negotiates and administers management and operating agreements with facilities that support the business unit program delivery goals.

Doug Rafuse
Margaret Soley

Real Property Planning Develops policy for 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.

Peter Bigelow

Summary of Business Unit Structure Changes:

- Business Unit merger - former Community Culture and Economic Development with Planning & Development Services
- 1 FTE transferred to CAO Office

Core Operations and Services provided:

- 21 recreation centres, 5 sportsplex facilities, 4 arenas, 3 pools and over 8000 programs
- Permit issuance - 4460 permits were issued in 2006 for a total construction value of over \$696 million dollars; 23,000 construction compliance inspections completed in 2006
- Regulatory Enforcement - 412 land use compliance investigations were processed in 2006
- HRM Regional Plan, Regional Land Use Bylaw amendments and Regional Subdivision Bylaw (completed summer of 2006)
- Planning Applications - processed 120 applications in 2006
- Support of more than 70 festivals and events
- Community leadership training and capacity building
- Employ approximately 500 youth and train over 500 youth volunteers annually
- Preserve heritage sites and assets throughout HRM
- In 2006, provided support to 37 film projects
- Coordinate bookings and manage customer service for over 30,000 park and sport field users, approximately 140 Halifax Regional School Board facilities and four arenas
- Invested two million dollars annually in streetscape improvements
- Leverages funding and partnerships with business district associations to foster economic growth in HRM's downtown and business districts
- Policies: Municipal Planning Strategies, Commons Use, Urban Design, various studies e.g. wind

Funded Full Time Equivalents (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008 (as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	257.5	255.5

Financial Information:

Community Development						
Summary of Budget by Business Unit Division						
	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$28,730,536	\$32,462,462	\$30,851,786	\$34,128,261	\$1,665,799	5.1%
Revenues	(\$12,548,817)	(\$13,636,164)	(\$14,109,945)	(\$14,431,505)	(\$795,341)	5.8%
Net Budget						
Administration	1,452,897	2,828,694	2,738,672	2,554,843	(273,851)	-9.7%
Market Development	382,917	389,367	389,367	393,713	4,346	1.1%
Capital District	494,652	731,678	549,572	820,888	89,210	12.2%
Culture & Heritage	418,177	640,480	538,545	662,893	22,413	3.5%
Recreation Prog. Admin	768,258	1,001,417	761,194	1,087,122	85,705	8.6%
Outdoor Specialists	205,823	228,110	235,857	243,782	15,672	6.9%
CWSC	228,718	304,692	317,012	320,085	15,393	5.1%
Aquatics	384,320	328,830	319,752	439,823	110,992	33.8%
Mainland South	480,005	545,843	546,394	574,033	28,190	5.2%
Mainland North, Lakeside, Timb.	677,598	697,394	692,482	723,598	26,204	3.8%
Bedford, Sackville, Fall River	691,256	748,887	713,395	767,909	19,022	2.5%
Cole Hbr/Musquodoboit Hbr/Lake Ecf	766,100	750,855	776,546	798,361	47,506	6.3%
Peninsula	860,784	876,271	885,983	931,683	55,412	6.3%
Dartmouth	664,509	695,780	702,100	752,137	56,357	8.1%
Arenas	20,374	(37,560)	(26,449)	(12,594)	24,966	-66.5%
Outdoor & HRSB Facilities	302,529	312,562	294,985	314,166	1,604	0.5%
Clearing Account - Recreation	67,539	0	48,358	0	0	-
Area Services	52,259	51,450	43,623	51,450	0	0.0%
Community Development	1,979,765	2,187,586	1,964,829	2,561,663	374,077	17.1%
Area Rate Services	(409,463)	(0)	(984,997)	(0)	0	-0.0%
Grants & Museum	181	0	0	0	0	-
Development Services	2,497,563	2,292,407	2,546,998	2,452,401	159,994	7.0%
Planning Services	3,194,960	3,251,555	2,687,623	3,258,800	7,245	0.2%
Net Cost	\$16,181,719	\$18,826,298	\$16,741,841	\$19,696,756	\$870,458	4.6%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Budget		18,826.3
1	Increases in Salaries & benefits - includes cost changes resulting from new positions approved in 2006/07 (included in the 2006/07 FTE's), merit increases and position reclassifications	1,210.9
2	Increase in professional fees and contract services	121.4
3	Increases in revenues	(345.5)
4	Increase in building costs for heating fuel and water	18.5
5	Increase in Special Projects for Immigration and Community Visioning	67.3
6	Reduction in corporate expenditures	(288.0)
7	Increase in Grants	85.8
2007/08 Budget		<u>19,696.7</u>

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	Implementation of the Regional Plan
Strategic Goal 2:	Support Major Events
Strategic Goal 3:	Implement a community wide partnership approach to support youth
Strategic Goal 4:	Support indoor and outdoor recreation facilities and infrastructure that enhance opportunities for citizens to engage in healthy life styles
Strategic Goal 5:	Foster cultural development through implementation of the Cultural Plan
Strategic Goal 6:	Develop and promote a healthy and vibrant Capital District
Strategic Goal 7:	Build strong communities and foster a greater sense of safety, well being and community
Strategic Goal 8:	Implement HRM's Immigration Action Plan
Operational Goals	
Operational Goal 1:	Support Corporate/Strategic Initiatives
Operational Goal 2:	Enhance service delivery in Planning Applications
Operational Goal 3:	Improve Land Use Compliance Program
Operational Goal 4:	Adopt a new framework for HRM's approach to community development
Operational Goal 5:	Implement recruitment strategy for attraction and retention of Planners, Landscape Architects, Building Officials and Engineers

Service Level Changes

Business Unit: Community Development

Increases In Services / New initiatives:

- Regional Plan implementation
- Enhanced service delivery within HRM's Immigrant community
- Minimum Standards - Rooming House Licensing
- Coordinated implementation of the Cultural Plan
- Introduction of new Capital Cost Charges (wastewater)
- Temporary Sign Bylaw
- Implementation of new Civic Events Policy
- Major Events Hosting Strategy
- Coordinated community grants program
- Community Engagement Improvement Strategy
- Youth Governance Council - pursue community partnerships and grants
- Recreation Facilities - update indoor recreation facility master plan
- Urban Design Implementation
- Capital District - new programs related to graffiti, litter abatement, homelessness and civic beautification

Decreases In Services / Operational Pressures:

- Above average staff attrition due to aging workforce and impact of competition for skilled jobs as market demand exceeds available qualified staff
- Lack of capital resources for new and aging facilities
- New requirements and projects identified in the urban core by the Regional Plan (i.e. urban design/regional street scaping initiatives), the Cultural Plan, and the Economic Strategy will put pressure on existing Capital District staff to implement, resulting in possible decreases in other areas of service delivery
- There is a current gap in resources required to conduct planned program research, evaluation and policy projects

Expected Services Not Being Delivered:

- None

Community Development

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration						
C705 Facility Management	\$0	\$1,110,491	\$1,057,888	\$1,209,555	\$99,064	8.9%
C725 Administration	522,601	561,039	527,337	139,388	(421,651)	-75.2%
C726 Publications	260,214	177,025	161,854	177,900	875	0.5%
C727 New Facility Development	5,605	208,110	176,699	139,200	(68,910)	-33.1%
M691 Commonwealth Games	0	0	31,859	0	0	-
W943 Parks Planning	709,518	772,029	792,975	888,800	116,771	15.1%
Administration	1,497,938	2,828,694	2,748,612	2,554,843	(273,851)	-9.7%
Market Development						
C711 Destination Halifax	1,735,458	1,779,367	2,212,914	1,965,713	186,346	10.5%
Market Development	1,735,458	1,779,367	2,212,914	1,965,713	186,346	10.5%
Capital District						
C510 Business Dist. Comm.	1,018,676	1,087,766	1,105,536	1,228,797	141,031	13.0%
C779 Capital District	577,503	801,478	604,295	891,400	89,922	11.2%
C781 Streetscape Coordinator	1,076	0	0	0	0	-
Capital District	1,597,256	1,889,244	1,709,831	2,120,197	230,953	12.2%
Culture & Heritage						
C730 Heritage	320,100	580,480	476,121	602,493	22,013	3.8%
C770 Buildings/Operations	101,697	60,000	62,517	60,400	400	0.7%
Culture & Heritage	421,797	640,480	538,639	662,893	22,413	3.5%
Recreation Prog. Admin						
D101 Rec. Prog. Admin.	561,017	755,696	686,044	822,311	66,615	8.8%
D103 Recreation Sports Equipment	42,274	60,000	9,472	60,700	700	1.2%
D102 Customer Database Coordination	183,959	185,721	82,776	204,111	18,390	9.9%
Recreation Prog. Admin	787,250	1,001,417	778,292	1,087,122	85,705	8.6%
Outdoor Specialists						
D460 Central Reg. Com. Ev	147	0	0	0	0	-
D755 Outdoor Rec&Env Ser.	252,724	260,522	268,113	282,782	22,260	8.5%
D760 HRM Otd Rec&Env Ser.	55,354	68,588	79,302	69,000	412	0.6%
Outdoor Specialists	308,225	329,110	347,416	351,782	22,672	6.9%
CWSC						
D170 Capt. Will Spry MSC	522,733	580,778	608,135	591,671	10,893	1.9%
D171 CWSC Board of Directors	1,752	8,000	7,239	0	(8,000)	-100.0%
D176 Capt. Will Spry Fitness Centre	45,531	47,854	41,775	47,854	0	0.0%
CWSC	570,017	636,632	657,148	639,525	2,893	0.5%
Aquatics						
D175 Capt. Will Spry Pool	315,080	254,868	245,669	289,736	34,868	13.7%
D220 Northcliffe Aquatics	486,800	393,869	394,209	358,095	(35,774)	-9.1%
D320 Bed. Lions Pl/MillLk	49,213	52,653	51,987	61,019	8,366	15.9%
D540 HRM Beaches	268,168	284,054	348,218	362,203	78,149	27.5%
D570 Needham Aquatics Pro	116,939	123,584	114,832	132,339	8,755	7.1%
Aquatics	1,236,200	1,109,028	1,154,914	1,203,392	94,363	8.5%
Mainland South						
D155 Mainland S. Prog.	445,715	456,164	483,979	485,467	29,303	6.4%
D160 St. Mary's Boat Club O&M	149,129	187,104	187,672	175,253	(11,851)	-6.3%
D165 Choc. Lk Comm Ct Mt.	104,800	106,060	106,230	107,289	1,229	1.2%
D180 Herring Cv. AreaProg	126,917	125,065	120,368	149,024	23,959	19.2%
Mainland South	826,561	874,393	898,249	917,033	42,640	4.9%

Community Development

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Mainland North, Lakeside, Timb.						
D210 Mid N Lakeside Timb.	589,686	600,214	624,950	654,098	53,884	9.0%
D230 Northcliffe Pl/CC Mt	246,488	249,400	255,883	252,300	2,900	1.2%
D270 Lakeside Rec. Ctr.	80,949	81,480	81,480	82,400	920	1.1%
Mainland North, Lakeside, Timb.	917,123	931,094	962,313	988,798	57,704	6.2%
Bedford, Sackville, Fall River						
D310 BSFR Bedfrd / Sackville / Fall Ri	1,021,050	1,079,677	1,087,706	1,129,717	50,040	4.6%
D340 Fall River Rec. Ctr.	43,542	41,610	43,713	42,092	482	1.2%
D975 Bedford Leisure Club	2,291	0	1,836	0	0	-
Bedford, Sackville, Fall River	1,066,883	1,121,287	1,133,255	1,171,809	50,522	4.5%
Cole Hbr/Musquodoboit Hbr/Lake Echo						
D330 Mid. Musq. Prog.	46,550	33,745	58,852	55,245	21,500	63.7%
D410 MH Musquodoboit Harbour	318,785	322,169	326,778	331,467	9,298	2.9%
D420 MH Office FitnessCtr	90,994	45,970	45,923	39,800	(6,170)	-13.4%
D430 Sheet Hrb. Prog.	152,394	143,208	172,934	143,157	(51)	-0.0%
D440 Sheet Hrb. Fitness Centre	51,248	51,571	46,277	56,800	5,229	10.1%
D620 Preston, Lake Echo, Lawrencetov	70,917	75,493	67,423	77,050	1,557	2.1%
D630 Cole Harbour Programming	360,026	400,099	386,185	424,292	24,193	6.0%
Cole Hbr/Musquodoboit Hbr/Lake Ec	1,090,914	1,072,255	1,104,371	1,127,811	55,556	5.2%
Peninsula						
D510 Needham Centre and Peninsula P	446,027	335,919	441,136	350,146	14,227	4.2%
D520 George Dixon CC Mnt.	81,337	82,320	91,120	83,274	954	1.2%
D550 Goerge Dixon Centre Programmit	182,290	246,236	198,254	281,104	34,868	14.2%
D560 Needham Com. Ctr Mt	154,300	156,160	156,567	157,970	1,810	1.2%
D580 St Andrews CDFM	308,814	342,936	316,512	353,779	10,843	3.2%
Peninsula	1,172,769	1,163,571	1,203,591	1,226,273	62,702	5.4%
Dartmouth						
D810 Drtmth & Tal. Prog.	855,504	831,485	906,665	908,809	77,324	9.3%
D820 Findley CommCtr Mntc	105,257	102,310	105,896	103,496	1,186	1.2%
D830 NS Hospital Aquatics	3,603	10,167	0	10,167	0	0.0%
D840 Grant Funded Activities	9,370	50,000	53,254	50,000	0	0.0%
Dartmouth	973,734	993,962	1,065,814	1,072,472	78,510	7.9%
Arenas						
D960 Devonshire Arena	145,818	148,180	151,869	153,566	5,386	3.6%
D970 Le Brun Centre	383,066	391,310	390,335	394,080	2,770	0.7%
D980 Gray Arena	222,921	222,290	224,606	226,365	4,075	1.8%
D985 Bowles Arena	279,721	281,760	282,266	285,495	3,735	1.3%
Arenas	1,031,527	1,043,540	1,049,076	1,059,506	15,966	1.5%
Outdoor & HRSB Facilities						
D911 Outdoor Facilities - Bookings	325,744	335,562	325,393	345,166	9,604	2.9%
D912 HRSB Facilities - Bookings	510,481	510,000	441,081	510,000	0	0.0%
Outdoor & HRSB Facilities	836,226	845,562	766,474	855,166	9,604	1.1%
Clearing Account - Recreation						
D999 Clearing Account Recreation	60,879	0	48,358	0	0	-
Clearing Account - Recreation	60,879	0	48,358	0	0	-

Community Development

Summary of Gross Expenditures by Business Unit Division

	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Area Services						
C220 Riverlake Com. Ctr.	3,564	4,800	4,690	4,800	0	0.0%
C230 Waverly Com. Centre	24,527	29,000	23,449	29,000	0	0.0%
C250 Bchville /Lkside/ Tmbrlea Rec. A	7,448	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	7,634	7,300	36,677	7,300	0	0.0%
C270 Lucasville Comm. Ctr	8,790	8,050	7,267	8,050	0	0.0%
C280 Cole Harb.Pool/Tenni	296	10,000	323	10,000	0	0.0%
C290 Upper Sack. Com. Ctr	87,575	0	85,366	0	0	-
Area Services	139,834	66,850	165,471	66,850	0	0.0%
Community Development						
D710 Community Developers	696,978	855,094	607,104	1,076,944	221,850	25.9%
D172 North Preston Community Centre	278,310	304,166	370,847	390,099	85,933	28.3%
C760 Community/CivicEvent	1,086,749	1,106,126	1,104,589	1,179,120	72,994	6.6%
C910 Transfers To Other Groups	330,000	330,000	282,500	330,000	0	0.0%
Community Development	2,392,037	2,595,386	2,365,040	2,976,163	380,777	14.7%
Area Rate Services						
C105 Sackville Heights Elementary Sch	107,221	153,900	195,934	192,800	38,900	25.3%
C110 East Preston Rec Ctr	17,560	20,300	17,755	21,700	1,400	6.9%
C115 Mineville Community Associator	2,217	9,560	9,132	9,860	300	3.1%
C120 Haliburton Hills	(23,394)	32,700	4,491	36,200	3,500	10.7%
C125 Beaver Bank Rec Centre	129,687	167,200	172,086	190,600	23,400	14.0%
C130 Highland Park	(6,093)	5,100	2,964	5,500	400	7.8%
C135 Kingswood Ratepayers	16,830	52,700	0	52,450	(250)	-0.5%
C140 Prospect	22,041	109,200	103,351	119,300	10,100	9.2%
C145 Westwood Hills Residents Associ	20,302	24,550	72,821	23,850	(700)	-2.9%
C150 Up. Hammonds Plains	16,291	21,800	10,324	26,200	4,400	20.2%
C155 Harrietsfield Rec Ct	38,628	19,900	11,701	24,400	4,500	22.6%
C160 Musquodoboit Harbour	4,600	6,400	6,237	7,000	600	9.4%
C165 Dutch Settlement	9,295	10,100	5,470	10,500	400	4.0%
C170 Hammonds Plns Com.RT	(3,836)	45,200	1,923	50,000	4,800	10.6%
C175 Hubbards Rec. Centre	12,628	26,300	37,111	27,647	1,347	5.1%
C180 Grand Lake Com. Ctr	7,046	12,600	1,091	14,100	1,500	11.9%
C185 District 3 Cap. Fund	105,668	0	(325,178)	0	0	-
C190 Maplewood Subdivisio	17,306	18,350	20,654	19,150	800	4.4%
C194 Fall River Recreation Centre	0	536,000	0	574,400	38,400	7.2%
C196 Silversides Residents Association	13,972	9,660	9,823	9,660	0	0.0%
C198 St. Margaret's/Fox Hollow	355	6,480	11,622	6,240	(240)	-3.7%
C199 St. Margaret's Bay Centre (Loan)	0	275,928	275,928	270,548	(5,380)	-1.9%
C210 LWF Recreation Ctr	114,622	137,500	137,658	152,100	14,600	10.6%
Area Rate Services	622,945	1,701,428	782,899	1,844,205	142,777	8.4%
Grants & Museum						
C765 Drtmth Museum Admin.	144	0	0	0	0	-
Grants & Museum	144	0	0	0	0	-

Community Development

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Development Services						
C410 Director's Office	287,361	313,460	308,920	317,700	4,240	1.4%
C420 Subdivision & Development	1,701,260	2,085,300	2,060,693	2,130,808	45,508	2.2%
C430 Permits & Inspection	3,034,768	3,023,310	2,859,164	3,185,600	162,290	5.4%
C450 Development Engineering	1,157,461	1,115,537	1,050,309	1,129,900	14,363	1.3%
C460 CCC Implementation Project	0	0	0	163,300	163,300	-
C470 Canada Games 2011	0	0	86,459	0	0	-
M681 Commonwealth Games	0	0	10,637	0	0	-
Development Services	6,180,849	6,537,607	6,376,182	6,927,308	389,701	6.0%
Planning Services						
C310 Planning & Applic.	1,564,418	1,739,459	1,268,078	1,747,900	8,441	0.5%
C320 Regional Community Planning	867,499	788,736	832,053	908,900	120,164	15.2%
R951 Regional Transportation Planning	417,192	502,360	508,958	504,700	2,340	0.5%
C002 Regional Planning	414,864	271,000	173,838	147,900	(123,100)	-45.4%
Planning Services	3,263,972	3,301,555	2,782,928	3,309,400	7,845	0.2%
Total	\$28,730,536	\$32,462,462	\$30,851,786	\$34,128,261	\$1,665,799	5.1%

Community Development

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration						
C725 Administration	(\$27,053)	\$0	(\$9,940)	\$0	0	-
W943 Parks Planning	(17,988)	0	0	0	0	-
Administration	(45,041)	0	(9,940)	0	0	-
Market Development:						
C711 Destination Halifax	(1,352,541)	(1,390,000)	(1,823,547)	(1,572,000)	(182,000)	13.1%
Market Development	(1,352,541)	(1,390,000)	(1,823,547)	(1,572,000)	(182,000)	13.1%
Capital District						
C510 Business Dist. Comm.	(1,018,677)	(1,087,766)	(1,105,536)	(1,228,797)	(141,031)	13.0%
C779 Capital District	(83,927)	(69,800)	(54,723)	(70,512)	(712)	1.0%
Capital District	(1,102,604)	(1,157,566)	(1,160,259)	(1,299,309)	(141,743)	12.2%
Culture & Heritage						
C730 Heritage	(3,621)	0	(94)	0	0	-
Culture & Heritage	(3,621)	0	(94)	0	0	-
Recreation Prog. Admin						
D101 Rec. Prog. Admin.	(18,992)	0	(17,099)	0	0	-
Recreation Prog. Admin	(18,992)	0	(17,099)	0	0	-
Outdoor Specialists						
D755 Outdoor Rec&Env Ser.	(101,774)	(101,000)	(110,794)	(108,000)	(7,000)	6.9%
D760 HRM Old Rec&Env Ser.	(628)	0	(765)	0	0	-
Outdoor Specialists	(102,402)	(101,000)	(111,559)	(108,000)	(7,000)	6.9%
CWSC						
D170 Capt. Will Spry MSC	(248,856)	(245,712)	(258,599)	(233,212)	12,500	-5.1%
D176 Capt. Will Spry Fitness Centre	(92,443)	(86,228)	(81,537)	(86,228)	0	-0.0%
CWSC	(341,299)	(331,940)	(340,136)	(319,440)	12,500	-3.8%
Aquatics						
D175 Capt. Will Spry Pool	(229,222)	(216,000)	(251,420)	(224,716)	(8,716)	4.0%
D220 Northcliffe Aquatics	(463,782)	(414,545)	(435,958)	(417,400)	(2,855)	0.7%
D320 Bed. Lions Pl/MillLk	(48,459)	(47,600)	(45,918)	(44,400)	3,200	-6.7%
D540 HRM Beaches	(65,221)	(57,000)	(53,773)	(32,000)	25,000	-43.9%
D570 Needham Aquatics Pro	(45,195)	(45,053)	(48,091)	(45,053)	0	-0.0%
Aquatics	(851,880)	(780,198)	(835,162)	(763,569)	16,629	-2.1%
Mainland South						
D155 Mainland S. Prog.	(220,917)	(209,500)	(224,292)	(219,250)	(9,750)	4.7%
D160 St. Mary's Boat Club O&M	(88,984)	(82,250)	(83,589)	(84,250)	(2,000)	2.4%
D180 Herring Cv. AreaProg	(36,656)	(36,800)	(43,973)	(39,500)	(2,700)	7.3%
Mainland South	(346,556)	(328,550)	(351,854)	(343,000)	(14,450)	4.4%
Mainland North,Lakeside,Timb.						
D210 Mid N Lakeside Timb.	(210,790)	(233,700)	(242,470)	(265,200)	(31,500)	13.5%
D270 Lakeside Rec. Ctr.	(28,735)	0	(27,361)	0	0	-
Mainland North,Lakeside,Timb.	(239,525)	(233,700)	(269,831)	(265,200)	(31,500)	13.5%
Bedford, Sackville, Fall River						
D310 BSFR Bedfrd / Sackville / Fall Ri	(375,627)	(372,400)	(419,861)	(403,900)	(31,500)	8.5%
Bedford, Sackville, Fall River	(375,627)	(372,400)	(419,861)	(403,900)	(31,500)	8.5%

Community Development

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Cole Hbr/Musquodoboit Hbr/Lake Echo						
D330 Mid. Musq. Prog.	(15,003)	(15,000)	(17,794)	(20,850)	(5,850)	39.0%
D410 MH Musquodoboit Harbour	(84,037)	(82,400)	(70,052)	(74,000)	8,400	-10.2%
D420 MH Office FitnessCtr	(28,022)	(27,000)	(33,017)	(28,000)	(1,000)	- 3.7%
D430 Sheet Hrb. Prog.	(32,897)	(32,000)	(28,818)	(30,000)	2,000	-6.3%
D440 Sheet Hrb. Fitness Centre	(20,275)	(20,000)	(15,516)	(13,000)	7,000	-35.0%
D620 Preston, Lake Echo, Lawrencetow	(59,141)	(59,000)	(67,590)	(66,100)	(7,100)	12.0%
D630 Cole Harbour Programming	(85,438)	(86,000)	(95,037)	(97,500)	(11,500)	13.4%
Cole Hbr/Musquodoboit Hbr/Lake Ec	(324,814)	(321,400)	(327,825)	(329,450)	(8,050)	2.5%
Peninsula						
D510 Needham Centre and Peninsula Pt	(129,917)	(106,200)	(113,231)	(108,400)	(2,200)	2.1%
D550 George Dixon Centre Programmir	(71,499)	(70,900)	(93,007)	(75,590)	(4,690)	6.6%
D580 St Andrews CDFM	(110,568)	(110,200)	(111,370)	(110,600)	(400)	0.4%
Peninsula	(311,984)	(287,300)	(317,608)	(294,590)	(7,290)	2.5%
Dartmouth						
D810 Dtrtmth & Tal. Prog.	(303,225)	(240,517)	(306,818)	(262,670)	(22,153)	9.2%
D830 NS Hospital Aquatics	0	(7,665)	0	(7,665)	0	-0.0%
D840 Grant Funded Activities	(6,000)	(50,000)	(56,896)	(50,000)	0	-0.0%
Dartmouth	(309,225)	(298,182)	(363,714)	(320,335)	(22,153)	7.4%
Arenas						
D960 Devonshire Arena	(177,357)	(192,200)	(184,322)	(183,600)	8,600	-4.5%
D970 Le Brun Centre	(315,090)	(333,400)	(333,641)	(338,500)	(5,100)	1.5%
D980 Gray Arena	(259,983)	(277,500)	(283,230)	(280,000)	(2,500)	0.9%
D985 Bowles Arena	(258,724)	(278,000)	(274,332)	(270,000)	8,000	-2.9%
Arenas	(1,011,153)	(1,081,100)	(1,075,525)	(1,072,100)	9,000	-0.8%
Outdoor & HRSB Facilities						
D911 Outdoor Facilities - Bookings	(22,896)	(23,000)	(30,408)	(31,000)	(8,000)	34.8%
D912 HRSB Facilities - Bookings	(510,801)	(510,000)	(441,081)	(510,000)	0	-0.0%
Outdoor & HRSB Facilities	(533,697)	(533,000)	(471,489)	(541,000)	(8,000)	1.5%
Clearing Account REC						
D999 Clearing Account Recreation	6,660	0	0	0	0	-
Clearing Account REC	6,660	0	0	0	0	-
Area Services						
C230 Waverly Com. Centre	0	(5,400)	0	(5,400)	0	-0.0%
C260 Lockview Ratepayers	0	0	(36,482)	0	0	-
C280 Cole Harb.Pool/Tenni	0	(10,000)	0	(10,000)	0	-0.0%
C290 Upper Sack. Com. Ctr	(87,575)	0	(85,366)	0	0	-
Area Services	(87,575)	(15,400)	(121,848)	(15,400)	0	-0.0%
Community Development						
D710 Community Developers	(19,159)	(46,000)	(22,087)	(46,500)	(500)	1.1%
D172 North Preston Community Centre	(101,030)	(61,800)	(57,654)	(68,000)	(6,200)	10.0%
C760 Community/CivicEvent	(292,083)	(300,000)	(320,470)	(300,000)	0	-0.0%
Community Development	(412,272)	(407,800)	(400,211)	(414,500)	(6,700)	1.6%

Community Development

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Area Rate Services						
C105 Sackville Heights Elementary Sch	(164,087)	(153,900)	(182,132)	(192,800)	(38,900)	25.3%
C110 East Preston Rec Ctr	(18,105)	(20,300)	(20,375)	(21,700)	(1,400)	6.9%
C115 Mineville Community Associator	(9,640)	(9,560)	(9,130)	(9,860)	(300)	3.1%
C120 Haliburton Hills	(28,498)	(32,700)	(32,648)	(36,200)	(3,500)	10.7%
C125 Beaver Bank Rec Centre	(135,531)	(167,200)	(166,488)	(190,600)	(23,400)	14.0%
C130 Highland Park	(4,449)	(5,100)	(5,055)	(5,500)	(400)	7.8%
C135 Kingswood Ratepayers	(52,200)	(52,700)	(51,650)	(52,450)	250	-0.5%
C140 Prospect	(99,056)	(109,200)	(109,343)	(119,300)	(10,100)	9.2%
C145 Westwood Hills Residents Associ:	(23,150)	(24,550)	(63,850)	(23,850)	700	-2.9%
C150 Up. Hammonds Plains	(17,953)	(21,800)	(21,826)	(26,200)	(4,400)	20.2%
C155 Harrietsfield Rec Ct	(47,173)	(19,900)	(22,587)	(24,400)	(4,500)	22.6%
C160 Musquodoboit Harbour	(5,658)	(6,400)	(6,447)	(7,000)	(600)	9.4%
C165 Dutch Settlement	(9,298)	(10,100)	(10,106)	(10,500)	(400)	4.0%
C170 Hammonds Plns Com.RT	(39,809)	(45,200)	(45,212)	(50,000)	(4,800)	10.6%
C175 Hubbards Rec. Centre	(24,422)	(26,300)	(26,264)	(27,647)	(1,347)	5.1%
C180 Grand Lake Com. Ctr	(11,239)	(12,600)	(12,687)	(14,100)	(1,500)	11.9%
C185 District 3 Cap. Fund	(186,124)	0	0	0	0	-
C190 Maplewood Subdivisio	(18,900)	(18,350)	(22,850)	(19,150)	(800)	4.4%
C194 Fall River Recreation Centre	0	(536,000)	(521,582)	(574,400)	(38,400)	7.2%
C196 Silversides Residents Association	(9,660)	(9,660)	(9,480)	(9,660)	0	-0.0%
C198 St. Margaret's/Fox Hollow	(6,480)	(6,480)	(10,880)	(6,240)	240	-3.7%
C199 St. Margaret's Bay Centre (Loan)	0	(275,928)	(275,939)	(270,548)	5,380	-1.9%
C210 LWF Recreation Ctr	(120,977)	(137,500)	(141,364)	(152,100)	(14,600)	10.6%
Area Rate Services	(1,032,407)	(1,701,428)	(1,767,895)	(1,844,205)	(142,777)	8.4%
Grants						
C755 Tourism Grants	37	0	0	0	0	-
Grants	37	0	0	0	0	-
Development Services						
C410 Director's Office	(800)	0	(5)	0	0	-
C420 Subdivision & Development	(177,069)	(273,000)	(202,539)	(274,807)	(1,807)	0.7%
C430 Permits & Inspection	(3,272,067)	(3,727,200)	(3,382,558)	(3,789,000)	(61,800)	1.7%
C450 Development Engineering	(233,351)	(245,000)	(244,082)	(247,800)	(2,800)	1.1%
C460 CCC Implementation Project	0	0	0	(163,300)	(163,300)	-
Development Services	(3,683,286)	(4,245,200)	(3,829,184)	(4,474,907)	(229,707)	5.4%
Planning Services						
C310 Planning & Applic.	(65,455)	(50,000)	(68,251)	(50,600)	(600)	1.2%
C320 Regional Community Planning	(2,958)	0	(22,544)	0	0	-
R951 Regional Transportation Planning	0	0	(1,523)	0	0	-
C002 Regional Planning	(599)	0	(2,987)	0	0	-
Planning Services	(69,013)	(50,000)	(95,305)	(50,600)	(600)	1.2%
Total	(\$12,548,817)	(\$13,636,164)	(\$14,109,945)	(\$14,431,505)	(\$795,341)	5.8%

Community Development

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration						
C705 Facility Management	\$0	\$1,110,491	\$1,057,888	\$1,209,555	\$99,064	8.9%
C725 Administration	495,548	561,039	517,397	139,388	(421,651)	-75.2%
C726 Publications	260,214	177,025	161,854	177,900	875	0.5%
C727 New Facility Development	5,605	208,110	176,699	139,200	(68,910)	-33.1%
M691 Commonwealth Games	0	0	31,859	0	0	-
W943 Parks Planning	691,530	772,029	792,975	888,800	116,771	15.1%
Administration	1,452,897	2,828,694	2,738,672	2,554,843	(273,851)	-9.7%
Market Development						
C711 Destination Halifax	382,917	389,367	389,367	393,713	4,346	1.1%
Market Development	382,917	389,367	389,367	393,713	4,346	1.1%
Capital District						
C510 Business Dist. Comm.	(0)	0	0	0	0	-
C779 Capital District	493,576	731,678	549,572	820,888	89,210	12.2%
C781 Streetscape Coordinator	1,076	0	0	0	0	-
C786 Capital District - Not for Profit	0	0	0	0	0	-
Capital District	494,652	731,678	549,572	820,888	89,210	12.2%
Culture & Heritage						
C730 Heritage	316,479	580,480	476,027	602,493	22,013	3.8%
C770 Buildings/Operations	101,697	60,000	62,517	60,400	400	0.7%
Culture & Heritage	418,177	640,480	538,545	662,893	22,413	3.5%
Recreation Prog. Admin						
D101 Rec. Prog. Admin.	542,025	755,696	668,945	822,311	66,615	8.8%
D103 Recreation Sports Equipment	42,274	60,000	9,472	60,700	700	1.2%
D102 Customer Database Coordination	183,959	185,721	82,776	204,111	18,390	9.9%
Recreation Prog. Admin	768,258	1,001,417	761,194	1,087,122	85,705	8.6%
Outdoor Specialists						
D460 Central Reg. Com. Ev	147	0	0	0	0	-
D755 Outdoor Rec&Env Ser.	150,950	159,522	157,319	174,782	15,260	9.6%
D760 HRM Otd Rec&Env Ser.	54,726	68,588	78,537	69,000	412	0.6%
Outdoor Specialists	205,823	228,110	235,857	243,782	15,672	6.9%
CWSC						
D170 Capt. Will Spry MSC	273,877	335,066	349,535	358,459	23,393	7.0%
D171 CWSC Board of Directors	1,752	8,000	7,239	0	(8,000)	-100.0%
D176 Capt. Will Spry Fitness Centre	(46,912)	(38,374)	(39,762)	(38,374)	0	-0.0%
CWSC	228,718	304,692	317,012	320,085	15,393	5.1%
Aquatics						
D175 Capt. Will Spry Pool	85,858	38,868	(5,751)	65,020	26,152	67.3%
D220 Northcliffe Aquatics	23,018	(20,676)	(41,750)	(59,305)	(38,629)	186.8%
D320 Bed. Lions Pl/MillLk	754	5,053	6,069	16,619	11,566	228.9%
D540 HRM Beaches	202,946	227,054	294,444	330,203	103,149	45.4%
D570 Needham Aquatics Pro	71,744	78,531	66,740	87,286	8,755	11.1%
Aquatics	384,320	328,830	319,752	439,823	110,992	33.8%
Mainland South						
D155 Mainland S. Prog.	224,799	246,664	259,686	266,217	19,553	7.9%
D160 St. Mary's Boat Club O&M	60,145	104,854	104,084	91,003	(13,851)	-13.2%
D165 Choc. Lk Comm Ct Mt.	104,800	106,060	106,230	107,289	1,229	1.2%
D180 Herring Cv. AreaProg	90,261	88,265	76,394	109,524	21,259	24.1%
Mainland South	480,005	545,843	546,394	574,033	28,190	5.2%

Community Development

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Mainland North, Lakeside, Timb.						
D210 Mid N Lakeside Timb.	378,896	366,514	382,481	388,898	22,384	6.1%
D230 Northcliffe PI/CC Mt	246,488	249,400	255,883	252,300	2,900	1.2%
D270 Lakeside Rec. Ctr.	52,214	81,480	54,119	82,400	920	1.1%
Mainland North, Lakeside, Timb.	677,598	697,394	692,482	723,598	26,204	3.8%
Bedford, Sackville, Fall River						
D310 BSFR Bedfrd / Sackville / Fall Ri	645,422	707,277	667,846	725,817	18,540	2.6%
D340 Fall River Rec. Ctr.	43,542	41,610	43,713	42,092	482	1.2%
D975 Bedford Leisure Club	2,291	0	1,836	0	0	-
Bedford, Sackville, Fall River	691,256	748,887	713,395	767,909	19,022	2.5%
Cole Hbr/Musquodoboit Hbr/Lake Echo						
D330 Mid. Musq. Prog.	31,547	18,745	41,058	34,395	15,650	83.5%
D410 MH Musquodoboit Harbour	234,747	239,769	256,726	257,467	17,698	7.4%
D420 MH Office Fitness Ctr	62,972	18,970	12,906	11,800	(7,170)	-37.8%
D430 Sheet Hrb. Prog.	119,497	111,208	144,116	113,157	1,949	1.8%
D440 Sheet Hrb. Fitness Centre	30,973	31,571	30,761	43,800	12,229	38.7%
D620 Preston, Lake Echo, Lawrencetow	11,776	16,493	(168)	10,950	(5,543)	-33.6%
D630 Cole Harbour Programming	274,588	314,099	291,148	326,792	12,693	4.0%
Cole Hbr/Musquodoboit Hbr/Lake Ec	766,100	750,855	776,546	798,361	47,506	6.3%
Peninsula						
D510 Needham Centre and Peninsula P	316,110	229,719	327,906	241,746	12,027	5.2%
D520 George Dixon CC Mnt.	81,337	82,320	91,120	83,274	954	1.2%
D550 Goerge Dixon Centre Programmir	110,791	175,336	105,247	205,514	30,178	17.2%
D560 Needham Com. Ctr Mt	154,300	156,160	156,567	157,970	1,810	1.2%
D580 St Andrews CDFM	198,246	232,736	205,142	243,179	10,443	4.5%
Peninsula	860,784	876,271	885,983	931,683	55,412	6.3%
Dartmouth						
D810 Drtmth & Tal. Prog.	552,279	590,968	599,847	646,139	55,171	9.3%
D820 Findley CommCtr Mntc	105,257	102,310	105,896	103,496	1,186	1.2%
D830 NS Hospital Aquatics	3,603	2,502	0	2,502	0	0.0%
D840 Grant Funded Activities	3,370	0	(3,642)	0	0	-
Dartmouth	664,509	695,780	702,100	752,137	56,357	8.1%
Arenas						
D960 Devonshire Arena	(31,538)	(44,020)	(32,453)	(30,034)	13,986	-31.8%
D970 Le Brun Centre	67,976	57,910	56,694	55,580	(2,330)	-4.0%
D980 Gray Arena	(37,061)	(55,210)	(58,624)	(53,635)	1,575	-2.9%
D985 Bowles Arena	20,997	3,760	7,934	15,495	11,735	312.1%
Arenas	20,374	(37,560)	(26,449)	(12,594)	24,966	-66.5%
Outdoor & HRSB Facilities						
D911 Outdoor Facilities - Bookings	302,848	312,562	294,985	314,166	1,604	0.5%
D912 HRSB Facilities - Bookings	(319)	0	0	0	0	-
Outdoor & HRSB Facilities	302,529	312,562	294,985	314,166	1,604	0.5%
Clearing Account - Recreation						
D999 Clearing Account Recreation	67,539	0	48,358	0	0	-
Clearing Account - Recreation	67,539	0	48,358	0	0	-

Community Development

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Area Services						
C220 Riverlake Com. Ctr.	3,564	4,800	4,690	4,800	0	0.0%
C230 Waverly Com. Centre	24,527	23,600	23,449	23,600	0	0.0%
C250 Bohville /Lkside/ Tmbrlea Rec. A	7,448	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	7,634	7,300	194	7,300	0	0.0%
C270 Lucasville Comm. Ctr	8,790	8,050	7,267	8,050	0	0.0%
C280 Cole Harb.Pool/Tenni	296	0	323	0	0	-
C290 Upper Sack. Com. Ctr	0	0	0	0	0	-
Area Services	52,259	51,450	43,623	51,450	0	0.0%
Community Development						
D710 Community Developers	677,819	809,094	585,018	1,030,444	221,350	27.4%
D172 North Preston Community Centre	177,280	242,366	313,193	322,099	79,733	32.9%
C760 Community/CivicEvent	794,666	806,126	784,119	879,120	72,994	9.1%
C910 Transfers To Other Groups	330,000	330,000	282,500	330,000	0	0.0%
Community Development	1,979,765	2,187,586	1,964,829	2,561,663	374,077	17.1%
Area Rate Services						
C105 Sackville Heights Elementary Sch	(56,866)	0	13,802	0	0	-
C110 East Preston Rec Ctr	(545)	0	(2,620)	0	0	-
C115 Mineville Community Associator	(7,423)	0	2	0	0	-
C120 Haliburton Hills	(51,891)	0	(28,156)	0	0	-
C125 Beaver Bank Rec Centre	(5,845)	0	5,598	0	0	-
C130 Highland Park	(10,541)	0	(2,091)	0	0	-
C135 Kingswood Ratepayers	(35,370)	0	(51,650)	0	0	-
C140 Prospect	(77,015)	0	(5,993)	0	0	-
C145 Westwood Hills Residents Associ:	(2,848)	0	8,971	0	0	-
C150 Up. Hammonds Plains	(1,662)	0	(11,502)	0	0	-
C155 Harrietsfield Rec Ct	(8,545)	0	(10,887)	0	0	-
C160 Musquodoboit Harbour	(1,058)	0	(210)	0	0	-
C165 Dutch Settlement	(2)	0	(4,635)	0	0	-
C170 Hammonds Plns Com.RT	(43,645)	0	(43,289)	0	0	-
C175 Hubbards Rec. Centre	(11,794)	(0)	10,847	(0)	0	-
C180 Grand Lake Com. Ctr	(4,193)	0	(11,596)	0	0	-
C185 District 3 Cap. Fund	(80,456)	0	(325,178)	0	0	-
C190 Maplewood Subdivisio	(1,594)	0	(2,196)	0	0	-
C194 Fall River Recreation Centre	0	0	(521,582)	0	0	-
C196 Silversides Residents Association	4,312	0	343	0	0	-
C198 St. Margaret's/Fox Hollow	(6,125)	0	742	0	0	-
C199 St. Margaret's Bay Centre	0	0	(11)	0	0	-
C210 LWF Recreation Ctr	(6,355)	0	(3,706)	0	0	-
Area Rate Services	(409,463)	(0)	(984,997)	(0)	0	-0.0%
Grants & Museum						
C755 Tourism Grants	37	0	0	0	0	-
C765 Drtmth Museum Admin.	144	0	0	0	0	-
Grants & Museum	181	0	0	0	0	-

Community Development

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Development Services						
C410 Director's Office	286,561	313,460	308,915	317,700	4,240	1.4%
C420 Subdivision & Development	1,524,191	1,812,300	1,858,154	1,856,001	43,701	2.4%
C430 Permits & Inspection	(237,299)	(703,890)	(523,394)	(603,400)	100,490	-14.3%
C450 Development Engineering	924,110	870,537	806,227	882,100	11,563	1.3%
C460 CCC Implementation Project	0	0	0	0	0	-
C470 Canada Games 2011	0	0	86,459	0	0	-
M681 Commonwealth Games	0	0	10,637	0	0	-
Development Services	2,497,563	2,292,407	2,546,998	2,452,401	159,994	7.0%
Planning Services						
C310 Planning & Applic.	1,498,962	1,689,459	1,199,828	1,697,300	7,841	0.5%
C320 Regional Community Planning	864,541	788,736	809,509	908,900	120,164	15.2%
R951 Regional Transportation Planning	417,192	502,360	507,436	504,700	2,340	0.5%
C002 Regional Planning	414,265	271,000	170,851	147,900	(123,100)	-45.4%
Planning Services	3,194,960	3,251,555	2,687,623	3,258,800	7,245	0.2%
Total	\$16,181,719	\$18,826,298	\$16,741,841	\$19,696,756	\$870,458	4.6%

Community Development

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$17,538,939	\$18,546,708	\$17,929,014	\$19,757,605	1,210,897	6.5%
2 Office Costs	831,685	1,203,158	1,304,360	942,785	(260,373)	-21.6%
3 Professional Fees	7,969	58,182	23,559	181,204	123,022	211.4%
4 Legal & Consulting Fees	93,745	153,530	169,197	54,767	(98,763)	-64.3%
5 External Services	651,853	840,770	815,500	1,728,389	887,619	105.6%
6 Uniforms & Clothing	28,059	36,257	32,422	39,150	2,893	8.0%
7 Salt	0	0	6	0	0	-
8 Supplies & Materials	401,651	314,169	378,745	315,197	1,028	0.3%
9 Utilities	224,109	166,514	274,849	231,400	64,886	39.0%
10 Building Costs	194,908	162,093	131,593	184,573	22,480	13.9%
11 Equipment & Communications	303,276	166,440	239,416	168,700	2,260	1.4%
12 Vehicle Expense	160,323	199,900	162,495	198,610	(1,290)	-0.6%
13 Travel	200,919	241,755	221,235	255,627	13,872	5.7%
14 Training & Education	59,385	92,050	74,473	85,700	(6,350)	-6.9%
15 Facilities Rental	334,412	276,910	300,003	347,380	70,470	25.4%
16 Advertising & Promotion	183,482	247,475	212,470	182,500	(64,975)	-26.3%
17 Other Goods & Services	1,370,312	2,643,822	1,543,647	1,794,816	(849,006)	-32.1%
18 Interdepartmental	2,570,783	2,553,250	2,530,235	2,526,632	(26,618)	-1.0%
19 Debt-Interest	88,287	134,203	230,552	210,598	76,395	56.9%
20 Debt Principal	180,576	170,725	356,936	343,934	173,209	101.5%
21 Transfer Outside Agencies	3,247,039	3,719,613	4,021,834	4,028,933	309,320	8.3%
22 Insurance Costs	11,110	12,945	10,833	17,905	4,960	38.3%
23 Grants & Tax Concessions	253,553	506,081	448,599	756,081	250,000	49.4%
24 Transfer to/from Reserves	(13,680)	(26,580)	(137,968)	(206,680)	(180,100)	677.6%
25 Provision for Allowance	30,197	32,633	20,829	36,864	4,231	13.0%
26 Other Fiscal	7	0	75,000	0	0	-
27 Prior year Surplus/Deficit	(222,366)	9,859	(518,051)	(54,409)	(64,268)	-651.9%
Total	\$28,730,536	\$32,462,462	\$30,851,786	\$34,128,261	\$1,665,799	5.1%
Revenues						
27 Tax Revenues	(166,800)	(177,900)	(179,400)	(204,900)	(27,000)	15.2%
28 Area Rate Revenue	(1,850,045)	(2,553,266)	(2,553,714)	(2,806,754)	(253,488)	9.9%
29 Fines and Fees	(50,748)	(43,000)	(61,454)	(43,000)	0	-0.0%
30 Licenses & Permits	(3,596,025)	(4,162,200)	(3,723,331)	(4,228,607)	(66,407)	1.6%
31 Rental & Leasing	(1,100,044)	(1,059,645)	(1,054,766)	(1,073,500)	(13,855)	1.3%
32 Recreational Revenue	(3,413,556)	(3,385,625)	(3,671,335)	(3,567,884)	(182,259)	5.4%
33 Sales Revenue	(255,221)	(214,300)	(266,363)	(193,500)	20,800	-9.7%
34 Other Revenue	(2,116,379)	(2,040,228)	(2,599,581)	(2,313,360)	(273,132)	13.4%
Total	(\$12,548,817)	(\$13,636,164)	(\$14,109,945)	(\$14,431,505)	(\$795,341)	5.8%
Net Cost	\$16,181,719	\$18,826,298	\$16,741,841	\$19,696,756	\$870,458	4.6%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Community Development			
Prospect Community Centre	400	3,560	0
East Dartmouth Recreation Facility	860	1,000	0
Capital District Downtown Streetscapes	0	1,050	1,000
Capital District-Wayfinding Study & Impl	0	90	90
Public Art-Repair & New	55	0	0
Cultural Asset Inventory	40	0	0
Arts Cluster Program	50	0	0
Streetscaping in center Hubs/corridors	0	1,000	1,000
Capital Cost Contributions Area Studies	60	60	60
Russell Lake West CCC Infrastruct Agrmnt	400	0	0
Heritage & Cultural Facilities	50	0	0
Commons Protective Overlay	100	0	0
Regional Trails: Maintenance	200	0	0
Regional Trails: Active Transportation MRIF	1,258	324	0
Public Gardens - Visitors Centre	150	0	0
Trails & Active Transportation	600	600	1,200
Regional Trails Development (Bundle)	150	300	300
Brick Sidewalk Replacement	0	200	200
Total	4,373	8,184	3,850
Provided by Other Business Units			
Citadel Community Centre/Penninsula Gym	100	0	0
Facilities Upgrades - General (Bundle)	250	375	375
Major Facilities - Upgrades (Bundle)	1,250	1,450	1,500
Strategic Community Facility Planning	0	0	2,450
Captain William Spry Retrofit	100	800	0
District 2 Recreation Centre	7,300	0	0
Arena Upgrades (Bundle)	145	168	319
Management Agreement Comm Ctrs-Upgrades	406	309	226
Various Recreation Facilities Upgrades	495	521	468
Rockingham Community Centre	12	0	0
Spencer House Upgrades	57	0	0
Building Communities Capital Fund	575	575	575
Facility Equipment (Bundle)	35	70	55
Mainland Commons-Halifax	130	150	1,000
Dartmouth Artificial Sports Field	150	0	0
Athletic Field/Park Equipment (Bundle)	75	75	75
Ball Field Upgrades (Bundle)	250	150	150
Horticultural Renovations	50	70	70
HRM Wide Tree Planting	175	250	250
Lawn Bowling Facilities (Bulk)	27	20	20
New Park Development (Bundle)	350	200	200
New Playground Development (Bundle)	325	200	200
New Sport Court Development (Bundle)	20	100	100
Outdoor/Spray Pools & Fountains (Bundle)	45	120	120
Park Upgrades (Bundle)	700	300	300
Playground Upgrades/Replacement (Bundle)	650	500	550
Point Pleasant Park Upgrades	200	300	300
Regional Park WashroomFacilities(Bundle)	295	250	250
Skateboarding Facilities (Bundle)	230	100	100
Sports Court Upgrades (Bundle)	315	260	300
Sports Field Upgrades (Bundle)	200	200	200
Track & Field Upgrades (Bundle)	190	50	50
Total	15,102	7,563	10,203

Environmental Management Services

Business Plan - 2007/08

Mission: *To deliver environmental management services that protect natural systems and continually improve the quality of life for the community.*

Business Unit Overview:

Environmental Management Services was created in January 2003 in order to bring focus towards HRM's environmental sustainability efforts in support of building *Healthy, Sustainable, Vibrant Communities*. The business unit is responsible for: Stormwater & Wastewater Management, Solid Waste Resource Management 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 wastewater 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:**

Stormwater and wastewater services will merge with the Halifax Regional Water Commission during this fiscal year, subject to Council's approval. There is strong potential for an organizational realignment of the EMS divisions that will remain.

Core Operations and Services provided:

Solid Waste System:

- 1 mixed waste processing & disposal facility at Otter Lake
- 1 Materials Recovery Facility
- 2 Compost Plants (New Era Technologies, Miller Composting)
- 1 Household Hazardous Waste Depot
- 2 waste transfer depots
- 16 private sector solid waste providers (collection & processing)
- Average annual solid waste tonnage (approx): 22,000 recyclables, 42,000 organics, 160,000 refuse, 75,000 construction and demolition material
- (total waste received at Otter Lake for 06/0 is approximately 160,000 tonnes)

Stormwater & Wastewater System:

- 1,000 kilometres of gravity sanitary sewers, 700 kilometres of storm and clearwater sewers, 300 kilometres of combined sewers and 60 kilometres of force main and pressure sewers
- 153 pumping stations
- 4 sanitary sewer holding tanks and 3 sanitary sewer regulating chambers
- 12 Water Pollution Control Plants, 1 Leachate Plant
- 1 Biosolids Facility
- 10 stormwater retention facilities
- 15-18 billion litres of wastewater treated annually
- 40 million litres of biosolids processed annually
- 400 million litres of potable water treated annually

Funded Full Time Equivalents (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008(as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	178.0	193.0

Financial Information:

**Environmental Management Services
Summary of Budget by Business Unit Division**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$60,386,824	\$65,080,674	\$60,223,116	\$43,284,759	(\$21,795,915)	-33.5%
Revenues	(\$34,569,057)	(\$38,881,412)	(\$35,099,365)	(\$17,394,595)	\$21,486,817	-55.3%
Net Budget						
EMS Admin - Director's Office	359,085	407,019	268,675	375,100	(31,919)	-7.8%
Harbour Solutions Project	0	13,280	0	0	(13,280)	-100.0%
Former Solid Waste System	1,338,021	1,025,000	1,025,000	730,782	(294,218)	-28.7%
Admin WR	(9,693,553)	(9,644,013)	(9,172,895)	(9,595,516)	48,497	-0.5%
SW Other	13,994,595	15,070,586	13,699,818	15,438,451	367,865	2.4%
Otter Lake	19,253,288	18,506,793	18,661,397	18,262,847	(243,946)	-1.3%
Wastewater Treatment	1	15,810	0	0	(15,810)	-100.0%
Environmental Engineering Services	0	19,650	90	0	(19,650)	-100.0%
Sustainable Environmental Mgmt Office	566,330	762,900	641,666	678,500	(84,400)	-11.1%
Technical & Underground Services	(0)	22,237	(0)	0	(22,237)	-100.0%
Net Cost	\$25,817,767	\$26,199,262	\$25,123,751	\$25,890,164	(\$309,098)	-1.2%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Net Operating Budget		\$26,199
1	Solid Waste - Contractual increase for waste disposal, collection, composting and Otter Lake	1,408
2	Solid Waste - Increase in revenue: tipping fees, external parties, sale of recyclables	(80)
3	Solid Waste - Increase in transfer to reserve due to higher per tonne rate on disposals	513
4	Solid Waste - Interest on debenture savings due to debt repayment	(295)
5	Other operating expenditures	(65)
6	Salary funding adjustment from reserves	(37)
7	SEMO - Transfer Utilities Manager to TPW	(84)
8	Solid Waste - Increase expenditure for Urban/Suburban Mobile HHW Event	25
9	Gas Tax funding for Cell 3B Otter Lake yielding a reduction in reserve transfers from Solid Waste	(1,694)
2007/08 Net Operating Budget		<u><u>\$25,890</u></u>

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	HRM's public health and environment are safeguarded because a long term sustainable infrastructure plan which meets regulatory standards is approved by Council.
Strategic Goal 2:	All citizens and organizations of HRM have adopted environmentally sustainable practices in order to protect public health including the use of energy efficient/renewable energy to mitigate the effects of climate change and enhance energy security.
Strategic Goal 3:	HRM's growth is sustainable because of the development of a stormwater/wastewater & solid waste infrastructure regional growth plan as well as a climate change adaption plan.
Operational Goals	
Operational Goal 1:	Stormwater/Wastewater services are more efficient and effective due to review/reform of governance, organizational structure, financing, technical standards, and implementation of a work management system.
Operational Goal 2:	Deliver and commission Capital Projects on time and within budget.
Operational Goal 3:	Service delivery & accountability has been improved through implementation of a formal performance reporting system.
Operational Goal 4:	Staff/council relations are improved through improved performance accountability, inter-business unit communication, and greater staff/council collaboration on community issues.

Service Level Changes

Business Unit: Environmental Management Services

Increases In Services / new initiatives

- **Wastewater/Stormwater regulatory compliance improved through increased capital program (due to CSIF/MRIF/Gas Tax/HRWC Dividend):**
 - ▶ **Wastewater Treatment Facilities:**
 - Fully commission and operate Halifax WWTF
 - Fully commission and operate Dartmouth WWTF
 - 50% completion of Herring Cove WWTF
 - Commence Operation of Biosolids processing Facility
 - Commence Operation of North Preston WWTF Tertiary Upgrade
 - Commence Eastern Passage Expansion & Upgrade Design/Build
 - Uplands Park Trickling Filter Improvements
 - Sackville Leachate Plant Equalization Tank
 - Frame WWTF - Land Assembly
 - Aerotech WWTF Odour Control
 - Springfield Lake WWTF - Inflow/Infiltration reduction
 - Commence decommissioning Aerotech Lagoon
 - Central Laboratory (Mill Cove)
 - Eliminate Lively WWTF
- **Wastewater/Stormwater regulatory compliance improved through increased capital program (due to CSIF/MRIF/Gas Tax/HRWC Dividend):**
 - ▶ **Sewage Collection/Drainage Systems SCS):**
 - Complete Halifax SCS (HSP)
 - Complete Dartmouth SCS (HSP)
 - 60% completion Herring Cove SCS (HSP)
 - Pumping Stations Rehab/Upgrade/Replacements: 200 Waverley Rd, Chandler Dr, Greenhead Rd
 - Sewer Rehab/Renewals: Freshwater Brook, Roach's Pond Forcemain, Jamieson St, Nightingale Dr, Uplands Park, Rowe Ave/Scot Ave, Bedford/Sackville Trunk, Elliot St, Crescent Ave
 - Fairfield Holding Tank Rehab
 - Ellenvale Run Drainage
 - ▶ **Service Extensions: Herring Cove Phases 1B & 2A, Lively Sub-division, Peggy's Cove (study), Hubbards (study)**
- **Nova Scotia's first combined regulated water & wastewater utility**
- **Grit Disposal Study**
- **Closure of Cell 3 at Otter Lake (½ cell)**
- **Solid Waste By-Law Amendments**
 - Lower Residential Refuse Bag Limit
 - Prohibiting mixing ICI waste
 - Requiring signage on ICI containers
- **Highland Energy, electricity from landfill gas**
- **Complete Community Energy Plan**

Service Level Changes

Increase In Services/new initiatives: (continued)

- **Refocus of community education - Pesticide reduction and sustainable alternatives**
- **Watershed Studies to support Community Visioning - Fall River, Hubbards**
- **Water Quality Monitoring - synergy with province**
- **State of Environment Report**
- **Additional Household Hazardous Waste Mobile Depot**

Decreases In Services / Operational Pressures

- No Service Decreases
- OP - Local Construction Inflation Index is severely impacting capital program completion per dollar spent and reducing HSP contingency
- OP - Declining water consumption impacting SW/WW revenues
- OP - Rate increase for Eastern Passage WWTF
- OP - Completion of North Dartmouth trunk sewer
- OP - Councillor expectation around low priority SW/WW work is impacting staff capacity and productivity
- OP - Insufficient engineers/technicians to complete capital plans
- OP - Waste Exportation By-law challenge
- OP - Potential increase in costs for pesticide permit program
- OP - Wastewater merger impact & workload
- OP - Composting Facilities/Otter Lake FEP reaching capacity
- OP - Otter Lake leachate at Mill Cove WWTF
- OP - Climate Change/Energy Plan Implementation
- OP - Regulatory Pressures
 - ▶ Secondary Treatment National Standard
 - ▶ **Provincial Composting Guidelines**
 - ▶ Biosolids Regulations
- ▶ Nova Scotia Environmental Goals and Sustainable Prosperity Act
- ▶ Public demand for protection of health and environment

Expected Services Not Being Delivered:

- Stormwater & Wastewater Infrastructure Performance:
 - ▶ Non-compliant WWTF's
 - ▶ Wet weather overflows into the environment from pumping stations and WWTF's will continue
 - ▶ Potential sewer failures
- Flood protection from natural water courses
- Subsidized Service Extensions
- Rural weekly summer green cart

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
EMS Admin - Director's Office						
R602 EMS Admin	\$231,637	\$407,019	\$266,679	\$375,100	(31,919)	-7.8%
R603 Strategic Initiatives	127,448	0	1,996	0	0	-
EMS Admin - Director's Office	359,085	407,019	268,675	375,100	(31,919)	-7.8%
Harbour Solutions Project						
R381 Harbour Solutions Project	0	326,180	0	0	(326,180)	-100.0%
Harbour Solutions Project	0	326,180	0	0	(326,180)	-100.0%
Former Solid Waste System						
M431 Sackville Landfill Reserve	702,000	683,836	683,836	400,000	(283,836)	-41.5%
R311 MA Solid Waste Debt	636,021	341,164	341,164	330,782	(10,382)	-3.0%
Former Solid Waste System	1,338,021	1,025,000	1,025,000	730,782	(294,218)	-28.7%
Admin WR						
R321 Administration - Waste Resources	1,151,393	1,055,987	1,142,596	1,090,484	34,497	3.3%
Admin WR	1,151,393	1,055,987	1,142,596	1,090,484	34,497	3.3%
SW Other						
R322 Collection & RRFB	8,829,038	9,350,500	8,877,753	9,752,164	401,664	4.3%
R323 Waste Resources System-Debt Charges	2,156,505	2,045,026	2,028,526	1,926,623	(118,403)	-5.8%
R324 Compost Fac. Burnside	2,807,671	2,950,000	2,938,076	3,012,000	62,000	2.1%
R325 Compost Fac. Ragged Lake	2,479,513	2,600,000	2,592,960	2,675,000	75,000	2.9%
R328 Rural Depots	126,836	140,000	142,724	150,000	10,000	7.1%
R330 Material Recovery Facility	2,525,131	2,620,000	2,526,007	2,750,000	130,000	5.0%
R331 RRFB Contract	34,272	132,400	33,149	111,171	(21,229)	-16.0%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	277,765	327,860	332,013	327,860	0	0.0%
R334 Household Hazardous Waste	369,914	430,000	354,543	391,301	(38,699)	-9.0%
SW Other	19,906,646	20,895,786	20,125,750	21,396,119	500,333	2.4%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,318,441	3,363,131	3,363,111	3,475,560	112,429	3.3%
R327 Otter Lake Residuals Disposal Facility	5,371,062	5,394,093	5,534,114	4,596,914	(797,179)	-14.8%
R329 Otter Lake FEP	10,563,785	9,869,569	9,860,157	10,305,300	435,731	4.4%
Otter Lake	19,253,288	18,626,793	18,757,382	18,377,774	(249,019)	-1.3%
Wastewater Treatment						
R201 Administration - WW	166,904	213,040	180,650	0	(213,040)	-100.0%
R210 Aerotech	636,111	367,610	415,985	0	(367,610)	-100.0%
R220 Mill Cove	2,813,216	2,746,777	2,677,968	0	(2,746,777)	-100.0%
R230 Eastern Passage	653,956	755,800	758,261	0	(755,800)	-100.0%
R240 Timberlea	530,988	597,185	598,764	0	(597,185)	-100.0%
R250 Community Plants	539,144	604,550	584,521	25,000	(579,550)	-95.9%
R260 Aerotech Lagoon	534,795	610,900	669,032	611,000	100	0.0%
R270 Sludge Transfer	217,505	250,350	249,696	0	(250,350)	-100.0%
R280 Halifax WWTP	0	1,335,910	77,339	0	(1,335,910)	-100.0%
Wastewater Treatment	6,092,619	7,482,122	6,212,541	636,000	(6,846,122)	-91.5%

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over	
					Budget	%
Environmental Engineering Services						
R160 Environmental Serv.	1,167,568	1,396,540	1,214,454	0	(1,396,540)	-100.0%
R161 Pollution Prevention Program	0	500,810	412,017	0	(500,810)	-100.0%
Environmental Engineering Services	1,167,568	1,897,350	1,626,472	0	(1,897,350)	-100.0%
Sustainable Environmental Mgmt Office						
D935 Administration	335,330	345,444	274,147	260,940	(84,504)	-24.5%
D940 Programs	115,014	263,878	116,388	163,878	(100,000)	-37.9%
D945 Projects	271,602	204,565	330,228	154,669	(49,896)	-24.4%
D946 Regional Plan - Environment	0	99,013	101,083	99,013	0	0.0%
Sustainable Environmental Mgmt Office	721,945	912,900	821,847	678,500	(234,400)	-25.7%
Technical & Underground Services						
R811 Administration	829,723	1,404,307	1,238,282	0	(1,404,307)	-100.0%
R812 Inspection & Monitor	418,202	567,600	364,897	(0)	(567,600)	-100.0%
R814 Mains	1,171,304	1,457,200	1,169,065	0	(1,457,200)	-100.0%
R817 Pumping Stations	2,785,160	2,967,130	2,709,300	(0)	(2,967,130)	-100.0%
R818 Sewer Laterals	1,664,619	2,140,700	1,393,368	0	(2,140,700)	-100.0%
R820 Manholes	591,250	1,035,200	464,601	0	(1,035,200)	-100.0%
R821 Catchbasins	925,254	1,176,900	686,767	0	(1,176,900)	-100.0%
R822 Ditches,Drains,Culverts	1,429,989	1,467,400	1,613,850	0	(1,467,400)	-100.0%
R823 Flood Control	396,189	235,100	256,762	0	(235,100)	-100.0%
R898 Sewers Job Costing Clearing	184,570	0	345,962	0	0	-
Technical & Underground Services	10,396,260	12,451,537	10,242,853	0	(12,451,537)	-100.0%
Total	\$60,386,824	\$65,080,674	\$60,223,116	\$43,284,759	(21,795,915)	-33.5%

Environmental Management

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Harbour Solutions Project						
R381 Harbour Solutions Project	\$0	(\$312,900)	\$0	\$0	312,900	-100.0%
Harbour Solutions Project	0	(312,900)	0	0	312,900	-100.0%
Admin WR						
R321 Administration - Waste Resources	(10,844,945)	(10,700,000)	(10,315,491)	(10,686,000)	14,000	-0.1%
Admin WR	(10,844,945)	(10,700,000)	(10,315,491)	(10,686,000)	14,000	-0.1%
SW Other						
R322 Collection & RRFB	(3,261,185)	(3,231,000)	(3,366,948)	(3,225,000)	6,000	-0.2%
R324 Compost Fac. Burnside	(565,423)	(530,000)	(646,806)	(620,000)	(90,000)	17.0%
R325 Compost Fac. Ragged Lake	(371,100)	(360,000)	(367,562)	(380,000)	(20,000)	5.6%
R330 Material Recovery Facility	(1,463,367)	(1,454,000)	(1,764,017)	(1,481,000)	(27,000)	1.9%
R331 RRFB Contract	(245,200)	(245,200)	(246,282)	(245,668)	(468)	0.2%
R333 C & E Progrms HRM	0	0	(27,742)	0	0	-
R334 Household Hazardous Waste	(5,775)	(5,000)	(6,575)	(6,000)	(1,000)	20.0%
SW Other	(5,912,050)	(5,825,200)	(6,425,932)	(5,957,668)	(132,468)	2.3%
Otter Lake						
R329 Otter Lake FEP	0	(120,000)	(95,985)	(114,927)	5,073	-4.2%
Otter Lake	0	(120,000)	(95,985)	(114,927)	5,073	-4.2%
Wastewater Treatment						
R201 Administration - WW	(166,904)	(205,990)	(180,650)	0	205,990	-100.0%
R210 Aerotech	(636,111)	(365,600)	(415,985)	0	365,600	-100.0%
R220 Mill Cove	(2,813,216)	(2,744,767)	(2,677,968)	0	2,744,767	-100.0%
R230 Eastern Passage	(653,956)	(753,990)	(758,261)	0	753,990	-100.0%
R240 Timberlea	(530,988)	(595,375)	(598,764)	0	595,375	-100.0%
R250 Community Plants	(539,144)	(602,740)	(584,521)	(25,000)	577,740	-95.9%
R260 Aerotech Lagoon	(534,795)	(611,000)	(669,032)	(611,000)	0	-0.0%
R270 Sludge Transfer	(217,505)	(250,350)	(249,696)	0	250,350	-100.0%
R280 Halifax WWTP	0	(1,336,500)	(77,339)	0	1,336,500	-100.0%
R290 Dartmouth WWTP	0	0	(325)	0	0	-
Wastewater Treatment	(6,092,618)	(7,466,312)	(6,212,541)	(636,000)	6,830,312	-91.5%
Environmental Engineering Services						
R160 Environmental Serv.	(1,167,567)	(1,379,000)	(1,214,454)	0	1,379,000	-100.0%
R161 Pollution Prevention Program	0	(498,700)	(411,928)	0	498,700	-100.0%
Environmental Engineering Services	(1,167,567)	(1,877,700)	(1,626,382)	0	1,877,700	-100.0%
Sustainable Environmental Mgmt Office						
D935 Administration	(1,198)	0	0	0	0	-
D940 Programs	0	(150,000)	0	0	150,000	-100.0%
D945 Projects	(154,417)	0	(180,181)	0	0	-
Sustainable Environmental Mgmt Office	(155,615)	(150,000)	(180,181)	0	150,000	-100.0%
Technical & Underground Services						
R811 Administration	(829,723)	(1,386,900)	(1,238,282)	0	1,386,900	-100.0%
R812 Inspection & Monitor	(418,202)	(567,600)	(364,897)	0	567,600	-100.0%
R814 Mains	(1,171,304)	(1,457,200)	(1,169,065)	0	1,457,200	-100.0%
R817 Pumping Stations	(2,785,160)	(2,962,300)	(2,709,300)	0	2,962,300	-100.0%
R818 Sewer Laterals	(1,664,619)	(2,140,700)	(1,393,368)	0	2,140,700	-100.0%
R820 Manholes	(591,250)	(1,035,200)	(464,602)	0	1,035,200	-100.0%
R821 Catchbasins	(925,254)	(1,176,900)	(686,767)	0	1,176,900	-100.0%
R822 Ditches, Drains, Culverts	(1,429,989)	(1,467,400)	(1,613,850)	0	1,467,400	-100.0%
R823 Flood Control	(396,189)	(235,100)	(256,762)	0	235,100	-100.0%
R898 Sewers Job Costing Clearing	(184,570)	0	(345,962)	0	0	-
Technical & Underground Services	(10,396,260)	(12,429,300)	(10,242,854)	0	12,429,300	-100.0%
Total	(\$34,569,057)	(\$38,881,412)	(\$35,099,365)	(\$17,394,595)	21,486,817	-55.3%

Environmental Management

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
EMS Admin - Director's Office						
R602 EMS Admin	231,637	407,019	266,679	375,100	(31,919)	-7.8%
R603 Strategic Initiatives	127,448	0	1,996	0	0	-
EMS Admin - Director's Office	359,085	407,019	268,675	375,100	(31,919)	-7.8%
Harbour Solutions Project						
R381 Harbour Solutions Project	0	13,280	0	0	(13,280)	-100.0%
Harbour Solutions Project	0	13,280	0	0	(13,280)	-100.0%
Former Solid Waste System						
M431 Sackville Landfill Reserve	702,000	683,836	683,836	400,000	(283,836)	-41.5%
R311 MA Solid Waste Debt	636,021	341,164	341,164	330,782	(10,382)	-3.0%
Former Solid Waste System	1,338,021	1,025,000	1,025,000	730,782	(294,218)	-28.7%
Admin WR						
R321 Administration - Waste Resources	(9,693,553)	(9,644,013)	(9,172,895)	(9,595,516)	48,497	-0.5%
Admin WR	(9,693,553)	(9,644,013)	(9,172,895)	(9,595,516)	48,497	-0.5%
SW Other						
R322 Collection & RRFB	5,567,852	6,119,500	5,510,805	6,327,164	407,664	6.7%
R323 Waste Resources System-Debt Charges	2,156,505	2,045,026	2,028,526	1,926,623	(118,403)	-5.8%
R324 Compost Fac. Burnside	2,242,248	2,420,000	2,291,270	2,392,000	(28,000)	-1.2%
R325 Compost Fac. Ragged Lake	2,108,413	2,240,000	2,225,397	2,295,000	55,000	2.5%
R328 Rural Depots	126,836	140,000	142,724	150,000	10,000	7.1%
R330 Material Recovery Facility	1,061,764	1,166,000	761,990	1,269,000	103,000	8.8%
R331 RRFB Contract	(210,928)	(112,800)	(213,133)	(134,497)	(21,697)	19.2%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	277,765	327,860	304,271	327,860	0	0.0%
R334 Household Hazardous Waste	364,139	425,000	347,968	385,301	(39,699)	-9.3%
SW Other	13,994,595	15,070,586	13,699,818	15,438,451	367,865	2.4%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,318,441	3,363,131	3,363,111	3,475,560	112,429	-
R327 Otter Lake Residuals Disposal Facility	5,371,062	5,394,093	5,534,114	4,596,914	(797,179)	-14.8%
R329 Otter Lake FEP	10,563,785	9,749,569	9,764,172	10,190,373	440,804	4.5%
Otter Lake	19,253,288	18,506,793	18,661,397	18,262,847	(243,946)	-1.3%
Wastewater Treatment						
R201 Administration - WW	(0)	7,050	0	0	(7,050)	-100.0%
R210 Aerotech	(0)	2,010	(0)	0	(2,010)	-100.0%
R220 Mill Cove	0	2,010	0	0	(2,010)	-100.0%
R230 Eastern Passage	0	1,810	0	0	(1,810)	-100.0%
R240 Timberlea	0	1,810	0	0	(1,810)	-100.0%
R250 Community Plants	0	1,810	0	0	(1,810)	-100.0%
R260 Aerotech Lagoon	0	(100)	0	0	100	-100.0%
R270 Sludge Transfer	0	0	0	0	0	-
R280 Halifax WWTP	0	(590)	(0)	0	590	-100.0%
R290 Dartmouth WWTP	0	0	(0)	0	0	-
R315 Leach. Trt./FlareStc	0	0	(0)	0	0	-
Wastewater Treatment	1	15,810	0	0	(15,810)	-100.0%

Environmental Management

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Environmental Engineering Services						
R160 Environmental Serv.	0	17,540	0	0	(17,540)	-100.0%
R161 Pollution Prevention Program	0	2,110	89	0	(2,110)	-100.0%
Environmental Engineering Services	0	19,650	90	0	(19,650)	-100.0%
Sustainable Environmental Mgmt Office						
D935 Administration	334,131	345,444	274,147	260,940	(84,504)	-24.5%
D940 Programs	115,014	113,878	116,388	163,878	50,000	43.9%
D945 Projects	117,185	204,565	150,047	154,669	(49,896)	-24.4%
D946 Regional Plan - Environment	0	99,013	101,083	99,013	0	0.0%
Sustainable Environmental Mgmt Office	566,330	762,900	641,666	678,500	(84,400)	-11.1%
Technical & Underground Services						
R811 Administration	0	17,407	(0)	0	(17,407)	-100.0%
R812 Inspection & Monitor	0	0	0	(0)	(0)	-200.0%
R814 Mains	(0)	0	(0)	0	(0)	-100.0%
R817 Pumping Stations	0	4,830	0	(0)	(4,830)	-100.0%
R818 Sewer Laterals	(0)	0	(0)	0	0	-
R820 Manholes	(0)	0	(0)	0	(0)	-100.0%
R821 Catchbasins	(0)	0	(0)	0	0	-
R822 Ditches,Drains,Culverts	0	0	(0)	0	0	100.0%
R823 Flood Control	(0)	0	0	0	(0)	-100.0%
R898 Sewers Job Costing Clearing	0	0	0	0	0	-
Technical & Underground Services	(0)	22,237	(0)	0	(22,237)	-100.0%
Total	\$25,817,767	\$26,199,262	\$25,123,751	\$25,890,164	(309,098)	-1.2%

Environmental Management

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$8,745,763	\$10,397,779	\$8,953,456	\$12,123,919	1,726,140	16.6%
2 Office Costs	195,295	254,761	227,903	245,982	(8,779)	-3.4%
3 Professional Fees	18,648,542	18,535,936	17,909,266	19,543,916	1,007,980	5.4%
4 Legal & Consulting Fees	24,576	179,850	172,370	29,850	(150,000)	-83.4%
5 External Services	15,324,599	18,399,070	16,303,179	19,994,169	1,595,099	8.7%
6 Uniforms & Clothing	48,061	58,950	33,795	63,350	4,400	7.5%
7 Salt	0	2,000	245	2,000	0	0.0%
8 Supplies & Materials	838,311	1,551,150	794,432	2,951,282	1,400,132	90.3%
9 Utilities	1,430,585	1,699,400	1,398,700	2,226,650	527,250	31.0%
10 Building Costs	349,835	335,200	221,240	696,750	361,550	107.9%
11 Equipment & Communications	772,139	1,271,700	812,251	1,007,700	(264,000)	-20.8%
12 Vehicle Expense	29,436	278,181	50,945	154,001	(124,180)	-44.6%
13 Travel	184,180	231,369	176,298	235,629	4,260	1.8%
14 Training & Education	28,165	73,504	52,938	82,604	9,100	12.4%
15 Advertising & Promotion	314,276	421,360	435,141	411,060	(10,300)	-2.4%
16 Other Goods & Services	417,429	593,122	528,480	847,887	254,765	43.0%
17 Interdepartmental	1,028,180	961,407	1,181,340	1,097,800	136,393	14.2%
18 Debt-Interest	2,434,490	1,942,711	1,902,992	1,508,242	(434,469)	-22.4%
19 Debt Principal	7,069,061	6,221,883	6,220,563	6,222,227	344	0.0%
20 Grants & Tax Concessions	173	0	0	0	0	-
21 Transfer to/from Reserves	2,469,086	1,671,341	2,815,584	(23,907,159)	(25,578,500)	-1530.4%
22 Other Fiscal	34,641	0	31,998	(2,253,100)	(2,253,100)	-
Total	\$60,386,824	\$65,080,674	\$60,223,116	\$43,284,759	(21,795,915)	-33.5%
Revenues						
23 Tax Revenues	(\$143,051)	\$0	(\$148,843)	\$0	0	-
24 Transfers from other Gov'ts	(3,580,487)	(3,636,200)	(3,799,986)	(3,476,668)	159,532	-4.4%
25 Rental & Leasing	0	0	0	0	0	-
26 Sludge Tipping	(512,710)	(611,000)	(674,985)	(611,000)	0	-0.0%
27 Tipping Fees - Waste Resources	(11,638,843)	(11,559,700)	(11,290,376)	(11,580,000)	(20,300)	0.2%
28 Sales Revenue	(1,636,218)	(1,300,000)	(1,674,769)	(1,318,000)	(18,000)	1.4%
29 Waste Water Levies	(11,023,844)	(13,118,800)	(10,874,343)	0	13,118,800	-100.0%
30 Environmental Protection Levies	(5,515,447)	(6,183,312)	(5,836,844)	0	6,183,312	-100.0%
31 Other Revenue	(518,457)	(2,472,400)	(799,218)	(408,927)	2,063,473	-83.5%
Total	(\$34,569,057)	(\$38,881,412)	(\$35,099,365)	(\$17,394,595)	21,486,817	-55.3%
Net Cost	\$25,817,767	\$26,199,262	\$25,123,751	\$25,890,164	(309,098)	-1.2%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Environmental Management Services			
Whole Systems Methodology	130	0	0
Leachate Tank at Highway 101 Landfill	200	0	0
Construction of Cell 5 - Otter Lake	0	15,745	0
Additional Green Carts	235	735	735
Otter Lake Equipment	904	794	2,048
Half Closure of Cell 3 - Otter Lake	1,862	0	0
Half Closure of Cell 4 - Otter Lake	0	0	4,625
Land Acquisit Otter Lake-Prevent Encroach	300	300	300
Environmental Monitoring - Site Work	575	125	210
Bedford Sackville Trunk Sewer	200	0	0
Eastern Passage WWTF Expansion & Upgrade	30,000	0	0
Ellenvale Run - Drainage Improvements	650	0	0
Fairfield Holding Tank, Halifax	100	0	0
Street Drainage Systems-Variou Location	100	0	0
Service Extension to Lively Subdivision	6,250	0	0
Jamieson St-Comb Trunk Sewer Replacement	1,000	0	0
Nightingale Drive - Sanitary Sewer	400	0	0
Old Oakes Drive - Drainage Improvements	50	0	0
Rowe Avenue/Scot Street-Sewer Separation	200	0	0
Elliot Street, Dartmouth - Sewer Renewal	100	0	0
200 Waverley Road Pumping station	2,500	0	0
Studies & Investigations - Various Locations	80	0	0
Crescent Ave - Storm Sewer Rehabilitation	500	0	0
Sewer Laterals Replacements(Paving Proj.)	500	0	0
Uplands Park - Sanitary & Storm Sewers	550	0	0
Greenhead Road Pumping Station	100	0	0
Chandler Drive PS, Sackville	670	0	0
Aerotech Lagoon Decommissioning	100	0	0
Halifax Harbour Solutions Project	29,565	9,335	0
Frame Subdivision STP	100	0	0
SCADA Study & Upgrade	500	0	0
Springfield Lake STP	100	0	0
Kearney Lake Road Twin Culverts	300	0	0
Stormwater & Wastewater General Rehab	2,620	0	0
Roach's Pond-Forcemain	2,400	0	0
Wastewater Treatment Plants-Upgrades	300	0	0
Freshwater Brook Sewer-Inspection	9,784	0	0
Stormwater & Wastewater Projects	0	11,400	11,400
North Preston STP Upgrade	0	1,000	0
Commuter Trip Reduction Program	50	0	0
Total	93,975	39,434	19,318

Finance

Business Plan - 2007/08

Mission: *Finance provides high quality advice, reporting, policy leadership, and effective financial systems and processes. Council and staff decision-making is based on appropriate, timely and complete financial information; and Council and the public have confidence that HRM's financial resources are managed with integrity and care.*

Business Unit Overview:

Finance leads HRM's Fiscal Accountability activities in support of the Executive Management Team's Priority Areas 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)
Sr. Manager, Financial Services Catherine Sanderson, CMA	Revenue, Accounting, Procurement & Stores Operations and Payroll Operations. These divisions are responsible for revenue identification, analysis, processing and collection, payment processing, accounting processing, financial monitoring & reporting, purchasing, inventory and asset management, coordination of contracting for materials, services and supplies for HRM, contract management and technical support, payroll functions, and position management.
Revenue Operations Manager Jerry Blackwood, CGA	Prepare billings, collect all revenues, administration of animal control and False Alarms By-Laws, Local Improvement charges, tax sales, parking regulations
Accounting Operations Manager Anna Marchand, CMA	Accounts Payable Processing, Accounting Processing, Service Delivery and Financial Reporting. Year end financial statements, ensuring HRM complies with industry and legislative financial reporting requirements for Operating, Capital, Trust Funds and Reserves.
Procurement & Stores Operations Manager Anne Fiest	Procurement services including purchasing, inventory, assets, coordination of contracts and contract management. Fuel supply at eight fuelling stations, maintains PCB storage area and disposes of hazardous materials.
Payroll Operations Manager Kevin Hislop	Responsible to provide all payroll related functions to HRM employees, Business Units and Boards and Commissions. Some of the services we provide clients include time and attendance tracking, payroll/benefits administration, bi-weekly payroll production, year end T4 production, labour and equipment costing, and provide policy/ collective agreement interpretation and monitoring as related to payroll issues.

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 and Commonwealth Games. Leads HRM's Tax Reform and Multi Year Financial Strategy.
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 as it relates to Public Sector Accounting Board recommendations as well as HRM internal policies. 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 through cash management performance measurement.
Project Manager Revenue Replacement Tool Project Daya Pillay	Manages the implementation of a new revenue software installation integrated with SAP
Summary of Business Unit Structure Changes:	Payroll Operations was added to Finance during fiscal 2006/07. This saw addition of 23 FTE's as well as Fiscal & Tax Policy was transferred back to Finance from BPIM

Core Operations and Services provided:

- Payment Processing
- Accounting
- FTE Position Management
- Financial Reporting
- Payroll Operations
- Procurement & Stores Operations
- Inventory & Asset Control
- Budget Support
- Bylaw Registration and Administration, eg: False Alarms, Parking Meters
- Revenue & Tax Billing and Collection
- Financial Analysis & Consulting
- Customer Services & Inquiries
- Parking Ticket Enforcement
- HRM Investments & Cash Management
- Banking Relationships & Coordination
- Disaster Financial Assistance Claims support
- Financial Policy Development & Implementation

Funded Full Time Equivalent (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008
Funded FTEs (includes permanent and temporary)	152.5	193

Financial Information:

Finance						
Summary of Budget by Business Unit Division						
	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$9,661,757	\$10,802,045	\$10,646,080	\$11,295,534	\$493,489	4.6%
Revenues	(\$5,005,175)	(\$6,406,804)	(\$6,569,591)	(\$8,001,057)	(\$1,594,253)	24.9%
Net Budget						
Administration - Finance	410,812	308,832	316,684	330,007	21,175	6.9%
Finance	1,277,524	1,240,393	1,174,801	1,254,894	14,501	1.2%
Financial Services Admin	53,707	165,760	160,661	166,445	685	0.4%
Revenue	(2,169,115)	(3,479,065)	(3,555,921)	(4,911,261)	(1,432,196)	41.2%
Accounting	1,639,038	1,905,590	1,851,751	2,124,500	218,910	11.5%
Payroll Operations	852,094	925,305	908,232	1,255,760	330,455	35.7%
Procurement	2,592,522	2,964,286	2,856,142	3,074,132	109,846	3.7%
Revenue Replacement Project	0	364,140	364,140	0	(364,140)	-100.0%
Net Cost	\$4,656,582	\$4,395,241	\$4,076,489	\$3,294,477	(\$1,100,764)	-25.0%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Budget		4,395.2
1	Revenue increases, Fines & Fees, By-law F300 and Tax Sales & misc. other	(1,594.2)
2	Compensation & Benefits	484.2
3	External Services	(2.5)
4	Building Costs	(14.3)
5	Equipment & Communications	8.7
6	Vehicle Expense	2.2
7	Other Goods & Services (travel, training , advertising)	17.8
10	Interdepartmentals	(2.6)
2007/08 Budget		<u>3,294.5</u>

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	Fiscal Responsibility - Lead EMT priority of Fiscal Responsibility through Tax Reform, Corporate asset Management, and update of policies
Strategic Goal 2:	Leadership Development within Finance to develop, retain employees and succession planning
Strategic Goal 3:	Promote Accountability through financial process/policy development and training
Operational Goals	
Operational Goal 1:	Effective Management of Corporate Finances & Assets
Operational Goal 2:	Improved Service Delivery to internal and external clients
Operational Goal 3:	Support to Corporate Initiatives

Service Level Changes	
Business Unit:	Finance
<u>Increases In Services / new initiatives:</u>	
<ul style="list-style-type: none"> • Information to external clients through Tax Reform Process, Where does your money go? document, tax bill inserts, and other communications forthcoming from the Tax Reform Committee's Communication Strategy • Electronic billings and electronic payments to vendors. AP link was implemented in 2006/07 and during 07/08, tax billings, and billing to Agencies Boards & Commissions will commence, as well as increasing our electronic payments to vendors, thus reducing printing of cheques • Tax Sale Process. Per the Municipal Government Act (MGA), properties with arrears greater than 2 years qualify for tax sale process. Due to staff shortages, we currently have properties with 6 years of arrears. Our performance measure for this will be lower number of properties with arrears greater than 2 years, as we move forward to increase the number of properties listed for tax sale. • Private Roads. Maintenance of the new private roads legislation will result in an increase of roads maintained by HRM, and the accounting of those area rates, for these services 	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none"> • Staff resources/availability expected to decline due to involvement in Revenue Solutions Project. Current staff will be providing and testing data for this project. Change Management will also be implemented to deal with the change process of new technology. • Within Finance there is currently very little capacity for large projects this year as staff are engaged in Tax Reform, the Revenue Resolution Project, continuing work on Payroll and Procurement process improvements and tangible capital asset accounting. 	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none"> • Service Delivery to HRWC (re: Waste Water Services) at some point within the year will cease. Effective date of transfer has changed from April 1 to August 1. We will continue to perform finance support to HRWC till next year, and will work on a Service Level Agreement for services to HRWC from August to March 31/08. Will also investigate an interface solution for payroll issues. 	

Finance

Summary of Gross Expenditures by Business Unit Division

	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Administration - Finance						
A301 Administration - Finance	\$410,980	\$308,832	\$312,054	\$330,007	21,175	6.9%
M621 Commonwealth Games	0	0	4,673	0	0	-
Administration - Finance	410,980	308,832	316,727	330,007	21,175	6.9%
Finance						
A304 Financial Reporting & Treasury	106,454	298,330	295,809	305,921	7,591	2.5%
A351 Budget & Financial Analysis	632,721	544,986	490,932	552,028	7,042	1.3%
A810 Fiscal & Tax Policy	407,392	258,367	255,409	257,529	(838)	-0.3%
A811 Grants-Administration	131,114	138,710	132,707	139,416	706	0.5%
Finance	1,277,681	1,240,393	1,174,857	1,254,894	14,501	1.2%
Financial Services Admin						
A302 SMFS Admin.	53,707	165,760	160,661	166,445	685	0.4%
Financial Services Admin	53,707	165,760	160,661	166,445	685	0.4%
Revenue						
A311 Revenue - Administration	174,968	290,178	228,992	298,880	8,702	3.0%
A312 Coin Room	192,612	206,186	205,661	196,308	(9,878)	-4.8%
A313 Payment Processing	249,358	267,751	255,213	282,167	14,416	5.4%
A314 General Revenue	495,381	475,493	514,365	482,975	7,482	1.6%
A315 Ticket Office	841,213	864,507	945,687	876,034	11,527	1.3%
A316 Taxation	626,902	620,342	606,416	730,247	109,905	17.7%
A360 Admin. & Mtce of Parking Meter	192,843	195,482	216,034	215,385	19,903	10.2%
Revenue	2,773,277	2,919,939	2,972,368	3,081,996	162,057	5.6%
Accounting						
A321 Accounting Administration	417,023	427,560	452,490	620,000	192,440	45.0%
A322 Payment Processing	670,911	467,680	548,404	615,000	147,320	31.5%
A323 Accounting Processing	511,243	672,010	568,681	556,300	(115,710)	-17.2%
A324 Accounting Reporting	40,076	338,340	282,458	333,200	(5,140)	-1.5%
Accounting	1,639,253	1,905,590	1,852,034	2,124,500	218,910	11.5%
Procurement						
A331 General Purchasing	419,399	522,142	471,707	520,684	(1,458)	-0.3%
A332 Inventory & Asset Mg	43,134	115,400	129,887	153,802	38,402	33.3%
A333 Stores-Transit/Fire	615,930	733,339	705,353	756,429	23,090	3.1%
A334 Stores-East/West	571,684	547,240	549,633	566,765	19,525	3.6%
A335 Procurement Field Support Reps	423,351	444,248	441,067	457,512	13,264	3.0%
A336 Procurement Staff	569,867	601,917	592,515	618,940	17,023	2.8%
Procurement	2,643,365	2,964,286	2,890,161	3,074,132	109,846	3.7%
Payroll Operations						
A615 Payroll Operations	863,494	933,105	915,132	1,263,560	330,455	35.4%
Payroll Operations	863,494	933,105	915,132	1,263,560	330,455	35.4%
Revenue Replacement Project						
A319 Tools Replacement Project	0	364,140	364,140	0	(364,140)	-100.0%
Revenue Replacement Project	0	364,140	364,140	0	(364,140)	-100.0%
Total	\$9,661,757	\$10,802,045	\$10,646,080	\$11,295,534	493,489	4.6%

Finance

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	(\$168)	\$0	(\$44)	\$0	0	-
Administration - Finance	(168)	0	(44)	0	0	-
Finance						
A810 Fiscal & Tax Policy	(157)	0	0	0	0	-
A811 Grants-Administration	0	0	(56)	0	0	-
Finance	(157)	0	(56)	0	0	-
Revenue						
A311 Revenue - Administration	(5)	0	2,748	0	0	-
A312 Coin Room	(5)	0	0	0	0	-
A314 General Revenue	(214,643)	(223,704)	(201,322)	(175,000)	48,704	-21.8%
A315 Ticket Office	(3,753,922)	(4,620,300)	(4,809,448)	(5,915,531)	(1,295,231)	28.0%
A316 Taxation	(973,725)	(1,555,000)	(1,519,845)	(1,902,726)	(347,726)	22.4%
A360 Admin. & Mtce of Parking Meter	(93)	0	(421)	0	0	-
Revenue	(4,942,393)	(6,399,004)	(6,528,289)	(7,993,257)	(1,594,253)	24.9%
Accounting						
A321 Accounting Administration	(215)	0	(283)	0	0	-
Accounting	(215)	0	(283)	0	0	-
Procurement						
A331 General Purchasing	(24,118)	0	(20,592)	0	0	-
A332 Inventory & Asset Mg	(26,425)	0	(12,938)	0	0	-
A334 Stores-East/West	(86)	0	(455)	0	0	-
A336 Procurement Staff	(213)	0	(34)	0	0	-
Procurement	(50,842)	0	(34,019)	0	0	-
Payroll Operations						
A615 Payroll Operations	(11,400)	(7,800)	(6,900)	(7,800)	0	-0.0%
Payroll Operations	(11,400)	(7,800)	(6,900)	(7,800)	0	-0.0%
Total	(\$5,005,175)	(\$6,406,804)	(\$6,569,591)	(\$8,001,057)	(1,594,253)	24.9%

Finance

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	\$410,812	\$308,832	\$312,011	\$330,007	21,175	6.9%
M621 Commonwealth Games	0	0	4,673	0	0	-
Administration - Finance	410,812	308,832	316,684	330,007	21,175	6.9%
Finance						
A304 Financial Reporting & Treasury	106,454	298,330	295,809	305,921	7,591	2.5%
A351 Budget & Financial Analysis	632,721	544,986	490,932	552,028	7,042	1.3%
A810 Fiscal & Tax Policy	407,235	258,367	255,409	257,529	(838)	-0.3%
A811 Grants-Administration	131,114	138,710	132,651	139,416	706	0.5%
Finance	1,277,524	1,240,393	1,174,801	1,254,894	14,501	1.2%
Financial Services Admin						
A302 SMFS Admin.	53,707	165,760	160,661	166,445	685	0.4%
Financial Services Admin	53,707	165,760	160,661	166,445	685	0.4%
Revenue						
A311 Revenue - Administration	174,963	290,178	231,741	298,880	8,702	3.0%
A312 Coin Room	192,608	206,186	205,661	196,308	(9,878)	-4.8%
A313 Payment Processing	249,358	267,751	255,213	282,167	14,416	5.4%
A314 General Revenue	280,738	251,789	313,043	307,975	56,186	22.3%
A315 Ticket Office	(2,912,709)	(3,755,793)	(3,863,762)	(5,039,497)	(1,283,704)	34.2%
A316 Taxation	(346,823)	(934,658)	(913,430)	(1,172,479)	(237,821)	25.4%
A360 Admin. & Mtce of Parking Meter	192,750	195,482	215,613	215,385	19,903	10.2%
Revenue	(2,169,115)	(3,479,065)	(3,555,921)	(4,911,261)	(1,432,196)	41.2%
Accounting						
A321 Accounting Administration	416,809	427,560	452,207	620,000	192,440	45.0%
A322 Payment Processing	670,911	467,680	548,404	615,000	147,320	31.5%
A323 Accounting Processing	511,243	672,010	568,681	556,300	(115,710)	-17.2%
A324 Accounting Reporting	40,076	338,340	282,458	333,200	(5,140)	-1.5%
Accounting	1,639,038	1,905,590	1,851,751	2,124,500	218,910	11.5%
Procurement						
A331 General Purchasing	395,282	522,142	451,114	520,684	(1,458)	-0.3%
A332 Inventory & Asset Mg	16,708	115,400	116,949	153,802	38,402	33.3%
A333 Stores-Transit/Fire	615,930	733,339	705,353	756,429	23,090	3.1%
A334 Stores-East/West	571,598	547,240	549,178	566,765	19,525	3.6%
A335 Procurement Field Support Reps	423,351	444,248	441,067	457,512	13,264	3.0%
A336 Procurement Staff	569,654	601,917	592,481	618,940	17,023	2.8%
Procurement	2,592,522	2,964,286	2,856,142	3,074,132	109,846	3.7%
Payroll Operations						
A615 Payroll Operations	852,094	925,305	908,232	1,255,760	330,455	35.7%
Payroll Operations	852,094	925,305	908,232	1,255,760	330,455	35.7%
Revenue Replacement Project						
A319 Tools Replacement Project	0	364,140	364,140	0	(364,140)	-100.0%
Revenue Replacement Project	0	364,140	364,140	0	(364,140)	-100.0%
Total	\$4,656,582	\$4,395,241	\$4,076,489	\$3,294,477	(1,100,764)	-25.0%

Finance

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$8,463,758	\$9,494,317	\$9,055,811	\$9,978,501	\$484,184	5.1%
2 Office Costs	310,717	324,402	431,637	324,686	284	0.1%
3 Professional Fees	101,545	91,400	92,786	105,250	13,850	15.2%
4 Legal & Consulting Fees	54,236	61,330	108,280	21,404	(39,926)	-65.1%
5 External Services	483,120	427,000	470,120	450,587	23,587	5.5%
6 Uniforms & Clothing	9,539	10,200	8,045	9,920	(280)	-2.7%
7 Supplies & Materials	60,070	62,500	63,534	60,977	(1,523)	-2.4%
8 Utilities	0	0	9	0	0	-
9 Building Costs	7,823	14,000	7,199	1,457	(12,543)	-89.6%
10 Equipment & Communications	82,192	76,900	97,700	85,674	8,774	11.4%
11 Vehicle Expense	2,263	1,800	1,878	4,000	2,200	122.2%
12 Travel	30,608	30,600	54,334	38,315	7,715	25.2%
13 Training & Education	37,096	58,000	40,588	64,060	6,060	10.4%
14 Facilities Rental	72	2,400	38,690	2,400	0	0.0%
15 Advertising & Promotion	24,945	22,850	19,284	17,935	(4,915)	-21.5%
16 Other Goods & Services	78,578	74,646	77,683	83,120	8,474	11.4%
17 Interdepartmental	(114,404)	20,100	13,947	17,500	(2,600)	-12.9%
18 Transfer to/from Reserves	29,600	29,600	64,554	29,748	148	0.5%
Total	\$9,661,757	\$10,802,045	\$10,646,080	\$11,295,534	493,489	4.6%
Revenues						
19 Fines and Fees	(\$4,434,816)	(\$5,905,300)	(\$5,971,999)	(\$7,465,882)	(1,560,582)	26.4%
20 Tax Certificates	(485,175)	(475,000)	(417,880)	(377,375)	97,625	-20.6%
21 Sales Revenue	0	0	(113,875)	(125,000)	(125,000)	-
22 Other Revenue	(85,184)	(26,504)	(65,836)	(32,800)	(6,296)	23.8%
Total	(\$5,005,175)	(\$6,406,804)	(\$6,569,591)	(\$8,001,057)	(1,594,253)	24.9%
Net Cost	\$4,656,582	\$4,395,241	\$4,076,489	\$3,294,477	(1,100,764)	-25.0%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Financial Services			
Fuel depot Upgrade	300	300	300
Non Capital Asset Management	50	50	50
Revenue Tools Replacements	1,242	175	0
Parking Meters	90	0	0
Coin Room	60	0	0
Total	1,742	525	350

Fire and Emergency Service

Business Plan - 2007/08

Mission: *Dedicated to enhance and preserve the quality of life, property and environment through education, leadership, partnerships and effective response to emergencies.*

Business Unit Overview:

Halifax Regional Fire and Emergency (HRFE) provides emergency response twenty-four hours a day, seven days a week through 60 stations located throughout HRM which are 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:	William H. Mosher, Acting Chief Director
Support Services David Smith, Acting Deputy Chief Director	The Support Services Team is the infrastructure that supports the Fire Service and consists of Administration & Payroll, Finance, Human Resources, Logistics, Research & Career Development, and Training Division.
Core Operations Stephen Thurber, Deputy Chief Director	Responsible for the mitigation of emergency response in the urban core - Halifax, Dartmouth, Bedford, Sackville, Cole Harbour and Eastern Passage - Fire Stations 2 - 18, Core Volunteers, Computer Aided Dispatch/FDM Records Management, Labour Relations, and Attendance Management.
Rural Operations Bernie Turpin, Acting Deputy Chief Director	Responsible for the mitigation of emergency response in the urban/rural areas formerly located in the County of Halifax - Fire Stations 19 - 63, and the Operating and Capital Budgets.
Safety & Strategic Initiatives Roy Hollett, Deputy Chief Director	Responsible for the coordination and development of Strategic Initiatives - Chemical, Biological, Radiological, Nuclear & Explosion, Urban Search & Rescue, Firefighter Assistance Program, Fire Prevention & Life Safety, Fire Investigation & Explosive Section, Public Education and Information, Safe Communities, and Emergency Measures Operations. The Safety Division ensures compliance with Occupational Health & Safety legislation and has the responsibility for Corporate Safety.

**Summary of
Business Unit**

Structure Changes:

- Executive Officer position established reporting to Chief Director (*within existing FTE complement*)
- Firefighter/Family Assistance Program Coordinator position establish - (*new*) reporting to Deputy Chief Director - Safety & Strategic Initiatives
- 3 FTEs reassigned to Fire (2 from TPW and 1 HR) for Corporate Safety
- Tighter controls on the Position Management has identified Fire's actual approved complement as 478 which includes Corporate Safety
- 1 FTE - Breathing Apparatus Technician (*approved*) in 07/08 for Logistics Division

Core Operations and Services provided:

- 479 Career Members
- 800 Volunteer Members
- 60 Fire Stations
- Fire and Emergency Response, Medical Response
- Vehicle Rescue, Water/Ice Rescue, Structural/Confined Space Rescue, High Angle Rescue
- Hazardous Materials Response
- Chemical-Biological- Radiological-Nuclear (CBRN) Response Team
- Inspections and Investigations
- Public Education and Information
- Urban Search and Rescue (USAR) - Atlantic Task Force 5 Team
- Urban Search and Rescue (USAR) - K9 (Rescue Dog) Team
- 12,352 Emergency Responses
- 139 Smoke Detectors installed by Operations Crews
- 731 Public Education Presentations conducted
- 40 Schools in HRM now deliver the Risk Watch Fire Safety Program
- 2,390 Occupancy Inspections

Funded Full Time Equivalents (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008 (effective April 1, 2007)
Funded FTEs (includes permanent and temporary)	465	479 <ul style="list-style-type: none"> • 454 Uniformed Personnel • 25 Civilians

Note: Table to be adjusted to reflect increase Core Area, Safety & Strategic Total to be increased by \$150,000 funding approved during 07/08 budget.

Financial Information:

**Fire and Emergency Services
Summary of Budget by Business Unit Division**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$43,380,379	\$45,883,688	\$46,712,610	\$49,034,100	\$3,150,412	6.9%
Revenues	(\$711,906)	(\$134,739)	(\$857,620)	(\$125,700)	\$9,039	-6.7%
Net Budget						
Core Area - General	33,833,896	40,917,148	41,296,552	43,886,300	2,969,152	7.3%
Core Area, Safety & Strategic Total	781,856	806,530	836,367	1,017,300	210,770	26.1%
Rural Fire Common	6,633,379	3,352,412	3,005,977	3,164,700	(187,712)	-5.6%
Contracted Operations	82,400	82,400	81,473	82,400	0	0.0%
Zone 1 Rural Fire	259,392	122,654	114,466	161,300	38,646	31.5%
Zone 2 Rural Fire	114,780	67,344	69,278	91,900	24,556	36.5%
Zone 3 Rural Fire	161,620	77,103	49,005	98,400	21,297	27.6%
Zone 6 Rural Fire (Western)	572,019	203,404	266,027	261,500	58,096	28.6%
Zone 4 Rural Fire	229,133	119,954	135,845	144,600	24,646	20.5%
Net Cost	\$42,668,474	\$45,748,949	\$45,854,990	\$48,908,400	\$3,159,451	6.9%

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2006/07 Budget	\$45,749
1 Salaries & Benefits - includes cost changes resulting from merit increases, classification reviews, employer benefit costs and includes the transfer of Corporate Safety FTEs to Fire	2,914
2 Increase in Honorariums for Volunteer Firefighters	30
3 Inflation and Demographic Increases - applied to Building Accounts to offset reduction	67
4 Reduction in Corporate Expenditures	(118)
5 Transfer of Corporate Safety - non Compensation Costs	25
6 Fleet - Interdepartmental Increase	91
7 Urban Search & Rescue (USAR) ongoing funding secured to maintain program and secure federal funding portion of the National Program	150
2007/08 Budget	\$48,908

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	Fire Service Strategies aligned with Approved Service Delivery Standard
Strategic Goal 2:	EMO Preparedness and Business Continuity
Operational Goals	
Operational Goal 1:	Marine Emergency Operations (06/07)
Operational Goal 2:	Urban Search and Rescue (USAR) Atlantic Task Force 5 Team
Operational Goal 3:	Training Facility (06/07)
Operational Goal 4:	Airport /Aerotech Park Fire Protection (06/07)
Operational Goal 5:	Corporate Safety (06/07)
Operational Goal 6:	Restructuring of Logistics Division (07/08)
Operational Goal 7:	Succession Planning (07/08)

Service Level Changes	
Business Unit:	Fire and Emergency Service
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none">• Station Location Study - the utilization of GIS and internal resources will greatly assist the fire service in developing long range plans for the locations of fire stations, consolidations, equipment and personnel, etc. while aligning to the Regional Plan. This initiative is different from the past of utilizing consultants to develop this plan which could only adapt to the information of today with limited future planing.• Resources - Review and integration of resources will assist in creating efficiencies in service delivery.• Respiratory Breathing Apparatus program expanded to stations 19-63 to ensure compliance with applicable regulatory and legislated bodies.	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none">• Succession Planning (Operational Pressure) - Of the 33 members of Fire's senior management team including Platoon, District, Divisional Chiefs, Administrative, Coordinator, Deputies and Chief Director, 13 members have reached the Rule of 80 with 2 retiring in 2007. In 2008, another 3 members will reach the Rule of 80. Attracting qualified individuals to fill these positions continues to be challenge for Fire Service.	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none">• None	

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	\$25,715,263	\$31,450,024	\$32,066,188	\$34,162,200	2,712,176	8.6%
F120 Training	1,143,942	1,224,350	1,019,294	1,263,700	39,350	3.2%
F121 Career Development	0	203,269	214,460	203,300	31	0.0%
F130 Prevention	0	0	313	1,857,000	1,857,000	-
F140 Administration	1,293,180	1,436,490	1,648,136	1,461,200	24,710	1.7%
F141 Community Relations	618,503	663,962	619,606	0	(663,962)	-100.0%
F142 Fire & Explosion Investigation	422,096	415,445	495,365	0	(415,445)	-100.0%
F143 Fire Prevention and Life Safety Divisi	663,770	915,043	835,183	0	(915,043)	-100.0%
F150 Mechanical Maint.	1,800,596	1,972,510	1,955,304	2,063,400	90,890	4.6%
F160 Buildings & Logistic	1,553,215	1,658,334	1,826,314	1,767,000	108,666	6.6%
F170 Rural District Management	956,067	814,648	826,375	832,300	17,652	2.2%
F190 Communications	112,630	264,312	328,920	377,400	113,088	42.8%
Core Area - General	34,279,262	41,018,387	41,835,458	43,987,500	2,969,113	7.2%
Core Area, Safety & Strategic:						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	276,599	231,456	263,035	242,400	10,944	4.7%
F180 Safety & Strategic Initiatives	458,443	550,074	531,656	384,000	(166,074)	-30.2%
F181 USAR Project	259,727	0	289,742	150,000	150,000	-
F182 Corporate Safety	0	0	17,197	215,900	215,900	-
Core Area, Safety & Strategic Total	1,019,769	806,530	1,126,630	1,017,300	210,770	26.1%
Total Core Area:	35,299,030	41,824,917	42,962,087	45,004,800	3,179,883	7.6%
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	697,579	707,461	706,184	734,500	27,039	3.8%
F792 Rural Fire Fleet Maintenance	93,206	125,000	84,052	125,000	0	0.0%
F793 Rural Fire - Rural Operations	5,848,478	2,519,951	2,220,501	2,305,200	(214,751)	-8.5%
Rural Fire Common	6,639,262	3,352,412	3,010,737	3,164,700	(187,712)	-5.6%
Contracted Operations:						
F724 Enfield	40,000	40,000	39,073	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	0.0%
Contracted Operations	82,400	82,400	81,473	82,400	0	0.0%
Zone 1 Rural Fire:						
F751 District 1 Fire	259,392	122,654	114,822	161,300	38,646	31.5%
Zone 1 Rural Fire	259,392	122,654	114,822	161,300	38,646	31.5%
Zone 2 Rural Fire:						
F752 District 2 Fire	133,513	88,844	90,424	113,400	24,556	27.6%
Zone 2 Rural Fire	133,513	88,844	90,424	113,400	24,556	27.6%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	162,526	77,103	49,196	98,400	21,297	27.6%
Zone 3 Rural Fire	162,526	77,103	49,196	98,400	21,297	27.6%
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	575,123	215,404	268,027	264,500	49,096	22.8%
Zone 6 Rural Fire (Western)	575,123	215,404	268,027	264,500	49,096	22.8%
Zone 4 Rural Fire:						
F725 Zone 4	229,133	119,954	135,845	144,600	24,646	20.5%
Zone 4 Rural Fire	229,133	119,954	135,845	144,600	24,646	20.5%
Total Rural Departments	8,081,349	4,058,771	3,750,523	4,029,300	(29,471)	-0.7%
Total	\$43,380,379	\$45,883,688	\$46,712,610	\$49,034,100	3,150,412	6.9%

Fire and Emergency Services

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	(\$288,715)	(\$101,239)	(\$392,528)	(\$101,200)	39	-0.0%
F120 Training	(37,673)	0	(6,696)	0	0	-
F121 Career Development	0	0	(736)	0	0	-
F140 Administration	(22,113)	0	(69,203)	0	0	-
F141 Community Relations	(14,886)	0	(12,781)	0	0	-
F142 Fire & Explosion Investigation	(21,732)	0	(5,218)	0	0	-
F143 Fire Prevention and Life Safety Divisic	(28,482)	0	(11,763)	0	0	-
F150 Mechanical Maint.	0	0	0	0	0	-
F160 Buildings & Logistic	(31,766)	0	(39,981)	0	0	-
Total Core Area - General	(445,366)	(101,239)	(538,906)	(101,200)	39	-0.0%
Core Area - Safety & Strategic Initiative:						
C801 Emergency Measures Administration	(38,329)	0	(133)	0	0	-
F180 Safety & Strategic Initiatives	(10,772)	0	(649)	0	0	-
F181 USAR Project	(188,813)	0	(289,481)	0	0	-
Total Core Area - Safety & Strategic Initi	(237,913)	0	(290,262)	0	0	-
Total Core Area:	(683,279)	(101,239)	(829,168)	(101,200)	39	-0.0%
Rural Departments:						
Rural Fire Common:						
F793 Rural Fire - Rural Operations	(5,883)	0	(4,760)	0	0	-
Total Rural Fire Common	(5,883)	0	(4,760)	0	0	-
Zone 1 Rural Fire						
F751 District 1 Fire	0	0	(356)	0	0	-
Zone 1 Rural Fire	0	0	(356)	0	0	-
Zone 2 Rural Fire:						
F752 District 2 Fire	(18,733)	(21,500)	(21,146)	(21,500)	0	-0.0%
Zone 2 Rural Fire	(18,733)	(21,500)	(21,146)	(21,500)	0	-0.0%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	(906)	0	(191)	0	0	-
Total Zone 3 Rural Fire	(906)	0	(191)	0	0	-
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	(3,104)	(12,000)	(2,000)	(3,000)	9,000	-75.0%
Total Zone 6 Rural Fire (Western):	(3,104)	(12,000)	(2,000)	(3,000)	9,000	-75.0%
Total Rural Departments	(28,626)	(33,500)	(28,452)	(24,500)	9,000	-26.9%
Total	(\$711,906)	(\$134,739)	(\$857,620)	(\$125,700)	9,039	-6.7%

Fire and Emergency Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	\$25,426,548	\$31,348,785	\$31,673,660	\$34,061,000	\$2,712,215	8.7%
F120 Training	1,106,269	1,224,350	1,012,597	1,263,700	39,350	3.2%
F121 Career Development	0	203,269	213,725	203,300	31	0.0%
F130 Prevention	0	0	313	1,857,000	1,857,000	-
F140 Administration	1,271,068	1,436,490	1,578,934	1,461,200	24,710	1.7%
F141 Community Relations	603,617	663,962	606,825	0	(663,962)	-100.0%
F142 Fire & Explosion Investigation	400,364	415,445	490,147	0	(415,445)	-100.0%
F143 Fire Prevention and Life Safety Divisio	635,288	915,043	823,419	0	(915,043)	-100.0%
F150 Mechanical Maint.	1,800,596	1,972,510	1,955,304	2,063,400	90,890	4.6%
F160 Buildings & Logistic	1,521,449	1,658,334	1,786,333	1,767,000	108,666	6.6%
F170 Rural District Management	956,067	814,648	826,375	832,300	17,652	2.2%
F190 Communications	112,630	264,312	328,920	377,400	113,088	42.8%
Core Area - General	33,833,896	40,917,148	41,296,552	43,886,300	2,969,152	7.3%
Core Area, Safety & Strategic:						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	238,270	231,456	262,902	242,400	10,944	4.7%
F180 Safety & Strategic Initiatives	447,671	550,074	531,007	384,000	(166,074)	-30.2%
F181 USAR Project	70,914	0	261	150,000	150,000	-
F182 Corporate Safety	0	0	17,197	215,900	215,900	-
Core Area, Safety & Strategic Total	781,856	806,530	836,367	1,017,300	210,770	26.1%
Total Core Area:	34,615,751	41,723,678	42,132,919	44,903,600	3,179,922	7.6%
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	697,579	707,461	706,184	734,500	27,039	3.8%
F792 Rural Fire Fleet Maintenance	93,206	125,000	84,052	125,000	0	0.0%
F793 Rural Fire - Rural Operations	5,842,595	2,519,951	2,215,741	2,305,200	(214,751)	-8.5%
Rural Fire Common	6,633,379	3,352,412	3,005,977	3,164,700	(187,712)	-5.6%
Contracted Operations:						
F724 Enfield	40,000	40,000	39,073	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	0.0%
Contracted Operations	82,400	82,400	81,473	82,400	0	0.0%
Zone 1 Rural Fire:						
F751 District 1 Fire	259,392	122,654	114,466	161,300	38,646	31.5%
Zone 1 Rural Fire	259,392	122,654	114,466	161,300	38,646	31.5%
Zone 2 Rural Fire:						
F752 District 2 Fire	114,780	67,344	69,278	91,900	24,556	36.5%
Zone 2 Rural Fire	114,780	67,344	69,278	91,900	24,556	36.5%
Zone 3 Rural Fire:						
F753 Fire District 3 Revenue & Capital	161,620	77,103	49,005	98,400	21,297	27.6%
Zone 3 Rural Fire	161,620	77,103	49,005	98,400	21,297	27.6%
Zone 6 Rural Fire (Western):						
F756 District 6 Fire	572,019	203,404	266,027	261,500	58,096	28.6%
Zone 6 Rural Fire (Western)	572,019	203,404	266,027	261,500	58,096	28.6%
Zone 4 Rural Fire:						
F725 Zone 4	229,133	119,954	135,845	144,600	24,646	20.5%
Zone 4 Rural Fire	229,133	119,954	135,845	144,600	24,646	20.5%
Total Rural Departments	8,052,723	4,025,271	3,722,071	4,004,800	(20,471)	-0.5%
Total	\$42,668,474	\$45,748,949	\$45,854,990	\$48,908,400	3,159,451	6.9%

Fire and Emergency Services

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over		
	Actual	Budget	Actual	Budget	Budget	%	
Expenditures							
1	Compensation & Benefits	\$34,130,353	\$36,639,598	\$37,390,812	\$39,583,600	2,944,002	8.0%
2	Office Costs	508,430	439,484	554,788	439,600	116	0.0%
3	Professional Fees	3,440	0	12	0	0	-
4	Legal & Consulting Fees	984	13,190	10,258	13,200	10	0.1%
5	External Services	344,765	343,992	550,086	393,500	49,508	14.4%
6	Uniforms & Clothing	615,909	569,260	619,843	569,300	40	0.0%
7	Supplies & Materials	222,869	170,203	200,937	170,300	97	0.1%
8	Utilities	383,307	388,239	391,780	388,300	61	0.0%
9	Building Costs	916,968	872,703	512,744	788,800	(83,903)	-9.6%
10	Equipment & Communications	1,451,716	1,607,744	1,909,421	1,757,900	150,156	9.3%
11	Vehicle Expense	106,500	125,000	98,578	125,000	0	0.0%
12	Travel	141,625	130,591	273,726	130,600	9	0.0%
13	Training & Education	530,581	314,363	312,295	314,300	(63)	-0.0%
14	Facilities Rental	17,138	4,850	20,263	9,900	5,050	104.1%
15	Advertising & Promotion	36,169	35,103	22,819	35,200	97	0.3%
16	Other Goods & Services	581,552	750,437	618,362	714,800	(35,637)	-4.7%
17	Interdepartmental	2,251,062	2,455,470	2,421,192	2,549,300	93,830	3.8%
18	Debt-Interest	185,993	170,888	170,184	161,300	(9,588)	-5.6%
19	Debt Principal	511,586	536,573	536,000	573,200	36,627	6.8%
20	Insurance Costs	2,875	0	2,875	0	0	-
21	Grants & Tax Concessions	31,558	31,000	26,014	31,000	0	0.0%
22	Transfer to/from Reserves	405,000	285,000	185,541	285,000	0	0.0%
23	Other Fiscal	0	0	(115,919)	0	0	-
	Total	\$43,380,379	\$45,883,688	\$46,712,610	\$49,034,100	\$3,150,412	6.9%
Revenues							
23	Fines and Fees	(\$96,566)	(\$101,239)	(\$87,996)	(\$101,200)	39	-0.0%
24	Rental & Leasing	(51,276)	0	(52,046)	(24,500)	(24,500)	-
25	Other Revenue	(564,064)	(33,500)	(717,578)	0	33,500	-100.0%
	Total	(\$711,906)	(\$134,739)	(\$857,620)	(\$125,700)	\$9,039	-6.7%
	Net Cost	\$42,668,474	\$45,748,949	\$45,854,990	\$48,908,400	\$3,159,451	6.9%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Fire & Emergency Services			
New Station(Zone 4 Fire Dept)	2,312	0	0
Dutch Settlement - New Fire Station	1,000	0	0
Highfield Park Fire Station Phase II	0	1,000	0
Opticom Signalization System	80	80	80
Rural Fire Water Supply	388	392	392
Potable Water-Rural Fire	250	0	0
Total	4,030	1,472	472
Provided by Other Business Units:			
Core FireServicesStationUpgrades(Bundle)	233	234	277
RuralFireServicesStationUpgrades(Bundle)	407	432	457
Fire Fleet Apparatus Replacement	2873	2902	2902
Fire Fleet Utility Vehcile Replacement	230	230	230
Total	3,743	3,798	3,866

Fiscal Services

Business Plan - 2007/08

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. The major components of Fiscal Services include:

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

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 2007/08 Operating Budget

Revenues	Amount
Residential Property Taxes	(172,861,220)
Commercial & Business Occupancy Property Taxes	(160,132,000)
Deed Transfer Taxes	(31,000,000)
Payment in Lieu of Taxes & Tax Agreements	(31,821,100)
HRWC Water Dividend	(3,634,300)
Area Rates for Supplementary Education	(19,835,022)
Regional Area Rates for Outside Agencies (Mandatory Educ & Province)	(106,667,000)
Area Rate for Fire Protection	(10,436,700)
Interest Revenue	(13,030,100)
Other Revenue	(12,780,371)
Total Revenues	(562,197,813)
Expenditures	
Debt Charges (Principal & Interest)	39,874,200
Transfer to Reserves	22,471,955
Insurance Policy/Premium	4,200,000
Transfer to Outside Agencies - Supplementary Education	20,386,100
Transfer to Outside Agencies - Mandatory Educ & Province	106,588,400
Transfer to Outside Agencies - World Trade Centre	544,700
Transfer to Outside Agencies - Fire Protection (Hydrants)	10,436,700
Grants & Tax Concessions	3,915,500
Operating Costs of New Capital	3,564,245

Expenditures	Amount
Provision for Valuation Allowance	2,365,000
Capital from Operating	30,218,700
Retirement Incentives	1,480,300
Council Focus Area	1,002,000
Other Expenditures	8,254,893
Total Expenditures	255,302,693
Fiscal Services Net Budget	(306,895,120)
Analysis of Budget Changes	
Approved 2006/07 Base Budget	(292,103,583)
Increase in Property Taxes revenues (net)	(30,027,720)
Decrease in Tax Agreements revenues	2,100,000
Increase in Mandatory Education costs	7,410,800
Increase in Operating Costs of New Capital	2,359,700
Increase in Debt Charges	1,816,112
Increase in Capital from Operating	1,046,568
Other Fiscal Transactions (net)	503,003
Approved 2007/08 Budget	(306,895,120)

Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2007/08 time frame.

Obligations / Responsibilities:

Debt Repayment and Servicing

Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are principal and interest payments for Fire & Emergency Services Business Unit and, Fire & Recreation Area Rates in the amount of \$758,700 and, other costs relating to amortization of amalgamation costs, bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totalling about \$3.2 million. Not all HRM's debt charges are included in Fiscal Services. The debt charges for Metro Transit, Solid Waste, Wastewater Treatment, Fire and some Area Rates are allocated to their respective departments. HRM's current debt charges of \$55.2 million represent 8.6% of gross expenditures. The breakdown for debt costs is as follows:

2007 - 08 HRM Debt Charges By Business Unit

	Principal	Interest	Other	Totals
Fiscal Services <i>(Note 1)</i>	28,632,800	7,995,700	3,245,700	39,874,200
Metro Transit	4,943,200	1,582,300		6,525,500
Wastewater	1,283,000	147,100		1,430,100
Solid Waste	4,939,200	1,404,800		6,344,000
Other <i>(Fire & Area Rates)</i>	799,500	259,200		1,058,700
Totals	40,597,700	11,389,100	3,245,700	55,232,500

Note 1: Other costs are broken-down as: Interest Payments to ABC's (\$318,000); Pre-amalgamation costs (\$2,360,700); Debenture Discounts (\$277,000) and, Bank Charges (\$290,000).

Obligations / Responsibilities:

Reserve Funding

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:

- a) They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay;
- b) They allow for long term planning of major capital expenditures; and
- c) 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. The following is a list of reserves funded from the Fiscal Services' operating budget in 2007/08 fiscal year. *(A complete list of all HRM Reserves is shown under the Reserves Section of this Approved 2007/08 Operating Budget Book)*

Reserve Transactions:	Amount
Interest on Reserve Balances	7,000,000
Q123 Waste Resources Reserve	6,000,000
Q126 Strategic Growth Reserve	5,000,000
Q129 Ferry Replacement Reserve	1,300,000
Q130 Capital Replacement Reserve	500,000
Q319 Major Events Facilities Reserve	500,000
Q321 Information & Communications Technologies Reserve	500,000
Q133 CCC Bedford South Interchange Reserve	450,000
Q103 Capital Surplus Reserve	442,400
Q206 Fire Vehicle Equipment Reserve	300,000
Q125 Metro Park Parkade Reserve	223,800
Q313 Municipal Elections Reserve	200,000

Reserve Transactions:	Amount
Q130 Service Improvement Reserve	192,200
Q316 DNA Costs (HRP and RCMP) Reserve	109,300
Q320 Operating Cost of New Capital Reserve	(245,745)
Total	22,471,955

Analysis of Budget Changes

Increase in Interest on Reserves (Various)	1,911,000
Decrease in Q320 Ops. Cost of Capital Reserve (withdrawals)	1,086,505
Reallocation of Q133 CCC Bedford South Interchange	450,000
Increase in Q129 Ferry Replacement Reserves	300,000
Increase in Q313 Municipal Election Reserve	200,000
Increase in Q316 DNA Costs Reserve	109,300
Increase in Q310 Service Improvement Reserve	67,200
Decrease in Q308 Operations Stabilization Reserve	(700,000)
Decrease in Q319 Major Events Facilities Reserve	(600,000)
Decrease in Q321 Information & Communication Technologies Reserve	(70,011)
Net Increase	2,753,994

In the 2006/07 Business Plan, the Self Insurance costs of \$4.2 million were mistakenly identified as transfers to reserves. These costs represent HRM's non-deductible portion on insurance claims. Transfers to/from the reserve will only occur if this amount of \$4.2 million is underspent or overspent.

Certain other reserve transactions are included within departmental budgets. All transactions are consistent with the HRM Reserve Budget and Multi-Year Financial Strategy.

Obligations / Responsibilities:

Transfers to Outside Agencies

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

The details of the transfers are as follows:

i) Supplementary Education

Background: Since 1995/96, year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA) to the former cities of Halifax and Dartmouth. This Supplementary Education funding is intended to be

used solely for the benefit of the area where it was raised. In 2000/01 Council added an area rate for use in the Bedford-County Areas under the MGA. As of 2006 the Province required HRM to share these funds with Conseil scolaire acadien provincial (CSAP), the Province-wide French school board.

Changes in 2007/8: Since 1996/97 HRM has struggled with a series of issues surrounding Supplementary Education. In light of this, Council entered into an agreement with the HRSB to resolve these issues. The agreed upon changes are highlighted below and require some amendments to the MGA. These amendments are of fairly complex nature and the response from the Province of Nova Scotia is expected late in 2007/08 year. Therefore, for the 2007/08 fiscal year, HRM established the tax rates under the existing legislation of the MGA. The changes which Council and HRSB agreed upon and reflected in this budget are:

- ▲ Establishment of an HRM Area Rate fund in the amount of \$17,386,000 which will temporarily replace Supplementary Education and can be spent anywhere in HRM.
- ▲ Reduction of the Supplementary Education budget by \$450,000 each year, over the next four years for a total reduction of \$1.8 million, commencing 2007/08.
- ▲ Reduction of the Supplementary Education from the 2006/07 total of \$15,329,400 to \$2,029,100 for Halifax and to \$981,000 for Dartmouth.
- ▲ Elimination of the Bedford/County Education Area Rate originally budgeted at \$3,312,000 in 2006/07.
- ▲ Elimination of the Arts and Music Area Rates for the Halifax and Dartmouth originally budgeted at \$2,204,800 in 2006/07.
- ▲ Harmonization of all tax rates to a single rate, to be phased in over the next four year period.
- ▲ Funds to CSAP to continue being shared.

Due to the changes noted above, the revised sources of education funding are:

★ **Area Rate Funding**

This funding will be collected under Section 75 of the MGA temporarily replacing the Supplementary Education budgeted in 2006/7 year pending legislative changes to Section 530 of the MGA. Funds collected may be spent anywhere in HRM irrespective of where the funds were raised and is estimated at \$17,386,000. An estimated amount of \$568,000 will be directed to CSAP. However, the amount to be raised through area rates will be reduced by 2006/07 surplus for Bedford/County in the amount of \$328,073 leaving a funding requirement of \$17,057,927 for 2007/08 fiscal year. The tax rates set to meet this requirement is \$0.044 for residential properties and \$0.126 for commercial properties per \$100 of assessment value.

★ Supplementary Education Funding

As per 2007/08 agreement, HRM will provide funding of \$3,010,100 to HRSB broken down as: \$2,029,100 for Halifax and \$981,000 for Dartmouth. These funds will be directed to arts and music programs. In 2006/07, there was a realized deficit of \$17,713 for Halifax and a surplus of \$250,718 for Dartmouth. Therefore the funding gap after accounting for the deficit and surplus required to meet this obligation of \$3,010,100 is \$2,777,095 and will be raised through area rates which were set at the following rates: (*cents per \$100*)

Area	Residential	Commercial
Halifax	1.30	3.70
Dartmouth	1.00	2.80

Also shown below is a list of payments for supplementary education to the school boards:

2007 - 2008 Payments for Supplementary Education

		Totals
HRM Area Rate		
HRSB	16,808,000	
CSAP	568,000	17,376,000
	<hr/>	
Supplementary Education		
Halifax	2,029,100	
Dartmouth	981,000	3,010,100
	<hr/>	
Totals		20,386,100
		<hr/> <hr/>

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

Funding source for the following transfers to outside agencies is through Regional Area Rates and any increase in the budget amount has zero net impact to the overall HRM's budget.

Since 1995/96, year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA) to the former Cities of Halifax and Dartmouth. This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". HRM's uniform assessment for 2007/08 is estimated at \$26.2 billion. The Province of Nova Scotia sets the Education Rate each year. In 2007/08 the rate was set at 34.50¢. This would produce a total liability for the municipality of \$90.4 million, an increase of about \$7.4 million or 8.9 % over the previous year's budget of \$83.0 million.

In 2001/02 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 has budgeted about \$6.0 million for 2007/08 fiscal year, an increase of \$229,400 or 5.6% over previous year's budget.

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 about \$7.8 million for 2007/08 is based upon assumed changes in CPI and uniform assessment. This is an increase of \$197,800 over previous year's budget.

The following is a list of the budgeted 2007/08 fiscal year funding to the Province and the HRSB:

	Amount
Halifax Regional School Board - Mandatory Education	90,431,000
Metropolitan Regional Housing Authority	2,450,000
Assessment Services	5,925,400
Correctional Services	7,782,000
Total Transfers	106,588,400

HRM has an agreement to also fund the World Trade Centre. For the 2007/8 fiscal year, HRM has budgeted an amount of \$544,700 in order to meet its obligations. This amount has not changed compared to previous year's budget.

iii) Fire Protection Services (Hydrants)

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

As permitted under the MGA Act, the charge for 2007/08 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. As per NSUARB Order, the hydrant costs are estimated at \$8,885,100 in 2007/08. An additional \$1,551,600 will also be raised through the area rates to fund capital improvements on a pay-as-you-go basis. Therefore, the total expected to be raised through the area rates is \$10,436,700.

Obligations / Responsibilities:

Grants to Non-Profit Organizations

Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2007/08 budget includes the following amounts:

	Amount
Community Grants*	572,700
Residential Tax Exemptions	1,074,000
Non-Profit Tax Concessions	1,991,800
Fire Protection Concessions	72,000
Low Income Contingency	205,000
Total	3,915,500

* Includes Councillors' Discretionary Operating funds of \$69,000

HRM's residential tax relief programs consist of rebate and deferral programs targeted at those households with annual income of less than \$28,000 per annum.

Changes over the 2006/07 budget is an increase of \$205,000 for the Residential Tax Exemption Program for Harbour City Homes and new applicants and, an increase of \$145,000 in Non-Profit Tax Concessions as a result of business occupancy tax adjustments.

Obligations / Responsibilities:

Operating Surplus/Deficit

HRM currently projects no operating deficit or surplus for 2006/07 in the 2007/08 Operating Budget. Provincial law requires that any surplus or deficit from the prior fiscal year be included in the 2007/08 Operating Budget.

Obligations / Responsibilities:

Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$2.6 million to provide for the operating costs associated with new capital projects proposed for 2007/08. This amount reflects an increase of about \$1.6 million over the 2006/07 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 2007/08 HRM has

budgeted for \$30.2 million in Capital from Operating. This is an increase of \$1.0 million from 2006/07 when it was \$29.2 million. An additional transfer of \$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 2007/08.

HRM has also included Provisions for Uncollected Debts which has not changed from the 2006/07 budget. 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 \$0.36 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia's Financial Reporting and Accounting Manual (FRAM).

Fiscal Services includes a variety of other revenues and expenditures amounts which include provisions for salary and wage compensation for collective bargaining and others are:

Expenditures

Insurance Claims	4,200,000
Compensation PPP (Retirement Incentive)	1,480,300
Council Focus Area	1,002,000

Revenues

Unconditional Transfers (HST Offset)	(3,478,700)
Parking Meters	(2,485,000)

The funding for Council Focus Areas allows staff to initiate new or provide additional support to initiatives that directly support the strategic direction provided to staff in the Council Focus Area discussions or the EMT Goals and Objectives. Funding will be allocated as follows throughout the 2007-2008 fiscal year:

	Amount
Council Focus Area: Community Development	260,000
Council Focus Area: Public Safety	105,000
Council Focus Area: Tax Reform	100,000
EMT Goal: Employer of Choice	187,000
EMT Goal: Fiscal Responsibility	80,000
EMT Goal: Service Delivery	270,000
Total CFA Allocation	1,002,000

The Council Focus Area of Infrastructure focuses entirely on our Capital Infrastructure. Funding has been reallocated within the Proposed Capital Budget to begin addressing this Council Focus Area.

Included with the allocation of this funding are the addition of new FTE's and the conversion of FTE's from term positions to permanent positions and reclassification of FTE's that support current operational needs. Incremental FTE's are as follows:

	New	Reclass/ Conversion
Council Focus Area: Community Development	1.0	1.0
Council Focus Area: Public Safety	2.0	0.0
Council Focus Area: Tax Reform	1.0	0.0
Council Focus Area: Infrastructure	1.0	1.0
EMT Goal: Employer of Choice	1.5	31.0
EMT Goal: Fiscal Responsibility	0.0	4.0
EMT Goal: Service Delivery	7.0	1.0
Total	13.5	38.0

Fiscal Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	\$52,837,382	\$53,416,389	\$54,060,521	\$41,938,000	(\$11,478,389)	-21.5%
M112 Allocation of Debt Charges to B.	(16,050,007)	(15,162,546)	(15,146,273)	(15,358,300)	(195,754)	1.3%
M113 Interest payments-General Govern	0	0	0	7,548,600	7,548,600	-
M114 Interest payments-Protective Serv	0	0	0	66,300	66,300	-
M115 Interest payments-Transportation	0	0	0	1,582,300	1,582,300	-
M116 Interest payments-Environ.Mgmt	0	0	0	1,551,900	1,551,900	-
M120 Principal payments Social Housin	0	0	0	303,800	303,800	-
M121 Principal payments Outside Agen	0	0	0	2,241,600	2,241,600	-
M530 Local Improvement Charges	1,653,719	1,840,025	1,842,749	3,109,271	1,269,246	69.0%
Total Debt Servicing	38,441,093	40,093,868	40,756,997	42,983,471	2,889,603	7.2%
Transfers to/fr Other Funds:						
M230 Correctional Centre	7,363,752	7,584,200	7,590,476	7,782,000	197,800	2.6%
M240 Met. Reg. HousingAut	2,266,752	2,450,000	2,450,000	2,450,000	0	0.0%
M250 World Trade Centre	592,879	544,700	603,773	544,700	0	0.0%
M280 Halifax Regional School Board	78,266,000	83,020,200	83,020,200	90,431,000	7,410,800	8.9%
M284 Supplementary Education- Halifa	12,295,000	12,381,200	12,121,900	2,046,813	(10,334,387)	-83.5%
M285 Supplementary Education- Dartm	5,239,200	5,515,900	4,901,900	730,282	(4,785,618)	-86.8%
M286 Supplementary Education-County	3,312,000	3,368,400	3,254,000	0	(3,368,400)	-100.0%
M287 Supplementary Education-CSAP	0	0	568,400	0	0	-
M288 Supplementary Education- HRM-	0	0	0	17,057,927	17,057,927	-
M291 Fire Protection (Hydrants)	7,629,420	8,958,400	8,574,796	10,436,700	1,478,300	16.5%
M318 Provincial Assessment System	5,367,684	5,696,000	5,712,088	5,925,400	229,400	4.0%
Total Transfers To Outside Agencies	122,332,687	129,519,000	128,797,532	137,404,822	7,885,822	6.1%
Other Fiscal Services:						
M270 Compensation PPP	1,954,445	1,451,600	2,109,105	1,480,300	28,700	2.0%
M310 Other Fiscal Serv.	7,165,393	2,359,045	1,761,033	6,331,300	3,972,255	168.4%
M311 Grants & Tax Concessions	3,412,972	3,496,500	3,506,126	3,641,500	145,000	4.1%
M312 LOCKED:Capital Transportation	1,270	0	77	0	0	-
M341 Surplus/Deficit	(339,225)	0	0	0	0	-
M351 Managers Contingency	36,180	153,200	106,462	100,000	(53,200)	-34.7%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M370 Rolling Stones Concert	0	0	323,123	0	0	-
M451 Valuation Allowance	2,471,450	2,405,000	3,204,636	2,365,000	(40,000)	-1.7%
Total Other Fiscal Services	14,771,484	9,934,345	11,079,562	13,987,100	4,052,755	40.8%
Transfer to/from other funds:						
M316 Strategic Growth Fund	5,100,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	1,059,150	(752,955)	245,745	3,318,500	4,071,455	-540.7%
M319 DNA Reserve	0	0	0	109,300	109,300	-
M320 Insurance Claims	4,261,440	4,200,000	4,279,564	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,300,000	300,000	30.0%
M322 New Capital Replacement Reserv	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M323 Insurance Reimbursed Claims	269,975	0	150,070	0	0	-
M411 Operating Stabilization Reserve	0	700,000	1,100,000	0	(700,000)	-100.0%
M421 Service Improvement Reserve	(236,984)	125,000	525,000	192,200	67,200	53.8%
M441 Interest on Reserves	4,767,776	5,154,000	7,176,449	7,065,000	1,911,000	37.1%
M461 Capital Fr Operating	31,058,596	35,172,132	32,113,000	36,218,700	1,046,568	3.0%
M471 Other Transfers	300,000	300,000	300,000	500,000	200,000	66.7%
Total Transfers to/fr Other Funds	48,579,953	51,898,177	52,889,828	58,903,700	7,005,523	13.5%
Non-Department Revenue						
M555 Parkade	1,361,918	1,455,700	1,646,913	1,523,600	67,900	4.7%
M580 Fiscal Services	425,208	1,100,000	500,067	500,000	(600,000)	-54.5%
Non-Departmental Revenue	1,787,126	2,555,700	2,146,980	2,023,600	(532,100)	-20.8%
Total	\$225,912,343	\$234,001,090	\$235,670,899	\$255,302,693	\$21,301,603	9.1%

Fiscal Services

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Debt Servicing:						
M530 Local Improvement Charges	(\$2,061,303)	(\$1,840,025)	(\$2,689,344)	(\$3,109,271)	(1,269,246)	69.0%
Total Debt Servicing	(2,061,303)	(1,840,025)	(2,689,273)	(3,109,271)	(1,269,246)	69.0%
Transfers To Outside Agencies:						
M284 Supplementary Education- Halifa	(12,208,844)	(12,381,200)	(12,104,188)	(2,046,813)	10,334,387	-83.5%
M285 Supplementary Education- Dartm	(4,962,492)	(5,515,900)	(5,152,618)	(730,282)	4,785,618	-86.8%
M286 Supplementary Education-County	(3,255,612)	(3,368,400)	(3,582,073)	0	3,368,400	-100.0%
M287 Supplementary Education-CSAP	0	0	(568,400)	0	0	-
M288 Supplementary Education- HRM-	0	0	0	(17,057,927)	0	-
Total Transfers To Outside Agencies	(20,426,948)	(21,265,500)	(21,407,279)	(19,835,022)	1,430,478	-6.7%
Other Fiscal Services:						
M310 Other Fiscal Serv.	8,977	0	0	(435,000)	(435,000)	-
M311 Grants & Tax Concessions	(4,401)	0	(841)	0	0	-
M341 Surplus/Deficit	0	(279,411)	(228,637)	0	279,411	-100.0%
M370 Rolling Stones Concert			(323,125)			
M451 Valuation Allowance	(138)	0	(607)	0	0	-
Total Other Fiscal Services	4,438	(279,411)	(553,210)	(435,000)	(155,589)	55.7%
Transfers to/fr Other Funds:						
M317 Operating Costs for New Capital	0	0	0	(765,000)	(765,000)	-
M320 Insurance Claims	(30,304)	0	(73,284)	0	0	-
M323 Insurance Reimbursed Claims	(269,975)	0	(150,070)	0	0	-
Total Transfers to/from Other Funds	(300,279)	0	(223,353)	(765,000)	(765,000)	-
Non-Dept Revenues:						
M510 Property Tax	(406,855,475)	(428,968,800)	(425,622,361)	(457,522,520)	(28,553,720)	6.7%
M520 Deed Transfer	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
M540 Grants in Lieu	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
M550 Own Source Revenue	(15,439,459)	(16,064,000)	(19,687,300)	(19,179,400)	(3,115,400)	19.4%
M555 Parkade	(1,361,918)	(1,455,700)	(1,646,913)	(1,523,600)	(67,900)	4.7%
M560 Unconditional Trans.	(3,164,820)	(3,478,692)	(3,478,692)	(3,478,700)	(8)	0.0%
M570 Conditional Transfer	(82,316)	(103,600)	(83,318)	(83,400)	20,200	-19.5%
M580 Fiscal Services	(1,420)	(600,000)	(1,440)	0	600,000	-100.0%
Non-Departmental Revenue	(480,299,777)	(504,431,492)	(506,808,284)	(538,053,520)	(33,622,028)	6.7%
Total	(\$503,083,870)	(\$527,816,428)	(\$531,681,399)	(\$562,197,813)	(\$34,381,385)	6.5%

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	\$52,837,382	\$53,416,389	\$54,060,592	\$41,938,000	(11,478,389)	-21.5%
M112 Allocation of Debt Charges to B.	(16,050,007)	(15,162,546)	(15,146,273)	(15,358,300)	(195,754)	1.3%
M113 Interest payments-General Govern	0	0	0	7,548,600	7,548,600	-
M114 Interest payments-Protective Serv	0	0	0	66,300	66,300	-
M115 Interest payments-Transportation	0	0	0	1,582,300	1,582,300	-
M116 Interest payments-Environ.Mgmt	0	0	0	1,551,900	1,551,900	-
M120 Principal payments Social Housin	0	0	0	303,800	303,800	-
M121 Principal payments Outside Agen	0	0	0	2,241,600	2,241,600	-
M530 Local Improvement Charges	(407,584)	0	(846,595)	0	0	-
Total Debt Servicing	36,379,790	38,253,843	38,067,724	39,874,200	1,620,357	4.2%
Transfers to/fr Other Funds:						
M230 Correctional Centre	7,363,752	7,584,200	7,590,476	7,782,000	197,800	2.6%
M240 Met. Reg. HousingAut	2,266,752	2,450,000	2,450,000	2,450,000	0	0.0%
M250 World Trade Centre	592,879	544,700	603,773	544,700	0	0.0%
M280 Halifax Regional School Board	78,266,000	83,020,200	83,020,200	90,431,000	7,410,800	8.9%
M284 Supplementary Education- Halifa	86,156	0	17,713	0	0	-
M285 Supplementary Education- Dartm	276,708	0	(250,718)	0	0	-
M286 Supplementary Education-County	56,388	0	(328,073)	0	0	-
M287 Supplementary Education-CSAP	0	0	0	0	0	-
M288 Supplementary Education- HRM-	0	0	0	0	0	-
M291 Fire Protection (Hydrants)	7,629,420	8,958,400	8,574,796	10,436,700	1,478,300	16.5%
M318 Provincial Assessment System	5,367,684	5,696,000	5,712,088	5,925,400	229,400	4.0%
Total Transfers To Outside Agencies	101,905,739	108,253,500	107,390,254	117,569,800	9,316,300	8.6%
Other Fiscal Services:						
M270 Compensation PPP	1,954,445	1,451,600	2,109,105	1,480,300	28,700	2.0%
M310 Other Fiscal Serv.	7,174,370	2,359,045	1,761,033	5,896,300	3,537,255	149.9%
M311 Grants & Tax Concessions	3,408,571	3,496,500	3,505,284	3,641,500	145,000	4.1%
M312 LOCKED:Capital Transportation	1,270	0	77	0	0	-
M341 Surplus/Deficit	(339,225)	(279,411)	(228,637)	0	279,411	-100.0%
M351 Managers Contingency	36,180	153,200	106,462	100,000	(53,200)	-34.7%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M370 Rolling Stones Concert	0	0	(1)	0	0	-
M451 Valuation Allowance	2,471,312	2,405,000	3,204,029	2,365,000	(40,000)	-1.7%
Total Other Fiscal Services	14,775,922	9,654,934	10,526,352	13,552,100	3,897,166	40.4%
Transfer to/from other funds:						
M316 Strategic Growth Fund	5,100,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	1,059,150	(752,955)	245,745	2,553,500	3,306,455	-439.1%
M319 DNA Reserve	0	0	0	109,300	109,300	-
M320 Insurance Claims	4,231,137	4,200,000	4,206,280	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,300,000	300,000	30.0%
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	700,000	1,100,000	0	(700,000)	-100.0%
M421 Service Improvement Reserve	(236,984)	125,000	525,000	192,200	67,200	53.8%
M441 Interest on Reserves	4,767,776	5,154,000	7,176,449	7,065,000	1,911,000	37.1%
M461 Capital Fr Operating	31,058,596	35,172,132	32,113,000	36,218,700	1,046,568	3.0%
M471 Other Transfers	300,000	300,000	300,000	500,000	200,000	66.7%
Total Transfers to/fr Other Funds	48,279,674	51,898,177	52,666,474	58,138,700	6,240,523	12.0%

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Non-Department Revenue						
M510 Property Tax	(406,855,475)	(428,968,800)	(425,622,361)	(457,522,520)	(28,553,720)	6.7%
M520 Deed Transfer	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
M540 Grants in Lieu	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
M550 Own Source Revenue	(15,439,459)	(16,064,000)	(19,687,300)	(19,179,400)	(3,115,400)	19.4%
M555 Parkade	0	0	0	0	0	-
M560 Unconditional Trans.	(3,164,820)	(3,478,692)	(3,478,692)	(3,478,700)	(8)	0.0%
M570 Conditional Transfer	(82,316)	(103,600)	(83,318)	(83,400)	20,200	-19.5%
M580 Fiscal Services	423,788	500,000	498,627	500,000	0	0.0%
Non-Departmental Revenue	(478,512,651)	(501,875,792)	(504,661,304)	(536,029,920)	(34,154,128)	6.8%
Total	(\$277,171,526)	(\$293,815,338)	(\$296,010,499)	(\$306,895,120)	(\$13,079,782)	4.5%

Fiscal Services

Summary by Expenditure & Revenue Type

	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
Compensation & Benefits	\$1,742,016	\$1,908,170	\$2,737,867	\$5,183,200	3,275,030	171.6%
Office Costs	1,453	0	19,502	0	0	-
Professional Fees	25,857	0	0	0	0	-
Legal & Consulting Fees	81,843	0	188,888	0	0	-
External Services	347,768	106,900	277,083	122,600	15,700	14.7%
Supplies & Materials	2,436	458,100	516,137	0	(458,100)	-100.0%
Building Costs	13,976	0	22,103	0	0	-
Equipment & Communications	13,331	0	15,369	0	0	-
Vehicle Expense	330,764	0	294,163	0	0	-
Travel	678	0	5,035	0	0	-
Training & Education	1,502	0	3,712	0	0	-
Facilities Rental	0	51,150	13,998	0	(51,150)	-100.0%
Advertising & Promotion	6,303	0	18,089	0	0	-
Other Goods & Services	840,482	1,792,249	846,941	5,216,345	3,424,096	191.1%
Interdepartmental	85,701	87,660	89,873	87,700	40	0.0%
Debt-Interest	8,687,302	9,074,414	9,583,354	8,843,200	(231,214)	-2.5%
Debt Principal	29,293,830	30,564,062	30,655,838	32,614,500	2,050,438	6.7%
Transfer Outside Agencies	114,703,267	120,212,800	120,294,237	127,590,300	7,377,500	6.1%
Insurance Costs	2,806,854	4,200,000	2,803,379	4,200,000	0	0.0%
Grants & Tax Concessions	3,481,972	3,615,500	3,575,126	3,915,500	300,000	8.3%
Transfer to/from Reserves	24,146,687	19,717,961	18,053,301	22,471,955	2,753,994	14.0%
Fire Protection	7,629,420	8,958,400	8,574,796	10,436,700	1,478,300	16.5%
Capital from Operating	28,302,163	29,172,132	32,113,000	30,218,700	1,046,568	3.6%
Debenture Discount	221,965	255,392	255,078	277,000	21,608	8.5%
Provision for Allowance	2,471,450	2,405,000	3,204,636	2,365,000	(40,000)	-1.7%
Other Fiscal	1,012,548	1,001,900	1,509,397	2,321,071	1,319,171	131.7%
Prior year Surplus/Deficit	(339,225)	419,300	0	(561,078)	(980,378)	-233.8%
Total	\$225,912,343	\$234,001,090	\$235,670,899	\$255,302,693	\$21,301,603	9.1%
Revenues						
Tax Revenues	(\$401,000,191)	(\$421,932,825)	(\$421,777,867)	(\$346,450,820)	75,482,005	0.0%
Deed Transfer Tax	(32,097,497)	(31,000,000)	(32,790,231)	(31,000,000)	0	-0.0%
Area Rate Revenue	(20,963,416)	(22,054,000)	(21,822,691)	(127,460,793)	(105,406,793)	477.9%
Tax Agreements	(7,380,120)	(8,687,500)	(6,118,448)	(6,555,200)	2,132,300	-24.5%
Payments in Lieu of taxes	(21,296,872)	(22,760,700)	(23,498,029)	(25,265,900)	(2,505,200)	11.0%
Transfers from other Gov'ts	(3,247,136)	(3,582,292)	(3,702,010)	(3,562,100)	20,192	-0.6%
Interest Revenue	(9,963,389)	(10,589,100)	(14,322,965)	(13,030,100)	(2,441,000)	23.1%
Parking Meters	(1,742,643)	(2,000,000)	(2,427,949)	(2,485,000)	(485,000)	24.3%
Rental & Leasing	(1,361,918)	(1,455,700)	(1,646,913)	(1,523,600)	(67,900)	4.7%
Transit Revenue	0	0	(65,534)	0	0	-
Sales Revenue	(73)	0	(23)	(765,000)	(765,000)	-
HRWC Dividend	(3,435,160)	(3,444,900)	(3,489,773)	(3,634,300)	(189,400)	5.5%
Environmental Protection Levies	0	0	(3,098)	0	0	-
Other Revenue	(592,682)	(309,411)	(13,662)	(465,000)	(155,589)	50.3%
Interdepartmental Revenue	(2,774)	0	(2,205)	0	0	-
Total	(\$503,083,870)	(\$527,816,428)	(\$531,681,398)	(\$562,197,813)	(\$34,381,385)	6.5%
Net Cost	(\$277,171,526)	(\$293,815,338)	(\$296,010,499)	(\$306,895,120)	(\$13,079,782)	4.5%

Halifax Public Libraries

Business Plan - 2007/08

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.

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.

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. Oversees Senior Management, the Administration and Communications and Marketing Departments.
Public Services Susan McLean BA (Hons), MLS	Responsible for the development of region wide service including: information, youth, diversity, literacy, English as a Second Language (ESL), older adults and reader's services, as well as community development initiatives. The position is also directly responsible for three resource libraries: Alderney Gate, Keshen Goodman and Spring Garden Rd.
Branch Services	Responsible for the delivery of library service from all outlets in alignment with the strategic vision through a network of branches, mobile library, Books by Mail, Home Delivery service and an e-branch.
Corporate Research & Development Paula Saulnier BA, BEd, MLIS	Responsible for statistical and demographic trend analysis for Halifax Public Libraries, for process design and implementation, project management and related organizational development facilitation.
Finance & Facilities Al LeBlanc Dip. PA	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.

Information Technology and Collection Management Bruce Gorman BSc, MSc, ISP	Includes Acquisitions and Serials, Cataloguing and Processing, Information Technology and the Library's e-branch. Responsible for ordering and receiving all formats of materials for the Library's collection and making them accessible through the Library's catalogue and available to the public at library outlets. Responsible for the implementation and support of computer hardware and software and new technology throughout the Library.
Human Resources Judith Hare, BA (Hons), MLS	Coordinates recruitment, employee and labour relations, payroll, health and safety, training & development, employee assistance program, pension, group benefits etc. for all divisions and departments.
Summary of Business Unit Structure Changes:	n/a

Core Operations and Services provided:

- The Halifax Public Libraries system is comprised of 14 branch libraries, a mobile library, Books by Mail and Home Delivery services and an e-branch.
- In 2005-06 there were 2,472,379 in-person visits and 1,041,460 e-branch visits; a 3.3% and 38% increase respectively over the previous year.
- 1,209,082 items in the collection, including books, CDs, DVDs, videos, newspapers and magazines, with a circulation of 4,638,572 items in 2005-06.
- 185,734 registered borrowers, which represents 52% of the population of HRM
- Programming that enhances opportunities for life long learning, and community discussion. Programming is delivered largely in partnership with some 300 community groups.
- 3,849 programs were offered in 2005-06 for children, teenagers and adults.
- Nearly 300 public access computers; and 4 learning labs
- Computer reservation system to book a computer on-line or via an automated phone system
- Wireless Internet access at all branches
- Meeting rooms available for public use at most branches
- Home Delivery, Books by Mail service for those unable to visit the Library due to disability, long-term illness or distance to nearest branch
- Literacy and English as a Second Language tutoring
- Online catalogue that allows search of the Library's extensive collection, place items on hold and check accounts from anywhere with Internet access
- Interlibrary Loan service that enables borrowing from other lending libraries in Nova Scotia and across Canada
- Life long learning support including readers services, IT learning skills and staff assistance in seeking information.

Funded Full Time Equivalents (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008 (as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	271.3	277.4

Financial Information:

**Halifax Regional Library
Summary of Budget by Business Unit Division**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$17,318,979	\$16,985,800	\$17,204,907	\$18,005,900	\$1,020,100	6.0%
Revenues	(\$4,630,404)	(\$4,385,100)	(\$4,701,028)	(\$4,402,000)	(\$16,900)	0.4%
Net Budget						
Administration - Library	1,603,561	1,291,200	1,056,144	1,492,100	200,900	15.6%
Aldemey Gate Library	1,419,227	1,466,800	1,487,007	1,554,100	87,300	6.0%
Spring Garden Rd. Mem. Library	1,481,565	1,526,700	1,548,191	1,615,700	89,000	5.8%
Branch Libraries	8,184,222	8,316,000	8,412,537	8,942,000	626,000	7.5%
Special Projects	0	0	0	0	0	-
Net Cost	\$12,688,575	\$12,600,700	\$12,503,879	\$13,603,900	\$1,003,200	8.0%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Budget		\$16,985.8
1	Salary & Benefits increases as a result of approved collective agreement with NSUPE local 14 as per the approved Wage Model	\$745.4
2	Utilities Increases in (Propane, Heating Fuel, Electricity)	\$3.7
3	Minor increases and decreases in various accounts based on actuals	(\$0.1)
4	Increase in Building Maintenance costs for various branches	\$1.5
5	Increase in Leasing costs for various facilities (Bedford, Sheet Harbour, Cole Harbour and Glendale offices)	\$38.2
6	Increase in Library Materials based on inflation increase of 6%	\$97.4
7	Computer equipment repair and maintenance has decreased as a result of maintenance contracts	(\$9.8)
8	Increased open hours at Dartmouth North Public Library	\$143.8
2007/08 Gross Operating Budget		\$18,005.9
2006/07 Revenue Operating Budget		(\$4,385.1)
1	Provincial Grant decrease	(\$9.3)
2	Increase in Library Fines & Fees based on projected actuals by branch	(\$6.7)
3	Minor increases in various revenue accounts	(\$0.9)
2007/08 Revenue Operating Budget		(\$4,402.0)
2007/08 Net Operating Budget		<u>\$13,603.9</u>

Business Unit Goals (2007-10):

Strategic Goals:	
Strategic Goal 1:	To provide superior customer value and service equity that is responsive and barrier free focusing on the Library's Youth Services Strategy.
Strategic Goal 2:	To develop new community partnerships with the academic, government or business sector to enhance e-learning services, support library service delivery, and sustain and explore grant/sponsor opportunities.
Strategic Goal 3:	To provide enhanced performance bench-marking solutions to support management decisions via joint initiatives at the municipal, provincial and national levels.
Strategic Goal 4:	To implement the Facilities Master Plan to meet our community's service learning priorities in high quality, safe, maintained buildings with particular focus on the new Central Library and the Woodlawn and Capt. William Spry Libraries.
Operational Goals:	
Operational Goal 1:	To provide equitable access to service throughout HRM focusing on Family Literacy, Readers Services, Persons with Disabilities, Diverse Communities and Older Adults.
Operational Goal 2:	To improve access and reduce wait-times to new and enlarged collections of materials that meet the needs, demands and expectations of residents.
Operational Goal 3:	To prepare for collective bargaining, foster a youth supportive culture within the Library and provide a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service.
Operational Goal 4:	To work in partnership with our community, government and private sector organizations to advance the Library's mission and strategic goals.
Operational Goal 5:	To utilize current and appropriate information technology that is sustainable and effectively delivers service.
Operational Goal 6:	To regularly assess community needs and composition to glean input / feedback from our customers and stakeholders in support of the Library strategic goals implementation.
Operational Goal 7:	To manage and maintain safe, attractive Library facilities in alignment with the Facilities Master Plan.
Operational Goal 8:	To manage and safeguard the financial resources of the Library and plan for, maintain and replace assets as necessary.

Service Level Changes	
Business Unit:	Halifax Public Libraries
<u>Increases In Services:</u>	
<ul style="list-style-type: none"> • The building program developed for the Central Library including a public consultation component. • Capital Campaign initiated in support of the new Central Library • A needs assessment and public consultation program in the evaluation of alternate sites to alleviate overcrowded conditions at the Woodlawn Public Library • The redesign and refurbishment of the Captain William Spry Public Library • J.D. Shatford Memorial Public Library refurbished by replacing the roof and installing a access door for physically challenged customers • Installation of disabled access doors and book drop at Cole Harbour Public Library • Installation of remaining Imagination Stations in all branches • Library catalogue available in French • Youth literacy program implemented in branches that currently do not have Reading Support Programs • The Dartmouth North Public Library open for 50 hours of service per week, an increase from 33 hours per week, providing support for community development and youth initiatives at both Dartmouth North and Halifax North Public Libraries. 	
<u>New initiatives:</u>	
<ul style="list-style-type: none"> • Teen spaces in all Library facilities and a teen-oriented area on the Library's website • "Roving Reference" service piloted in one branch • Automated Inter-Library Loans service implemented • Shared collections service piloted to return materials to the shelves faster • Downloadable audio books implemented • Programs for small business introducing open source business solutions • Collection Digitization Strategy developed • Golden Key e-Learning tutoring partnership developed with Dalhousie University students • Room Booking software implemented following GroupWise implementation • Launch new website to facilitate improved customer service • A digital keyword searchable archive of Library produced images • Electronic customer survey administration improved with new on-line survey solution. • Programs offered in alignment with the Older Adults Service Plan • Building on IT service agreement with HRM, email and file sharing efficiencies realized through implementation of Groupwise 	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none"> • None 	
<u>Expected Services Not Being Delivered:</u>	
<i>Advancement of Central Library</i>	

Service Level Changes

- While funds are available proposed 2007/08 Capital Budget to develop the building program for the Central Library, the capital design and construction costs have not yet been incorporated into the five year Capital Plan, and no contribution has been made to reserves. Library, TPW, and Finance staff need to develop and present to Council a financial plan that will support the project moving forward in a timely manner.

Implementation of the Needs Assessment and Master Facilities Plan

- The Master Facilities Plan has identified several projects that should be addressed in the next five years, including Woodlawn, Bedford, and Keshen Goodman expansions. A capital funding gap is causing additional pressure as community growth continues and appropriate service expansion is not being addressed. Some of this pressure has been addressed in the proposed 2007/08 Capital Budget.
- The Master Plan identified an annual infrastructure recapitalization deficit of \$350,000. While this has been addressed in the proposed 2007/08 Capital Budget and proposed 2008/09 and 2009/10 Capital Plan, a firm commitment to annual funding through capital recapitalization would further support the implementation of the Master Facilities Plan.

Operating

- The Library will be unable to address ongoing requests from the public and from Councillors to expand hours of operation at Sackville and Musquodoboit Harbour to improve service access. The hours of service at the Sackville Public Library undermines the effectiveness of youth service strategies.
- Implementation of effective succession planning strategies, staff training and development and recruitment strategies cannot be advanced.
- Centralization and process efficiencies in collection management will not be implemented.

Halifax Regional Library

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	\$1,975,337	\$1,461,100	\$1,390,616	\$1,613,400	152,300	10.4%
B012 Technical Services & Systems	2,232,218	2,421,600	2,251,792	2,500,700	79,100	3.3%
B013 Communications & Marketing	360,470	362,800	345,643	396,100	33,300	9.2%
B014 Information Services	718,869	790,600	789,915	736,800	(53,800)	-6.8%
Administration - Library	5,286,893	5,036,100	4,777,965	5,247,000	210,900	4.2%
Alderney Gate Library:						
B021 Alderney Gate Adult	1,089,969	1,133,200	1,141,877	1,191,600	58,400	5.2%
B022 Alderney Gate Youth	408,506	412,300	419,045	438,500	26,200	6.4%
Alderney Gate Library	1,498,475	1,545,500	1,560,922	1,630,100	84,600	5.5%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	314,299	352,700	332,702	368,000	15,300	4.3%
B032 Spring Garden Road - Adult	908,310	917,600	932,815	976,200	58,600	6.4%
B033 Spring Garden Road - Youth	377,842	374,000	400,984	391,000	17,000	4.5%
Spring Garden Rd. Mem. Library	1,600,451	1,644,300	1,666,502	1,735,200	90,900	5.5%
Branch Libraries:						
B041 Branch Library Services	683,235	811,500	650,533	696,900	(114,600)	-14.1%
B042 Cole Harbour Library	781,023	774,800	823,660	872,600	97,800	12.6%
B043 Dartmouth North Library	234,594	254,200	229,540	413,900	159,700	62.8%
B044 Sackville Library	966,754	969,300	986,834	1,027,200	57,900	6.0%
B045 Woodlawn Library	611,493	622,000	634,429	661,600	39,600	6.4%
B046 Bedford Library	660,982	675,000	683,636	705,900	30,900	4.6%
B047 Captain William Spry Library	757,565	763,700	791,077	848,500	84,800	11.1%
B048 Halifax North Library	626,893	560,000	621,976	586,200	26,200	4.7%
B049 Keshen Goodman Library	1,618,029	1,581,700	1,672,589	1,717,600	135,900	8.6%
B050 Outreach Services	250,417	263,600	259,321	280,900	17,300	6.6%
B051 Musquodoboit Harbour Library	236,450	252,500	254,128	278,400	25,900	10.3%
B052 Shatford Memorial Library	157,880	152,200	169,938	165,400	13,200	8.7%
B053 Sheet Harbour Library	188,301	194,500	206,490	209,500	15,000	7.7%
B054 Tantallon Library	859,985	884,900	879,938	929,000	44,100	5.0%
Branch Libraries	8,633,600	8,759,900	8,864,088	9,393,600	633,700	7.2%
Special Projects:						
B061 Special Projects	254,762	0	335,430	0	0	-
B062 Colpitts Donation	44,798	0	0	0	0	-
Special Projects	299,560	0	335,430	0	0	-
Total	\$17,318,979	\$16,985,800	\$17,204,907	\$18,005,900	\$1,020,100	6.0%

Halifax Regional Library

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	(\$3,683,332)	(\$3,744,900)	(\$3,721,822)	(\$3,754,900)	(10,000)	0.3%
Administration - Library	(3,683,332)	(3,744,900)	(3,721,822)	(3,754,900)	(10,000)	0.3%
Alderney Gate Library:						
B021 Alderney Gate Adult	(79,248)	(78,700)	(73,915)	(76,000)	2,700	-3.4%
Alderney Gate Library	(79,248)	(78,700)	(73,915)	(76,000)	2,700	-3.4%
Spring Garden Rd. Library						
B032 Spring Garden Road - Adult	(118,886)	(117,600)	(118,311)	(119,500)	(1,900)	1.6%
Spring Garden Rd. Library	(118,886)	(117,600)	(118,311)	(119,500)	(1,900)	1.6%
Branch Libraries:						
B042 Cole Harbour Library	(58,162)	(56,500)	(59,422)	(60,000)	(3,500)	6.2%
B043 Dartmouth North Library	(5,655)	(5,300)	(6,264)	(6,300)	(1,000)	18.9%
B044 Sackville Library	(66,608)	(65,500)	(64,477)	(64,500)	1,000	-1.5%
B045 Woodlawn Library	(48,339)	(47,500)	(46,556)	(47,800)	(300)	0.6%
B046 Bedford Library	(39,358)	(39,400)	(40,203)	(39,900)	(500)	1.3%
B047 Captain William Spry Library	(26,139)	(25,800)	(26,714)	(26,600)	(800)	3.1%
B048 Halifax North Library	(15,029)	(15,100)	(16,167)	(16,200)	(1,100)	7.3%
B049 Keshen Goodman Library	(121,094)	(120,500)	(124,361)	(124,700)	(4,200)	3.5%
B050 Outreach Services	0	0	0	0	0	-
B051 Musquodoboit Harbour Library	(10,061)	(10,000)	(9,819)	(9,700)	300	-3.0%
B052 Shatford Memorial Library	(8,665)	(8,100)	(10,251)	(7,900)	200	-2.5%
B053 Sheet Harbour Library	(4,100)	(4,000)	(4,346)	(4,100)	(100)	2.5%
B054 Tantallon Library	(46,167)	(46,200)	(42,971)	(43,900)	2,300	-5.0%
Branch Libraries:	(449,378)	(443,900)	(451,551)	(451,600)	(7,700)	1.7%
Special Projects:						
B061 Special Projects	(254,762)	0	(335,430)	0	0	-
B062 Colpitts Donation	(44,798)	0	0	0	0	-
Special Projects	(299,560)	0	(335,430)	0	0	-
Total	(\$4,630,404)	(\$4,385,100)	(\$4,701,028)	(\$4,402,000)	(\$16,900)	0.4%

Halifax Regional Library

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget %	
Administration - Library:						
B011 Administrative Services	(\$1,707,995)	(\$2,283,800)	(\$2,331,206)	(\$2,141,500)	\$142,300	-6.2%
B012 Technical Services & Systems	2,232,218	2,421,600	2,251,792	2,500,700	79,100	3.3%
B013 Communications & Marketing	360,470	362,800	345,643	396,100	33,300	9.2%
B014 Information Services	718,869	790,600	789,915	736,800	(53,800)	-6.8%
Administration - Library	1,603,561	1,291,200	1,056,144	1,492,100	200,900	15.6%
Alderney Gate Library:						
B021 Alderney Gate Adult	1,010,721	1,054,500	1,067,962	1,115,600	61,100	5.8%
B022 Alderney Gate Youth	408,506	412,300	419,045	438,500	26,200	6.4%
Alderney Gate Library	1,419,227	1,466,800	1,487,007	1,554,100	87,300	6.0%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	314,299	352,700	332,702	368,000	15,300	4.3%
B032 Spring Garden Road - Adult	789,424	800,000	814,504	856,700	56,700	7.1%
B033 Spring Garden Road - Youth	377,842	374,000	400,984	391,000	17,000	4.5%
Spring Garden Rd. Mem. Library	1,481,565	1,526,700	1,548,191	1,615,700	89,000	5.8%
Branch Libraries:						
B041 Branch Library Services	683,235	811,500	650,533	696,900	(114,600)	-14.1%
B042 Cole Harbour Library	722,861	718,300	764,238	812,600	94,300	13.1%
B043 Dartmouth North Library	228,938	248,900	223,276	407,600	158,700	63.8%
B044 Sackville Library	900,146	903,800	922,357	962,700	58,900	6.5%
B045 Woodlawn Library	563,154	574,500	587,872	613,800	39,300	6.8%
B046 Bedford Library	621,623	635,600	643,433	666,000	30,400	4.8%
B047 Captain William Spry Library	731,426	737,900	764,363	821,900	84,000	11.4%
B048 Halifax North Library	611,864	544,900	605,808	570,000	25,100	4.6%
B049 Keshen Goodman Library	1,496,935	1,461,200	1,548,228	1,592,900	131,700	9.0%
B050 Outreach Services	250,417	263,600	259,321	280,900	17,300	6.6%
B051 Musquodoboit Harbour Library	226,389	242,500	244,310	268,700	26,200	10.8%
B052 Shatford Memorial Library	149,216	144,100	159,687	157,500	13,400	9.3%
B053 Sheet Harbour Library	184,201	190,500	202,144	205,400	14,900	7.8%
B054 Tantallon Library	813,818	838,700	836,967	885,100	46,400	5.5%
Branch Libraries	8,184,222	8,316,000	8,412,537	8,942,000	626,000	7.5%
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	\$12,688,575	\$12,600,700	\$12,503,879	\$13,603,900	\$1,003,200	8.0%

Halifax Regional Library

Summary by Expense & Revenue Types

Item	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$12,082,919	\$12,506,100	\$12,666,705	\$13,230,300	\$724,200	5.8%
2 Office Costs	510,682	498,200	470,529	486,900	(11,300)	-2.3%
3 Professional Fees	63,093	7,300	17,028	12,000	4,700	64.4%
4 Legal & Consulting Fees	4,088	159,700	4,219	105,000	(54,700)	-34.3%
5 External Services	121,289	143,300	206,421	135,700	(7,600)	-5.3%
6 Uniforms & Clothing	1,087	2,000	855	2,000	0	0.0%
7 Supplies & Materials	115,693	88,800	92,396	89,600	800	0.9%
8 Utilities	283,628	328,600	300,493	321,800	(6,800)	-2.1%
9 Building Costs	408,752	290,200	261,547	283,500	(6,700)	-2.3%
10 Equipment & Communications	477,663	527,600	369,156	501,000	(26,600)	-5.0%
11 Vehicle Expense	64,144	80,800	82,912	79,300	(1,500)	-1.9%
12 Travel	47,382	36,000	37,680	36,000	0	0.0%
13 Training & Education	74,006	63,200	69,708	58,200	(5,000)	-7.9%
14 Facilities Rental	902,102	982,800	928,744	961,000	(21,800)	-2.2%
15 Advertising & Promotion	35,979	66,300	21,104	31,300	(35,000)	-52.8%
16 Other Goods & Services	1,721,403	1,684,900	1,697,714	1,772,300	87,400	5.2%
17 Interdepartmental	36,884	0	0	0	0	-
18 Transfer to/from Reserves	368,188	(480,000)	(22,301)	(100,000)	380,000	-79.2%
Total	\$17,318,979	\$16,985,800	\$17,204,907	\$18,005,900	\$1,020,100	6.0%
Revenues						
19 Transfers from other Gov'ts	(\$3,644,350)	(\$3,709,900)	(\$3,683,700)	(\$3,719,200)	(9,300)	0.3%
20 Fines and Fees	(577,522)	(574,300)	(580,100)	(581,000)	(6,700)	1.2%
21 Rental & Leasing	(15,055)	(17,000)	(16,740)	(17,100)	(100)	0.6%
22 Sales Revenue	(14,509)	(14,000)	(11,839)	(14,200)	(200)	1.4%
23 Other Revenue	(378,968)	(69,900)	(408,651)	(70,500)	(600)	0.9%
Total	(\$4,630,404)	(\$4,385,100)	(\$4,701,028)	(\$4,402,000)	(\$16,900)	0.4%
Net Cost	\$12,688,575	\$12,600,700	\$12,503,878	\$13,603,900	\$1,003,200	8.0%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget	2008-2009 Gross Plan	2009-2010 Gross Plan
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Halifax Regional Library

Woodlawn Library Expansion/ Replacement	60	1,100	0
Central Library Replacement-Spring Garden Rd	500	0	0
Regional Library-Facility Upgrade(Bundle)	485	385	343
	1,045	1,485	343

Human Resources

Business Plan - 2007/08

Mission: *HR provides leadership, strategic direction and technical expertise in the management of human resources to support the organization in the delivery of programs and services to HRM citizens now and into the future.*

Business Unit Overview:

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

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

Director: Catherine Mullally	Provision of leadership and strategic direction in human resource management. Ensuring HR structure and resources are aligned to support organizational and human resource effectiveness while valuing the importance of HRM's employees.
Client Services Gail Isles	Responsible for the provision human resources expertise to Business Units. Senior Human Resources Consultants and HR Consultants work in a decentralized setting to ensure efficiency and consistency in the delivery of service and the integration of human resource principles and practices in day to day operations across the organization.
Labour Relations Vacant	Responsible for achieving and sustaining a labour relations culture where employee and organizational objectives are balanced. Labour Relations Consultants assist with fostering respectful, strong and productive working relationships between employees, management and unions.
Organizational Development & Health	Responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Corporate Diversity, Business Transition, Dispute Resolution, and Occupational Health & Wellness
Total Compensation Paul Fleming	Responsible for Total Compensation Strategy - Design & Administration, Benefits Plan Consulting, Human Resource Policy related to Compensation, Human Resource Information/Reporting (SAP/HR), Labour Market Research and HR Business Process Consulting.
Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• Creation of new Labour Relations division• Transfer of payroll operations and the Position Management Analyst from Total Compensation to Finance (Payroll Realignment Project)• Transfer of Corporate Safety to Fire and Emergency Services

Core Operations and Services provided:

- Labour Relations Expertise, Collective Bargaining, and Grievance Management involving five (5) unions representing approximately 90% of HRM's workforce
- Human Resource Management expertise
- Staffing/Recruitment/Retention activities
- HR Policy Development; Corporate Policy support
- Human Rights/Workplace Rights expertise and programs
- Corporate Diversity Leadership, Strategy, Training
- Change Management Consulting
- Corporate Training Programs/ Leadership Development
- Succession Planning program, tools and support
- Corporate Employee Rewards & Recognition Program
- Compensation/Benefits Strategy, Plan Design, Consulting & Administration
- Job Classification/Job Rating services
- Pension Plan Support; Retirement Administration, Consulting, & Educational Seminars
- Occupational Health Services, Short & Long Term Disability Case Management, Duty to Accommodate, Return to Work, & Workers Compensation Benefits (WCB)
- Healthy Workplace programs and expertise
- Employee & Family Assistance Program (EFAP)
- Organizational Design consulting
- Dispute Resolution support & expertise

Funded Full Time Equivalentents (FTEs):

	2006/2007 (effective April 1, 2006)	2007/2008(as at March 31, 2007)
Funded FTEs (includes permanent and temporary)	51	43

Financial Information:

Human Resources
Summary of Budget by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$3,949,254	\$4,070,790	\$3,965,283	\$3,752,200	(\$318,590)	-7.8%
Revenues	(\$7,261)	\$0	(\$2,614)	\$0	\$0	-
Net Budget						
Administration	314,221	324,280	338,075	316,700	(7,580)	-2.3%
Health & Wellness	1,549,045	1,634,490	1,446,815	1,528,700	(105,790)	-6.5%
Employee Relations	1,213,316	1,290,680	1,310,264	1,331,400	40,720	3.2%
Client Services Temp Employee Pool	0	0	0	0	0	-
Total Compensation	865,412	821,340	845,595	575,400	(245,940)	-29.9%
Commonwealth Games	0	0	21,921	0	0	-
Net Cost	\$3,941,993	\$4,070,790	\$3,962,669	\$3,752,200	(\$318,590)	-7.8%

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2006/07 Budget	4070.8
1 Compensation and Benefits - Realignment of payroll services to Finance - Corporate Safety to Fire and Emergency Services	(311.5)
2 Office costs - Reduction due to positions moving to Finance	(4.8)
3 External Services - Reduction due to positions moving to Finance	(13)
4 Training and Education - Reduction due to positions moved to Finance	(7.3)
5 Other Goods and Services - Increased costs for WCB project	310.4
6 Transfer to/from Reserves - Increase to fund WCB project	(292.4)
2007/08 Budget	<u>3752.2</u>

Business Unit Goals (2007-10):

Strategic Goals
<p>Strategic Goal 1: Organizational Culture Human Resources is committed to leading the development of a corporate culture that values individual contributions and demonstrates commitment to employees. Opportunities for growth and advancement are available and meaningful, challenging work is provided. Employees take pride in their work while balancing their professional and personal lives.</p>
<p>Strategic Goal 2: Safe and Healthy Work Environment Human Resources is committed to a safe, healthy and harassment-free workplace to enable employees to live and work to their full potential. To this end, HR will provide initiatives, expertise, and support to Business Units to achieve this goal.</p>
<p>Strategic Goal 3: Corporate Human Resource Planning Planning for HRM's workforce and the ability to meet the needs of our citizens go hand in hand. Human Resources is committed to preparing a Corporate Human Resource Plan, in partnership with the organization, that will provide a framework for HR activities and guide us with addressing the many challenges that HRM faces in attracting and retaining an effective workforce now and into the future.</p>
<p>Strategic Goal 4: Valuing Diversity Diversity is an organizational strength and HR will continue to focus resources on building a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.</p>
Operational Goals
<p>Operational Goal 1: Building Strategic Partnerships Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally.</p>
<p>Operational Goal 2: Human Resource Planning Build and retain a dynamic, diverse and motivated team of skilled Human Resource professionals that are adaptable, flexible and able to respond to changing requirements and demands.</p>
<p>Operational Goal 3: Human Resource Management Tools and Resources Further develop and expand human resource management tools for the organization to improve HR's services, delivery and effectiveness.</p>

Service Level Changes	
Business Unit:	Human Resources
<u>Increases In Services / new initiatives:</u>	
<ul style="list-style-type: none">• Employer of Choice - Human Resources will provide leadership and expertise to support the development of a Strategic Corporate Human Resource Plan.	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none">• Capacity Planning - HR currently has insufficient resources to meet both the operational demands from business units and strategic initiatives necessary for the provision of high quality service to the organization. In particular, there have been increased demands in:<ul style="list-style-type: none">▶ Staffing/recruitment (in 2006, 364 staffing actions were performed; 304 (84%) of these resulted in job postings with a total of 340 hires);▶ Labour relations consulting;▶ Disability case management; and▶ Unplanned work (eg. supporting reorganizations).<p>This increase in demands will result in a slight reduction in service standards (eg. turnaround times) over the next year.</p>• Disability Case Management - the increased operational pressures/workload in disability case management is also increasing HRM's risk of not meeting its legislative requirements in this area.• Recruitment - HR is experiencing challenges recruiting for some HR positions due to the current labour market.	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none">• HR is unable to fund external expertise to support collective bargaining, negotiations, and research of benefit costing, etc. This cost will have to be assumed by the requesting business unit.	

Human Resources

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A205 Administration	\$320,410	\$324,280	\$338,075	\$316,700	(7,580)	-2.3%
A210 Health and Wellness	1,549,813	1,634,490	1,448,050	1,528,700	(105,790)	-6.5%
A220 Employee Relations	1,213,316	1,290,680	1,311,460	1,331,400	40,720	3.2%
A230 Total Compensation	865,716	821,340	845,778	575,400	(245,940)	-29.9%
M626 Commonwealth Games	0	0	21,921	0	0	-
Total	\$3,949,254	\$4,070,790	\$3,965,283	\$3,752,200	(\$318,590)	-7.8%

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A205 Administration	(\$6,189)	\$0	\$0	\$0	0	-
A210 Health and Wellness	(768)	0	(1,235)	0	0	-
A220 Employee Relations	0	0	(1,196)	0	0	-
A230 Total Compensation	(304)	0	(183)	0	0	-
Total	(\$7,261)	\$0	(\$2,614)	\$0	\$0	-

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A205 Administration	\$314,221	\$324,280	\$338,075	\$316,700	(7,580)	-2.3%
A210 Health and Wellness	1,549,045	1,634,490	1,446,815	1,528,700	(105,790)	-6.5%
A220 Employee Relations	1,213,316	1,290,680	1,310,264	1,331,400	40,720	3.2%
A230 Total Compensation	865,412	821,340	845,595	575,400	(245,940)	-29.9%
M626 Commonwealth Games	0	0	21,921	0	0	-
Total	\$3,941,993	\$4,070,790	\$3,962,669	\$3,752,200	(\$318,590)	-7.8%

Human Resources

Summary by Expense & Revenue Types

Item	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$2,876,014	\$3,223,190	\$2,978,713	\$2,911,700	(311,490)	-9.7%
2 Office Costs	106,035	81,600	119,520	76,800	(4,800)	-5.9%
3 Professional Fees	131,431	140,000	133,239	139,000	(1,000)	-0.7%
4 Legal & Consulting Fees	89,506	54,000	93,781	52,000	(2,000)	-3.7%
5 External Services	105,182	25,000	15,827	15,000	(10,000)	-40.0%
6 Uniforms & Clothing	369	0	0	0	0	-
7 Supplies & Materials	6,918	7,000	4,243	7,000	0	0.0%
8 Building Costs			75,000			
9 Equipment & Communications	4,795	4,000	7,628	4,000	0	0.0%
10 Travel	25,302	15,000	29,247	14,900	(100)	-0.7%
11 Training & Education	389,681	388,500	366,227	381,300	(7,200)	-1.9%
12 Advertising & Promotion	3,871	1,000	13,814	1,000	0	0.0%
13 Other Goods & Services	192,021	171,500	128,045	481,900	310,400	181.0%
14 Interdepartmental	18,130	0	0	0	0	-
15 Transfer to/from Reserves	0	(40,000)	0	(332,400)	(292,400)	731.0%
Total	\$3,949,254	\$4,070,790	\$3,965,283	\$3,752,200	(\$318,590)	-7.8%
Revenues						
16 Other Revenue	(\$7,261)	\$0	(\$2,614)	\$0	0	-
Total	(\$7,261)	\$0	(\$2,614)	\$0	\$0	-
Net Cost	\$3,941,993	\$4,070,790	\$3,962,669	\$3,752,200	(\$318,590)	-7.8%

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 - 2007/08

Business Unit Overview:

The Halifax Regional Police (HRP) and Halifax Detachment of the Royal Canadian Mounted Police, as policing partners, are responsible for providing policing across all of the Halifax Regional Municipality (HRM). These two agencies 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.

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:	Continue to reorganize Community Projects. Restructure HRP Senior Management Team due to recent retirements.

Core Operations and Services Provided

- The Halifax Regional Police and the RCMP Halifax Detachment provide HRM with crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and Public Order maintenance services.
- Combined HRP/RCMP human resources of 945 personnel (sworn member and civilian).
- Combined RCMP/HRP vehicle fleet of 282 marked and unmarked vehicles.
- HRP and RCMP respond to 170,592 dispatched calls in 2006.
- Average response time of 6 minutes to Priority 1 *Calls for Service*.

- Average of 222, emergency (E-911) calls answered per day.

Staff Complement:

Full Time Equivalents (FTEs)	2006/2007	2007/2008
HRP Managed Full Time Equivalents	619 FTEs	721 FTEs
HRP FTEs paid for by HRM	<ul style="list-style-type: none"> • 445 Police Officers • 165 civilians 	<ul style="list-style-type: none"> • 462 Police Officers • 243 civilians <p>Proposed additional FTEs for 2007/2008 (not included in above totals pending Council approval)</p>
Province of NS funded police officers		<ul style="list-style-type: none"> • 22 police officers funded by the Prov. of NS under the Nov 2006 Policing Strategy
HRM funded civilian positions		<ul style="list-style-type: none"> • 3 proposed new civilian FTEs

Note 1: Increase in civilian employees from 2006/07 to 2007/08 the result of the addition of Integrated Emergency Services.

Note 2: 2007/08, HRP managed 43 Commissionaires, and 170 Crossing Guards (=63 FTEs), but not included in the total HRP FTEs.

Note 3: Proposed increase of 6 Commissionaires to expand park patrol

Note 4: The Total FTEs managed by HRP (705 FTEs) includes 9 Police Officer FTEs paid for under contract to the Halifax Port Authority.

<p>RCMP Full Time Equivalents managed by Halifax Detachment</p>	<p>208 FTEs</p>	<p>213 FTEs</p>
<p>RCMP Halifax Detachment Budget (as billed to HRM by Nova Scotia Department of Justice under the PPSA¹)</p>	<p>170 police officers & 26 support staff HRM funded under PPSA.</p>	<p>170 Police officers positions and 28 support staff HRM funded under PPSA.</p>
<p>Province of NS funded police officer and civilian support staff positions under the PPSA</p>	<p>Integrated Major Crime Section • 6 police officers & 1 support staff</p>	<p>Integrated Major Crime Section • 6 police officers & 1 support staff</p>
<p>RCMP Corporate funded support for HRM Versaterm CAD/RMS project</p>	<p>• 6 FTEs</p>	<p>• 2 civilian member (IT) FTEs</p>
<p>Province of NS funded police officers</p>		<p>Proposed additional FTEs for 2007/2008(not included in above totals pending Council approval)</p>
<p>HRM funded civilian positions</p>		<p>• 10 police officers funded by the Prov. of NS under the Nov 2006 Policing Strategy</p> <p>• 1 proposed new civilian FTE</p>

Note: The Total FTEs managed by Halifax Detachment (213 FTEs) includes 6 Police Officer FTEs paid for under contract to the Halifax International Airport Authority.

¹ Provincial Policing Services Agreement

Financial Information

**Halifax Regional Police Services
Summary of Budget by Business Unit Division**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$54,109,353	\$59,212,073	\$62,307,400	\$65,231,900	\$6,071,647	10.3%
Revenues	(\$3,955,246)	(\$3,986,200)	(\$4,656,586)	(\$6,300,600)	(\$2,314,400)	58.1%
Net Budget						
Chiefs Office	1,582,577	1,489,975	1,931,542	1,669,000	179,025	12.0%
Administration	3,799,811	3,449,300	4,088,644	3,992,600	543,300	15.8%
Support Division	3,906,751	4,426,400	4,574,524	4,745,900	319,500	7.2%
Patrol Division	21,747,213	25,772,038	25,390,451	28,273,000	2,500,962	9.7%
Criminal Investigations Division	10,638,189	11,154,000	12,891,946	11,143,700	(10,300)	-0.1%
External Services	(225,948)	(1,007,500)	43,460	(1,363,600)	(356,100)	35.3%
General Administration	306,149	293,170	279,587	506,000	212,830	72.6%
Facilities/Buildings	54,706	47,500	66,274	53,500	6,000	12.6%
Initiatives	118,601	346,570	(2,146)	255,200	(91,370)	-26.4%
Operations	325,157	497,880	364,677	459,400	(38,480)	-7.7%
Contractual Services	638,246	812,640	628,640	706,800	(105,840)	-13.0%
Community Standards	954,224	1,244,300	1,061,664	1,258,000	13,700	1.1%
Emergency 911 Communications	5,328,469	5,576,700	5,258,080	6,104,800	528,100	9.5%
Radio Communications	103	0	0	0	0	-
City Watch	26,264	92,200	79,009	96,300	4,100	4.4%
Dispatch	19,017	77,800	41,560	77,800	0	0.0%
Police	387,142	336,700	336,701	336,700	0	0.0%
Fire	547,435	616,200	616,200	616,200	0	0.0%
Net Cost	\$50,154,108	\$55,225,873	\$57,650,814	\$58,931,300	\$3,705,427	6.7%

RCMP

Summary of Budget by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$16,235,110	\$17,394,000	\$17,326,250	\$18,158,600	\$764,600	4.4%
Revenues	(\$114,538)	(\$125,000)	(\$126,485)	\$0	\$125,000	-100.0%
Net Budget						
P710 RCMP	16,120,572	17,269,000	17,199,765	18,158,600	889,600	5.2%
Net Cost	\$16,120,572	\$17,269,000	\$17,199,765	\$18,158,600	\$889,600	5.2%

Halifax Regional Police

Analysis of Operating Budget Changes

Operating Budget Change Details	(S000)
2006/07 Budget	55,226
1 Salaries & benefits - includes cost changes resulting from union contracts, classification reviews and employer benefit costs	3,066
2 Office costs	97
3 External services	570
4 Revenues	(113)
5 Various other costs	(76)
6 Facilities rent	52
7 Inter Departmental	109
2007/08 Budget	58,931

RCMP

Analysis of Operating Budget Changes

Operating Budget Change Details	(S000)
2006/07 Budget	17,269
1 Increased cost of contract	870
2 Reduction of revenues	20
2007/08 Budget	18,159.

Business Unit Goals (2007-10):

Strategic Goals:
1. Expansion and deployment of Quick Response Units across HRM and expand dedicated beat patrol in downtown Halifax to increase visibility and reduce street level crimes.
2. Implement Succession Planning that focuses on maintaining police expertise in specialized investigative sections, and development of police supervisors.
3. Through the HRM Board of Police Commissioners develop an effective long term resource strategy for HRM policing.
Operational Goals:
1. Establishment and deployment of Quick Response Units across HRM and expand dedicated beat patrol in downtown Halifax to increase visibility and reduce street level crime.
2. Open Phase II of Northbrook School to provide one central location for HRM police operational records and Court sections.
3. Continued technology and process upgrades in support of operational policing objectives to enhance public safety and reduce time spent on individual activities.
4. Through proactive succession planning, ensure staff in specialized investigative sections have the required training to maintain internal operational capacity.
5. Establish RCMP Halifax District Detachment's strategic communications capability.
6. Research and develop video surveillance capacity for public areas to deter crime and enhance public safety.
7. Develop an Animal Control Service which includes stewardship, licensing, enforcement, sheltering and cross training of animal control officers.
8. Develop By-Law Service strategy and revise standards which are achievable and meet Council's expectations.
9. Increase visibility and provide dedicated resources in HRM parks in West, Central, and East Division and Sackville Area by utilizing external service provider(s).
10. Increase office accommodation space available to HRM police to allow centralization of Criminal Investigation Division.
11. Provide administrative support for the Office of the Superintendent of Patrol to free up time for senior patrol staff from administrative duties more strategic and operational issues.

Service Level Changes	
Business Unit:	Halifax Regional Police & RCMP
<u>Increases In Services / new initiatives:</u>	
<ul style="list-style-type: none">• 32 new police officers to increase Quick Response and beat patrol• New CID office to centralize all units to increase efficiency and created needed space at HQ• Updated technology (Voicebox) for video surveillance and wiretaps• Civilian forensic technician to replace police officer in Internet Crime- reassign police officer to other police related duties.• Civilian for technical support unit to replace retiring police. Reassignment of police officer to operations• Continued internal/external communications for RCMP with civilian position• Increase park patrols with 6 commissionaires• Administrative assistant for Supt of Patrol to free up police for strategic issues• Video surveillance of public areas to deter crime and increase prosecution.• Lidar sets for monitoring speeding vehicles	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none">• None	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none">• None	
<u>FTEs:</u> 32 new FTE Police Officers, 4 civilian FTEs, 6 commissionaires(contractured service).	

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	1,058,870	945,300	1,196,464	1,003,300	\$58,000	6.1%
P110 Professional Stds	109,102	104,600	129,629	110,100	5,500	5.3%
P120 Public Affairs	270,756	307,900	328,285	401,900	94,000	30.5%
P130 Facilities & Prop.	146,473	125,075	329,555	146,700	21,625	17.3%
P135 Board Of Police Comm	6,315	7,100	61,817	7,000	(100)	-1.4%
Chief's Office	1,591,516	1,489,975	2,045,751	1,669,000	179,025	12.0%
Administration:						
P115 Legal	70,386	77,600	135,750	80,000	2,400	3.1%
P205 Superintendent's Office	552,833	479,600	359,296	508,200	28,600	6.0%
P210 EAP	84,195	86,300	88,874	91,200	4,900	5.7%
P215 Secondments	6	0	103	0	0	-
P220 Human Resources	187,299	181,000	217,568	186,600	5,600	3.1%
P225 Training	636,687	742,800	748,523	910,000	167,200	22.5%
P230 Finance	374,837	424,000	409,928	441,900	17,900	4.2%
P235 Extra Duty	1,028,132	531,300	806,934	605,500	74,200	14.0%
P250 Fleet Maintenance	1,275,876	1,327,100	1,554,804	1,537,800	210,700	15.9%
P255 Exhibits & Property	313,213	335,800	502,738	348,600	12,800	3.8%
P440 ERT	25,462	17,500	12,345	17,400	(100)	-0.6%
P445 Marine	53,426	51,700	51,611	53,300	1,600	3.1%
P450 Public Safety Unit	1,443	10,700	49,415	10,700	0	0.0%
P455 Bike Patrol	9,214	6,000	20,558	6,000	0	0.0%
P465 Mounted	11,262	7,200	11,156	8,200	1,000	13.9%
P505 Police Science Training	1,064	0	0	0	0	-
Administration	4,625,333	4,278,600	4,969,604	4,805,400	526,800	12.3%
Support Division:						
P350 Disclosure	20,355	0	1,039	0	0	-
P460 Sch. Crossing Guard - Contracted	1,071,518	1,152,500	1,151,105	1,088,400	(64,100)	-5.6%
P270 Commissionaires	916,113	902,400	1,353,519	1,410,100	507,700	56.3%
P265 Records	450,103	565,400	516,496	579,700	14,300	2.5%
P240 SOTS - Formerly - Ticket Admin.	265,479	300,500	328,312	332,800	32,300	10.7%
P125 Audit & Planning	110,597	220,900	164,894	137,700	(83,200)	-37.7%
P305 Superintendent's Office	115,496	0	2,607	0	0	-
P310 R.A.P.I.D.	173,165	94,900	67,424	94,900	0	0.0%
P311 Projects Unit	99,514	256,500	133,301	252,700	(3,800)	-1.5%
P315 Inves. Call BackUnit	220,488	142,200	221,263	68,900	(73,300)	-51.5%
P365 Accidents	166,417	175,900	181,461	181,500	5,600	3.2%
P245 Court Officers	715,180	897,100	924,583	933,700	36,600	4.1%
Support Division	4,324,425	4,708,300	5,046,005	5,080,400	372,100	7.9%

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	92,485	101,100	100,589	104,400	3,300	3.3%
P370 Formerly - Detention	471,049	476,400	479,025	537,300	60,900	12.8%
P405 Superintendent's Off	623,669	838,100	712,685	597,300	(240,800)	-28.7%
P410 Shared Resources	990,360	1,346,300	1,127,028	1,401,700	55,400	4.1%
P415 Central	6,428,430	6,508,900	6,864,277	6,518,300	9,400	0.1%
P420 West	5,664,943	6,961,080	6,540,007	7,296,600	335,520	4.8%
P425 East	5,856,088	6,070,441	6,733,034	7,600,200	1,529,759	25.2%
P430 Victim Service	212,222	171,500	180,139	256,100	84,600	49.3%
P435 Canine	23,418	18,200	36,390	29,700	11,500	63.2%
P463 Park Patrol	0	146,117	32,354	0	(146,117)	-100.0%
P475 Street Crime	1,057,005	1,508,400	1,415,857	1,806,400	298,000	19.8%
P480 CR/CP	596,163	797,900	964,077	761,700	(36,200)	-4.5%
P485 Traffic	243,673	930,600	649,084	1,512,200	581,600	62.5%
P495 Power Shift	(8,266)	0	1,600	0	0	-
Patrol Division	22,251,239	25,875,038	25,836,146	28,421,900	2,546,862	9.8%
Criminal Investigations Division:						
M651 Commonwealth Games	0	0	48,156	0	0	-
P260 Warrants Execution	280	0	277	0	0	-
P312 SES Technical Unit	209,589	138,700	245,015	186,200	47,500	34.2%
P314 Computer Forensics	88,618	88,800	97,382	95,200	6,400	7.2%
P316 Repeat offender High Risk	0	0	0	2,200,000	2,200,000	-
P317 CATS Clearing Account	495,255	0	1,205,393	0	0	-
P320 Polygraph	90,700	88,200	104,653	88,100	(100)	-0.1%
P325 Identification	1,332,027	1,328,000	1,466,028	1,387,000	59,000	4.4%
P330 Fraud Unit	1,250,397	909,000	1,148,507	950,000	41,000	4.5%
P335 Special Enforcement	1,304,540	1,230,800	1,377,356	1,178,500	(52,300)	-4.2%
P340 Criminal Intel Unit	698,043	880,700	829,008	909,000	28,300	3.2%
P345 Vice	405,066	759,600	460,398	524,800	(234,800)	-30.9%
P355 Crime Stoppers	0	0	0	0	0	-
P360 GIS	2,658,506	2,647,100	3,441,242	2,856,700	209,600	7.9%
P375 Formerly - Criminal Invest. Serv	2,049,084	2,826,100	2,482,242	2,720,500	(105,600)	-3.7%
P380 Crime Analysis	235,955	257,000	295,204	247,700	(9,300)	-3.6%
P510 Superintendent's Office	110,559	0	2,181	0	0	-
Criminal Investigations Division	10,928,619	11,154,000	13,203,043	13,343,700	2,189,700	19.6%
External Services						
P470 Port's Policing	524,680	594,500	887,015	289,000	(305,500)	-51.4%
External Services	524,680	594,500	887,015	289,000	(305,500)	-51.4%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	102,703	104,820	99,951	106,000	1,180	1.1%
S120 Comm. Proj. Admin.	203,946	188,350	179,636	400,000	211,650	112.4%
General Administration	306,649	293,170	279,587	506,000	212,830	72.6%
Facilities/Buildings						
S231 947 Mitchell	28,229	28,800	48,427	30,800	2,000	6.9%
S232 1300 St. Margaret's Bay	12,061	12,400	17,096	14,400	2,000	16.1%
S233 3790 MacKintosh	14,416	6,300	751	8,300	2,000	31.7%
Facilities/Buildings	54,706	47,500	66,274	53,500	6,000	12.6%

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Initiatives						
S241 Paper Recycling	181,290	207,550	191,808	213,100	5,550	2.7%
S242 Enviro Depot	486,976	517,720	497,848	574,500	56,780	11.0%
S243 By Law Remedies	124,912	230,880	104,038	247,900	17,020	7.4%
S244 Organic Carts	55,677	66,420	59,321	67,500	1,080	1.6%
Initiatives	848,855	1,022,570	853,016	1,103,000	80,430	7.9%
Operations						
S210 Operation's Adm	212,833	246,780	213,849	260,900	14,120	5.7%
S220 Trucking/Fleet Services	145,617	321,100	207,718	203,500	(117,600)	-36.6%
Operations	358,450	567,880	421,567	464,400	(103,480)	-18.2%
Contractual Services						
S310 Contractual Services Administrati	111,868	275,710	97,647	82,900	(192,810)	-69.9%
S320 Animal control	637,730	662,220	674,814	751,100	88,880	13.4%
S330 Taxi & Limousine	155,325	168,710	162,536	166,800	(1,910)	-1.1%
Contractual Services	904,923	1,106,640	934,997	1,000,800	(105,840)	-9.6%
Community Standards						
S410 By Law Services Administration	486,213	665,620	536,267	631,600	(34,020)	-5.1%
S420 By-Law Services Enforcement	468,011	578,680	525,397	626,400	47,720	8.2%
Community Standards	954,224	1,244,300	1,061,664	1,258,000	13,700	1.1%
Total Community Projects & Bylaw	3,427,808	4,282,060	3,617,105	4,385,700	103,640	2.4%
Integrated Emergency Services						
Emergency 911 Communications						
A450 Integrated Emergency Services	5,357,724	5,510,700	5,449,580	5,913,800	403,100	7.3%
A452 Eric Spicer - Operations	93,048	191,000	174,600	191,000	0	0.0%
Emergency 911 Communications	5,450,772	5,701,700	5,624,180	6,104,800	403,100	7.1%
Radio Communications						
M315 Trunk Mobile Radio	103	0	0	0	0	-
Radio Communications	103	0	0	0	0	-
City Watch						
A551 City Watch	31,264	97,200	84,091	101,300	4,100	4.2%
City Watch	31,264	97,200	84,091	101,300	4,100	4.2%
Dispatch						
N711 Dispatch Centre	19,017	77,800	41,560	77,800	0	0.0%
Dispatch	19,017	77,800	41,560	77,800	0	0.0%
Police						
N721 HRP	387,142	336,700	336,701	336,700	0	0.0%
Police	387,142	336,700	336,701	336,700	0	0.0%
Fire						
N731 Core Fire & EMO	13,863	157,600	157,600	157,600	0	0.0%
N732 Rural Fire	533,572	458,600	458,600	458,600	0	0.0%
Fire	547,435	616,200	616,200	616,200	0	0.0%
Total Integrated Services	6,435,734	6,829,600	6,702,732	7,236,800	407,200	6.0%
Total	\$54,109,353	\$59,212,073	\$62,307,400	\$65,231,900	\$6,071,647	10.3%

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Chief's Office:						
P105 Chief's Office	(5,196)	0	(4,493)	0	0	-
P110 Professional Stds	(3,084)	0	0	0	0	-
P120 Public Affairs	(804)	0	(1,673)	0	0	-
P130 Facilities & Prop.	145	0	(107,093)	0	0	-
P135 Board Of Police Comm	0	0	(950)	0	0	-
Chief's Office	(8,939)	0	(114,209)	0	0	-
Administration:						
P115 Legal	0	0	(28,038)	0	0	-
P205 Superintendent's Office	(206,030)	(234,500)	(190,994)	(237,800)	(3,300)	1.4%
P215 Secondments	(128,386)	0	0	0	0	-
P220 Human Resources	(2,607)	(9,300)	(4,833)	0	9,300	-100.0%
P225 Training	(32,358)	0	(28,440)	0	0	-
P230 Finance	(383)	0	(279)	0	0	-
P235 Extra Duty	(455,623)	(585,500)	(543,787)	(575,000)	10,500	-1.8%
P255 Exhibits & Property	(136)	0	(84,588)	0	0	-
Administration	(825,522)	(829,300)	(880,959)	(812,800)	16,500	-2.0%
Support Division:						
P460 Sch. Crossing Guard - Contracted	(19,346)	(20,000)	(21,204)	(22,300)	(2,300)	11.5%
P270 Commissionaires	(11,716)	(26,000)	(26,055)	(29,200)	(3,200)	12.3%
P265 Records	(204,187)	(195,000)	(237,520)	(234,000)	(39,000)	20.0%
P240 SOTS - Formerly - Ticket Admin.	(41,794)	(37,000)	(68,386)	(49,000)	(12,000)	32.4%
P125 Audit & Planning	0	(3,900)	(514)	0	3,900	-100.0%
P305 Superintendent's Office	(136,872)	0	(113,934)	0	0	-
P310 R.A.P.I.D.	(799)	0	0	0	0	-
P311 Projects Unit	0	0	(582)	0	0	-
P365 Accidents	(1,725)	0	0	0	0	-
P245 Court Officers	(1,235)	0	(3,285)	0	0	-
Support Division	(417,673)	(281,900)	(471,481)	(334,500)	(52,600)	18.7%
Patrol Division:						
P370 Formerly - Detention	(92,240)	(103,000)	(84,686)	(103,000)	0	-0.0%
P405 Superintendent's Off	(47,987)	0	(9,243)	0	0	-
P410 Shared Resources	(88,509)	0	(21,729)	(45,900)	(45,900)	-
P415 Central	0	0	(70,141)	0	0	-
P420 West	(57,509)	0	(80,927)	0	0	-
P425 East	(82,824)	0	(124,355)	0	0	-
P430 Victim Service	(45,003)	0	(45,000)	0	0	-
P435 Canine	0	0	(1,564)	0	0	-
P475 Street Crime	(73,669)	0	(1,765)	0	0	-
P480 CR/CP	(16,286)	0	(6,285)	0	0	-
Patrol Division	(504,027)	(103,000)	(445,695)	(148,900)	(45,900)	44.6%

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Criminal Investigations Division:						
P312 SES Technical Unit	(453)	0	(205)	0	0	-
P316 CID	0	0	0	(2,200,000)	(2,200,000)	-
P320 Polygraph	(313)	0	(1,332)	0	0	-
P325 Identification	(154,208)	0	(9,012)	0	0	-
P330 Fraud Unit	(1,299)	0	0	0	0	-
P335 Special Enforcement	(11,899)	0	(1,634)	0	0	-
P340 Criminal Intel Unit	(29,418)	0	(76,519)	0	0	-
P345 Vice	0	0	(1,626)	0	0	-
P360 GIS	(25,791)	0	(111,687)	0	0	-
P375 Formerly - Criminal Invest. Serv	(67,050)	0	(109,082)	0	0	-
Criminal Investigations Division	(290,430)	0	(311,096)	(2,200,000)	(2,200,000)	-
External Services						
P470 Port's Policing	(750,627)	(1,602,000)	(843,556)	(1,652,600)	(50,600)	3.2%
External Services	(750,627)	(1,602,000)	(843,556)	(1,652,600)	(50,600)	3.2%
Community Projects & Bylaw						
General Administration						
S120 Comm. Proj. Admin.	(500)	0	0	0	0	-
General Administration	(500)	0	0	0	0	-
Initiatives						
S241 Paper Recycling	(180,887)	(124,000)	(250,532)	(255,000)	(131,000)	105.6%
S242 Enviro Depot	(492,221)	(500,000)	(546,325)	(535,000)	(35,000)	7.0%
S243 By Law Remedies	(4,732)	0	(2,740)	(800)	(800)	-
S244 Organic Carts	(52,413)	(52,000)	(55,565)	(57,000)	(5,000)	9.6%
Initiatives	(730,254)	(676,000)	(855,161)	(847,800)	(171,800)	25.4%
Operations						
S210 Operation's Adm	(33,293)	(70,000)	(56,890)	(5,000)	65,000	-92.9%
Operations	(33,293)	(70,000)	(56,890)	(5,000)	65,000	-92.9%
Contractual Services						
S320 Animal control	(110,150)	(134,000)	(150,936)	(134,000)	0	-0.0%
S330 Taxi & Limousine	(156,527)	(160,000)	(155,420)	(160,000)	0	-0.0%
Contractual Services	(266,677)	(294,000)	(306,357)	(294,000)	0	-0.0%
Emergency 911 Communications						
A450 Integrated Emergency Services	(122,304)	(125,000)	(366,100)	0	125,000	-100.0%
Emergency 911 Communications	(122,304)	(125,000)	(366,100)	0	125,000	-100.0%
City Watch						
A551 City Watch	(5,000)	(5,000)	(5,082)	(5,000)	0	-0.0%
City Watch	(5,000)	(5,000)	(5,082)	(5,000)	0	-0.0%
Total	(\$3,955,246)	(\$3,986,200)	(\$4,656,586)	(\$6,300,600)	(\$2,314,400)	58.1%

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	\$1,053,674	\$945,300	\$1,191,971	\$1,003,300	58,000	6.1%
P110 Professional Stds	106,018	104,600	129,629	110,100	5,500	5.3%
P120 Public Affairs	269,952	307,900	326,612	401,900	94,000	30.5%
P130 Facilities & Prop.	146,617	125,075	222,462	146,700	21,625	17.3%
P135 Board Of Police Comm	6,315	7,100	60,867	7,000	(100)	-1.4%
Chief's Office	1,582,577	1,489,975	1,931,542	1,669,000	179,025	12.0%
Administration:						
P115 Legal	70,386	77,600	107,712	80,000	2,400	3.1%
P205 Superintendent's Office	346,803	245,100	168,302	270,400	25,300	10.3%
P210 EAP	84,195	86,300	88,874	91,200	4,900	5.7%
P215 Secondments	(128,380)	0	103	0	0	-
P220 Human Resources	184,692	171,700	212,735	186,600	14,900	8.7%
P225 Training	604,329	742,800	720,083	910,000	167,200	22.5%
P230 Finance	374,455	424,000	409,649	441,900	17,900	4.2%
P235 Extra Duty	572,509	(54,200)	263,147	30,500	84,700	-156.3%
P250 Fleet Maintenance	1,275,876	1,327,100	1,554,804	1,537,800	210,700	15.9%
P255 Exhibits & Property	313,077	335,800	418,149	348,600	12,800	3.8%
P440 ERT	25,462	17,500	12,345	17,400	(100)	-0.6%
P445 Marine	53,426	51,700	51,611	53,300	1,600	3.1%
P450 Public Safety Unit	1,443	10,700	49,415	10,700	0	0.0%
P455 Bike Patrol	9,214	6,000	20,558	6,000	0	0.0%
P465 Mounted	11,262	7,200	11,156	8,200	1,000	13.9%
P505 Police Science Training	1,064	0	0	0	0	-
Administration	3,799,811	3,449,300	4,088,644	3,992,600	543,300	15.8%
Support Division:						
P350 Disclosure	20,355	0	1,039	0	0	-
P460 Sch. Crossing Guard - Contracted	1,052,172	1,132,500	1,129,900	1,066,100	(66,400)	-5.9%
P270 Commissionaires	904,398	876,400	1,327,464	1,380,900	504,500	57.6%
P265 Records	245,916	370,400	278,976	345,700	(24,700)	-6.7%
P240 SOTS - Formerly - Ticket Admin.	223,685	263,500	259,926	283,800	20,300	7.7%
P125 Audit & Planning	110,597	217,000	164,380	137,700	(79,300)	-36.5%
P305 Superintendent's Office	(21,376)	0	(111,327)	0	0	-
P310 R.A.P.I.D.	172,366	94,900	67,424	94,900	0	0.0%
P311 Projects Unit	99,514	256,500	132,718	252,700	(3,800)	-1.5%
P315 Inves. Call Back Unit	220,488	142,200	221,263	68,900	(73,300)	-51.5%
P365 Accidents	164,692	175,900	181,461	181,500	5,600	3.2%
P245 Court Officers	713,944	897,100	921,298	933,700	36,600	4.1%
Support Division	3,906,751	4,426,400	4,574,524	4,745,900	319,500	7.2%

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	92,485	101,100	100,589	104,400	3,300	3.3%
P370 Formerly - Detention	378,809	373,400	394,339	434,300	60,900	16.3%
P405 Superintendent's Off	575,683	838,100	703,442	597,300	(240,800)	-28.7%
P410 Shared Resources	901,850	1,346,300	1,105,299	1,355,800	9,500	0.7%
P415 Central	6,428,430	6,508,900	6,794,136	6,518,300	9,400	0.1%
P420 West	5,607,434	6,961,080	6,459,080	7,296,600	335,520	4.8%
P425 East	5,773,264	6,070,441	6,608,679	7,600,200	1,529,759	25.2%
P430 Victim Service	167,219	171,500	135,139	256,100	84,600	49.3%
P435 Canine	23,418	18,200	34,826	29,700	11,500	63.2%
P463 Park Patrol	0	146,117	32,354	0	(146,117)	-100.0%
P475 Street Crime	983,336	1,508,400	1,414,093	1,806,400	298,000	19.8%
P480 CR/CP	579,877	797,900	957,792	761,700	(36,200)	-4.5%
P485 Traffic	243,673	930,600	649,084	1,512,200	581,600	62.5%
P495 Power Shift	(8,266)	0	1,600	0	0	-
Patrol Division	21,747,213	25,772,038	25,390,451	28,273,000	2,500,962	9.7%
Criminal Investigations Division:						
M651 Commonwealth Games	0	0	48,156	0	0	-
P260 Warrants Execution	280	0	277	0	0	-
P312 SES Technical Unit	209,136	138,700	244,810	186,200	47,500	34.2%
P314 Computer Forensics	88,618	88,800	97,382	95,200	6,400	7.2%
P316 Repeat offender High Risk	0	0	0	0	0	-
P317 CATS Clearing Account	495,255	0	1,205,393	0	0	-
P320 Polygraph	90,387	88,200	103,321	88,100	(100)	-0.1%
P325 Identification	1,177,819	1,328,000	1,457,016	1,387,000	59,000	4.4%
P330 Fraud Unit	1,249,098	909,000	1,148,507	950,000	41,000	4.5%
P335 Special Enforcement	1,292,641	1,230,800	1,375,723	1,178,500	(52,300)	-4.2%
P340 Criminal Intel Unit	668,625	880,700	752,489	909,000	28,300	3.2%
P345 Vice	405,066	759,600	458,772	524,800	(234,800)	-30.9%
P355 Crime Stoppers	0	0	0	0	0	-
P360 GIS	2,632,715	2,647,100	3,329,555	2,856,700	209,600	7.9%
P375 Formerly - Criminal Invest. Servic	1,982,034	2,826,100	2,373,160	2,720,500	(105,600)	-3.7%
P380 Crime Analysis	235,955	257,000	295,204	247,700	(9,300)	-3.6%
P510 Superintendent's Office	110,559	0	2,181	0	0	-
Criminal Investigations Division	10,638,189	11,154,000	12,891,946	11,143,700	(10,300)	-0.1%
External Services						
P470 Port's Policing	(225,948)	(1,007,500)	43,460	(1,363,600)	(356,100)	35.3%
External Services	(225,948)	(1,007,500)	43,460	(1,363,600)	(356,100)	35.3%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	102,703	104,820	99,951	106,000	1,180	1.1%
S120 Comm. Proj. Admin.	203,446	188,350	179,636	400,000	211,650	112.4%
General Administration	306,149	293,170	279,587	506,000	212,830	72.6%
Facilities/Buildings						
S231 947 Mitchell	28,229	28,800	48,427	30,800	2,000	6.9%
S232 1300 St. Margaret's Bay	12,061	12,400	17,096	14,400	2,000	16.1%
S233 3790 MacKintosh	14,416	6,300	751	8,300	2,000	31.7%
Facilities/Buildings	54,706	47,500	66,274	53,500	6,000	12.6%

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Initiatives						
S241 Paper Recycling	402	83,550	(58,723)	(41,900)	(125,450)	-150.1%
S242 Enviro Depot	(5,245)	17,720	(48,476)	39,500	21,780	122.9%
S243 By Law Remedies	120,180	230,880	101,298	247,100	16,220	7.0%
S244 Organic Carts	3,263	14,420	3,756	10,500	(3,920)	-27.2%
Initiatives	118,601	346,570	(2,146)	255,200	(91,370)	-26.4%
Operations						
S210 Operation's Adm	179,541	176,780	156,959	255,900	79,120	44.8%
S220 Trucking/Fleet Services	145,617	321,100	207,718	203,500	(117,600)	-36.6%
Operations	325,157	497,880	364,677	459,400	(38,480)	-7.7%
Contractual Services						
S310 Contractual Services Administrati	111,868	275,710	97,647	82,900	(192,810)	-69.9%
S320 Animal control	527,580	528,220	523,878	617,100	88,880	16.8%
S330 Taxi & Limousine	(1,202)	8,710	7,116	6,800	(1,910)	-21.9%
Contractual Services	638,246	812,640	628,640	706,800	(105,840)	-13.0%
Community Standards						
S410 By Law Services Administration	486,213	665,620	536,267	631,600	(34,020)	-5.1%
S420 By-Law Services Enforcement	468,011	578,680	525,397	626,400	47,720	8.2%
Community Standards	954,224	1,244,300	1,061,664	1,258,000	13,700	1.1%
Total Community Projects & Bylaw	2,397,084	3,242,060	2,398,697	3,238,900	(3,160)	-0.1%
Integrated Emergency Services						
Emergency 911 Communications						
A450 Integrated Emergency Services	5,235,420	5,385,700	5,083,480	5,913,800	528,100	9.8%
A452 Eric Spicer - Operations	93,048	191,000	174,600	191,000	0	0.0%
Emergency 911 Communications	5,328,469	5,576,700	5,258,080	6,104,800	528,100	9.5%
Radio Communications						
M315 Trunk Mobile Radio	103	0	0	0	0	-
Radio Communications	103	0	0	0	0	-
City Watch						
A551 City Watch	26,264	92,200	79,009	96,300	4,100	4.4%
City Watch	26,264	92,200	79,009	96,300	4,100	4.4%
Dispatch						
N711 Dispatch Centre	19,017	77,800	41,560	77,800	0	0.0%
Dispatch	19,017	77,800	41,560	77,800	0	0.0%
Police						
N721 HRP	387,142	336,700	336,701	336,700	0	0.0%
Police	387,142	336,700	336,701	336,700	0	0.0%
Fire						
N731 Core Fire & EMO	13,863	157,600	157,600	157,600	0	0.0%
N732 Rural Fire	533,572	458,600	458,600	458,600	0	0.0%
Fire	547,435	616,200	616,200	616,200	0	0.0%
Total Integrated Services	6,308,431	6,699,600	6,331,550	7,231,800	532,200	7.9%
Total	\$50,154,108	\$55,225,873	\$57,650,814	\$58,931,300	\$3,705,427	6.7%

Halifax Regional Police Services

Summary by Expense & Revenue Type

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over		
	Actual	Budget	Actual	Budget	Budget	%	
Expenditures							
1	Compensation & Benefits	46,765,816	51,724,708	53,617,458	55,969,200	4,244,492	8.2%
2	Office Costs	928,410	963,380	1,101,797	1,060,600	97,220	10.1%
3	Professional Fees	0	0	362	0	0 -	
4	Legal & Consulting Fees	180,598	127,600	167,177	130,000	2,400	1.9%
5	External Services	1,821,791	1,548,100	2,121,171	2,115,700	567,600	36.7%
6	Uniforms & Clothing	231,883	266,800	336,634	286,000	19,200	7.2%
7	Supplies & Materials	259,032	250,700	415,136	250,700	0	0.0%
8	Utilities	27,809	27,100	30,229	27,100	0	0.0%
9	Building Costs	77,788	55,665	232,804	62,600	6,935	12.5%
10	Equipment & Communications	1,252,936	1,390,900	1,358,945	2,009,100	618,200	44.4%
11	Vehicle Expense	163,997	208,100	211,012	190,400	(17,700)	-8.5%
12	Travel	113,063	63,900	170,221	100,100	36,200	56.7%
13	Training & Education	270,547	313,200	251,031	323,000	9,800	3.1%
14	Facilities Rental	70,303	41,300	108,938	450,900	409,600	991.8%
15	Advertising & Promotion	40,150	20,000	30,961	32,900	12,900	64.5%
16	Other Goods & Services	481,985	612,590	540,125	524,397	(88,193)	-14.4%
17	Interdepartmental	1,454,221	1,670,230	1,794,956	1,779,403	109,173	6.5%
18	Insurance Costs	72,035	77,800	69,170	79,100	1,300	1.7%
19	Transfer to/from Reserves	(103,012)	(150,000)	(253,000)	(159,300)	(9,300)	6.2%
20	Other Fiscal	0	0	2,274	0	0	-
	Total	\$54,109,353	\$59,212,073	\$62,307,400	\$65,231,900	\$6,019,827	10.2%
Revenues							
19	Tax Revenues	(2,300)	(2,300)	(700)	(2,300)	0	-0.0%
20	Area Rate Revenue	(16,789)	(17,700)	(18,698)	(17,800)	(100)	0.6%
21	Transfers from other Gov'ts	(28,223)	(78,200)	(51,625)	0	78,200	-100.0%
22	Fines and Fees	(243,077)	(277,500)	(234,118)	(279,500)	(2,000)	0.7%
23	Licenses & Permits	(227,559)	(250,000)	(260,998)	(250,000)	0	-0.0%
24	Sludge Tipping	43	0	0	0	0	-
25	Sales Revenue	(914,585)	(856,000)	(1,090,578)	(1,059,000)	(203,000)	23.7%
26	Other Revenue	(2,522,755)	(2,504,500)	(2,999,869)	(4,692,000)	(2,187,500)	87.3%
	Total	(\$3,955,246)	(\$3,986,200)	(\$4,656,586)	(\$6,300,600)	(\$2,314,400)	58.1%
	Net Cost	\$50,154,108	\$55,225,873	\$57,650,814	\$58,931,300	\$3,705,427	6.7%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget	2008-2009 Gross Plan	2009-2010 Gross Plan
Halifax Regional Police			
Provided by Other Business Units:			
* Police Training Ctr. - Northbrook School	0	0	0
Police Vehicles-Marked (2007/08)	710	717	717
Police Vehicles-Unmarked (2007/08)	547	552	552
Total	1,257	1,269	1,269

* Operating cost of capital project submitted only

RCMP

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
P710 RCMP	\$16,235,110	\$17,394,000	\$17,326,250	\$18,158,600	764,600	4.4%
Total	\$16,235,110	\$17,394,000	\$17,326,250	\$18,158,600	\$764,600	4.4%

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
P710 RCMP	(\$114,538)	(\$125,000)	(\$126,485)	\$0	125,000	-100.0%
Total	(\$114,538)	(\$125,000)	(\$126,485)	\$0	\$125,000	-100.0%

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
P710 RCMP	\$16,120,572	\$17,269,000	\$17,199,765	\$18,158,600	889,600	5.2%
Total	\$16,120,572	\$17,269,000	\$17,199,765	\$18,158,600	\$889,600	5.2%

RCMP

Summary by Expense & Revenue Types

Item	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Expenditures						
1 External Services	\$16,235,110	\$17,394,000	\$17,326,250	\$18,158,600	764,600	4.4%
Total	\$16,235,110	\$17,394,000	\$17,326,250	\$18,158,600	\$764,600	4.4%
Revenues						
2 Fines and Fees	(\$108,978)	(\$125,000)	(\$115,057)	\$0	125,000	-100.0%
3 Sales Revenue	0	0	(811)	0		
4 Other Revenue	(5,560)	0	(10,617)	0	0	-
Total	(\$114,538)	(\$125,000)	(\$126,485)	\$0	\$125,000	-100.0%
Net Cost	\$16,120,572	\$17,269,000	\$17,199,765	\$18,158,600	\$889,600	5.2%

LEGAL SERVICES AND RISK MANAGEMENT

Business Plan - 2007/08

Mission: *To provide legal services, support and counsel in a timely and effective manner to the Community, Council and Staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.*

Business Unit Overview:

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

- The Insurance and Risk Management activities from Finance.

Director:

Mary Ellen Donovan

Legal Services

Mary Ellen Donovan,
B.S.C., Dip. Engr.,
LL.B..

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, 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 Financial Services, effective April 1, 2006.

Core Operations and Services provided:

Legal Services performs legal services including:

- 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, labour relation board hearings, policy advice, and general advice;
- prosecutions: provincial offences and bylaw offences;
- solicitor services and advocacy through a combination of in house and out-sourced services; and
- regulatory hearings including: power, telecommunications and natural gas hearings.

Risk Management manages the risk portfolio including:

- 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;
- 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;
- providing risk management advice, training and monitoring, particularly in the area of loss control, to all business units; and
- claims management.

Funded Full Time Equivalent (FTEs): Legal Services

	2006/2007 (effective April 1, 2006)	2007/2008
Funded FTEs (includes permanent and temporary)	24	24

Financial Information:

Legal Services
Summary of Budget by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Gross Budget	\$1,866,000	\$1,918,271	\$1,955,200	\$2,087,000	\$168,729	8.8%
Revenues	(\$63,147)	(\$24,265)	(\$104,403)	(\$71,000)	(\$46,735)	192.6%
Net Budget						
Administration	0	0	0	0	0	-
Legal Services	1,721,866	1,891,796	1,791,087	2,016,000	124,204	6.6%
Insurance & Risk Management	80,988	2,210	527	0	(2,210)	-100.0%
Commonwealth Games	0	0	59,184	0	0	-
Net Cost	\$1,802,854	\$1,894,006	\$1,850,797	\$2,016,000	\$121,994	6.4%

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2006/07 Budget		1,894.0
1	Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs.	110.3
2	Increase for Service Delivery Change.	49.2
3	Other Goods and Services decrease.	(5.1)
4	Transfer to/from Reserve - Decrease due to lower projected costs for Risk Management section.	14.3
5	Revenues from Province. - Increased revenues from Province for prosecution costs.	(46.7)
2007/08 Budget		2,016.0

Service Level Changes

Business Unit: Legal Services & Risk Management

Increases In Services / new initiatives:

- Events such as the 2011 Canada Winter Games and the World Hockey Tournament have all served to increase the demands for Legal Services beyond the demands in respect of major Events that have been experienced previously.

Decreases In Services / Operational Pressures:

- About 75% of Legal Services work product is litigation related, initiated largely by external parties. Litigation services are delivered regardless of staffing resources mainly for two reasons: 1. Legal Services has no control over this work load, and the number of new cases initiated by outside parties is increasing, possibly with the exception of personal injury. 2. Prosecution litigation (including bylaw enforcement), which is initiated by HRM, is a high priority Council item to which additional resources are being applied by other departments and so sufficient resources must be applied by Legal Services to effectively and responsively support the enforcement initiatives of the other departments. Legal Services is currently very tight for resources. Where there are insufficient resources to respond in house, external resources must be retained.
- The creation of the new Summary Offence Unit for the Halifax Regional Police and the hiring of seven new Animal Control Officers has increased the number of summary offence tickets from 14,000 to approximately 35,000 to 40,000 as well as a projected increase of 100 new animal control offences. Legal Services is attempting to manage the increase demands for prosecution services within existing resources and budget.

Expected Services Not Being Delivered:

- Although the addition of a new Senior Solicitor has markedly improved HRM's ability to deliver legal services, resources remain tight, particularly in the area of legal research. Legal research resources significantly improve the degree of success and therefore consideration will have to be given in 2008/2009 budget to increasing legal research resources. This situation will be monitored in the upcoming year.

Legal Services

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A110 Legal Services	1,785,013	1,916,061	1,894,963	2,087,000	170,939	8.9%
A303 Insurance & Risk Management	80,988	2,210	527	0	(2,210)	-100.0%
M631 Commonwealth Games	0	0	59,710	0	0	-
Total	\$1,866,000	\$1,918,271	\$1,955,200	\$2,087,000	\$168,729	8.8%

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A110 Legal Services	(\$63,147)	(\$24,265)	(\$103,877)	(\$71,000)	(46,735)	192.6%
M631 Commonwealth Games	\$0	\$0	(\$526)	\$0	0	-
Total	(\$63,147)	(\$24,265)	(\$104,403)	(\$71,000)	(\$46,735)	192.6%

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
A110 Legal Services	1,721,866	1,891,796	1,791,087	2,016,000	124,204	6.6%
A303 Insurance & Risk Management	80,988	2,210	527	0	(2,210)	-100.0%
M631 Commonwealth Games	0	0	59,184	0	0	-
Total	\$1,802,854	\$1,894,006	\$1,850,797	\$2,016,000	\$121,994	6.4%

Legal Services

Summary by Expense & Revenue Types

Item	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget	%
Expenditures						
1 Compensation & Benefits	\$1,239,156	\$1,694,411	\$1,637,375	\$1,804,700	110,289	6.5%
2 Office Costs	32,563	61,192	80,301	84,500	23,308	38.1%
3 Legal & Consulting Fees	455,063	302,155	344,204	308,500	6,345	2.1%
4 External Services	42,418	56,270	71,131	68,000	11,730	20.8%
5 Supplies & Materials	442	300	0	300	0	0.0%
6 Building Costs	655	5,068	20,413	6,100	1,032	20.4%
7 Equipment & Communications	0	0	1,136	0	0	-
8 Travel	5,412	7,273	9,919	11,500	4,227	58.1%
9 Training & Education	1,256	5,000	310	5,000	0	0.0%
10 Facilities Rental	0	0	7,491	0	0	-
11 Advertising & Promotion	1,887	900	397	0	(900)	-100.0%
12 Other Goods & Services	86,586	97,802	70,130	96,200	(1,602)	-1.6%
13 Interdepartmental	564	0	0	0	0	-
14 Transfer to/from Reserves	0	(312,100)	(287,607)	(297,800)	14,300	-4.6%
Total	\$1,866,000	\$1,918,271	\$1,955,200	\$2,087,000	\$168,729	8.8%
Revenues						
15 Sales Revenue	(\$62,500)	(\$24,265)	(\$63,750)	(\$71,000)	(46,735)	192.6%
16 Other Revenue	(647)	0	(40,653)	0	0	-
Total	(\$63,147)	(\$24,265)	(\$104,403)	(\$71,000)	(\$46,735)	192.6%
Net Cost	\$1,802,854	\$1,894,006	\$1,850,797	\$2,016,000	\$121,994	6.4%

Transportation and Public Works

Business Plan - 2007/08

Mission: *Transportation and Public Works plans and manages a safe, sustainable public infrastructure and transportation network substantially enhancing the quality of life of our citizens.*

Business Unit Overview:

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

The Director, TPW 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 TPW 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 technical 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 and equipment assets in support of snow removal, municipal operations, police, fire and transit services.

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, 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 and Quality Improvement Wayne Legere	Central service section that coordinates training and quality improvement initiatives for the business unit including organizational performance tools, citizen feedback systems, performance management and liaising with external agencies.
Traffic and Right of Way Services 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:	<ul style="list-style-type: none">• Transfer of two safety staff, one from Service Delivery and one from Real Property to Fire under Corporate Safety.• Transfer of funding for one position from EMS for Utilities Coordination Manager position

Core Operations and Services provided:

- 1,600 km of roads, 1,925 km of curbs, 765 km of sidewalks, 60 km of gravel roads and 75 bridges maintained
- 253 traffic signals with the addition of 3 on average per year by HRM plus others by developers
- 46 of the signalized intersections are fully installed with LED's
- In excess of 1,700 km of white and yellow centrelines painted
- More than 14,000 traffic and street name signs produced and 2,100 sign posts installed
- 39,400 street lights maintained by HRM of which approximately 13,100 are owned by HRM
- 72,700 metres of stop bars and crosswalks and 4,200 arrows painted
- 10 street sweepers; 80 pieces of snow and ice control vehicles
- Over 250 topographical and legal related surveys conducted

- 150 to 200 design projects completed each year
- Projected 55 kms of capital street improvements and 5 kms of sidewalk renewals
- 18.2 million passengers carried annually on all of Metro Transit's 50 fixed transit routes, 3 community transit routes and 2 ferry routes
- 13 park and ride locations with over 1,100 parking spaces
- 210 buses, which includes 46 low floor buses, and three ferries
- Access-A-Bus, a shared ride, door-to-door, public transit system for persons who are unable to use the conventional, (Non Low Floor), transit system, due to a physical or cognitive disability serving 16,000 Access-a-bus passengers per month
- Processes over 23,000 work orders annually to maintain over 2.2 million square feet of building space
- Owns and maintains 256 buildings, 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 180 Sport courts.
- Operate and maintain 7 municipally owned cemeteries
- 600 operational vehicles, 800 pieces of small equipment, 200 police vehicles and 271 fire vehicles

Funded Full Time Equivalent (FTEs):

	2006/2007 (Effective April 1, 2006)	2007/2008 (As at March 31, 2007)
Funded FTEs (includes permanent and temporary)	1,215.20	1,247.88

Financial Information:

**Transportation & Public Works
Summary of Budget by Business Unit**

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Change over Budget %	
Gross Budget	\$111,710,070	\$118,462,037	\$120,115,273	\$123,223,979	\$4,761,942	4.0%
Revenues	(\$33,934,122)	(\$34,936,925)	(\$35,712,665)	(\$36,022,256)	(\$1,085,331)	3.1%
Net Budget						
Administration	0	366,946	340,465	368,334	1,388	0.4%
Administration	378,038	404,966	471,929	362,700	(42,266)	-10.4%
Operations Administration	(717)	900	1,436	300	(600)	-66.7%
Real Estate	(471,612)	594,389	(775,088)	410,900	(183,489)	-30.9%
Contract Support	(0)	0	0	235,794	235,794	-
Facilities	13,787,823	12,056,053	11,714,303	12,299,212	243,159	2.0%
RPAM Admin	1,294,273	438,179	196,303	227,000	(211,179)	-48.2%
Public Relations/debt	(12,806)	(115,000)	(89,147)	(116,300)	(1,300)	1.1%
Transit Total	14,975,247	14,812,760	16,423,265	16,191,879	1,379,119	9.3%
Community Transit Total	(33,956)	0	81,711	0	0	-
Access-A-Bus Total	2,383,297	2,674,300	2,689,448	2,681,900	7,600	0.3%
Ferries Total	6,052,620	6,525,930	6,737,427	6,998,905	472,975	7.2%
Transportation Services	1,148,188	1,059,530	905,141	1,097,499	37,969	3.6%
Right of Way Services	(86,551)	33,964	(77,393)	(1,100)	(35,064)	-103.2%
Sign Shop	935,091	1,369,362	1,293,939	1,464,400	95,038	6.9%
Traffic Signals & Streetlighting	7,026,849	6,265,620	7,373,069	6,337,200	71,580	1.1%
Capital Projects	1,295,292	1,027,090	1,069,381	1,121,000	93,910	9.1%
Fleet Admin	242,192	394,330	320,866	442,700	48,370	12.3%
Fleet Transit	0	11,010	54	0	(11,010)	-100.0%
Fleet General	119,246	94,971	(9,918)	0	(94,971)	-100.0%
Fleet Emergency	0	0	(2,000)	0	0	-
Design & Construction	3,507,433	3,847,928	3,661,631	3,966,400	118,472	3.1%
Municipal Operations Admin	630,183	222,593	200,578	192,300	(30,293)	-13.6%
Municipal Operations Support	0	3,512,255	3,496,764	3,679,800	167,545	4.8%
Streets & Roads	7,023,785	6,277,278	6,623,382	5,210,491	(1,066,787)	-17.0%
Operation Coordinator/Snow & Ice Control	8,968,342	12,201,830	12,681,666	12,858,690	656,860	5.4%
Sidewalks	987,238	1,317,088	1,273,099	2,501,219	1,184,131	89.9%
Parks/Sports	9	0	0	0	0	-
Parks and Open Spaces	3,763,114	3,828,943	3,617,810	4,098,400	269,457	7.0%
Sportsfields & Playgrounds	3,863,330	4,301,896	4,182,487	4,572,100	270,204	6.3%
Net Cost	\$77,775,948	\$83,525,112	\$84,402,608	\$87,201,723	\$3,676,611	4.4%

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2006/07 Budget	83,525
1 Salaries & benefits - includes net changes resulting from merit increases, classification reviews, employer benefit costs, collective agreements, Utilities Coordination Manager, and transfer of 2 FTE's to Fire Services for Corporate Safety	3,717
2 Decrease in Overtime in Snow and Ice Control for corporate contribution toward the overall HRM 07/08 Operating Budget	(500)
3 Decrease in allocation for Office Costs, Supplies, Materials, Other Goods and Services, and Equipment & Communications	(887)
4 Net impact to External Services for Outside Personnel and Contract Services due to additional service requirements and contract cost increases	748
5 Revenue increase due to expanded Transit services and additional Facilities Rental	(940)
6 Increase in Building Costs due to increased costs for electricity, heating, fuel and excessive increases in costs for Building Materials	918
7 Increase in Vehicle Expense due to increased costs for fuel and parts	534
8 Increase in interdepartmental charges for vehicles	(505)
9 Increase in Debt Service and Other Fiscal charges due to increased principal payments for Metro Transit bus expansion	540
10 Other	2
11 Crosswalk safety education program	50
2007/08 Budget	<u><u>87,202</u></u>

Business Unit Goals (2007-10):

Strategic Goals	
Strategic Goal 1:	Attract, develop and retain a quality workforce
Strategic Goal 2:	Continually improve an effective transportation and public works department
Strategic Goal 3:	Achieve fiscal, social, environmental and cultural sustainability targets
Strategic Goal 4:	Well managed, modern transit system meeting citizen transportation needs
Strategic Goal 5:	Infrastructure management strategies in support of long-term growth
Operational Goals	
Operational Goal 1:	Responsive Customer Service
Operational Goal 2:	Prepared Emergency Management
Operational Goal 3:	Operational support for 2011 Canada Winter Games

Service Level Changes	
Business Unit:	Transportation and Public Works
<u>Increases In Services / new initiatives:</u>	
Traffic and Right of Way Services	
<ul style="list-style-type: none">• Utilities Coordination within Traffic and Right of Way Services• Conversion of up to 40 traffic signals from conventional to LEDs• Enhanced traffic education program	
Municipal Operations	
<ul style="list-style-type: none">• Improved response to and resolution of all service requests involving litter and graffiti in support of corporate strategies• Enhanced service levels within the Capital District during the summer months through increased hiring of summer students and seasonal workers• AVL implementation within Municipal Operations positively resulting in more effective delivery of services	
Capital Projects	
<ul style="list-style-type: none">• Skateboard/BMX park constructed at the site of the new Fall River Fire Station/Recreation Centre• Delivery of a portion of sidewalk and playground capital work projects utilizing in-house Municipal Operations staffing resources• Support to 2011 Canada Winter Games	
Real Property	
<ul style="list-style-type: none">• Increased investment in Business Parks (Wright Avenue and Commodore Drive)	
Metro Transit	
<ul style="list-style-type: none">• Improvements to passenger facilities• Route servicing for RIM development in Bedford West• Improved passenger capacity on existing overcrowded routes• Enhanced routing to service Mount Saint Vincent University and Dartmouth Crossing• Service adjustments for peak, evening and weekend frequency• AVL-Go Time system implemented providing real time bus route status information	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none">• Attracting and retaining key professional and trade designations which will impact on the timely delivery of quality services (OP)• Keeping pace with traffic signal maintenance and increased response time to requests• Inability to provide effective corporate accommodation planning and implementation management	

Service Level Changes

Expected Services Not Being Delivered:

- Neighbourhood bus model of Transit service delivery being investigated and implemented
- No planned increases to the inspection, administration and coordination of capital works projects impacting on project quality and contractor performance management
- General Tax Rate support for Rural Transit

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Administration						
R100 Directors Administration	\$0	\$366,946	\$343,005	\$368,334	\$1,388	0.4%
M671 Commonwealth Games - Admin	0	0	(2,541)	0	0	-
Administration	0	366,946	340,465	368,334	1,388	0.4%
Administration						
R101 Service Delivery & Quality Improv	638,253	624,966	658,801	583,800	(41,166)	-6.6%
Administration	638,253	624,966	658,801	583,800	(41,166)	-6.6%
Real Property						
Operations Administration						
W210 CLASS Interface Revenues	228	0		0	0	-
W220 Clearing-Facilities	72,509	300	20,720	0	(300)	-100.0%
W959 Clearing - Capital	(574)	600	1,436	300	(300)	-50.0%
Operations Administration	72,163	900	22,156	300	(600)	-66.7%
Real Estate						
W400 Acquisitions & Disposals	453,381	467,761	384,054	462,200	(5,561)	-1.2%
W500 Business Parks	177,854	382,993	354,255	376,300	(6,693)	-1.7%
W600 Real Estate - Admin	114,664	628,635	548,852	528,000	(100,635)	-16.0%
Real Estate	745,899	1,479,389	1,287,160	1,366,500	(112,889)	-7.6%
Contract Support						
W135 Construction Services	0	0	0	235,794	235,794	-
Contract Support	(0)	0	0	235,794	235,794	-
Facilities						
W130 Contract Support Admin	4,338,712	2,836,948	2,848,429	2,132,066	(704,882)	-24.8%
W160 Facilities Admin	193,429	204,330	236,007	526,721	322,391	157.8%
W169 Facilities R&M-fromCptl	1,310	0	0	0	0	-
W200 Facility Operations	6,601,989	7,073,021	7,609,698	7,564,525	491,504	6.9%
W202 RPAM Facility Leases	3,529,160	3,600,400	2,604,302	3,711,100	110,700	3.1%
W203 Alderney Gate Facilities Mgmt	2,106,383	1,866,645	2,057,761	1,870,700	4,055	0.2%
Facilities	16,770,983	15,581,344	15,356,197	15,805,112	223,768	1.4%
RPAM Admin						
W100 Administration/Service Delivery	1,294,273	438,179	196,303	227,000	(211,179)	-48.2%
RPAM Admin	1,294,273	438,179	196,303	227,000	(211,179)	-48.2%
Total Real Property	18,883,317	17,499,812	16,861,817	17,634,706	134,894	0.8%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	245,304	135,000	181,916	136,600	1,600	1.2%
Public Relations/debt	245,304	135,000	181,916	136,600	1,600	1.2%
Transit						
R631 Gen. Transit Admin.	15,547,642	15,891,310	16,516,809	15,762,520	(128,790)	-0.8%
M673 Commonwealth Games - Transit	0	0	88,217	0	0	-
R635 Operator's Expense	20,314,306	21,547,974	22,414,067	24,016,994	2,469,020	11.5%
R636 Support Services - Transit	1,661,202	1,912,560	1,719,874	1,564,328	(348,232)	-18.2%
R637 Scheduling	485,242	571,240	470,410	738,094	166,854	29.2%
R638 Gen. Operations Exp.	728,434	804,330	694,205	804,243	(87)	-0.0%
Transit Total	38,736,825	40,727,414	41,903,583	42,886,179	2,158,765	5.3%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Community Transit						
R641 Community Transit Services	365,317	340,100	425,678	411,200	71,100	20.9%
Community Transit Total	365,317	340,100	425,678	411,200	71,100	20.9%
Access-A-Bus						
R652 AAB-Scheduling/Disp.	300,931	330,400	313,499	313,100	(17,300)	-5.2%
R653 Contracted AccessBus	289,319	300,000	315,932	303,500	3,500	1.2%
R654 AAB Operations	1,938,691	2,154,200	2,246,278	2,176,900	22,700	1.1%
Access-A-Bus Total	2,528,941	2,784,600	2,875,709	2,793,500	8,900	0.3%
Ferries						
R661 Gen. Ferry Expense	1,108,921	771,030	780,986	755,105	(15,925)	-2.1%
R668 Ferry Crew Expense	1,933,060	2,073,900	1,998,597	2,048,500	(25,400)	-1.2%
R671 Metro Tr. Debt Chrg	4,825,877	5,685,400	5,685,398	6,227,200	541,800	9.5%
Ferries Total	7,867,858	8,530,330	8,464,982	9,030,805	500,475	5.9%
Total Metro Transit Services	49,744,246	52,517,444	53,851,867	55,258,284	2,740,840	5.2%
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	1,148,346	1,062,530	910,900	1,100,499	37,969	3.6%
Transportation Services	1,148,346	1,062,530	910,900	1,100,499	37,969	3.6%
Right of Way Services						
R112 Rights of Way Approval	260,002	418,091	266,194	390,000	(28,091)	-6.7%
Right of Way Services	260,002	418,091	266,194	390,000	(28,091)	-6.7%
Sign Shop						
R746 Locked:Street Name Signs	94,797	0	0	0	0	-
R747 Traffic Signs	856,108	1,371,862	1,322,870	1,464,400	92,538	6.7%
Sign Shop	950,905	1,371,862	1,322,870	1,464,400	92,538	6.7%
Traffic Signals & Streetlighting						
R825 Streetlighting	5,583,396	4,856,005	5,884,655	4,815,500	(40,505)	-0.8%
R827 Traffic Lights	1,472,894	1,409,615	1,523,260	1,521,700	112,085	8.0%
Traffic Signals & Streetlighting	7,056,290	6,265,620	7,407,916	6,337,200	71,580	1.1%
Total Traffic & Transportation	9,415,542	9,118,104	9,907,880	9,292,099	173,995	1.9%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Capital Projects						
W953 Capital Admin	745,292	932,090	993,247	1,025,000	92,910	10.0%
W955 Corporate Accommodations	550,000	95,000	76,663	96,000	1,000	1.1%
Capital Projects	1,295,292	1,027,090	1,069,910	1,121,000	93,910	9.1%
Fleet Services						
Fleet Admin						
R912 Fleet: Administration	242,192	394,330	320,866	442,700	48,370	12.3%
Fleet Admin	242,192	394,330	320,866	442,700	48,370	12.3%
Fleet Transit						
R933 Fleet R&M:Transit-Ilsley	13,063	0	7,015	0	0	-
R934 Fleet Ops:Transit-Ilsley	10	0	0	0	0	-
R935 Bus Rebuild Program	0	0	54	0	0	-
R936 Fleet R&M:Transit-Thornhill	0	11,010	0	0	(11,010)	-100.0%
R955 Fleet R&M:Transit Ferry	12,430	0	12,589	0	0	-
Fleet Transit	25,504	11,010	19,659	0	(11,010)	-100.0%
Fleet General						
R970 Fleet R&M:Municipal	120,930	94,971	519	0	(94,971)	-100.0%
Fleet General	120,930	94,971	519	0	(94,971)	-100.0%
Fleet Emergency						
R981 Fleet R&M:Fire	27,105	0	72,202	0	0	-
R985 Fleet R&M:Police	0	0	2,037	0	0	-
Fleet Emergency	27,105	0	74,239	0	0	-
Total Fleet Services	415,731	500,311	415,283	442,700	(57,611)	-11.5%
Design & Construction						
Design & Construction						
R110 Design Admin.	225,967	271,120	266,507	283,800	12,680	4.7%
R111 Design	1,042,213	1,080,233	1,010,058	1,092,500	12,267	1.1%
R120 Construction Ser	813,859	928,030	924,067	984,800	56,770	6.1%
R130 Infrastructure Management Service	236,405	271,011	245,241	286,800	15,789	5.8%
R140 Surveying	849,570	923,128	875,876	954,100	30,972	3.4%
R150 Record Management	342,026	374,407	351,852	364,400	(10,007)	-2.7%
Design & Construction	3,510,040	3,847,928	3,673,601	3,966,400	118,472	3.1%
Total Design & Construction	3,510,040	3,847,928	3,673,601	3,966,400	118,472	3.1%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Municipal Operations: Public Works Operations						
Municipal Operations Admin						
M672 Commonwealth Games - Operator	0	0		0	0	-
W120 Operations Admin	630,183	222,593	200,578	192,300	(30,293)	-13.6%
Municipal Operations Admin	630,183	222,593	200,578	192,300	(30,293)	-13.6%
Municipal Operations Support						
R710 Municipal Operations Support	0	3,512,255	3,496,764	3,679,800	167,545	4.8%
Municipal Operations Support	0	3,512,255	3,496,764	3,679,800	167,545	4.8%
Streets & Roads						
R715 Administration - Streets & Roads	2,174,053	1,970,003	2,032,742	1,939,810	(30,193)	-1.5%
R720 Street Cleaning/Graffiti-all regions	774,131	703,005	792,178	1,543,841	840,836	119.6%
R721 Street Maintenance-West Region	1,303,143	1,092,765	1,150,673	603,299	(489,466)	-44.8%
R730 Chip Sealing	96,092	0	(0)	0	0	-
R731 Locked-Patching	1,395,083	1,002,781	711,762	0	(1,002,781)	-100.0%
R732 Street Maintenance-Central Region	862,030	1,027,489	934,406	728,675	(298,814)	-29.1%
R734 Locked:Graffiti	0	244,500	107,855	0	(244,500)	-100.0%
R735 Street Maintenance-East Region	304,910	236,735	243,540	394,866	158,131	66.8%
R899 Streets Job Costing Clearing	118,289	0	660,267	0	0	-
Streets & Roads	7,027,732	6,277,278	6,633,423	5,210,491	(1,066,787)	-17.0%
Operation Coordinator/Snow & Ice Control						
R761 Ice Control	4,861,341	4,711,863	6,596,308	5,110,500	398,637	8.5%
R762 Plowing	2,664,682	3,170,140	2,236,598	2,775,200	(394,940)	-12.5%
R763 Snow Removal	153,497	331,230	118,446	360,000	28,770	8.7%
R764 Swlk Plow/Ice Control	1,863,637	3,847,925	3,485,891	4,240,246	392,321	10.2%
R765 Related Program Cost	952,832	682,825	738,907	1,205,900	523,075	76.6%
Operation Coordinator/Snow & Ice Co	10,495,989	12,743,983	13,176,151	13,691,846	947,863	7.4%
Sidewalks						
R722 Locked:Leaf Pick Up	180,787	216,162	277,413	0	(216,162)	-100.0%
R738 Waverley Sidewalks	0	5,700	171	6,100	400	7.0%
R739 Fall River Sidewalks	65,373	154,100	59,549	0	(154,100)	-100.0%
R740 Concrete Sidewalks-West & Bedford	635,142	816,806	977,120	805,966	(10,840)	-1.3%
R741 Asphalt Curb/Walkways-East & Central	24,564	127,230	61,481	429,180	301,950	237.3%
R742 Concrete Sidewalks-East & Central	66,652	99,825	50,564	572,088	472,263	473.1%
R743 Asphalt Patching-all regions	25,660	57,065	9,298	693,985	636,920	1116.1%
R766 Lock:District 15 Sidewalk Snowplc	202,326	0	0	0	0	-
R767 Lock:District 16 Sidewalk Snowplc	285,617	0	0	0	0	-
Sidewalks	1,486,121	1,476,888	1,435,597	2,507,319	1,030,431	69.8%
Public Works Operations	19,640,025	24,232,997	24,942,511	25,281,756	1,048,759	4.3%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Parks/Sports						
D997 Clearing/Parks/Sports	9	0		0	0	-
Parks/Sports	9	0	0	0	0	-
Parks and Open Spaces						
R831 Parks/Open - Admin	237,842	216,320	222,852	217,000	680	0.3%
R845 Parks Urban Forestry	886,734	936,610	924,399	1,057,600	120,990	12.9%
R851 Parks/Horticulture	1,350,872	1,616,610	1,395,884	1,666,000	49,390	3.1%
R855 Parks Cemeteries	668,076	667,110	603,501	659,500	(7,610)	-1.1%
R860 Parks/Open-West	816,496	572,293	694,945	678,300	106,007	18.5%
Parks and Open Spaces	3,960,019	4,008,943	3,841,580	4,278,400	269,457	6.7%
Sportsfields & Playgrounds						
W180 Playgrounds East	1,011,782	1,012,510	1,128,840	1,160,100	147,590	14.6%
W181 Sports/Play - Admin	153,489	192,030	167,732	205,000	12,970	6.8%
W182 Sportsfields East	1,257,808	1,273,371	1,309,092	1,393,600	120,229	9.4%
W184 Playgrounds West	758,854	799,910	704,898	860,000	60,090	7.5%
W186 Sportsfields West	856,015	1,196,310	882,071	1,007,900	(188,410)	-15.7%
W187 Halifax Artificial Sportsfield	165,856	177,810	202,626	201,100	23,290	13.1%
W189 Sports/Play R&M-fromCptl	0	300	86,193	1,300	1,000	333.3%
W190 Dartmouth Artificial Sportsfield	3,794	65,255	70,107	167,500	102,245	156.7%
Sportsfields & Playgrounds	4,207,597	4,717,496	4,551,559	4,996,500	279,004	5.9%
Municipal Operations	27,807,650	32,959,436	33,335,650	34,556,656	1,597,220	4.8%
Total	\$111,710,070	\$118,462,037	\$120,115,273	\$123,223,979	\$4,761,942	4.0%

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Service Delivery & Quality Improvement						
R101 Service Delivery & Quality Improv	(260,215)	(220,000)	(186,872)	(221,100)	(1,100)	0.5%
Service Delivery & Quality Improvement	(260,215)	(220,000)	(186,872)	(221,100)	(1,100)	0.5%
Real Property						
Operations Administration						
W210 CLASS Interface Revenues	(370)	0		0	0	-
W220 Clearing-Facilities	(72,509)	0	(20,720)	0	0	-
Operations Administration	(72,880)	0	(20,720)	0	0	-
Real Estate						
W400 Acquisitions & Disposals	(126,068)	(300,000)	(323,631)	(300,000)	0	-0.0%
W500 Business Parks	(1,091,442)	(585,000)	(1,737,871)	(655,600)	(70,600)	12.1%
W600 Real Estate - Admin	0	0	(747)	0	0	-
Real Estate	(1,217,510)	(885,000)	(2,062,249)	(955,600)	(70,600)	8.0%
Facilities						
W130 Contract Support Admin	(3,226)	0	(19,049)	0	0	-
W200 Facility Operations	(45,180)	0	(200,955)	0	0	-
W202 RPAM Facility Leases	(2,040,570)	(2,259,700)	(1,965,182)	(2,215,400)	44,300	-2.0%
W203 Alderney Gate Facilities Mgmt	(894,184)	(1,265,591)	(1,456,707)	(1,290,500)	(24,909)	2.0%
Facilities	(2,983,160)	(3,525,291)	(3,641,893)	(3,505,900)	19,391	-0.6%
Total Real Property	(4,273,550)	(4,410,291)	(5,724,862)	(4,461,500)	(51,209)	1.2%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	(258,111)	(250,000)	(271,063)	(252,900)	(2,900)	1.2%
Public Relations/debt	(258,111)	(250,000)	(271,063)	(252,900)	(2,900)	1.2%
Transit						
R631 Gen. Transit Admin.	(23,716,559)	(25,874,654)	(25,402,291)	(26,694,300)	(819,646)	3.2%
R635 Operator's Expense	(44,803)	(40,000)	(69,606)	0	40,000	-100.0%
R636 Support Services - Transit	(5)	0	(2,685)	0	0	-
R638 Gen. Operations Exp.	(211)	0	(5,737)	0	0	-
Transit Total	(23,761,578)	(25,914,654)	(25,480,318)	(26,694,300)	(779,646)	3.0%
Community Transit						
R641 Community Transit Services	(399,273)	(340,100)	(343,967)	(411,200)	(71,100)	20.9%
Community Transit Total	(399,273)	(340,100)	(343,967)	(411,200)	(71,100)	20.9%
Access-A-Bus						
R652 AAB-Scheduling/Disp.	(145,634)	(110,300)	(186,261)	(111,600)	(1,300)	1.2%
R654 AAB Operations	(10)	0	0	0	0	-
Access-A-Bus Total	(145,644)	(110,300)	(186,261)	(111,600)	(1,300)	1.2%
Ferries						
R661 Gen. Ferry Expense	(1,813,738)	(2,002,900)	(1,727,555)	(2,030,400)	(27,500)	1.4%
R668 Ferry Crew Expense	(1,500)	(1,500)	0	(1,500)	0	-0.0%
Ferries Total	(1,815,238)	(2,004,400)	(1,727,555)	(2,031,900)	(27,500)	1.4%
Total Metro Transit Services	(26,379,843)	(28,619,454)	(28,009,164)	(29,501,900)	(882,446)	3.1%

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	(158)	(3,000)	(5,759)	(3,000)	0	-0.0%
Transportation Services	(158)	(3,000)	(5,759)	(3,000)	0	-0.0%
Right of Way Services						
R112 Rights of Way Approval	(346,553)	(384,127)	(343,587)	(391,100)	(6,973)	1.8%
Right of Way Services	(346,553)	(384,127)	(343,587)	(391,100)	(6,973)	1.8%
Sign Shop						
R746 Locked:Street Name Signs	(4,514)	0	0	0	0	-
R747 Traffic Signs	(11,300)	(2,500)	(28,930)	0	2,500	-100.0%
Sign Shop	(15,814)	(2,500)	(28,930)	0	2,500	-100.0%
Traffic Signals & Streetlighting						
R825 Streetlighting	(29,441)	0	0	0	0	-
R827 Traffic Lights	0	0	(34,847)	0	0	-
Traffic Signals & Streetlighting	(29,441)	0	(34,847)	0	0	-
Total Traffic & Transportation	(391,965)	(389,627)	(413,123)	(394,100)	(4,473)	1.1%
Capital Projects						
W953 Capital Admin	0	0	(528)	0	0	-
Capital Projects	0	0	(528)	0	0	-
Fleet Services						
Fleet Transit						
R933 Fleet R&M:Transit-Ilsley	(13,063)	0	(7,015)	0	0	-
R934 Fleet Ops:Transit-Ilsley	(10)	0	0	0	0	-
R955 Fleet R&M:Transit Ferry	(12,430)	0	(12,589)	0	0	-
Fleet Transit	(25,503)	0	(19,605)	0	0	-
Fleet General						
R970 Fleet R&M:Municipal	(1,684)	0	(10,437)	0	0	-
Fleet General	(1,684)	0	(10,437)	0	0	-
Fleet Emergency						
R981 Fleet R&M:Fire	(27,105)	0	(74,202)	0	0	-
R985 Fleet R&M:Police	0	0	(2,037)	0	0	-
Fleet Emergency	(27,105)	0	(76,239)	0	0	-
Total Fleet Services	(54,293)	0	(106,281)	0	0	-
Design & Construction						
Design & Construction						
R120 Construction Ser	(219)	0	(134)	0	0	-
R130 Infrastructure Management Service	0	0	(9,111)	0	0	-
R150 Record Management	(2,387)	0	(2,725)	0	0	-
Design & Construction	(2,606)	0	(11,970)	0	0	-
Total Design & Construction	(2,606)	0	(11,970)	0	0	-

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Municipal Operations: Public Works Operations						
Streets & Roads						
R715 Administration - Streets & Roads	(4,545)	0	(9,819)	0	0	-
R720 Street Sweeping	48	0	0	0	0	-
R721 Litter Pickup/Basket	550	0	(25)	0	0	-
R731 Patching	0	0	(83)	0	0	-
R732 Street Maintenance-Central Region	0	0	(114)	0	0	-
Streets & Roads	(3,948)	0	(10,041)	0	0	-
Operation Coordinator/Snow & Ice Control						
R762 Plowing	61	0	0	0	0	-
R764 Swlk Plow/Ice Control	(1,527,707)	(542,153)	(494,484)	(833,156)	(291,003)	53.7%
Operation Coordinator/Snow & Ice Co	(1,527,647)	(542,153)	(494,484)	(833,156)	(291,003)	53.7%
Sidewalks						
R738 Waverley Sidewalks	(5,298)	(5,700)	(5,674)	(6,100)	(400)	7.0%
R739 Fall River Sidewalks	(137,533)	(154,100)	(156,823)	0	154,100	-100.0%
R766 Lock:District 15 Sidewalk Snowplc	(104,677)	0	0	0	0	-
R767 Lock:District 16 Sidewalk Snowplc	(251,376)	0	0	0	0	-
Sidewalks	(498,883)	(159,800)	(162,497)	(6,100)	153,700	-96.2%
Public Works Operations	(2,030,477)	(701,953)	(667,023)	(839,256)	(137,303)	19.6%
Parks and Open Spaces						
R831 Parks/Open - Admin	0	0	(3,291)	0	0	-
R845 Parks Urban Forestry	(3,850)	0	(3,893)	0	0	-
R851 Parks/Horticulture	(6)	0	0	0	0	-
R855 Parks Cemeteries	(193,050)	(180,000)	(217,036)	(180,000)	0	-0.0%
R860 Parks/Open-West	0	0	449	0	0	-
Parks and Open Spaces	(196,906)	(180,000)	(223,771)	(180,000)	0	-0.0%
Sportsfields & Playgrounds						
W180 Playgrounds East	449	0	0	0	0	-
W181 Sports/Play - Admin	(53,849)	(50,000)	(50,000)	(50,000)	0	-0.0%
W182 Sportsfields East	(86,642)	(105,000)	(86,404)	(90,000)	15,000	-14.3%
W184 Playgrounds West	517	0	0	0	0	-
W186 Sportsfields West	(63,859)	(125,600)	(67,473)	(70,000)	55,600	-44.3%
W187 Halifax Artificial Sportsfield	(140,883)	(135,000)	(133,270)	(135,000)	0	-0.0%
W190 Dartmouth Artificial Sportsfield	0	0	(31,925)	(79,400)	(79,400)	-
Sportsfields & Playgrounds	(344,268)	(415,600)	(369,072)	(424,400)	(8,800)	2.1%
Municipal Operations	(2,571,650)	(1,297,553)	(1,259,865)	(1,443,656)	(146,103)	11.3%
Total	(\$33,934,122)	(\$34,936,925)	(\$35,712,665)	(\$36,022,256)	(\$1,085,331)	3.1%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Administration						
R100 Directors Administration	\$0	\$366,946	\$343,005	\$368,334	1,388	0.4%
M671 Commonwealth Games - Admin	0	0	(2,541)	0	0	-
Administration	0	366,946	340,465	368,334	1,388	0.4%
Administration						
R101 Service Delivery & Quality Improv	378,038	404,966	471,929	362,700	(42,266)	-10.4%
Administration	378,038	404,966	471,929	362,700	(42,266)	-10.4%
Real Property						
Operations Administration						
W210 CLASS Interface Revenues	(143)	0	0	0	0	-
W220 Clearing-Facilities	0	300	0	0	(300)	-100.0%
W959 Clearing - Capital	(574)	600	1,436	300	(300)	-50.0%
Operations Administration	(717)	900	1,436	300	(600)	-66.7%
Real Estate						
W400 Acquisitions & Disposals	327,312	167,761	60,423	162,200	(5,561)	-3.3%
W500 Business Parks	(913,588)	(202,007)	(1,383,616)	(279,300)	(77,293)	38.3%
W600 Real Estate - Admin	114,664	628,635	548,105	528,000	(100,635)	-16.0%
Real Estate	(471,612)	594,389	(775,088)	410,900	(183,489)	-30.9%
Contract Support						
W135 Construction Services	0	0	0	235,794	235,794	-
Contract Support	(0)	0	0	235,794	235,794	-
Facilities						
W130 Contract Support Admin	4,335,486	2,836,948	2,829,380	2,132,066	(704,882)	-24.8%
W160 Facilities Admin	193,429	204,330	236,007	526,721	322,391	157.8%
W169 Facilities R&M-fromCptl	1,310	0	0	0	0	-
W200 Facility Operations	6,556,809	7,073,021	7,408,742	7,564,525	491,504	6.9%
W202 RPAM Facility Leases	1,488,591	1,340,700	639,120	1,495,700	155,000	11.6%
W203 Alderney Gate Facilities Mgmt	1,212,200	601,054	601,054	580,200	(20,854)	-3.5%
Facilities	13,787,823	12,056,053	11,714,303	12,299,212	243,159	2.0%
RPAM Admin						
W100 Administration/Service Delivery	1,294,273	438,179	196,303	227,000	(211,179)	-48.2%
RPAM Admin	1,294,273	438,179	196,303	227,000	(211,179)	-48.2%
Total Real Property	14,609,768	13,089,521	11,136,954	13,173,206	83,685	0.6%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	(12,806)	(115,000)	(89,147)	(116,300)	(1,300)	1.1%
Public Relations/debt	(12,806)	(115,000)	(89,147)	(116,300)	(1,300)	1.1%
Transit						
R631 Gen. Transit Admin.	(8,168,918)	(9,983,344)	(8,885,482)	(10,931,780)	(948,436)	9.5%
M673 Commonwealth Games - Transit	0	0	88,217	0	0	-
R635 Operator's Expense	20,269,503	21,507,974	22,344,461	24,016,994	2,509,020	11.7%
R636 Support Services - Transit	1,661,197	1,912,560	1,717,190	1,564,328	(348,232)	-18.2%
R637 Scheduling	485,242	571,240	470,410	738,094	166,854	29.2%
R638 Gen. Operations Exp.	728,224	804,330	688,468	804,243	(87)	-0.0%
Transit Total	14,975,247	14,812,760	16,423,265	16,191,879	1,379,119	9.3%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Community Transit						
R641 Community Transit Services	(33,956)	0	81,711	0	0	-
Community Transit Total	(33,956)	0	81,711	0	0	-
Access-A-Bus						
R652 AAB-Scheduling/Disp.	155,297	220,100	127,238	201,500	(18,600)	-8.5%
R653 Contracted AccessBus	289,319	300,000	315,932	303,500	3,500	1.2%
R654 AAB Operations	1,938,681	2,154,200	2,246,278	2,176,900	22,700	1.1%
Access-A-Bus Total	2,383,297	2,674,300	2,689,448	2,681,900	7,600	0.3%
Ferries						
R661 Gen. Ferry Expense	(704,817)	(1,231,870)	(946,569)	(1,275,295)	(43,425)	3.5%
R668 Ferry Crew Expense	1,931,560	2,072,400	1,998,597	2,047,000	(25,400)	-1.2%
R671 Metro Tr. Debt Chrg	4,825,877	5,685,400	5,685,398	6,227,200	541,800	9.5%
Ferries Total	6,052,620	6,525,930	6,737,427	6,998,905	472,975	7.2%
Total Metro Transit Services	23,364,403	23,897,990	25,842,704	25,756,384	1,858,394	7.8%
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	1,148,188	1,059,530	905,141	1,097,499	37,969	3.6%
Transportation Services	1,148,188	1,059,530	905,141	1,097,499	37,969	3.6%
Right of Way Services						
R112 Rights of Way Approval	(86,551)	33,964	(77,393)	(1,100)	(35,064)	-103.2%
Right of Way Services	(86,551)	33,964	(77,393)	(1,100)	(35,064)	-103.2%
Sign Shop						
R746 Locked:Street Name Signs	90,283	0	0	0	0	-
R747 Traffic Signs	844,808	1,369,362	1,293,939	1,464,400	95,038	6.9%
Sign Shop	935,091	1,369,362	1,293,939	1,464,400	95,038	6.9%
Traffic Signals & Streetlighting						
R825 Streetlighting	5,553,955	4,856,005	5,884,655	4,815,500	(40,505)	-0.8%
R827 Traffic Lights	1,472,894	1,409,615	1,488,413	1,521,700	112,085	8.0%
Traffic Signals & Streetlighting	7,026,849	6,265,620	7,373,069	6,337,200	71,580	1.1%
Total Traffic & Transportation	9,023,577	8,728,477	9,494,756	8,897,999	169,522	1.9%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Capital Projects						
W953 Capital Admin	745,292	932,090	992,718	1,025,000	92,910	10.0%
W955 Corporate Accommodations	550,000	95,000	76,663	96,000	1,000	1.1%
Capital Projects	1,295,292	1,027,090	1,069,381	1,121,000	93,910	9.1%
Fleet Services						
Fleet Admin						
R912 Fleet: Administration	242,192	394,330	320,866	442,700	48,370	12.3%
Fleet Admin	242,192	394,330	320,866	442,700	48,370	12.3%
Fleet Transit						
R933 Fleet R&M: Transit-Ilsley	0	0	0	0	0	-
R934 Fleet Ops: Transit-Ilsley	0	0	0	0	0	-
R935 Bus Rebuild Program	0	0	54	0	0	-
R936 Fleet R&M: Transit-Thornhill	0	11,010	0	0	(11,010)	-100.0%
R955 Fleet R&M: Transit Ferry	0	0	0	0	0	-
R960 Fleet R&M: Transit-AAB	0	0	0	0	0	-
R961 Fleet R&M: Transit-Community	0	0	0	0	0	-
Fleet Transit	0	11,010	54	0	(11,010)	-100.0%
Fleet General						
R970 Fleet R&M: Municipal	119,246	94,971	(9,918)	0	(94,971)	-100.0%
Fleet General	119,246	94,971	(9,918)	0	(94,971)	-100.0%
Fleet Emergency						
R981 Fleet R&M: Fire	0	0	(2,000)	0	0	-
R985 Fleet R&M: Police	0	0	0	0	0	-
Fleet Emergency	0	0	(2,000)	0	0	-
Total Fleet Services	361,439	500,311	309,003	442,700	(57,611)	-11.5%
Design & Construction						
Design & Construction						
R110 Design Admin.	225,967	271,120	266,507	283,800	12,680	4.7%
R111 Design	1,042,213	1,080,233	1,010,058	1,092,500	12,267	1.1%
R120 Construction Ser	813,640	928,030	923,933	984,800	56,770	6.1%
R130 Infrastructure Management Service	236,405	271,011	236,130	286,800	15,789	5.8%
R140 Surveying	849,570	923,128	875,876	954,100	30,972	3.4%
R150 Record Management	339,639	374,407	349,127	364,400	(10,007)	-2.7%
Design & Construction	3,507,433	3,847,928	3,661,631	3,966,400	118,472	3.1%
Total Design & Construction	3,507,433	3,847,928	3,661,631	3,966,400	118,472	3.1%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Municipal Operations: Public Works Operations						
Municipal Operations Admin						
M672 Commonwealth Games - Operator	0	0	0	0	0	-
W120 Operations Admin	630,183	222,593	200,578	192,300	(30,293)	-13.6%
Municipal Operations Admin	630,183	222,593	200,578	192,300	(30,293)	-13.6%
Municipal Operations Support						
R710 Municipal Operations Support	0	3,512,255	3,496,764	3,679,800	167,545	4.8%
Municipal Operations Support	0	3,512,255	3,496,764	3,679,800	167,545	4.8%
Streets & Roads						
R715 Administration - Streets & Roads	2,169,508	1,970,003	2,022,923	1,939,810	(30,193)	-1.5%
R720 Street Cleaning/Graffiti-all regions	774,179	703,005	792,178	1,543,841	840,836	119.6%
R721 Street Maintenance-West Region	1,303,693	1,092,765	1,150,648	603,299	(489,466)	-44.8%
R730 Chip Sealing	96,092	0	(0)	0	0	-
R731 Locked-Patching	1,395,083	1,002,781	711,679	0	(1,002,781)	-100.0%
R732 Street Maintenance-Central Region	862,030	1,027,489	934,292	728,675	(298,814)	-29.1%
R734 Locked:Graffiti	0	244,500	107,855	0	(244,500)	-100.0%
R735 Street Maintenance-East Region	304,910	236,735	243,540	394,866	158,131	66.8%
R899 Streets Job Costing Clearing	118,289	0	660,267	0	0	-
Streets & Roads	7,023,785	6,277,278	6,623,382	5,210,491	(1,066,787)	-17.0%
Operation Coordinator/Snow & Ice Control						
R761 Ice Control	4,861,341	4,711,863	6,596,308	5,110,500	398,637	8.5%
R762 Plowing	2,664,742	3,170,140	2,236,598	2,775,200	(394,940)	-12.5%
R763 Snow Removal	153,497	331,230	118,446	360,000	28,770	8.7%
R764 Swik Plow/Ice Control	335,930	3,305,772	2,991,407	3,407,090	101,318	3.1%
R765 Related Program Cost	952,832	682,825	738,907	1,205,900	523,075	76.6%
Operation Coordinator/Snow & Ice Co	8,968,342	12,201,830	12,681,666	12,858,690	656,860	5.4%
Sidewalks						
R722 Locked:Leaf Pick Up	180,787	216,162	277,413	0	(216,162)	-100.0%
R738 Waverley Sidewalks	(5,298)	0	(5,503)	(0)	(0)	-
R739 Fall River Sidewalks	(72,160)	0	(97,275)	0	0	-
R740 Concrete Sidewalks-West & Bedford	635,142	816,806	977,120	805,966	(10,840)	-1.3%
R741 Asphalt Curb/Walkways-East & Central	24,564	127,230	61,481	429,180	301,950	237.3%
R742 Concrete Sidewalks-East & Central	66,652	99,825	50,564	572,088	472,263	473.1%
R743 Asphalt Patching-all regions	25,660	57,065	9,298	693,985	636,920	1116.1%
R766 Lock:District 15 Sidewalk Snowplc	97,649	0	0	0	0	-
R767 Lock:District 16 Sidewalk Snowplc	34,241	0	0	0	0	-
Sidewalks	987,238	1,317,088	1,273,099	2,501,219	1,184,131	89.9%
Public Works Operations	17,609,548	23,531,044	24,275,489	24,442,500	911,456	3.9%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2005-2006 Actual	2006-2007 Budget	2006-2007 Actual	2007-2008 Budget	Budget	Change over %
Parks/Sports						
D997 Clearing/Parks/Sports	9	0	0	0	0	-
Parks/Sports	9	0	0	0	0	-
Parks and Open Spaces						
R831 Parks/Open - Admin	237,842	216,320	219,561	217,000	680	0.3%
R845 Parks Urban Forestry	882,884	936,610	920,506	1,057,600	120,990	12.9%
R851 Parks/Horticulture	1,350,866	1,616,610	1,395,884	1,666,000	49,390	3.1%
R855 Parks Cemeteries	475,026	487,110	386,465	479,500	(7,610)	-1.6%
R860 Parks/Open-West	816,496	572,293	695,393	678,300	106,007	18.5%
Parks and Open Spaces	3,763,114	3,828,943	3,617,810	4,098,400	269,457	7.0%
Sportsfields & Playgrounds						
W180 Playgrounds East	1,012,231	1,012,510	1,128,840	1,160,100	147,590	14.6%
W181 Sports/Play - Admin	99,640	142,030	117,732	155,000	12,970	9.1%
W182 Sportsfields East	1,171,166	1,168,371	1,222,688	1,303,600	135,229	11.6%
W184 Playgrounds West	759,370	799,910	704,898	860,000	60,090	7.5%
W186 Sportsfields West	792,156	1,070,710	814,599	937,900	(132,810)	-12.4%
W187 Halifax Artificial Sportsfield	24,972	42,810	69,356	66,100	23,290	54.4%
W189 Sports/Play R&M-fromCptl	0	300	86,193	1,300	1,000	333.3%
W190 Dartmouth Artificial Sportsfield	3,794	65,255	38,183	88,100	22,845	35.0%
Sportsfields & Playgrounds	3,863,330	4,301,896	4,182,487	4,572,100	270,204	6.3%
Municipal Operations	25,236,000	31,661,883	32,075,786	33,113,000	1,451,117	4.6%
Total	\$77,775,948	\$83,525,112	\$84,402,608	\$87,201,723	\$3,676,611	4.4%

Transportation & Public Works

Summary by Expense & Revenue Types

Item	2005-2006	2006-2007	2006-2007	2007-2008	Change over	
	Actual	Budget	Actual	Budget	Budget	%
Expenditures						
1 Compensation & Benefits	\$63,345,276	\$68,382,596	\$67,839,815	\$71,590,954	3,208,358	4.7%
2 Office Costs	1,316,895	1,200,950	1,403,875	1,085,894	(115,056)	-9.6%
3 Professional Fees	337,808	304,800	343,942	311,700	6,900	2.3%
4 Legal & Consulting Fees	168,681	259,365	234,142	212,900	(46,465)	-17.9%
5 External Services	6,983,774	8,009,978	10,065,733	8,611,071	601,093	7.5%
6 Uniforms & Clothing	288,397	607,300	560,548	592,694	(14,606)	-2.4%
7 Salt	1,380,117	1,643,050	1,482,945	1,600,000	(43,050)	-2.6%
8 Supplies & Materials	2,698,514	2,692,383	2,956,994	2,536,312	(156,071)	-5.8%
9 Utilities	9,203,030	9,241,098	9,894,253	8,978,600	(262,498)	-2.8%
10 Building Costs	3,681,250	3,361,204	3,968,301	4,205,090	843,886	25.1%
11 Equipment & Communications	4,522,564	4,652,288	4,212,736	4,484,800	(167,488)	-3.6%
12 Vehicle Expense	16,227,470	14,756,144	17,194,490	15,289,600	533,456	3.6%
13 Travel	330,435	349,770	397,568	369,000	19,230	5.5%
14 Training & Education	197,546	261,405	190,525	285,000	23,595	9.0%
15 Facilities Rental	3,128,363	3,168,000	2,131,038	3,205,700	37,700	1.2%
16 Advertising & Promotion	245,402	254,361	154,688	270,734	16,373	6.4%
17 Other Goods & Services	1,598,955	2,089,707	1,660,137	1,918,994	(170,713)	-8.2%
18 Interdepartmental	(8,168,872)	(8,168,317)	(8,922,393)	(8,673,520)	(505,203)	6.2%
19 Debt-Interest	1,705,797	1,685,222	1,656,915	1,593,600	(91,622)	-5.4%
20 Debt Principal	4,044,819	4,395,442	4,395,443	4,988,600	593,158	13.5%
21 Transfer Outside Agencies	339,299	0	0	0	0	-
22 Insurance Costs	10,064	20,300	15,096	20,300	0	0.0%
23 Grants & Tax Concessions	155,548	0	0	0	0	-
24 Transfer to/from Reserves	(52,492)	(4,836)	105,364	349,000	353,836	-7316.7%
25 Other Fiscal	(2,157,183)	(655,000)	(1,826,884)	(655,000)	0	-0.0%
26 Prior year Surplus/Deficit	178,613	(45,174)	0	51,956	97,130	-215.0%
Total	\$111,710,070	\$118,462,037	\$120,115,272	\$123,223,979	\$4,761,942	4.0%
Revenues						
27 Tax Revenues	(148,700)	(147,500)	(147,500)	(160,500)	(13,000)	8.8%
28 Area Rate Revenue	(2,215,398)	(840,007)	(798,581)	(1,005,156)	(165,149)	19.7%
29 Transfers from other Gov'ts	0	(220,000)	0	0	220,000	-100.0%
30 Licenses & Permits	(276,091)	(226,330)	(224,905)	(248,300)	(21,970)	9.7%
31 Rental & Leasing	(2,823,739)	(3,496,396)	(3,151,267)	(3,518,100)	(21,704)	0.6%
32 Transit Revenue	(25,597,952)	(27,796,400)	(27,136,908)	(28,709,100)	(912,700)	3.3%
33 Tax Certificates	1,139	0	0	0	0	-
34 Recreational Revenue	(1,717)	0	(22,771)	0	0	-
35 Sales Revenue	(1,397,670)	(990,000)	(2,278,538)	(1,055,600)	(65,600)	6.6%
36 Environmental Protection Levies	(4,074)	0	0	0	0	-
37 Other Revenue	(1,469,922)	(1,140,292)	(1,952,194)	(1,245,500)	(105,208)	9.2%
38 Interdepartmental Revenue	0	(80,000)	0	(80,000)	0	-0.0%
Total	(\$33,934,122)	(\$34,936,925)	(\$35,712,665)	(\$36,022,256)	(\$1,085,331)	3.1%
Net Cost	\$77,775,948	\$83,525,112	\$84,402,608	\$87,201,723	\$3,676,611	4.4%

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Transportation & Public Works			
Citadel Community Centre/Penninsula Gym	100	0	0
Police Training Ctr. - Northbrook School	0	0	0
6000 Tonne Salt Dome	393	0	0
Alderney Gate Recapitalization (Bundle)	250	450	80
Environmental Remediation & Bldg. Demolition	200	200	200
Facilities Upgrades - General (Bundle)	250	375	375
Core FireServicesStationUpgrades(Bundle)	233	234	277
HRM Admin Buildings-Upgrades (Bundle)	482	300	300
HRM Depot Upgrades (Bundle)	416	300	300
HRM Heritage Buildings Upgrades (Bundle)	165	165	170
Safety Upgrades (Bundle)	100	120	130
RuralFireServicesStationUpgrades(Bundle)	407	432	457
All Buildings Program (Bundle)	200	230	250
Asset Management Program (Bundle)	100	100	0
Strategic Community Facility Planning	0	0	2,450
Former CA Beckett School - Soil Remediation	2,000	0	0
Captain William Spry Retrofit	100	800	0
District 2 Recreation Centre	7,300	0	0
Arena Upgrades (Bundle)	145	168	319
Management Agreement Comm Ctrs-Upgrades	406	309	226
Various Recreation Facilities Upgrades	495	521	468
Rockingham Community Centre	12	0	0
Spencer House Upgrades	57	0	0
Major Facilities - Upgrades (Bundle)	1,250	1,450	1,500
Building Communities Capital Fund	575	575	575
Facility Equipment (Bundle)	35	70	55
Fleet Vehicle Replacement Program	2,723	2,750	4,285
Fire Fleet Apparatus Replacement	2,873	2,902	2,902
Fire Fleet Utility Vehcile Replacement	230	230	230
Police Vehicles-Marked (2007/08)	710	717	717
Police Vehicles-Unmarked (2007/08)	547	552	552
Burnside Phase I 1-2-3-4-5 Dev	21,000	4,000	6,000
Aerotech Repositioning & Dev.	0	1,000	0
Bayers Lake Infill & Ragged Lake Dev.	0	4,000	1,500
Park Sign Renewal & Maintenance	25	50	25
Development Consulting	50	50	25
Bus Stop Accessibility	296	296	296
Bus Shelters-Replacement	60	75	75
200 Ilsley Upgrades	500	0	0
200 Ilsley Avenue - Safety Upgrades	320	320	330
Transit Facilities Upgrades (Bundle)	746	421	400
Ferry Terminal Pontoon Protection(Bundl)	50	350	350
Vehicle Tracking & Communication	300	0	0
Scheduling Software Upgrades	0	100	200
Rural Express Transit	3,100	1,300	0
Downtown Shuttle	0	3,400	0
Transportation & Public Works (continued)			
Peninsula Transit Corridor	0	0	1,900
MetroLink	0	1,220	2,000
Transit Security	200	200	0
HarbourLink	0	20,000	0
Access-A-Bus Expansion	400	0	0
Access-A-Bus Replacement	440	440	440
Midlife Bus Rebuild	655	655	655
Service Vehicle Replacement	0	60	60
Conventional Transit Bus Expansion	3,100	3,200	4,000
Conventional Transit Bus Replacement	4,667	7,699	8,748
Bi-annual Ferry Refit	420	550	470
NewStreet Trees Program (Bundle)	175	200	200
New Ballfield development (Bundle)	30	750	0

Halifax Regional Municipality
Approved 2007-08 Capital Budget
Includes 2008-09 & 2009-10 Plan

	2007-2008 Gross Budget 000's \$	2008-2009 Gross Plan 000's \$	2009-2010 Gross Plan 000's \$
Transportation & Public Works			
Mainland Commons-Halifax	130	150	1,000
Dartmouth Artificial Sports Field	150	0	0
Athletic Field/Park Equipment (Bundle)	75	75	75
Ball Field Upgrades (Bundle)	250	150	150
Cemetery Upgrades (Bulk)	0	75	75
Horticultural Renovations	50	70	70
HRM Wide Tree Planting	175	250	250
Lawn Bowling Facilities (Bulk)	27	20	20
New Park Development (Bundle)	350	200	200
New Playground Development (Bundle)	325	200	200
New Sport Court Development (Bundle)	20	100	100
Outdoor/Spray Pools & Fountains (Bundle)	45	120	120
Park Upgrades (Bundle)	700	300	300
Playground Upgrades/Replacement (Bundle)	650	500	550
Point Pleasant Park Upgrades	200	300	300
Regional Park Washroom Facilities(Bundle)	295	250	250
Skateboarding Facilities (Bundle)	230	100	100
Sports Court Upgrades (Bundle)	315	260	300
Sports Field Upgrades (Bundle)	200	200	200
Track & Field Upgrades (Bundle)	190	50	50
Walkways-HRM Wide Program (Bundle)	100	150	150
Other Related Road Works	97	97	97
Concrete Curb Repair Program	1,048	1,000	1,000
Bridge Repair Program	1,000	1,000	1,500
Other Related Road Works (D&C)	994	894	994
New Paving Subdivision St's outside core	2,500	2,500	2,500
New Paving Inside Core Area	1,470	1,470	2,000
Paving Renewal	5,155	5,260	6,000
Main Artery Patching-Various Locations	1,265	1,200	1,500
Resurfacing	10,064	10,617	12,635
New Sidewalks	2,400	2,500	3,000
Sidewalk Renewals	2,294	2,293	3,000
Street Lighting	160	160	160
Traffic Calming	50	50	50
Various Traffic Related Studies	50	75	75
Traffic Signal Control Sys Integration	100	101	101
Destination Signage Program	128	109	109
Intersection Improvement Program	1,000	1,009	1,009
Pedestrian Safety & Access Program	50	50	50
Transportation Demand Management Program	400	400	400
Controller Cabinet Replacement	200	252	252
Traffic Signal Rehabilitation	300	303	303
Bikeway Master Plan implementation	400	695	460
Traffic Signal Compliance Program	300	303	303
Traffic Signal Installation 2007/08	660	661	661
Burnside/Commodore Intersection Expansio	120	0	0
Functional Transportation Plans	200	100	100
Middle Sackville Interchange Connections	0	600	0
LED Traffic Signal Conversion Project	250	250	250
Road Corridor Land Acquisition	500	500	700
Larry Uteck Interchange	0	0	4,000
Roadway Oversizing	2,000	2,000	0
Lacewood 4 Lane/Fairview Interchange	1,000	3,500	0
Rotary Conversion/Chebucto Reversing Lane	2,700	0	0
Crosswalk Countdown Signals	100	0	0
Total	102,720	107,755	92,161

Complete Halifax Water Commission

Business Plan Available

Electronically from Michael Pappas

at pappasm@halifax.ca

**HRWC Five Year Business Plan
2005/2006 to 2009/2010**

EXECUTIVE SUMMARY

A five year business plan was developed for the 2001/2002 to 2005/2006 fiscal years in conjunction with a rate application made to the Nova Scotia Utility and Review Board (NSUARB) in September 2001. The Halifax Regional Water Commission (HRWC) applied for an increase in rates from the NSUARB to incorporate:

1. The significantly increased depreciation, debt servicing, and operating costs associated with the Lake Major Water Treatment Project and the twinning of a section of the Pockwock transmission main;
2. The ongoing requirements for the rehabilitation, replacement and extensions of the production, transmission and distribution infrastructure;
3. The renewal of the dividend/grant in lieu of taxes agreement with the Halifax Regional Municipality (HRM) ;
4. The five year operating budget projections of HRWC;
5. Capital funds from operations of \$1,000,000 by 2005/2006, to supplement the depreciation funds for the ability to finance the Utility's capital requirements on a pay-as-you-go basis;
6. The ongoing commitment to provide high quality water at the best possible price;
7. The elimination over a four year period of second block rates affecting 66 large consumption customers.
8. The continued high level of service to our customers and to HRM.

The requested rates were approved by the NSUARB and the last phase of the rate increase was implemented on April 1, 2004. The final phase of the elimination of block two rates was implemented on April 1, 2005. In the first four years of the business plan's implementation, the HRWC's operating results were better than original projections, however capital spending exceeded that projected in the business plan. Several factors changed since the fall of 2001 which were not anticipated in the original plan. Starting with the 2005/06 fiscal year, these changes have had an impact on actual capital and operating results to the point where HRWC will not meet its original projections. Many of these changes will continue to have an effect on the Commission's financial position in the future. These changes include:

1. Revised Province of Nova Scotia water regulations that increase the operating and capital costs of the HRWC
2. Heightened focus on security as a result of the events of 9/11

**HRWC Five Year Business Plan
2005/2006 to 2009/2010**

3. The need to increase the annual capital main replacement program from 0.4% of capital infrastructure to 0.8% of infrastructure.
4. Implementation of a meter replacement and upgrading plan approved by the Commission Board
5. Acceleration and enhancement of capital upgrades for the J.D. Kline water supply plant at Pockwock Lake
6. Increased energy costs above the general level of inflation
7. Construction of new administration and operations facility at Cowie Hill
8. Flat revenue growth as a result of customer conservation efforts
9. New dam safety requirements
10. Sustainability of small systems
11. Transfer of Bennery Lake/Aerotech system from HRM to HRWC

To address these and our ongoing core operating and capital requirements, the HRWC has developed a revised business plan for the 2005/2006 to 2009/2010 fiscal years. Implementation of the business plan requires a rate increase to maintain our full cost recovery approach. The HRWC proposes that rates be increased over a four year period with an overall increase of 27.77% for domestic customers [5/8 " dia. meter] and increases ranging from 30.26 to 44.90% for industrial, commercial and institutional customers.

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 (i.e. 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; and
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:

- ▶ Reserve funding is incorporated into a financial plan as an integral part of the Operating and Capital Budgets.
- ▶ 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.
- ▶ 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 Financial Reporting and Accounting Manual, Section 3.15 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

Equipment Reserves:

Q204 General Fleet (1997): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Public Works and Transportation Services, Parks and Recreation Services and Metro Transit Vehicles. Funding to come from the operating budget of Fiscal Services (M310), sale of surplus vehicles and from interest paid to the reserve.

Q205 Police Vehicles (1998): To provide for replacement of Police Service vehicles with a useful life of less than 10 years. Funding to come from the operating budget of Fiscal Services (M310), sale of surplus vehicles and from interest paid to the reserve.

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

Q213 Fuel Systems (Pre-amalgamation): To provide for upgrade and replacement of HRM regional fuel depots. The source of funding which stopped flowing to the reserve prior to 1999 used to be .01 cent of the .02 cent per litre surcharge applied to HRM Business Units and outside agencies based on the litres of fuel issued through HRM Fuel Depots. Post-1999, the only funding source to the reserve are interest payments.

Operating Reserves:

Q105 Environmental Protection (2000): 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 and from interest paid to the reserve.

Q106 Wastewater/Stormwater Management (2000): 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 and from interest paid to the reserve.

Q117 Sludge Tipping Fees (Pre-amalgamation): 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.

Q306 Self Insurance (2006): To provide funds for settlement of insured risks to HRM and to reduce the expenses associated with insurance costs by increasing the minimum deductible provided in HRM's policy. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This reserve will provide an amount to stabilize the fluctuation of these costs and reserve monies for outstanding claims. Funding to come from the operating budget of Fiscal Services (M323) and from interest paid to the reserve.

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

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

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

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

Q312 Heritage, Culture & Tourism (2003): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations. Funding to come from HRM's Operating Budget, HRM's sale of related land, corporate donations and, public (Provincial & Federal) contributions.

Q313 Municipal Elections (2001): Funds from this reserve are allocated for the purpose of conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding (\$2,000 - \$3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections. Funding to come from operating budgets of Fiscal Services (M471) & Administrative Services (A125) and from interest paid to reserve.

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

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

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

Q317 Titanic Reserve (2002): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is largely funded from donations.

Q318 Library Capital Campaign (2005): This reserve is used to fund the Central Library fund raising capital campaign. Any additional funds beyond that required to cover campaign costs will be transferred to the capital project for architectural design fees, construction, materials, furniture

and equipment for the Central Library. Funding will be from Provincial grant increases paid to the Halifax Regional Library and from interest paid to the reserve.

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from the operating budget of Fiscal Services (M580) and from interest paid to the reserve.

Q320 Operating Costs of New Capital (2006): This reserve is used to smooth fluctuations in operating costs of new capital due to the timing of completion of related capital projects. 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. The unexpended operating costs of new capital funds in the operating budget of Fiscal Services (M317) will move to this reserve at year end.

Q321 Information and Communication Technologies (2006): To provide a mechanism to capture savings generated by information or communication technology systems improvements and upgrades. Funds will be used to support future maintenance, upgrade, and replacement requirements of information or communication systems. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid to the reserve.

Q322 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 to come from the Regional Police and HRM's operating budgets depending on the availability of any surplus being realized at year end.

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

Q324 Mainland Common Enhancement Fund (2006): To provide a source of funds available for the protection and restoration of the Commons' turf. Funding to come from hosting partners of all future events to be held on the Commons. A reserve business case will be forthcoming for Council 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.

Q101 Sale of Capital Assets (1999): It is Council's intention that this reserve be primarily used for the acquisition of land, buildings and similar fixed assets. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA). Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property other than the sale of Business/Industrial Parks land and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA) which requires that any proceeds from the sales of land be deposited into a Capital Reserve fund. Specifically, funding for this reserve is to come from the sale of land in HRM businesses and industrial parks and from interest paid to reserve.

Q103 Capital Surplus (1999): 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. Funding to come from any surplus funds remaining from debentures issued, any capital grant not expended, funds in excess of twenty years in the Tax Sale Surplus Trust account, operating budget of Fiscal Services (M310) and from interest paid to the reserve.

Q104 Sewer Redevelopment (1997): 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. Funding to come from sewer redevelopment charges, trunk sewer charges and from interest paid to reserve.

Q107 Parkland Development (2006): As prescribed by the MGA, the reserve is used in new residential developments for the acquisition of, and capital improvements to, parks, playgrounds and similar purposes and may use interest paid for the operation and maintenance costs of similar public places. The reserve was created in accordance with the requirements of Sections 271 & 273 of the Municipal Government Act (MGA). Funding to come from real estate developers in the form of cash in-lieu of 5% assessed value of the subdivision's lots approved for development.

Q119 Sackville Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. Section 3106 of the Municipal Accounting and Reporting Manual (MARM) states that "...unfunded liabilities for the closure/post-closure as of 1996/97 fiscal year are required to be funded by March 31, 2006." The reserve funding comes from operating budget of Solid Waste Services (M431) and from interest paid to reserve.

In 2006/07 fiscal year, the Province replaced MARM with the Financial Reporting and Accounting Manual (FRAM) and Section 3.25 of the latter now states that "include a minimum rate of 20% of these initial accrued costs related to landfill closure/post-closure costs in each fiscal year over a period that does not extend beyond March 31, 2012.". This amendment extended the funding period from ten(10) years to fifteen (15) years. Since HRM was unable to fully fund the costs within the original ten (10) years period, staff already advised the Province that the funding period has being extended by another five (5) years pursuant to Section 3.25 of FRAM. A revised business case will be forthcoming to Council for discussion and approval.

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

Q122 Water Treatment Plants Infrastructure (2000): 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.

Q123 Waste Resources (2000): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program. Funding to come from the operating budget of Fiscal Services (M461) and from interest paid to the reserve.

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

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

Q126 Strategic Growth (2003): 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. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

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

Q128 Rural Fire (2003): 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'. Funding to come from the operating budget of Fire Services (F793) and from interest paid in reserve.

Q129 Ferry Replacement (2003): This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$8 - \$12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years. Funding to come from the operating budget of Fiscal Services (M321) and from interest paid in reserve.

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

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

interest paid to reserve.

Q133 Capital Cost Contribution Bedford South Interchange (2006): 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 the operating budget of Fiscal Services (M310), in the amount of \$450,000 with interest earned at the prevailing market rate being paid to reserves. This contribution will stop in 2011/12 once the required amount of \$3,855,000 is fully funded.

Q134 Gas Tax (2006): This reserve is used as a financial vehicle for maintaining the funds received under the Canada-Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues. This is in compliance with the Federal Government requirement for the Municipality to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. The funds are used to acquire sustainable infrastructure. As outlined in the Municipal Funding Agreement (2005) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2005 to March 31, 2010.

Q136 Strategic Transit Fund (2006): As outlined in the Transit Funding Agreement between the Province of Nova Scotia and Halifax Regional Municipality, HRM will receive annual Strategic Transit funding. This agreement falls under the Canada-Nova Scotia Agreement on the Transfer of Federal Public Transit Funds. In return, the municipality is required to use the funds for investment in public transit infrastructure and to 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.

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

Q108 Kingswood Water (1999): This reserve was originally used to fund the maintenance and upgrade of the water system in the Kingswood residential subdivision. Funding was through fire protection charges which were collected by HRM on behalf of HRWC. The reserve is under consideration to be transferred to the HRWC as part of the EMS/HRWC merger.

Q110 Windsor Junction Water (Pre-amalgamation): This reserve will be used to reimburse HRWC for costs incurred to oversize the water system in Windsor Junction charge area. Funding to come from capital costs contribution charges (CCC) collected from benefitting

developers as they hook up to the system.

Q112 5594-96 Morris St (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreement. A reserve business case will be forthcoming to Council for discussion and approval.

Q113 Rockingham Community Centre (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreement. A reserve business case will be forthcoming to Council for discussion and approval.

Q115 Captain William Spry (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreement. A reserve business case will be forthcoming to Council for discussion and approval.

Q116 Richmond School (2006): To provide for major repairs and renovations to this building in accordance with the terms of the lease. Funding to come from about 4% of annual revenues generated through lease agreement. A reserve business case will be forthcoming to Council for discussion and approval.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2008 based on the 2007-2008 Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY
RESERVE BUDGET 06/07
TO MARCH 31, 2008**

	Actual				Projected Balance
	March 31, 2007	Contributions	Interest	Withdrawals	March 31, 2008
Equipment Reserves	1,125,000	2,125,000	132,000	(1,910,000)	1,472,000
Operating Reserves *	16,982,000	3,550,000	744,000	(5,942,000)	15,334,000
Capital Reserves	40,914,000	55,366,000	2,968,000	(51,168,000)	48,080,000
Pollution Control Reserves	5,568,000	63,401,000	2,565,000	(66,986,000)	4,548,000
	\$64,589,000	\$124,442,000	\$6,409,000	(\$126,006,000)	\$69,434,000

* excluding Pollution Control Reserves

HALIFAX REGIONAL MUNICIPALITY
EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
to March 31, 2008

	<i>Projected Available Balance March 31, 2007</i>	<i>2007/08 Projected Contributions</i>	<i>2007/08 Projected Interest</i>	<i>2007/08 Capital Budget Withdrawals</i>	<i>2007/08 Operating Budget Withdrawals</i>	<i>2007/08 Other Budgeted Withdrawals</i>	<i>Projected Available Balance March 31, 2008</i>
Equipment Reserves							
Q204 General Fleet	770,000	140,000	94,000	0	0	0	1,004,000
Q205 Police Vehicles	80,000	545,000	8,000	(500,000)	0	0	133,000
Q206 Fire Vehicles	248,000	1,440,000	29,000	(1,410,000)	0	0	307,000
Q213 Fuel System	27,000	0	1,000	0	0	0	28,000
Total Equipment Reserves	1,125,000	2,125,000	132,000	(1,910,000)	0	0	1,472,000
Pollution Control Reserves							
Q105 Environmental Control	1,115,000	51,052,000	2,524,000	(27,565,000)	(12,250,000)	(13,562,000)	1,314,000
Q106 Wastewater/Stormwater Management	4,453,000	12,349,000	41,000	0	(13,609,000)	0	3,234,000
Total Pollution Control Reserves	5,568,000	63,401,000	2,565,000	(27,565,000)	(25,859,000)	(13,562,000)	4,548,000
Operating Reserves							
Q117 Sludge Tipping Fees	524,000	0	26,000	0	0	0	550,000
Q306 Self Insurance	2,772,000	0	115,000	0	(298,000)	0	2,589,000
Q308 Operations Stabilization	3,569,000	0	102,000	(200,000)	0	(2,100,000)	1,371,000
Q309 Snow & Ice Control	1,481,000	0	65,000	0	0	0	1,546,000
Q310 Service Improvement	1,912,000	391,000	97,000	0	(775,000)	0	1,625,000
Q311 Cemetery Maintenance	117,000	0	5,000	0	0	0	122,000
Q312 Heritage & Cultural Tourism	(87,000)	200,000	17,000	(141,000)	0	0	(11,000)
Q313 Municipal Elections	828,000	401,000	45,000	0	0	0	1,274,000
Q314 EMO Cost Recovery	341,000	25,000	16,000	0	0	0	382,000
Q315 Special Events	218,000	1,059,000	7,000	0	(1,087,000)	0	197,000
Q316 DNA Costs (HRP and RCMP)	36,000	109,000	1,000	0	(109,000)	0	37,000
Q317 Titanic Reserve	5,000	0	0	0	0	0	5,000
Q318 Library Capital Campaign	479,000	0	19,000	0	(100,000)	0	398,000
Q319 Major Events Facilities	587,000	500,000	38,000	0	0	0	1,125,000
Q320 Operating Cost of Capital	312,000	246,000	28,000	0	(246,000)	0	340,000
Q321 Information & Communication Techn	2,654,000	500,000	111,000	(100,000)	(667,000)	0	2,498,000
Q322 Police Emergency/Extraordinary Inve	605,000	0	26,000	0	0	0	631,000
Q323 Police Officer On the Job Injury	579,000	119,000	26,000	0	(69,000)	0	655,000
Q324 Commons Enhancement	50,000		1,000		(50,000)		1,000
Total Operating Reserves	16,982,000	3,550,000	744,000	(441,000)	(3,401,000)	(2,100,000)	15,334,000
Total Equipment, PC & Operating Reserves	23,675,000	69,076,000	3,441,000	(29,916,000)	(29,260,000)	(15,662,000)	21,354,000

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, 2008**

	<i>Projected Available Balance March 31, 2007</i>	<i>Reductions in Appropriations</i>	<i>2007/08 Projected Contributions</i>	<i>2007/08 Projected Interest</i>	<i>2007/08 Capital Budget Withdrawals</i>	<i>2007/08 Operating Budget Withdrawals</i>	<i>2007/08 Other Budgeted Withdrawals</i>	<i>Projected Available Balance March 31, 2007</i>
Capital Reserves								
Q101 Sale of Capital Assets	3,000	0	1,926,000	230,000	(2,050,000)	0	(175,000)	(66,000)
Q121 Business/Industrial Parks Expansion	8,795,000	0	15,500,000	259,000	(21,075,000)	0	0	3,479,000
Q103 Capital Surplus	308,000	0	492,000	139,000	0	0	0	939,000
Q104 Sewer Redevelopment	2,008,000	0	1,700,000	274,000	(1,650,000)	0	0	2,332,000
Q107 Parkland Development	1,209,000	0	300,000	82,000	0	0	0	1,591,000
Q119 Sackville Landfill Closure	6,709,000	0	400,000	266,000	(775,000)	(1,005,000)	0	5,595,000
Q120 Otter Lake Landfill Closure	235,000	0	547,000	23,000	(168,000)	0	0	637,000
Q122 Water Treatment Plants Infrastructure	1,193,000	0	1,000,000	104,000	(400,000)	0	0	1,897,000
Q123 Waste Resources	1,212,000	0	6,300,000	175,000	(1,439,000)	0	0	6,248,000
Q124 Upper Sackville Turf	168,000	0	25,000	9,000	0	0	0	202,000
Q125 Metro Park Parkade	1,205,000	0	224,000	57,000	0	0	0	1,486,000
Q126 Strategic Growth	8,461,000	0	5,023,000	566,000	(2,500,000)	0	0	11,550,000
Q127 Sustainable Communities	(114,000)	0	351,000	18,000	(180,000)	0	0	75,000
Q128 Rural Fire	543,000	0	250,000	48,000	0	0	0	841,000
Q129 Ferry Replacement	4,263,000	0	1,300,000	196,000	0	0	0	5,759,000
Q130 New Capital Replacement	1,524,000	0	1,000,000	68,000	(1,207,000)	0	0	1,385,000
Q131 Energy & Underground Services	204,000	0	0	11,000	0	0	0	215,000
Q132 Facilities Renewal	0	0	0	0	0	0	0	0
Q133 CCC Bedford South Interchange	1,985,000	0	450,000	95,000	0	0	0	2,530,000
Q134 Gas Tax Reserve	65,000	0	10,179,000	183,000	0	0	(10,179,000)	248,000
Q135 Alderney Gate Recapitalization	632,000	0	367,000	30,000	(250,000)	0	0	779,000
Q136 Strategic Transit Fund	0	0	8,023,000	124,000	0	0	(8,023,000)	124,000
Q108 Kingswood Water	3,000	0	0	0	0	0	0	3,000
Q110 Windsor Junction Water	189,000	0	2,000	8,000	0	0	0	199,000
Q112 5594-96 Morris St	66,000	0	7,000	2,000	(57,000)	0	0	18,000
Q113 Rockingham Community Centre	12,000	0	0	1,000	0	0	0	13,000
Q115 Captain William Spry	19,000	0	0	0	(18,000)	0	0	1,000
Q116 Richmond School	17,000	0	0	0	(17,000)	0	0	0
Subtotal Other	306,000	0	9,000	11,000	(92,000)	0	0	234,000
Total Capital Reserves	40,914,000	0	55,366,000	2,968,000	(31,786,000)	(1,005,000)	(18,377,000)	48,080,000

* 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 2007-08 Capital Budget by Category
(000's \$)

	2007-08 Total Gross	Reserves	Total Funding	2007-08 External Funding	2007-08 Borrowing & Other Transfers	2007-08 Operating Cost
Buildings	8,958	(1,767)	(3,567)	(1,800)	5,391	335
Business Tools	3,119	(1,437)	(1,437)	0	1,682	841
Community Facilities	12,070	(825)	(8,225)	(7,400)	3,845	88
Community & Property Development	2,695	(1,640)	(1,700)	(60)	995	0
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	8,930	(2,864)	(3,031)	(167)	5,899	0
Industrial Parks	21,075	(21,075)	(21,075)	0	0	0
Metro Transit	15,314	0	0	0	15,314	819
Parks & Playgrounds	8,450	0	(2,474)	(2,474)	5,976	333
Roads & Streets	23,593	0	(3,235)	(3,235)	20,358	0
Sidewalks, Curbs & Gutters	4,694	0	(1,200)	(1,200)	3,494	0
Solid Waste	3,172	(1,478)	(1,478)	0	1,694	65
Stormwater & Wastewater	89,719	(29,615)	(81,019)	(51,404)	8,700	0
Traffic Improvements	10,718	(1,050)	(1,050)	0	9,668	59
Total	214,002	(61,751)	(129,491)	(67,740)	84,511	2,540

Summary of Funding Sources

External Funding	
Cost Sharing	(40,175)
Local Improvement Charges	(5,527)
Capital Cost Contribution	(1,030)
Infrastructure	(21,008)
Sub-total	(67,740)

Borrowing & Other Transfers

Debt	33,093
Capital from Operating	30,219
Capital Surplus	1,468
Crespool	1,608
Gas Tax	10,100
Transit Funding Agreement	8,023
Sub-total	84,511

Halifax Regional Municipality
Approved 2007-08 Capital Budget by Business Unit
(000's \$)

	2007-08 Total Gross	Reserves	Total Funding	2007-08 External Funding	2007-08 Borrowing & Other Transfers	2007-08 Operating Cost
Office of the Chief Administrator	2,960	(1,500)	(1,500)	0	1,460	0
Business Planning & Information Management	1,747	(395)	(395)	0	1,352	640
Community Development	4,373	(940)	(1,784)	(844)	2,589	200
Environmental Management Services	93,975	(32,177)	(83,581)	(51,404)	10,394	65
Finance	1,742	(912)	(912)	0	830	269
Fire & Emergency Services	4,030	(1,180)	(1,347)	(167)	2,683	0
Halifax Regional Library	1,045	0	0	0	1,045	0
Transportation & Public Works	104,130	(24,647)	(39,972)	(15,325)	64,158	1,366
Total	214,002	(61,751)	(129,491)	(67,740)	84,511	2,540

Summary of Funding Sources

External Funding

Cost Sharing	(40,175)
Local Improvement Charges	(5,527)
Capital Cost Contribution	(1,030)
Infrastructure	(21,008)
Sub-total	(67,740)

Borrowing & Other Transfers

Debt	33,093
Capital from Operating	30,219
Capital Surplus	1,468
Crespool	1,608
Gas Tax	10,100
Transit Funding Agreement	8,023
Sub-total	84,511

Halifax Regional Municipality
Approved 2008-09 Capital Plan by Category
(000's \$)

	2008-09 Total Gross	Reserves	Total Funding	2008-09 External Funding	2008-09 Borrowing & Other Transfers	2008-09 Operating Cost
Buildings	4,256	(650)	(1,150)	(500)	3,106	190
Business Tools	3,375	(275)	(1,775)	(1,500)	1,600	516
Community Facilities	9,293	0	(4,000)	(4,000)	5,293	708
Community & Property Development	2,700	(50)	(110)	(60)	2,590	70
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	8,487	(1,104)	(1,104)	0	7,383	0
Industrial Parks	9,100	(9,100)	(9,100)	0	0	0
Metro Transit	40,286	(6,667)	(20,000)	(13,333)	20,286	2,972
Parks & Playgrounds	5,694	0	0	0	5,694	694
Roads & Streets	24,038	0	(3,235)	(3,235)	20,803	0
Sidewalks, Curbs & Gutters	4,993	0	(1,250)	(1,250)	3,743	0
Solid Waste	16,905	(16,905)	(16,905)	0	0	65
Stormwater & Wastewater	21,735	(11,250)	(13,035)	(1,785)	8,700	0
Traffic Improvements	11,118	0	(235)	(235)	10,883	109
Total	163,475	(46,001)	(71,899)	(25,898)	91,576	5,324

Summary of Funding Sources

External Funding	
Cost Sharing	(18,418)
Local Improvement Charges	(3,235)
Capital Cost Contribution	(60)
Infrastructure	(4,185)
Sub-total	(25,898)

Borrowing & Other Transfers

Debt	28,192
Capital from Operating	42,390
Capital Surplus	0
Crespool	300
Gas Tax	12,724
Transit Funding Agreement	7,970
Sub-total	91,576

Halifax Regional Municipality
Approved 2008-09 Capital Plan by Business Unit
(000's \$)

	2008-09 Total Gross	Reserves	Total Funding	2008-09 External Funding	2008-09 Borrowing & Other Transfers	2008-09 Operating Cost
Office of the Chief Administrator	1,420	0	0	0	1,420	0
Business Planning & Information Manager	3,200	(100)	(1,600)	(1,500)	1,600	514
Community Development	8,184	(50)	(4,110)	(4,060)	4,074	742
Environmental Management Services	39,434	(28,949)	(30,734)	(1,785)	8,700	65
Finance	525	(175)	(175)	0	350	2
Fire & Emergency Services	1,472	(80)	(580)	(500)	892	38
Halifax Regional Library	1,485	0	0	0	1,485	290
Transportation & Public Works	107,755	(16,647)	(34,700)	(18,053)	73,055	3,673
Total	163,475	(46,001)	(71,899)	(25,898)	91,576	5,324

Summary of Funding Sources

External Funding

Cost Sharing	(18,418)
Local Improvement Charges	(3,235)
Capital Cost Contribution	(60)
Infrastructure	(4,185)
Sub-total	<u>(25,898)</u>

Borrowing & Other Transfers

Debt	28,192
Capital from Operating	42,390
Capital Surplus	0
Crespool	300
Gas Tax	12,724
Transit Funding Agreement	7,970
Sub-total	<u>91,576</u>

Halifax Regional Municipality
Approved 2009-10 Capital Plan by Category
(000's \$)

	2009-10 Total Gross	Reserves	Total Funding	2009-10 External Funding	2009-10 Borrowing & Other Transfers	2009-10 Operating Cost
Buildings	5,339	(280)	(280)	0	5,059	20
Business Tools	1,700	(100)	(100)	0	1,600	32
Community Facilities	2,856	0	0	0	2,856	483
Community & Property Development	2,650	0	(60)	(60)	2,590	0
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	11,261	(2,358)	(2,358)	0	8,903	0
Industrial Parks	7,550	(7,550)	(7,550)	0	0	0
Metro Transit	19,924	0	0	0	19,924	15,352
Parks & Playgrounds	6,160	0	0	0	6,160	640
Roads & Streets	28,226	0	(3,500)	(3,500)	24,726	0
Sidewalks, Curbs & Gutters	6,200	0	(1,500)	(1,500)	4,700	0
Solid Waste	5,870	(5,870)	(5,870)	0	0	65
Stormwater & Wastewater	11,400	(2,700)	(2,700)	0	8,700	0
Traffic Improvements	8,983	0	0	0	8,983	46
Total	119,614	(18,858)	(23,918)	(5,060)	95,696	16,638

Summary of Funding Sources

External Funding

Cost Sharing	(1,250)
Local Improvement Charges	(3,750)
Capital Cost Contribution	(60)
Infrastructure	0

Sub-total

(5,060)

Borrowing & Other Transfers

Debt	25,720
Capital from Operating	36,266
Capital Surplus	0
Crespool	300
Gas Tax	25,491
Transit Funding Agreement	7,919

Sub-total

95,696

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		Buildings			
		Finance			
A1	CBM00711	Fuel depot Upgrade	300	300	300
A3	CBM00986	Non Capital Asset Management	50	50	50
		Total	350	350	350
		Fire Services			
A5	CBJ00168	New Station(Zone 4 Fire Dept)	2,312	0	0
A7	CBJ00979	Dutch Settlement - New Fire Station	1,000	0	0
A9	CBJ00980	Highfield Park Fire Station Phase II	0	1,000	0
		Total	3,312	1,000	0
		Transportation & Public Works			
A11	CBG00700	Citadel Community Centre/Penninsula Gym	100	0	0
A13	CBK00678	Police Training Ctr. - Northbrook School	0	0	0
A15	CBU00879	6000 Tonne Salt Dome	393	0	0
A17	CBU00939	Alderney Gate Recapitalization (Bundle)	250	450	80
A19	CBU00941	Environmental Remediation & Bldg. Demolition	200	200	200
A21	CBU00942	Facilities Upgrades - General (Bundle)	250	375	375
A23	CBU00943	Core FireServicesStationUpgrades(Bundle)	233	234	277
A25	CBU00944	HRM Admin Buildings-Upgrades (Bundle)	482	300	300
A27	CBU00945	HRM Depot Upgrades (Bundle)	416	300	300
A29	CBU00946	HRM Heritage Buildings Upgrades (Bundle)	165	165	170
A31	CBU00950	Safety Upgrades (Bundle)	100	120	130
A33	CBU00955	RuralFireServicesStationUpgrades(Bundle)	407	432	457
A35	CBU00962	All Buildings Program (Bundle)	200	230	250
A37	CBU00995	Asset Management Program (Bundle)	100	100	0
A39	CBU01000	Strategic Community Facility Planning	0	0	2,450
A41	CBU01004	Former CA Beckett School - Soil Remediation	2,000	0	0
		Total	5,296	2,906	4,989
		Total Buildings	8,958	4,256	5,339

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Business Tools					
Business Planning & Information Management					
B1	CID00630	Information Technology Infrastructure Recapitalization	295	310	460
B3	CID00631	Integrated City - Asset Management	550	500	500
B5	CID00707	Web Service Delivery	210	210	210
B7	CID00710	Corporate Document Record Management	200	320	330
B9	CID00748	Fiber Optics Network	100	100	100
B11	CID00887	Council Chamber Technology Upgrades	300	100	0
B13	CID00903	Connecting HRM (Rural Broadband)	0	1,500	0
B15	CIR00256	GIS Infrastructure Upgrade	92	122	0
B17	CID00991	End User Reporting	0	38	100
		Total	1,747	3,200	1,700
Finance					
B19	CIM00566	Revenue Tools Replacements	1,242	175	0
		Total	1,242	175	0
Environmental Management Services					
B21	CII00740	Whole Systems Methodology	130	0	0
		Total	130	0	0
			0	3,119	1,700

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Community Facilities					
Community Development					
C1	CBG00720	Prospect Community Centre	400	3,560	0
C3	CB200453	East Dartmouth Recreation Facility	860	1,000	0
		Total	1,260	4,560	0
Regional Libraries					
C5	CBW00977	Woodlawn Library Expansion/ Replacement	60	1,100 #	0
C7	CBW00978	Central Library Replacement-Spring Garden Rd	500	0	0
C9	CBU00949	Regional Library-Facility Upgrade(Bundle)	485	385	343
		Total	1,045	1,485	343
Transportation & Public Works					
C11	CFG00993	Captain William Spry Retrofit	100	800	0
C13	CB200454	District 2 Recreation Centre	7,300	0	0
C15	CBU00940	Arena Upgrades (Bundle)	145	168	319
C17	CBU00948	Management Agreement Comm Ctrs-Upgrades	406	309	226
C19	CBU00952	Various Recreation Facilities Upgrades	495	521	468
C21	CBU00956	Rockingham Community Centre	12	0	0
C23	CBU00957	Spencer House Upgrades	57	0	0
C25	CBU00947	Major Facilities - Upgrades (Bundle)	1,250	1,450	1,500
		Total	9,765	3,248	2,513
		Total Community Facilities	12,070	9,293	2,856

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Community & Property Development					
CAO & Governance					
D1	CDE00105	Regional Planning Program	450	300	300
D3	CDV00721	Watershed Environmental Studies	0	100	100
D5	CDV00738	Center Plans/Design	90	100	100
D7	CDM00908	Commonwealth Games	1,500	0	0
Total			2,040	500	500
Community Development					
D9	CDG00271	Capital District Downtown Streetscapes	0	1,050	1,000
D11	CDG00332	Capital District-Wayfinding Study & Impl	0	90	90
D13	CDG00487	Public Art-Repair & New	55	0	0
D15	CDG00511	Cultural Asset Inventory	40	0	0
D17	CDG00992	Arts Cluster Program	50	0	0
D19	CDV00734	Streetscaping in center Hubs/corridors	0	1,000	1,000
D21	CDS00101	Capital Cost Contributions Area Studies	60	60	60
D23	CDU00987	Russell Lake West CCC Infrastruct Agrmnt	400	0	0
D25	CDG00509	Heritage & Cultural Facilities	50	0	0
Total			655	2,200	2,150
Total Community & Property Development			2,695	2,700	2,650

Halifax Regional Municipality
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 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		District Activity Funds			
		CAO & Governance			
		District 1	40	40	40
		District 2	40	40	40
		District 3	40	40	40
		District 4	40	40	40
		District 5	40	40	40
		District 6	40	40	40
		District 7	40	40	40
		District 8	40	40	40
		District 9	40	40	40
		District 10	40	40	40
		District 11	40	40	40
		District 12	40	40	40
		District 13	40	40	40
		District 14	40	40	40
		District 15	40	40	40
		District 16	40	40	40
		District 17	40	40	40
		District 18	40	40	40
		District 19	40	40	40
		District 20	40	40	40
		District 21	40	40	40
		District 22	40	40	40
		District 23	40	40	40
		Total	920	920	920
		Transportation & Public Works			
E1	CPU00917	Building Communities Capital Fund	575	575	575
		Total	575	575	575
		Total District Activity Funds	1,495	1,495	1,495

Halifax Regional Municipality
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Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Equipment & Fleet					
Finance					
F1	CDM00988	Parking Meters	90	0	0
		Total	90	0	0
Community Development					
F3	CHG01002	Commons Protective Overlay	100	0	0
		Total	100	0	0
Fire Services					
F5	CEF00702	Opticom Signalization System	80	80	80
F7	CHJ00525	Rural Fire Water Supply	388	392	392
F9	CHJ00882	Potable Water-Rural Fire	250	0	0
		Total	718	472	472
Transportation & Public Works					
F11	CHU00961	Facility Equipment (Bundle)	35	70	55
F13	CVD00413	Fleet Vehicle Replacement Program	2,723	2,750	4,285
F15	CVJ00703	Fire Fleet Apparatus Replacement	2,873	2,902	2,902
F17	CVJ00704	Fire Fleet Utility Vehicle Replacement	230	230	230
F19	CVK00997	Police Vehicles-Marked (2007/08)	710	717	717
F21	CVK00998	Police Vehicles-Unmarked (2007/08)	547	552	552
		Total	7,118	7,221	8,741
Environment Management Services					
F23	CWI00969	Otter Lake Equipment	904	794	2,048
		Total	904	794	2,048
		Total Equipment & Fleet	8,930	8,487	11,261

Halifax Regional Municipality
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 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		Industrial Parks			
		Transportation & Public Works			
G1	CQ300741	Burnside Phase I 1-2-3-4-5 Dev	21,000	4,000	6,000
G3	CQ300742	Aerotech Repositioning & Dev.	0	1,000	0
G5	CQ300743	Bayers Lake Infill & Ragged Lake Dev.	0	4,000	1,500
G7	CQ300745	Park Sign Renewal & Maintenance	25	50	25
G9	CQ300746	Development Consulting	50	50	25
		Total	21,075	9,100	7,550
		Total Industrial Parks	21,075	9,100	7,550

Halifax Regional Municipality
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 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		Metro Transit			
		Finance			
H1	CDM00989	Coin Room	60	0	0
		Total	60	0	0
		Transportation & Public Works			
H3	CBT00432	Bus Stop Accessibility	296	296	296
H5	CBT00437	Bus Shelters-Replacement	60	75	75
H7	CBU00876	200 Iisley Upgrades	500	0	0
H9	CBU00938	200 Iisley Avenue - Safety Upgrades	320	320	330
H11	CBU00951	Transit Facilities Upgrades (Bundle)	746	421	400
H13	CBU00959	Ferry Terminal Pontoon Protection(Bundle)	50	350	350
H15	CHA00160	Vehicle Tracking & Communication	300	0	0
H17	CIU00875	Scheduling Software Upgrades	0	100	200
H19	CMU00973	Rural Express Transit	3,100	1,300	0
H21	CMU00974	Downtown Shuttle	0	3,400	0
H23	CMU00975	Peninsula Transit Corridor	0	0	1,900
H25	CMU00981	MetroLink	0	1,220	2,000
H27	CMU00982	Transit Security	200	200	0
H29	CV300751	HarbourLink	0	20,000	0
H31	CVD00429	Access-A-Bus Expansion	400	0	0
H33	CVD00430	Access-A-Bus Replacement	440	440	440
H35	CVD00431	Midlife Bus Rebuild	655	655	655
H37	CVD00433	Service Vehicle Replacement	0	60	60
H39	CVD00434	Conventional Transit Bus Expansion	3,100	3,200	4,000
H41	CVD00435	Conventional Transit Bus Replacement	4,667	7,699	8,748
H43	CVD00436	Bi-annual Ferry Refit	420	550	470
		Total	15,254	40,286	19,924
		Total Metro Transit	15,314	40,286	19,924

Halifax Regional Municipality
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 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Parks & Playgrounds					
Community Development					
11	CDG00983	Regional Trails: Maintenance	200	0	0
13	CDG00984	Regional Trails: Active Transportation MRIF	1,258	324	0
15	CDG00996	Public Gardens - Visitors Centre	150	0	0
17	CPG00954	Trails & Active Transportation	600	600	1,200
19	CPU00936	Regional Trails Development (Bundle)	150	300	300
		Total	2,358	1,224	1,500
Transportation & Public Works					
111	CP300890	New Street Trees Program (Bundle)	175	200	200
113	CP300891	New Ballfield development (Bundle)	30	750	0
115	CPC00814	Mainland Commons-Halifax	130	150	1,000
117	CPG00581	Dartmouth Artificial Sports Field	150	0	0
119	CPU00915	Athletic Field/Park Equipment (Bundle)	75	75	75
121	CPU00916	Ball Field Upgrades (Bundle)	250	150	150
123	CPU00918	Cemetery Upgrades (Bulk)	0	75	75
125	CPU00919	Horticultural Renovations	50	70	70
127	CPU00920	HRM Wide Tree Planting	175	250	250
129	CPU00921	Lawn Bowling Facilities (Bulk)	27	20	20
131	CPU00924	New Park Development (Bundle)	350	200	200
133	CPU00925	New Playground Development (Bundle)	325	200	200
135	CPU00926	New Sport Court Development (Bundle)	20	100	100
137	CPU00927	Outdoor/Spray Pools & Fountains (Bundle)	45	120	120
139	CPU00928	Park Upgrades (Bundle)	700	300	300
141	CPU00929	Playground Upgrades/Replacement (Bundle)	650	500	550
143	CPU00930	Point Pleasant Park Upgrades	1,610	300	300
145	CPU00931	Regional Park Washroom Facilities (Bundle)	295	250	250
147	CPU00932	Skateboarding Facilities (Bundle)	230	100	100
149	CPU00933	Sports Court Upgrades (Bundle)	315	260	300
151	CPU00934	Sports Field Upgrades (Bundle)	200	200	200
153	CPU00935	Track & Field Upgrades (Bundle)	190	50	50
155	CPU00937	Walkways-HRM Wide Program (Bundle)	100	150	150
		Total	6,092	4,470	4,660
		Total Parks & Playgrounds	8,450	5,694	6,160

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Roads & Streets					
Transportation & Public Works					
J1	CRU00584	Other Related Road Works	97	97	97
J3	CRU00683	Concrete Curb Repair Program	1,048	1,000	1,000
J5	CRU00684	Bridge Repair Program	1,000	1,000	1,500
J7	CRU00701	Other Related Road Works (D&C)	994	894	994
J9	CXU00585	New Paving Subdivision St's outside core	2,500	2,500	2,500
J11	CXU00715	New Paving Inside Core Area	1,470	1,470	2,000
J13	CYU00784	Paving Renewal	5,155	5,260	6,000
J15	CRU00999	Main Artery Patching-Various Locations	1,265	1,200	1,500
J17	CZU00782	Resurfacing	10,064	10,617	12,635
		Total	23,593	24,038	28,226
		Total Roads & Streets	23,593	24,038	28,226

Halifax Regional Municipality
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Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		Sidewalks, Curbs & Gutters			
		Community Development			
K1	CRG00491	Brick Sidewalk Replacement	0	200	200
		Total	0	200	200
		Transportation & Public Works			
K3	CJU00785	New Sidewalks	2,400	2,500	3,000
K5	CKU00783	Sidewalk Renewals	2,294	2,293	3,000
		Total	4,694	4,793	6,000
		Total Sidewalks, Curbs & Gutters	4,694	4,993	6,200

Halifax Regional Municipality
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Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Solid Waste					
Environmental Management Services					
L1	CWI00985	Leachate Tank at Highway 101 Landfill	200	0	0
L3	CWI00782	Construction of Cell 5 - Otter Lake	0	15,745	0
L5	CWI00963	Additional Green Carts	235	735	735
L7	CWI00965	Half Closure of Cell 3 - Otter Lake	1,862	0	0
L9	CWI00966	Half Closure of Cell 4 - Otter Lake	0	0	4,625
L11	CWI00967	Land Acquisit Otter Lake-Prevent Encroach	300	300	300
L13	CWI00968	Environmental Monitoring - Site Work	575	125	210
Total			3,172	16,905	5,870
Total Solid Waste			3,172	16,905	5,870

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
Stormwater & Wastewater					
Environmental Management Services					
M1	CGI00610	Bedford Sackville Trunk Sewer	200	0	0
M3	CGI00614	Eastern Passage WWTF Expansion & Upgrade	30,000	0	0
M5	CGI00615	Ellenvale Run - Drainage Improvements	650	0	0
M7	CGI00616	Fairfield Holding Tank, Halifax	100	0	0
M9	CGI00617	Street Drainage Systems-Variou Location	100	0	0
M11	CGI00786	Service Extension to Lively Subdivision	6,250	0	0
M13	CGI00912	Jamieson St-Comb Trunk Sewer Replacement	1,000	0	0
M15	CGI00914	Nightingale Drive - Sanitary Sewer	400	0	0
M17	CGI00915	Old Oakes Drive - Drainage Improvements	50	0	0
M19	CGI00916	Rowe Avenue/Scot Street-Sewer Separation	200	0	0
M21	CGI00958	Elliot Street, Dartmouth - Sewer Renewal	100	0	0
M23	CGR00374	200 Waverley Road Pumping station	2,500	0	0
M25	CGR00788	Studies & Investigations - Various Locations	80	0	0
M27	CGU00458	Crescent Ave - Storm Sewer Rehabilitation	500	0	0
M29	CGU00461	Sewer Laterals Replacements(Paving Proj.)	500	0	0
M31	CGU00575	Uplands Park - Sanitary & Storm Sewers	550	0	0
M33	CGU00688	Greenhead Road Pumping Station	100	0	0
M35	CGU00689	Chandler Drive PS, Sackville	670	0	0
M37	CGU00690	Aerotech Lagoon Decommissioning	100	0	0
M39	CSE00386	Halifax Harbour Solutions Project	29,565	9,335	0
M41	CSI00762	Frame Subdivision STP	100	0	0
M43	CSI00768	SCADA Study & Upgrade	500	0	0
M45	CSI00809	Springfield Lake STP	100	0	0
M47	CSI00874	Kearney Lake Road Twin Culverts	300	0	0
M49	CSI00875	Stormwater & Wastewater General Rehab	2,620	0	0
M51	CSR00803	Roach's Pond-Forcemain	2,400	0	0
M53	CSU00110	Wastewater Treatment Plants-Upgrades	300	0	0
M55	CSU00117	Freshwater Brook Sewer-Inspection	9,784	0	0
M57	-	Stormwater & Wastewater Projects	0	11,400	11,400
M59	CSU00146	North Preston STP Upgrade	0	1,000	0
Total			89,719	21,735	11,400
Total Stormwater & Wastewater			89,719	21,735	11,400

Halifax Regional Municipality
2007-08 Approved Capital Budget (000' \$)
 Includes 2008-09 & 2009-10 Plan

Page #	Project Number	Project Description	2007-08 Total Gross	2008-09 Total Gross	2009-10 Total Gross
		Traffic Improvements			
		Environmental Management Services			
N1	CTI00696	Commuter Trip Reduction Program	50	0	0
		Total	50	0	0
		Transportation & Public Works			
N3	CRU00792	Street Lighting	160	160	160
N5	CTR00423	Traffic Calming	50	50	50
N7	CTR00529	Various Traffic Related Studies	50	75	75
N9	CTR00530	Traffic Signal Control Sys Integration	100	101	101
N11	CTR00904	Destination Signage Program	128	109	109
N13	CTR00905	Intersection Improvement Program	1,000	1,009	1,009
N15	CTR00906	Pedestrian Safety & Access Program	50	50	50
N17	CTR00908	Transportation Demand Management Program	400	400	400
N19	CTU00337	Controller Cabinet Replacement	200	252	252
N21	CTU00419	Traffic Signal Rehabilitation	300	303	303
N23	CTU00420	Bikeway Master Plan Implementation	400	695	460
N25	CTU00422	Traffic Signal Compliance Program	300	303	303
N27	CTU00561	Traffic Signal Installation 2007/08	660	661	661
N29	CTU00817	Burnside/Commodore Intersection Expansio	120	0	0
N31	CTU00884	Functional Transportation Plans	200	100	100
N33	CTU00885	Middle Sackville Interchange Connections	0	600	0
N35	CTU00886	LED Traffic Signal Conversion Project	250	250	250
N37	CTU00897	Road Corridor Land Acquisition	500	500	700
N39	CTU00971	Larry Uteck Interchange	0	0	4,000
N41	CTU00972	Roadway Oversizing	2,000	2,000	0
N43	CTV00725	Lacewood 4 Lane/Fairview Interchange	1,000	3,500	0
N45	CTV00732	Rotary Conversion/Chebucto Reversing Lane	2,700	0	0
N47	CTU01003	Crosswalk Countdown Signals	100	0	0
		Total	10,668	11,118	8,983
		Total Traffic Improvements	10,718	11,118	8,983
		Total	214,002	163,475	119,614

Halifax Regional Municipality
Operating Costs of Approved New Capital Projects (000's \$)

Page Number	Capital Project	2007-08 Operating Gross	2007-08 Operating Revenues	2007-08 Operating Net	2007-08 New FTE's	
A3	CBM00986	Non Capital Asset Management	68	68	1.0	
A5	CBJ00168	New Station(Zone 4 Fire Dept)	0	0		
A7	CBJ00979	Dutch Settlement - New Fire Station	0	0		
A9	CBJ00980	Highfield Park Fire Station Phase II	0	0		
A11	CBG00700	Citadel Community Centre/Penninsula Gym	210	(35)	175	2.0
A13	CBK00678	Police Training Ctr. - Northbrook School	92		92	
C11	CFG00993	Captain William Spry Retrofit	28	30	58	
C1	CBG00720	Prospect Community Centre	20		20	
C3	CB200453	East Dartmouth Recreation Facility	10		10	
C13	CB200454	District 2 Recreation Centre	0		0	2.0
D9	CDG00271	Capital District Downtown Streetscapes	0		0	
D11	CDG00332	Capital District-Wayfinding Study & Impl	0		0	
D19	CDV00734	Streetscaping in center Hubs/corridors	0		0	
B3	CID00631	Integrated City - Asset Management	335		335	6.0
B5	CID00707	Web Service Delivery	186		186	1.0
B7	CID00710	Corporate Document Record Management	104		104	1.0
B11	CID00887	Council Chamber Technology Upgrades	15		15	
B15	CIR00256	GIS Infrastructure Upgrade	0		0	
B17	CID00991	End User Reporting	0		0	
B19	CIM00566	Revenue Tools Replacements	201		201	1.0
C5	CBW00977	Woodlawn Library Expansion/ Replacement				
H3	CBT00432	Bus Stop Accessibility	0		0	
H19	CMU00973	Rural Express Transit	0		0	
H29	CV300751	HarbourLink	0		0	
H31	CVD00429	Access-A-Bus Expansion	169	(13)	156	6.0
H39	CVD00434	Conventional Transit Bus Expansion	1,410	(747)	663	24.0
H41	CVD00435	Conventional Transit Bus Replacement	0		0	
I3	CDG00984	Regional Trails: Active Transportation MRIF	0		0	
I5	CDG00996	Public Gardens - Visitors Centre	20		20	
I7	CPG00954	Trails & Active Transportation	120		120	
I9	CPU00936	Regional Trails Development (Bundle)	30		30	
I11	CP300890	NewStreet Trees Program (Bundle)	7		7	
I13	CP300891	New Ballfield development (Bundle)	0		0	
I17	CPG00581	Dartmouth Artificial Sports Field	70		70	
I21	CPU00916	Ball Field Upgrades (Bundle)	6		6	
I23	CPU00918	Cemetery Upgrades (Bulk)	0		0	
E1	CPU00917	Building Communities Capital Fund	0		0	
I25	CPU00919	Horticultural Renovations	5		5	
I31	CPU00924	New Park Development (Bundle)	15		15	
I33	CPU00925	New Playground Development (Bundle)	21		21	
I35	CPU00926	New Sport Court Development (Bundle)	3		3	
I45	CPU00931	Regional Park WashroomFacilities(Bundle)	20		20	
I47	CPU00932	Skateboarding Facilities (Bundle)	10		10	
I51	CPU00934	Sports Field Upgrades (Bundle)	3		3	
I53	CPU00935	Track & Field Upgrades (Bundle)	3		3	
L5	CWI00963	Additional Green Carts	65		65	
N3	CRU00792	Street Lighting	10		10	
N23	CTU00420	Bikeway Master Plan Implementation	3		3	
N27	CTU00561	Traffic Signal Installation 2007/08	22		22	
N29	CTU00817	Burnside/Commodore Intersection Expansio	12		12	
N33	CTU00885	Middle Sackville Interchange Connections	0		0	
N41	CTU00972	Roadway Oversizing	12		12	
N47	CTU01003	Crosswalk Countdown Signals				
	Total	3,305	(765)	2,540	44	

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
East Dartmouth Recreation Centre		
Transit Buses		
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. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment 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 the urban, suburban and rural taxable properties within HRM. The suburban and urban general tax rates are incrementally higher due to increased services.
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 Occupancy Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Occupancy Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
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.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability	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 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 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 Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.

Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses Downtown Halifax, Downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as "pay-as-you-go" Capital funding.
Capital 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 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.
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)
CCED	Community Culture and Economic Development
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.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.40 per acre (50,000 acres or more).
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. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.
Director	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.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal 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.
Fiscal Year	Runs from April 1 to March 31
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.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST	Goods and Services Tax. The Federal sales tax.

Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Infrastructure Program	The Canada - Nova Scotia Infrastructure Program
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
LIC	(see Local Improvement Charge)
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	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 *Police Act* 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 Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Property Tax	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and Commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
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.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the Municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

	Districts. Regional Council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment 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.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the Municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	The general tax rate applicable to all taxable properties within the rural zone of HRM.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.
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.
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	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC Short-Term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
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.
Transfers from other Gov'ts	Funding received from the Federal or Provincial Governments which

may or may not be designated for a specific service or purpose (conditional vs unconditional).

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