

*Safer, Stronger, Better... Planning for Now and for the Future* **2008**  
*Halifax Regional Municipality* **09**

*Approved*  
**Business Plans  
& Budget**



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## Appendix A

***HALIFAX REGIONAL MUNICIPALITY*****2008/2009 Operating & Capital Budget*****RESOLUTION for Approval of the Operating & Capital Budget and Tax Rates for Fiscal 2008/2009<sup>1</sup>***

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It is hereby resolved that:

- a) the Operating Budget in the amount of **\$686,436,903** gross expenditures (which includes **\$555,895,480** in municipal expenditures), **\$595,902,133** non-departmental revenues, and **\$90,534,770** departmental revenues be approved;
- b) the Capital Budget in the amount of **\$208,995,000** consisting of **\$200,295,000** for Halifax Regional Municipality and **\$8,700,000** for Halifax Regional Water Commission, be approved;
- c) the general rates of taxation on commercial and business occupancy be set at
  - (i) **\$3.087 for the urban area;**
  - (ii) **\$3.087 for the suburban area; and**
  - (iii) **\$2.683 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) **\$0.833 for the urban area;**
  - (ii) **\$0.730 for the suburban area; and**
  - (iii) **\$0.724 for the rural area**

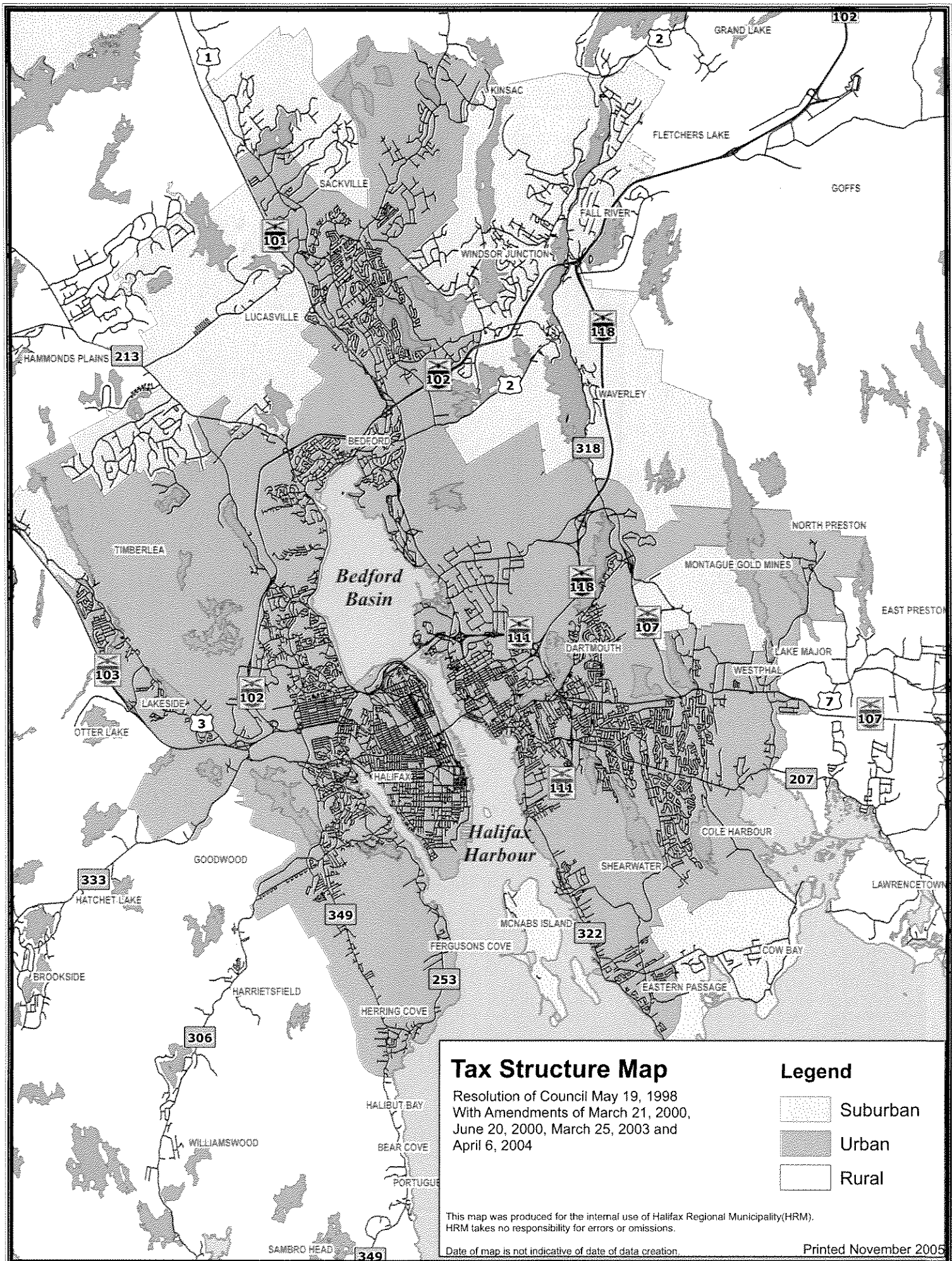
applied to the full assessed value of the property;

<sup>1</sup> Based on the April 1, 2008 Proposed Resolution, changes approved by Council on April 29, 2008, and area rates tabled June 24, 2008.

- 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 \$0.319; and at a rate of \$0.328 for all commercial and business occupancy assessment;
- g) the Provincial Area Rate for Property Valuation Services on residential and resource property be set at the rate of \$0.023; and at a rate of \$0.015 for all commercial and business occupancy assessment;
- h) the Provincial Area Rate for Corrections Services on residential and resource property be set at the rate of \$0.030; and at a rate of \$0.014 for all commercial and business occupancy assessment;
- i) the Provincial Area Rate for Metro Regional Housing Authority and Other on residential and resource property be set at the rate of \$0.0105; and at a rate of \$0.0183 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) **Supplementary Education**, under Section 530 of the Municipal Government Act, shall be set at the rate of \$0.055 to the residential and resource assessment and \$0.158 to the commercial assessment including business occupancy of the former City of Halifax and the former City of Dartmouth; and \$0.045 to the residential and resource assessment and \$0.129 to the commercial assessment including business occupancy of the former Town of Bedford and Halifax County.
- l) **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 Tuesday, September 30, 2008**;
- 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, 2008 to March 31, 2009;
- 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, 2008 to March 31, 2009;



- p) the interest rate on all reserves except for those identified in o) and p) will be set at the rate of return on funds invested by HRM for the period April 1, 2008 to March 31, 2009; and
- q) the interest rate on trust funds will be set at the annual rate of return on specific investments held by the trusts.



### Tax Structure Map

Resolution of Council May 19, 1998  
 With Amendments of March 21, 2000,  
 June 20, 2000, March 25, 2003 and  
 April 6, 2004

### Legend

- Suburban
- Urban
- Rural

This map was produced for the internal use of Halifax Regional Municipality(HRM).  
 HRM takes no responsibility for errors or omissions.

Date of map is not indicative of date of data creation.

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## 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 385,500 (StatsCan 2007), HRM is Nova Scotia's largest and most diverse municipality. Approximately 41 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, HRM has experienced steady economic growth since amalgamation and is recognized as a great location to do business. It is emerging as a leader in the future of business prosperity.

### HRM Statistics (2007)

HRM GDP:	\$11.6 Billion
Inflation (Municipal):	4.0%
Inflation (CPI):	2.0%
Population:	385,500
Population growth:	0.6 %
Household growth:	1.4 %
Taxable Assessment:	\$29.4 Billion
Avg. Residential Assessment: Single Family Home	\$168,700

### The Local Economy

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

and only 13% in the goods sector. Total employment in 2007 was about 210,000. The public sector is the largest employer with over 17,400 people working for the three levels of government (federal, provincial and municipal). The total value of building permits in 2007 was about \$627 million. More than 3.4 million passengers came through the Halifax Stanfield International Airport in 2007.

## **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:

- 1,700 kilometers of streets maintained
- 800 kilometers of sidewalks
- 650 park properties
- 350 playgrounds, 200 ballfields and 180 sports fields
- 240 transit buses, 24 Access-A-Buses, 3 Community Transit Buses, and 3 ferries carrying 18.7 million passengers annually
- 127,000 properties served with curbside collection of recyclables, organics and refuse
- 5 business and industrial parks housing 1,750 businesses
- 14 branch libraries lending 4.6 million items annually
- 4,940 building permits issued in 2007 with a construction value over \$627 million
- approx. 1,000 emergency and non-emergency calls handled by the 911 Centre each day
- 60 fire stations of which 42 are in the rural area
- 47 front line fire trucks in the urban area, and 106 emergency fire vehicles in the rural area
- 138 schools servicing more than 52,600 students

HRM operates on a 12 month fiscal cycle, from April 1<sup>st</sup> to March 31<sup>st</sup> 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, approved by Council in 2003, there are three general property tax rates (urban, suburban and rural) and variety of area tax rates;

HRM has prepared and approved three-year Capital Plans in the past and this year has prepared its first five-year Capital Plan. Included with this document is a five-year Capital Plan with the 2008-2009 Capital Budget as Year 1. Years 2 through 5 of the plan are planning documents and are subject to revision and alteration by Council.

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.

As part of setting the 2008-09 strategic direction Council agreed to have four Council Focus Area discussions which cover the following strategic topics. These Focus Areas are broken down into four categories, and are analyzed in more detail in the Priorities section found in this book:

Tax Reform

- Taxation

Community Development

- Youth
- Community Development
- Community Recreation
- Community Relations
- Economic Development
- Regional Planning

Public Safety

- Youth
- By-law Enforcement
- Public Safety

Infrastructure:

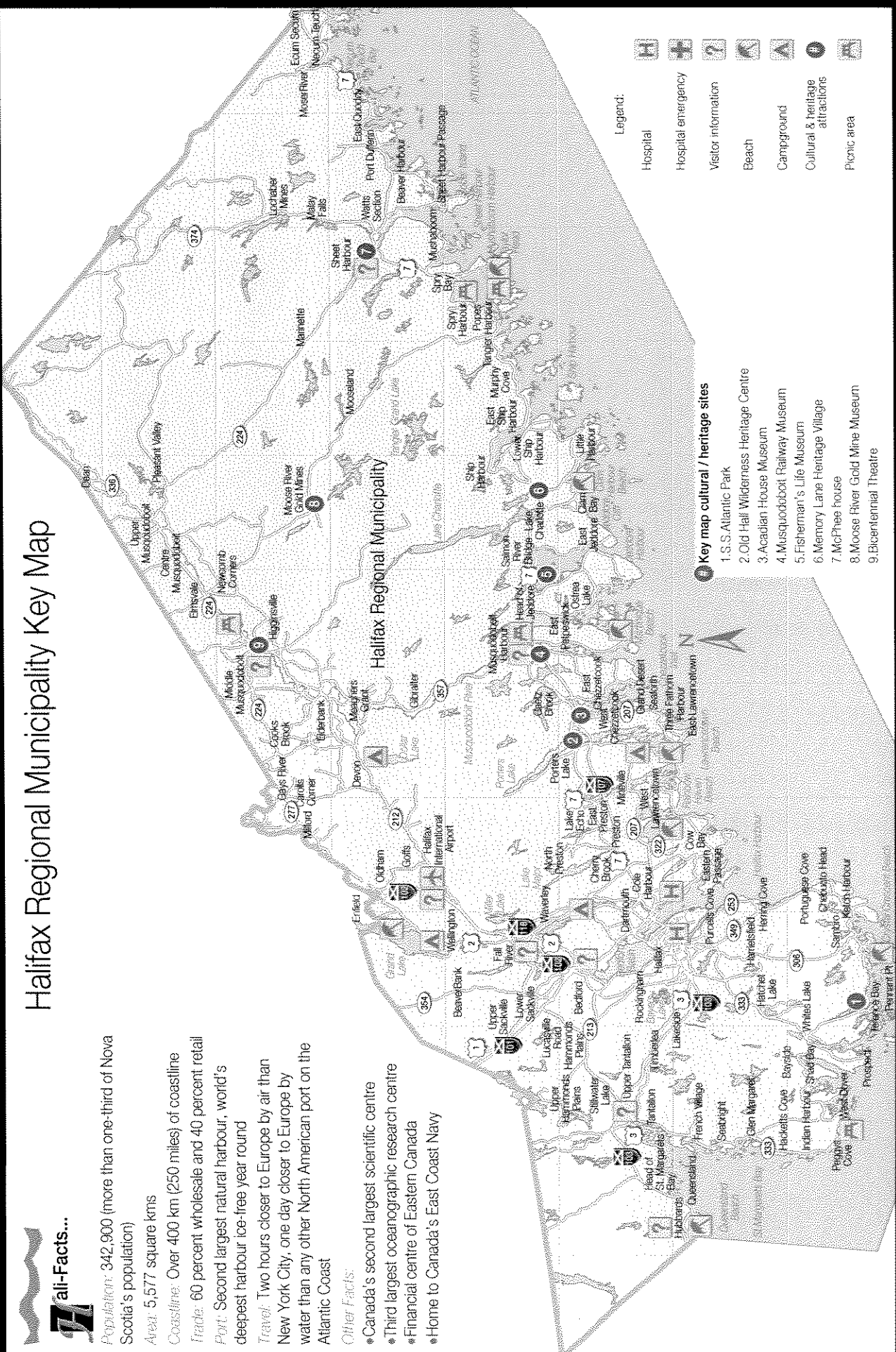
- Infrastructure
- Traffic Congestion
- Transit
- Recapitalization Buildings

# Halifax Regional Municipality Key Map



**Halifax Facts...**  
 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

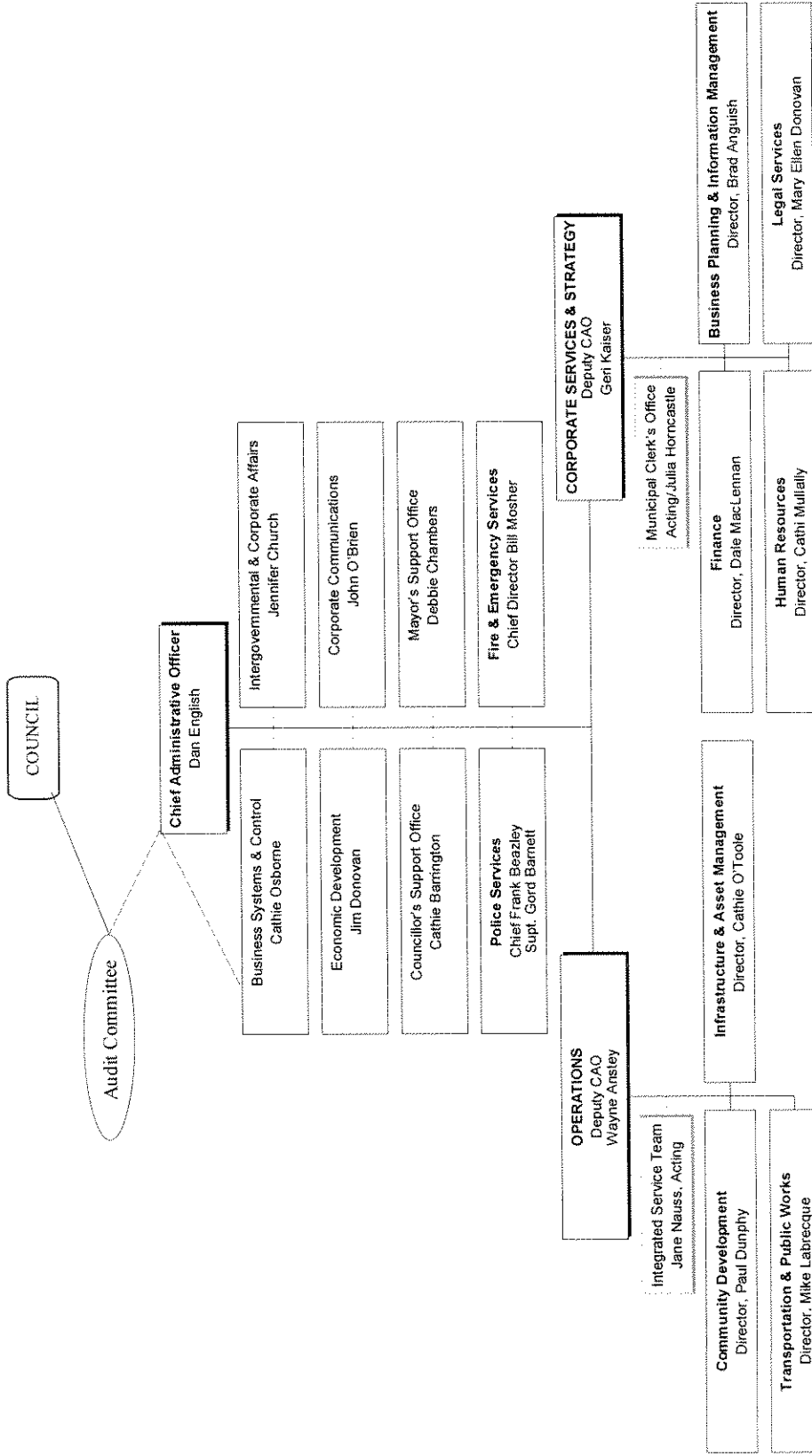
- Other Facts:**
- Canada's second largest scientific centre
  - Third largest oceanographic research centre
  - Financial centre of Eastern Canada
  - Home to Canada's East Coast Navy



- 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 level of service. With this review, Council then provides staff with direction regarding the assumptions that underlie 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 draft business unit budget envelopes. Each business unit develops their business plan 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 February 19, 2008, Regional Council reviewed the Fiscal Framework for the 2008-09 year and provided the following direction to staff.

- Proceed with the proposed base / capability allocation for the 2008/09 capital budget of 83.6% base (projects which maintain current service levels) and 16.4% capability (capital projects which expand current service levels).
- Apply any new money raised for the capital budget for 2008/09 to capability projects.
- That Council confirm that the commercial rates be adjusted so that the residential assessment cap does not impact commercial taxpayers, because this is consistent with the way the elimination of Business Occupancy assessment is being treated (to ensure there is no impact on residential taxpayers), is also consistent with previous residential/commercial rate decisions, and is supportive of the approved economic strategy.

The operating budget was approved by Council on April 29, 2008 with adjustments for area rated services passed by Council on June 24, 2008. Some key highlights of the operating budget, as approved by Council, are:

- The gross amount of the operating budget is \$686.4 million, a net increase of \$36.8 million or 5.7% over the 2007-2008 budget.
- Collective agreements, regulatory requirements, inflation, and increased demand due to growth are some of the main reasons for increases to business unit costs.
- Fiscal Services includes significant increases in Provincial Mandatory Costs (up \$3.1 million - all costs paid through Provincial Area Rates), and employee compensation and retirement

costs (up \$2.8 million).

- In the operating budget there are gross business unit revenues of \$90.7 million, an increase of \$2.4 million over 2007-2008.

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

## Operating Budget Summary by Business Unit

	2007-08 Net Budget (Restated)*	2008-09 Net Budget	Increase (Decrease)	% Change
CAO	9,369,159	9,797,900	428,741	4.6%
Environmental Management Services	137,800	0	(137,800)	-100%
Fire & Emergency Services	48,940,055	51,164,370	2,224,315	4.5%
Financial Services	3,531,967	3,585,000	53,033	1.5%
Human Resources Services	3,863,031	4,086,800	223,769	5.8%
Legal Services	2,074,730	2,234,627	159,897	7.7%
Transportation & Public Works	108,842,950	119,226,003	10,383,053	9.5%
Infrastructure & Asset Management	7,691,326	7,866,675	175,349	2.3%
Community Development	18,426,012	18,749,300	323,288	1.8%
Regional Police	58,893,908	62,907,116	4,013,208	6.8%
Outside Police BU (RCMP)	18,158,600	19,324,900	1,166,300	6.4%
Business Planning & Information Mgmt	17,514,992	18,412,200	897,208	5.1%
Library	13,592,000	14,417,800	825,800	6.1%
<b>Totals</b>	<b>311,036,530</b>	<b>331,772,691</b>	<b>20,736,161</b>	<b>6.7%</b>

\* Restated to reflect transfer of assets to Halifax Water (HRWC): further details can be found in the section "Transfer of Assets to Halifax Water" on p. C6.

### 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, reserve and capital budgets are closely linked. The Debt Servicing Plan, HRM's financial planning modelling system, and cash flow projections from reserves 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 \$209.0 million (\$200.3 million HRM plus \$8.7 million HRWC).
- The net amount of the capital budget is \$111.4 million (\$209.0 million, net of reserve withdrawals of \$43.2 million, cost sharing of \$40.9 million, \$5.3 million of capital projects secured with local improvement charges, \$3.7 million in capital cost contribution charges and \$4.5 million under the Canada-Nova Scotia Municipal Rural Infrastructure Program.).
- The net capital budget will be funded by \$27.4 million of capital from operating, \$800,000 from Capital Surplus Reserves; \$2.1 million from the Capital Reserve Pool (Crespool); \$12.7 million from Gas Tax; \$3.6 million as a dividend from HRWC, \$8.0 million under the Transit Funding Agreement and borrowing of \$56.7 million or 27% of the gross capital budget. This compares to borrowing of \$51.2 million or 74% of the gross capital budget in 1997-98.

## Capital Budget Summary on Municipally Funded Portion of Capital Budget

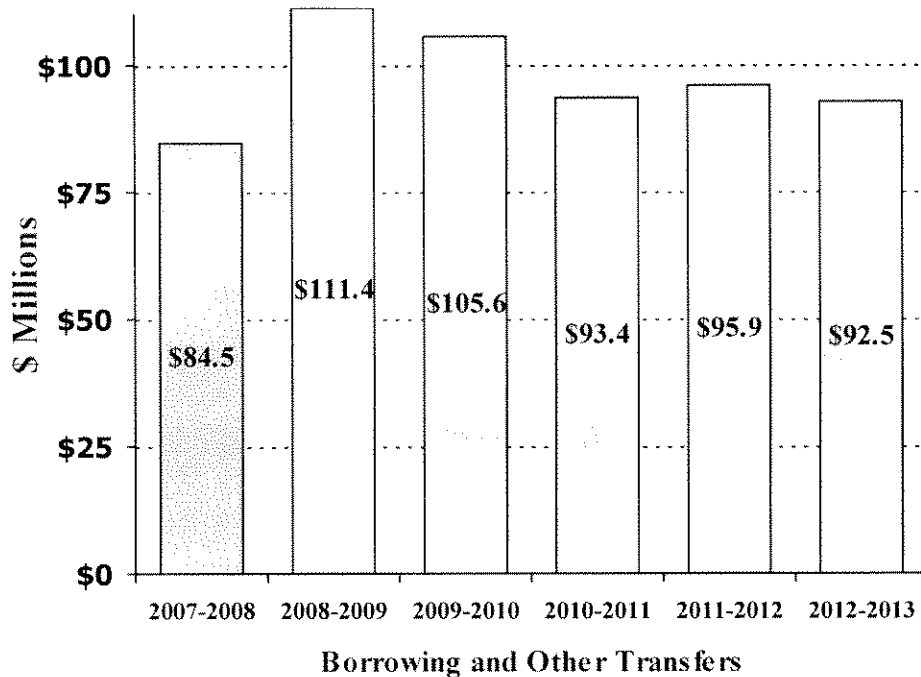
	2007-08 Net Budget	2008-09 Net Budget	Increase (Decrease)	% Change
Buildings	9,236,000	21,772,000	12,536,000	135.7%
Business Tools	1,682,000	1,032,000	(650,000)	-38.6%
Community & Property Development	995,000	2,986,000	1,991,000	200.1%
District Activity Funds	1,495,000	1,495,000	0	0.0%
Equipment & Fleet	5,899,000	6,494,000	595,000	10.1%
Metro Transit	15,314,000	20,192,000	4,878,000	31.9%
Parks & Playgrounds	5,976,000	4,610,000	(1,366,000)	-22.9%
Roads & Streets	20,358,000	25,736,000	5,378,000	26.4%
Sidewalks, Curbs & Gutters	3,494,000	4,027,000	533,000	15.3%
Solid Waste	1,694,000	7,674,000	5,980,000	353.0%
Stormwater & Wastewater	8,700,000	0	(8,700,000)	-100%
Traffic Improvements	9,668,000	6,653,000	(3,015,000)	-31.2%
<b>HRM Total Capital Projects</b>	<b>84,511,000</b>	<b>102,671,000</b>	<b>18,160,000</b>	<b>21.5%</b>
Transfer to Halifax Water	0	8,700,000	8,700,000	
	<b>84,511,000</b>	<b>111,371,000</b>	<b>26,860,000</b>	<b>31.8%</b>

Net of Reserve Transfers (\$43 m) and Other External Funding (\$54 m). Includes federal funding from Gas Tax and Transit Funding programs.

As was the case in 2007-08, Council approved not only the capital budget for the coming year (2008-2009), but also *in principal* the detailed capital plans for the following years. This year, the capital budget incorporates a 5 year capital plan with detailed capital plans for 2009-10, 2010-11, 2011-12 and 2012-13.

In 2008-2009 capital spending will see an increase of \$26.9 million over the 2007-2008 budget. This includes \$21.8 million in additional capital projects funded by debt. This new debt is to be serviced by a portion of the new operating capacity that exists this year because long-term obligations were paid off last year.

## The Long Term Capital Plan Projected Spending



### Reserve Budget

Reserves are used in planning for HRM's future needs. A reserve budget is created and this funding is incorporated into the 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 decrease from \$48.9 million to \$37.3 million.
- Equipment and operating reserves will decline by \$5.1 million through reserve funding for the Mainland Common facility.
- Capital Reserves show a net decrease of \$7.2 million. This is largely due to a decrease in

the Waste Resources reserve of \$3.9 million (to partially fund the construction of Cell 5 - Otter Lake and other proposed capital projects) and a decrease in the Parkland reserve of \$1.2 million (to fund Regional Trails Acquisition).

## Key Assumptions

### Economics and Demographics

- The Consumer Price Index (CPI) is expected to rise by 2.3%. 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 3.6%.
- HRM has budgeted for fuel prices of 89.2¢ per litre for gasoline, 82.8¢ per litre for diesel, and 70.5¢ per litre for heating oil. HRM has assumed a US \$100 per barrel oil price (US\$).
- The number of households will increase by 1.4% while population will increase by 0.7%.

### Revenue

- The approved budget assumes HRM's residential general property tax rates increase approximately 3.1% from the 2007-2008 rates.
- 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 exceed last year's budget amount by \$1.7 million.
- The debenture rate is estimated at 5.00% with the short term interest rate projected to average 3.55%.

### Key Assumptions in the Budget (2008-09)

Inflation (CPI):	2.3%
Inflation (Municipal):	3.6%
Population growth:	0.7 %
Household growth:	1.4 %
Canadian Dollar:	US\$ 0.98
HRM GDP:	\$11.9B
Oil per Barrel (US\$):	\$100.00
Diesel Fuel (per litre):	82.8¢*
Gasoline Fuel (per litre):	89.2¢*
Heating Fuel (per litre):	70.5¢*
Uniform Assessment (HRM):	\$28.4B
Uniform Assessment (NS) est.:	\$55.8B
Education Rate (per 100):	32.70¢
Debenture Rate:	5.00%
Short-Term Interest Rate:	3.55%

\* Under HRM price contracts

### Expenditures

- The approved 2008-09 operating budget assumes there will be no surplus or deficit in 2007-08.
- Debt charges for HRM are \$36.4 million principal and \$11.9 million interest and other charges for a total cost of \$48.3 million. This represents 7.0% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- Mandatory Education expenditures have been calculated based on the estimated Uniform Assessment of \$28.4 billion times an education rate of 32.7¢ per \$100 of assessment.
- For 2008-2009, HRM has estimated it will pay \$6.1 million for its share of the cost of

- operating the provincial property assessment system.
- New collective agreements will be negotiated with CUPE and NSUPE in 2008-09 and funds have been set aside to allow for these negotiations.

## **Significant Budgetary Issues and Challenges**

### ***Transfer of Assets to Halifax Water***

During fiscal 2007/08 the Halifax Regional Water Commission (HRWC) and Halifax Regional Municipality (HRM) entered into the Wastewater and Stormwater Transfer Agreement. This agreement took effect August 1, 2007 and involved the dissolution of the Environmental Management Services (EMS) business unit. Three divisions within EMS: Technical and Underground Services (TUGS), Environmental Engineering Services (EES) and Waste Water Storm Water were transferred to the HRWC including personnel, equipment, and assets. The remaining EMS divisions: Solid Waste, the Harbour Solution Project (HSP) and the Sustainable Environment Management Office (SEMO) were absorbed by Transportation and Public Works, Business Planning and Information Management and the newly created Infrastructure and Asset Management business units respectfully.

### ***Infrastructure***

HRM's infrastructure and major capital assets support the delivery of municipal services, our future prosperity, economic development, competitiveness, public safety, and overall quality of life. The long term sustainability of the existing infrastructure and corporate assets directly impacts the ability to provide quality service to the community. Since amalgamation in 1996, the community has grown by 28,700 dwelling units and demand for sustainable, efficient, and effective service delivery has increased. In addition to these demands on existing resources, new infrastructure, assets, and service capacity improvements are proposed to support community-based initiatives such as the Regional Plan, Community Visions, the Cultural Plan, HRM by Design, the Active Transportation Plan, Sustainability Initiatives, HRM's Economic Strategy, and the Community Facility Master Plan.

Despite the fact that additional resources have been consistently applied to HRM's capital budget in recent years, the demand for service has grown at a pace that exceeds HRM's funding capability. The gap is steadily growing between the demand for service and the ability to fund both maintenance of deteriorating infrastructure and acquisition and construction of new infrastructure. This "Infrastructure Gap" represents a significant challenge to HRM for the foreseeable future.

The creation of the Infrastructure Council Focus Area provided staff with clear direction to address the "Infrastructure Gap". In response to this direction, the Infrastructure and Asset Management (IAM) business unit was created in October of 2007 and the upcoming fiscal year represents HRM's first full annual corporate budget and business plan that includes a business unit solely dedicated to managing this important issue. By working closely with Council, internal HRM business units, and all HRM's external business partners, IAM's role will be the development of prudent capital business plans and capital budgets and the creation of sound policy and long range plans focussed on the financial and environmental sustainability of the infrastructure and assets that support the delivery of services to the residents of HRM.

For 2008/09, HRM Council gave direction on February 19, 2008 that a higher percentage of HRM's capital budget be focused on reinvestment in our infrastructure and assets, and that some alternatives be developed to enable increased investment in infrastructure. This is consistent with Economic Strategy objectives to see a higher level of municipal investment in public infrastructure.

Effective 2009/10 HRM will be required to be able to report on all of the assets owned by the municipality, their condition, their expected remaining useful life, and their estimated value as part of new financial accounting requirements for Nova Scotian municipalities. HRM's Asset Management Project is well underway, and will provide information to refine and improve HRM's infrastructure planning and capital budgeting.

Addressing these competing infrastructure related demands is a matter of prudent choices, effective timing and taking strategic advantage of leveraging opportunities when they arise. This budget exercises prudent financial management by taking the initial steps in a multi-year strategy to deal with the infrastructure gap while maintaining a balanced approach to meeting community needs.

### ***Provincial Assessment Cap***

In 2006, the Province of Nova Scotia enacted legislation which reduced the cap on property assessment increases from 10% (as set in 2005) to the Consumer Price Index (CPI). The cap applies only to certain homes and excludes apartment buildings, household improvements and commercial assessment. For the 2008 tax year the cap has been set at the CPI rate of 2.3%. While market values of single family homes have increased by over 10% on average, these increases have been capped leading to an average taxable increase of 3.1%.



## ***Tax Reform***

In January of 2007 Regional Council established its Tax Reform Committee to review the current property tax system as one of the Council Focus Areas. A mission statement with seven principles and 29 objectives has been created for a possible new property tax system. The Committee has created a draft tax model for public feedback. Under this model there are nine services that each have a municipal tax rate. The rates are a series of flat charges per home. Rates vary for multi-unit buildings. The committee is also suggesting improvements to the municipalities low income rebate program and the phase-out of the deed transfer tax. The Committee held public consultations in the spring of 2008.

## ***Revenue Capacity***

To maintain current levels of service, to rebuild and maintain a crumbling infrastructure and to plan for and fund future growth, HRM requires a predictable and appropriate revenue stream. With a heavy dependence on property tax revenue, and limited potential for additional revenue from this source, this creates some challenges.

Pressures and constraints affect both HRM's revenues and expenditures. On the expenditure side, a key factor is the rising costs of providing current levels of services. These costs typically increase much faster than the CPI inflation, as municipalities face significant construction costs, material costs and unionized labour contracts not reflected in CPI. In addition to the rising cost of maintaining existing services, there are many new initiatives that HRM would like to introduce, but cannot afford unless significant new revenues are found or substantive decisions are made to rationalize new and existing services.

On the revenue side, HRM depends on taxation, grants and user charges to support its services and programs. Each of these sources have limited room for expansion. Ten years ago, HRM was facing a heavy debt burden with large debt servicing payments. With the introduction of the Multi-Year Financial Strategy in 1998, HRM has been steadily paying down this debt and limiting new debt issued, and has reduced the annual debt servicing payments required, freeing up more of HRM's revenue for other purposes. Controlled levels of debt continue to play a critical role in funding HRM's capital budget.

Under Nova Scotia provincial legislation, municipalities must produce balanced budgets. Therefore any increase in spending levels is fully dependent on either raising additional revenue or reallocating resources (funding new initiatives with the money saved by reducing or eliminating existing programs). This is something that is looked at each year within business units as they work with given levels of funding to provide the most important services in support of municipal objectives.

Finding new sources of funding, using these funds in the best possible manner, and re-allocating resources to reflect shifting priorities will require decisions to be made. HRM faces difficult choices but will be assisted in these decisions by the planning and strategies put in place over the past few years, including but not limited to, the Regional Plan, the Economic Strategy and Council Focus Areas.

### ***Other Challenges Ahead***

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

- hosting the 2011 Canada Winter Games;
- 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.

### ***Disaster Financial Assistance***

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 \$400,000 in 2006-2007.

Costs associated with the clean up are being recovered through insurance claims, charitable donations, the Federal 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 accounting records 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 accounting policies are driven by provisions of the Province of Nova Scotia Financial Reporting and Accounting Manual (FRAM) which require that financial statements 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 those standards, HRM operates under a fund accounting system with an Operating fund, a Capital fund and a Reserve fund.

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 budget process concludes with Regional Council setting tax rates that will raise enough property tax revenue to cover the operating expenditures net of non tax revenues. As per the Municipal Government Act (MGA), HRM cannot budget for an operating deficit or an operating surplus. Any prior year surplus or deficit, however, is carried forward into the current year's operating budget.

The capital budget is funded through a variety of sources, including reserve funds, operating funds, grants and debt. As part of the capital budget, estimates are developed and approved for individual projects. Under the MGA, only a one-year capital budget may be approved by Council, however a 5-year capital plan is presented to Council for approval, in principle only, of years 2 through 5. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation.

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 certain amounts required to be recorded in the financial statements. Specifically, it required that NS municipalities recognize certain costs in the financial statements earlier than under the MARM basis. As a result, in the year of transition, there were significant expenditures related to these items.

To allow municipalities to incorporate these changes over a reasonable period of time, transitional provisions were included in FRAM for additional landfill closure and post closure accruals and employee benefit accruals. This allows a municipality to fund these costs at no less

than 20% annually over a period that does not extend beyond March 31, 2012. Since, for financial statement purposes, the expenditures are to be fully accrued and this results in a difference between estimates for the tax rate calculation 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 budget. PSAB requires that interest costs be fully accrued and although FRAM recommends that municipalities budget for interest on an accrual basis, municipalities have the option of budgeting for interest on either a cash basis or an accrual basis. 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 budget is recorded as an amount to be recovered from future revenues in the financial statements.

As at March 31, 2007, HRM's financial statements prepared in accordance with PSAB included \$8.5 million in amounts to be recovered from future revenues.

The budget is prepared on a non-consolidated basis since its purpose is primarily to support the setting of annual tax rates. 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 budget.

### ***The Annual Business Planning & Budgeting Process***

Every year in November/December, Halifax Regional Council reviews and establishes its strategic priorities through the "Council Focus Area" process. Council debates their priority issues and as a result produce the refined Focus Areas, which provide guidance for staff in establishing business plans and budgets for the upcoming fiscal period. These Council Focus Areas represent the priorities of the community as determined by Council, and staff ensure that all municipal services align with these priorities to the extent of available resources.

The Executive Management Team, led by the CAO, then establishes its corporate priorities, which speak to organizational issues such as succession planning, information technology and performance measurement. These "EMT Priorities" ensure the organization can support the Council Focus Areas.

As a result of this set of priorities (Community and Corporate), staff work between November and March every year to compile staffing counts, business cases and business plans in order to ensure that the work of the Municipality is in alignment with the strategic priorities.

In order to prepare long-term financial plans, a computer model was developed to forecast the long term financial results and position of HRM. The model 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 these assumptions regarding tax rates, inflation, GDP etc. into the forecast. By understanding where HRM is headed in terms of future revenues and expenditures, strategies can be developed for responding to the demands for programs and services. In terms of the annual Business Planning and Budgeting Process, the model provides Business Units with budget envelopes within which they develop business plans and budgets for the fiscal year. Each year, the assumptions of the draft envelopes are reviewed by EMT.

Once Council determines the level of service and related expenditures, the current assessment roll is applied to produce the annual tax rates. Council balances the services and tax rates when making these decisions.

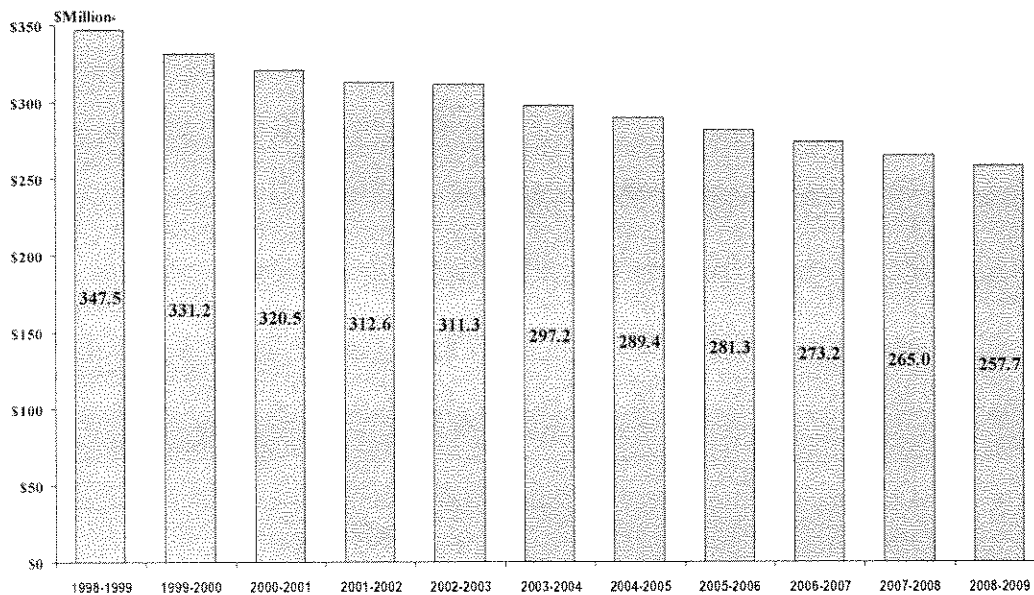
### ***A Multi-Year Financial Strategy (MYFS)***

The HRM's business planning and budgeting process was developed based on the Multi-Year Financial Strategy (MYFS). In 1998, Regional Council approved the MYFS as a means of dealing with financial pressures driven by flat or declining revenues and growing non-discretionary costs, as well as a rapid growth in total debt.

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 eventually will the required annual debt servicing payments. Capital budget capacity is critical to the maintenance of our infrastructure. Therefore, as the principal and interest payments required to support our debt decline, this amount can become available to capital through "pay as you go" or Capital from Operating.

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 was exceeded in 2003-04 and debt continues to decline. Debt at the end of 2007-2008 is estimated to be \$265.0 million. By the end of 2008-09 it will be further reduced to an estimated \$257.7 million.

## Results of Debt Policy on HRM Debt



Note. As of March 31st end of fiscal year. Includes approved but un-issued debt and excludes capital leases and MFC supported debt for Harbour Solutions Project.

### *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 by Council in 2003. Its guiding principles are to ensure that:

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

**Approved Tax Structure Model**

<i>Service</i>	<b>Rural (Base) General Tax Rate</b>	<b>Suburban General Tax Rate</b>	<b>Urban General Tax Rate</b>
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 in the Council approved structure 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

- HRM receives an updated property assessment roll in late 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. In 2007-08 the Cap was set at 10%. The cap has since been set at the Consumer Price Index. For 2008-09 the cap rate is 2.3%. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.
- In the 2008 assessment base, residential assessments within HRM have increased from \$22.1 billion to \$23.5 billion. The total increase was \$1.4 billion or 6.1%. The average single family home in HRM increased in value from \$163,700 to \$168,700 or 3.1%. The average property (single and multi dwelling) increased in taxable value by 3.8%. Most of the remaining increase was due to the addition of new properties for a total increase in residential assessment of 6.1%.

#### Key Revenue Figures in the Budget

Residential Assessment :	up \$1.4 B or 6.1%
Commercial Assessment:	up 500 M or 11.1%
Residential General Tax Rates:	+2.2¢ to +2.5¢
Commercial General Tax Rates:	-2.0¢ to +3.3¢
Property Tax Revenues:	up \$26.7 M
Deed Transfer Taxes:	up \$1.7 M



**Property Tax Assessment**

	2007-2008	2008-2009	Change	Percent
Residential Property Tax	\$ 22,122,399,900	\$23,470,312,200	\$1,347,912,300	6.1%
Resource Property Tax	184,800,900	194,531,600	9,730,700	5.3%
<b>Sub-Total</b>	<b>22,307,200,800</b>	<b>23,664,843,800</b>	<b>1,357,643,000</b>	<b>6.1%</b>
Commercial Property Tax	4,515,314,200	5,015,533,900	500,219,700	11.1%
Business Occupancy Tax	1,001,922,000	754,830,954	247,091,046	-24.7%
<b>Sub-Total</b>	<b>5,517,236,200</b>	<b>5,770,364,854</b>	<b>253,128,654</b>	<b>4.6%</b>
<b>Total</b>	<b>\$27,824,437,000</b>	<b>\$29,435,208,654</b>	<b>\$1,610,771,654</b>	<b>5.8%</b>

- Overall, property tax assessments are up from \$27.8 billion to \$29.4 billion. This is an increase of \$1.6 billion or 5.8%.

***Taxation***

Rates for 2008-09 are shown in the following table:

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

	2007-08	2008-09
<b>Residential Tax Rate</b>		
Urban	0.808	0.833
Suburban	0.708	0.730
Rural	0.702	0.724
<b>Commercial Tax Rate</b>		
Urban	3.054	3.087
Suburban	3.054	3.087
Rural	2.703	2.683

Based on these rates, tax revenue for 2008-09 is projected to be as shown below:

### Municipal Property Tax Revenues

	2007-2008	2008-2009	Change	Percent
Residential Property Tax	\$172,861,000	\$189,337,000	\$16,476,000	9.5%
Resource Property Tax	1,130,000	1,341,000	211,000	18.7%
<b>Sub-Total</b>	<b>173,991,000</b>	<b>190,678,000</b>	<b>16,687,000</b>	<b>9.6%</b>
Commercial Property Tax	130,008,000	147,165,000	17,157,000	13.2%
Business Occupancy Tax	30,124,000	22,993,000	(7,131,000)	-23.7%
<b>Sub-Total</b>	<b>160,132,000</b>	<b>170,158,000</b>	<b>10,026,000</b>	<b>6.3%</b>
<b>Total</b>	<b>\$334,123,200</b>	<b>\$360,836,000</b>	<b>\$26,713,000</b>	<b>8.0%</b>

Based on the approved tax rates, total property tax revenues are expected to increase from \$334.1 million to \$360.8 million. This is an increase of \$26.7 million or 8.0%.

### Residential Assessments

#### Distribution of Residential Assessment Single Family Homes - 2007 to 2008

	Number of Properties	Percent Properties	Avg 2007 (Capped)	Avg 2008 (Capped)	Average Change
Under \$75,000	12,596	12.0%	44,383	46,414	4.6%
\$75,000 to \$100,000	9,303	8.8%	88,697	92,695	4.5%
\$100,000 to \$150,000	33,176	31.5%	126,631	130,829	3.3%
\$150,000 to \$200,000	25,050	23.8%	172,200	177,549	3.1%
\$200,000 to \$300,000	17,322	16.5%	236,319	242,794	2.7%
\$300,000 to \$400,000	4,813	4.6%	340,561	349,534	2.6%
\$400,000 to \$500,000	1,741	1.7%	440,571	450,500	2.3%
\$500,000 to \$750,000	989	0.9%	581,925	595,490	2.3%
\$750,000 to \$1 million	150	0.1%	837,158	862,647	3.0%
\$1 million plus	94	0.1%	1,357,945	1,386,149	2.1%
<b>Total</b>	<b>105,234</b>	<b>100.0%</b>	<b>163,705</b>	<b>168,728</b>	<b>3.1%</b>

### ***Commercial Assessments***

Commercial and Business Occupancy taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Historically, commercial properties pay tax at a much higher tax rate than residential properties. Under Council's direction, the commercial tax rate was weighted at 3.78 (urban/suburban) and 3.85 (rural) for the 2007 tax year. While this provides a significant portion of HRM property tax revenues, it also means that HRM is vulnerable 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.

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 20% of commercial assessment, down from 30% in 2007.

While taxable commercial assessment has risen by 11% in 2008, the Business Occupancy assessment has dropped due to the continued phase-out of the business occupancy tax (BOT). Overall, BOT and commercial assessments are up by \$253 million in 2008.

The lost revenues due to the phase out of the Business Occupancy assessment are being recaptured through an increase in the commercial tax rate. To accomplish this the commercial multiplier will be increased to 3.97. In 2008 residential assessments are covered by an assessment cap of 2.3%. Commercial assessments remain on market value. In order to ensure that the commercial weighting factor is calculated on a comparable basis, the weighting will be reduced from 3.97 to 3.70.

### **Accounting for Staff within HRM**

The FTE (full-time equivalent) count is used for budget purposes to quantify the number of positions approved by the Executive Management Team and Council. The FTE count records only permanent positions (both full-time and part-time).

One FTE is equal to one annual work year as defined by the applicable collective agreements. This includes:

ATU	2080 hrs per year
CUPE	2088 hrs per year

IAFF	2184 hrs per year
MAPP	2088 hrs per year
Non Union	1827 hrs per year
NSUPE	1827 hrs per year

**Corporate Summary of FTEs**

<b>Business Units</b>	<b>2007/8 Approved April 01/07</b>	<b>2008/9 Approved March 31/08</b>
Business Planning & Information Management	154.0	160.0
Chief Administrative Office	68.0	69.0
Community Development	261.5	243.0
Financial Services	187.0	188.0
Fire & Emergency Services	475.0	478.0
Human Resources	45.0	44.0
Inventory & Asset Management	0.0	98.0
Legal Services	24.0	24.0
Halifax Regional Library	274.6	277.9
Halifax Regional Police	677.0	702.0
Transportation & Public Works	1,229.0	1,169.0
Environmental Management Services	181.0	0.0
<b>Total</b>	<b>3,576.1</b>	<b>3,452.9 *</b>

\* As a result of restructuring in 2007, the EMS business unit was dissolved and a number of employees were transferred to Halifax Water (HRWC) under the Wastewater and Stormwater Transfer Agreement.

The above table is a point-in-time snapshot and does not include changes projected to occur in 2008-09. A summary of changes, by business unit is provided within each business plan.

It should be noted that temporary positions are not included in the above FTE count. Staff have estimated that there are approximately 1,220 temporary employees as of March 31, 2008. Staff are presently developing methods on how to accurately report on HRM's temporary positions.

# Halifax Regional Summary

## Summary by Gross Expenditures & Revenues

	2006-2007 Restated Actual	2007-2008 Restated Budget	2007-2008 Restated Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Non-Departmental Revenues</b>						
Property Tax	(\$419,503,935)	(\$344,378,920)	(\$342,331,398)	(\$372,170,210)	(\$27,791,290)	8.1%
Tax Agreements	(6,118,426)	(6,555,200)	(5,964,187)	(4,793,700)	1,761,500	-26.9%
Deed Transfer	(32,790,231)	(31,000,000)	(34,699,742)	(32,700,000)	(1,700,000)	5.5%
Grants in Lieu	(23,498,029)	(25,265,900)	(25,737,097)	(27,185,000)	(1,919,100)	7.6%
Unconditional Transfers	(3,478,692)	(3,478,700)	(3,558,423)	(3,200,000)	278,700	-8.0%
Conditional Transfers	(83,318)	(83,400)	(83,400)	(82,400)	1,000	-1.2%
Own Source Revenue	(19,687,300)	(19,179,400)	(22,018,420)	(19,080,697)	98,703	-0.5%
Other Fiscal Revenue	(26,521,468)	(131,491,293)	(134,619,393)	(136,564,845)	(5,073,552)	3.9%
<b>Sub-Total</b>	<b>(\$531,681,399)</b>	<b>(\$561,432,813)</b>	<b>(\$569,012,061)</b>	<b>(\$595,776,852)</b>	<b>(\$34,344,039)</b>	<b>6.1%</b>
<b>Business Unit Revenues</b>						
CAO & Governance	(571,176)	(241,050)	(541,458)	(282,400)	(\$41,350)	17.2%
Business Planning & Information Ma	(476,179)	(452,500)	(583,855)	(453,000)	(500)	0.1%
Community Development	(14,108,422)	(14,273,205)	(15,299,303)	(15,319,968)	(1,046,763)	7.3%
Environmental Management Service:	(18,081,776)	(636,000)	(5,079,919)	0	636,000	-100.0%
Finance	(6,569,591)	(8,001,057)	(11,687,836)	(8,148,000)	(146,943)	1.8%
Fire & Emergency	(857,620)	(125,700)	(895,453)	(574,500)	(448,800)	357.0%
Infrastructure & Asset Management	(194,202)	(163,300)	(141,120)	(69,210)	94,090	-57.6%
Halifax Public Libraries	(4,701,028)	(4,402,000)	(4,817,122)	(4,382,200)	19,800	-0.4%
Human Resources	(2,614)	0	(1,118)	0	0	-
HRM Police	(4,656,586)	(6,300,600)	(6,846,696)	(6,555,900)	(255,300)	4.1%
RCMP	(126,485)	0	(90)	0	0	-
Legal Services	(104,403)	(71,000)	(92,040)	(71,000)	0	-0.0%
Outside Agency Support	(5,880,534)	0	(6,169,349)	0	0	-
Transportation & Public Works Serv	(52,537,574)	(53,540,851)	(52,530,765)	(54,803,873)	(1,263,022)	2.4%
<b>Sub-Total</b>	<b>(\$108,868,192)</b>	<b>(\$88,207,263)</b>	<b>(\$104,686,122)</b>	<b>(\$90,660,051)</b>	<b>(\$2,452,788)</b>	<b>2.8%</b>
<b>Total Revenues</b>	<b>(\$640,549,591)</b>	<b>(\$649,640,076)</b>	<b>(\$673,698,183)</b>	<b>(\$686,436,903)</b>	<b>(\$36,796,827)</b>	<b>5.7%</b>
<b>Expenditures</b>						
CAO & Governance	9,037,422	9,610,209	9,548,709	10,080,300	\$470,091	4.9%
Business Planning & Information Ma	15,745,167	17,967,492	16,850,330	18,865,200	897,708	5.0%
Community Development	29,373,153	32,699,217	32,826,161	34,069,268	1,370,051	4.2%
Environmental Management Service:	18,438,668	773,800	5,222,244	0	(773,800)	-100.0%
Finance	10,646,080	11,533,024	11,089,509	11,733,000	199,976	1.7%
Fire & Emergency	46,712,610	49,065,755	49,765,311	51,738,870	2,673,115	5.4%
Infrastructure & Asset Management	7,043,990	7,854,626	7,368,120	7,935,885	81,259	1.0%
Halifax Public Libraries	17,204,907	17,994,000	18,360,013	18,800,000	806,000	4.5%
Human Resources	3,965,283	3,863,031	3,728,478	4,086,800	223,769	5.8%
HRM Police	62,307,400	65,194,508	65,174,882	69,463,016	4,268,508	6.5%
RCMP	17,326,250	18,158,600	18,139,300	19,324,900	1,166,300	6.4%
Legal Services	1,955,200	2,145,730	1,973,991	2,305,627	159,897	7.5%
Outside Agency Support	5,881,531	0	6,157,953	0	0	-
Transportation & Public Works	156,274,920	162,383,801	170,273,500	174,029,876	11,646,075	7.2%
<b>Sub-Total</b>	<b>\$401,912,583</b>	<b>\$399,243,793</b>	<b>\$416,478,502</b>	<b>\$422,432,742</b>	<b>\$23,188,949</b>	<b>5.8%</b>
Fiscal Services	235,420,899	250,396,283	257,132,494	264,004,161	13,607,878	5.4%
<b>Total Expenditures</b>	<b>\$637,333,482</b>	<b>\$649,640,076</b>	<b>\$673,610,995</b>	<b>\$686,436,903</b>	<b>\$36,796,827</b>	<b>5.7%</b>
<b>Excess of Rev. over Exp.</b>	<b>(\$3,216,109)</b>	<b>\$0</b>	<b>(\$87,187)</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<i>Costs associated with Hurricane Juan, net of estimated recoveries</i>	70,603	0	0	0	0	-
<b>Excess of Rev. over Exp.</b>	<b>(\$3,145,506)</b>	<b>\$0</b>	<b>(\$87,187)</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

*Due to Organizational restructuring, budgets and/or actuals may not be allocated as they were in 2007-08*

# Halifax Regional Summary

## Summary by Net Expenditures

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
CAO & Governance	\$8,466,246	\$9,369,159	\$9,007,251	\$9,797,900	\$428,741	4.6%
Business Planning & Information Ma	15,268,988	17,514,992	16,266,476	18,412,200	897,208	5.1%
Community Development	15,264,731	18,426,012	17,526,857	18,749,300	323,288	1.8%
Environmental Management Services	356,891	137,800	142,325	0	(137,800)	-100.0%
Finance	4,076,489	3,531,967	(598,327)	3,585,000	53,033	1.5%
Fire & Emergency	45,854,990	48,940,055	48,869,858	51,164,370	2,224,315	4.5%
Infrastructure & Asset Management	6,849,788	7,691,326	7,227,000	7,866,675	175,349	2.3%
Halifax Public Libraries	12,503,878	13,592,000	13,542,892	14,417,800	825,800	6.1%
Human Resources	3,962,669	3,863,031	3,727,360	4,086,800	223,769	5.8%
HRM Police	57,650,814	58,893,908	58,328,186	62,907,116	4,013,208	6.8%
RCMP	17,199,765	18,158,600	18,139,210	19,324,900	1,166,300	6.4%
Legal Services	1,850,797	2,074,730	1,881,951	2,234,627	159,897	7.7%
Outside Agency Support	997	0	(11,396)	0	0	-
Transportation & Public Works	103,737,346	108,842,950	117,742,735	119,226,003	10,383,053	9.5%
<b>Business Unit Totals</b>	<b>\$293,044,390</b>	<b>\$311,036,530</b>	<b>\$311,792,380</b>	<b>\$331,772,691</b>	<b>\$20,736,161</b>	<b>6.7%</b>
Fiscal Services	235,420,899	250,396,283	257,132,494	264,004,161	13,607,878	5.4%
Non-departmental revenues	(531,681,399)	(561,432,813)	(569,012,061)	(595,776,852)	(34,344,039)	
<b>Total Net</b>	<b>(\$3,216,109)</b>	<b>\$0</b>	<b>(\$87,187)</b>	<b>\$0</b>	<b>\$0</b>	<b>73.9%</b>

# Halifax Regional Summary

## Summary by Gross Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	2008-2009 Budget	Change over %
<b>Expenditures</b>						
Compensation & Benefits	\$234,749,226	\$250,259,928	\$249,218,027	\$258,291,144	\$8,031,216	3.2%
Office Costs	\$9,619,511	8,413,871	10,116,320	8,736,361	322,490	3.8%
Professional Fees	18,536,232	20,393,070	19,647,247	20,914,568	521,498	2.6%
Legal & Consulting Fees	1,715,214	1,349,926	1,156,201	1,357,226	7,300	0.5%
External Services	48,669,302	52,660,582	53,066,756	52,067,916	(592,666)	-1.1%
Uniforms & Clothing	1,599,614	1,387,660	1,304,007	1,522,889	135,229	9.7%
Salt	1,484,801	1,602,000	3,729,141	1,600,000	(2,000)	-0.1%
Supplies & Materials	5,607,055	6,519,416	5,381,428	4,130,137	(2,389,279)	-36.6%
Utilities	12,291,484	12,124,950	12,546,832	13,188,214	1,063,264	8.8%
Building Costs	5,465,336	6,203,260	5,642,017	5,490,083	(713,177)	-11.5%
Equipment & Communications	12,543,221	12,507,364	16,357,557	12,246,251	(261,113)	-2.1%
Vehicle Expense	18,110,123	16,651,311	20,166,592	17,938,651	1,287,340	7.7%
Travel	1,646,471	1,530,548	1,835,550	1,484,014	(46,534)	-3.0%
Training & Education	1,584,375	1,830,060	1,379,068	1,916,192	86,132	4.7%
Facilities Rental	3,629,437	5,116,230	4,160,289	5,284,588	168,358	3.3%
Advertising & Promotion	2,554,586	1,241,181	1,158,509	1,254,048	12,867	1.0%
Other Goods & Services	8,417,991	11,043,373	8,753,504	16,437,468	5,394,095	48.8%
Interdepartmental	(1,119,848)	(736,054)	(556,930)	(644,637)	91,417	-12.4%
Debt-Interest	13,543,998	12,316,940	13,094,583	11,858,348	(458,592)	-3.7%
Debt Principal	42,164,780	44,742,461	44,244,584	38,442,473	(6,299,988)	-14.1%
Transfer Outside Agencies	124,371,071	131,613,133	132,124,013	134,181,368	2,568,235	2.0%
Insurance Costs	2,901,353	4,317,305	2,633,255	4,374,625	57,320	1.3%
Grants & Tax Concessions	4,049,739	6,163,681	5,646,664	6,635,593	471,912	7.7%
Transfer to/from Reserves	19,872,255	(3,244,824)	12,248,961	19,968,478	23,213,302	-715.4%
Fire Protection	8,574,796	10,436,700	9,227,599	12,425,503	1,988,803	19.1%
Capital from Operating	32,113,000	30,218,700	36,908,941	30,803,000	584,300	1.9%
Debenture Discount	255,078	277,000	276,711	381,900	104,900	37.9%
Provision for Allowance	3,225,465	2,401,864	3,483,369	3,139,268	737,404	30.7%
Other Fiscal	(324,134)	861,971	(1,264,051)	403,269	(458,702)	-53.2%
Prior year Surplus/Deficit	(518,051)	(563,531)	(75,747)	1,686,365	2,249,896	-399.2%
HRWC Fleet Adjustment	0	0	1	(1,078,400)	(1,078,400)	-
<b>Total</b>	<b>\$637,333,482</b>	<b>\$649,640,076</b>	<b>\$673,610,996</b>	<b>\$686,436,903</b>	<b>\$36,796,827</b>	<b>5.7%</b>

# Halifax Regional Summary

## Summary by Gross Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	2008-2009 Budget	Change over %
	(1)	0	1	(0)		
<b>Revenues</b>						
Tax Revenues	(419,503,935)	(344,300,320)	(342,331,344)	(371,073,210)	(26,772,890)	7.8%
Deed Transfer Tax	(32,790,231)	(31,000,000)	(34,699,742)	(32,700,000)	(1,700,000)	5.5%
Area Rate Revenue	(25,193,685)	(131,290,503)	(130,671,095)	(138,743,510)	(7,453,007)	5.7%
Tax Agreements	(6,118,448)	(6,555,200)	(5,964,187)	(4,793,700)	1,761,500	-26.9%
Payments in Lieu of taxes	(23,498,029)	(25,265,900)	(25,737,073)	(27,185,000)	(1,919,100)	7.6%
Transfers from other Gov'ts	(11,237,321)	(10,757,968)	(10,984,521)	(10,958,986)	(201,018)	1.9%
Interest Revenue	(14,322,965)	(13,030,100)	(15,741,542)	(12,759,955)	270,145	-2.1%
Parking Meters	(2,427,949)	(2,485,000)	(2,590,392)	(2,570,000)	(85,000)	3.4%
Fines and Fees	(7,050,725)	(8,470,582)	(11,912,276)	(8,464,100)	6,482	-0.1%
Licenses & Permits	(4,275,154)	(4,778,407)	(4,616,236)	(4,854,116)	(75,709)	1.6%
Rental & Leasing	(5,935,672)	(6,161,800)	(5,897,963)	(6,184,600)	(22,800)	0.4%
Transit Revenue	(27,202,442)	(29,469,100)	(27,445,840)	(28,411,742)	1,057,358	-3.6%
Sludge Tipping	(674,985)	(611,000)	(759,777)	0	611,000	-100.0%
Tax Certificates	(417,880)	(377,375)	(447,300)	(460,000)	(82,625)	21.9%
Recreational Revenue	(3,668,708)	(3,567,884)	(3,828,239)	(3,680,243)	(112,359)	3.1%
Tipping Fees - Waste Resources	(11,290,376)	(11,580,000)	(11,228,004)	(11,422,932)	157,068	-1.4%
Sales Revenue	(5,718,945)	(4,086,300)	(5,343,336)	(5,040,610)	(954,310)	23.4%
HRWC Dividend	(3,489,773)	(3,634,300)	(3,569,259)	(3,720,742)	(86,442)	2.4%
Environmental Protection Levies	(6,167,543)	(367,700)	(368,900)	(444,300)	(76,600)	20.8%
Other Revenue	(18,688,277)	(11,770,637)	(29,561,158)	(12,885,013)	(1,114,376)	9.5%
Interdepartmental Revenue	(2,205)	(80,000)	0	(84,144)	(4,144)	5.2%
<b>Total</b>	<b>(\$640,549,591)</b>	<b>(\$649,640,076)</b>	<b>(\$673,698,182)</b>	<b>(\$686,436,903)</b>	<b>(\$36,796,827)</b>	<b>5.7%</b>
	<b>(\$3,216,109)</b>	<b>\$0</b>	<b>(\$87,186)</b>	<b>\$0</b>		





# HRM STRATEGIC PRIORITIES - 2008/2009

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 2008/09 strategic direction.

Section	Vision	2008/9 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 2008/09 strategic direction Council agreed to have four Council Focus Area discussions which cover the following strategic topics:

<i>2008/9 Council Focus Area Discussion</i>	<i>Policy areas covered</i>
Tax Reform	Taxation
Infrastructure	New Infrastructure and Recapitalization of HRM Assets, Transit Enhancements and strategic Transportation, Capital Planning and Delivery
Community Development	Youth, Community Building, Regional Planning
Public Safety	Youth, Bylaw Enforcement, Public Safety

### **Part A- Council Focus Area Discussion on Tax Reform**

In January of 2007 Regional Council established its Tax Reform Committee to lead its Tax Reform project and to seek public feedback. In the Spring of 2007 the Committee held public discussions on the Foundations of the tax system.

The Committee has now made a number of key findings. First, it believes that the current property tax system must change. That system no longer has a strong connection to income or to municipal services. As such, it has become less and less equitable. The Committee has concerns over the economic competitiveness of the property tax system as well as the Deed Transfer Tax.

The most critical piece of tax reform is to determine what the foundations of any new tax system should be. Based on public feedback the Committee believes a new system should reflect a combination of municipal services and ability to pay. A Mission Statement with seven principles and 29 objectives has been created. Services should be paid for by those who benefit the most: the individual, the community or the region.

The Committee has designed a Draft Tax Model for additional public feedback. The key elements of that model are:

- Provincial Property Taxes remains the responsibility of the Province and remain on assessment;
- Municipal Services should be collected through nine tax rates with a series of flat amounts per home. Amounts may vary for multi-unit buildings. Assessment should not be used;
- There should be an enhanced property tax rebate for lower income individuals, similar in form to the Goods and Services Tax (GST) Credit, and, hopefully administered through the Canada Revenue Agency;
- The Deed Transfer Tax is not connected to municipal services and is an economic

- disincentive. It should be phased-out;
- The benefits of Economic Competitiveness belong to residents and commercial taxpayers. It is critical that work continue into this topic to ensure the entire municipality benefits as much as it can;
  - Should it ever be given income tax power it should consider replacing the Regional Tax Rate with a high income surtax.

Additional information on the Tax Reform process can be found on the HRM website at:  
<http://www.halifax.ca/taxreform/index.html>

## **Part A- Council Focus Area Discussion on Infrastructure**

Halifax Regional Municipality has an extensive infrastructure network comprising 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 assets. Key to this effort is the establishment of a threefold effort to balance an existing infrastructure with growth as well as to improve asset data collection in order to better manage and maintain the infrastructure. During the Council Focus Area discussions in November, Council approved an increased emphasis on recapitalization (improvements made to maintain the safe function of an asset, or extend the life of an asset.) Some examples are: repaving a road, or re-roofing a building.

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 a new infrastructure to support this growth in a well managed approach. The five-year capability plan will deliver new projects in 2008/09 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 significantly aging infrastructure that continues to decline in condition. The five-year recapitalization plan will channel additional resources to provide improvements to the existing infrastructure. Addressing some of the deficiencies would help lower operating costs in addition to improving the safety of our assets.

### **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. It is expected that this effort will have wide-ranging benefits including increased value for money, improved customer service and compliance with legislation, and securing and safeguarding of HRM's assets.

## **Part A- Council Focus Area Discussion on Community Development**

The following are the areas of emphasis for the 2008/09 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 has been established and the Regional Plan will be put into operation through a number of key initiatives such as the development and implementation of 21 functional plans, infrastructure plans, urban design and community visioning (including the HRM By Design project).

**B. Youth**

The youth engagement model for recreation is proving effective and will be continued. An increased focus has been placed on disengaged or marginalised youth and pre-teens. Youth programming focuses 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 continue to build on existing efforts and increase the 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; Cogswell, Agricola, North and Barrington Streets; 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.

Recognizing the important function communities can play in their respective development has required HRM to reconsider its approach to service delivery and shift toward a community-based service delivery model. Specifically, a community based model places greater emphasis on empowering and organising community,

building relationships and facilitating community networks and ensuring systems, processes and institutions are in place for communities to be successful. The model focuses on the positive assets of each community, and less on needs. It emphasizes the importance of community being involved in setting its own priorities and being part of the solutions. Reviewing HRM's community engagement practices is critical to HRM's success in the community building initiative and will continue in 2008/09.

## **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/Royal Canadian Mounted Police 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.

HRM Police, RCMP and Fire will continue to do their job working with the community to provide timely emergency response, enforcement of HRM laws and bylaws, crime prevention and investigation, education and problem solving. Results demonstrate that we are more responsive, show a decreasing trend in crime rates and that overall public perception is increasing around public safety.

HRM Citizens also expect their local government to participate in and implement programs aimed at improving social conditions that are a precursor or root cause of public safety issues. While HRM does not have a social mandate, there are a number of root causes impacting public safety, and Police in collaboration with Community Development and other partner agencies will develop an appropriate response that reflects their ability to influence the social issues and the resource requirements to enable us to get ahead of the curve on these social issues.

Police expect to review the findings of the Perivale and Taylor Report, the Mayor's Round Table on Violence, and the Provincial Crime Reduction Strategy and advocate on the next steps that are reasonable and within the mandate of the Halifax Regional Police and RCMP.

Council's approval of the 07/08 budget 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 multiyear effort.

In recognition of this long term direction, Public Safety efforts will continue through the following initiatives in 2008/09:

- Developing a Long Term Police Strategy;
- By-Law & Enforcement Service level review with an emphasis on coordination of efforts and improved response time to complaints;
- Addressing the challenge of recruiting and retaining volunteer firefighters in our rural communities; and
- Aligning our Fire Service Strategies 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 CAO is responsible for leading the organization in carrying out the direction of Council. This includes a number of strategic 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<sup>1</sup> (EMT) and Senior<sup>2</sup> Management Teams (SMT).

## **Part B- Executive Management Team Priority Areas**

In an effort to achieve the above stated Vision Statements, the Executive Management Team (EMT),

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<sup>1</sup> The Executive Management team of HRM is comprised of the Chief Administrative Officer (CAO), the Deputy CAO of Operations and the Deputy CAO of Corporate Services & Strategy.

<sup>2</sup> The 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.

has identified the following four priority areas in which additional emphasis is required over the coming year. Included are the Council Focus Areas - issues which Council have identified for specific attention. Each priority area 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. Each of these areas will be monitored by EMT and will become part of a regular reporting program.

The following Priority Areas are considered critical in achieving success:

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

### **Part B- EMT Priority 1 Implementation of Strategic Initiatives**

EMT's main focus is to ensure HRM's approved corporate strategies are implemented and integrated into day-to-day operations. Deliverables are jointly developed by members of the Senior Management Team (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 2008/09 Strategic Initiatives:

1. Council Focus Areas<sup>3</sup> :
  - Tax Reform: Council has asked for an appropriate balance between reliance on the market based assessment system and other forms of taxation and charges.
  - Community Development: The priorities captured under community development include youth, community building and Regional Plan implementation (Ongoing implementation of the Regional Plan's 21 functional plans remains a priority; these focus on environmental sustainability, development issues, transportation, finance, culture and & heritage issues.)
  - Public Safety: The umbrella of public safety includes bylaw enforcement, Emergency

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<sup>3</sup>The Council Focus Areas are the result of a regional strategic priority-setting exercise and an articulation of the areas Council believe require specific and focussed attention. Priorities will be reflected annually in budget and business plans; however, the projects may represent multi-year issues and 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.



Measures Office (EMO), Fire Services, Integrated Emergency Services, Halifax Regional Police and Royal Canadian Mounted Police.

- Infrastructure: This focus area refers to all asset categories including buildings and facilities, solid waste, transit and transportation networks, fleet and supporting infrastructure items including information technology (IT) and data.
- 2. Cultural Plan: establishes a mandate and program strategy to build on HRM's cultural identity and ensure cultural opportunities for its citizens.
- 3. Economic Strategy: The Strategy's vision seeks to empower and enrich the lives of all our citizens and identifies ways in which we can grow into a city that is prosperous, dynamic, creative and globally competitive.
- 4. Immigration Action Plan: HRM's Plan will compliment the Nova Scotia Immigration Strategy, while recognizing the municipal mandate and supporting the key components of the Halifax Region Immigration Strategy.
- 5. Atlantic Gateway: HRM acts as a multi-modal entry point for the Atlantic region. Due to its size, location and existing transportation infrastructure, HRM has untapped capacity and is well positioned to expand its role as a key hub in the Atlantic Gateway for the shipment of goods both to and from North America.

## **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.

1. **A Healthy financial position for the Halifax Regional Municipality:** HRM will build on its successful multi year financial strategy. It will be transparent, accountable and adhere to sound financial management principles of setting targets with clear links between costs, services and financial capacity.
2. **Capital Planning:** Long term planning and understanding of potential future needs and pressures are essential to HRM's organizational success. A medium-term review of infrastructure needs and a plan to balance base deficiencies and new capacity requirements will keep HRM on the road to long-term financial success.

### **Part B- EMT Priority 3 Making HRM an Employer of Choice**

The Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

1. **Welcoming Organizational Culture:** 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.
2. **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.
3. **Human Resource Planning :** HRM is committed to addressing the many challenges it may face as an employer, including the continuing commitment to attract and retain an effective workforce. Also, efforts will continue to develop a comprehensive Succession Plan for the future.
4. **Valuing Diversity:** Diversity is an organizational strength and HRM strives to be a workplace that is reflective of our community, demonstrated by valuing diversity in all its forms.

### **Part B- EMT Priority 4 Providing Excellence in Service Delivery**

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

1. **Performance Measurement:** The development of appropriate performance measures for corporate, community, business unit and, ultimately, Council Focus Areas, will ensure HRM's commitment to performance measurement will be achieved and maintained through regular reporting.

2. Citizen Centred Service Delivery: Service for both internal and external clients will continue to be monitored, reported and improved. Establishment and maintenance of minimum service standards and the tools required to achieve them, are key. Standards are communicated to all staff, Council members and customers, and provide an accountability framework in an effort to maintain and improve outcomes on an ongoing basis.
  
3. Service Delivery Partnerships: HRM strives to 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 an ongoing commitment.



# **Office of the Chief Administrative Officer**

## **Business Plan - 2008/09**



## **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.

<b>Chief Administrative Officer (CAO)</b>	The <b>CAO</b> 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.
<b>Dan English</b>	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.
<b>Corporate Communications</b>	The <b>Corporate Communications Office</b> 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.
<b>John O'Brien</b>	
<b>Business Systems and Control</b>	The <b>Business Systems and Control</b> 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.
<b>Cathie Osborne</b>	

<b>Intergovernmental &amp; Corporate Affairs</b>	Intergovernmental & Corporate Affairs manages HRM's corporate strategy in support of negotiations with other levels of government, relationship, partnership development and joint strategic initiatives.
<b>Jennifer Church</b>	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. In addition, the unit provides advise and support on corporate policy and corporate strategy initiatives and coordination support to EMT.
<b>Economic Development</b>	HRM currently partners with the Greater Halifax Partnership (GHP) in providing services and programs related to economic development. HRM's office of Economic Development serves as municipal point of contact with GHP, 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
<b>Jim Donovan</b>	
<b>Councillor Support Office</b>	The Councillors' Support Office addresses the issues of HRM citizens and supports the goals of HRM by delivering high quality service to HRM Councillors and their constituents. This Office provides research to HRM Councillors, prepares speeches and newsletters and liaises with constituents and other HRM staff to investigate issues/concerns, share information and to support elected officials by promoting strong, effective and accountable municipal government.
<b>Cathie Barrington</b>	
<b>Mayor's office</b>	The Mayor's Office supports all duties of the Mayor.
<b>Debbie Chambers</b>	
<b>DCAO - Corporate Services and Strategy</b>	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:
<b>Geri Kaiser</b>	<ul style="list-style-type: none"><li>• Legal Services</li><li>• Human Resource Services</li><li>• Financial Services</li><li>• Business Planning and Information Management</li></ul> In addition, the DCAO-Corp over sees the Municipal Clerk's Office. The DCAO-Corp also approves Council Reports, Business plans and



Budgets for those Business Units under their jurisdiction.  
DCAO-Corp co-chairs the Senior Management Team which consists of all Business Unit Directors

**Municipal Clerk's Office**

**Julia Horncastle,  
Acting**

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.

**DCAO -  
Municipal  
Operations**

**Wayne Anstey**

The **Deputy Chief Administrative Office - Operations** (DCAO-Ops) reports directly to the Chief Administrative Officer (CAO). DCAO-Ops ensure Council's decisions are implemented; provide direction to operational Business Units including:

- Community Development
- Transportation & Public Works
- Infrastructure & Asset Management

The DCAO also oversees the operations of the Integrated Service Initiative, the Community Response Team, Harbour Solutions Project and Library Services. 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.

**Community  
Response**

**Jane Nauss, Acting**

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

### Permanent Full Time Equivalent (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	68	69

One FTE transferred from Community Development.

### Financial Information:

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

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$9,037,422	\$9,610,209	\$9,548,709	\$10,080,300	\$470,091	4.9%
<b>Revenues</b>	(\$571,176)	(\$241,050)	(\$541,458)	(\$282,400)	(\$41,350)	17.2%
<b>Net Budget</b>						
CAO Office	327,761	481,300	450,163	513,800	32,500	6.8%
DCAO Corporate Services & Strategy	1,204,079	1,346,914	1,270,387	1,382,900	35,986	2.7%
DCAO Operations	602,849	680,400	582,687	709,700	29,300	4.3%
Business Systems & Control	157,402	247,300	241,512	417,900	170,600	69.0%
Corporate Communications Adm.	162,388	186,000	178,077	198,400	12,400	6.7%
Marketing, Design, Print Services	1,659,236	1,766,235	1,701,133	1,760,900	(5,335)	-0.3%
Governance Administration	4,352,532	4,661,010	4,583,291	4,814,300	153,290	3.3%
<b>Net Cost</b>	\$8,466,246	\$9,369,159	\$9,007,251	\$9,797,900	\$428,741	4.6%

## Analysis of Operating Budget Changes:

<b>Operating Budget Change Details</b>	<b>(\$000's)</b>
<b>2007/8 Budget</b>	<b>9,369.2</b>
1. Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs and restructuring of Business Systems and Control group	408.7
2. Increased costs due to 2008 Election	1,655.0
3. Increase in transfer from Reserve due to 2008 Election	(1,655.0)
4. Increase in Commissionaire Services	20.0
<b>2008/09 Budget</b>	<b>9,797.9</b>

## Business Unit Goals (2008-11):

### 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

<b>Operational Goals</b>
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, to promote application of Crime Prevention Through Environmental Design (CPTED) principles to all business units, and to continue to provide education and training on CPTED principles and strategies.
8. Economic Development: To align the GHP service level agreement and HRM business processes with HRM's Economic Strategy in order to implement the strategy, and to develop a means to measure HRM's performance in the area of strategy implementation against outcome measures set out in the strategy.
9. Intergovernmental Affairs: To ensure the continued enhancement of relationships and strategic partnerships with other levels of government and community stakeholders. To provide strategic advise and support to EMT on corporate policy and corporate strategy initiatives.

<b>Service Level Changes</b>
<b>Business Unit:</b> Office of the Chief Administrative Officer
<b><u>Increases In Services / new initiatives:</u></b>  CAO's office in 2008/09 will continue to concentrate on and promote the corporate direction throughout the organization. The municipality is strategically aligned to successfully administer these priorities through and in cooperation with the various business units and external partners. The CAO's office will coordinate resources, various capacities and financial alignment, in order to achieve success. Ongoing financial considerations will continue to be filtered through the lens of the Council approved strategies to ensure focus and sustainability.  2008/09 Corporate Strategies include: 1. Implementation of Strategic Initiatives <ul style="list-style-type: none"><li>• Council Focus Areas (Community Development, Tax Reform, Public Safety &amp; Infrastructure)</li><li>• Tax Reform</li><li>• Immigration Action Plan</li><li>• Atlantic Gateway</li><li>• Economic Strategy</li></ul> 2. Practicing fiscal responsibility 3. Making HRM an Employer of Choice 4. Providing excellence in service delivery
<b><u>Decreases In Services / Operational Pressures:</u></b> <ul style="list-style-type: none"><li>• None</li></ul>
<b><u>Expected Services Not Being Delivered:</u></b> <ul style="list-style-type: none"><li>• None</li></ul>
<b><u>FTEs:</u></b> (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)). <ul style="list-style-type: none"><li>• None</li></ul>

# Office of the Chief Administrator

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>CAO Office</b>						
E110 CAO Office	327,761	481,300	450,047	513,800	32,500	6.8%
<b>CAO Office</b>	<b>327,761</b>	<b>481,300</b>	<b>450,047</b>	<b>513,800</b>	<b>32,500</b>	<b>6.8%</b>
<b>DCAO Corporate Services &amp; Strategy</b>						
E124 DCAO - Corp.Services & Strategy,G I	210,754	300,874	337,939	314,700	13,826	4.6%
A121 Municipal Clerk	793,900	845,040	773,782	866,200	21,160	2.5%
A125 Elections	256,583	201,000	203,971	202,000	1,000	0.5%
<b>DCAO Corporate Services &amp; Strategy</b>	<b>1,261,238</b>	<b>1,346,914</b>	<b>1,315,692</b>	<b>1,382,900</b>	<b>35,986</b>	<b>2.7%</b>
<b>DCAO Operations</b>						
C001 DCAO - Operations, Wayne Anstey	373,084	390,300	374,487	411,200	20,900	5.4%
E123 Community Response Initiative	229,989	290,100	211,660	298,500	8,400	2.9%
E126 Grant Funded Projects	3,240	0	555	0	0	-
<b>DCAO Operations</b>	<b>606,312</b>	<b>680,400</b>	<b>586,702</b>	<b>709,700</b>	<b>29,300</b>	<b>4.3%</b>
<b>Business Systems &amp; Control</b>						
A317 Business Systems & Controls	158,278	247,300	242,037	417,900	170,600	69.0%
<b>Business Systems &amp; Control</b>	<b>158,278</b>	<b>247,300</b>	<b>242,037</b>	<b>417,900</b>	<b>170,600</b>	<b>69.0%</b>
<b>Corporate Communications Adm.</b>						
E112 Corporate Communications Administr	162,885	186,000	198,077	198,400	12,400	6.7%
<b>Corporate Communications Adm.</b>	<b>162,885</b>	<b>186,000</b>	<b>198,077</b>	<b>198,400</b>	<b>12,400</b>	<b>6.7%</b>
<b>Marketing, Design, Print Services</b>						
A124 Office Services - Print Shop	1,264,238	1,077,000	1,288,881	1,089,757	12,757	1.2%
A620 Mrkt & Promotions	808,677	898,585	843,485	923,343	24,758	2.8%
A621 Mrkt & Promotions - Harbour Solutio	0	1,700	0	0	(1,700)	-100.0%
<b>Marketing, Design, Print Services</b>	<b>2,072,916</b>	<b>1,977,285</b>	<b>2,132,366</b>	<b>2,013,100</b>	<b>35,815</b>	<b>1.8%</b>
<b>Governance Administration</b>						
E121 Greater Hfx Partner	900,000	1,400,000	1,400,000	1,400,000	0	0.0%
E122 Hfx Reg. Dev. Part.	275,000	0	0	0	0	-
E200 Councillor's Support	2,292,249	2,346,750	2,346,851	2,483,800	137,050	5.8%
E300 Mayor's Support	636,998	724,760	674,678	735,200	10,440	1.4%
E400 Intergovernmental Relations	94,279	100,200	104,205	108,600	8,400	8.4%
E500 CAO Special Projects	78,154	0	(4,171)	0	0	-
E600 Economic Development	171,351	119,300	102,224	116,900	(2,400)	-2.0%
<b>Governance Administration</b>	<b>4,448,032</b>	<b>4,691,010</b>	<b>4,623,787</b>	<b>4,844,500</b>	<b>153,490</b>	<b>3.3%</b>
<b>Total</b>	<b>\$9,037,422</b>	<b>\$9,610,209</b>	<b>\$9,548,709</b>	<b>\$10,080,300</b>	<b>\$470,091</b>	<b>4.9%</b>

# Office of the Chief Administrator

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>CAO Office</b>						
E110 CAO Office	0	0	116	0		
<b>CAO Office</b>	<b>0</b>	<b>0</b>	<b>116</b>	<b>0</b>	<b>0</b>	
<b>DCAO Corporate Services &amp; Strategy</b>						
E124 DCAO - Corp.Services & Strategy,G I	0	0	(42,805)	0	0	0.0%
A121 Municipal Clerk	(2,140)	0	(2,355)	0	0	0.0%
A125 Elections	(55,019)	0	(145)	0	0	0.0%
<b>DCAO Corporate Services &amp; Strategy</b>	<b>(57,159)</b>	<b>0</b>	<b>(45,305)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>DCAO Operations</b>						
C001 DCAO- Operations, Wayne Anstey	0	0	(174)	0		
E123 Community Response Initiative	(224)	0	(3,286)	0	0	0.0%
E126 Grant Funded Projects	(3,240)	0	(555)	0	0	0.0%
<b>DCAO Operations</b>	<b>(3,464)</b>	<b>0</b>	<b>(4,014)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Business Systems &amp; Control</b>						
A317 Business Systems & Controls	(877)	0	(525)	0	0	0.0%
<b>Business Systems &amp; Control</b>	<b>(877)</b>	<b>0</b>	<b>(525)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Corporate Communications Adm.</b>						
E112 Corporate Communications Administ	(497)	0	(20,000)	0	0	0.0%
<b>Corporate Communications Adm.</b>	<b>(497)</b>	<b>0</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Marketing, Design, Print Services</b>						
A124 Office Services - Print Shop	(317,361)	(80,400)	(295,910)	(103,662)	(23,262)	28.9%
A620 Mrkt & Promotions	(96,318)	(130,650)	(135,323)	(148,538)	(17,888)	13.7%
<b>Marketing, Design, Print Services</b>	<b>(413,680)</b>	<b>(211,050)</b>	<b>(431,233)</b>	<b>(252,200)</b>	<b>(41,150)</b>	<b>19.5%</b>
<b>Governance Administration</b>						
E200 Councillor's Support	(29,906)	(30,000)	(35,659)	(30,200)	(200)	0.7%
E300 Mayor's Support	(70)	0	(4,222)	0	0	-
E600 Economic Development	(65,524)	0	(615)	0		
<b>Governance Administration</b>	<b>(95,500)</b>	<b>(30,000)</b>	<b>(40,496)</b>	<b>(30,200)</b>	<b>(200)</b>	<b>0.7%</b>
<b>Total</b>	<b>(\$571,176)</b>	<b>(\$241,050)</b>	<b>(\$541,458)</b>	<b>(\$282,400)</b>	<b>(\$41,350)</b>	<b>17.2%</b>



# Office of the Chief Administrator

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>CAO Office</b>						
E110 CAO Office	\$327,761	\$481,300	\$450,163	\$513,800	32,500	6.8%
<b>CAO Office</b>	<b>327,761</b>	<b>481,300</b>	<b>450,163</b>	<b>513,800</b>	<b>32,500</b>	<b>6.8%</b>
<b>DCAO Corporate Services &amp; Strategy</b>						
E124 DCAO - Corp.Services & Strategy,G I	210,754	300,874	295,134	314,700	13,826	4.6%
A121 Municipal Clerk	791,761	845,040	771,428	866,200	21,160	2.5%
A125 Elections	201,564	201,000	203,826	202,000	1,000	0.5%
<b>DCAO Corporate Services &amp; Strategy</b>	<b>1,204,079</b>	<b>1,346,914</b>	<b>1,270,387</b>	<b>1,382,900</b>	<b>35,986</b>	<b>2.7%</b>
<b>DCAO Operations</b>						
C001 DCAO - Operations, Wayne Anstey	373,084	390,300	374,313	411,200	20,900	5.4%
E123 Community Response Initiative	229,765	290,100	208,374	298,500	8,400	2.9%
E126 Grant Funded Projects	0	0	0	0	0	-
<b>DCAO Operations</b>	<b>602,849</b>	<b>680,400</b>	<b>582,687</b>	<b>709,700</b>	<b>29,300</b>	<b>4.3%</b>
<b>Business Systems &amp; Control</b>						
A317 Business Systems & Controls	157,402	247,300	241,512	417,900	170,600	69.0%
<b>Business Systems &amp; Control</b>	<b>157,402</b>	<b>247,300</b>	<b>241,512</b>	<b>417,900</b>	<b>170,600</b>	<b>69.0%</b>
<b>Corporate Communications Adm.</b>						
E112 Corporate Communications Administr	162,388	186,000	178,077	198,400	12,400	6.7%
<b>Corporate Communications Adm.</b>	<b>162,388</b>	<b>186,000</b>	<b>178,077</b>	<b>198,400</b>	<b>12,400</b>	<b>6.7%</b>
<b>Marketing, Design, Print Services</b>						
A124 Office Services - Print Shop	946,877	996,600	992,971	986,095	(10,505)	-1.1%
A620 Mrkt & Promotions	712,359	767,935	708,162	774,805	6,870	0.9%
A621 Mrkt & Promotions - Harbour Solutio	0	1,700	0	0	(1,700)	-100.0%
<b>Marketing, Design, Print Services</b>	<b>1,659,236</b>	<b>1,766,235</b>	<b>1,701,133</b>	<b>1,760,900</b>	<b>(5,335)</b>	<b>-0.3%</b>
<b>Governance Administration</b>						
E121 Greater Hlfx Partner	900,000	1,400,000	1,400,000	1,400,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	275,000	0	0	0	0	-
E200 Councillor's Support	2,262,343	2,316,750	2,311,192	2,453,600	136,850	5.9%
E300 Mayor's Support	636,928	724,760	670,456	735,200	10,440	1.4%
E400 Intergovernmental Relations	94,279	100,200	104,205	108,600	8,400	8.4%
E500 CAO Special Projects	78,154	0	(4,171)	0	0	-
E600 Economic Development	105,827	119,300	101,609	116,900	(2,400)	-2.0%
<b>Governance Administration</b>	<b>4,352,532</b>	<b>4,661,010</b>	<b>4,583,291</b>	<b>4,814,300</b>	<b>153,290</b>	<b>3.3%</b>
<b>Net Cost</b>	<b>\$8,466,246</b>	<b>\$9,369,159</b>	<b>\$9,007,251</b>	<b>\$9,797,900</b>	<b>\$428,741</b>	<b>4.6%</b>

# Office of the Chief Administrator

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$5,420,896	\$5,904,949	\$5,973,154	\$6,633,400	728,451	12.3%
Office Costs	1,153,303	923,711	1,062,717	1,190,017	266,306	28.8%
Professional Fees	16,039	50,000	61,755	50,686	686	1.4%
Legal & Consulting Fees	10,706	10,000	120,802	90,000	80,000	800.0%
External Services	132,338	155,518	171,473	964,370	808,852	520.1%
Uniforms & Clothing	1,592	800	0	1,315	515	64.4%
Supplies & Materials	143,662	117,969	126,898	118,733	764	0.6%
Building Costs	398	0	0	0	0 -	
Equipment & Communications	88,850	57,470	41,685	43,480	(13,990)	-24.3%
Vehicle Expense	7,196	24,300	6,181	18,700	(5,600)	-23.0%
Travel	145,064	135,890	130,214	140,395	4,505	3.3%
Training & Education	9,473	34,575	9,402	35,995	1,420	4.1%
Facilities Rental	3,474	1,350	1,853	97,960	96,610	7156.3%
Advertising & Promotion	1,578,442	191,802	266,634	358,001	166,199	86.7%
Other Goods & Services	507,502	523,144	410,837	509,760	(13,384)	-2.6%
Interdepartmental	(203,382)	(122,269)	(110,946)	(119,512)	2,757	-2.3%
Grants & Tax Concessions	0	1,400,000	1,400,000	1,400,000	0	0.0%
Transfer to/from Reserves	21,871	201,000	(123,951)	(1,453,000)	(1,654,000)	-822.9%
<b>Total</b>	<b>\$9,037,422</b>	<b>\$9,610,209</b>	<b>\$9,548,709</b>	<b>\$10,080,300</b>	<b>\$470,091</b>	<b>4.9%</b>
<b>Revenues</b>						
Sales Revenue	(\$29,107)	(\$30,000)	(\$31,429)	(\$30,200)	(200)	0.7%
Other Revenue	(542,069)	(211,050)	(510,029)	(252,200)	(41,150)	19.5%
<b>Total</b>	<b>(\$571,176)</b>	<b>(\$241,050)</b>	<b>(\$541,458)</b>	<b>(\$282,400)</b>	<b>(\$41,350)</b>	<b>17.2%</b>
<b>Net Cost</b>	<b>\$8,466,246</b>	<b>\$9,369,159</b>	<b>\$9,007,251</b>	<b>\$9,797,900</b>	<b>\$428,741</b>	<b>4.6%</b>



# **Business Planning & Information Management**

## **Business Plan - 2008/09**

**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 several divisions which emphasize service delivery to citizens and business units in support of the Halifax Regional Municipality's strategic outcome of excellence in service delivery.

**Director:** Brad Anguish

**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 Document & Records Management
- Civic Addressing 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 the following sections:

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

**Business Planning /  
Performance  
Measurement**  
Michael Pappas  
Marc Scarfone

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.

**Halifax Harbour  
Solutions Project**  
Ted Tam,  
Project Manager

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

**Summary of Business  
Unit Structure  
Changes:**

- Harbour Solutions Project moved from Environmental Management Services

**Core Operations and Services provided:**

- Provided services to over 100,000 visitors in 2007
- Received over 584,000 calls at the Corporate Call Centre in 2007
- Customer Service Centres handled over 180,000 transactions with a value of over \$120,000,000
- Made 400 descriptions of HRM Archives' historical records available on-line via [www.halifax.ca/archives](http://www.halifax.ca/archives), with financial assistance from Library and Archives Canada
- Received 319 (211 internal and 108 external) Archive reference requests and 83 visits to the Archives research room.
- Produced 2500 linear feet of map product
- Added 49 new layers of HRM data to our Geographic Information System database
- Launched a public mapping site offering 45 layers of geographic information to citizens and businesses through the Internet
- Corrected 2509 civic addresses in the urban core of HRM

### Permanent Full Time Equivalents (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	154	160

There were 3 FTEs transferred from Environmental Management Services and 3 FTEs that were either term to permanent conversions or new positions supporting operational requirements.

### Financial Information:

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

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$15,745,167	\$17,967,492	\$16,850,330	\$18,865,200	\$897,708	5.0%
<b>Revenues</b>	-\$476,179	-\$452,500	-\$583,855	-453,000	-\$500	0.1%
<b>Net Budget</b>						
Commonwealth Games	1,010	0	0	0	0	-
Director of Business Plan. & Info Mgmt	480,776	1,006,150	858,833	1,172,150	166,000	16.5%
Data Knowledge Management	168,744	523,996	443,245	271,541	-252,455	-48.2%
Information Resource Management	476,284	526,203	458,748	568,700	42,497	8.1%
Geographic Information Services	423,062	472,939	496,421	480,100	7,161	1.5%
Data Sources	459,153	326,062	276,445	869,692	543,630	166.7%
Information Technology	2,392,626	1,948,643	2,110,321	1,978,300	29,657	1.5%
Technology Infrastructure	3,830,222	4,024,214	3,694,728	4,257,680	233,466	5.8%
Customer Care	1,201,320	2,106,810	1,896,328	2,145,000	38,190	1.8%
Business Solutions	1,440,085	1,591,471	1,571,871	1,625,100	33,629	2.1%
Project Management	763,246	1,012,504	901,955	1,027,600	15,096	1.5%
Client Services	340,871	497,369	330,433	457,637	-39,732	-8.0%
Customer Service Centres	668,488	695,112	644,413	707,500	12,388	1.8%
Dispatch Services/Call Centre	1,573,752	1,649,296	1,655,658	1,700,900	51,604	3.1%
E-Access & Services	551,135	583,376	476,561	608,100	24,724	4.2%
Visitor Services	498,215	550,847	450,515	542,200	-8,647	-1.6%
<b>Net Cost</b>	\$15,268,988	\$17,514,992	\$16,266,476	18,412,200	\$897,208	5.1%

## Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
<b>2007/8 Budget</b>	<b>17,515</b>
1 Operating Cost of Capital (Asset Management, Corporate Document / Records Management, Revenue Replacement Project, VT&C project)	778
3 Contractual obligations such as rent, technology licensing and maintenance, Commissionaires	81
4 Cell Phone and Blackberries consolidation	38
<b>2008/09 Budget</b>	<b>18,412</b>

## Business Unit Goals (2008-11):

Strategic Goals	
1. Goal	Support Council Governance Process Improvements
2. Goal	Lead Corporate Business Planning and Performance Measurement
3. Goal	Provide Support for Corporate Asset Management
4. Goal	Service Delivery Partnerships
Operational Goals	
1. Goal	Deliver Funded and Approved Projects on Time and within Budget
2. Goal	Ensure Continuous Improvement of Information, Technology, and Client Services
3. Goal	Improve Management of Corporate Documents and Records
4. Goal	Complete Harbour Solutions Project



<b>Service Level Changes</b>	
Business Unit:	Business Planning & Information Management
Increases In Services / new initiatives:	
<ul style="list-style-type: none"><li>• Provision of electronic Council packages to Regional Council and staff</li><li>• Upgrade of Council Chamber</li><li>• E-voting implemented</li><li>• Community / Quality of Life (QOL) Performance Framework</li><li>• Centralized telecommunications billing and management</li><li>• Needs based computer lifecycling</li><li>• Information management policy - E-mail</li><li>• Expansion of fibre optic network</li><li>• PSAB compliance through Asset Management</li><li>• Addition of data layers on the public mapping site</li><li>• Substantially complete key parts of the Halifax Harbour Solutions Project:<ul style="list-style-type: none"><li>• Biosolids Plant selling soil amendment</li><li>• Dartmouth Wastewater Treatment Facility commissioned</li><li>• Herring Cove Wastewater Collection System &amp; Wastewater Treatment Facility construction completed</li></ul></li></ul>	
Decreases In Services / Operational Pressures:	
<ul style="list-style-type: none"><li>• Grade of Service at the Call Centre declined by 8% in 2007 and the trend is expected to continue</li><li>• Performance against Freedom of Information and Protection of Privacy Act Application standards is expected to continue to decline (Operational Pressure)</li><li>• Insufficient Project Managers to meet workload demands (Operational Pressure)</li><li>• Inadequate investment in technology to support corporate operational efficiency (Operational Pressure)</li></ul>	

<b>Service Level Changes</b>
Expected Services Not Being Delivered: <ul style="list-style-type: none"><li>• Corporate document / records management system roll-out suspended</li><li>• Portal implementation deferred indefinitely</li></ul>
FTEs: (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)). <ul style="list-style-type: none"><li>• 1 FTE, through the capital budget, to support the Corporate Asset Management Project (1 Data Analyst).</li></ul>

# Business Planning & Information Management

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Commonwealth Games</b>						
M636 Commonwealth Games	\$1,010	\$0	\$0	\$0	0	-
<b>Commonwealth Games</b>	<b>1,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Director of Business Plan. &amp; Info Mgmt</b>						
A610 Director of Business Planning & .	483,296	533,390	571,035	593,900	60,510	11.3%
A630 Shared Services Co-ordination	0	0	0	0	0	-
A640 Vehicle Tracking & Communicat	(64,011)	360,560	278,627	482,400	121,840	33.8%
E125 ICT Transformation	61,741	112,200	16,718	95,850	(16,350)	
<b>Director of Business Plan. &amp; Info Mgr</b>	<b>481,026</b>	<b>1,006,150</b>	<b>866,380</b>	<b>1,172,150</b>	<b>166,000</b>	<b>16.5%</b>
<b>Data Knowledge Management</b>						
A642 Administration - DKM	162,149	523,996	443,245	271,541	(252,455)	-48.2%
M637 Commonwealth Games-Data/Kno	6,595	0	0	0	0	-
<b>Data Knowledge Management</b>	<b>168,744</b>	<b>523,996</b>	<b>443,245</b>	<b>271,541</b>	<b>(252,455)</b>	<b>-48.2%</b>
<b>Information Resource Management</b>						
A122 Information Resource Managemen	497,722	526,203	477,060	568,700	42,497	8.1%
A123 Corporate Library	0	0	0	0	0	-
<b>Information Resource Management</b>	<b>497,722</b>	<b>526,203</b>	<b>477,060</b>	<b>568,700</b>	<b>42,497</b>	<b>8.1%</b>
<b>Geographic Information Services</b>						
A635 GIS	427,941	475,939	497,743	483,100	7,161	1.5%
<b>Geographic Information Services</b>	<b>427,941</b>	<b>475,939</b>	<b>497,743</b>	<b>483,100</b>	<b>7,161</b>	<b>1.5%</b>
<b>Data Sources</b>						
A645 Data Management Group	0	0	0	545,942	545,942	-
C330 Civic Addressing	462,332	435,562	391,506	433,750	(1,812)	-0.4%
<b>Data Sources</b>	<b>462,332</b>	<b>435,562</b>	<b>391,506</b>	<b>979,692</b>	<b>544,130</b>	<b>124.9%</b>
<b>Information Technology</b>						
A410 Administration - IT	2,369,363	1,948,643	2,110,244	1,978,300	29,657	1.5%
M638 Commonwealth Games-Info. Tec	23,275	0	77	0	0	-
<b>Information Technology</b>	<b>2,392,638</b>	<b>1,948,643</b>	<b>2,110,321</b>	<b>1,978,300</b>	<b>29,657</b>	<b>1.5%</b>
<b>Technology Infrastructure</b>						
A440 Technology Infrastructure	3,894,449	4,024,214	3,760,128	4,257,680	233,466	5.8%
A444 Systems & Networks	428	0	0	0	0	-
<b>Technology Infrastructure</b>	<b>3,894,877</b>	<b>4,024,214</b>	<b>3,760,128</b>	<b>4,257,680</b>	<b>233,466</b>	<b>5.8%</b>
<b>Customer Care</b>						
A420 Customer Care	1,226,312	1,254,110	1,143,841	1,282,100	27,990	2.2%
A421 Telecommunications	0	852,700	752,486	862,900	10,200	
A441 Helpdesk	0	0	0	0	0	-
A442 PC Support	0	0	0	0	0	-
<b>Customer Care</b>	<b>1,226,312</b>	<b>2,106,810</b>	<b>1,896,328</b>	<b>2,145,000</b>	<b>38,190</b>	<b>1.8%</b>
<b>Business Solutions</b>						
A430 Business Solutions	1,440,046	1,591,471	1,572,910	1,625,100	33,629	2.1%
<b>Business Solutions</b>	<b>1,440,046</b>	<b>1,591,471</b>	<b>1,572,910</b>	<b>1,625,100</b>	<b>33,629</b>	<b>2.1%</b>
<b>Project Management</b>						
A435 IT Professional Services	717,709	1,012,504	902,696	1,027,600	15,096	1.5%
A436 CAD/RMS	45,537	0	0	0	0	-
<b>Project Management</b>	<b>763,246</b>	<b>1,012,504</b>	<b>902,696</b>	<b>1,027,600</b>	<b>15,096</b>	<b>1.5%</b>

# Business Planning & Information Management

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Client Services</b>						
A437 Land Information System (Operat	175,021	270,988	153,315	228,237	-42,751	-15.8%
A461 Client Services	189,687	226,381	177,118	229,400	3,019	1.3%
<b>Client Services</b>	<b>364,707</b>	<b>497,369</b>	<b>330,433</b>	<b>457,637</b>	<b>-39,732</b>	<b>-8.0%</b>
<b>Customer Service Centres</b>						
A661 Admin. & Storefont	363,092	381,473	390,820	382,169	696	0.2%
A663 Alderney Gate	98,551	104,068	101,611	104,067	-1	-0.0%
A664 West End Mall	98,615	104,639	98,432	105,752	1,113	1.1%
A665 Scotia Square	147,719	155,019	145,088	157,237	2,218	1.4%
A666 Cole Harbour Place	113,577	104,519	105,084	107,036	2,517	2.4%
A667 Acadia Centre	99,568	105,394	100,099	111,239	5,845	5.5%
A668 Musquodoboit Harbour	11,556	20,000	19,236	20,000	0	0.0%
<b>Customer Service Centres</b>	<b>932,678</b>	<b>975,112</b>	<b>960,370</b>	<b>987,500</b>	<b>12,388</b>	<b>1.3%</b>
<b>Dispatch Services/Call Centre</b>						
A671 Dispatch Services	2,007	0	0	0	0	-
A625 Corporate Call Centre	1,572,588	1,649,296	1,655,828	1,700,900	51,604	3.1%
<b>Dispatch Services/Call Centre</b>	<b>1,574,595</b>	<b>1,649,296</b>	<b>1,655,828</b>	<b>1,700,900</b>	<b>51,604</b>	<b>3.1%</b>
<b>E-Access &amp; Services</b>						
A681 E-Access & Services	551,420	583,376	477,429	608,100	24,724	4.2%
<b>E-Access &amp; Services</b>	<b>551,420</b>	<b>583,376</b>	<b>477,429</b>	<b>608,100</b>	<b>24,724</b>	<b>4.2%</b>
<b>Visitor Services</b>						
C740 Visitor Services Staff Support	553,293	610,847	496,900	602,200	-8,647	-1.4%
C745 International Visitor Centre Oper:	0	0	0	0	0	-
C750 Visitor Info. Centres	0	0	0	0	0	-
C799 Visitor Services-Clear. Acct Staff	12,579	0	11,055	0	0	-
<b>Visitor Services</b>	<b>565,872</b>	<b>610,847</b>	<b>507,955</b>	<b>602,200</b>	<b>-8,647</b>	<b>-1.4%</b>
<b>Total</b>	<b>\$15,745,167</b>	<b>\$17,967,492</b>	<b>\$16,850,330</b>	<b>\$18,865,200</b>	<b>\$897,708</b>	<b>5.0%</b>

# Business Planning & Information Management

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Director of Business Plan. &amp; Info Mgmt</b>						
A610 Director of Business Planning & I	(250)	0	(456)	0	0	-
A640 Vehicle Tracking & Communicat	0	0	(7,091)	0	0	-
<b>Director of Business Plan. &amp; Info Mgi</b>	<b>(250)</b>	<b>0</b>	<b>(7,547)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Information Resource Management</b>						
A122 Information Resource Managemen	(21,438)	0	(18,312)	0	0	-
<b>Information Resource Management</b>	<b>(21,438)</b>	<b>0</b>	<b>(18,312)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Geographic Information Services</b>						
A635 GIS	(4,880)	(3,000)	(1,322)	(3,000)	0	-0.0%
<b>Geographic Information Services</b>	<b>(4,880)</b>	<b>(3,000)</b>	<b>(1,322)</b>	<b>(3,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Data Sources</b>						
C330 Civic Addressing	(3,179)	(109,500)	(115,061)	(110,000)	(500)	0.5%
<b>Data Sources</b>	<b>(3,179)</b>	<b>(109,500)</b>	<b>(115,061)</b>	<b>(110,000)</b>	<b>(500)</b>	<b>0.5%</b>
<b>Information Technology</b>						
A410 Administration - IT	(12)	0	0	0	0	-
<b>Information Technology</b>	<b>(12)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Technology Infrastructure</b>						
A440 Technology Infrastructure	(64,655)	0	(65,400)	0	0	-
<b>Technology Infrastructure</b>	<b>(64,655)</b>	<b>0</b>	<b>(65,400)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Customer Care</b>						
A420 Customer Care	(24,992)	0	0	0	0	-
<b>Customer Care</b>	<b>(24,992)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Business Solutions</b>						
A430 Business Solutions	38	0	(1,038)	0	0	-
A435 It Professional Services	0	0	(741)	0	0	-
<b>Business Solutions</b>	<b>38</b>	<b>0</b>	<b>(1,779)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Client Services</b>						
A461 Client Services	(23,837)	0	0	0	0	-
<b>Client Services</b>	<b>(23,837)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Customer Service Centres</b>						
A661 Admin. & Storefont	(264,190)	(280,000)	(315,957)	(280,000)	0	-0.0%
<b>Customer Service Centres</b>	<b>(264,190)</b>	<b>(280,000)</b>	<b>(315,957)</b>	<b>(280,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Dispatch Services/Call Centre</b>						
A625 Corporate Call Centre	(843)	0	(170)	0	0	-
<b>Dispatch Services/Call Centre</b>	<b>(843)</b>	<b>0</b>	<b>(170)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>E-Access &amp; Services</b>						
A681 E-Access & Services	(285)	0	(868)	0	0	-
<b>E-Access &amp; Services</b>	<b>(285)</b>	<b>0</b>	<b>(868)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Visitor Services</b>						
C740 Visitor Services Staff Support	(67,657)	(60,000)	(57,439)	(60,000)	0	-0.0%
<b>Visitor Services</b>	<b>(67,657)</b>	<b>(60,000)</b>	<b>(57,439)</b>	<b>(60,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Total</b>	<b>(\$476,179)</b>	<b>(\$452,500)</b>	<b>(\$583,855)</b>	<b>(\$453,000)</b>	<b>(500)</b>	<b>0.1%</b>

# Business Planning & Information Management

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Commonwealth Games</b>						
M636 Commonwealth Games	1,010	0	0	\$0	0	-
<b>Commonwealth Games</b>	<b>1,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Director of Business Plan. &amp; Info Mgmt</b>						
A610 Director of Business Planning & I	483,046	533,390	570,580	593,900	60,510	11.3%
A630 Shared Services Co-ordination	0	0	0	0	0	-
A640 Vehicle Tracking & Communicat	(64,011)	360,560	271,536	482,400	121,840	33.8%
E125 ICT Transformation	61,741	112,200	16,718	95,850	(16,350)	-14.6%
<b>Director of Business Plan. &amp; Info Mgt</b>	<b>480,776</b>	<b>1,006,150</b>	<b>858,833</b>	<b>1,172,150</b>	<b>166,000</b>	<b>16.5%</b>
<b>Data Knowledge Management</b>						
A642 Administration - DKM	162,149	523,996	443,245	271,541	(252,455)	-48.2%
M637 Commonwealth Games-Data/Knc	6,595	0	0	0	0	-
<b>Data Knowledge Management</b>	<b>168,744</b>	<b>523,996</b>	<b>443,245</b>	<b>271,541</b>	<b>(252,455)</b>	<b>-48.2%</b>
<b>Information Resource Management</b>						
A122 Information Resource Managemen	476,284	526,203	458,748	568,700	42,497	8.1%
A123 Corporate Library	0	0	0	0	0	-
<b>Information Resource Management</b>	<b>476,284</b>	<b>526,203</b>	<b>458,748</b>	<b>568,700</b>	<b>42,497</b>	<b>8.1%</b>
<b>Geographic Information Services</b>						
A635 GIS	423,062	472,939	496,421	480,100	7,161	1.5%
<b>Geographic Information Services</b>	<b>423,062</b>	<b>472,939</b>	<b>496,421</b>	<b>480,100</b>	<b>7,161</b>	<b>1.5%</b>
<b>Data Sources</b>						
A645 Data Management Group	0	0	0	545,942	545,942	-
C330 Civic Addressing	459,153	326,062	276,445	323,750	(2,312)	-0.7%
<b>Data Sources</b>	<b>459,153</b>	<b>326,062</b>	<b>276,445</b>	<b>869,692</b>	<b>543,630</b>	<b>166.7%</b>
<b>Information Technology</b>						
A410 Administration - IT	2,369,351	1,948,643	2,110,244	1,978,300	29,657	1.5%
M638 Commonwealth Games-Info. Tec	23,275	0	77	0	0	-
<b>Information Technology</b>	<b>2,392,626</b>	<b>1,948,643</b>	<b>2,110,321</b>	<b>1,978,300</b>	<b>29,657</b>	<b>1.5%</b>
<b>Technology Infrastructure</b>						
A440 Technology Infrastructure	3,829,795	4,024,214	3,694,728	4,257,680	233,466	5.8%
A444 Systems & Networks	428	0	0	0	0	-
<b>Technology Infrastructure</b>	<b>3,830,222</b>	<b>4,024,214</b>	<b>3,694,728</b>	<b>4,257,680</b>	<b>233,466</b>	<b>5.8%</b>
<b>Customer Care</b>						
A420 Customer Care	1,201,320	1,254,110	1,143,841	1,282,100	27,990	2.2%
A421 Telecommunications	0	852,700	752,486	862,900	10,200	1.2%
A441 Helpdesk	0	0	0	0	0	-
A442 PC Support	0	0	0	0	0	-
<b>Customer Care</b>	<b>1,201,320</b>	<b>2,106,810</b>	<b>1,896,328</b>	<b>2,145,000</b>	<b>38,190</b>	<b>1.8%</b>
<b>Business Solutions</b>						
A430 Business Solutions	1,440,085	1,591,471	1,571,871	1,625,100	33,629	2.1%
<b>Business Solutions</b>	<b>1,440,085</b>	<b>1,591,471</b>	<b>1,571,871</b>	<b>1,625,100</b>	<b>33,629</b>	<b>2.1%</b>
<b>Project Management</b>						
A435 IT Professional Services	717,709	1,012,504	901,955	1,027,600	15,096	1.5%
A436 CAD/RMS	45,537	0	0	0	0	-
<b>Project Management</b>	<b>763,246</b>	<b>1,012,504</b>	<b>901,955</b>	<b>1,027,600</b>	<b>15,096</b>	<b>1.5%</b>

# Business Planning & Information Management

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Client Services</b>						
A437 Land Information System (Operat	175,021	270,988	153,315	228,237	(42,751)	-15.8%
A461 Client Services	165,850	226,381	177,118	229,400	3,019	1.3%
<b>Client Services</b>	<b>340,871</b>	<b>497,369</b>	<b>330,433</b>	<b>457,637</b>	<b>(39,732)</b>	<b>-8.0%</b>
<b>Customer Service Centres</b>						
A661 Admin. & Storefont	98,902	101,473	74,863	102,169	696	0.7%
A663 Alderney Gate	98,551	104,068	101,611	104,067	(1)	-0.0%
A664 West End Mall	98,615	104,639	98,432	105,752	1,113	1.1%
A665 Scotia Square	147,719	155,019	145,088	157,237	2,218	1.4%
A666 Cole Harbour Place	113,577	104,519	105,084	107,036	2,517	2.4%
A667 Acadia Centre	99,568	105,394	100,099	111,239	5,845	5.5%
A668 Musquodoboit Harbour	11,556	20,000	19,236	20,000	0	0.0%
<b>Customer Service Centres</b>	<b>668,488</b>	<b>695,112</b>	<b>644,413</b>	<b>707,500</b>	<b>12,388</b>	<b>1.8%</b>
<b>Dispatch Services/Call Centre</b>						
A671 Dispatch Services	2,007	0	0	0	0	-
A625 Corporate Call Centre	1,571,745	1,649,296	1,655,658	1,700,900	51,604	3.1%
<b>Dispatch Services/Call Centre</b>	<b>1,573,752</b>	<b>1,649,296</b>	<b>1,655,658</b>	<b>1,700,900</b>	<b>51,604</b>	<b>3.1%</b>
<b>E-Access &amp; Services</b>						
A681 E-Access & Services	551,135	583,376	476,561	608,100	24,724	4.2%
<b>E-Access &amp; Services</b>	<b>551,135</b>	<b>583,376</b>	<b>476,561</b>	<b>608,100</b>	<b>24,724</b>	<b>4.2%</b>
<b>Visitor Services</b>						
C740 Visitor Services Staff Support	485,636	550,847	439,461	542,200	(8,647)	-1.6%
C745 International Visitor Centre Oper:	0	0	0	0	0	-
C750 Visitor Info. Centres	0	0	0	0	0	-
C799 Visitor Services-Clear. Acct Staff	12,579	0	11,055	0	0	-
<b>Visitor Services</b>	<b>498,215</b>	<b>550,847</b>	<b>450,515</b>	<b>542,200</b>	<b>(8,647)</b>	<b>-1.6%</b>
<b>Total</b>	<b>\$15,268,988</b>	<b>\$17,514,992</b>	<b>\$16,266,476</b>	<b>\$18,412,200</b>	<b>\$897,208</b>	<b>5.1%</b>

# Business Planning & Information Management

## Summary by Expense & Revenue Types

	2006-2007	2007-2008	2007-2008	2008-2009	Change over	
	Actual	Budget	Actual Unaudited	Budget	Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$9,307,978	\$11,046,515	\$10,182,458	\$11,435,216	388,701	3.5%
Office Costs	2,289,293	2,914,525	3,100,070	3,289,089	374,564	12.9%
Professional Fees	0	17,000	554	21,600	4,600	27.1%
Legal & Consulting Fees	211,992	392,355	123,594	291,773	(100,582)	-25.6%
External Services	297,943	212,200	280,497	233,069	20,869	9.8%
Uniforms & Clothing	3,839	4,300	3,621	4,500	200	4.7%
Supplies & Materials	1,089	0	3,131	0	0	-
Utilities	1,170	2,300	1,140	2,300	0	0.0%
Building Costs	11,995	20,000	18,623	20,000	0	0.0%
Equipment & Communications	3,368,032	3,040,645	2,869,172	3,265,935	225,290	7.4%
Vehicle Expense	200	0	(1)	0	0	-
Travel	124,925	115,677	137,953	126,490	10,813	9.3%
Training & Education	213,096	226,421	156,543	229,718	3,297	1.5%
Facilities Rental	76,798	69,000	61,624	73,000	4,000	5.8%
Advertising & Promotion	46,409	48,250	29,870	48,250	0	0.0%
Other Goods & Services	184,109	136,904	144,182	142,367	5,463	4.0%
Interdepartmental	(25,615)	1,400	(47,800)	900	(500)	-35.7%
Transfer Outside Agencies	55,000	55,000	55,000	55,000	0	0.0%
Transfer to/from Reserves	(423,084)	0	(269,900)	0	0	-
Other Fiscal	0	(335,000)	0	(374,007)	(39,007)	11.6%
<b>Total</b>	<b>\$15,745,167</b>	<b>\$17,967,492</b>	<b>\$16,850,330</b>	<b>\$18,865,200</b>	<b>\$897,708</b>	<b>5.0%</b>
<b>Revenues</b>						
Area Rate Revenue	\$0	\$0	25	\$0	0	-
Licenses & Permits	(65,920)	(51,500)	(41,028)	(51,500)	0	-0.0%
Rental & Leasing	(13,940)	(10,000)	(14,016)	(10,000)	0	-0.0%
Recreational Revenue	128	0	0	0	0	-
Sales Revenue	(189,293)	(220,000)	(263,053)	(220,000)	0	-0.0%
Other Revenue	(207,155)	(171,000)	(265,784)	(171,500)	(500)	0.3%
<b>Total</b>	<b>(\$476,179)</b>	<b>(\$452,500)</b>	<b>(\$583,855)</b>	<b>(\$453,000)</b>	<b>(\$500)</b>	<b>0.1%</b>
<b>Net Cost</b>	<b>\$15,268,988</b>	<b>\$17,514,992</b>	<b>\$16,266,476</b>	<b>\$18,412,200</b>	<b>\$897,208</b>	<b>5.1%</b>





# **Community Development**

## **Business Plan - 2008/09**



**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 and civic events, Community Development plays a key role in building strong communities throughout the municipality.

<b>Director:</b>	Paul Dunphy
<b>Planning Services</b> 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., heritage and design initiatives, creating and amending planning strategies, bylaws and development agreements and programs related to Business Improvement Districts (BID's) and downtown economic development.
<b>Subdivision and Land Use</b> 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.
<b>Development Engineering</b> Denise Schofield	Reviews all development proposals for compliance with engineering and infrastructure-based regulations. This function includes acceptance of new HRM infrastructure and blasting bylaw enforcement.

<b>Permits and Inspections</b> Jim Donovan	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.
<b>Community Recreation Services</b> 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.
<b>Community Relations &amp; Cultural Affairs</b> Andrew Whittemore (Acting)	Community Relations & Cultural Affairs 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. Primarily responsible for ongoing implementation of Cultural Plan including community public art program, social heritage programming, cultural grants and investments.
<b>Facility Management</b> Doug Rafuse	Provides short and long range indoor facility management strategies to allow delivery of community, recreational, sport, event and cultural programming. Provides <i>Facility Partnership</i> which develops, negotiates and administers management and operating agreements with facilities that support the business unit program delivery goals.
<b>Summary of Business Unit Structure Changes:</b>	<ul style="list-style-type: none"><li>• Business Unit realignment - Regional Transportation, Real Property Planning, Capital Cost Contributions Project and Capital District streetscape staff transferred to Infrastructure and Asset Management (IAM). CD still remains the lead role in supporting the Capital District Task Force and liasing with the BID's.</li></ul>

**Core Operations and Services provided:**

- 21 recreation centres, 5 sportsplex facilities, 4 arenas, 3 pools and over 8000 recreation programs
- Permit issuance - 5568 permits were issued in 2007 for a total construction value of over 650 million dollars; 23,599 construction compliance inspections completed in 2007
- Regulatory Enforcement - 584 land use compliance investigations were processed in 2007
- Planning Applications - processed 103 applications in 2007
- Support of more than 95 festivals and events
- Community leadership training and capacity building
- Preserve heritage sites and assets throughout HRM
- In 2007, provided support to 50 film projects
- Invested two million dollars 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
- 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
- Employ approximately 500 youth and train over 500 youth volunteers annually

**Permanent Full Time Equivalent (FTEs):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>261.5</b>	<b>243</b>

One FTE transferred from Transportation & Public Works, 18 FTEs transferred to Infrastructure and Asset Management, 1 FTE transferred to Deputy Chief Administrative Office, 1 FTE transferred to Chief Administrative Office, 0.5 FTE conversion term to permanent or new position supporting operational requirements.

**Financial Information:**

**Community Development  
Summary of Budget by Business Unit Division**

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$29,373,153.34	\$32,699,216.79	\$32,826,160.66	\$34,069,268.00	\$1,370,051.21	4.2%
<b>Revenues</b>	(\$14,108,422.19)	(\$14,273,205.00)	(\$15,299,303.18)	(\$15,319,968.00)	(\$1,960,043.00)	13.7%
<b>Net Budget</b>						
Administration	955,266.59	416,164.00	536,549.84	441,600.00	25,436.00	6.1%
Market Development	389,367.00	396,113.00	396,113.00	396,100.00	(13.00)	-0.0%
Facilities	1,057,888.06	1,218,455.00	1,255,857.29	1,141,800.00	(76,655.00)	-6.3%
Community Relations	1,907,681.35	2,555,536.67	2,479,088.67	2,573,700.00	8,163.33	0.3%
Development Services	2,140,987.53	2,239,494.00	1,929,114.97	2,253,600.00	14,106.00	0.6%
Planning Services	2,729,759.59	3,480,682.00	3,278,640.51	3,552,900.00	102,218.00	2.9%
Recreation Prog. Admin	1,205,547.07	1,495,528.00	1,413,503.35	1,449,149.96	(46,378.04)	-3.1%
Outdoor Specialists	235,856.80	243,982.00	230,272.94	250,100.00	6,118.00	2.5%
Aquatics	319,752.26	437,223.00	378,740.23	453,300.00	16,077.00	3.7%
Mainland South & Area	863,405.68	1,030,517.96	997,480.10	1,047,500.04	16,982.08	1.6%
Mainland North & Western	897,624.19	953,777.00	941,272.41	973,600.04	19,823.04	2.1%
Bedford, Sackville, Fall River	713,394.81	769,808.96	748,905.78	774,400.04	4,591.08	0.6%
Cole Hr Eastern Shore & Valley	1,089,738.76	1,119,260.08	1,156,400.36	1,271,200.00	151,939.92	13.6%
Peninsula	680,840.87	956,311.04	844,231.30	988,299.96	31,988.92	3.3%
Dartmouth/ Eastern Passage	702,100.43	751,237.08	782,733.86	791,400.00	40,162.92	5.3%
Arenas	(26,448.81)	(12,594.00)	(35,111.07)	(11,600.04)	993.96	-7.9%
Outdoor & HRSB Facilities	294,984.88	313,166.04	309,975.20	320,800.04	7,634.00	2.4%
Clearing Account REC	48,358.11	0.00	50,644.47	0.00	0.00	-
Area Services	43,622.57	51,450.00	53,575.81	51,450.00	0.00	0.0%
Area Rate Services	(984,996.59)	(100.04)	(221,081.54)	(0.04)	100.00	-100.0%
<b>Net Cost</b>	<b>\$15,264,731.15</b>	<b>\$18,426,011.79</b>	<b>\$17,526,857.48</b>	<b>\$18,749,300.00</b>	<b>\$323,288.21</b>	<b>1.8%</b>

## Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
<b>2007/08 Budget</b>	<b>18,426.1</b>
1. Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs and restructuring of Community Development	233.9
2. Increase in special project for Youth Advocate Program	514.2
3. Increase in Federal funding for Youth Advocate Program	(514.2)
4. Increase in Leasing costs for Musquodoboit Harbour Fitness Centre	51.0
5. Fleet - Interdepartmental increase	9.8
6. Net increases in various accounts	28.5
<b>2008/09 Budget</b>	<b><u>18,749.3</u></b>

## Business Unit Goals (2008-11):

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



<b>Operational Goals</b>	
Operational Goal 1:	Support Corporate/Strategic Initiatives
Operational Goal 2:	Enhance service delivery in Planning Applications
Operational Goal 3:	Adopt a new framework for HRM's approach to cultural development
Operational Goal 4:	Implement Recruitment Strategy for attraction and retention of Professional staff

<b>Service Level Changes</b>	
<b>Business Unit: Community Development</b>	
<b><u>Increases In Services / New initiatives:</u></b>	
<ul style="list-style-type: none"> <li>• Regional Plan implementation</li> <li>• Minimum Standards - Rooming House Licensing</li> <li>• Coordinated implementation of the Cultural Plan</li> <li>• Implementation of new Civic Events Policy</li> <li>• Major Events Hosting Strategy</li> <li>• Coordinated community grants program</li> <li>• Community Engagement Improvement Strategy</li> <li>• Youth Governance Council - pursue community partnerships and grants</li> <li>• Recreation Facilities - update indoor recreation facility master plan</li> <li>• Urban Design Implementation</li> <li>• Youth Advocate Program</li> </ul>	
<b><u>Decreases In Services / Operational Pressures:</u></b>	
<ul style="list-style-type: none"> <li>• Above average staff attrition due to aging workforce and impact of competition for skilled jobs as market demand exceeds available qualified staff</li> <li>• Lack of capital resources for new and aging facilities</li> <li>• 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 staff to implement, resulting in possible decreases in other areas of service delivery</li> <li>• There is a current gap in resources related to Culture</li> </ul>	
<b><u>Expected Services Not Being Delivered:</u></b>	
<ul style="list-style-type: none"> <li>•</li> </ul>	

# Community Development

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration</b>						
C410 Director's Office	\$308,920	\$324,250	\$333,207	\$441,600	\$117,350	36.2%
C470 Canada Games 2011	86,459	0	278,307	0	0	-
C725 Administration	527,337	91,914	164,778	0	(91,914)	-100.0%
M681 Commonwealth Games	10,637	0	0	0	0	-
M691 Commonwealth Games	31,859	0	0	0	0	-
<b>Administration</b>	<b>965,211</b>	<b>416,164</b>	<b>776,292</b>	<b>441,600</b>	<b>25,436</b>	<b>6.1%</b>
<b>Market Development</b>						
C711 Destination Halifax	2,212,914	1,968,113	2,258,515	1,977,200	9,087	0.5%
<b>Market Development</b>	<b>2,212,914</b>	<b>1,968,113</b>	<b>2,258,515</b>	<b>1,977,200</b>	<b>9,087</b>	<b>0.5%</b>
<b>Facilities</b>						
C705 Facility Management	1,057,888	1,218,455	1,355,857	1,141,800	(76,655)	-6.3%
<b>Facilities</b>	<b>1,057,888</b>	<b>1,218,455</b>	<b>1,355,857</b>	<b>1,141,800</b>	<b>(76,655)</b>	<b>-6.3%</b>
<b>Community Relations</b>						
D710 Community Developers	607,104	1,074,724	1,061,805	1,038,300	(36,424)	-3.4%
C760 Community/CivicEvent	1,104,589	1,173,320	1,234,185	1,177,415	4,095	0.3%
C762 Youth Advocate Program	0	0	78,010	514,218	514,218	-
C730 Heritage	476,121	603,593	438,300	591,485	(12,108)	-2.0%
C770 Buildings/Operations	62,517	60,400	93,087	63,500	3,100	5.1%
<b>Community Relations</b>	<b>2,250,332</b>	<b>2,912,037</b>	<b>2,905,388</b>	<b>3,384,918</b>	<b>472,881</b>	<b>16.2%</b>
<b>Development Services</b>						
C420 Subdivision & Development	2,060,693	2,241,771	2,129,078	2,288,400	46,629	2.1%
C430 Permits & Inspection	2,859,164	3,176,960	2,841,664	3,196,700	19,740	0.6%
C450 Development Engineering	1,050,309	1,132,370	1,111,526	1,129,450	(2,920)	-0.3%
<b>Development Services</b>	<b>5,970,167</b>	<b>6,551,101</b>	<b>6,082,269</b>	<b>6,614,550</b>	<b>63,449</b>	<b>1.0%</b>
<b>Planning Services</b>						
C002 Regional Planning	173,838	147,900	78,475	0	(147,900)	-100.0%
C310 Planning & Applic.	1,268,078	1,752,200	1,653,908	1,907,620	155,420	8.9%
C320 Regional Community Planning	832,053	916,900	857,896	909,280	(7,620)	-0.8%
C510 Business Dist. Comm.	1,105,536	1,228,797	1,192,772	1,308,936	80,139	6.5%
C779 Capital District	604,295	784,794	828,837	899,700	114,906	14.6%
<b>Planning Services</b>	<b>3,983,801</b>	<b>4,830,591</b>	<b>4,611,888</b>	<b>5,025,536</b>	<b>194,945</b>	<b>4.0%</b>
<b>Recreation Program Administration</b>						
D101 Rec. Prog. Admin.	686,044	792,181	810,751	945,850	153,669	19.4%
D103 Recreation Equipment	9,472	60,700	45,063	0	(60,700)	-100.0%
D102 Customer Database Coordinatio	82,776	134,747	46,870	0	(134,747)	-100.0%
C726 Marketing & Promotions	161,854	177,900	182,850	173,300	(4,600)	-2.6%
C910 Transfers To Other Groups	282,500	330,000	330,000	330,000	0	0.0%
<b>Recreation Prog. Admin</b>	<b>1,222,646</b>	<b>1,495,528</b>	<b>1,415,535</b>	<b>1,449,150</b>	<b>(46,378)</b>	<b>-3.1%</b>
<b>Outdoor Specialists</b>						
D755 Outdoor Rec&Env Ser.	268,113	281,732	285,302	367,000	85,268	30.3%
D760 HRM Otd Rec&Env Ser.	79,302	70,250	70,182	0	(70,250)	-100.0%
<b>Outdoor Specialists</b>	<b>347,416</b>	<b>351,982</b>	<b>355,484</b>	<b>367,000</b>	<b>15,018</b>	<b>4.3%</b>

# Community Development

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Aquatics</b>						
D175 Capt. Will Spry Aquatics	245,669	289,036	316,501	301,655	12,619	4.4%
D220 Northcliffe Aquatics	394,209	359,595	373,739	388,313	28,718	8.0%
D320 Bed. Lions Pt/Milllk	51,987	61,019	57,809	63,065	2,046	3.4%
D540 HRM Beaches & Outside Pools	348,218	358,803	391,926	389,658	30,855	8.6%
D570 Needham Aquatics	114,832	132,339	122,687	144,509	12,170	9.2%
<b>Aquatics</b>	<b>1,154,914</b>	<b>1,200,792</b>	<b>1,262,662</b>	<b>1,287,200</b>	<b>86,408</b>	<b>7.2%</b>
<b>Mainland South &amp; Area</b>						
	<b>1,555,396</b>	<b>1,662,958</b>	<b>1,676,410</b>	<b>1,684,534</b>	<b>21,576</b>	<b>1.3%</b>
<b>Mainland North &amp; Western</b>						
	<b>1,278,825</b>	<b>1,329,577</b>	<b>1,321,751</b>	<b>1,353,800</b>	<b>24,223</b>	<b>1.8%</b>
<b>Bedford, Sackville, Fall River</b>						
	<b>1,133,255</b>	<b>1,173,709</b>	<b>1,177,490</b>	<b>1,182,900</b>	<b>9,191</b>	<b>0.8%</b>
<b>Cole Hbr Eastern Shore &amp; Valley</b>						
	<b>1,475,218</b>	<b>1,516,710</b>	<b>1,540,604</b>	<b>1,638,200</b>	<b>121,490</b>	<b>8.0%</b>
<b>Peninsula</b>						
	<b>887,079</b>	<b>1,175,301</b>	<b>1,164,372</b>	<b>1,270,090</b>	<b>94,789</b>	<b>8.1%</b>
<b>Dartmouth / Eastern Passage</b>						
	<b>1,065,814</b>	<b>1,071,572</b>	<b>1,202,364</b>	<b>1,144,070</b>	<b>72,498</b>	<b>6.8%</b>
<b>Arenas</b>						
D960 Devonshire Arena	151,869	153,566	151,983	155,400	1,834	1.2%
D970 Le Brun Centre	390,335	394,080	392,552	399,600	5,520	1.4%
D980 Gray Arena	224,606	226,365	230,360	229,000	2,635	1.2%
D985 Bowles Arena	282,266	285,495	287,496	288,800	3,305	1.2%
<b>Arenas</b>	<b>1,049,076</b>	<b>1,059,506</b>	<b>1,062,391</b>	<b>1,072,800</b>	<b>13,294</b>	<b>1.3%</b>
<b>Outdoor &amp; HRSB Facilities</b>						
D911 Outdoor Facilities - Bookings	325,393	344,166	335,530	352,200	8,034	2.3%
D912 HRSB Facilities - Bookings	441,081	510,000	478,288	515,800	5,800	1.1%
<b>Outdoor &amp; HRSB Facilities</b>	<b>766,474</b>	<b>854,166</b>	<b>813,817</b>	<b>868,000</b>	<b>13,834</b>	<b>1.6%</b>
<b>Clearing Account REC</b>						
D999 Clearing Account Recreation	48,358	0	50,644	0	0	-
<b>Clearing Account REC</b>	<b>48,358</b>	<b>0</b>	<b>50,644</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Area Services</b>						
C220 Riverlake Com. Ctr.	4,690	4,800	7,694	4,800	0	0.0%
C230 Waverly Com. Centre	23,449	29,000	20,863	29,000	0	0.0%
C250 Behville /Lkside/ Tmbrlea Rec.	7,700	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	36,677	7,300	10,222	7,300	0	0.0%
C270 Lucasville Comm. Ctr	7,267	8,050	9,920	8,050	0	0.0%
C280 Cole Harb.Pool/Tenni	323	10,000	313	10,000	0	0.0%
C290 Upper Sack. Com. Ctr	85,366	0	86,790	0	0	-
<b>Area Services</b>	<b>165,471</b>	<b>66,850</b>	<b>143,501</b>	<b>66,850</b>	<b>0</b>	<b>0.0%</b>

# Community Development

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Area Rate Services</b>						
C105 Sackville Heights Elementary Sc	195,934	192,800	178,610	173,700	(19,100)	-9.9%
C106 Prospect Road Recreation Centre PRD40			0	212,500	212,500	-
C107 Glen Arbor Home Owners Association			0	16,510	16,510	-
C108 White Hills Residents Association PRD40			0	27,200	27,200	-
C110 East Preston Rec Ctr	17,755	21,700	20,718	22,800	1,100	5.1%
C115 Mineville Community Associati	9,132	9,860	3,070	9,820	(40)	-0.4%
C120 Haliburton Hills	4,491	36,200	29,147	37,900	1,700	4.7%
C125 Beaver Bank Rec Centre	172,086	190,600	178,953	194,200	3,600	1.9%
C130 Highland Park	2,964	5,500	(6,494)	5,900	400	7.3%
C135 Kingswood Ratepayers	0	52,450	49,833	52,700	250	0.5%
C140 Prospect	103,351	119,300	20,096	67,100	(52,200)	-43.8%
C145 Westwood Hills Residents Assou	72,821	23,850	34,106	28,250	4,400	18.4%
C150 Up. Hammonds Plains	10,324	26,200	23,024	28,000	1,800	6.9%
C155 Harrietsfield Rec Ct	11,701	24,400	17,360	26,200	1,800	7.4%
C160 Musquodoboit Harbour	6,237	7,000	4,589	7,500	500	7.1%
C165 Dutch Settlement	5,470	10,500	9,609	10,700	200	1.9%
C170 Hammonds Plns Com.RT	1,923	50,000	(21,300)	53,600	3,600	7.2%
C175 Hubbards Rec. Centre	37,111	27,647	21,282	28,900	1,253	4.5%
C180 Grand Lake Com. Ctr	1,091	14,100	5,665	14,900	800	5.7%
C185 District 3 Cap. Fund	(325,178)	0	94,105	0	0	-
C190 Maplewood Subdivisio	20,654	19,150	(23,048)	19,150	0	0.0%
C194 Fall River Recreation Centre	0	574,400	572,481	612,300	37,900	6.6%
C195 Beechville / Lakeside / Timberlea Educ.				0	0	-
C196 Silversides Residents Associatio	9,823	9,660	9,673	16,300	6,640	68.7%
C198 St. Margaret's/Fox Hollow	11,622	6,240	938	6,240	0	0.0%
C199 St. Margaret's Bay Centre (Loan	275,928	270,548	270,548	264,900	(5,648)	-2.1%
C210 LWF Recreation Ctr	137,658	152,000	155,958	161,800	9,800	6.4%
<b>Area Rate Services</b>	<b>782,899</b>	<b>1,844,105</b>	<b>1,648,925</b>	<b>2,099,070</b>	<b>254,965</b>	<b>13.8%</b>
<b>Total</b>	<b>\$29,373,153</b>	<b>\$32,699,217</b>	<b>\$32,826,161</b>	<b>\$34,069,268</b>	<b>\$1,370,051</b>	<b>4.2%</b>

# Community Development

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration</b>						
C410 Director's Office	(\$5)	\$0	(\$157)	\$0	0	-
C470 Canada Games 2011	\$0	\$0	(\$238,399)	\$0		
C725 Administration	(9,940)	0	(1,186)	0	0	-
<b>Administration</b>	<b>(9,944)</b>	<b>0</b>	<b>(239,742)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Market Development</b>						
C711 Destination Halifax	(1,823,547)	(1,572,000)	(1,862,402)	(1,581,100)	(9,100)	0.6%
<b>Market Development</b>	<b>(1,823,547)</b>	<b>(1,572,000)</b>	<b>(1,862,402)</b>	<b>(1,581,100)</b>	<b>(9,100)</b>	<b>0.6%</b>
<b>Facilities</b>						
C705 Facility Management	0	0	(100,000)	0	0	0.0%
<b>Facilities</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Community Relations</b>						
D710 Community Developers	(22,087)	(46,500)	(18,410)	(47,000)	(500)	1.1%
C760 Community/CivicEvent	(320,470)	(300,000)	(337,577)	(250,000)	50,000	-16.7%
C762 Youth Advocate Program	0	0	(68,547)	(514,218)	(514,218)	-
C730 Heritage	(94)	0	(537)	0	0	-
C770 Buildings/Operations	0	0	(1,278)	0	0	-
<b>Community Relations</b>	<b>(342,650)</b>	<b>(346,500)</b>	<b>(426,349)</b>	<b>(811,218)</b>	<b>(464,718)</b>	<b>134.1%</b>
<b>Development Services</b>						
C420 Subdivision & Development	(202,539)	(274,807)	(208,916)	(278,000)	(3,193)	1.2%
C430 Permits & Inspection	(3,382,558)	(3,789,000)	(3,665,948)	(3,832,400)	(43,400)	1.1%
C450 Development Engineering	(244,082)	(247,800)	(278,290)	(250,550)	(2,750)	1.1%
<b>Development Services</b>	<b>(3,829,179)</b>	<b>(4,311,607)</b>	<b>(4,153,154)</b>	<b>(4,360,950)</b>	<b>(49,343)</b>	<b>1.1%</b>
<b>Planning Services</b>						
C002 Regional Planning	(2,987)	0	(8,000)	0	0	-
C310 Planning & Applic.	(68,251)	(50,600)	(51,257)	(51,200)	(600)	1.2%
C320 Regional Community Planning	(22,544)	0	0	0	0	-
C510 Business Dist. Comm.	(1,105,536)	(1,228,797)	(1,192,773)	(1,308,936)	(80,139)	6.5%
C779 Capital District	(54,723)	(70,512)	(81,217)	(82,500)	(11,988)	17.0%
<b>Planning Services</b>	<b>(1,254,041)</b>	<b>(1,349,909)</b>	<b>(1,333,248)</b>	<b>(1,442,636)</b>	<b>(92,727)</b>	<b>6.9%</b>
<b>Recreation Prog. Admin</b>						
D101 Rec. Prog. Admin.	(17,099)	0	(2,031)	0	0	-
C726 Marketing & Promotions	0	0	0	0	0	-
<b>Recreation Prog. Admin</b>	<b>(17,099)</b>	<b>0</b>	<b>(2,031)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Outdoor Specialists</b>						
D755 Rec/Enviro Leadership	(110,794)	(108,000)	(120,907)	(116,900)	(8,900)	8.2%
D760 HRM Otd Rec&Env Ser.	(765)	0	(4,304)	0	0	-
<b>Outdoor Specialists</b>	<b>(111,559)</b>	<b>(108,000)</b>	<b>(125,211)</b>	<b>(116,900)</b>	<b>(8,900)</b>	<b>8.2%</b>
<b>Aquatics</b>						
D175 Capt. Will Spry Aquatics	(251,420)	(224,716)	(283,214)	(259,000)	(34,284)	15.3%
D220 Northcliffe Aquatics	(435,958)	(417,400)	(448,370)	(445,000)	(27,600)	6.6%
D320 Bed. Lions Pl/Milllk	(45,918)	(44,400)	(54,981)	(47,400)	(3,000)	6.8%
D540 HRM Beaches & Outside Pools	(53,773)	(32,000)	(51,466)	(42,500)	(10,500)	32.8%
D570 Needham Aquatics	(48,091)	(45,053)	(45,891)	(40,000)	5,053	-11.2%
<b>Aquatics</b>	<b>(835,162)</b>	<b>(763,569)</b>	<b>(883,922)</b>	<b>(833,900)</b>	<b>(70,331)</b>	<b>9.2%</b>

# Community Development

## Summary of Revenues by Business Unit Division

	2006-2007	2007-2008	2007-2008	2008-2009	Change over	
	Actual	Budget	Actual Unaudited	Budget	Budget	%
Mainland South & Area	(691,991)	(632,440)	(678,930)	(637,034)	(4,594)	0.7%
Mainland North & Western	(381,201)	(375,800)	(380,479)	(380,200)	(4,400)	1.2%
Bedford, Sackville, Fall River	(419,861)	(403,900)	(428,585)	(408,500)	(4,600)	1.1%
Cole Hbr Eastern Shore & Valley	(385,479)	(397,450)	(384,203)	(367,000)	30,450	-7.7%
Peninsula	(206,238)	(218,990)	(320,141)	(281,790)	(62,800)	28.7%
Dartmouth / Eastern Passage	(363,714)	(320,335)	(419,630)	(352,670)	(32,335)	10.1%
<b>Arenas</b>						
D960 Devonshire Arena	(184,322)	(183,600)	(195,977)	(185,700)	(2,100)	1.1%
D970 Le Brun Centre	(333,641)	(338,500)	(349,268)	(342,400)	(3,900)	1.2%
D980 Gray Arena	(283,230)	(280,000)	(281,853)	(283,200)	(3,200)	1.1%
D985 Bowles Arena	(274,332)	(270,000)	(270,405)	(273,100)	(3,100)	1.1%
<b>Arenas</b>	<b>(1,075,525)</b>	<b>(1,072,100)</b>	<b>(1,097,502)</b>	<b>(1,084,400)</b>	<b>(12,300)</b>	<b>1.1%</b>
<b>Outdoor &amp; HRSB Facilities</b>						
D911 Outdoor Facilities - Bookings	(30,408)	(31,000)	(25,554)	(31,400)	(400)	1.3%
D912 HRSB Facilities - Bookings	(441,081)	(510,000)	(478,288)	(515,800)	(5,800)	1.1%
<b>Outdoor &amp; HRSB Facilities</b>	<b>(471,489)</b>	<b>(541,000)</b>	<b>(503,842)</b>	<b>(547,200)</b>	<b>(6,200)</b>	<b>1.1%</b>
<b>Area Services</b>						
C230 Waverly Com. Centre	0	(5,400)	0	(5,400)	0	-0.0%
C260 Lockview Ratepayers	(36,482)	0	(3,136)	0	0	-
C280 Cole Harb.Pool/Tenni	0	(10,000)	0	(10,000)	0	-0.0%
C290 Upper Sack. Com. Ctr	(85,366)	0	(86,790)	0	0	-
<b>Area Services</b>	<b>(121,848)</b>	<b>(15,400)</b>	<b>(89,925)</b>	<b>(15,400)</b>	<b>0</b>	<b>-0.0%</b>
<b>Area Rate Services</b>						
C105 Sackville Heights Elementary Sc	(182,132)	(192,800)	(194,557)	(173,700)	19,100	-9.9%
C106 Prospect Road Recreation Centre PRD40			0	(212,500)		
C107 Glen Arbor Home Owners Association			0	(16,510)		
C108 White Hills Residents Association PRD40			0	(27,200)		
C110 East Preston Rec Ctr	(20,375)	(21,700)	(21,627)	(22,800)	(1,100)	5.1%
C115 Mineville Community Associati	(9,130)	(9,860)	(9,380)	(9,820)	40	-0.4%
C120 Haliburton Hills	(32,648)	(36,200)	(36,046)	(37,900)	(1,700)	4.7%
C125 Beaver Bank Rec Centre	(166,488)	(190,600)	(190,486)	(194,200)	(3,600)	1.9%
C130 Highland Park	(5,055)	(5,500)	(5,505)	(5,900)	(400)	7.3%
C135 Kingswood Ratepayers	(51,650)	(52,450)	(52,600)	(52,700)	(250)	0.5%
C140 Prospect	(109,343)	(119,300)	(120,786)	(67,100)	52,200	-43.8%
C145 Westwood Hills Residents Assoc	(63,850)	(23,850)	(43,850)	(28,250)	(4,400)	18.4%
C150 Up. Hammonds Plains	(21,826)	(26,200)	(26,137)	(28,000)	(1,800)	6.9%
C155 Harrietsfield Rec Ct	(22,587)	(24,400)	(24,374)	(26,200)	(1,800)	7.4%
C160 Musquodoboit Harbour	(6,447)	(7,000)	(6,979)	(7,500)	(500)	7.1%
C165 Dutch Settlement	(10,106)	(10,500)	(10,575)	(10,700)	(200)	1.9%
C170 Hammonds Plns Com.RT	(45,212)	(50,000)	(49,495)	(53,600)	(3,600)	7.2%
C175 Hubbards Rec. Centre	(26,264)	(27,647)	(27,445)	(28,900)	(1,253)	4.5%
C180 Grand Lake Com. Ctr	(12,687)	(14,100)	(14,114)	(14,900)	(800)	5.7%
C190 Maplewood Subdivisio	(22,850)	(19,150)	(18,350)	(19,150)	0	-0.0%
C194 Fall River Recreation Centre	(521,582)	(574,400)	(572,481)	(612,300)	(37,900)	6.6%
C196 Silversides Residents Associatio	(9,480)	(9,660)	(9,600)	(16,300)	3,420	-35.4%
C198 St. Margaret's/Fox Hollow	(10,880)	(6,240)	(6,180)	(6,240)	(258,660)	4145.2%
C199 St. Margaret's Bay Centre (Loan	(275,939)	(270,548)	(270,548)	(264,900)	108,748	-40.2%
C210 LWF Recreation Ctr	(141,364)	(152,100)	(158,893)	(161,800)	(1,946,970)	1280.1%
<b>Area Rate Services</b>	<b>(1,767,895)</b>	<b>(1,844,205)</b>	<b>(1,870,007)</b>	<b>(2,099,070)</b>	<b>(254,865)</b>	<b>13.8%</b>
<b>Total</b>	<b>(\$14,108,422)</b>	<b>(\$14,273,205)</b>	<b>(\$15,299,303)</b>	<b>(\$15,319,968)</b>	<b>(\$1,960,043)</b>	<b>13.7%</b>

# Community Development

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration</b>						
C410 Director's Office	\$308,915	\$324,250	\$333,050	\$441,600	117,350	36.2%
C470 Canada Games 2011	86,459	0	39,908	0	0	-
C725 Administration	517,397	91,914	163,592	0	(91,914)	-100.0%
M681 Commonwealth Games	10,637	0	0	0	0	-
M691 Commonwealth Games	31,859	0	0	0	0	-
<b>Administration</b>	<b>955,267</b>	<b>416,164</b>	<b>536,550</b>	<b>441,600</b>	<b>25,436</b>	<b>6.1%</b>
<b>Market Development</b>						
C711 Destination Halifax	389,367	396,113	396,113	396,100	(13)	-0.0%
<b>Market Development</b>	<b>389,367</b>	<b>396,113</b>	<b>396,113</b>	<b>396,100</b>	<b>(13)</b>	<b>-0.0%</b>
<b>Facilities</b>						
C705 Facility Management	1,057,888	1,218,455	1,255,857	1,141,800	(76,655)	-6.3%
<b>Facilities</b>	<b>1,057,888</b>	<b>1,218,455</b>	<b>1,255,857</b>	<b>1,141,800</b>	<b>(76,655)</b>	<b>-6.3%</b>
<b>Community Relations</b>						
D710 Community Developers	585,018	1,028,224	1,043,395	991,300	(36,924)	-3.6%
C760 Community/CivicEvent	784,119	873,320	896,608	927,415	54,095	6.2%
C762 Youth Advocate Program	0	0	9,463	0	0	-
C730 Heritage	476,027	603,593	437,764	591,485	(12,108)	-2.0%
C770 Buildings/Operations	62,517	60,400	91,809	63,500	3,100	5.1%
<b>Community Relations</b>	<b>1,907,681</b>	<b>2,565,537</b>	<b>2,479,039</b>	<b>2,573,700</b>	<b>8,163</b>	<b>0.3%</b>
<b>Development Services</b>						
C420 Subdivision & Development	1,858,154	1,966,964	1,920,163	2,010,400	43,436	2.2%
C430 Permits & Inspection	(523,394)	(612,040)	(824,283)	(635,700)	(23,660)	3.9%
C450 Development Engineering	806,227	884,570	833,236	878,900	(5,670)	-0.6%
<b>Development Services</b>	<b>2,140,988</b>	<b>2,239,494</b>	<b>1,929,115</b>	<b>2,253,600</b>	<b>14,106</b>	<b>0.6%</b>
<b>Planning Services</b>						
C002 Regional Planning	170,851	147,900	70,475	0	(147,900)	-100.0%
C310 Planning & Applic.	1,199,828	1,701,600	1,602,651	1,856,420	154,820	9.1%
C320 Regional Community Planning	809,509	916,900	857,896	909,280	(7,620)	-0.8%
C510 Business Dist. Comm.	0	0	(1)	0	0	-
C779 Capital District	549,572	714,282	747,620	817,200	102,918	14.4%
<b>Planning Services</b>	<b>2,729,760</b>	<b>3,480,682</b>	<b>3,278,641</b>	<b>3,582,900</b>	<b>102,218</b>	<b>2.9%</b>
<b>Recreation Program Administration</b>						
D101 Rec. Prog. Admin.	668,945	792,181	808,720	945,850	153,669	19.4%
D103 Recreation Equipment	9,472	60,700	45,063	0	(60,700)	-100.0%
D102 Customer Database Coordinatio	82,776	134,747	46,870	0	(134,747)	-100.0%
C726 Marketing & Promotions	161,854	177,900	182,850	173,300	(4,600)	-2.6%
C910 Transfers To Other Groups	282,500	330,000	330,000	330,000	0	0.0%
<b>Recreation Prog. Admin</b>	<b>1,205,547</b>	<b>1,495,528</b>	<b>1,413,503</b>	<b>1,449,150</b>	<b>(46,378)</b>	<b>-3.1%</b>
<b>Outdoor Specialists</b>						
D755 Outdoor Rec&Env Ser.	157,319	173,732	164,394	250,100	76,368	44.0%
D760 HRM Otd Rec&Env Ser.	78,537	70,250	65,879	0	(70,250)	-100.0%
<b>Outdoor Specialists</b>	<b>235,857</b>	<b>243,982</b>	<b>230,273</b>	<b>250,100</b>	<b>6,118</b>	<b>2.5%</b>

# Community Development

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Aquatics</b>						
D175 Capt. Will Spry Aquatics	(5,751)	64,320	33,287	42,655	(21,665)	-33.7%
D220 Northcliffe Aquatics	(41,750)	(57,805)	(74,631)	(56,687)	1,118	-1.9%
D320 Bed. Lions Pl/Milllk	6,069	16,619	2,829	15,665	(954)	-5.7%
D540 HRM Beaches & Outside Pools	294,444	326,803	340,461	347,158	20,355	6.2%
D570 Needham Aquatics	66,740	87,286	76,795	104,509	17,223	19.7%
<b>Aquatics</b>	<b>319,752</b>	<b>437,223</b>	<b>378,740</b>	<b>453,300</b>	<b>16,077</b>	<b>3.7%</b>
<b>Mainland South &amp; Area</b>	<b>863,406</b>	<b>1,030,518</b>	<b>997,480</b>	<b>1,047,500</b>	<b>16,982</b>	<b>1.6%</b>
<b>Mainland North &amp; Western</b>	<b>897,624</b>	<b>953,777</b>	<b>941,272</b>	<b>973,600</b>	<b>19,823</b>	<b>2.1%</b>
<b>Bedford, Sackville, Fall River</b>	<b>713,395</b>	<b>769,809</b>	<b>748,906</b>	<b>774,400</b>	<b>4,591</b>	<b>0.6%</b>
<b>Cole Hbr Eastern Shore &amp; Valley</b>	<b>1,089,739</b>	<b>1,119,260</b>	<b>1,156,400</b>	<b>1,271,200</b>	<b>151,940</b>	<b>13.6%</b>
<b>Peninsula</b>	<b>680,841</b>	<b>956,311</b>	<b>844,231</b>	<b>988,300</b>	<b>31,989</b>	<b>3.3%</b>
<b>Dartmouth / Eastern Passage</b>	<b>702,100</b>	<b>751,237</b>	<b>782,734</b>	<b>791,400</b>	<b>40,163</b>	<b>5.3%</b>
<b>Arenas</b>						
D960 Devonshire Arena	(32,453)	(30,034)	(43,994)	(30,300)	(266)	0.9%
D970 Le Brun Centre	56,694	55,580	43,284	57,200	1,620	2.9%
D980 Gray Arena	(58,624)	(53,635)	(51,492)	(54,200)	(565)	1.1%
D985 Bowles Arena	7,934	15,495	17,091	15,700	205	1.3%
<b>Arenas</b>	<b>(26,449)</b>	<b>(12,594)</b>	<b>(35,111)</b>	<b>(11,600)</b>	<b>994</b>	<b>-7.9%</b>
<b>Outdoor &amp; HRSB Facilities</b>						
D911 Outdoor Facilities - Bookings	294,985	313,166	309,975	320,800	7,634	2.4%
D912 HRSB Facilities - Bookings	0	0	0	0	0	-
<b>Outdoor &amp; HRSB Facilities</b>	<b>294,985</b>	<b>313,166</b>	<b>309,975</b>	<b>320,800</b>	<b>7,634</b>	<b>2.4%</b>
<b>Clearing Account REC</b>						
D999 Clearing Account Recreation	48,358	0	50,644	0	0	-
<b>Clearing Account REC</b>	<b>48,358</b>	<b>0</b>	<b>50,644</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Area Services</b>						
C220 Riverlake Com. Ctr.	4,690	4,800	7,694	4,800	0	0.0%
C230 Waverly Com. Centre	23,449	23,600	20,863	23,600	0	0.0%
C250 Behville /Lkside/ Tmbrlea Rec.	7,700	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	194	7,300	7,087	7,300	0	0.0%
C270 Lucasville Comm. Ctr	7,267	8,050	9,920	8,050	0	0.0%
C280 Cole Harb.Pool/Tenni	323	0	313	0	0	-
C290 Upper Sack. Com. Ctr	0	0	0	0	0	-
<b>Area Services</b>	<b>43,623</b>	<b>51,450</b>	<b>53,576</b>	<b>51,450</b>	<b>0</b>	<b>0.0%</b>



# Community Development

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Area Rate Services</b>						
C105 Sackville Heights Elementary Sc	13,802	0	(15,947)	0	0	-
C106 Prospect Road Recreation Centre PRD40			0	0		
C107 Glen Arbor Home Owners Association			0	0		
C108 White Hills Residents Association PRD40			0	0		
C110 East Preston Rec Ctr	(2,620)	0	(909)	0	0	-
C115 Mineville Community Associati	2	0	(6,310)	0	0	-
C120 Haliburton Hills	(28,156)	0	(6,899)	0	0	-
C125 Beaver Bank Rec Centre	5,598	0	(11,532)	0	0	-
C130 Highland Park	(2,091)	0	(11,998)	0	0	-
C135 Kingswood Ratepayers	(51,650)	0	(2,767)	0	0	-
C140 Prospect	(5,993)	0	(100,689)	0	0	-
C145 Westwood Hills Residents Assoc	8,971	0	(9,744)	0	0	-
C150 Up. Hammonds Plains	(11,502)	0	(3,113)	0	0	-
C155 Harrietsfield Rec Ct	(10,887)	0	(7,014)	0	0	-
C160 Musquodoboit Harbour	(210)	0	(2,390)	0	0	-
C165 Dutch Settlement	(4,635)	0	(966)	0	0	-
C170 Hammonds Plns Com.RT	(43,289)	0	(70,796)	0	0	-
C175 Hubbards Rec. Centre	10,847	(0)	(6,163)	(0)	0	-0.0%
C180 Grand Lake Com. Ctr	(11,596)	0	(8,449)	0	0	-
C185 District 3 Cap. Fund	(325,178)	0	94,105	0	0	-
C190 Maplewood Subdivisio	(2,196)	0	(41,398)	0	0	-
C194 Fall River Recreation Centre	(521,582)	0	0	0	0	-
C195 Beechville / Lakeside / Timberlea Educ.			0	0		
C196 Silversides Residents Associatio	343	0	73	0	0	-
C198 St. Margaret's/Fox Hollow	742	0	(5,242)	0	0	-
C199 St. Margaret's Bay Centre (Loan	(11)	0	0	0	0	-
C210 LWF Recreation Ctr	(3,706)	(100)	(2,935)	0	100	-100.0%
<b>Area Rate Services</b>	<b>(984,997)</b>	<b>(100)</b>	<b>(221,082)</b>	<b>(0)</b>	<b>100</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$15,264,731</b>	<b>\$18,426,012</b>	<b>\$17,526,857</b>	<b>\$18,749,300</b>	<b>\$323,288</b>	<b>1.8%</b>

# Community Development

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$16,823,260	\$18,718,704	\$18,190,909	\$19,396,940	678,236	3.6%
Office Costs	1,254,333	820,985	846,094	842,549	21,564	2.6%
Professional Fees	23,559	14,404	289,073	14,008	(396)	-2.7%
Legal & Consulting Fees	135,528	49,717	97,358	48,431	(1,286)	-2.6%
External Services	601,912	1,388,465	1,225,715	2,038,730	650,265	46.8%
Uniforms & Clothing	31,878	41,650	36,097	50,404	8,754	21.0%
Salt	6	0	29	0	0	-
Supplies & Materials	378,030	320,597	389,156	357,587	36,990	11.5%
Utilities	274,849	231,400	296,261	252,445	21,045	9.1%
Building Costs	131,593	184,573	187,946	238,086	53,513	29.0%
Equipment & Communications	223,051	163,600	199,030	234,152	70,552	43.1%
Vehicle Expense	162,495	198,610	200,785	219,515	20,905	10.5%
Travel	178,495	212,564	238,210	212,215	(349)	-0.2%
Training & Education	72,861	83,200	83,667	111,298	28,098	33.8%
Facilities Rental	291,590	309,700	351,081	422,293	112,593	36.4%
Advertising & Promotion	185,305	176,800	170,356	150,277	(26,523)	-15.0%
Other Goods & Services	1,480,885	1,719,125	1,805,277	1,674,609	(44,516)	-2.6%
Interdepartmental	2,587,235	2,650,217	2,666,019	2,688,952	38,735	1.5%
Debt-Interest	230,552	210,598	212,583	213,903	3,305	1.6%
Debt Principal	356,936	343,934	339,852	274,276	(69,658)	-20.3%
Transfer Outside Agencies	4,021,834	4,028,933	4,477,691	4,121,568	92,635	2.3%
Insurance Costs	10,833	17,905	13,263	15,225	(2,680)	-15.0%
Grants & Tax Concessions	448,599	756,081	559,734	929,693	173,612	23.0%
Transfer to/from Reserves	(110,244)	75,000	25,000	(36,200)	(111,200)	-148.3%
Provision for Allowance	20,829	36,864	722	39,268	2,404	6.5%
Other Fiscal	75,000	0	0	0	0	-
Prior year Surplus/Deficit	(518,051)	(54,409)	(75,747)	(440,956)	(386,547)	710.4%
<b>Total</b>	<b>\$29,373,153</b>	<b>\$32,699,217</b>	<b>\$32,826,161</b>	<b>\$34,069,268</b>	<b>\$1,370,051</b>	<b>4.2%</b>
<b>Revenues</b>						
Tax Revenues	(179,400)	(204,900)	(206,100)	(215,800)	(10,900)	5.3%
Area Rate Revenue	(2,553,714)	(2,806,754)	(2,766,064)	(3,179,206)	(372,452)	13.3%
Payments in Lieu of taxes	0	0	24	0	0	-
Transfers from other Gov'ts	0	0	(68,547)	(514,218)	(514,218)	-
Fines and Fees	(61,454)	(43,000)	(53,077)	(43,500)	(500)	1.2%
Licenses & Permits	(3,723,331)	(4,228,607)	(4,080,908)	(4,277,050)	(48,443)	1.1%
Rental & Leasing	(1,054,766)	(1,068,500)	(1,173,598)	(1,085,300)	(16,800)	1.6%
Recreational Revenue	(3,671,335)	(3,567,884)	(3,826,294)	(3,680,243)	(112,359)	3.1%
Sales Revenue	(266,363)	(193,500)	(217,882)	(293,700)	(100,200)	51.8%
Waste Water Levies	0	0	0	0	0	-
Other Revenue	(2,598,058)	(2,160,060)	(2,906,857)	(2,030,951)	129,109	-6.0%
<b>Total</b>	<b>(\$14,108,422)</b>	<b>(\$14,273,205)</b>	<b>(\$15,299,303)</b>	<b>(\$15,319,968)</b>	<b>(\$1,046,763)</b>	<b>7.3%</b>
<b>Net Cost</b>	<b>\$15,264,731</b>	<b>\$18,426,012</b>	<b>\$17,526,857</b>	<b>\$18,749,300</b>	<b>\$323,288</b>	<b>1.8%</b>



# Environmental Management Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>EMS Admin - Director's Office</b>						
R602 EMS Admin	\$266,679	\$137,800	\$141,664	\$0	(137,800)	-100.0%
R603 Strategic Initiatives	1,996	0	20	0	0 -	
<b>EMS Admin - Director's Office</b>	<b>268,675</b>	<b>137,800</b>	<b>141,684</b>	<b>0</b>	<b>(137,800)</b>	<b>-100.0%</b>
<b>Wastewater Treatment</b>						
R201 Administration - WW	180,650	0	5,742	0	0 -	
R210 Aerotech	415,985	0	39,081	0	0 -	
R220 Mill Cove	2,677,968	0	372,493	0	0 -	
R230 Eastern Passage	758,261	0	164,754	0	0 -	
R240 Timberlea	598,764	0	155,232	0	0 -	
R250 Community Plants	584,521	25,000	69,821	0	(25,000)	-100.0%
R260 Aerotech Lagoon	669,032	611,000	621,696	0	(611,000)	-100.0%
R270 Sludge Transfer	249,696	0	48,938	0	0 -	
R280 Halifax WWTP	77,339	0	552,104	0	0 -	
R290 Dartmouth WWTP	325	0	9,145	0	0 -	
<b>Wastewater Treatment</b>	<b>6,212,541</b>	<b>636,000</b>	<b>2,039,005</b>	<b>0</b>	<b>(636,000)</b>	<b>-100.0%</b>
<b>Environmental Engineering Services</b>						
R160 Environmental Serv.	1,214,454	0	19,159	0	0 -	
R161 Pollution Prevention Program	412,017	0	148,519	0	0 -	
<b>Environmental Engineering Services</b>	<b>1,626,472</b>	<b>0</b>	<b>167,679</b>	<b>0</b>	<b>0 -</b>	
<b>Technical &amp; Underground Services</b>						
R811 Administration	1,238,282	0	614,383	0	(0)	-100.0%
R812 Inspection & Monitor	364,897	(0)	78,584	0	0	-100.0%
R814 Mains	1,169,065	0	362,609	0	0 -	
R817 Pumping Stations	2,709,300	(0)	419,546	0	0	-100.0%
R818 Sewer Laterals	1,393,368	0	769,883	0	(0)	-100.0%
R820 Manholes	464,601	0	138,043	0	0 -	
R821 Catchbasins	686,767	0	91,533	0	(0)	-100.0%
R822 Ditches, Drains, Culverts	1,613,850	0	244,201	0	(0)	-100.0%
R823 Flood Control	256,762	0	1,245	0	0 -	
R824 HSP Halifax	0	0	76	0	(0)	-100.0%
R898 Sewers Job Costing Clearing	345,962	0	153,772	0	0 -	
<b>Technical &amp; Underground Services</b>	<b>10,242,853</b>	<b>0</b>	<b>2,873,877</b>	<b>0</b>	<b>(0)</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$18,350,541</b>	<b>\$773,800</b>	<b>\$5,222,244</b>	<b>\$0</b>	<b>(773,800)</b>	<b>-100.0%</b>

# Environmental Management

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Wastewater Treatment</b>						
R201 Administration - WW	(180,650)	0	(5,742)	0	0	-
R210 Aerotech	(415,985)	0	(39,081)	0	0	-
R220 Mill Cove	(2,677,968)	0	(372,493)	0	0	-
R230 Eastern Passage	(758,261)	0	(164,754)	0	0	-
R240 Timberlea	(598,764)	0	(155,232)	0	0	-
R250 Community Plants	(584,521)	(25,000)	(69,821)	0	25,000	-100.0%
R260 Aerotech Lagoon	(669,032)	(611,000)	(621,696)	0	611,000	-100.0%
R270 Sludge Transfer	(249,696)	0	(48,938)	0	0	-
R280 Halifax WWTP	(77,339)	0	(552,104)	0	0	-
R290 Dartmouth WWTP	(325)	0	(9,145)	0	0	-
<b>Wastewater Treatment</b>	<b>(6,212,541)</b>	<b>(636,000)</b>	<b>(2,039,005)</b>	<b>0</b>	<b>636,000</b>	<b>-100.0%</b>
<b>Environmental Engineering Services</b>						
R160 Environmental Serv.	(1,214,454)	0	(19,159)	0	0	-
R161 Pollution Prevention Program	(411,928)	0	(147,955)	0	0	-
<b>Environmental Engineering Services</b>	<b>(1,626,382)</b>	<b>0</b>	<b>(167,114)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Technical &amp; Underground Services</b>						
R811 Administration	(1,238,282)	0	(614,383)	0	0	-
R812 Inspection & Monitor	(364,897)	0	(78,584)	0	0	-
R814 Mains	(1,169,065)	0	(362,609)	0	0	-
R817 Pumping Stations	(2,709,300)	0	(419,546)	0	0	-
R818 Sewer Laterals	(1,393,368)	0	(769,883)	0	0	-
R820 Manholes	(464,602)	0	(138,043)	0	0	-
R821 Catchbasins	(686,767)	0	(91,533)	0	0	-
R822 Ditches, Drains, Culverts	(1,613,850)	0	(244,201)	0	0	-
R823 Flood Control	(256,762)	0	(1,245)	0	0	-
R898 Sewers Job Costing Clearing	(345,962)	0	(153,772)	0	0	-
<b>Technical &amp; Underground Services</b>	<b>(10,242,854)</b>	<b>0</b>	<b>(2,873,800)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>(\$18,081,776)</b>	<b>(\$636,000)</b>	<b>(\$5,079,919)</b>	<b>\$0</b>	<b>\$636,000</b>	<b>-100.0%</b>

# Environmental Management

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>EMS Admin - Director's Office</b>						
R602 EMS Admin	266,679	137,800	141,664	0	(137,800)	-100.0%
R603 Strategic Initiatives	1,996	0	20	0	0	-
<b>EMS Admin - Director's Office</b>	<b>268,675</b>	<b>137,800</b>	<b>141,684</b>	<b>0</b>	<b>(137,800)</b>	<b>-100.0%</b>
<b>Wastewater Treatment</b>						
R201 Administration - WW	0	0	0	0	0	-
R210 Aerotech	(0)	0	0	0	0	-
R220 Mill Cove	0	0	0	0	0	-
R230 Eastern Passage	0	0	0	0	0	-
R240 Timberlea	0	0	0	0	0	-
R250 Community Plants	0	0	0	0	0	-
R260 Aerotech Lagoon	0	0	0	0	0	-
R270 Sludge Transfer	0	0	0	0	0	-
R280 Halifax WWTP	(0)	0	0	0	0	-
R290 Dartmouth WWTP	(0)	0	0	0	0	-
<b>Wastewater Treatment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Environmental Engineering Services</b>						
R160 Environmental Serv.	0	0	0	0	0	-
R161 Pollution Prevention Program	89	0	565	0	0	-
<b>Environmental Engineering Services</b>	<b>90</b>	<b>0</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Technical &amp; Underground Services</b>						
R811 Administration	(0)	0	0	0	(0)	-100.0%
R812 Inspection & Monitor	0	(0)	0	0	0	-100.0%
R814 Mains	(0)	0	0	0	0	-
R817 Pumping Stations	0	(0)	0	0	0	-100.0%
R818 Sewer Laterals	(0)	0	0	0	(0)	-100.0%
R820 Manholes	(0)	0	0	0	0	-
R821 Catchbasins	(0)	0	0	0	(0)	-100.0%
R822 Ditches, Drains, Culverts	(0)	0	0	0	(0)	-100.0%
R823 Flood Control	0	0	0	0	0	-
R824 HSP Halifax	0	0	76	0	(0)	-
R898 Sewers Job Costing Clearing	0	0	0	0	0	-
<b>Technical &amp; Underground Services</b>	<b>(0)</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>(0)</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$268,764</b>	<b>\$137,800</b>	<b>\$142,325</b>	<b>\$0</b>	<b>(\$137,800)</b>	<b>-100.0%</b>

# Environmental Management

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Expenditures</b>						
Compensation & Benefits	\$7,679,790	\$10,381,984	\$2,917,030	\$0	(10,381,984)	-100.0%
Office Costs	178,892	187,100	129,480	0	(187,100)	-100.0%
Professional Fees	8,323	0	0	0	0	-
Legal & Consulting Fees	5,424	25,000	5,000	0	(25,000)	-100.0%
External Services	3,156,257	6,401,217	3,353,565	0	(6,401,217)	-100.0%
Uniforms & Clothing	33,649	62,350	49,336	0	(62,350)	-100.0%
Salt	245	2,000	3,922	0	(2,000)	-100.0%
Supplies & Materials	780,645	2,922,546	1,122,265	0	(2,922,546)	-100.0%
Utilities	1,313,301	2,129,650	678,534	0	(2,129,650)	-100.0%
Building Costs	209,409	574,750	178,952	0	(574,750)	-100.0%
Equipment & Communications	801,412	969,700	637,801	0	(969,700)	-100.0%
Vehicle Expense	46,926	150,220	58,494	0	(150,220)	-100.0%
Travel	145,313	194,130	55,943	0	(194,130)	-100.0%
Training & Education	50,399	73,850	31,288	0	(73,850)	-100.0%
Advertising & Promotion	88,430	83,200	47,301	0	(83,200)	-100.0%
Other Goods & Services	208,107	478,700	130,352	0	(478,700)	-100.0%
Interdepartmental	1,154,593	1,078,400	1,047,813	0	(1,078,400)	-100.0%
Debt-Interest	221,424	103,446	147,117	0	(103,446)	-100.0%
Debt Principal	1,281,398	1,283,044	1,093,044	0	(1,283,044)	-100.0%
Transfer Outside Agencies	0	0	0	0	0	-
Transfer to/from Reserves	954,604	(25,858,387)	(6,483,719)	0	25,858,387	-100.0%
Other Fiscal	31,998	(469,100)	18,726	0	469,100	-100.0%
<b>Total</b>	<b>\$18,350,541</b>	<b>\$773,800</b>	<b>\$5,222,244</b>	<b>\$0</b>	<b>(\$773,800)</b>	<b>-100.0%</b>
<b>Revenues</b>						
Tax Revenues	(\$148,843)	\$0	\$0	\$0	0	-
Transfers from other Gov'ts	0	0	56	0	0	-
Rental & Leasing	0	0	33	0	0	-
Sludge Tipping	(674,985)	(611,000)	(759,777)	0	611,000	-100.0%
Sales Revenue	(114,188)	(25,000)	(3,302)	0	25,000	-100.0%
Waste Water Levies	(10,874,343)	0	0	0	0	-
Environmental Protection Levies	(5,836,844)	0	0	0	0	-
Other Revenue	(432,572)	0	(4,316,929)	0	0	-
<b>Total</b>	<b>(\$18,081,776)</b>	<b>(\$636,000)</b>	<b>(\$5,079,919)</b>	<b>\$0</b>	<b>\$636,000</b>	<b>-100.0%</b>
<b>Net Cost</b>	<b>\$268,764</b>	<b>\$137,800</b>	<b>\$142,325</b>	<b>\$0</b>	<b>(\$137,800)</b>	<b>-100.0%</b>

During fiscal 2007-08, the Halifax Regional Water Commission (HRWC) and Halifax regional Municipality (HRM) entered into the Wastewater and Stormwater Transfer Agreement. This agreement took effect August 1, 2007 and involved the dissolution of the Environmental Management Services (EMS) business unit.

Details of this re-organization are shown below:

### Elimination of EMS Business Unit

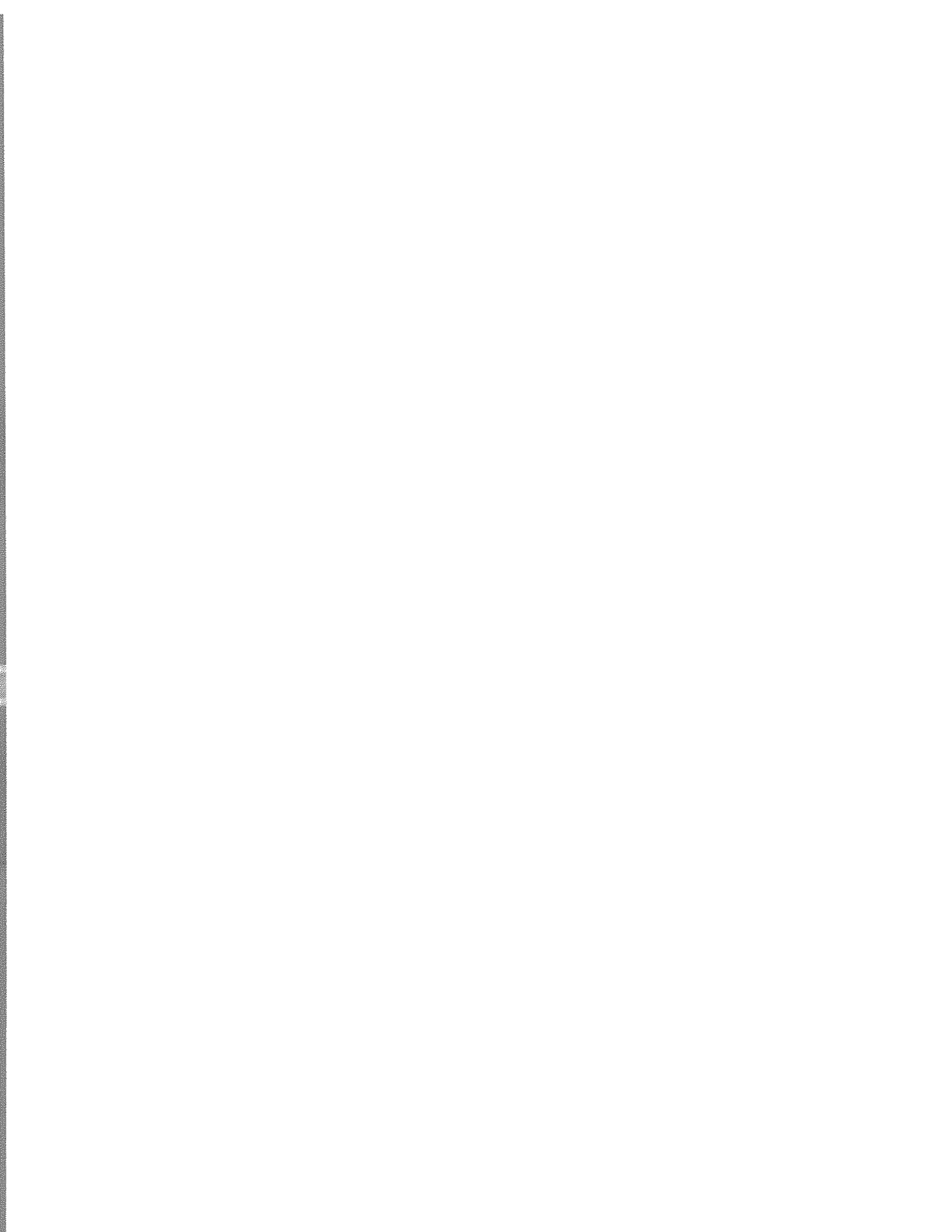
R602 EMS Admin	eliminated	R201 Administration - WW	to HRWC
R603 Strategic Initiatives	eliminated	R210 Aerotech	to HRWC
M661 Commonwealth Games	eliminated	R220 Mill Cove	to HRWC
<b>EMS Admin - Director's Office</b>		R230 Eastern Passage	to HRWC
R381 Harbour Solutions	to BPIM	R240 Timberlea	to HRWC
<b>Harbour Solutions Project</b>		R250 Community Plants	to HRWC
M431 Sackville Landfill Reserve	to TPW	R260 Aerotech Lagoon	to HRWC
R311 MA Solid Waste Debt	to TPW	R270 Sludge Transfer	to HRWC
R312 Hlfx Transfer Stat.	to TPW	R280 Halifax WWTP	to HRWC
R314 Sckv. Landfill Site	to TPW	R290 Dartmouth WWTP	to HRWC
R321 Administration - Waste Resources	to TPW	R300 Herring Cove WWTP	to HRWC
R601 See Cost Centre R321	to TPW	R315 Leach. Trt./FlareStc	to TPW
R322 Collection & RRFB	to TPW	<b>Wastewater Treatment</b>	
R323 Waste Resources System-Debt Charge	to TPW	R811 Administration	to HRWC
R324 Compost Fac.Burnside	to TPW	R812 Inspection & Monitor	to HRWC
R325 Compost Fac.Ragged Lake	to TPW	R814 Mains	to HRWC
R328 Rural Depots	to TPW	R817 Pumping Stations	to HRWC
R330 Material Recovery Facility	to TPW	R818 Sewer Laterals	to HRWC
R331 RRFB Contract	to TPW	R820 Manholes	to HRWC
R332 Operating Reserve	to TPW	R821 Catchbasins	to HRWC
R333 C & E Progrms HRM	to TPW	R822 Ditches,Drains,Culverts	to HRWC
R334 Household Hazardous Waste	to TPW	R823 Flood Control	to HRWC
R326 Otter Lake Waste Stabilization Facility	to TPW	R824 HSP Halifax	to HRWC
R327 Otter Lake Residuals Disposal Facility	to TPW	R898 Sewers Job Costing Clearing	to HRWC
R329 Otter Lake FEP	to TPW	<b>Technical &amp; Underground Services</b>	
<b>Solid Waste Services</b>		D935 Administration	to IAM
R160 Environmental Serv.	to HRWC	D940 Programs	to IAM
R161 Pollution Prevention Program	to HRWC	D945 Projects	to IAM
<b>Environmental Engineering Services</b>		D946 Regional Plan - Environment	to IAM
O928 Hurricane Juan	eliminated	<b>Sustainable Environmental Mgmt Office</b>	
<b>Hurricane Juan</b>			





# **Finance**

## **Business Plan - 2008/09**



**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 residents of HRM.

<b>Director</b>	<b>S. Dale MacLennan, CA</b>
<b>Sr. Manager, Financial Services</b> 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 management, coordination of contracting for materials, services and supplies for HRM, contract management and technical support, payroll functions, and position management.
<b>Revenue Operations Manager</b> Jerry Blackwood, CGA	Prepare billings, collect all revenues, administration of animal control and False Alarms By-Laws, Local Improvement charges, tax sales, parking regulations
<b>Accounting Operations Manager</b> Debbi McCaig, MBA, CMA	Accounts Payable Processing, Accounting Processing, Service Delivery and Financial Reporting, and Year-end audited financial statements, ensuring HRM complies with industry and legislative financial reporting requirements for Operating, Capital, Trust Funds and Reserves.
<b>Procurement &amp; Stores Operations Manager</b> Anne Feist, CPPB	Procurement services including purchasing, inventory, storage and disposal, coordination of contracts and contract management. Supply of eight (8) fuelling stations and four (4) salt sheds.
<b>Payroll Operations Manager</b> Kevin Hislop	Responsible to provide all payroll related functions to HRM employees, Business Units and Boards and Commissions. Some of the services provided to 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.

<b>Manager of Budget &amp; Financial Analysis</b> Paul Fleming	Manages the operating, capital and reserve budget processes, and provides customer service and stewardship support 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.
<b>Manager of Fiscal &amp; Tax Policy</b> Bruce Fisher, MPA, CMA	Develops, defines and refines policies related to fiscal management, financial planning, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning. Leads HRM's Tax Reform and Multi Year Financial Strategy.
<b>Manager of Corporate Reporting &amp; Financial Policy</b> 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. Leads the Disaster Financial Recovery claims process for losses incurred during Hurricane Juan and the February 2004 Blizzard.
<b>Project Manager Revenue Replacement Tool Project</b> Daya Pillay	Manages the implementation of a new revenue software installation integrated with SAP.
<b>Summary of Business Unit Structure Changes:</b>	None.

**Core Operations and Services provided:**

- Payment Processing
- Accounting
- FTE Position Management
- Financial Reporting
- Council Report Review and Support
- Payroll Operations
- Procurement & Stores Operations
- Inventory Control
- Corporate Financial Planning & Budget Process Management
- 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

**Permanent Full Time Equivalentents (FTEs):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>187</b>	<b>188</b>

1 FTE transferred to Halifax Regional Police, 2 new FTEs (term to permanent / new positions) supporting operational requirements.

**Financial Information:**

**Finance**  
**Summary of Budget by Business Unit Division**

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$10,646,080.13	\$11,533,024.08	\$11,089,509.33	\$11,733,000.04	\$199,975.96	1.7%
<b>Revenues</b>	(\$6,569,590.77)	(\$8,001,057.00)	(\$11,687,835.99)	(\$8,148,000.00)	(\$146,943.00)	1.8%
<b>Net Budget</b>						
Administration - Finance	316,684	344,707	291,608	357,800	13,093	3.8%
Finance	1,174,801	1,386,394	1,320,139	1,289,200	(97,194)	-7.0%
Financial Services Admin	160,661	169,645	156,287	172,300	2,655	1.6%
Revenue	(3,555,921)	(4,894,671)	(8,711,073)	(4,973,900)	(79,229)	1.6%
Accounting	1,851,751	2,142,500	2,065,816	2,242,300	99,800	4.7%
Payroll Operations	908,232	1,214,260	1,149,151	1,242,000	27,740	2.3%
Procurement	2,856,142	3,164,732	3,090,657	3,255,300	90,568	2.9%
Revenue Replacement Project	364,140	4,400	39,087	0	(4,400)	-100.0%
<b>Net Cost</b>	\$4,076,489.36	\$3,531,967.08	(\$598,326.66)	\$3,585,000.04	\$53,032.96	1.5%

**Analysis of Operating Budget Changes:**

Operating Budget Change Details	(\$000's)
<b>2007/8 Budget</b>	<b>3,532.0</b>
1. Revenue increases, Fines & Fees, By-law F300 and Tax Sales & misc. other	(146.9)
2. Compensation and Benefits	492.8
3. Transfer to/fr Capital - Revenue Replacement Project	(310.0)
4. Office Costs (telephone, courier, office supplies, etc).	(12.2)
5. Professional Fees & Contract Services (PSAB Compliance)	29.8
6. Other Goods and Services (travel, training, Advertising)	(.5)
<b>2008/09 Budget</b>	<b>3,585.0</b>

## Business Unit Goals (2008-11):

<b>Strategic Goals</b>
1. Goal - Practising Fiscal Responsibility
2. Goal - Leadership Development within Finance
3. Goal - Public Sector Accounting Board (PSAB) Compliance
<b>Operational Goals</b>
1. Goal - Effective Management of Corporate Finances
2. Goal - Delivery to Internal and External Clients
3. Goal - Support to Corporate Initiatives

<b>Service Level Changes</b>
<b>Business Unit:</b> Finance
<b><u>Increases In Services / new initiatives:</u></b>
<ul style="list-style-type: none"><li>• Governance Structure and Committee created to investigate revisions to the Multi Year Financial Strategy and to make recommendations to Council;</li><li>• Tax Reform and other tax information - delivery of information to external clients through “How Your Municipal Tax Dollars Are Spent” document, tax bill inserts, and other communications forthcoming from the Tax Reform Committee’s Communication Strategy;</li><li>• Revenue Tools Replacement Project - increase to productivity and efficiency with respect to cash management, collection of property taxes and other revenues, as well as alarms permits, licenses, etc;</li><li>• Asset Management/Asset Accounting development and implementation to ensure compliance with PSAB requirements;</li><li>• Green Procurement and Procurement Card roll-out communications, education and implementation; and</li><li>• Price Agreement reviews.</li></ul>



## Service Level Changes

### **Decreases In Services / Operational Pressures:**

- Staff resources and availability is expected to decline due to training requirements associated with initial implementation of the Revenue Tools Replacement Project;
- Staff resources and availability is expected to decline from time to time during peak hours due to costing negotiations and implementation for two collective agreements which will expire in 08/09;
- Staff resources and availability is expected to decline from time to time during peak hours due to support required for the 2011 Canada Games;
- Staff resources and availability is expected to decline from time to time during peak hours due to support required for 2008 election; and
- Implementation of priority Business Systems and Control Group recommendations will impact staff availability.

### **Expected Services Not Being Delivered:**

- Implementation of existing Business Systems and Control Group report recommendations are not resourced. A plan must be developed.

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

- 1 FTE, through Capital, to support the Corporate Asset Management Project (Accountant backfill)

# Finance

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Administration - Finance</b>						
A301 Administration - Finance	\$312,054	\$344,707	\$293,542	\$357,800	13,093	3.8%
M621 Commonwealth Games	4,673	0	69	0	0	-
<b>Administration - Finance</b>	<b>316,727</b>	<b>344,707</b>	<b>293,612</b>	<b>357,800</b>	<b>13,093</b>	<b>3.8%</b>
<b>Finance</b>						
A304 Financial Reporting & Treasury	295,809	312,821	307,564	313,800	979	0.3%
A351 Budget & Financial Analysis	490,932	568,128	565,697	571,000	2,872	0.5%
A810 Fiscal & Tax Policy	255,409	363,629	310,400	263,200	(100,429)	-27.6%
A811 Grants-Administration	132,707	141,816	136,479	141,200	(616)	-0.4%
<b>Finance</b>	<b>1,174,857</b>	<b>1,386,394</b>	<b>1,320,139</b>	<b>1,289,200</b>	<b>(97,194)</b>	<b>-7.0%</b>
<b>Financial Services Admin</b>						
A302 SMFS Admin.	160,661	169,645	156,960	172,300	2,655	1.6%
<b>Financial Services Admin</b>	<b>160,661</b>	<b>169,645</b>	<b>156,960</b>	<b>172,300</b>	<b>2,655</b>	<b>1.6%</b>
<b>Revenue</b>						
A311 Revenue - Administration	228,992	298,780	263,275	307,400	8,620	2.9%
A312 Coin Room	205,661	206,398	198,998	223,100	16,702	8.1%
A313 Payment Processing	255,213	283,367	271,538	286,300	2,933	1.0%
A314 General Revenue	514,365	486,075	488,304	505,900	19,825	4.1%
A315 Ticket Office	945,687	876,934	776,091	892,600	15,666	1.8%
A316 Taxation	606,416	730,247	700,270	731,400	1,153	0.2%
A360 Admin. & Mtce of Parking Meter	216,034	216,785	209,708	219,600	2,815	1.3%
<b>Revenue</b>	<b>2,972,368</b>	<b>3,098,586</b>	<b>2,908,182</b>	<b>3,166,300</b>	<b>67,714</b>	<b>2.2%</b>
<b>Accounting</b>						
A321 Accounting Administration	452,490	627,300	646,419	723,280	95,980	15.3%
A322 Payment Processing	548,404	616,200	577,754	616,120	(80)	-0.0%
A323 Accounting Processing	568,681	557,500	540,772	559,500	2,000	0.4%
A324 Accounting Reporting	282,458	341,500	306,504	343,400	1,900	0.6%
<b>Accounting</b>	<b>1,852,034</b>	<b>2,142,500</b>	<b>2,071,449</b>	<b>2,242,300</b>	<b>99,800</b>	<b>4.7%</b>
<b>Procurement</b>						
A331 General Purchasing	471,707	532,044	514,505	533,804	1,760	0.3%
A332 Inventory & Asset Mg	129,887	153,802	149,991	137,900	(15,902)	-10.3%
A333 Stores-Transit/Fire	705,353	808,069	793,737	870,900	62,831	7.8%
A334 Stores-East/West	549,633	566,865	569,806	574,200	7,335	1.3%
A335 Procurement Field Support Reps	441,067	457,512	468,234	464,185	6,673	1.5%
A336 Procurement Staff	592,515	646,440	617,870	674,311	27,871	4.3%
A337 Disposal of Surplus Equipment			17,575	0		
<b>Procurement</b>	<b>2,890,161</b>	<b>3,164,732</b>	<b>3,131,717</b>	<b>3,255,300</b>	<b>90,568</b>	<b>2.9%</b>
<b>Payroll Operations</b>						
A615 Payroll Operations	915,132	1,222,060	1,168,363	1,249,800	27,740	2.3%
<b>Payroll Operations</b>	<b>915,132</b>	<b>1,222,060</b>	<b>1,168,363</b>	<b>1,249,800</b>	<b>27,740</b>	<b>2.3%</b>
<b>Revenue Replacement Project</b>						
A319 Tools Replacement Project	364,140	4,400	39,087	0	(4,400)	-100.0%
<b>Revenue Replacement Project</b>	<b>364,140</b>	<b>4,400</b>	<b>39,087</b>	<b>0</b>	<b>(4,400)</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$10,646,080</b>	<b>\$11,533,024</b>	<b>\$11,089,509</b>	<b>\$11,733,000</b>	<b>\$199,976</b>	<b>1.7%</b>

# Finance

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration - Finance</b>						
A301 Administration - Finance	(\$44)	\$0	(\$2,003)	\$0	0	-
<b>Administration - Finance</b>	<b>(44)</b>	<b>0</b>	<b>(2,003)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Finance</b>						
A351 Budget & Financial Analysis	0	0	0	0	0	-
A811 Grants-Administration	(56)	0	0	0	0	-
<b>Finance</b>	<b>(56)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Financial Services Admin</b>						
A302 SMFS Admin.	0	0	(673)	0	0	-
<b>Financial Services Admin</b>	<b>0</b>	<b>0</b>	<b>(673)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Revenue</b>						
A311 Revenue - Administration	2,748	0	0	0	0	-
A314 General Revenue	(201,322)	(175,000)	(172,143)	(180,900)	(5,900)	3.4%
A315 Ticket Office	(4,809,448)	(5,915,531)	(9,594,712)	(6,047,100)	(131,569)	2.2%
A316 Taxation	(1,519,845)	(1,902,726)	(1,852,400)	(1,912,200)	(9,474)	0.5%
A360 Admin. & Mtce of Parking Meter	(421)	0	0	0	0	-
<b>Revenue</b>	<b>(6,528,289)</b>	<b>(7,993,257)</b>	<b>(11,619,255)</b>	<b>(8,140,200)</b>	<b>(146,943)</b>	<b>1.8%</b>
<b>Accounting</b>						
A321 Accounting Administration	(283)	0	(5,633)	0	0	-
<b>Accounting</b>	<b>(283)</b>	<b>0</b>	<b>(5,633)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Procurement</b>						
A331 General Purchasing	(20,592)	0	(15,526)	0	0	-
A332 Inventory & Asset Mg	(12,938)	0	(6,386)	0	0	-
A334 Stores-East/West	(455)	0	0	0	0	-
A336 Procurement Staff	(34)	0	0	0	0	-
A337 Disposal of Surplus Equipment			(19,148)	0		
<b>Procurement</b>	<b>(34,019)</b>	<b>0</b>	<b>(41,060)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Payroll Operations</b>						
A615 Payroll Operations	(6,900)	(7,800)	(19,212)	(7,800)	0	-0.0%
<b>Payroll Operations</b>	<b>(6,900)</b>	<b>(7,800)</b>	<b>(19,212)</b>	<b>(7,800)</b>	<b>0</b>	<b>-0.0%</b>
<b>Total</b>	<b>(\$6,569,591)</b>	<b>(\$8,001,057)</b>	<b>(\$11,687,836)</b>	<b>(\$8,148,000)</b>	<b>(146,943)</b>	<b>1.8%</b>

# Finance

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration - Finance</b>						
A301 Administration - Finance	\$312,011	\$344,707	\$291,539	\$357,800	13,093	3.8%
M621 Commonwealth Games	4,673	0	69	0	0	-
<b>Administration - Finance</b>	<b>316,684</b>	<b>344,707</b>	<b>291,608</b>	<b>357,800</b>	<b>13,093</b>	<b>3.8%</b>
<b>Finance</b>						
A304 Financial Reporting & Treasury	295,809	312,821	307,564	313,800	979	0.3%
A351 Budget & Financial Analysis	490,932	568,128	565,697	571,000	2,872	0.5%
A810 Fiscal & Tax Policy	255,409	363,629	310,400	263,200	(100,429)	-27.6%
A811 Grants-Administration	132,651	141,816	136,479	141,200	(616)	-0.4%
<b>Finance</b>	<b>1,174,801</b>	<b>1,386,394</b>	<b>1,320,139</b>	<b>1,289,200</b>	<b>(97,194)</b>	<b>-7.0%</b>
<b>Financial Services Admin</b>						
A302 SMFS Admin.	160,661	169,645	156,287	172,300	2,655	1.6%
<b>Financial Services Admin</b>	<b>160,661</b>	<b>169,645</b>	<b>156,287</b>	<b>172,300</b>	<b>2,655</b>	<b>1.6%</b>
<b>Revenue</b>						
A311 Revenue - Administration	231,741	298,780	263,275	307,400	8,620	2.9%
A312 Coin Room	205,661	206,398	198,998	223,100	16,702	8.1%
A313 Payment Processing	255,213	283,367	271,538	286,300	2,933	1.0%
A314 General Revenue	313,043	311,075	316,160	325,000	13,925	4.5%
A315 Ticket Office	(3,863,762)	(5,038,597)	(8,818,621)	(5,154,500)	(115,903)	2.3%
A316 Taxation	(913,430)	(1,172,479)	(1,152,130)	(1,180,800)	(8,321)	0.7%
A360 Admin. & Mtce of Parking Meter:	215,613	216,785	209,708	219,600	2,815	1.3%
<b>Revenue</b>	<b>(3,555,921)</b>	<b>(4,894,671)</b>	<b>(8,711,073)</b>	<b>(4,973,900)</b>	<b>(79,229)</b>	<b>1.6%</b>
<b>Accounting</b>						
A321 Accounting Administration	452,207	627,300	640,786	723,280	95,980	15.3%
A322 Payment Processing	548,404	616,200	577,754	616,120	(80)	-0.0%
A323 Accounting Processing	568,681	557,500	540,772	559,500	2,000	0.4%
A324 Accounting Reporting	282,458	341,500	306,504	343,400	1,900	0.6%
<b>Accounting</b>	<b>1,851,751</b>	<b>2,142,500</b>	<b>2,065,816</b>	<b>2,242,300</b>	<b>99,800</b>	<b>4.7%</b>
<b>Procurement</b>						
A331 General Purchasing	451,114	532,044	498,979	533,804	1,760	0.3%
A332 Inventory & Asset Mg	116,949	153,802	143,605	137,900	(15,902)	-10.3%
A333 Stores-Transit/Fire	705,353	808,069	793,737	870,900	62,831	7.8%
A334 Stores-East/West	549,178	566,865	569,806	574,200	7,335	1.3%
A335 Procurement Field Support Reps	441,067	457,512	468,234	464,185	6,673	1.5%
A336 Procurement Staff	592,481	646,440	617,870	674,311	27,871	4.3%
A337 Disposal of Surplus Equipment	0	0	(1,573)	0		
<b>Procurement</b>	<b>2,856,142</b>	<b>3,164,732</b>	<b>3,090,657</b>	<b>3,255,300</b>	<b>90,568</b>	<b>2.9%</b>
<b>Payroll Operations</b>						
A615 Payroll Operations	908,232	1,214,260	1,149,151	1,242,000	27,740	2.3%
<b>Payroll Operations</b>	<b>908,232</b>	<b>1,214,260</b>	<b>1,149,151</b>	<b>1,242,000</b>	<b>27,740</b>	<b>2.3%</b>
<b>Revenue Replacement Project</b>						
A319 Tools Replacement Project	364,140	4,400	39,087	0	(4,400)	-100.0%
<b>Revenue Replacement Project</b>	<b>364,140</b>	<b>4,400</b>	<b>39,087</b>	<b>0</b>	<b>(4,400)</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$4,076,489</b>	<b>\$3,531,967</b>	<b>(\$598,327)</b>	<b>\$3,585,000</b>	<b>\$53,033</b>	<b>1.5%</b>

# Finance

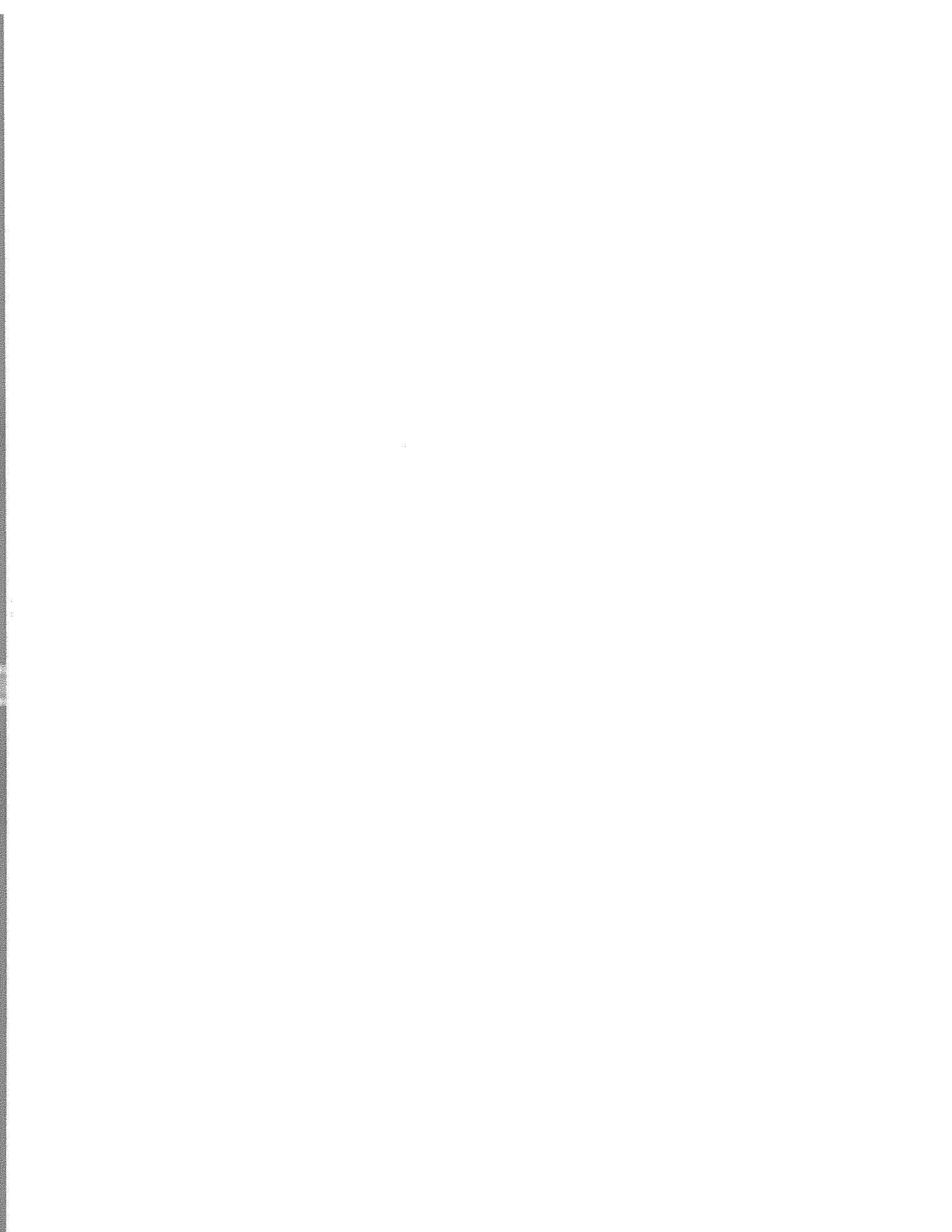
## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Expenditures</b>						
Compensation & Benefits	\$9,055,811	\$10,178,041	\$9,823,375	\$10,670,885	\$492,844	4.8%
Office Costs	431,637	417,386	431,085	405,147	(12,239)	-2.9%
Professional Fees	92,786	108,250	103,619	125,800	17,550	16.2%
Legal & Consulting Fees	108,280	16,404	72,136	15,811	(593)	-3.6%
External Services	470,120	413,835	412,685	426,635	12,800	3.1%
Uniforms & Clothing	8,045	9,920	7,122	11,110	1,190	12.0%
Supplies & Materials	63,534	60,977	49,713	62,254	1,277	2.1%
Utilities	9	0	10	0	0	-
Building Costs	7,199	1,457	6,487	1,500	43	3.0%
Equipment & Communications	97,700	87,674	99,671	81,103	(6,571)	-7.5%
Vehicle Expense	1,878	4,000	4,934	4,800	800	20.0%
Travel	54,334	41,515	46,115	40,588	(927)	-2.2%
Training & Education	40,588	65,760	43,550	62,259	(3,501)	-5.3%
Facilities Rental	38,690	1,900	2,657	400	(1,500)	-78.9%
Advertising & Promotion	19,284	18,435	19,886	20,411	1,976	10.7%
Other Goods & Services	77,683	89,970	81,311	96,308	6,338	7.0%
Interdepartmental	13,947	17,500	23,155	18,000	500	2.9%
Grants & Tax Concessions	0	0	0	0		
Transfer to/from Reserves	64,554	0	(138,000)	0	0	-
Other Fiscal	0	0	0	(310,011)	(310,011)	-
<b>Total</b>	<b>\$10,646,080</b>	<b>\$11,533,024</b>	<b>\$11,089,509</b>	<b>\$11,733,000</b>	<b>\$199,976</b>	<b>1.7%</b>
<b>Revenues</b>						
Fines and Fees	(\$5,971,999)	(\$7,465,882)	(\$11,008,099)	(\$7,520,200)	(54,318)	0.7%
Licenses & Permits	\$0	\$0	\$0	\$0		
Tax Certificates	(417,880)	(377,375)	(447,300)	(460,000)	(82,625)	21.9%
Sales Revenue	(113,875)	(125,000)	(130,758)	(130,000)	(5,000)	4.0%
Other Revenue	(65,836)	(32,800)	(101,678)	(37,800)	(5,000)	15.2%
<b>Total</b>	<b>(\$6,569,591)</b>	<b>(\$8,001,057)</b>	<b>(\$11,687,836)</b>	<b>(\$8,148,000)</b>	<b>(\$146,943)</b>	<b>1.8%</b>
<b>Net Cost</b>	<b>\$4,076,489</b>	<b>\$3,531,967</b>	<b>(\$598,327)</b>	<b>\$3,585,000</b>	<b>\$53,033</b>	<b>1.5%</b>



# **Fire and Emergency Service**

## **Business Plan - 2008/09**





**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, Chief Director**

**Operational Support**  
Roy Hollett,  
Deputy Chief Director

The Operational Support Team is the infrastructure that supports the Operations Division. This section is responsible for Administration Finance, Human Resources, Logistics, Research & Career Development, Fire Prevention & Life Safety, Fire Investigation & Explosive Section, Public Education & Information, Fire Safety/Public Information Officer, Safe Communities, Emergency Measures and Firefighter Assistance Program. The Corporate Safety Division for HRM also is under the Fire Service umbrella and is responsible to ensure that HRM is meeting its legislative compliance under the Occupational Health & Safety Act.

**Operations**  
Stephen Thurber,  
Deputy Chief Director

The Operations Team is responsible for the mitigation of emergency response which is provided from 60 Fire Stations that cover all of HRM. These stations range in being fully career to fully volunteer, with some stations having a combination response of career and volunteer firefighters. A special operations section is responsible for the coordination and development of strategic initiatives - Chemical, Biological, Radiological, Nuclear & Explosion, Urban Search & Rescue, Marine/Dive Teams. Also reporting under Operations is the Training Division, Computer Aided Dispatch/FDM Records Management, Station Location Study, Operational Reviews, and Committees: Rural Management, Composite Chiefs and the Board of Chiefs.

**Summary of Business  
Unit Structure  
Changes:**

- Restructure of the Fire Services Management Team to provide more opportunities for succession planning - (Reduced Deputy Chief positions from 4 to 2. Implemented 3 Assistant Deputy Chief Directors positions) within current structure.
- IAFF Collective Agreement Re-opener established 2 new positions Lieutenant - Junior officer rank for career development and Apprentice Mechanic to provide for opportunities for succession planning for Mechanic's.
- Combined Core and Rural Operations - into one Operations Division which covers all 60 Fire Stations.
- 1 Position removed - Hazmat/CBRN Inventory Coordinator - position/secondment ended.

**Operations and Services provided:**

494 Career Staff ( 469 Uniformed & 25 Civilian)  
650 Volunteers  
60 Fire Stations  
Fire and Emergency Response, Medical Response  
Vehicle Rescue, Water/Ice Rescue, Structural/Confined Space Rescue, High Angle Rescue,  
Search and Rescue  
Emergency Measures Office (EMO)  
Corporate Safety  
Hazardous Materials Response  
Inspections; Investigations  
Public Education; Public Information  
11,820 Emergency Responses  
41 Smoke Detectors installed by Operations Crews  
731 Public Education Presentations conducted  
109 Public & 12 Private Schools participated in Fire Prevention Week Activities  
3,512 Occupancy Inspections  
500 Fire Safety Plans Reviewed  
153 Front Line Apparatus (Engines, Pumpers, Aerials, Rescues & Tactical Support)  
145 Support Vehicles (Utilities/Cars/Vans, Trailers, Boats, Tractors, ATV's, Antiques)

### Permanent Full Time Equivalents (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	475	*478

\* 16 Firefighters approved after April 1, 2008 will increase the complement to 494 for 2008/09.

1 FTE Transferred from Human Resources, 2 FTEs Transferred from Transportation & Public Works, (-2) FTEs were made obsolete, 2 FTEs that were either converted from term to permanent or were new positions established to support operational requirements.

### Financial Information:

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

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$46,712,611	\$49,065,755	\$49,765,311	\$51,738,870	\$2,673,115	5.4%
<b>Revenues</b>	(\$857,620)	(\$125,700)	(\$895,453)	(\$574,500)	(\$448,800)	357.0%
<b>Net Budget</b>						
Operations	37,234,702	39,250,395	38,905,583	39,583,000	332,605	0.8%
Operations Support	8,620,288	9,689,660	9,964,275	11,581,370	1,891,710	19.5%
<b>Net Cost</b>	\$45,854,990	\$48,940,055	\$48,869,858	\$51,164,370	\$2,224,315	4.5%

### Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
<b>2007/08 Budget</b>	<b>\$48,940</b>
1. Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	1,949.0
2. Cost to equip 16 new Firefighters	80.0
3. Fleet-Interdepartmental Increase	101.0
4. USAR Program Revenue properly stated - Revenue Increase	(450.0)
5. USAR Program Expenditures properly stated- Expenditure Increase	450.0
6. Inflation and Service Driver increases to Other Expenditure accounts	94.0
<b>2008/09 Budget</b>	<b>51,164</b>

### Business Unit Goals (2008-11):

<b>Strategic Goals</b>
1. Fire Service Strategies aligned with Approved Service Delivery Standard 2. EMO Preparedness and Business Continuity
<b>Operational Goals</b>

1. Marine Emergency Operations
2. Urban Search and Rescue (USAR) Atlantic Task Force 5 Team
3. Training Facility
4. Halifax International Airport Authority /Aerotech Park Fire Protection
5. Corporate Safety
6. Succession Planning

### Service Level Changes

**Business Unit: Fire and Emergency Service**

**Increases In Services / new initiatives:**

- None

**Decreases In Services / Operational Pressures:**

- Increased emergency response times in areas where limited or no volunteer response during day time hours (Operational Pressure);
- At times with firefighting crews at less than 4 due to sickness, vacation, injuries, etc. this will result in increased time to mitigate a response due to awaiting additional resources from another station. (Operational Pressure).

**Expected Services Not Being Delivered:**

- None

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

- 16 Additional Firefighters approved.

# Fire and Emergency Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Operations</b>						
F110 Operations	\$32,066,188	\$33,702,915	\$34,275,724	\$34,869,700	1,166,785	3.5%
F120 Training	1,019,294	1,217,000	943,518	1,095,200	(121,800)	-10.0%
F791 Rural Fire Debt Payments	706,184	734,500	735,452	707,700	(26,800)	-3.6%
F792 Rural Fire Fleet Maintenance	84,052	125,000	110,665	125,000	0	0.0%
F793 Rural Fire - Rural Operations	2,220,501	2,232,700	1,736,216	2,827,500	594,800	26.6%
F170 Rural District Management	826,375	499,380	488,634	0	(499,380)	-100.0%
F724 Enfield	39,073	40,000	40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	0.0%
F751 District 1 Fire	114,822	161,300	180,996	0	(161,300)	-100.0%
F752 District 2 Fire	90,424	113,400	111,150	0	(113,400)	-100.0%
F753 Fire District 3 Revenue & Capital	49,196	98,400	91,333	0	(98,400)	-100.0%
F756 District 6 Fire	268,027	264,500	310,213	0	(264,500)	-100.0%
F725 Zone 4	135,845	144,600	195,012	0	(144,600)	-100.0%
<b>Operations</b>	<b>37,662,379</b>	<b>39,376,095</b>	<b>39,261,313</b>	<b>39,707,500</b>	<b>331,405</b>	<b>0.8%</b>
<b>Operations Support</b>						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	263,035	194,900	166,677	121,200	(73,700)	-37.8%
F121 Career Development	214,460	203,300	111,575	303,700	100,400	49.4%
F130 Prevention	1,330,861	1,779,000	1,670,359	1,702,200	(76,800)	-4.3%
F140 Administration	1,648,136	2,819,420	3,177,051	4,541,100	1,721,680	61.1%
F141 Community Relations	619,606	0	(11,904)	145,200	145,200	-
F143 Locked:Fire Prevent and Life Safety Div.			182	0		
F150 Mechanical Maint.	1,955,304	2,066,000	2,052,834	2,167,470	101,470	4.9%
F160 Buildings & Logistic	1,826,314	1,813,940	1,830,167	1,843,500	29,560	1.6%
F180 Safety & Strategic Initiatives	531,656	291,500	364,673	291,000	(500)	-0.2%
F181 USAR Project	289,742	150,000	573,908	600,000	450,000	300.0%
F182 Corporate Safety	17,197	128,500	137,336	54,300	(74,200)	-57.7%
F190 Communications	328,920	218,100	406,140	236,700	18,600	8.5%
<b>Operations Support</b>	<b>9,050,232</b>	<b>9,689,660</b>	<b>10,503,998</b>	<b>12,031,370</b>	<b>2,341,710</b>	<b>24.2%</b>
<b>Total</b>	<b>\$46,712,611</b>	<b>\$49,065,755</b>	<b>\$49,765,311</b>	<b>\$51,738,870</b>	<b>\$2,673,115</b>	<b>5.4%</b>

# Fire and Emergency Services

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Operations</b>						
F110 Operations	(392,528)	(101,200)	(254,483)	(\$100,000)	1,200	-1.2%
F120 Training	(\$6,696)	\$0	(\$16,892)	\$0	0	-
F793 Rural Fire - Rural Operations	(4,760)	0	(13,217)	(24,500)	(24,500)	-
F170 Rural District Management	0	0	(44,000)	0	0	-
F751 District 1 Fire	(356)	0	(492)	0	0	-
F752 District 2 Fire	(21,146)	(21,500)	(21,646)	0	21,500	-100.0%
F753 Fire District 3 Revenue & Capital	(191)	0	0	0	0	-
F756 District 6 Fire	(2,000)	(3,000)	0	0	3,000	-100.0%
F725 Zone 4	0	0	(5,000)	0	0	-
<b>Operations</b>	<b>(427,677)</b>	<b>(125,700)</b>	<b>(355,730)</b>	<b>(124,500)</b>	<b>1,200</b>	<b>-1.0%</b>
<b>Operations Support</b>						
C801 Emergency Measures Administration	(133)	0	(96)	0	0	-
F121 Career Development	(736)	0	(2,557)	0	0	-
F130 Prevention	(16,981)	0	(24,783)	0	0	-
F140 Administration	(69,203)	0	(133,673)	0	0	-
F141 Community Relations	(12,781)	0	0	0	0	-
F150 Mechanical Maint.	0	0	0	0	0	-
F160 Buildings & Logistic	(39,981)	0	(33,495)	0	0	-
F180 Safety & Strategic Initiatives	(649)	0	(63,396)	0	0	-
F181 USAR Project	(289,481)	0	(281,617)	(450,000)	(450,000)	-
F190 Communications	0	0	(106)	0	0	-
<b>Operations Support</b>	<b>(429,944)</b>	<b>0</b>	<b>(539,723)</b>	<b>(450,000)</b>	<b>(450,000)</b>	<b>-</b>
<b>Total</b>	<b>(\$857,620)</b>	<b>(\$125,700)</b>	<b>(\$895,453)</b>	<b>(\$574,500)</b>	<b>(\$448,800)</b>	<b>357.0%</b>

# Fire and Emergency Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Operations</b>						
F110 Operations	\$31,673,660	\$33,601,715	\$34,021,241	34,769,700	\$1,167,985	3.5%
F120 Training	1,012,597	1,217,000	\$926,626	1,095,200	(121,800)	-10.0%
F791 Rural Fire Debt Payments	706,184	734,500	\$735,452	707,700	(26,800)	-3.6%
F792 Rural Fire Fleet Maintenance	84,052	125,000	\$110,665	125,000	0	0.0%
F793 Rural Fire - Rural Operations	2,215,741	2,232,700	\$1,722,999	2,803,000	570,300	25.5%
F170 Rural District Management	826,375	499,380	\$444,634	0	(499,380)	-100.0%
F724 Enfield	39,073	40,000	\$40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	\$2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	\$40,000	40,000	0	0.0%
F751 District 1 Fire	114,466	161,300	\$180,504	0	(161,300)	-100.0%
F752 District 2 Fire	69,278	91,900	\$89,504	0	(91,900)	-100.0%
F753 Fire District 3 Revenue & Capital	49,005	98,400	\$91,333	0	(98,400)	-100.0%
F756 District 6 Fire	266,027	261,500	\$310,213	0	(261,500)	-100.0%
F725 Zone 4	135,845	144,600	\$190,012	0	(144,600)	-100.0%
<b>Operations</b>	<b>37,234,702</b>	<b>39,250,395</b>	<b>38,905,583</b>	<b>39,583,000</b>	<b>332,605</b>	<b>0.8%</b>
<b>Operations Support</b>						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	262,902	194,900	166,582	121,200	(73,700)	-37.8%
F121 Career Development	213,725	203,300	109,018	303,700	100,400	49.4%
F130 Prevention	1,313,880	1,779,000	1,645,576	1,702,200	(76,800)	-4.3%
F140 Administration	1,578,934	2,819,420	3,043,378	4,541,100	1,721,680	61.1%
F141 Community Relations	606,825	0	(11,904)	145,200	145,200	-
F143 Locked:Fire Prevent and Life Safety D	0	0	182	0	0	0.0%
F150 Mechanical Maint.	1,955,304	2,066,000	2,052,834	2,167,470	101,470	4.9%
F160 Buildings & Logistic	1,786,333	1,813,940	1,796,672	1,843,500	29,560	1.6%
F180 Safety & Strategic Initiatives	531,007	291,500	301,277	291,000	(500)	-0.2%
F181 USAR Project	261	150,000	292,291	150,000	0	0.0%
F182 Corporate Safety	17,197	128,500	137,230	54,300	(74,200)	-57.7%
F190 Communications	328,920	218,100	406,140	236,700	18,600	8.5%
<b>Operations Support</b>	<b>8,620,288</b>	<b>9,689,660</b>	<b>9,964,275</b>	<b>11,581,370</b>	<b>1,891,710</b>	<b>19.5%</b>
<b>Total</b>	<b>\$45,854,990</b>	<b>\$48,940,055</b>	<b>\$48,869,858</b>	<b>\$51,164,370</b>	<b>\$2,224,315</b>	<b>4.5%</b>



# Fire and Emergency Services

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Expenditures</b>						
Compensation & Benefits	\$37,390,812	\$39,764,240	\$40,488,961	\$41,712,125	1,947,885	4.9%
Office Costs	554,788	332,500	470,394	361,200	28,700	8.6%
Professional Fees	12	0	0	5,000	5,000	-
Legal & Consulting Fees	10,258	13,200	71,247	25,000	11,800	89.4%
External Services	550,086	393,500	363,783	278,300	(115,200)	-29.3%
Uniforms & Clothing	619,843	599,240	501,661	670,300	71,060	11.9%
Salt	0	0	304	0	0	-
Supplies & Materials	200,937	170,300	162,980	170,900	600	0.4%
Utilities	391,780	388,300	449,187	448,500	60,200	15.5%
Building Costs	512,744	788,800	764,835	788,800	0	0.0%
Equipment & Communications	1,909,421	1,683,475	1,858,261	2,179,875	496,400	29.5%
Vehicle Expense	98,578	125,000	132,422	125,000	0	0.0%
Travel	273,726	130,600	297,997	211,500	80,900	61.9%
Training & Education	312,295	314,300	230,399	395,800	81,500	25.9%
Facilities Rental	20,263	9,900	56,832	10,000	100	1.0%
Advertising & Promotion	22,819	35,200	32,715	20,000	(15,200)	-43.2%
Other Goods & Services	618,362	714,800	497,161	596,700	(118,100)	-16.5%
Interdepartmental	2,421,192	2,551,900	2,543,206	2,656,170	104,270	4.1%
Debt-Interest	170,184	161,300	161,336	134,500	(26,800)	-16.6%
Debt Principal	536,000	573,200	573,158	573,200	0	0.0%
Insurance Costs	2,875	0	2,396	60,000	60,000	-
Grants & Tax Concessions	26,014	31,000	30,074	31,000	0	0.0%
Transfer to/from Reserves	185,541	285,000	285,000	285,000	0	0.0%
Other Fiscal	(115,919)	0	(208,998)	0	0	-
<b>Total</b>	<b>\$46,712,610</b>	<b>\$49,065,755</b>	<b>\$49,765,311</b>	<b>\$51,738,870</b>	<b>\$2,673,115</b>	<b>5.4%</b>
<b>Revenues</b>						
Fines and Fees	(\$87,996)	(\$101,200)	(70,389)	(\$100,000)	1,200	-1.2%
Rental & Leasing	(52,046)	(24,500)	(48,046)	0	24,500	-100.0%
Other Revenue	(717,578)	0	(777,018)	(474,500)	(474,500)	-
<b>Total</b>	<b>(\$857,620)</b>	<b>(\$125,700)</b>	<b>(\$895,453)</b>	<b>(\$574,500)</b>	<b>(\$448,800)</b>	<b>357.0%</b>
<b>Net Cost</b>	<b>\$45,854,990</b>	<b>\$48,940,055</b>	<b>\$48,869,858</b>	<b>\$51,164,370</b>	<b>\$2,224,315</b>	<b>4.5%</b>



# **Fiscal Services**

## **Business Plan - 2008/09**



## 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
- Operating Cost of Capital

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 2008/09 Operating Budget

<b>Revenues</b>	<b>Amount</b>
Residential Property Taxes	(188,933,007)
Commercial, Resource & Business Occupancy Property Taxes	(170,159,000)
Area Rate for Fire Protection	(12,425,503)
Deed Transfer Taxes	(32,700,000)
Payment in Lieu of Taxes & Tax Agreements	(31,978,700)
HST offset Unconditional Grant	(3,200,000)
Interest Revenue	(12,759,955)
HRWC Water Dividend	(3,720,742)
LIC & HRWC Recoverable Debt Charges	(3,216,701)
Area Rates for Supplementary Education	(20,381,521)
Provincial Area Rates	(109,498,323)
Other Revenue	(6,803,400)
<b>Total Revenues</b>	<b>(595,776,852)</b>
<b>Expenditures</b>	
Debt Charges (Principal & Interest)	38,295,218
Transfer to Reserves	19,412,900
Insurance Policy/Premium	4,200,000
Supplementary Education	19,946,100
Mandatory Provincial Payments	109,059,200
Fire Protection (Hydrants)	12,425,503
Grants & Tax Concessions	4,274,900
Operating Costs of New Capital	6,472,516
Provision for Valuation Allowance	3,100,000
Contingency for Heating Fuel	1,600,000
Transfers to Agencies	996,300
Capital from Operating	30,803,000
Retirement Obligations	2,470,180
Other Expenditures	10,948,344
<b>Total Expenditures</b>	<b>264,004,161</b>
<b>Fiscal Services Net Budget</b>	<b>(331,772,691)</b>

<b>Analysis of Budget Changes</b>	
Approved 2007/08 Base Budget	(306,895,120)
Increase in Property Tax Revenue	(29,476,609)
Decrease Debt Charges (Principal & Interest)	(4,795,683)
Increase in Payment in Lieu of Taxes & Tax Agreements	(157,600)
Increase in Deed Transfer Taxes	(1,700,000)
Decrease Transfer to Reserves	(3,059,055)
Increase in Capital from Operating	584,300
Contingency for Heating Fuel	1,600,000
Increase in Retirement Obligations	989,880
Increase in Provision for Valuation Allowance	735,000
Increase in Operating Costs of New Capital	2,908,271
Increase in Transfers to Agencies	451,600
Other Fiscal Transactions (net)	7,042,325
<b>Proposed 2008/09 Budget</b>	<b>(331,772,691)</b>

## Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2008/09 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 other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totaling about \$1million. Not all HRM's debt charges are included in Fiscal Services. The debt charges for Metro Transit, Solid Waste, Fire and some Area Rates are allocated to their respective departments. HRM's current debt charges of \$48.3 million represent 7.1% of gross expenditures. The breakdown for debt costs is as follows:

### 2008 - 09 Net HRM Debt Charges By Business Unit

	Principal	Interest	Other	Totals
Fiscal Services <i>(Note 1,2)</i>	26,678,500	8,131,000	1,001,900	35,811,400
Metro Transit	4,862,700	1,376,500		6,239,200
Solid Waste	4,111,200	1,149,300		5,260,500
Other <i>(Fire &amp; Area Rates)</i>	747,300	219,700		967,000
<b>Totals</b>	<b>36,399,700</b>	<b>10,876,500</b>	<b>1,001,900</b>	<b>48,278,100</b>

*Note 1: Other costs are broken-down as: Interest Payments to Agencies Boards and Commissions (ABC's) (\$318,000); Debenture Discounts (\$381,900) and, Bank Charges (\$302,000).*

*Note 2: Gross Fiscal debt charges are \$38,295,218 with \$2,483,818 in recoveries from LIC and HRWC netting to \$35,811,400.*

**Obligations / Responsibilities:**

**Reserve Funding**

Reserves assist in 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 2008/09 fiscal year. (A complete list of all HRM Reserves is shown under the Reserves Section of this Approved 2008/09 Operating Budget Book)

<b>Reserve Transactions:</b>	<b>Amount</b>
<b>Transfers to Reserves</b>	
Interest on Reserve Balances	7,000,000
New Debt Servicing Reserve	3,000,000
Q123 Waste Resources Reserve	1,600,000
Q126 Strategic Growth Reserve	5,000,000
Q309 Snow and Ice Reserve	1,528,000
Q321 Information & Communications Technologies Reserve	500,000
Q133 CCC Bedford South Interchange Reserve	450,000
Q206 Fire Vehicle Equipment Reserve	300,000
Q125 Metro Park Parkade Reserve	223,800
Q313 Municipal Elections Reserve	200,000
Q316 DNA Costs (HRP and RCMP) Reserve	111,100
	19,912,900
<b>Transfers from Reserves</b>	
Q310 Service Improvement Reserve	(500,000)
<b>Total</b>	<b>19,412,900</b>
 <b>Analysis of Reserve Budget Changes</b>	
<b>Changes in Funding</b>	
Decrease in Q310 Service Improvement Reserve	(192,200)
Decrease in 103 Capital Surplus Reserve	(442,400)
Decrease in Q123 Waste Resource Reserve	(4,400,000)
Decrease in Q129 Ferry Replacement Reserve	(1,300,000)
Decrease in Q130 Capital Replacement Reserve	(500,000)
Decrease in Q319 Major Events Facilities Reserve	(500,000)
Increase to Debt Servicing Reserve	3,000,000
Increase in Q316 DNA Costs Reserve	1,800
Increase in Q309 Snow and Ice Reserves	1,528,000
<b>Decrease in Funding Transfers to Reserves</b>	<b>(2,804,800)</b>
 <b>Reserve Withdrawals</b>	
Decrease withdrawal Q320 Operating Cost of New Capital Reserve	245,745
Withdrawal from Q310 Service Improvement Reserve	(500,000)
<b>Increase in Reserve Withdrawals</b>	<b>(254,255)</b>
 <b>Net Effect on Reserves</b>	 <b>(3,059,055)</b>

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, agreements signed by HRM or its predecessor municipalities with the Province of Nova Scotia.

**i) Supplementary Education**

Since 1996-97, the year of amalgamation, HRM has provided funding to the Halifax Regional School Board (HRSB) for the former cities of Halifax and Dartmouth. In 2000-01 Council added an area rate for use in the Bedford-County areas under the MGA. As of April 1, 2006 these funds are shared with the Conseil scolaire acadien provincial (CSAP), the province-wide Acadian school board. 2008-09 is the second year of a four-year plan to unify the area rates for Supplementary Education. As per HRM's agreement with the school boards, the total payment for 2008-09 will be \$19,946,100. An additional \$435,421 is being collected through the Supplementary Education area rates to eliminate prior-year deficits in area rate revenue.

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

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

**Mandatory Education**

Since 1996/97, the year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA). This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 08/09 is \$92.6 million, an increase of about \$2.1 million over the previous year's budget.

**Assessment**

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. The estimate for 08/09 is \$6.1 million, an increase of \$209,400 over previous year's budget.

**Correctional Services**

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of \$7.8 million for 2008/09 is based upon assumed changes in CPI and uniform assessment.

The following is a list of budgeted 2008/09 fiscal year payments mandated by the Province:

	<b>Estimated Amount</b>
Halifax Regional School Board - Mandatory Education	92,615,000
Assessment Services	6,113,065
Correctional Services	7,856,280
Metropolitan Regional Housing Authority	2,474,855
<b>Total Transfers</b>	<b>109,059,200</b>



**World Trade Center**

HRM has an agreement to fund the World Trade Centre. For the 2008/9 fiscal year, HRM has budgeted an amount of \$571,300 in order to meet its obligations. This amount has increased approximately \$27k compared to previous year's budget based upon Halifax CPI.

**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.

The amount required for 08/09 Area Rate is \$12,425,503

**Obligations / Responsibilities:**

**Grants to Non-Profit Organizations**

Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2008/09 budget includes the following amounts:

	<b>Amount</b>
Community Grants*	572,700
Residential Tax Exemptions	1,181,400
Non-Profit Tax Concessions	2,182,700
Fire Protection/Commercial Tax Concessions	133,100
Low Income Contingency	205,000
<b>Total</b>	<b>4,274,900</b>

\* 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 2007/08 budget are: an increase of \$107,400 for the Residential Tax Exemption Program based on Councils approval to index the funding and an increase of \$190,900 in Non-Profit Tax Concessions as a result of business occupancy tax adjustments.

**Obligations / Responsibilities:**

**Operating Costs of New Capital**

Included within Fiscal Services is a net amount of \$6.4 million to provide for the operating costs associated with new capital projects proposed for 2008/09. This amount reflects an increase of \$2.8 million over the 2007/08 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 2008/09 HRM has budgeted for \$30.8 million in Capital from Operating. This is an increase of \$0.6 million from 2007/08 when it was \$30.2 million. An additional transfer of \$1.6 million of the capital from operating will be placed into a reserve for solid waste cells and equipment compared to \$6.0 million in 07/08. This amount is budgeted for in Transfers to/from Reserves in 2008/09.

HRM has also included Provisions for Uncollected Debts of \$3,100,000 in 08/09 compared to \$2,365,000 in 07/08, an increase of \$735,000. These amounts include approximately \$2.4 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 \$0.4 million for outstanding assessment appeals, and \$0.3 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 Obligation)	2,470,180

**Revenues**

Unconditional Transfers (HST Offset)	(3,200,000)
Parking Meters	(2,570,000)

# Fiscal Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Private Roads</b>						
R756 Petpeswick Drive	\$0	\$0	\$0	\$3,200	\$3,200	-
Total Private Roads	0	0	0	3,200	3,200	-
<b>Debt Servicing:</b>						
M110 Debt & Interest Chg	54,060,521	43,756,700	47,346,469	48,196,182	4,439,482	10.1%
M112 Allocation of Debt Charges to B. Units	(15,146,273)	(15,358,300)	(15,442,756)	(12,466,682)	2,891,618	-18.8%
M113 Interest payments-General Government	0	1,658,100	1,718,574	0	(1,658,100)	-100.0%
M114 Interest payments-Protective Services	0	246,300	615,204	0	(246,300)	-100.0%
M115 Interest payments-Transportation Service	0	6,251,100	4,506,748	0	(6,251,100)	-100.0%
M116 Interest payments-Environ.Mgmt Service	0	2,156,900	525,557	0	(2,156,900)	-100.0%
M117 Interest payments-Social Housing	0	0	27,685	0	0	-
M118 Interest payments-Comm.Dev. (Planning)	0	290,000	289,948	0	(290,000)	-100.0%
M119 Interest payments-Comm.Dev. (Recreati	0	783,200	723,249	0	(783,200)	-100.0%
M121 Principal payments Outside Agencies	0	90,200	0	81,900	(8,300)	-9.2%
M122 HRWC Debt Charges	0	0	0	413,718	413,718	-
M530 Local Improvement Charges	1,842,749	3,109,271	3,016,383	2,802,983	(306,288)	-9.9%
<b>Total Debt Servicing</b>	<b>40,756,997</b>	<b>42,983,471</b>	<b>43,327,062</b>	<b>39,028,101</b>	<b>(3,955,370)</b>	<b>-9.2%</b>
<b>Transfers to/fr Other Funds:</b>						
M230 Correctional Centre	7,590,476	7,782,000	7,818,882	7,906,837	124,837	1.6%
M240 Met. Reg. Housing/Aut	2,450,000	2,450,000	2,450,000	2,484,468	34,468	1.4%
M250 World Trade Centre	603,773	544,700	554,099	571,300	26,600	4.9%
M280 Halifax Regional School Board	83,020,200	90,431,000	90,431,000	92,974,137	2,543,137	2.8%
M284 Supplementary Education- Halifax	12,121,900	2,046,813	2,029,100	0	(2,046,813)	-100.0%
M285 Supplementary Education- Dartmouth	4,901,900	730,282	981,000	0	(730,282)	-100.0%
M286 Supplementary Education-County/Bedfo	3,254,000	0	(1,659)	0	0	-
M287 Supplementary Education-CSAP	568,400	543,400	558,400	0	(543,400)	-100.0%
M288 Supplementary Education- HRM-wide	0	16,514,527	16,844,259	20,381,521	3,866,994	23.4%
M291 Fire Protection (Hydrants)	8,574,796	10,436,700	9,227,599	12,425,503	1,988,803	19.1%
M292 NSLC Area Rate	0	0	0	1,097,000	1,097,000	-
M318 Provincial Assessment System	5,712,088	5,925,400	5,926,241	6,132,881	207,481	3.5%
<b>Total Transfers To Outside Agencies</b>	<b>128,797,532</b>	<b>137,404,822</b>	<b>136,818,921</b>	<b>143,973,647</b>	<b>6,568,825</b>	<b>4.8%</b>
<b>Other Fiscal Services:</b>						
M270 Compensation PPP	2,109,105	1,480,300	3,149,833	2,529,180	1,048,880	70.9%
M310 Other Fiscal Serv.	1,761,033	2,970,090	1,358,008	8,977,517	6,007,427	202.3%
M311 Grants & Tax Concessions	3,506,126	3,641,500	3,465,414	3,939,800	298,300	8.2%
M312 LOCKED:Capital Transportation Author	77	0	0	0	0	-
M351 Managers Contingency	106,462	100,000	32,343	100,000	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M370 Rolling Stones Concert	323,123	0	0	0	0	-
M451 Valuation Allowance	3,204,636	2,365,000	3,482,647	3,100,000	735,000	31.1%
<b>Total Other Fiscal Services</b>	<b>11,079,562</b>	<b>10,625,890</b>	<b>11,557,245</b>	<b>18,715,497</b>	<b>8,089,607</b>	<b>76.1%</b>
<b>Transfer to/from other funds:</b>						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	245,745	880,900	574,000	6,472,516	5,591,616	634.8%
M319 DNA Reserve	0	109,300	109,300	111,100	1,800	1.6%
M320 Insurance Claims	4,279,564	4,200,000	4,277,872	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,300,000	0	0	(1,300,000)	-100.0%
M322 New Capital Replacement Reserve	1,000,000	1,000,000	1,000,000	500,000	(500,000)	-50.0%
M323 Insurance Reimbursed Claims	150,070	0	227,128	0	0	-
M324 Capital Surplus Reserve	0	442,400	442,400	0	(442,400)	-100.0%
M325 CCC Bedford South Reserve	0	450,000	450,000	450,000	0	0.0%
M411 Operating Stabilization Reserve	1,100,000	0	0	0	0	-
M421 Service Improvement Reserve	275,000	192,200	192,200	(500,000)	(692,200)	-360.1%
M441 Interest on Reserves	7,176,449	7,065,000	7,615,508	7,065,000	0	0.0%
M461 Capital Fr Operating	32,113,000	36,218,700	42,908,941	32,403,000	(3,815,700)	-10.5%
M471 Other Transfers	300,000	500,000	500,000	5,028,000	4,528,000	905.6%
<b>Total Transfers to/fr Other Funds</b>	<b>52,639,828</b>	<b>57,358,500</b>	<b>63,297,348</b>	<b>60,729,616</b>	<b>3,371,116</b>	<b>5.9%</b>
<b>Non-Department Revenue</b>						
M555 Parkade	1,646,913	1,523,600	1,634,131	1,554,100	30,500	2.0%
M580 Fiscal Services	500,067	500,000	497,786	0	(500,000)	-100.0%
<b>Non-Departmental Revenue</b>	<b>2,146,980</b>	<b>2,023,600</b>	<b>2,131,917</b>	<b>1,554,100</b>	<b>(469,500)</b>	<b>-23.2%</b>
<b>Total</b>	<b>\$235,420,899</b>	<b>\$250,396,283</b>	<b>\$257,132,493</b>	<b>\$264,004,161</b>	<b>\$13,607,878</b>	<b>5.4%</b>

# Fiscal Services

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Private Roads</b>						
R756 Petpeswick Drive	\$0	\$0	\$0	(\$3,200)	(\$3,200)	-
Total Private Roads	0	0	0	(3,200)	(3,200)	-
<b>Debt Servicing:</b>						
M110 Debt & Interest Chg	71	0	(1,844)	\$0	0	-
M122 HRWC Debt Charges	0	0	0	(413,718)	(413,718)	-
M530 Local Improvement Charges	(2,689,344)	(3,109,271)	(3,854,881)	(2,802,983)	306,288	-9.9%
<b>Total Debt Servicing</b>	<b>(2,689,273)</b>	<b>(3,109,271)</b>	<b>(3,856,725)</b>	<b>(3,216,701)</b>	<b>(107,430)</b>	<b>3.5%</b>
<b>Transfers To Outside Agencies:</b>						
M230 Correctional Centre	0	(7,782,000)	(7,768,325)	(\$7,906,837)	(124,837)	1.6%
M240 Met. Reg. HousingAut	0	(2,450,000)	(2,440,387)	(2,484,468)	(34,468)	1.4%
M280 Halifax Regional School Board	0	(90,431,000)	(90,071,863)	(92,974,137)	(2,543,137)	2.8%
M284 Supplementary Education- Halifax	(12,104,188)	(2,046,813)	(2,046,813)	0	2,046,813	-100.0%
M285 Supplementary Education- Dartmouth	(5,152,618)	(730,282)	(730,282)	0	730,282	-100.0%
M286 Supplementary Education-County/Bedfo	(3,582,073)	0	1,659	0	0	-
M287 Supplementary Education-CSAP	(568,400)	(568,400)	(568,400)	0	568,400	-100.0%
M288 Supplementary Education- HRM-wide	0	(16,489,527)	(16,490,016)	(20,381,521)	(3,891,994)	23.6%
M292 NSLC Area Rate	0	0	0	(1,097,000)	(1,097,000)	-
M318 Provincial Assessment System	0	(5,925,400)	(5,906,426)	(6,132,881)	(207,481)	3.5%
<b>Total Transfers To Outside Agencies</b>	<b>(21,407,279)</b>	<b>(126,423,422)</b>	<b>(126,020,852)</b>	<b>(130,976,844)</b>	<b>(4,553,422)</b>	<b>3.6%</b>
<b>Other Fiscal Services:</b>						
M270 Compensation PPP	0	0	(139)	0	0	0.0%
M310 Other Fiscal Serv.	0	(435,000)	(2,685,932)	(435,000)	0	-0.0%
M311 Grants & Tax Concessions	(841)	0	(294)	0	0	-
M341 Surplus/Deficit	(228,637)	0	(114,806)	0	0	-
M370 Rolling Stones Concert	(323,125)	0	0	0	0	-
M451 Valuation Allowance	(607)	0	(375)	0	0	-
<b>Total Other Fiscal Services</b>	<b>(553,210)</b>	<b>(435,000)</b>	<b>(2,801,546)</b>	<b>(435,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Transfers to/fr Other Funds:</b>						
M317 Operating Costs for New Capital	0	0	0	(379,000)	(379,000)	-
M320 Insurance Claims	(73,284)	0	(77,872)	0	0	-
M323 Insurance Reimbursed Claims	(150,070)	0	(227,127)	0	0	-
<b>Total Transfers to/from Other Funds</b>	<b>(223,353)</b>	<b>0</b>	<b>(305,000)</b>	<b>(379,000)</b>	<b>(379,000)</b>	<b>-</b>
<b>Non-Dept Revenues:</b>						
M510 Property Tax	(425,622,361)	(350,934,120)	(348,295,585)	(376,963,910)	(26,029,790)	7.4%
M520 Deed Transfer	(32,790,231)	(31,000,000)	(34,699,742)	(32,700,000)	(1,700,000)	5.5%
M540 Grants in Lieu	(23,498,029)	(25,265,900)	(25,737,097)	(27,185,000)	(1,919,100)	7.6%
M550 Own Source Revenue	(19,687,300)	(19,179,400)	(22,018,420)	(19,080,697)	98,703	-0.5%
M555 Parkade	(1,646,913)	(1,523,600)	(1,634,131)	(1,554,100)	(30,500)	2.0%
M560 Unconditional Trans.	(3,478,692)	(3,478,700)	(3,558,423)	(3,200,000)	278,700	-8.0%
M570 Conditional Transfer	(83,318)	(83,400)	(83,400)	(82,400)	1,000	-1.2%
M580 Fiscal Services	(1,440)	0	(1,140)	0	0	-
<b>Non-Departmental Revenue</b>	<b>(506,808,284)</b>	<b>(431,465,120)</b>	<b>(436,027,939)</b>	<b>(460,766,107)</b>	<b>(29,300,987)</b>	<b>6.8%</b>
<b>Total</b>	<b>(\$531,681,399)</b>	<b>(\$561,432,813)</b>	<b>(\$569,012,061)</b>	<b>(\$595,776,852)</b>	<b>(\$34,344,039)</b>	<b>6.1%</b>

# Fiscal Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Debt Servicing:</b>						
M110 Debt & Interest Chg	\$54,060,592	\$43,756,700	\$47,344,625	\$48,196,182	4,439,482	10.1%
M112 Allocation of Debt Charges to B. Units	(15,146,273)	(15,358,300)	(\$15,442,756)	(12,466,682)	2,891,618	-18.8%
M113 Interest payments-General Government	0	1,658,100	(\$2,136,307)	0	(1,658,100)	-100.0%
M114 Interest payments-Protective Services	0	246,300	(\$3,241,520)	0	(246,300)	-100.0%
M115 Interest payments-Transportation Service	0	6,251,100	\$4,506,748	0	(6,251,100)	-100.0%
M116 Interest payments-Environ.Mgmt Service	0	2,156,900	\$525,557	0	(2,156,900)	-100.0%
M118 Interest payments-Comm.Dev. (Planning)	0	290,000	(\$7,740,639)	0	(290,000)	-100.0%
M119 Interest payments-Comm.Dev. (Recreatic)	0	783,200	(\$2,150,438)	0	(783,200)	-100.0%
M121 Principal payments Outside Agencies	0	90,200	(\$2,046,813)	81,900	(8,300)	-9.2%
M122 HRWC Debt Charges	0	0	(\$730,282)	0	0	-
M530 Local Improvement Charges	(846,595)	0	\$1,659	0	0	-
<b>Total Debt Servicing</b>	<b>38,067,724</b>	<b>39,874,200</b>	<b>(70,458,780)</b>	<b>35,811,400</b>	<b>(4,062,800)</b>	<b>-10.2%</b>
<b>Transfers to/fr Other Funds:</b>						
M230 Correctional Centre	7,590,476	0	50,557	0	0	-
M240 Met. Reg. HousingAut	2,450,000	0	9,613	0	0	-
M250 World Trade Centre	603,773	544,700	(89,517,764)	571,300	26,600	4.9%
M280 Halifax Regional School Board	83,020,200	0	88,384,187	0	0	-
M284 Supplementary Education- Halifax	17,713	0	1,298,818	0	0	-
M285 Supplementary Education- Dartmouth	(250,718)	0	982,659	0	0	-
M286 Supplementary Education-County/Bedfo	(328,073)	0	(570,059)	0	0	-
M287 Supplementary Education-CSAP	0	(25,000)	(15,931,616)	0	25,000	-100.0%
M288 Supplementary Education- HRM-wide	0	25,000	16,844,259	0	(25,000)	-100.0%
M291 Fire Protection (Hydrants)	8,574,796	10,436,700	3,321,173	12,425,503	1,988,803	19.1%
M318 Provincial Assessment System	5,712,088	0	(126,020,852)	0	0	-
<b>Total Transfers To Outside Agencies</b>	<b>107,390,254</b>	<b>10,981,400</b>	<b>(121,149,024)</b>	<b>12,996,803</b>	<b>2,015,403</b>	<b>18.4%</b>
<b>Other Fiscal Services:</b>						
M270 Compensation PPP	2,109,105	1,480,300	3,149,694	2,529,180	1,048,880	70.9%
M310 Other Fiscal Serv.	1,761,033	2,535,090	(1,327,924)	8,542,517	6,007,427	237.0%
M311 Grants & Tax Concessions	3,505,284	3,641,500	3,465,120	3,939,800	298,300	8.2%
M312 LOCKED:Capital Transportation Author	77	0	(114,806)	0	0	-
M341 Surplus/Deficit	(228,637)	0	0	0	0	-
M351 Managers Contingency	106,462	100,000	31,969	100,000	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	(2,732,546)	69,000	0	0.0%
M370 Rolling Stones Concert	(1)	0	0	0	0	-
M451 Valuation Allowance	3,204,029	2,365,000	3,482,647	3,100,000	735,000	31.1%
<b>Total Other Fiscal Services</b>	<b>10,526,352</b>	<b>10,190,890</b>	<b>5,954,153</b>	<b>18,280,497</b>	<b>8,089,607</b>	<b>79.4%</b>
<b>Transfer to/from other funds:</b>						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	245,745	880,900	574,000	6,093,516	5,212,616	591.7%
M319 DNA Reserve	0	109,300	109,300	111,100	1,800	1.6%
M320 Insurance Claims	4,206,280	4,200,000	4,277,872	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,000,000	1,300,000	0	0	(1,300,000)	-100.0%
M322 New Capital Replacement Reserve	1,000,000	1,000,000	1,000,000	500,000	(500,000)	-50.0%
M323 Insurance Reimbursed Claims	0	0	227,128	0	0	-
M324 Capital Surplus Reserve	0	442,400	442,400	0	(442,400)	-100.0%
M325 CCC Bedford South Reserve	0	450,000	450,000	450,000	0	0.0%
M411 Operating Stabilization Reserve	1,100,000	0	0	0	0	-
M421 Service Improvement Reserve	275,000	192,200	192,200	(500,000)	(692,200)	-360.1%
M441 Interest on Reserves	7,176,449	7,065,000	7,615,508	7,065,000	0	0.0%
M461 Capital Fr Operating	32,113,000	36,218,700	42,908,941	32,403,000	(3,815,700)	-10.5%
M471 Other Transfers	300,000	500,000	500,000	5,028,000	4,528,000	905.6%
<b>Total Transfers to/fr Other Funds</b>	<b>52,416,474</b>	<b>57,358,500</b>	<b>63,297,348</b>	<b>60,350,616</b>	<b>2,992,116</b>	<b>5.2%</b>

# Fiscal Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Non-Department Revenue</b>						
M510 Property Tax	(425,622,361)	(350,934,120)	(348,295,585)	(376,963,910)	(26,029,790)	7.4%
M520 Deed Transfer	(32,790,231)	(31,000,000)	(33,065,611)	(32,700,000)	(1,700,000)	5.5%
M540 Grants in Lieu	(23,498,029)	(25,265,900)	(25,239,311)	(27,185,000)	(1,919,100)	7.6%
M550 Own Source Revenue	(19,687,300)	(19,179,400)	(19,886,503)	(19,080,697)	98,703	-0.5%
M555 Parkade	0	0	(1,634,131)	0	0	-
M560 Unconditional Trans.	(3,478,692)	(3,478,700)	253,574,070	(3,200,000)	278,700	-8.0%
M570 Conditional Transfer	(83,318)	(83,400)	(83,400)	(82,400)	1,000	-1.2%
M580 Fiscal Services	498,627	500,000	(1,140)	0	(500,000)	-100.0%
<b>Non-Departmental Revenue</b>	<b>(504,661,304)</b>	<b>(429,441,520)</b>	<b>(174,631,611)</b>	<b>(459,212,007)</b>	<b>(29,770,487)</b>	<b>6.9%</b>
<b>Total</b>	<b>(\$296,260,499)</b>	<b>(\$311,036,530)</b>	<b>(\$296,987,913)</b>	<b>(\$331,772,691)</b>	<b>(\$20,736,161)</b>	<b>6.7%</b>

# Fiscal Services

## Summary by Expenditure & Revenue Type

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$2,737,867	\$3,344,940	\$4,632,767	\$8,320,383	4,975,443	148.7%
Office Costs	19,502	0	2,002	0	0	-
Legal & Consulting Fees	188,888	0	99,421	0	0	-
External Services	277,083	122,600	187,798	112,259	(10,341)	-8.4%
Supplies & Materials	516,137	0	5,066	0	0	-
Utilities	0	0	0	1,600,000	1,600,000	-
Building Costs	22,103	0	0	0	0	-
Equipment & Communications	15,369	0	21,163	0	0	-
Vehicle Expense	294,163	0	432,224	180,000	180,000	-
Travel	5,035	0	2,649	0	0	-
Training & Education	3,712	0	2,314	0	0	-
Facilities Rental	13,998	0	0	0	0	-
Advertising & Promotion	18,089	0	0	0	0	-
Other Goods & Services	846,941	2,148,195	96,920	8,483,171	6,334,976	294.9%
Interdepartmental	89,873	87,700	87,739	87,700	0	0.0%
Debt-Interest	9,583,354	8,843,200	9,567,999	8,991,870	148,670	1.7%
Debt Principal	30,655,838	32,614,500	32,310,886	28,619,448	(3,995,052)	-12.2%
Transfer Outside Agencies	120,294,237	127,529,200	127,591,322	130,004,800	2,475,600	1.9%
Insurance Costs	2,803,379	4,200,000	2,526,305	4,200,000	0	0.0%
Grants & Tax Concessions	3,575,126	3,976,600	3,656,856	4,274,900	298,300	7.5%
Transfer to/from Reserves	17,803,301	22,471,955	23,518,707	19,412,900	(3,059,055)	-13.6%
Fire Protection	8,574,796	10,436,700	9,227,599	12,425,503	1,988,803	19.1%
Capital from Operating	32,113,000	30,218,700	36,908,941	30,803,000	584,300	1.9%
Debtenture Discount	255,078	277,000	276,711	381,900	104,900	37.9%
Provision for Allowance	3,204,636	2,365,000	3,482,647	3,100,000	735,000	31.1%
Other Fiscal	1,509,397	2,321,071	2,494,458	2,131,783	(189,288)	-8.2%
Prior year Surplus/Deficit	0	(561,078)	0	874,544	1,435,622	-255.9%
<b>Total</b>	<b>\$235,420,899</b>	<b>\$250,396,283</b>	<b>\$257,132,494</b>	<b>\$264,004,161</b>	<b>\$13,607,878</b>	<b>5.4%</b>
<b>Revenues</b>						
Tax Revenues	(\$421,777,867)	(\$346,450,820)	(\$345,314,396)	(\$373,143,310)	(26,692,490)	7.7%
Deed Transfer Tax	(32,790,231)	(31,000,000)	(34,699,742)	(32,700,000)	(1,700,000)	5.5%
Area Rate Revenue	(21,822,691)	(127,460,793)	(126,886,735)	(132,809,927)	(5,349,134)	4.2%
Tax Agreements	(6,118,448)	(6,555,200)	(5,964,187)	(4,793,700)	1,761,500	-26.9%
Payments in Lieu of taxes	(23,498,029)	(25,265,900)	(25,737,097)	(27,185,000)	(1,919,100)	7.6%
Transfers from other Gov'ts	(3,702,010)	(3,562,100)	(3,641,823)	(3,282,400)	279,700	-7.9%
Interest Revenue	(14,322,965)	(13,030,100)	(15,741,589)	(12,759,955)	270,145	-2.1%
Parking Meters	(2,427,949)	(2,485,000)	(2,590,392)	(2,570,000)	(85,000)	3.4%
Rental & Leasing	(1,646,913)	(1,523,600)	(1,634,556)	(1,554,100)	(30,500)	2.0%
Transit Revenue	(65,534)	0	0	0	0	-
Recreational Revenue	25,270	0	723	0	0	-
Sales Revenue	(23)	0	(54)	(379,000)	(379,000)	-
HRWC Dividend	(3,489,773)	(3,634,300)	(3,569,441)	(3,720,742)	(86,442)	2.4%
Environmental Protection Levies	(3,098)	0	0	0	0	-
Other Revenue	(38,932)	(465,000)	(3,232,771)	(878,718)	(413,718)	89.0%
Interdepartmental Revenue	(2,205)	0	0	0	0	-
<b>Total</b>	<b>(\$531,681,399)</b>	<b>(\$561,432,813)</b>	<b>(\$569,012,060)</b>	<b>(\$595,776,852)</b>	<b>(\$34,344,039)</b>	<b>6.1%</b>
<b>Net Cost</b>	<b>(\$296,260,499)</b>	<b>(\$311,036,530)</b>	<b>(\$311,879,567)</b>	<b>(\$331,772,691)</b>	<b>(\$20,736,161)</b>	<b>6.7%</b>

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

	2006-2007 Actuals	2007-2008 Budget	2007-2008 Actual Unaudited	2008-09 Budget	Change over Budget	%
<b>Property Taxes:</b>						
Residential Property Taxes	(240,303,271)	(172,861,220)	(172,072,373)	(189,337,007)	(16,475,787)	9.5%
Commercial Property Taxes	(130,114,839)	(130,008,000)	(128,855,017)	(147,165,000)	(17,157,000)	13.2%
Business Occupancy Taxes	(38,196,714)	(30,124,000)	(28,968,932)	(22,993,000)	7,131,000	-23.7%
Regional Area Rate Revenue	0	(78,600)	0	0	78,600	-100.0%
Resource Property Taxes	(1,812,230)	(1,130,000)	(1,109,529)	(1,341,000)	(211,000)	18.7%
Recreational Non Profit	(9,389)	(8,500)	(12,021)	0	8,500	-100.0%
Resource Forest Taxes	(41,584)	(42,400)	(41,781)	0	42,400	-100.0%
Commercial Forest Taxes	(103,500)	(107,100)	(109,249)	0	107,100	-100.0%
Business Occupancy Openings	(398,194)	0	(2,042,436)	0	0	-
Business Occupancy Closing	488,204	0	879,470	0	0	-
Fire Protection	(9,428,927)	(10,436,700)	(10,519,463)	(12,425,503)	(1,988,803)	19.1%
Business Occupancy Appeals	138,976	91,700	178,852	221,000	129,300	141.0%
Residential Appeals	0	0	0	404,000	404,000	-
Commercial Appeals	0	0	0	1,107,000	1,107,000	-
Resource Property Appeals	0	0	0	12,000	12,000	-
Farm Acreage Taxes	(51,667)	(26,000)	(26,565)	0	26,000	-100.0%
Transfer - General Rate	79,000	101,700	76,700	96,700	(5,000)	-4.9%
Transfer - Urban Rate	250,200	250,200	291,000	347,600	97,400	38.9%
Area Rate Revenue	0	0	0	(1,097,000)	(1,097,000)	-
<b>Total Property Taxes</b>	<b>(419,503,935)</b>	<b>(344,378,920)</b>	<b>(342,331,344)</b>	<b>(372,170,210)</b>	<b>(26,694,290)</b>	<b>7.8%</b>
<b>Tax Agreements:</b>						
Tax Agreement - NSLC	(1,819,836)	(1,700,000)	(1,740,358)	(603,000)	1,097,000	-64.5%
Tax Agreement - NSPI	(1,951,085)	(2,009,700)	(2,094,329)	(2,099,700)	(90,000)	4.5%
Tax Agreement - MT&T	(3,170,646)	(3,668,800)	(3,090,727)	(3,085,000)	583,800	-15.9%
Tax Agreement - Other	(6,200)	(6,000)	(6,400)	(6,000)	0	-0.0%
Halifax International Airport Tax Offset	829,320	829,300	967,628	1,000,000	170,700	20.6%
<b>Total Tax Agreements</b>	<b>(6,118,448)</b>	<b>(6,555,200)</b>	<b>(5,964,187)</b>	<b>(4,793,700)</b>	<b>1,761,500</b>	<b>-26.9%</b>
<b>Deed Transfer Tax:</b>						
Deed Transfer Taxes	(32,790,231)	(31,000,000)	(34,699,742)	(32,700,000)	(1,700,000)	5.5%
<b>Total Deed Transfer Tax</b>	<b>(32,790,231)</b>	<b>(31,000,000)</b>	<b>(34,699,742)</b>	<b>(32,700,000)</b>	<b>(1,700,000)</b>	<b>5.5%</b>
<b>Grants in Lieu:</b>						
Grant in Lieu - Federal	(15,974,819)	(17,717,300)	(17,240,700)	(18,275,000)	(557,700)	3.1%
Grant in Lieu - Provincial	(4,958,873)	(4,929,000)	(5,339,132)	(5,730,000)	(801,000)	16.3%
Grant in Lieu - Canada Post	(483,835)	(462,200)	(509,181)	(520,000)	(57,800)	12.5%
Grant in Lieu - Halifax Ports Corporation	(1,146,036)	(1,214,500)	(1,714,848)	(1,715,000)	(500,500)	41.2%
Grant in Lieu - CBC	(352,001)	(353,000)	(368,773)	(375,000)	(22,000)	6.2%
Grant in Lieu - Via Rail	(125,955)	(122,100)	(132,555)	(140,000)	(17,900)	14.7%
Grant in Lieu - WCB	(169,067)	(156,700)	(148,664)	(150,000)	6,700	-4.3%
Grant in Lieu - Other	(288,342)	(311,100)	(283,244)	(280,000)	31,100	-10.0%
<b>Total Grants in Lieu</b>	<b>(23,498,029)</b>	<b>(25,265,900)</b>	<b>(25,737,097)</b>	<b>(27,185,000)</b>	<b>(1,919,100)</b>	<b>7.6%</b>
<b>Transfers from other Governments:</b>						
<b>Unconditional Transfers:</b>						
Unconditional Grants NS (Other)	(3,478,692)	(3,478,700)	(3,558,423)	(3,200,000)	278,700	-8.0%
<b>Total Unconditional Transfers</b>	<b>(3,478,692)</b>	<b>(3,478,700)</b>	<b>(3,558,423)</b>	<b>(3,200,000)</b>	<b>278,700</b>	<b>-8.0%</b>
<b>Conditional Transfers:</b>						
Conditional Grant: Public Housing Amortization	(83,318)	(83,400)	(83,400)	(82,400)	1,000	-1.2%
<b>Total Conditional Transfers</b>	<b>(83,318)</b>	<b>(83,400)</b>	<b>(83,400)</b>	<b>(82,400)</b>	<b>1,000</b>	<b>-1.2%</b>
<b>Total Transfers from other Governments:</b>	<b>(3,562,010)</b>	<b>(3,562,100)</b>	<b>(3,641,823)</b>	<b>(3,282,400)</b>	<b>279,700</b>	<b>-7.9%</b>



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

	2006-2007	2007-2008	2007-2008	2008-09	Change	%
	Actuals	Budget	Actual Unaudited	Budget	over Budget	
<b>Own Source Revenue:</b>						
<b>Interest Revenue:</b>						
Interest Revenue - Taxes	(2,326,428)	(2,150,000)	(2,802,312)	(2,375,000)	(225,000)	10.5%
Interest Revenue - Investments	(646,969)	(3,230,000)	(487,257)	(2,680,000)	550,000	-17.0%
Interest Revenue - Capital Charges	(455,566)	(350,000)	(540,559)	(475,000)	(125,000)	35.7%
Interest Revenue - Capital Projects	(319,349)	(300,100)	(268,924)	(229,955)	70,145	-23.4%
Interest Revenue - Other	(10,574,653)	(7,000,000)	(11,641,917)	(7,000,000)	0	-0.0%
<b>Total</b>	<b>(14,322,965)</b>	<b>(13,030,100)</b>	<b>(15,740,969)</b>	<b>(12,759,955)</b>	<b>270,145</b>	<b>-2.1%</b>
<b>Fee Revenue:</b>						
Parking Meters	(4,074,862)	(4,008,600)	(4,224,523)	(4,124,100)	(115,500)	2.9%
Proceeds on Sales of Assets	(23)	0	(54)	0	0	-
<b>Total</b>	<b>(4,074,885)</b>	<b>(4,008,600)</b>	<b>(4,224,577)</b>	<b>(4,124,100)</b>	<b>(115,500)</b>	<b>2.9%</b>
<b>Other Revenue:</b>						
Halifax Regional Water Commission Divide	(3,489,773)	(3,634,300)	(3,569,441)	(3,720,742)	(86,442)	2.4%
NSF Cheque Fee	(12,360)	(10,000)	(12,620)	(10,000)	0	-0.0%
Miscellaneous Revenue	566,557	(20,000)	(106,139)	(20,000)	0	-0.0%
Tax Agreement - Other	0	0	0	0	0	-
Other Interdepartmental Revenue	(2,205)	0	0	0	0	-
<b>Total</b>	<b>(2,937,781)</b>	<b>(3,664,300)</b>	<b>(3,688,200)</b>	<b>(3,750,742)</b>	<b>(86,442)</b>	<b>2.4%</b>
<b>Total Own Source Revenue:</b>	<b>(21,335,631)</b>	<b>(20,703,000)</b>	<b>(23,653,746)</b>	<b>(20,634,797)</b>	<b>68,203</b>	<b>-0.3%</b>
<b>Other Fiscal Revenue</b>						
<b>Private Roads</b>						
Petpeswick Drive	0	0	0	(3,200)	(3,200)	-
<b>Total Private Roads</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,200)</b>	<b>(3,200)</b>	<b>-</b>
<b>Debt Servicing:</b>						
Debt & Interest Chg	71	0	(1,844)	0	0	-
M122 HRWC Debt Charges	0	0	0	(413,718)	(413,718)	-
M530 Local Improvement Charges	(2,689,344)	(3,109,271)	(3,854,881)	(2,802,983)	306,288	-9.9%
<b>Total Debt Servicing</b>	<b>(2,689,273)</b>	<b>(3,109,271)</b>	<b>(3,856,725)</b>	<b>(3,216,701)</b>	<b>(107,430)</b>	<b>3.5%</b>
<b>Transfers To Outside Agencies:</b>						
<b>Education:</b>						
M280 Halifax Regional School Board	0	(90,431,000)	(90,071,863)	(92,974,137)	(2,543,137)	2.8%
M284 Supplementary Education- Halifax	(12,104,188)	(2,046,813)	(2,046,813)	0	17,713	-0.9%
M285 Supplementary Education- Dartmouth	(5,152,618)	(730,282)	(730,282)	0	(250,718)	34.3%
M286 Supplementary Education-County/Bedford	(3,582,073)	0	1,659	0	0	-
M287 Supplementary Education-CSAP	(568,400)	(568,400)	(568,400)	0	25,000	-4.4%
M288 Supplementary Education- HRM-wide	0	(16,489,527)	(16,490,016)	(20,381,521)	96,927	-0.6%
Supplementary Education	(21,407,279)	(110,266,022)	(109,905,715)	(113,355,658)	(2,654,215)	2.4%
<b>Other Agencies</b>						
Correctional Centre	0	(7,782,000)	(7,768,325)	(7,906,837)	(124,837)	1.6%
Metro Regional Housing Authority	0	(2,450,000)	(2,440,387)	(2,484,468)	(34,468)	1.4%
NSLC Area Rate	0	0	0	(1,097,000)	(1,097,000)	-
Provincial Assessment System	0	(5,925,400)	(5,906,426)	(6,132,881)	(207,481)	3.5%
<b>Total Transfers to Other Agencies</b>	<b>0</b>	<b>(16,157,400)</b>	<b>(16,115,137)</b>	<b>(17,621,186)</b>	<b>(1,463,786)</b>	<b>9.1%</b>
<b>Transfers to/fr Other Funds:</b>						
Operating Costs for New Capital	0	0	0	(379,000)	(379,000)	-
Insurance Claims	(73,284)	0	(77,872)	0	0	-
Insurance Reimbursed Claims	(150,070)	0	(227,127)	0	0	-
<b>Total Transfers to/from Other Funds</b>	<b>(223,353)</b>	<b>0</b>	<b>(305,000)</b>	<b>(379,000)</b>	<b>(379,000)</b>	<b>-</b>
<b>Other Fiscal Services:</b>						
Compensation PPP	0	0	(139)	0	0	-
Other Fiscal Serv.	0	(435,000)	(2,685,932)	(435,000)	0	-0.0%
Grants & Tax Concessions	(841)	0	(294)	0	0	-
Surplus/Deficit	(228,637)	0	(114,806)	0	0	-
Rolling Stones Concert	(323,125)	0	0	0	0	-
Valuation Allowance	(607)	0	(375)	0	0	-
<b>Total</b>	<b>(553,210)</b>	<b>(435,000)</b>	<b>(2,801,546)</b>	<b>(435,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Total Other Fiscal Services</b>	<b>(24,873,115)</b>	<b>(129,967,693)</b>	<b>(132,984,122)</b>	<b>(135,010,745)</b>	<b>(4,604,431)</b>	<b>3.5%</b>
<b>Total Non-Departmental Revenues</b>	<b>(531,681,399)</b>	<b>(561,432,813)</b>	<b>(569,012,061)</b>	<b>(595,776,852)</b>	<b>(34,272,204)</b>	<b>6.1%</b>



# **Halifax Public Libraries**

## **Business Plan - 2008/09**



**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.

<b>CEO:</b> 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 and Communications and Marketing Departments.
<b>Public Services</b> 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.
<b>Branch Services</b> Francisca Goldsmith BA, MLS	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 and Home Delivery service.
<b>Corporate Research &amp; Development</b> 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.
<b>Finance &amp; Facilities</b> Al LeBlanc Dip. PA	Responsible for financial planning and management of annual budgets, revenues and expenditures and procurement. Responsible for facilities, vehicles and asset management.
<b>Information Technology and Collection Management</b> Bruce Gorman BSc, MSc, ISP	Includes Acquisitions and Serials, Cataloguing and Processing, Information Technology and the Library's website. 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**      Responsible for recruitment, employee and labour relations, collective bargaining, payroll, health and safety, training & development, employee assistance program, pension and group benefits etc. for all divisions and departments.  
Cathy Maddigan  
B. Comm., CHRP

**Summary of Business**      • n/a  
**Unit Structure**  
**Changes:**

**Core Operations and Services provided:**

- The Halifax Public Libraries system is comprised of 14 branch libraries, Mobile Library, Books by Mail and Home Delivery services and a website.
- In 2006-07 there were 2,365,903 in-person visits and 1,080,273 e-branch visits.
- 1,086,989 items in the collection, including books, CDs, DVDs, videos, newspapers and magazines, with a circulation of 4,582,175 items in 2006-07. This level of circulation equates to 12.3 per capita and 127 per hour of operation.
- 179,188 registered borrowers, which represents 48% 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.
- 3,958 programs were offered in 2006-07 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.
- Mobile Library that brings library service to communities not within the service area of a branch including Eastern Passage, Musquodoboit Valley, Fall River, Lake Echo, Porter's Lake, Prospect Road, North Preston and East Preston.
- 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.

**Permanent Full Time Equivalents (FTE's):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>274.6</b>	<b>277.9</b>

This change was as a result of increased staffing requirements to support the extended hours of operation of the Dartmouth North Library.

**Financial Information:**

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

	<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Actual Unaudited</b>	<b>2008-2009 Budget</b>	<b>Change over Budget</b>	<b>%</b>
<b>Gross Budget</b>	\$17,204,907	\$17,994,000	\$18,360,013	\$18,800,000	\$806,000	4.5%
<b>Revenues</b>	(\$4,701,028)	(\$4,402,000)	(\$4,817,122)	(\$4,382,200)	\$19,800	-0.4%
<b>Net Budget</b>						
Administration - Library	1,056,144	1,468,100	1,320,970	1,861,700	393,600	26.8%
Alderney Gate Library	1,487,007	1,554,100	1,526,164	1,551,700	(2,400)	-0.2%
Spring Garden Rd. Mem. Library	1,548,191	1,618,000	1,665,336	1,682,800	64,800	4.0%
Branch Libraries	8,412,537	8,951,800	9,004,566	9,321,600	369,800	4.1%
<b>Net Cost</b>	<b>\$12,503,878</b>	<b>\$13,592,000</b>	<b>\$13,542,892</b>	<b>\$14,417,800</b>	<b>\$825,800</b>	<b>6.1%</b>

## Analysis of Operating Budget Changes:

<b>Operating Budget Change Details</b>		<b>(\$000's)</b>
<b>2007/8 Budget</b>		<b>\$17,994</b>
1.	Salary & Benefit increases includes a provision for normal step increases, an amount for union negotiations and non-union compensation.	\$684
2.	Utilities increases for Propane, Heating Fuel, Electricity & Water to keep pace with inflation.	\$13
3.	Library Materials (processing supplies, collections) increase for inflation and annual contract for maintenance of collection.	\$52
4.	Building & vehicle maintenance increase for inflation.	\$25
5.	Rent.	\$3
6.	Training & Education.	\$2
7.	Local Travel increased to reflect actual expenditure.	\$2
8.	Programming (Youth strategy, volunteer appreciation & family literacy)	\$11
9.	Office supplies	\$14
<b>2008/9 Operating Budget</b>		<b>\$18,800</b>
<b>2007/8 Revenue Operating Budget</b>		<b>(\$4,402)</b>
1.	Provincial Grant decrease adjusted based on actual revenue for 2007/08	\$71
2.	Fines and Fees increased based on projected actual revenue for 2007/08 and implementation of Debt Collect in 2008/09	(\$55)
3.	Photocopier revenue decreased based on projected actuals for 2007/08	\$4
<b>2008/9 Total Revenue Operating Budget</b>		<b>(\$4,417)</b>
<b>2008/9 Total NET Operating Budget</b>		<b>\$14,418</b>



## **Business Unit Goals (2008-11):**

### **Strategic Goals**

#### **Excellence in Service Delivery**

1. To provide superior customer value and service equity that is responsive and barrier free focusing on the Central Library and HRM Strategic Initiatives.
2. To develop and nurture aligned community, academic, government or business partnerships to advance the Library's mission, support library strategic initiatives and service delivery, including the Central Library and the Youth Services Strategy.

#### **Community Development**

3. Support and develop community development opportunities and implement related initiatives, including the Library's Youth Services Strategy and participation in the Youth Advocate Project.

#### **Employer of Choice**

4. Distinguish the Library as an Employer of Choice.

#### **Infrastructure**

5. To implement the Master Facilities Plan to meet our communities service learning priorities in high quality buildings - focus on a new Central Library and the Woodlawn and Captain William Spry Libraries.

**Operational Goals**

**Excellence in Service Delivery**

2. To provide equitable access to service throughout HRM implemented in alignment with service delivery plans for Family Literacy, Readers Services, Persons with Disabilities, Diverse Communities and Older Adults.
3. Collections that meet the needs demands and expectations of residents.
4. To apply goal orientated measurable performance through current and innovative practices.

**Employer of Choice**

5. Provide a workplace that fosters employee and volunteer innovation, commitment and competent service.

**Infrastructure**

5. To effectively manage the Library's information technology operation and assets to utilize current and appropriate technology solutions that are sustainable and effectively deliver service.
6. To effectively manage, maintain and plan for Library assets including safe, attractive Library facilities in alignment with the Facilities Master Plan.

**Fiscal responsibility**

7. Effectively manage and safeguard the financial resources of the Library and plan for, maintain and replace assets as necessary.

<b>Service Level Changes</b>
Business Unit: Halifax Public Libraries
<b>Increases In Services / New Initiatives;</b> <ul style="list-style-type: none"><li>• Completion of the Central Library Building Program report, developed in consultation with the public. It will include a service delivery space program, size and cost recommendations. Service directions for new Central Library researched; potential partnerships identified.</li><li>• Completion of the Woodlawn Library needs assessment, public consultation and site analysis for a 12,000 sq ft location.</li><li>• Funds have been approved for capital and operating costs to expand/relocate the Woodlawn Library in 2008-09.</li><li>• The Captain William Spry Public Library redesigned and refurbished.</li><li>• Work collaboratively with HRM and community partners in delivering services to youth, as well as, engage youth in the library and their communities. The focus will be on under-served youth.</li><li>• Teen spaces created in Library facilities as opportunities arise including Alderney Gate, Captain William Spry, Sackville and Woodlawn Public Libraries and in planning for Central Library.</li><li>• Programs delivered supporting youth literacy and learning and IT competencies.</li><li>• A new Kids Site on the Library's website.</li><li>• A Teen Page on the website, also linked to HRM Teen websites.</li><li>• Expanded program providing youth work experience (in partnership with the Halifax School Board 'Invest in Youth' program) and volunteer opportunities.</li><li>• Expanded and strengthened Local History and Genealogy Service including updated 'Roots to the Past' website and digitization of limited access materials in partnership with local heritage groups.</li><li>• Implementation of revised priorities for services to under-served communities and new immigrants.</li><li>• Strengthened ability to provide assistance in supporting the public's reading and information needs.</li><li>• Additional programs for adults with a focus on those aligned to the Library's Older Adults Service Plan.</li><li>• Downloadable e-books and downloadable video service available.</li><li>• Automated meeting room booking implemented following GroupWise implementation.</li><li>• 'Debt Collect' program implemented to facilitate collection of outstanding accounts.</li></ul>
<b>Decreases In Services / Operational Pressures:</b> <ul style="list-style-type: none"><li>• None</li></ul>

### Service Level Changes

#### Expected Services Not Being Delivered:

#### Capital

##### Advancement of Central Library

- In 2007/08 Council approved the award of tender for the 'Planning Consulting Services: Central Library Building Program and Space Requirements' study to HOK Planning Group Inc. The building program will develop a vision for current and future needs of the facility to meet the needs and expectations of the general public and library users, as well as, identify size and cost estimates.
- With the Building Program and Space Requirements report now complete, in order to move the project forward approval in principle by HRM Council is required. \$400,000 included in the 2008/09 Capital budget could be redirected to the design phase for the Central Library building.
- 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. The situation is growing more critical to have a plan in place to replace the Spring Garden Library.

##### 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 the Central Library, Woodlawn, Bedford and Keshen Goodman Library 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 2008/09 Capital Budget.

- **Maintenance, Repair & Refurbishing of Library Facilities**

- Library service is delivered through 14 branch facilities that vary in quality and condition. Some are HRM owned; some are leased facilities. In 2002, the Facilities Review and Inventory prepared by the staff of the Library and Real Property and Asset Management identified deficiencies and repair needs. This project supports a continuous improvement program to refurbish the aging infrastructure to properly maintain buildings in good repair and provide the public with attractive spaces.
- The Master Plan identified an annual infrastructure recapitalization deficit of \$350,000. While some issues have been addressed in the proposed 2008/09 Capital Budget and proposed 2009/10 and 20010/11 Capital Plan, a firm commitment to annual funding through capital recapitalization would further support the implementation of the Master Facilities Plan.
- In 2008/09, a total of \$400,000 has been allocated for the Library in the Infrastructure and

<b>Service Level Changes</b>		
<p>Asset Management budget. Of this, \$200,000 is for the repair and maintenance of Spring Garden Road Memorial Library; the remaining \$200,000 falls short of the recommended \$350,000 recapitalization required to complete the refurbishment of Captain William Spry Library and refurbish the Sackville Library.</p>		
• Capital Request:	<b>\$350,000 annually or an additional \$150,000 in 2008/09</b>	
<b>Operating</b>		
Succession planning / Staff relations:		
•	Implementation of effective succession planning strategies, staff training and development and recruitment strategies cannot be advanced. Current funding for staff training and development is inadequate to ensure appropriately trained staff and to address succession planning concerns.	
• Operating request:	\$50,000.	
Improved service hours and public access:		
•	The Library will be unable to address ongoing requests from the public and from Councillors to expand hours of operation at Musquodoboit Harbour to improve service access. Ongoing complaints are received regarding a lack of open hours. While fixed costs are not affected by hours of operation, the Library is unable to meet the service demand without increasing staff levels.	
•	Increased hours are requested at Musquodoboit Harbour libraries from 22 hours/week to 50 hours/week.	
• Operating request:	\$257,115	5.27 FTE
<b>Collection Management</b>		
•	Centralization and process efficiencies in Collection Management will not be implemented. An additional FTE is required to consolidate and coordinate activities now carried out at the Manager level, enabling the Branch Managers to more appropriately focus their work on community development and public service.	
• Operating request:	\$58,398	1.0 FTE

# Halifax Regional Library

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration - Library:</b>						
B011 Administrative Services	\$1,390,616	\$1,589,400	\$1,481,786	\$1,671,200	81,800	5.1%
B012 Technical Services & Systems	2,251,792	2,500,700	2,499,730	2,765,100	264,400	10.6%
B013 Communications & Marketing	345,643	396,100	336,699	366,400	(29,700)	-7.5%
B014 Information Services	789,915	736,800	709,838	741,900	5,100	0.7%
<b>Administration - Library</b>	<b>4,777,965</b>	<b>5,223,000</b>	<b>5,028,053</b>	<b>5,544,600</b>	<b>321,600</b>	<b>6.2%</b>
<b>Alderney Gate Library:</b>						
B021 Alderney Gate Adult	1,141,877	1,191,600	1,142,618	1,172,000	(19,600)	-1.6%
B022 Alderney Gate Youth	419,045	438,500	461,889	460,300	21,800	5.0%
<b>Alderney Gate Library</b>	<b>1,560,922</b>	<b>1,630,100</b>	<b>1,604,507</b>	<b>1,632,300</b>	<b>2,200</b>	<b>0.1%</b>
<b>Spring Garden Rd. Mem. Library:</b>						
B031 Spring Garden Road - General	332,702	368,000	369,838	388,300	20,300	5.5%
B032 Spring Garden Road - Adult	932,815	978,500	1,003,565	1,010,200	31,700	3.2%
B033 Spring Garden Road - Youth	400,984	391,000	420,265	415,600	24,600	6.3%
<b>Spring Garden Rd. Mem. Library</b>	<b>1,666,502</b>	<b>1,737,500</b>	<b>1,793,668</b>	<b>1,814,100</b>	<b>76,600</b>	<b>4.4%</b>
<b>Branch Libraries:</b>						
B041 Branch Library Services	650,533	696,800	643,353	801,800	105,000	15.1%
B042 Cole Harbour Library	823,660	883,200	916,819	912,900	29,700	3.4%
B043 Dartmouth North Library	229,540	413,900	352,200	411,100	(2,800)	-0.7%
B044 Sackville Library	986,834	1,027,200	1,069,167	1,079,400	52,200	5.1%
B045 Woodlawn Library	634,429	661,600	681,631	681,700	20,100	3.0%
B046 Bedford Library	683,636	715,800	722,102	747,000	31,200	4.4%
B047 Captain William Spry Library	791,077	848,500	848,897	877,300	28,800	3.4%
B048 Halifax North Library	621,976	586,200	648,185	620,000	33,800	5.8%
B049 Keshen Goodman Library	1,672,589	1,717,600	1,758,346	1,782,000	64,400	3.7%
B050 Outreach Services	259,321	280,900	268,655	280,200	(700)	-0.2%
B051 Musquodoboit Harbour Library	254,128	267,200	249,407	268,000	800	0.3%
B052 Shatford Memorial Library	169,938	166,000	197,989	174,100	8,100	4.9%
B053 Sheet Harbour Library	206,490	209,500	205,799	210,100	600	0.3%
B054 Tantallon Library	879,938	929,000	911,926	963,400	34,400	3.7%
<b>Branch Libraries</b>	<b>8,864,088</b>	<b>9,403,400</b>	<b>9,474,477</b>	<b>9,809,000</b>	<b>405,600</b>	<b>4.3%</b>
<b>Special Projects:</b>						
B061 Special Projects	335,430	0	273,063	0	0	-
B064 ESL (English Second Language)	0	0	57,748	0	0	-
B065 Literacy	0	0	34,987	0	0	-
B066 HIRA (Halifax Info. & Referral A	0	0	32,800	0	0	-
B067 Justice Grant	0	0	47,860	0	0	-
<b>Special Projects</b>	<b>335,429</b>	<b>0</b>	<b>459,309</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>\$17,204,907</b>	<b>\$17,994,000</b>	<b>\$18,360,013</b>	<b>\$18,800,000</b>	<b>\$806,000</b>	<b>4.5%</b>

# Halifax Regional Library

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Administration - Library:</b>						
B011 Administrative Services	(\$3,721,822)	(\$3,754,900)	(\$3,707,083)	(\$3,682,900)	72,000	-1.9%
<b>Administration - Library</b>	<b>(3,721,822)</b>	<b>(3,754,900)</b>	<b>(3,707,083)</b>	<b>(3,682,900)</b>	<b>72,000</b>	<b>-1.9%</b>
<b>Alderney Gate Library:</b>						
B021 Alderney Gate Adult	(73,915)	(76,000)	(78,342)	(80,600)	(4,600)	6.1%
<b>Alderney Gate Library</b>	<b>(73,915)</b>	<b>(76,000)</b>	<b>(78,342)</b>	<b>(80,600)</b>	<b>(4,600)</b>	<b>6.1%</b>
<b>Spring Garden Rd. Library</b>						
B032 Spring Garden Road - Adult	(118,311)	(119,500)	(128,332)	(131,300)	(11,800)	9.9%
<b>Spring Garden Rd. Library</b>	<b>(118,311)</b>	<b>(119,500)</b>	<b>(128,332)</b>	<b>(131,300)</b>	<b>(11,800)</b>	<b>9.9%</b>
<b>Branch Libraries:</b>						
B042 Cole Harbour Library	(59,422)	(60,000)	(59,365)	(62,800)	(2,800)	4.7%
B043 Dartmouth North Library	(6,264)	(6,300)	(7,093)	(7,000)	(700)	11.1%
B044 Sackville Library	(64,477)	(64,500)	(66,478)	(68,800)	(4,300)	6.7%
B045 Woodlawn Library	(46,556)	(47,800)	(49,569)	(51,100)	(3,300)	6.9%
B046 Bedford Library	(40,203)	(39,900)	(41,932)	(43,200)	(3,300)	8.3%
B047 Captain William Spry Library	(26,714)	(26,600)	(25,666)	(27,900)	(1,300)	4.9%
B048 Halifax North Library	(16,167)	(16,200)	(18,325)	(18,800)	(2,600)	16.0%
B049 Keshen Goodman Library	(124,361)	(124,700)	(132,642)	(137,500)	(12,800)	10.3%
B051 Musquodoboit Harbour Library	(9,819)	(9,700)	(10,846)	(10,900)	(1,200)	12.4%
B052 Shatford Memorial Library	(10,251)	(7,900)	(8,834)	(8,900)	(1,000)	12.7%
B053 Sheet Harbour Library	(4,346)	(4,100)	(4,252)	(4,400)	(300)	7.3%
B054 Tantallon Library	(42,971)	(43,900)	(44,909)	(46,100)	(2,200)	5.0%
<b>Branch Libraries:</b>	<b>(451,551)</b>	<b>(451,600)</b>	<b>(469,911)</b>	<b>(487,400)</b>	<b>(35,800)</b>	<b>7.9%</b>
<b>Special Projects:</b>						
B061 Special Projects	(335,430)	0	(238,813)	0	0	-
B064 ESL (English Second Language)	0	0	(65,702)	0	0	-
B065 Literacy	0	0	(31,190)	0	0	-
B066 HIRA (Halifax Info. & Referral A	0	0	(32,800)	0	0	-
B067 Justice Grant	0	0	(64,948)	0	0	-
<b>Special Projects</b>	<b>(335,430)</b>	<b>0</b>	<b>(433,453)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>(\$4,701,028)</b>	<b>(\$4,402,000)</b>	<b>(\$4,817,122)</b>	<b>(\$4,382,200)</b>	<b>\$19,800</b>	<b>-0.4%</b>

# Halifax Regional Library

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Administration - Library:</b>						
B011 Administrative Services	(\$2,331,206)	(\$2,165,500)	(\$2,225,298)	(\$2,011,700)	\$153,800	-7.1%
B012 Technical Services & Systems	2,251,792	2,500,700	2,499,730	2,765,100	264,400	10.6%
B013 Communications & Marketing	345,643	396,100	336,699	366,400	(29,700)	-7.5%
B014 Information Services	789,915	736,800	709,838	741,900	5,100	0.7%
<b>Administration - Library</b>	<b>1,056,144</b>	<b>1,468,100</b>	<b>1,320,970</b>	<b>1,861,700</b>	<b>393,600</b>	<b>26.8%</b>
<b>Alderney Gate Library:</b>						
B021 Alderney Gate Adult	1,067,962	1,115,600	1,064,276	1,091,400	(24,200)	-2.2%
B022 Alderney Gate Youth	419,045	438,500	461,889	460,300	21,800	5.0%
<b>Alderney Gate Library</b>	<b>1,487,007</b>	<b>1,554,100</b>	<b>1,526,164</b>	<b>1,551,700</b>	<b>(2,400)</b>	<b>-0.2%</b>
<b>Spring Garden Rd. Mem. Library:</b>						
B031 Spring Garden Road - General	332,702	368,000	369,838	388,300	20,300	5.5%
B032 Spring Garden Road - Adult	814,504	859,000	875,233	878,900	19,900	2.3%
B033 Spring Garden Road - Youth	400,984	391,000	420,265	415,600	24,600	6.3%
<b>Spring Garden Rd. Mem. Library</b>	<b>1,548,191</b>	<b>1,618,000</b>	<b>1,665,336</b>	<b>1,682,800</b>	<b>64,800</b>	<b>4.0%</b>
<b>Branch Libraries:</b>						
B041 Branch Library Services	650,533	696,800	643,353	801,800	105,000	15.1%
B042 Cole Harbour Library	764,238	823,200	857,454	850,100	26,900	3.3%
B043 Dartmouth North Library	223,276	407,600	345,108	404,100	(3,500)	-0.9%
B044 Sackville Library	922,357	962,700	1,002,689	1,010,600	47,900	5.0%
B045 Woodlawn Library	587,872	613,800	632,062	630,600	16,800	2.7%
B046 Bedford Library	643,433	675,900	680,170	703,800	27,900	4.1%
B047 Captain William Spry Library	764,363	821,900	823,231	849,400	27,500	3.3%
B048 Halifax North Library	605,808	570,000	629,860	601,200	31,200	5.5%
B049 Keshen Goodman Library	1,548,228	1,592,900	1,625,703	1,644,500	51,600	3.2%
B050 Outreach Services	259,321	280,900	268,655	280,200	(700)	-0.2%
B051 Musquodoboit Harbour Library	244,310	257,500	238,561	257,100	(400)	-0.2%
B052 Shatford Memorial Library	159,687	158,100	189,155	165,200	7,100	4.5%
B053 Sheet Harbour Library	202,144	205,400	201,548	205,700	300	0.1%
B054 Tantallon Library	836,967	885,100	867,017	917,300	32,200	3.6%
<b>Branch Libraries</b>	<b>8,412,537</b>	<b>8,951,800</b>	<b>9,004,566</b>	<b>9,321,600</b>	<b>369,800</b>	<b>4.1%</b>
<b>Special Projects:</b>						
B061 Special Projects	0	0	34,250	0	0	-
B063 Central Library Capital Campaign	(0)	0	0	0	0	-
B064 ESL (English Second Language)	0	0	(7,954)	0	0	-
B065 Literacy	0	0	3,797	0	0	-
B066 HIRA (Halifax Info. & Referral A	0	0	0	0	0	-
B067 Justice Grant	0	0	(17,088)	0	0	-
<b>Special Projects</b>	<b>(0)</b>	<b>0</b>	<b>25,856</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>\$12,503,878</b>	<b>\$13,592,000</b>	<b>\$13,542,892</b>	<b>\$14,417,800</b>	<b>\$825,800</b>	<b>6.1%</b>



# Halifax Regional Library

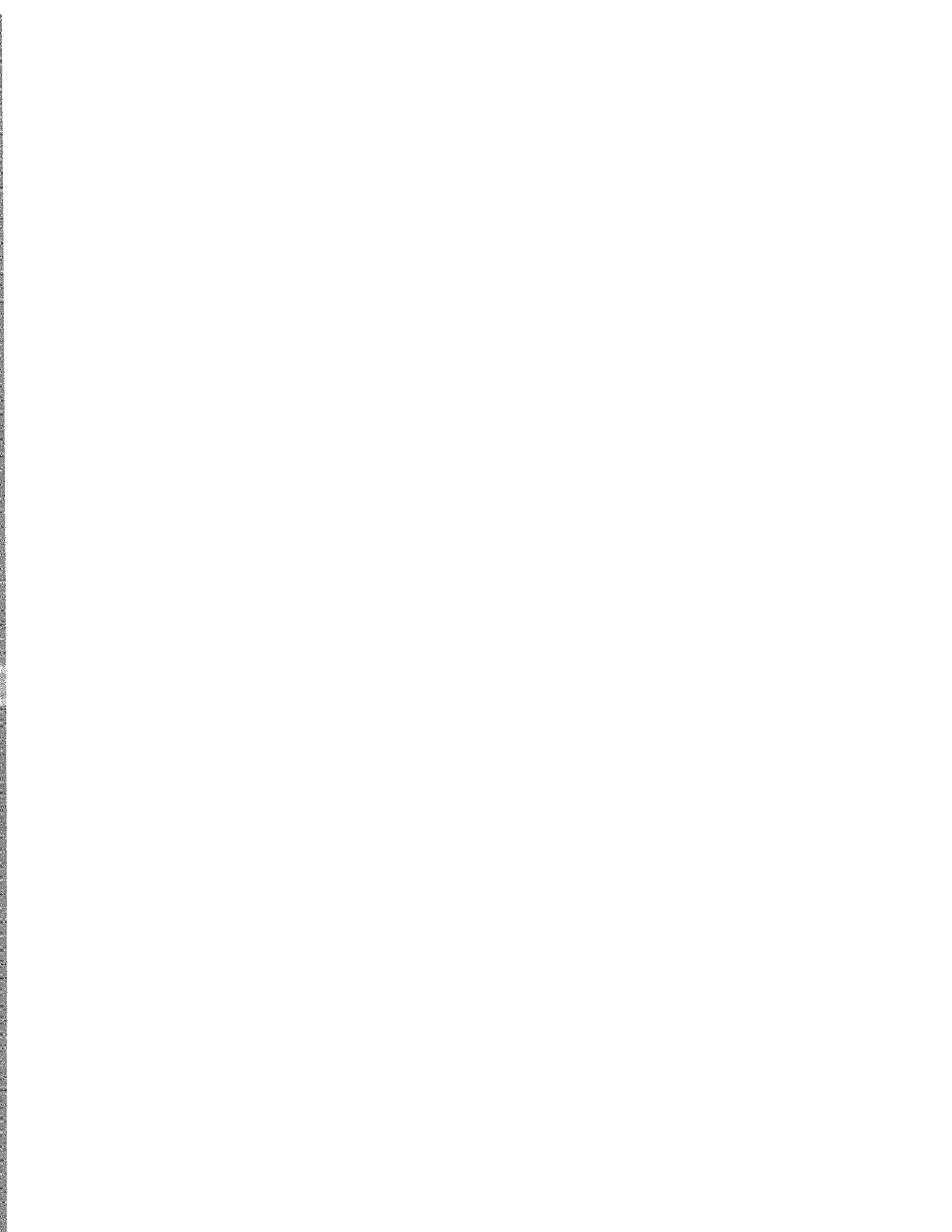
## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$12,666,705	\$13,230,300	\$13,090,556	\$13,914,300	\$684,000	5.2%
Office Costs	470,529	473,000	461,137	488,400	15,400	3.3%
Professional Fees	17,028	12,000	10,943	12,000	0	0.0%
Legal & Consulting Fees	4,219	105,000	35,213	105,000	0	0.0%
External Services	206,421	135,700	218,799	140,400	4,700	3.5%
Uniforms & Clothing	855	2,000	1,056	2,000	0	0.0%
Supplies & Materials	92,396	92,800	114,067	103,500	10,700	11.5%
Utilities	300,493	320,600	322,135	332,700	12,100	3.8%
Building Costs	261,547	283,500	288,768	294,900	11,400	4.0%
Equipment & Communications	369,156	501,000	503,957	501,000	0	0.0%
Vehicle Expense	82,912	79,300	89,131	85,800	6,500	8.2%
Travel	37,680	36,000	87,981	38,000	2,000	5.6%
Training & Education	69,708	58,200	46,155	60,000	1,800	3.1%
Facilities Rental	928,744	961,000	928,474	963,500	2,500	0.3%
Advertising & Promotion	21,104	31,300	37,823	31,300	0	0.0%
Other Goods & Services	1,697,714	1,772,300	2,120,804	1,827,200	54,900	3.1%
Interdepartmental	0	0	3,015	0	0	
Transfer to/from Reserves	(22,301)	(100,000)	0	(100,000)	0	-0.0%
<b>Total</b>	<b>\$17,204,907</b>	<b>\$17,994,000</b>	<b>\$18,360,013</b>	<b>\$18,800,000</b>	<b>\$806,000</b>	<b>4.5%</b>
<b>Revenues</b>						
Transfers from other Gov'ts	(\$3,683,700)	(\$3,719,200)	(\$3,683,700)	(\$3,648,700)	70,500	-1.9%
Fines and Fees	(580,100)	(581,000)	(611,220)	(635,500)	(54,500)	9.4%
Rental & Leasing	(16,740)	(17,100)	(19,224)	(17,100)	0	-0.0%
Sales Revenue	(11,839)	(14,200)	(10,485)	(10,400)	3,800	-26.8%
Other Revenue	(408,651)	(70,500)	(492,492)	(70,500)	0	-0.0%
<b>Total</b>	<b>(\$4,701,028)</b>	<b>(\$4,402,000)</b>	<b>(\$4,817,122)</b>	<b>(\$4,382,200)</b>	<b>\$19,800</b>	<b>-0.4%</b>
<b>Net Cost</b>	<b>\$12,503,878</b>	<b>\$13,592,000</b>	<b>\$13,542,892</b>	<b>\$14,417,800</b>	<b>\$825,800</b>	<b>6.1%</b>



# **Human Resources**

## **Business Plan - 2008/09**



**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.*

<b>Director:</b> 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.
<b>Client Services</b> Gail Isles	Responsible for the provision of 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.
<b>Labour Relations</b> Andrea Gillis	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.
<b>Organizational Development &amp; Health</b> Tatjana Zatezalo	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
<b>Total Compensation</b> 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.
<b>Summary of Business Unit Structure Changes:</b>	N/A

**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

**Permanent Full Time Equivalent (FTEs):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>45</b>	<b>44</b>

1 FTE transferred to Fire Services

**Financial Information:**

**Human Resources**  
**Summary of Budget by Business Unit Division**

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$3,965,283	\$3,863,031	\$3,728,478	\$4,086,800	\$223,769	5.8%
<b>Revenues</b>	(\$2,614)	\$0	(\$1,118)	\$0	\$0	-
<b>Net Budget</b>						
Administration	338,075	320,400	377,306	350,486	30,086	9.4%
Organizational Development & Health	1,446,815	1,573,260	1,326,706	1,594,951	21,691	1.4%
Client Services	1,310,264	1,100,086	1,215,397	1,160,673	60,587	5.5%
WCB	0	0	(1,332)	41	41	-
Total Compensation	845,595	622,270	524,874	632,108	9,838	1.6%
HR SAP Project	0	0	0	0	0	-
Labour Relations	0	247,015	284,410	348,541	101,526	41%
Commonwealth Games	21,921	0	0	0	0	-
<b>Net Cost</b>	\$3,962,669	\$3,863,031	\$3,727,360	\$4,086,800	\$223,769	5.8%

**Analysis of Operating Budget Changes:**

Operating Budget Change Details	(\$000's)
<b>2007/8 Budget</b>	<b>3863.0</b>
1. Compensation and Benefits - includes merit increases, higher than expected salaries due to labour market pressures and Disability Case Management project salary costs	341.9
2. Office Costs	18.3
3. Professional Fees & Contract Services	2.4
4. Other Goods and Services - Disability Case Management project salary costs moved to salaries this year.	-235.3
5. Transfer to/from Reserves - Decrease in transfer from reserves over 2007/08 when funding was provided from the Service Improvement Reserve (Q310) for the Disability Case Management project.	96.5
<b>2008/09 Budget</b>	<b>4086.8</b>

## Business Unit Goals (2008-11):

<b>Strategic Goals</b>
<p><b>Strategic Goal 1: Organizational Culture</b> 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><b>Strategic Goal 2: Safe and Healthy Work Environment</b> 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><b>Strategic Goal 3: Corporate Human Resource Planning</b> 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><b>Strategic Goal 4: Valuing Diversity</b> 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>
<b>Operational Goals</b>
<p><b>Operational Goal 1: Building Strategic Partnerships</b> Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally.</p>
<p><b>Operational Goal 2: Human Resource Planning</b> 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><b>Operational Goal 3: Human Resource Management Tools and Resources</b> Further develop and expand human resource management tools for the organization to improve HR's services, delivery and effectiveness.</p>



<b>Service Level Changes</b>	
<b>Business Unit:</b>	<b>Human Resources</b>
<b><u>Increases In Services / new initiatives:</u></b>	
<ul style="list-style-type: none"><li>• <b>Employer of Choice</b> - Human Resources will continue to provide leadership and expertise to support the development and implementation of a Strategic Corporate Human Resource Plan.</li></ul>	
<b><u>Decreases In Services / Operational Pressures:</u></b>	
<ul style="list-style-type: none"><li>• <b>Capacity Planning</b> - 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"><li>▶ Labour relations consulting;</li><li>▶ Staffing/recruitment;</li><li>▶ Disability case management; and</li><li>▶ Unplanned work (eg. supporting organizational change)</li></ul></li></ul> <p>This increase in demands will result in a slight reduction in service standards (eg. turnaround times) over the next year.</p> <ul style="list-style-type: none"><li>• <b>Recruitment</b> - HR is experiencing challenges recruiting for some HR positions due to the current labour market.</li></ul>	
<b><u>Expected Services Not Being Delivered:</u></b>	
<ul style="list-style-type: none"><li>• 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.</li></ul>	
<b><u>FTEs:</u></b> (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)).	
<ul style="list-style-type: none"><li>• None</li></ul>	

# Human Resources

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A205 Administration	\$338,075	\$320,400	\$377,306	\$350,486	30,086	9.4%
A210 Organizational Development & H	1,448,050	1,573,260	1,326,706	1,594,951	21,691	1.4%
A220 Client Services	1,311,460	1,100,086	1,215,553	1,160,673	60,587	5.5%
A221 WCB	0	0	(371)	41	41	-
A230 Total Compensation	845,778	622,270	524,874	632,108	9,838	1.6%
A235 HR SAP Project	0	0	0	0	0	-
A240 Labour Relations	0	247,015	284,410	348,541	101,526	41.1%
M626 Commonwealth Games	21,921	0	0	0	0	-
<b>Total</b>	<b>\$3,965,283</b>	<b>\$3,863,031</b>	<b>\$3,728,478</b>	<b>\$4,086,800</b>	<b>\$223,769</b>	<b>5.8%</b>

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A210 Organizational Development & H	(1,235)	0	0	0	0	-
A220 Client Services	(1,196)	0	(157)	0	0	-
A230 Total Compensation	(183)	0	(961)	0	0	-
<b>Total</b>	<b>(\$2,614)</b>	<b>\$0</b>	<b>(\$1,118)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A205 Administration	\$338,075	\$320,400	\$377,306	\$350,486	30,086	9.4%
A210 Organizational Development & H	1,446,815	1,573,260	\$1,326,706	1,594,951	21,691	1.4%
A220 Client Services	1,310,264	1,100,086	1,215,397	1,160,673	60,587	0
A221 WCB	0	0	(1,332)	41	41	-
A230 Total Compensation	845,595	622,270	\$524,874	632,108	9,838	1.6%
A235 HR SAP Project	0	0	\$0	0	0	-
A240 Labour Relations	0	247,015	\$284,410	348,541	101,526	41.1%
M626 Commonwealth Games	21,921	0	\$0	0	0	-
<b>Total</b>	<b>\$3,962,669</b>	<b>\$3,863,031</b>	<b>\$3,727,360</b>	<b>\$4,086,800</b>	<b>\$223,769</b>	<b>5.8%</b>

# Human Resources

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget %	
<b>Expenditures</b>						
Compensation & Benefits	\$2,978,713	\$2,980,631	\$3,086,055	\$3,322,517	341,886	11.5%
Office Costs	119,520	57,100	80,009	75,435	18,335	32.1%
Professional Fees	133,239	139,000	127,249	141,400	2,400	1.7%
Legal & Consulting Fees	93,781	77,000	49,027	77,000	0	0.0%
External Services	15,827	15,000	24,361	15,000	0	0.0%
Supplies & Materials	4,243	7,000	824	7,000	0	0.0%
Building Costs	75,000	0	1,537	0	0	-
Equipment & Communications	7,628	4,000	4,158	4,000	0	0.0%
Travel	29,247	14,900	54,297	16,100	1,200	8.1%
Training & Education	366,227	407,900	312,131	405,800	(2,100)	-0.5%
Advertising & Promotion	13,814	1,000	14,607	1,000	0	0.0%
Other Goods & Services	128,045	491,900	147,047	257,510	(234,390)	-47.6%
Interdepartmental		0	75	0	0	-
Transfer to/from Reserves		(332,400)	(172,900)	(235,962)	96,438	-29.0%
<b>Total</b>	<b>\$3,965,283</b>	<b>\$3,863,031</b>	<b>\$3,728,478</b>	<b>\$4,086,800</b>	<b>\$223,769</b>	<b>5.8%</b>
<b>Revenues</b>						
Other Revenue	(\$2,614)	\$0	(\$1,118)	\$0	0	-
<b>Total</b>	<b>(\$2,614)</b>	<b>\$0</b>	<b>(\$1,118)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net Cost</b>	<b>\$3,962,669</b>	<b>\$3,863,031</b>	<b>\$3,727,360</b>	<b>\$4,086,800</b>	<b>\$223,769</b>	<b>5.8%</b>



# Halifax Regional Municipality Police



HALIFAX  
REGIONAL MUNICIPALITY

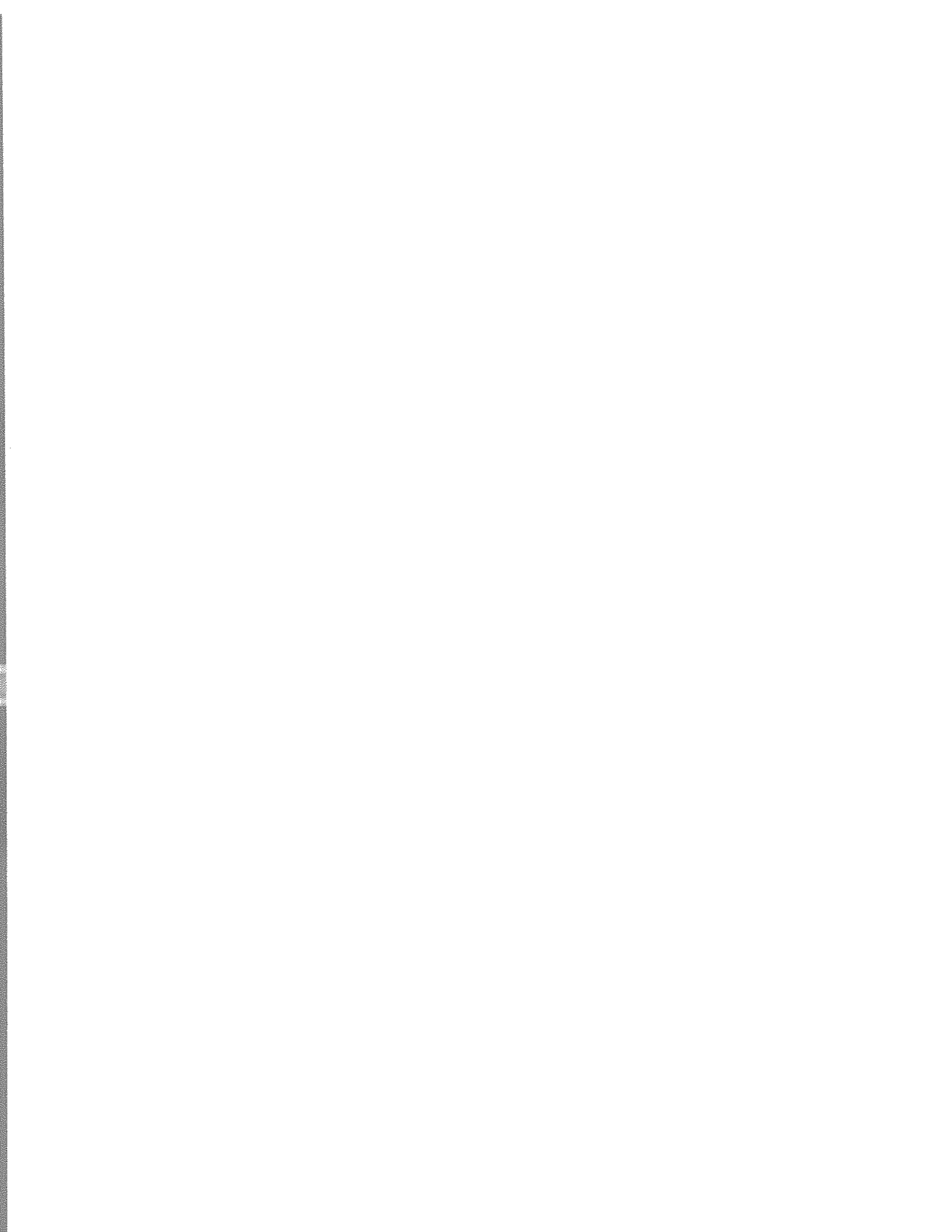


**PARTNERS IN POLICING**

*The Halifax Regional Police and the Royal Canadian Mounted Police*

*Partners in Policing*

**Business Plan - 2008/2009**



## **Business Unit Overview:**

The Halifax Regional Police (HRP) and Halifax District of the Royal Canadian Mounted Police (RCMP), 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, crime prevention, education, referral, and problem solving.

<b>Director:</b>	<b>Chief of Police Frank Beazley</b>
<b>Officer in Charge - Halifax District RCMP</b>	<b>Superintendent Gordon Barnett</b>
<b>Administration Division</b>	Provides Financial, Human Resources, Fleet, Employee Family Assistance, accident reporting services and summary offence tickets.
<b>Patrol Division / RCMP Offices</b>	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 - Street Crime Enforcement Unit, Traffic Section and the Integrated K-9 Unit (Police Service Dog) for all of HRM. Crime Prevention and School liaison are also included.
<b>Criminal Investigation Division (Integrated Units)</b>	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, Drugs, and Cold Case.
<b>Shared Services Community Projects</b>	Provides Audit/Policy, Community projects, Exhibits/Property, School Crossing Guards Program, Commissionaires, and Quartermasters/Lost/Found property.
<b>Support Operations Division</b>	Provides records services, court file services and Training.
<b>Summary of Business Unit Structure Changes:</b>	Continue to reorganize Community Projects to meet the needs of changing by-laws, specifically, A-300.

## Core Operations and Services Provided

- The Halifax Regional Police and the Halifax District RCMP 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 944 personnel (sworn member and civilian).
- Combined RCMP/HRP vehicle fleet of 282 marked and unmarked vehicles
- HRP and RCMP respond to 122,228 dispatched calls in 2007.
- Average response time of 7.43 minutes to Priority 1 *Calls for Service*.
- Average of 220, emergency (E-911) calls answered per day.

### Permanent Full Time Equivalent (FTE's):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
HRP Permanent FTEs	<p><b>677 FTEs</b></p> <ul style="list-style-type: none"> <li>* 453 Police Officers</li> <li>* 243 Civilians (including 84 IES and 69 Community Projects)</li> <li>* 9 Halifax Port Authority</li> </ul>	<p><b>702 FTEs</b></p> <ul style="list-style-type: none"> <li>* 483 Police Officers (including 22 paid by Prov of NS plus additional secondments)</li> <li>* 219 Civilians</li> </ul> <p>Reduction in the FTE count is the result of the new method of counting FTEs. Previous FTE counts included temporary / student / seasonal Positions. The new method of counting FTE's only includes permanent full-time &amp; part-time FTE's. All other temporary/seasonal &amp; student Positions will be reported separate.</p>



	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
RCMP Full Time Equivalents managed by Halifax District	<b>217 FTEs</b>	<b>218 FTEs</b>
RCMP Halifax District Budget (as billed to HRM by Nova Scotia Department of Justice under the PPSA <sup>1</sup> )	Police Officers 170 Support Staff 28 funded by HRM under PPSA.	Police Officers 170 Support Staff 28 funded by HRM under PPSA.
Province of NS funded police officer and civilian support staff positions under the PPSA	Integrated Major Crime Sec Police Officers 6 Support staff 1	Integrated Major Crime Sec Police Officers 6 Support staff 1
	Police Officers 10 funded by Prov. under the Safer Streets Init.	Police Officers 11 funded by Prov. Under the Safer Streets Init.
RCMP Corporate funded support for HRM Versaterm CAD/RMS activities	Versadex Sustainment Team FTE's 2	Versadex Sustainment Team FTE's 2
	<b>Total FTE's 217</b>	<b>Total FTE's 218</b>

*Note 1: 1 FTE transferred from Financial Services, 22 FTEs Police Constable FTEs funded by the Province of Nova Scotia, 2 new FTEs either term to permanent conversions or new positions created to support operational requirements.*

*Note 2: HRM Pays for 445 police officers while the Province of Nova Scotia funds 22 FTEs. From year to year there may be a fluctuation in secondments impacting position counts.*

<sup>1</sup> Provincial Policing Services Agreement

## Financial Information

# Halifax Regional Municipality Police Services Summary of Budget by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$62,307,400	\$65,194,508	\$65,174,882	\$69,463,016	\$4,268,508	6.5%
<b>Revenues</b>	(\$4,656,586)	(\$6,300,600)	(\$6,846,696)	(\$6,555,900)	(\$255,300)	4.1%
<b>Net Budget</b>						
Chief's Office	1,931,542	1,662,760	2,018,221	1,788,800	126,040	7.6%
Administration	4,088,644	4,093,970	4,497,666	4,303,436	209,466	5.1%
Support Division	4,574,524	4,503,098	4,623,782	5,501,367	998,269	22.2%
Patrol Division	25,390,451	28,198,900	27,072,522	30,167,613	1,968,713	7.0%
Criminal Investigations Division	12,891,946	11,068,400	12,023,935	11,888,300	819,900	7.4%
External Services	43,460	(1,365,100)	(1,424,423)	(1,627,400)	(262,300)	19.2%
Community Projects & By-law	2,398,697	3,472,380	2,809,143	3,303,100	(169,280)	-4.9%
Integrated Emergency Services	6,331,550	7,259,500	6,707,340	7,581,900	322,400	4.4%
<b>Net Cost</b>	<b>\$57,650,814</b>	<b>\$58,893,908</b>	<b>\$58,328,186</b>	<b>\$62,907,116</b>	<b>\$4,013,208</b>	<b>6.8%</b>

## Analysis of Operating Budget Changes

<b>Operating Budget Change Details</b>	<b>(\$000)</b>
<b>2007/08 Budget</b>	<b>58,894</b>
1. Salaries & benefits - includes cost changes resulting from union contracts, classification reviews and employer benefit costs	4,196
2. Office costs	(293)
3. External services	63
4. Revenues	(195)
5. Equipment & Communications	(116)
6. Facilities Rent	(26)
7. Inter Departmental - including Fleet	180
8. Transfer to/from Reserves	503
9. Brunswick Street start up costs	(299)
<b>2008/09 Budget</b>	<b><u>62,907</u></b>

### **Business Unit Goals (2008-11):**

#### **Strategic Goals:**

1. Increased police visibility, investigative and enforcement capacity in support of the Community Response Model and Crime Reduction Strategy.
2. Continue succession planning initiatives that focus on maintaining police expertise in specialized investigative sections, development of police supervisors, and development of core policing skills for patrol officers.
3. Through the HRM Board of Police Commissioners develop a effective long term resource strategy for HRM policing.

#### **Operational Goals:**

1. Ongoing development of the Community Response Model and Crime Reduction Strategy across HRM to increase visibility and reduce street level crime.
2. Continued technology and process upgrades in support of operational policing objectives to enhance public safety and prevent and reduce crime.
3. Through proactive succession planning, ensure staff across the organization have the required training in investigations and/or management to maintain internal operational capacity.
4. Continue video surveillance of public area initiatives to deter crime, support criminal prosecutions, and increase public safety.
5. Increase police resources funded by the Province of NS as part of the Safer Streets and Communities initiative, the Crime Prevention and Crime Reduction Strategy, and the Child and Youth Strategy to increase public safety.
6. Develop an Animal Control Service which includes stewardship, licensing, enforcement, Sheltering and cross training of animal control officers.
7. Refine existing Taxi & Limousine licensing and Enforcement Service to gain further compliance and effective case management.

<b>Service Level Changes</b>
<b>Business Unit:</b> Halifax Regional Municipality Police
<b><u>Increases In Services / new initiatives:</u></b>  <i>Funded by Province of Nova Scotia subject to Provincial Budget approval:</i> <ul style="list-style-type: none"><li>• From 2007 allotment, 3 FTE police officers for HRP patrol and 1 FTE police officer for RCMP School Liaison.</li><li>• 4 FTE HRP police officers to be assigned to school liaison duties.</li><li>• 4 FTE HRP police officers to be assigned to designated disadvantaged neighbourhoods.</li><li>• 2 FTE HRP police officers to be assigned to Provincial Proceeds of Crime Unit.</li></ul> <p>The following initiatives were recommended by the Police Commission by a motion of the Board on March 20, 2008.</p> <ul style="list-style-type: none"><li>• 8 FTE HRP police officers for the North End Dartmouth beat to reduce violent crime.</li><li>• 8 FTE HRP police officers for East Division for increased call demands for service.</li><li>• 8 FTE HRP police officers for Fairview to reduce violent crime.</li><li>• 8 FTEs RCMP police officers for Cole Harbour and Lower Sackville for increased police response.</li><li>• 2 SOT(Summary Offence Ticket) Clerks to process Summary Offence Tickets to meet demand due to the increase in Night Court sessions (Province driven).</li><li>• Increased overtime costs due to increased overtime for Night Court.</li><li>• Increased costs for HRP Legal Services</li><li>• Increased cost for HRP phone account.</li></ul>
<b><u>Decreases In Services / Operational Pressures:</u></b> <ul style="list-style-type: none"><li>• None</li></ul>
<b><u>Expected Services Not Being Delivered:</u></b>
<b><u>FTEs:</u></b> (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)). 1. None

# Halifax Regional Municipality Police Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Chiefs Office:</b>						
P105 Chief's Office	1,196,464	1,001,060	1,269,117	1,187,200	\$186,140	18.6%
P110 Professional Stds	129,629	108,200	128,944	115,800	7,600	7.0%
P120 Public Affairs	328,285	399,800	313,526	391,800	(8,000)	-2.0%
P130 Facilities & Prop.	329,555	146,700	338,107	147,000	300	0.2%
P135 Board Of Police Comm	61,817	7,000	60,543	7,000	0	0.0%
<b>Chief's Office</b>	<b>2,045,751</b>	<b>1,662,760</b>	<b>2,110,236</b>	<b>1,848,800</b>	<b>186,040</b>	<b>11.2%</b>
<b>Administration:</b>						
P115 Legal	135,750	80,000	85,486	135,000	55,000	68.8%
P205 Superintendent's Office	359,296	499,800	349,609	466,100	(33,700)	-6.7%
P210 EAP	88,874	87,700	92,294	92,700	5,000	5.7%
P215 Secondments	103	0	0	0	0	-
P220 Human Resources	217,568	189,270	286,352	273,000	83,730	44.2%
P225 Training	748,523	905,500	717,861	803,400	(102,100)	-11.3%
P230 Finance	409,928	489,500	456,328	477,000	(12,500)	-2.6%
P235 Extra Duty	806,934	605,500	798,411	448,200	(157,300)	-26.0%
P250 Fleet Maintenance	1,554,804	1,606,500	1,757,714	1,743,936	137,436	8.6%
P255 Exhibits & Property	502,738	349,400	540,065	349,900	500	0.1%
P440 ERT	12,345	15,400	3,658	16,100	700	4.5%
P445 Marine	51,611	53,300	62,548	53,300	0	0.0%
P450 Public Safety Unit	49,415	10,700	15,500	10,200	(500)	-4.7%
P455 Bike Patrol	20,558	6,000	2,922	6,000	0	0.0%
P465 Mounted	11,156	8,200	17,930	8,200	0	0.0%
P505 Police Science Training	0	0	(563)	0	0	-
<b>Administration</b>	<b>4,969,604</b>	<b>4,906,770</b>	<b>5,186,115</b>	<b>4,883,036</b>	<b>(23,734)</b>	<b>-0.5%</b>
<b>Support Division:</b>						
P350 Disclosure	1,039	0	0	0	0	-
P460 Sch. Crossing Guard - Contracted	1,151,105	1,085,600	1,167,645	1,419,900	334,300	30.8%
P270 Commissionaires	1,353,519	1,188,900	1,442,819	1,396,900	208,000	17.5%
P265 Records	516,496	582,770	530,906	588,700	5,930	1.0%
P240 SOTS - Formerly - Ticket Admin.	328,312	330,900	373,918	476,767	145,867	44.1%
P125 Audit & Planning	164,894	137,700	228,737	329,900	192,200	139.6%
P305 Superintendent's Office	2,607	0	1,484	0	0	-
P310 R.A.P.I.D.	67,424	88,960	44,201	76,100	(12,860)	-14.5%
P311 Projects Unit	133,301	244,868	44,397	235,800	(9,068)	-3.7%
P315 Inves. Call Back Unit	221,263	66,000	62,360	209,400	143,400	217.3%
P365 Accidents	181,461	181,500	226,288	188,300	6,800	3.7%
P245 Court Officers	924,583	930,400	913,686	962,900	32,500	3.5%
<b>Support Division</b>	<b>5,046,005</b>	<b>4,837,598</b>	<b>5,036,440</b>	<b>5,884,667</b>	<b>1,047,069</b>	<b>21.6%</b>

# Halifax Regional Municipality Police Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Patrol Division:</b>						
P313 VICLAS	100,589	103,600	100,268	108,100	4,500	4.3%
P370 Formerly - Detention	479,025	537,300	531,935	568,100	30,800	5.7%
P405 Superintendent's Off	712,685	603,200	801,575	859,500	256,300	42.5%
P410 Shared Resources	1,127,028	1,394,200	1,193,905	1,121,200	(273,000)	-19.6%
P415 Central	6,864,277	6,495,800	7,401,628	8,150,403	1,654,603	25.5%
P420 West	6,540,007	7,280,100	6,414,997	7,765,903	485,803	6.7%
P425 East	6,733,034	7,585,400	6,946,584	8,033,003	447,603	5.9%
P430 Victim Service	180,139	259,000	173,300	176,400	(82,600)	-31.9%
P435 Canine	36,390	24,800	68,814	26,800	2,000	8.1%
P463 Park Patrol	32,354	0	1,233	0	0	-
P475 QRU	1,415,857	1,797,400	2,068,163	1,918,000	120,600	6.7%
P480 CR/CP	964,077	758,200	920,416	768,300	10,100	1.3%
P485 Traffic	649,084	1,508,800	725,931	820,804	(687,996)	-45.6%
P495 Power Shift	1,600	0	0	0	0	-
<b>Patrol Division</b>	<b>25,836,146</b>	<b>28,347,800</b>	<b>27,348,749</b>	<b>30,316,513</b>	<b>1,968,713</b>	<b>6.9%</b>
<b>Criminal Investigations Division:</b>						
M651 Commonwealth Games	48,156	0	0	0	0	-
P260 Warrants Execution	277	0	535	0	0	-
P312 SES Technical Unit	245,015	187,300	240,718	206,000	18,700	10.0%
P314 Computer Forensics	97,382	95,200	116,396	172,500	77,300	81.2%
P316 CID	0	2,199,500	2,199,190	2,215,300	15,800	0.7%
P317 CATS Clearing Account	1,205,393	0	699,840	76,700	76,700	-
P320 Polygraph	104,653	88,100	42,634	152,300	64,200	72.9%
P325 Identification	1,466,028	1,381,000	1,369,607	1,482,700	101,700	7.4%
P330 Fraud Unit	1,148,507	945,700	1,020,652	1,107,600	161,900	17.1%
P335 Special Enforcement	1,377,356	1,165,800	1,131,715	1,160,300	(5,500)	-0.5%
P340 Criminal Intel Unit	829,008	900,800	705,526	804,800	(96,000)	-10.7%
P345 Vice	460,398	520,500	669,684	417,900	(102,600)	-19.7%
P355 Crime Stoppers	0	0	0	0	0	-
P360 GIS	3,441,242	2,829,100	3,481,983	3,451,000	621,900	22.0%
P375 Formerly - Criminal Invest. Service:	2,482,242	2,707,700	2,693,991	2,661,000	(46,700)	-1.7%
P380 Crime Analysis	295,204	247,700	233,144	257,700	10,000	4.0%
P510 Superintendent's Office	2,181	0	0	0	0	-
<b>Criminal Investigations Division</b>	<b>13,203,043</b>	<b>13,268,400</b>	<b>14,605,615</b>	<b>14,165,800</b>	<b>897,400</b>	<b>6.8%</b>
<b>External Services</b>						
P470 Port's Policing	887,015	287,500	198,916	322,200	34,700	12.1%
<b>External Services</b>	<b>887,015</b>	<b>287,500</b>	<b>198,916</b>	<b>322,200</b>	<b>34,700</b>	<b>12.1%</b>
<b>Community Projects &amp; Bylaw</b>						
<b>General Administration</b>						
S110 General Manager's Office	99,951	105,600	127,940	114,500	8,900	8.4%
S120 Comm. Proj. Admin.	179,636	401,500	169,823	289,600	(111,900)	-27.9%
<b>General Administration</b>	<b>279,587</b>	<b>507,100</b>	<b>297,763</b>	<b>404,100</b>	<b>(103,000)</b>	<b>-20.3%</b>
<b>Facilities/Buildings</b>						
S231 947 Mitchell	48,427	30,600	29,365	29,300	(1,300)	-4.2%
S232 1300 St. Margaret's Bay	17,096	14,400	13,671	15,400	1,000	6.9%
S233 3790 MacKintosh	751	8,300	2,160	2,800	(5,500)	-66.3%
<b>Facilities/Buildings</b>	<b>66,274</b>	<b>53,300</b>	<b>45,196</b>	<b>47,500</b>	<b>(5,800)</b>	<b>-10.9%</b>

# Halifax Regional Municipality Police Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Initiatives</b>						
S241 Paper Recycling	191,808	216,550	193,018	213,000	(3,550)	-1.6%
S242 Enviro Depot	497,848	577,860	570,463	592,250	14,390	2.5%
S243 By Law Remedies	104,038	251,170	191,588	288,600	37,430	14.9%
S244 Organic Carts	59,321	68,400	72,594	69,050	650	1.0%
<b>Initiatives</b>	<b>853,016</b>	<b>1,113,980</b>	<b>1,027,662</b>	<b>1,162,900</b>	<b>48,920</b>	<b>4.4%</b>
<b>Operations</b>						
S210 Operation's Adm	213,849	262,200	258,863	260,500	(1,700)	-0.6%
S220 Trucking/Fleet Services	207,718	203,500	104,708	114,600	(88,900)	-43.7%
<b>Operations</b>	<b>421,567</b>	<b>465,700</b>	<b>363,571</b>	<b>375,100</b>	<b>(90,600)</b>	<b>-19.5%</b>
<b>Contractual Services</b>						
S310 Contractual Services Administration	97,647	83,900	242,282	282,900	199,000	237.2%
S320 Animal control	674,814	970,500	810,835	903,600	(66,900)	-6.9%
S330 Taxi & Limousine	162,536	168,100	177,118	176,200	8,100	4.8%
<b>Contractual Services</b>	<b>934,997</b>	<b>1,222,500</b>	<b>1,230,235</b>	<b>1,362,700</b>	<b>140,200</b>	<b>11.5%</b>
<b>Community Standards</b>						
S410 By Law Services Administration	536,267	634,300	360,853	408,200	(226,100)	-35.6%
S420 By-Law Services Enforcement	525,397	622,300	646,538	694,600	72,300	11.6%
<b>Community Standards</b>	<b>1,061,664</b>	<b>1,256,600</b>	<b>1,007,391</b>	<b>1,102,800</b>	<b>(153,800)</b>	<b>-12.2%</b>
<b>Total Community Projects &amp; Bylaw</b>	<b>3,617,105</b>	<b>4,619,180</b>	<b>3,971,818</b>	<b>4,455,100</b>	<b>(164,080)</b>	<b>-3.6%</b>
<b>Integrated Emergency Services</b>						
<b>Emergency 911 Communications</b>						
A450 Integrated Emergency Services	5,449,580	5,917,100	5,575,467	6,211,100	294,000	5.0%
A452 Eric Spicer - Operations	174,600	191,000	177,100	191,000	0	0.0%
<b>Emergency 911 Communications</b>	<b>5,624,180</b>	<b>6,108,100</b>	<b>5,752,567</b>	<b>6,402,100</b>	<b>294,000</b>	<b>4.8%</b>
<b>City Watch</b>						
A551 City Watch	84,091	125,700	98,680	124,100	(1,600)	-1.3%
<b>City Watch</b>	<b>84,091</b>	<b>125,700</b>	<b>98,680</b>	<b>124,100</b>	<b>(1,600)</b>	<b>-1.3%</b>
<b>Dispatch</b>						
N711 Dispatch Centre	41,560	77,800	29,630	77,800	0	0.0%
<b>Dispatch</b>	<b>41,560</b>	<b>77,800</b>	<b>29,630</b>	<b>77,800</b>	<b>0</b>	<b>0.0%</b>
<b>Police</b>						
N721 HRP	336,701	336,700	357,278	366,700	30,000	8.9%
<b>Police</b>	<b>336,701</b>	<b>336,700</b>	<b>357,278</b>	<b>366,700</b>	<b>30,000</b>	<b>8.9%</b>
<b>Fire</b>						
N731 Core Fire & EMO	157,600	157,600	1,582	157,600	0	0.0%
N732 Rural Fire	458,600	458,600	477,255	458,600	0	0.0%
<b>Fire</b>	<b>616,200</b>	<b>616,200</b>	<b>478,837</b>	<b>616,200</b>	<b>0</b>	<b>0.0%</b>
<b>Total Integrated Services</b>	<b>6,702,732</b>	<b>7,264,500</b>	<b>6,716,992</b>	<b>7,586,900</b>	<b>322,400</b>	<b>4.4%</b>
<b>Total</b>	<b>\$62,307,400</b>	<b>\$65,194,508</b>	<b>\$65,174,882</b>	<b>\$69,463,016</b>	<b>\$4,268,508</b>	<b>6.5%</b>



# Halifax Regional Municipality Police Services

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Chief's Office:</b>						
P105 Chief's Office	(4,493)	0	(4,655)	0	0	-
P110 Professional Stds	0	0	0	(60,000)	(60,000)	-
P120 Public Affairs	(1,673)	0	(405)	0	0	-
P130 Facilities & Prop.	(107,093)	0	(86,956)	0	0	-
P135 Board Of Police Comm	(950)	0	0	0	0	-
<b>Chief's Office</b>	<b>(114,209)</b>	<b>0</b>	<b>(92,016)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>-</b>
<b>Administration:</b>						
P115 Legal	(28,038)	0	0	0	0	-
P205 Superintendent's Office	(190,994)	(237,800)	(165,760)	(167,200)	70,600	-29.7%
P215 Secondments	0	0	0	0	0	-
P220 Human Resources	(4,833)	0	(2,985)	0	0	-
P225 Training	(28,440)	0	(78,000)	0	0	-
P230 Finance	(279)	0	(457)	0	0	-
P235 Extra Duty	(543,787)	(575,000)	(439,399)	(412,400)	162,600	-28.3%
P255 Exhibits & Property	(84,588)	0	(1,847)	0	0	-
P505 Police Science Training	0	0	0	0	0	-
<b>Administration</b>	<b>(880,959)</b>	<b>(812,800)</b>	<b>(688,449)</b>	<b>(579,600)</b>	<b>233,200</b>	<b>-28.7%</b>
<b>Support Division:</b>						
P460 Sch. Crossing Guard - Contracted	(21,204)	(22,300)	(22,907)	(25,000)	(2,700)	12.1%
P270 Commissionaires	(26,055)	(29,200)	(24,686)	(29,800)	(600)	2.1%
P265 Records	(237,520)	(234,000)	(250,968)	(234,000)	0	-0.0%
P240 SOTS - Formerly - Ticket Admin.	(68,386)	(49,000)	(111,181)	(94,500)	(45,500)	92.9%
P125 Audit & Planning	(514)	0	0	0	0	-
P305 Superintendent's Office	(113,934)	0	0	0	0	-
P311 Projects Unit	(582)	0	0	0	0	-
P245 Court Officers	(3,285)	0	(2,915)	0	0	-
<b>Support Division</b>	<b>(471,481)</b>	<b>(334,500)</b>	<b>(412,658)</b>	<b>(383,300)</b>	<b>(48,800)</b>	<b>14.6%</b>
<b>Patrol Division:</b>						
P370 Formerly - Detention	(84,686)	(103,000)	(102,647)	(103,000)	0	-0.0%
P405 Superintendent's Off	(9,243)	0	(43,087)	0	0	-
P410 Shared Resources	(21,729)	(45,900)	(50,864)	(45,900)	0	-0.0%
P415 Central	(70,141)	0	(17,480)	0	0	-
P420 West	(80,927)	0	(14,462)	0	0	-
P425 East	(124,355)	0	(727)	0	0	-
P430 Victim Service	(45,000)	0	(45,000)	0	0	-
P435 Canine	(1,564)	0	(756)	0	0	-
P475 QRU	(1,765)	0	0	0	0	-
P480 CR/CP	(6,285)	0	(1,203)	0	0	-
<b>Patrol Division</b>	<b>(445,695)</b>	<b>(148,900)</b>	<b>(276,227)</b>	<b>(148,900)</b>	<b>0</b>	<b>-0.0%</b>

# Halifax Regional Municipality Police Services

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Criminal Investigations Division:</b>						
P312 SES Technical Unit	(205)	0	0	0	0	-
P316 CID	0	(2,200,000)	(2,200,000)	(2,200,000)	0	-0.0%
P317 CATS Clearing Account	0	0	0	(77,500)	(77,500)	-
P320 Polygraph	(1,332)	0	0	0	0	-
P325 Identification	(9,012)	0	(112,041)	0	0	-
P330 Fraud Unit	0	0	(1,509)	0	0	-
P335 Special Enforcement	(1,634)	0	(18,933)	0	0	-
P340 Criminal Intel Unit	(76,519)	0	(84,647)	0	0	-
P345 Vice	(1,626)	0	0	0	0	-
P355 Crime Stoppers	0	0	(1,457)	0	0	-
P360 GIS	(111,687)	0	(29,391)	0	0	-
P375 Formerly - Criminal Invest. Service	(109,082)	0	(133,703)	0	0	-
<b>Criminal Investigations Division</b>	<b>(311,096)</b>	<b>(2,200,000)</b>	<b>(2,581,680)</b>	<b>(2,277,500)</b>	<b>(77,500)</b>	<b>3.5%</b>
<b>External Services</b>						
P470 Port's Policing	(843,556)	(1,652,600)	(1,623,339)	(1,949,600)	(297,000)	18.0%
<b>External Services</b>	<b>(843,556)</b>	<b>(1,652,600)</b>	<b>(1,623,339)</b>	<b>(1,949,600)</b>	<b>(297,000)</b>	<b>18.0%</b>
<b>Community Projects &amp; Bylaw Initiatives</b>						
S241 Paper Recycling	(250,532)	(255,000)	(242,279)	(245,000)	10,000	-3.9%
S242 Enviro Depot	(546,325)	(535,000)	(570,721)	(555,000)	(20,000)	3.7%
S243 By Law Remedies	(2,740)	(800)	(1,696)	(1,000)	(200)	25.0%
S244 Organic Carts	(55,565)	(57,000)	(69,802)	(63,000)	(6,000)	10.5%
<b>Initiatives</b>	<b>(855,161)</b>	<b>(847,800)</b>	<b>(884,497)</b>	<b>(864,000)</b>	<b>(16,200)</b>	<b>1.9%</b>
<b>Operations</b>						
S210 Operation's Adm	(56,890)	(5,000)	(11,127)	(8,000)	(3,000)	60.0%
<b>Operations</b>	<b>(56,890)</b>	<b>(5,000)</b>	<b>(11,127)</b>	<b>(8,000)</b>	<b>(3,000)</b>	<b>60.0%</b>
<b>Contractual Services</b>						
S320 Animal control	(150,936)	(134,000)	(101,667)	(120,000)	14,000	-10.4%
S330 Taxi & Limousine	(155,420)	(160,000)	(165,384)	(160,000)	0	-0.0%
<b>Contractual Services</b>	<b>(306,357)</b>	<b>(294,000)</b>	<b>(267,051)</b>	<b>(280,000)</b>	<b>14,000</b>	<b>-4.8%</b>
<b>Community Project &amp; Bylaw Total</b>	<b>(1,218,408)</b>	<b>(1,146,800)</b>	<b>(1,162,675)</b>	<b>(1,152,000)</b>	<b>(5,200)</b>	<b>0.5%</b>
<b>Integrated Emergency Services</b>						
<b>Emergency 911 Communications</b>						
A450 Integrated Emergency Services	(366,100)	0	348	0	0	-
<b>Emergency 911 Communications</b>	<b>(366,100)</b>	<b>0</b>	<b>348</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>City Watch</b>						
A551 City Watch	(5,082)	(5,000)	(10,000)	(5,000)	0	-0.0%
<b>City Watch</b>	<b>(5,082)</b>	<b>(5,000)</b>	<b>(10,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Integrated Emergency Services Total</b>	<b>(371,182)</b>	<b>(5,000)</b>	<b>(9,652)</b>	<b>(5,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Total</b>	<b>(\$4,656,586)</b>	<b>(\$6,300,600)</b>	<b>(\$6,846,696)</b>	<b>(\$6,555,900)</b>	<b>(\$255,300)</b>	<b>4.1%</b>

# Halifax Regional Municipality Police Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Chiefs Office:</b>						
P105 Chief's Office	\$1,191,971	\$1,001,060	\$1,264,462	\$1,187,200	186,140	18.6%
P110 Professional Stds	129,629	108,200	128,944	55,800	(52,400)	-48.4%
P120 Public Affairs	326,612	399,800	313,121	391,800	(8,000)	-2.0%
P130 Facilities & Prop.	222,462	146,700	251,151	147,000	300	0.2%
P135 Board Of Police Comm	60,867	7,000	60,543	7,000	0	0.0%
<b>Chief's Office</b>	<b>1,931,542</b>	<b>1,662,760</b>	<b>2,018,221</b>	<b>1,788,800</b>	<b>126,040</b>	<b>7.6%</b>
<b>Administration:</b>						
P115 Legal	107,712	80,000	85,486	135,000	55,000	68.8%
P205 Superintendent's Office	168,302	262,000	183,848	298,900	36,900	14.1%
P210 EAP	88,874	87,700	92,294	92,700	5,000	5.7%
P215 Secondments	103	0	0	0	0	-
P220 Human Resources	212,735	189,270	283,366	273,000	83,730	44.2%
P225 Training	720,083	905,500	639,861	803,400	(102,100)	-11.3%
P230 Finance	409,649	489,500	455,871	477,000	(12,500)	-2.6%
P235 Extra Duty	263,147	30,500	359,012	35,800	5,300	17.4%
P250 Fleet Maintenance	1,554,804	1,606,500	1,757,714	1,743,936	137,436	8.6%
P255 Exhibits & Property	418,149	349,400	538,218	349,900	500	0.1%
P440 ERT	12,345	15,400	3,658	16,100	700	4.5%
P445 Marine	51,611	53,300	62,548	53,300	0	0.0%
P450 Public Safety Unit	49,415	10,700	15,500	10,200	(500)	-4.7%
P455 Bike Patrol	20,558	6,000	2,922	6,000	0	0.0%
P465 Mounted	11,156	8,200	17,930	8,200	0	0.0%
P505 Police Science Training	0	0	(563)	0	0	-
<b>Administration</b>	<b>4,088,644</b>	<b>4,093,970</b>	<b>4,497,666</b>	<b>4,303,436</b>	<b>209,466</b>	<b>5.1%</b>
<b>Support Division:</b>						
P350 Disclosure	1,039	0	0	0	0	-
P460 Sch. Crossing Guard - Contracted	1,129,900	1,063,300	1,144,738	1,394,900	331,600	31.2%
P270 Commissionaires	1,327,464	1,159,700	1,418,132	1,367,100	207,400	17.9%
P265 Records	278,976	348,770	279,937	354,700	5,930	1.7%
P240 SOTS - Formerly - Ticket Admin.	259,926	281,900	262,737	382,267	100,367	35.6%
P125 Audit & Planning	164,380	137,700	228,737	329,900	192,200	139.6%
P305 Superintendent's Office	2,607	0	1,484	0	0	-
P310 R.A.P.I.D.	(46,510)	88,960	44,201	76,100	(12,860)	-14.5%
P311 Projects Unit	132,718	244,868	44,397	235,800	(9,068)	-3.7%
P315 Inves. Call BackUnit	221,263	66,000	62,360	209,400	143,400	217.3%
P365 Accidents	181,461	181,500	226,288	188,300	6,800	3.7%
P245 Court Officers	921,298	930,400	910,771	962,900	32,500	3.5%
<b>Support Division</b>	<b>4,574,524</b>	<b>4,503,098</b>	<b>4,623,782</b>	<b>5,501,367</b>	<b>998,269</b>	<b>22.2%</b>

# Halifax Regional Municipality Police Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Patrol Division:</b>						
P313 VICLAS	100,589	103,600	100,268	108,100	4,500	4.3%
P370 Formerly - Detention	394,339	434,300	429,288	465,100	30,800	7.1%
P405 Superintendent's Off	703,442	603,200	758,488	859,500	256,300	42.5%
P410 Shared Resources	1,105,299	1,348,300	1,143,041	1,075,300	(273,000)	-20.2%
P415 Central	6,794,136	6,495,800	7,384,147	8,150,403	1,654,603	25.5%
P420 West	6,459,080	7,280,100	6,400,535	7,765,903	485,803	6.7%
P425 East	6,608,679	7,585,400	6,945,857	8,033,003	447,603	5.9%
P430 Victim Service	135,139	259,000	128,300	176,400	(82,600)	-31.9%
P435 Canine	34,826	24,800	68,058	26,800	2,000	8.1%
P463 Park Patrol	32,354	0	1,233	0	0	-
P475 QRU	1,414,093	1,797,400	2,068,163	1,918,000	120,600	6.7%
P480 CR/CP	957,792	758,200	919,213	768,300	10,100	1.3%
P485 Traffic	649,084	1,508,800	725,931	820,804	(687,996)	-45.6%
P495 Power Shift	1,600	0	0	0	0	-
<b>Patrol Division</b>	<b>25,390,451</b>	<b>28,198,900</b>	<b>27,072,522</b>	<b>30,167,613</b>	<b>1,968,713</b>	<b>7.0%</b>
<b>Criminal Investigations Division:</b>						
M651 Commonwealth Games	48,156	0	0	0	0	-
P260 Warrants Execution	277	0	535	0	0	-
P312 SES Technical Unit	244,810	187,300	240,718	206,000	18,700	10.0%
P314 Computer Forensics	97,382	95,200	116,396	172,500	77,300	81.2%
P316 CID	0	(500)	(810)	15,300	15,800	-3160.0%
P317 CATS Clearing Account	1,205,393	0	699,840	(800)	(800)	-
P320 Polygraph	103,321	88,100	42,634	152,300	64,200	72.9%
P325 Identification	1,457,016	1,381,000	1,257,567	1,482,700	101,700	7.4%
P330 Fraud Unit	1,148,507	945,700	1,019,142	1,107,600	161,900	17.1%
P335 Special Enforcement	1,375,723	1,165,800	1,112,782	1,160,300	(5,500)	-0.5%
P340 Criminal Intel Unit	752,489	900,800	620,879	804,800	(96,000)	-10.7%
P345 Vice	458,772	520,500	669,684	417,900	(102,600)	-19.7%
P355 Crime Stoppers	0	0	(1,457)	0	0	-
P360 GIS	3,329,555	2,829,100	3,452,592	3,451,000	621,900	22.0%
P375 Formerly - Criminal Invest. Service	2,373,160	2,707,700	2,560,288	2,661,000	(46,700)	-1.7%
P380 Crime Analysis	295,204	247,700	233,144	257,700	10,000	4.0%
P510 Superintendent's Office	2,181	0	0	0	0	-
<b>Criminal Investigations Division</b>	<b>12,891,946</b>	<b>11,068,400</b>	<b>12,023,935</b>	<b>11,888,300</b>	<b>819,900</b>	<b>7.4%</b>
<b>External Services</b>						
P470 Port's Policing	43,460	(1,365,100)	(1,424,423)	(1,627,400)	(262,300)	19.2%
<b>External Services</b>	<b>43,460</b>	<b>(1,365,100)</b>	<b>(1,424,423)</b>	<b>(1,627,400)</b>	<b>(262,300)</b>	<b>19.2%</b>
<b>Community Projects &amp; Bylaw</b>						
<b>General Administration</b>						
S110 General Manager's Office	99,951	105,600	127,940	114,500	8,900	8.4%
S120 Comm. Proj. Admin.	179,636	401,500	169,823	289,600	(111,900)	-27.9%
<b>General Administration</b>	<b>279,587</b>	<b>507,100</b>	<b>297,763</b>	<b>404,100</b>	<b>(103,000)</b>	<b>-20.3%</b>
<b>Facilities/Buildings</b>						
S231 947 Mitchell	48,427	30,600	29,365	29,300	(1,300)	-4.2%
S232 1300 St. Margaret's Bay	17,096	14,400	13,671	15,400	1,000	6.9%
S233 3790 MacKintosh	751	8,300	2,160	2,800	(5,500)	-66.3%
<b>Facilities/Buildings</b>	<b>66,274</b>	<b>53,300</b>	<b>45,196</b>	<b>47,500</b>	<b>(5,800)</b>	<b>-10.9%</b>

# Halifax Regional Municipality Police Services

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Initiatives</b>						
S241 Paper Recycling	(58,723)	(38,450)	(49,261)	(32,000)	6,450	-16.8%
S242 Enviro Depot	(48,476)	42,860	(258)	37,250	(5,610)	-13.1%
S243 By Law Remedies	101,298	250,370	189,892	287,600	37,230	14.9%
S244 Organic Carts	3,756	11,400	2,793	6,050	(5,350)	-46.9%
<b>Initiatives</b>	<b>(2,146)</b>	<b>266,180</b>	<b>143,166</b>	<b>298,900</b>	<b>32,720</b>	<b>12.3%</b>
<b>Operations</b>						
S210 Operation's Adm	156,959	257,200	247,736	252,500	(4,700)	-1.8%
S220 Trucking/Fleet Services	207,718	203,500	104,708	114,600	(88,900)	-43.7%
<b>Operations</b>	<b>364,677</b>	<b>460,700</b>	<b>352,443</b>	<b>367,100</b>	<b>(93,600)</b>	<b>-20.3%</b>
<b>Contractual Services</b>						
S310 Contractual Services Administration	97,647	83,900	242,282	282,900	199,000	237.2%
S320 Animal control	523,878	836,500	709,168	783,600	(52,900)	-6.3%
S330 Taxi & Limousine	7,116	8,100	11,735	16,200	8,100	100.0%
<b>Contractual Services</b>	<b>628,640</b>	<b>928,500</b>	<b>963,184</b>	<b>1,082,700</b>	<b>154,200</b>	<b>16.6%</b>
<b>Community Standards</b>						
S410 By Law Services Administration	536,267	634,300	360,853	408,200	(226,100)	-35.6%
S420 By-Law Services Enforcement	525,397	622,300	646,538	694,600	72,300	11.6%
<b>Community Standards</b>	<b>1,061,664</b>	<b>1,256,600</b>	<b>1,007,391</b>	<b>1,102,800</b>	<b>(153,800)</b>	<b>-12.2%</b>
<b>Total Community Projects &amp; Bylaw</b>	<b>2,398,697</b>	<b>3,472,380</b>	<b>2,809,143</b>	<b>3,303,100</b>	<b>(169,280)</b>	<b>-4.9%</b>
<b>Integrated Emergency Services</b>						
<b>Emergency 911 Communications</b>						
A450 Integrated Emergency Services	5,083,480	5,917,100	5,575,815	6,211,100	294,000	5.0%
A452 Eric Spicer - Operations	174,600	191,000	177,100	191,000	0	0.0%
<b>Emergency 911 Communications</b>	<b>5,258,080</b>	<b>6,108,100</b>	<b>5,752,915</b>	<b>6,402,100</b>	<b>294,000</b>	<b>4.8%</b>
<b>City Watch</b>						
A551 City Watch	79,009	120,700	88,680	119,100	(1,600)	-1.3%
<b>City Watch</b>	<b>79,009</b>	<b>120,700</b>	<b>88,680</b>	<b>119,100</b>	<b>(1,600)</b>	<b>-1.3%</b>
<b>Dispatch</b>						
N711 Dispatch Centre	41,560	77,800	29,630	77,800	0	0.0%
<b>Dispatch</b>	<b>41,560</b>	<b>77,800</b>	<b>29,630</b>	<b>77,800</b>	<b>0</b>	<b>0.0%</b>
<b>Police</b>						
N721 HRP	336,701	336,700	357,278	366,700	30,000	8.9%
<b>Police</b>	<b>336,701</b>	<b>336,700</b>	<b>357,278</b>	<b>366,700</b>	<b>30,000</b>	<b>8.9%</b>
<b>Fire</b>						
N731 Core Fire & EMO	157,600	157,600	1,582	157,600	0	0.0%
N732 Rural Fire	458,600	458,600	477,255	458,600	0	0.0%
<b>Fire</b>	<b>616,200</b>	<b>616,200</b>	<b>478,837</b>	<b>616,200</b>	<b>0</b>	<b>0.0%</b>
<b>Total Integrated Services</b>	<b>6,331,550</b>	<b>7,259,500</b>	<b>6,707,340</b>	<b>7,581,900</b>	<b>322,400</b>	<b>4.4%</b>
<b>Total</b>	<b>\$57,650,814</b>	<b>\$58,893,908</b>	<b>\$58,328,186</b>	<b>\$62,907,116</b>	<b>\$4,013,208</b>	<b>6.8%</b>

# Halifax Regional Municipality Police Services

## Summary by Expense & Revenue Type

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	53,617,458	56,080,380	55,485,804	60,336,580	4,256,200	7.6%
Office Costs	1,101,797	1,183,628	1,285,008	835,250	(348,378)	-29.4%
Professional Fees	362	0	0	0	0	-
Legal & Consulting Fees	167,177	130,000	101,521	135,000	5,000	3.8%
External Services	2,121,171	2,261,500	2,544,956	2,374,095	112,595	5.0%
Uniforms & Clothing	336,634	285,100	364,803	286,100	1,000	0.4%
Supplies & Materials	415,136	255,400	349,421	247,750	(7,650)	-3.0%
Utilities	30,229	27,100	27,999	21,700	(5,400)	-19.9%
Building Costs	232,804	102,600	245,446	66,600	(36,000)	-35.1%
Equipment & Communications	1,358,945	1,483,900	1,090,376	1,397,950	(85,950)	-5.8%
Vehicle Expense	211,012	185,700	201,143	185,700	0	0.0%
Travel	170,221	175,100	251,469	171,600	(3,500)	-2.0%
Training & Education	251,031	248,000	194,372	254,400	6,400	2.6%
Facilities Rental	108,938	450,900	608,315	424,400	(26,500)	-5.9%
Advertising & Promotion	30,961	32,900	20,833	32,900	0	0.0%
Other Goods & Services	540,125	524,397	462,608	272,455	(251,942)	-48.0%
Interdepartmental	1,794,956	1,848,103	2,001,599	1,997,736	149,633	8.1%
Insurance Costs	69,170	79,100	72,509	79,100	0	0.0%
Transfer to/from Reserves	(253,000)	(159,300)	(133,300)	343,700	503,000	-315.8%
Other Fiscal	2,274	0	0	0	0	-
<b>Total</b>	<b>\$62,307,400</b>	<b>\$65,194,508</b>	<b>\$65,174,882</b>	<b>\$69,463,016</b>	<b>\$4,268,508</b>	<b>6.5%</b>
<b>Revenues</b>						
Tax Revenues	(700)	(2,300)	(2,300)	(2,100)	200	-8.7%
Area Rate Revenue	(18,698)	(17,800)	(20,507)	(20,700)	(2,900)	16.3%
Transfers from other Gov'ts	(51,625)	0	0	0	0	-
Fines and Fees	(234,118)	(279,500)	(169,401)	(164,900)	114,600	-41.0%
Licenses & Permits	(260,998)	(250,000)	(266,607)	(280,000)	(30,000)	12.0%
Transit Revenue			348	0		
Recreational Revenue			30	0		
Sales Revenue	(1,090,578)	(1,059,000)	(1,167,909)	(1,114,500)	(55,500)	5.2%
Other Revenue	(2,999,869)	(4,692,000)	(5,220,349)	(4,973,700)	(281,700)	6.0%
<b>Total</b>	<b>(\$4,656,586)</b>	<b>(\$6,300,600)</b>	<b>(\$6,846,696)</b>	<b>(\$6,555,900)</b>	<b>(\$255,300)</b>	<b>4.1%</b>
<b>Net Cost</b>	<b>\$57,650,814</b>	<b>\$58,893,908</b>	<b>\$58,328,186</b>	<b>\$62,907,116</b>	<b>\$4,013,208</b>	<b>6.8%</b>

# RCMP

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
P710 RCMP	\$17,326,250	\$18,158,600	\$18,139,300	\$19,324,900	1,166,300	6.4%
<b>Total</b>	<b>\$17,326,250</b>	<b>\$18,158,600</b>	<b>\$18,139,300</b>	<b>\$19,324,900</b>	<b>\$1,166,300</b>	<b>6.4%</b>

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
P710 RCMP	(\$126,485)	\$0	(\$90)	\$0	0	-
<b>Total</b>	<b>(\$126,485)</b>	<b>\$0</b>	<b>(\$90)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
P710 RCMP	\$17,199,765	\$18,158,600	\$18,139,210	\$19,324,900	1,166,300	6.4%
<b>Total</b>	<b>\$17,199,765</b>	<b>\$18,158,600</b>	<b>\$18,139,210</b>	<b>\$19,324,900</b>	<b>\$1,166,300</b>	<b>6.4%</b>

# RCMP

## Summary by Expense & Revenue Types

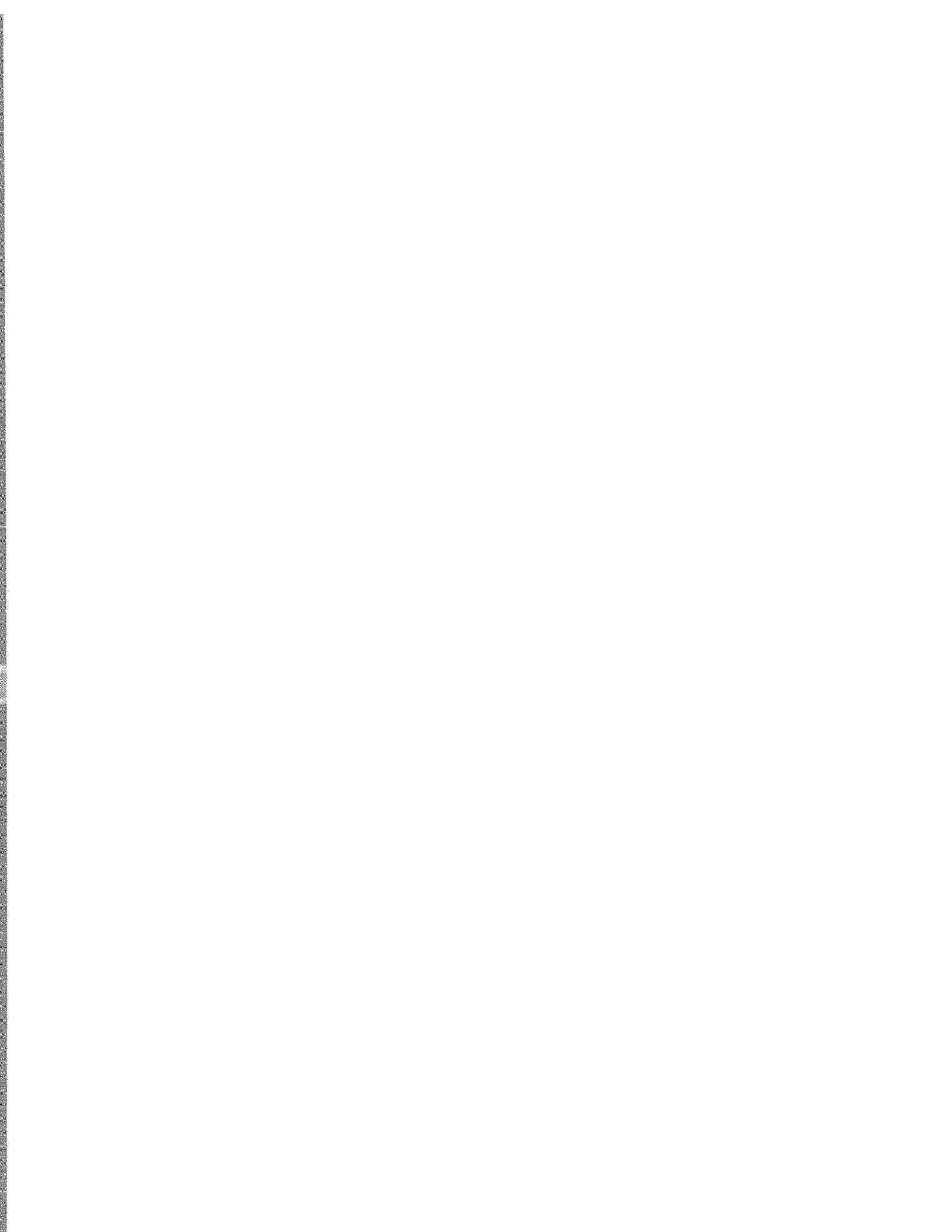
	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
External Services	\$17,326,250	\$18,158,600	\$18,139,300	\$19,324,900	1,166,300	6.4%
<b>Total</b>	<b>\$17,326,250</b>	<b>\$18,158,600</b>	<b>\$18,139,300</b>	<b>\$19,324,900</b>	<b>\$1,166,300</b>	<b>6.4%</b>
<b>Revenues</b>						
Fines and Fees	(\$115,057)	\$0	(\$90)	\$0	0	-
Sales Revenue	(811)	0	0	0	0	-
Other Revenue	(10,617)	0	0	0	0	-
<b>Total</b>	<b>(\$126,485)</b>	<b>\$0</b>	<b>(\$90)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net Cost</b>	<b>\$17,199,765</b>	<b>\$18,158,600</b>	<b>\$18,139,210</b>	<b>\$19,324,900</b>	<b>\$1,166,300</b>	<b>6.4%</b>





# **Infrastructure and Asset Management**

**Business Plan - 2008/09**



**Mission:** *To act as stewards of HRM's Infrastructure and major capital assets to support the delivery of service for the benefit of HRM's residents while promoting efficiency, cost effectiveness and, environmental sustainability.*

### **Business Unit Overview:**

Infrastructure and Asset Management (IAM) is a new business unit that was created through a corporate re-organization in October of 2007. The business unit was composed from a consolidation of some divisions from Transportation and Public Works, Community Development, and the former Environmental Management Services. The business unit will play a key role in the delivery of infrastructure related services by providing a structured corporate focus on asset management. By working closely with Council and all business units, IAM will develop policy and long range plans focussed entirely on the financial and environmental sustainability of infrastructure and assets which support the delivery of municipal services to the residents of HRM. This will help to ensure the long term health and sustainability of the community as a whole.

IAM is organized as 6 internal divisions and two major project offices as outlined below.

**Director:**  
Cathie O'Toole

The IAM Director's Office provides oversight and coordinated departmental management to ensure the business unit functions in accordance with HRM approved business policies and in a manner consistent with Council focus areas

**Sustainable Environment  
Management Office  
(SEMO)**  
Stephen King - Manager  
Environmental Performance-  
Air and Land  
Tony Blouin - Manager  
Environmental Performance-  
Water

This division delivers corporate strategic leadership, coordination, innovation and policy development promoting Regional Environmental Infrastructure Growth and HRM's stewardship of its natural environment (clean air, land, water and energy)

<b>Real Property Planning</b> Peter Bigelow - Manager	This division delivers land use policy, creates open space master plans and assists in disposals and development of HRM's outdoor facilities. The division also coordinates the planning and development of community and regional trails throughout HRM
<b>Strategic Transportation Planning</b> David McCusker - Manager	This division delivers long-term strategic planning with respect to new demands on HRM's transportation infrastructure. This program includes the development of a network of roadways, transit, and active transportation polices to integrate and manage demands on these networks
<b>Capital Projects and Facilities Planning</b> Phil Townsend - Manager	This division plans, develops and delivers capital projects for all HRM's buildings, parks and parkland on behalf of client Business Units. In addition, this division provides design and construction services in support of HRM's corporate and/or program initiatives
<b>Design and Construction</b> David Hubley - Manager	This division delivers a range of professional and technical services including surveying, engineering design, construction inspection, infrastructure management and record management with respect to capital roadway asset projects
<b>Capital Cost Contribution (CCC) Project Office</b> Peter Duncan - Manager	This dedicated project team develops new Regional Capital Cost Contribution charges for wastewater treatment, regional collector roads, interchanges, buses, ferries, and solid waste facilities. In addition, the team administers the existing CCC policy and Regional Plan Policy relating to infrastructure in master plan areas

**Asset Management Project** This dedicated project team is developing a set of procedures and methodologies that will facilitate effective management of HRM owned assets. These procedures and methodologies include:  
Pam Morrison - Project Manager

Regular reports that track the location, value and condition of the asset base;  
Recapitalization and associated reserve standards and policies;  
Performance and condition indicators

**Summary of Business Unit Structure Changes:** As the business unit did not exist during the previous 2007-2008 business planning cycle, there is no existing business plan upon which a summary of structural changes could be based

**Core Operations and Services provided:**

- Policy development and strategic planning with respect to overall management of HRM's Infrastructure and major corporate assets including but not limited to:
  - 1700 Kms of public road
  - 800 Kms of sidewalk
  - 116 Road/Pedestrian Bridges (including cost shared structures)
  - 650 Public Parks
  - 1630 parcels of Public Open Space
  - 150 Kms of maintained walking trails
  - 350 playgrounds, 206 ballfields, 86 soccer / rugby or football fields, 94 general sports fields, 11 arenas, 173 tennis / basketball courts, 7skateboard parks, 4 bike parks, 4 outdoor pools and 5 spray pools
  - 241 HRM owned buildings
  - Over 7500 acres of HRM owned property
- Promotion of sustainable infrastructure planning and asset management approaches through responsible stewardship of the natural environment (clean air, clean land, clean water and clean energy)
- Comprehensive asset management programs including oversight for the Corporate Asset Management Project and the CCC Project

- Capital planning for new infrastructure development in accordance with Council’s focus areas and the various approved community planning documents such as the Regional Plan
- Development of recapitalization strategies to maximize the benefit and minimize risks associated with the ongoing use of existing HRM infrastructure and major capital assets
- Survey, design, construction and delivery of capital projects
- Leveraging of funds from programming provided from other levels of government to ensure maximum levels of infrastructure related services with a minimum direct cost to residents
- Strategic transportation and transit planning to effectively manage the demands on HRM’s network of roadways, transit, and active transportation networks in accordance with the various approved community planning documents such as the Regional Plan and Active Transportation Plan
- Policy and planning services relative to the development and maintenance of outdoor facilities and trails systems throughout HRM
- Policy, planning, and project management services relative to the development of new and/or expanded HRM owned buildings and facilities

**Permanent Full Time Equivalent (FTEs):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>0</b>	<b>98</b>

IAM was a new business unit created in October 2007. There were 18 FTEs Transferred from Community Development, 73 FTEs Transferred from Transportation & Public Works, 7 FTEs Transferred from Environmental Management Services.

**Financial Information:**

**Infrastructure & Asset Management  
Summary of Budget by Business Unit Division**

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$7,043,990	\$7,854,626	\$7,368,120	\$7,935,885	\$81,259	1.0%
<b>Revenues</b>	(\$194,202)	(\$163,300)	(\$141,120)	(\$69,210)	\$94,090	-57.6%
<b>Net Budget</b>						
IAM Admin	0	242,000	240,079	<b>384,369</b>	142,369	58.8%
Capital Projects	1,246,080	1,293,620	1,255,525	<b>1,272,187</b>	(21,433)	-1.7%
Design & Construction	3,661,631	3,963,260	3,577,855	<b>3,992,142</b>	28,882	0.7%
CCC Implementation Project	0	101,113	101,113	<b>101,756</b>	643	0.6%
Parks Planning	792,975	996,006	1,010,176	<b>928,723</b>	(67,283)	-6.8%
Regional Transportation Planning	507,436	510,300	506,413	<b>513,757</b>	3,457	0.7%
Sustainable Environment	641,666	585,027	535,840	<b>673,741</b>	88,714	15.2%
<b>Net Cost</b>	<b>\$6,849,788</b>	<b>\$7,691,326</b>	<b>\$7,227,000</b>	<b>\$7,866,675</b>	<b>\$175,349</b>	<b>2.3%</b>



## Analysis of Operating Budget Changes:

<b>Operating Budget Change Details</b>		(\$000's)
<b>2007/8 Budget</b>		<b>7,691.3</b>
1	Revenue decrease for Capital Cost Contributions. Revenue is recognised within the CCC reserve as oppose to the operating cost center, this decrease offset with Design and Construction LIC charges.	94.1
2	Compensation and Benefits - Includes performance and collective agreement increases as well as newly staffed positions.	122.4
3	Office Costs (telephone, courier, office supplies, etc)	(48.3)
4	Consulting Fees & External Services associated with water quality monitoring, pesticide permit and public education program and sustainable community projects costed to operating as oppose to capital.	229.8
5	Other Goods and Services (travel, training, Advertising)	(34.7)
6	Increase in transfers from reserves associated with Sustainable Community Reserve's project expenses being costed to operating as oppose to capital accounts	(210.3)
7	Miscellaneous expense increases	22.4
<b>2008/09 Budget</b>		<b><u>7,866.7</u></b>

## Business Unit Goals (2008-11):

Strategic Goals
<ol style="list-style-type: none"><li>1. <b>Long Range Capital Planning</b> - Translate service delivery obligations, environmental sustainability requirements, and community needs into long range capital plans which are financially and environmentally sustainable</li><li>2. <b>Asset Management Strategy</b> - Develop information, tools, corporate culture, and policies to effectively manage HRM's assets (Asset Management Strategy)</li><li>3. <b>Environmental Sustainability</b> - Promote a culture of environmental sustainability within HRM and the community</li></ol>
Operational Goals
<ol style="list-style-type: none"><li>1. <b>Support Council's Objectives</b> - Provide strategic advice, policies, and planning to support decision making, rationalization, and prioritization of Council's objectives with respect to sustainability of infrastructure and assets</li><li>2. <b>Capital Project Delivery</b> - Deliver approved capital projects efficiently and effectively while maximizing integration opportunities, safety and environmental sustainability</li></ol>

## Service Level Changes

**Business Unit:** Infrastructure and Asset Management

### **Increases In Services / new initiatives:**

- Increased service delivery is expected with respect to the streetscape improvement program. It should be noted that design and planning will take place in 2008/09 and the majority of installation and construction will take place in the following fiscal year.
- Positive impacts from the Asset Management Program are expected to be realized in the coming business cycle.
- A service level increase is expected in the areas of Dam and Bridge inspection.

### **Decreases In Services / Operational Pressures:**

- Reduction/Elimination of design and support services to the Environmental Engineering division within the former EMS Business Unit. This is a reduction in the Design Services work program but the service continues to be provided through Halifax Water. Capacity created in IAM through this service level change will be offset by increasing requirements of the HRM Capital Project program.
- The Long Range Capital Planning program will be under significant operational pressure in the coming business cycle. This service will still be provided as a core component of IAM's departmental objective. However, the need for strategic alterations and service level alterations in this program will outpace the Business Unit's human resource capacity during the 2008/09 business cycle.
- Delivery of Design and Construction Capital Project Planning service is expected to be under significant pressure during 2008/09 due to increases in service demand exceeding the Business Unit's human resource capacity.
- Demands for Parks and Facilities Capital Project Delivery are expected to outpace IAM's human resource capacity based on current levels. This will result in the Business Unit being under significant pressure to deliver the full range of projects as outlined in the proposed Capital Budget.

### Service Level Changes

#### **Expected Services Not Being Delivered:**

The following IAM services cannot be delivered within the 2008/09 business cycle based on existing human resource levels;

- **Capital Project Communication and Public Consultation** - The need for improvements in Capital Project public communication and consultation has been identified. This service is not currently available within the business unit. Based on existing human resource levels, it cannot be delivered within the 2008/09 business cycle.
- **Strategic Parks Policy Development** - This service is also not currently available in the business unit on a continuous basis under existing resource levels. Delivery of this program cannot be achieved during the 2008/09 business cycle.
- **Environmental Sustainability Reporting** - Coordination of this service is not achievable during the coming business cycle based on current staff levels.

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

- 2 FTEs, through the capital budget, to support the Corporate Asset Management Project (Strategic Analysts).
- 1 FTE, through the capital budget, to support the Cogswell Design & Administration (Project Manager Urban Design Implementation).

# Infrastructure & Asset Management

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>IAM Admin</b>						
1101 IAM Admin	0	242,000	240,079	384,369	\$142,369	58.8%
<b>IAM Admin</b>	<b>0</b>	<b>242,000</b>	<b>240,079</b>	<b>384,369</b>	<b>142,369</b>	<b>58.8%</b>
<b>Capital Projects</b>						
W953 Capital Admin	993,247	1,036,710	1,030,998	1,031,985	(4,725)	-0.5%
W955 Corporate Accommodations	76,663	96,000	97,438	98,071	2,071	2.2%
C727 New Facility Development	176,699	160,910	137,088	142,131	(18,779)	-11.7%
<b>Capital Projects</b>	<b>1,246,609</b>	<b>1,293,620</b>	<b>1,265,525</b>	<b>1,272,187</b>	<b>(21,433)</b>	<b>-1.7%</b>
<b>Design &amp; Construction</b>						
R110 Design Admin.	266,507	287,100	268,127	291,423	4,323	1.5%
R111 Design	1,010,058	1,104,270	972,678	1,120,786	16,516	1.5%
R120 Construction Ser	924,067	967,400	970,551	1,054,075	86,675	9.0%
R130 Infrastructure Management Servi	245,241	285,040	268,269	263,000	(22,040)	-7.7%
R140 Surveying	875,876	955,300	881,417	969,715	14,415	1.5%
R150 Record Management	351,852	364,150	331,484	362,353	(1,797)	-0.5%
<b>Design &amp; Construction</b>	<b>3,673,601</b>	<b>3,963,260</b>	<b>3,692,526</b>	<b>4,061,352</b>	<b>98,092</b>	<b>2.5%</b>
<b>CCC Implementation Project</b>						
C460 CCC Implementation Project	0	264,413	101,113	101,756	(162,657)	-61.5%
<b>CCC Implementation Project</b>	<b>0</b>	<b>264,413</b>	<b>101,113</b>	<b>101,756</b>	<b>(162,657)</b>	<b>-61.5%</b>
<b>Parks Planning</b>						
C781 Streetscape Coordinator			19,849	0		
W943 Parks Planning	792,975	996,006	1,005,327	928,723	(67,283)	-6.8%
<b>Parks Planning</b>	<b>792,975</b>	<b>996,006</b>	<b>1,025,176</b>	<b>928,723</b>	<b>(67,283)</b>	<b>-6.8%</b>
<b>Regional Transportation Planning</b>						
R951 Regional Transportation Planning	508,958	510,300	507,861	513,757	3,457	0.7%
<b>Regional Transportation Planning</b>	<b>508,958</b>	<b>510,300</b>	<b>507,861</b>	<b>513,757</b>	<b>3,457</b>	<b>0.7%</b>
<b>Sustainable Environment</b>						
D935 SEMO Administration	274,147	266,480	267,662	168,127	(98,353)	-36.9%
D940 SEMO Programs	116,388	163,878	143,186	167,413	3,535	2.2%
D945 SEMO Projects	330,228	154,669	126,529	91,112	(63,557)	-41.1%
D946 SEMO Regional Plan - Environm	101,083	0	(1,538)	0	0	-
D947 SEMO Environmental Water Qu	0	0	0	247,089	247,089	-
D948 SEMO Sustainable Community P	0	0	0	0	0	-
<b>Sustainable Environment</b>	<b>821,847</b>	<b>585,027</b>	<b>535,840</b>	<b>673,741</b>	<b>88,714</b>	<b>15.2%</b>
<b>Total</b>	<b>7,043,990</b>	<b>\$7,854,626</b>	<b>\$7,368,120</b>	<b>\$7,935,885</b>	<b>\$81,259</b>	<b>1.0%</b>

# Infrastructure & Asset Management

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Capital Projects</b>						
W953 Capital Admin	(528)	0		0	0	-
C727 New Facility Development	0	0	(10,000)	0	0	-
<b>Capital Projects</b>	<b>(528)</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Design &amp; Construction</b>						
R110 Design Admin.	0	0	(108,454)	(69,210)	(69,210)	-
R120 Construction Ser	(134)	0	(4,788)	0	0	-
R130 Infrastructure Management Servi	(9,111)	0	0	0	0	-
R150 Record Management	(2,725)	0	(1,429)	0	0	-
<b>Design &amp; Construction</b>	<b>(11,970)</b>	<b>0</b>	<b>(114,671)</b>	<b>(69,210)</b>	<b>(69,210)</b>	<b>-</b>
<b>CCC Implementation Project</b>						
C460 CCC Implementation Project	0	(163,300)	0	0	163,300	-100.0%
<b>CCC Implementation Project</b>	<b>0</b>	<b>(163,300)</b>	<b>0</b>	<b>0</b>	<b>163,300</b>	<b>-100.0%</b>
<b>Parks Planning</b>						
W943 Parks Planning	0	0	(15,000)	0	0	-
<b>Parks Planning</b>	<b>0</b>	<b>0</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Regional Transportation Planning</b>						
R951 Regional Transportation Planning	(1,523)	0	(1,449)	0	0	-
<b>Regional Transportation Planning</b>	<b>(1,523)</b>	<b>0</b>	<b>(1,449)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Sustainable Environment</b>						
D945 SEMO Projects	(180,181)	0	0	0	0	-
<b>Sustainable Environment</b>	<b>(180,181)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>(\$194,202)</b>	<b>(\$163,300)</b>	<b>(\$141,120)</b>	<b>(\$69,210)</b>	<b>\$94,090</b>	<b>-57.6%</b>

# Infrastructure & Asset Management

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>IAM Admin</b>						
I101 IAM Admin	0	242,000	240,079	384,369	\$142,369	58.8%
<b>IAM Admin</b>	<b>0</b>	<b>242,000</b>	<b>240,079</b>	<b>384,369</b>	<b>142,369</b>	<b>58.8%</b>
<b>Capital Projects</b>						
W953 Capital Admin	992,718	1,036,710	1,030,998	1,031,985	(4,725)	-0.5%
W955 Corporate Accommodations	76,663	96,000	97,438	98,071	2,071	2.2%
C727 New Facility Development	176,699	160,910	127,088	142,131	(18,779)	-11.7%
<b>Capital Projects</b>	<b>1,246,080</b>	<b>1,293,620</b>	<b>1,255,525</b>	<b>1,272,187</b>	<b>(21,433)</b>	<b>-1.7%</b>
<b>Design &amp; Construction</b>						
R110 Design Admin.	266,507	287,100	159,673	222,213	(64,887)	
R111 Design	1,010,058	1,104,270	972,678	1,120,786	16,516	1.5%
R120 Construction Ser	923,933	967,400	965,763	1,054,075	86,675	9.0%
R130 Infrastructure Management Servit	236,130	285,040	268,269	263,000	(22,040)	-7.7%
R140 Surveying	875,876	955,300	881,417	969,715	14,415	1.5%
R150 Record Management	349,127	364,150	330,055	362,353	(1,797)	-0.5%
<b>Design &amp; Construction</b>	<b>3,661,631</b>	<b>3,963,260</b>	<b>3,577,855</b>	<b>3,992,142</b>	<b>28,882</b>	<b>0.7%</b>
<b>CCC Implementation Project</b>						
C460 CCC Implementation Project	0	101,113	101,113	101,756	643	0.6%
<b>CCC Implementation Project</b>	<b>0</b>	<b>101,113</b>	<b>101,113</b>	<b>101,756</b>	<b>643</b>	<b>0.6%</b>
<b>Parks Planning</b>						
C781 Streetscape Coordinator	0	0	19,849	0	0	-
W943 Parks Planning	792,975	996,006	990,327	928,723	(67,283)	-6.8%
<b>Parks Planning</b>	<b>792,975</b>	<b>996,006</b>	<b>1,010,176</b>	<b>928,723</b>	<b>(67,283)</b>	<b>-6.8%</b>
<b>Regional Transportation Planning</b>						
R951 Regional Transportation Planning	507,436	510,300	506,413	513,757	3,457	0.7%
<b>Regional Transportation Planning</b>	<b>507,436</b>	<b>510,300</b>	<b>506,413</b>	<b>513,757</b>	<b>3,457</b>	<b>0.7%</b>
<b>Sustainable Environment</b>						
D935 SEMO Administration	274,147	266,480	267,662	168,127	(98,353)	-36.9%
D940 SEMO Programs	116,388	163,878	143,186	167,413	3,535	2.2%
D945 SEMO Projects	150,047	154,669	126,529	91,112	(63,557)	-41.1%
D946 SEMO Regional Plan - Environm	101,083	0	(1,538)	0	0	
D947 SEMO Environmental Water Qu	0	0	0	247,089	247,089	
D948 SEMO Sustainable Community F	0	0	0	0	0	-
<b>Sustainable Environment</b>	<b>641,666</b>	<b>585,027</b>	<b>535,840</b>	<b>673,741</b>	<b>88,714</b>	<b>15.2%</b>
<b>Total</b>	<b>\$6,849,788</b>	<b>\$7,691,326</b>	<b>\$7,227,000</b>	<b>\$7,866,675</b>	<b>\$175,349</b>	<b>2.3%</b>

# Infrastructure & Asset Management

## Summary by Expense & Revenue Type

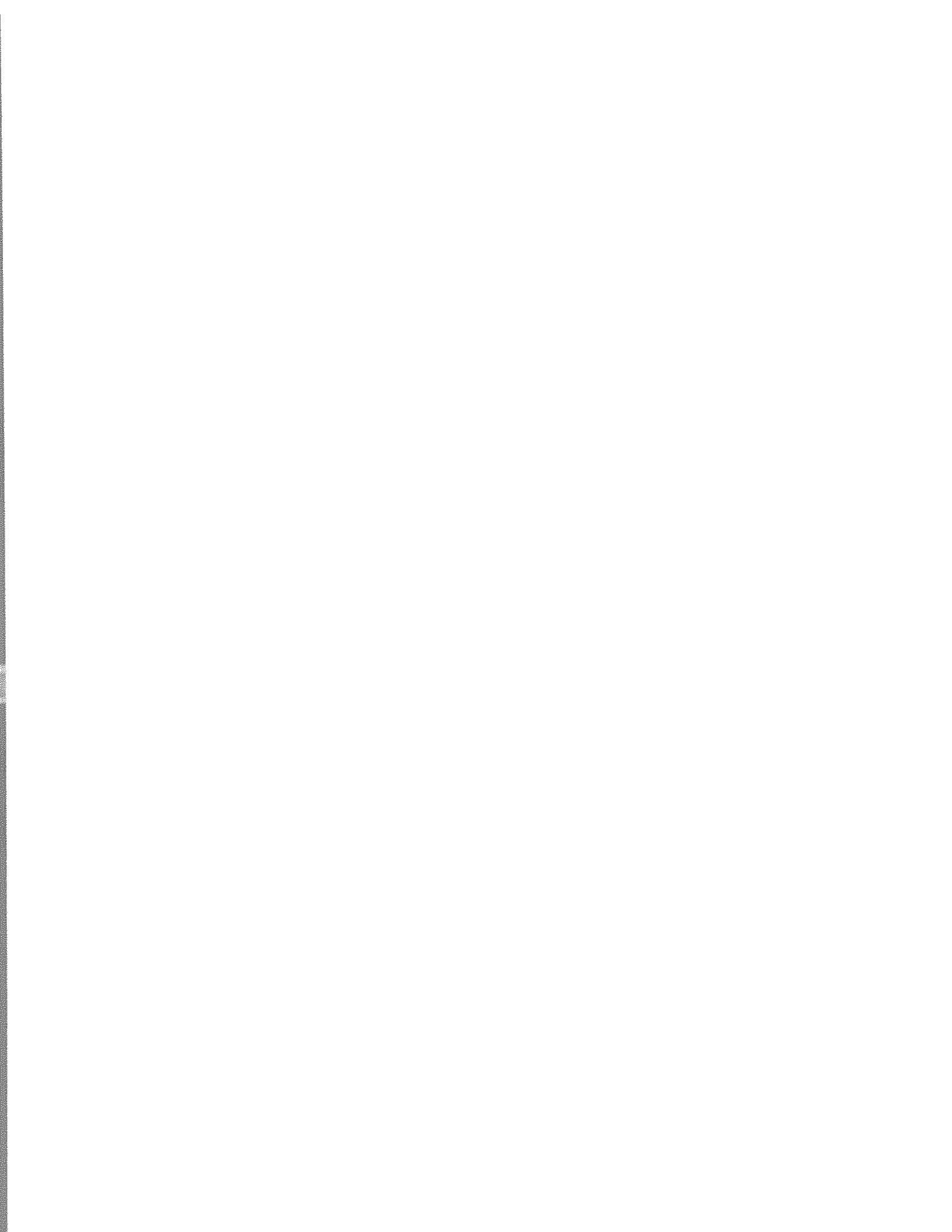
	2006-2007	2007-2008	2007-2008	2008-2009	Change over	
	Actual	Budget	Actual Unaudited	Budget	Budget	%
<b>Expenditures</b>						
Compensation & Benefits	5,692,244	6,557,152	6,300,087	6,679,596	122,444	1.9%
Office Costs	454,509	278,079	200,840	229,760	(48,319)	-17.4%
Professional Fees	0	167,050	8,853	9,200	(157,850)	-94.5%
Legal & Consulting Fees	45,063	5,000	9,256	79,409	74,409	1488.2%
External Services	513,753	307,924	410,703	621,192	313,268	101.7%
Uniforms & Clothing	5,753	4,400	4,117	5,550	1,150	26.1%
Supplies & Materials	9,657	7,000	10,560	7,750	750	10.7%
Building Costs	937	0	8,409	13,000	13,000	-
Equipment & Communications	67,711	59,600	25,315	66,100	6,500	10.9%
Vehicle Expense	890	5,000	5,837	4,800	(200)	-4.0%
Travel	179,388	180,646	197,009	185,300	4,654	2.6%
Training & Education	35,181	47,004	32,075	53,772	6,768	14.4%
Facilities Rental	8,413	37,680	36,568	19,135	(18,545)	-49.2%
Advertising & Promotion	44,727	11,100	41,931	17,913	6,813	61.4%
Other Goods & Services	392,906	486,556	522,093	452,189	(34,367)	-7.1%
Interdepartmental	(31,283)	(42,885)	(3,076)	(41,767)	1,118	-2.6%
Transfer to/from Reserves	(375,860)	(256,680)	(442,509)	(467,014)	(210,334)	81.9%
Other Fiscal			52	0		
<b>Total</b>	<b>\$7,043,990</b>	<b>\$7,854,626</b>	<b>\$7,368,120</b>	<b>\$7,935,885</b>	<b>\$81,259</b>	<b>1.0%</b>
<b>Revenues</b>						
Transfers from other Gov'ts	(180,181)	0	0	0	0	-
Sales Revenue	0	0	(108,454)	(69,210)	(69,210)	-
Other Revenue	(14,021)	(163,300)	(32,666)	0	163,300	-100.0%
<b>Total</b>	<b>(\$194,202)</b>	<b>(\$163,300)</b>	<b>(\$141,120)</b>	<b>(\$69,210)</b>	<b>\$94,090</b>	<b>-57.6%</b>
<b>Net Cost</b>	<b>\$6,849,788</b>	<b>\$7,691,326</b>	<b>\$7,227,000</b>	<b>\$7,866,675</b>	<b>\$175,349</b>	<b>2.3%</b>





# **LEGAL SERVICES AND RISK MANAGEMENT**

**Business Plan - 2008/09**



**Mission:** *To provide legal and risk management 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:**

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

**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, CRM

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 risks 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:** No changes

### **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;
- 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.

### Permanent Full Time Equivalents (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	24	24

As a result of the 2008/9 Budget approval, 1 additional FTE will be added for the prosecution of summary offence tickets.

### Financial Information:

## Legal Services

### Summary of Budget by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$1,955,200	\$2,145,730	\$1,973,990	\$2,305,627	\$159,897	7.5%
<b>Revenues</b>	(\$104,403)	(\$71,000)	(\$92,040)	(\$71,000)	\$0	-0.0%
<b>Net Budget</b>						
Administration	0	0	0	0	0	-
Legal Services	1,791,087	2,069,030	1,878,060	2,232,727	163,697	7.9%
Insurance & Risk Management	527	5,700	3,890	1,900	(3,800)	-66.7%
Commonwealth Games	59,184	0	0	0	0	-
<b>Net Cost</b>	\$1,850,797	\$2,074,730	\$1,881,950	\$2,234,627	\$159,897	7.7%

## Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
<b>2007/8 Budget</b>	<b>2,074.7</b>
1. Compensation and Benefits - includes merit and experience increases	50.7
2. Office Costs (telephone, courier, office supplies, etc).	(5.6)
3. Professional Fees & Contract Services	(8.8)
4. Office Costs (telephone, courier, office supplies, etc).	(1.1)
5. Other Goods and Services (travel, training, Advertising)	16.8
6. Transfer to/from Reserve - Decrease in transfer from the Self Insurance Reserve (Q306) over 2007/08 due to lower projected costs in Insurance & Risk Management section	7.7
7. Additional resources for prosecution of summary offense tickets.	100.2
<b>2008/09 Budget</b>	<b><u>2,234.6</u></b>

## Business Unit Goals (2008-11):

<b>Strategic Goals</b>	
Strategic Goal 1:	Improved Bylaw Enforcement Services
Strategic Goal 2:	Improved Service Delivery
Strategic Goal 3:	Development of New Governance Legislation
Strategic Goal 4:	Risk Management Within the Organization
<b>Operational Goals</b>	
Operational Goal 1:	Development of a File Management System
Operational Goal 2:	Explore Municipal Court Initiative Goal
Operational Goal 3:	Support 2011 Canada Winter Games Initiative

Operational Goal 4: Electronic Summary Offence Ticket Project

Operational Goal 5: Improve/develop risk management information system

### Service Level Changes

**Business Unit:** Legal Services and Risk Management

**Increases In Services / new initiatives:**

- Electronic Voting
- Municipal Charter
- Canada Games
- Cat Bylaw
- Increases prosecutions, increase Court appearances. (The number of cases dealt by the court each week will double in Aug. and have an affect on workload)
- Union contracts negotiations preparations.

**Decreases In Services / Operational Pressures:**

- non anticipated

**Expected Services Not Being Delivered:**

- non anticipated

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

- 1 additional FTE for prosecution of summary offence tickets.

# Legal Services

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A101 Administration	\$0	\$0	\$0	\$0	0	-
A110 Legal Services	1,894,963	2,140,030	1,967,860	2,303,727	163,697	7.6%
A303 Insurance & Risk Management	527	5,700	6,130	1,900	(3,800)	-66.7%
M631 Commonwealth Games	59,710	0	0	0	0	-
<b>Total</b>	<b>\$1,955,200</b>	<b>\$2,145,730</b>	<b>\$1,973,990</b>	<b>\$2,305,627</b>	<b>\$159,897</b>	<b>7.5%</b>

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A110 Legal Services	(\$103,877)	(\$71,000)	(\$89,800)	(\$71,000)	0	-0.0%
A303 Insurance & Risk Management	(\$526)	\$0	(\$2,240)	\$0	0	-
<b>Total</b>	<b>(\$104,403)</b>	<b>(\$71,000)</b>	<b>(\$92,040)</b>	<b>(\$71,000)</b>	<b>\$0</b>	<b>-0.0%</b>

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
A101 Administration	\$0	\$0	\$0	\$0	0	-
A110 Legal Services	1,791,087	2,069,030	1,878,060	\$2,232,727	163,697	7.9%
A303 Insurance & Risk Management	527	5,700	3,890	\$1,900	(3,800)	-66.7%
M631 Commonwealth Games	59,184	0	0	\$0	0	-
<b>Total</b>	<b>\$1,850,797</b>	<b>\$2,074,730</b>	<b>\$1,881,950</b>	<b>\$2,234,627</b>	<b>\$159,897</b>	<b>7.7%</b>



# Legal Services

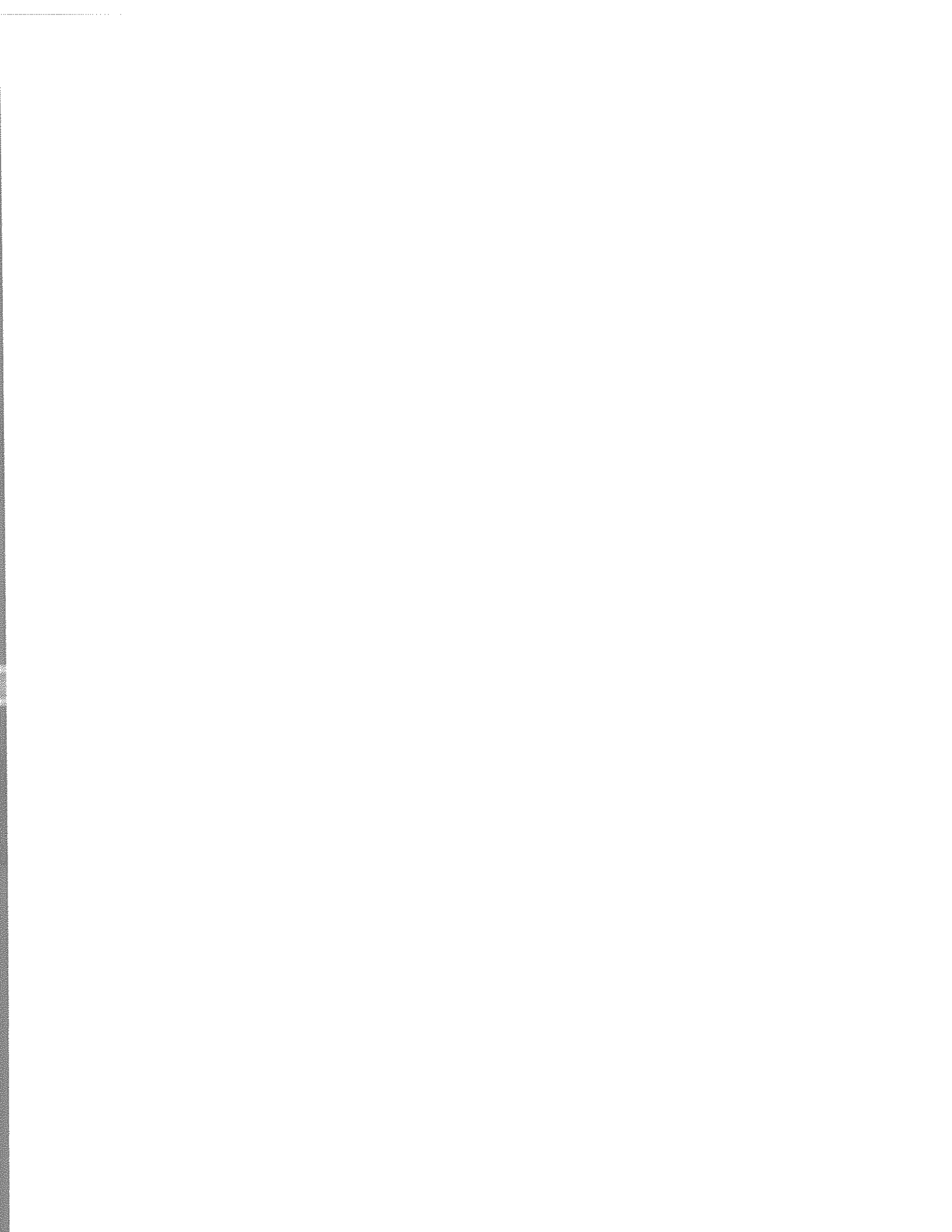
## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$1,637,375	\$1,865,130	\$1,857,304	\$1,961,837	96,707	5.2%
Office Costs	80,301	82,800	66,793	81,150	(1,650)	-2.0%
Legal & Consulting Fees	344,204	308,500	221,839	310,000	1,500	0.5%
External Services	71,131	68,000	26,856	94,879	26,879	39.5%
Supplies & Materials	0	300	40	300	0	0.0%
Building Costs	20,413	6,100	1,033	18,073	11,973	196.3%
Equipment & Communications	1,136	0	0	0	0	-
Travel	9,919	11,500	14,898	13,000	1,500	13.0%
Training & Education	310	5,000	994	5,000	0	0.0%
Facilities Rental	7,491	0	0	0	0	-
Advertising & Promotion	397	0	0	0	0	-
Other Goods & Services	70,130	96,200	81,221	111,500	15,300	15.9%
Interdepartmental	0	0	30	0	0	-
Insurance Cost	0	0	783	0	0	-
Transfer to/from Reserves	(287,607)	(297,800)	(297,800)	(290,112)	7,688	-2.6%
<b>Total</b>	<b>\$1,955,200</b>	<b>\$2,145,730</b>	<b>\$1,973,991</b>	<b>\$2,305,627</b>	<b>\$159,897</b>	<b>7.5%</b>
<b>Revenues</b>						
Sales Revenue	(\$63,750)	(\$71,000)	(\$88,500)	(\$71,000)	0	-0.0%
Other Revenue	(40,653)	0	(3,540)	0	0	-
<b>Total</b>	<b>(\$104,403)</b>	<b>(\$71,000)</b>	<b>(\$92,040)</b>	<b>(\$71,000)</b>	<b>\$0</b>	<b>-0.0%</b>
<b>Net Cost</b>	<b>\$1,850,797</b>	<b>\$2,074,730</b>	<b>\$1,881,951</b>	<b>\$2,234,627</b>	<b>\$159,897</b>	<b>7.7%</b>

Transportation And  
Public Works

# **Transportation and Public Works**

## **Business Plan - 2008/09**



**Mission:** *Transportation and Public Works operates and maintains the Halifax Regional Municipality's transportation network and infrastructure including parks, buildings, structures, vehicles, streets, equipment, and solid waste management through education, quality customer service and support for a safe and sustainable environment within our Community.*

## **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.

<b>Director:</b>	<b>Mike Labrecque, P. Eng.</b>
<b>Fleet Services</b> 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.
<b>Metro Transit</b> Lori Patterson, Acting Manager	Provides public transportation services within HRM through conventional transit, community transit, MetroLink, ferry, and Access-A-Bus services.
<b>Municipal Operations</b> 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.
<b>Real Property</b> 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.

<b>Service Delivery and Quality Improvement</b> 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.
<b>Traffic and Right of Way Services</b> 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.
<b>Solid Waste Resources Division</b> 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.
<b>Summary of Business Unit Structure Changes:</b>	Management units for Design & Construction and Capital Projects moved to IAM, while the Management unit for Solid Waste Resources was added after Environmental Management Services merged with Halifax Regional Water Commission.

**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
- 255 traffic signals with the addition of 3 on average per year by HRM plus others by developers
- 48 of the signalized intersections are fully installed with LED's
- In excess of 1,735 km of white and yellow centrelines painted
- More than 14,000 traffic and street name signs produced and 2,000 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 4,400 arrows painted
- 10 street sweepers; 5 sidewalk sweepers; 2 graffiti trucks; 73 pieces of snow and ice

- control vehicles
- 6 major parks and the Public Gardens
- Almost 18.5 million passengers carried annually on all of Metro Transit's 53 fixed transit routes, 2 community transit routes and 2 ferry routes
- 13 park and ride locations with over 1,340 parking spaces
- 246 buses, which includes 165 low floor buses, 20 of which are 20 MetroLink (ALF), and 3 ferries
- 24 Access-A-Buses, 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 16,827 Access-a-bus passengers per month
- 2500 Bus stop signs replaced with newly branded signs in conjunction with AVL/GO Time system
- Processes over 23,000 work orders annually to maintain over 2.2 million square feet of building space
- Own and maintain 256 buildings, 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 180 Sport courts.
- Operate and maintain 7 municipally owned cemeteries
- Service and maintain 600 operational vehicles, 400 pieces of small equipment, 220 police vehicles, 300 fire vehicles, 270 buses and 3 ferries
- Consume 11,000,000 litres of vehicle fuel
- 1 mixed solid waste processing and 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, 45,000 organics, 160,000 refuse, 75,000 construction and demolition material
- Approximately 155,000 tonnes of total waste received at Otter Lake (2006/7)
- Generation and sale of 2MW electricity at closed landfill in Upper Sackville

**Permanent Full Time Equivalents (FTEs):**

	<b>2007/2008 Approved FTEs (April 1, 2007)</b>	<b>2008/2009 Approved FTEs (March 31, 2008)</b>
Permanent FTEs	<b>1229</b>	<b>1169</b>

14 FTEs were transferred from Environmental Management Services, (-72) FTEs were transferred to Infrastructure and Asset Management, (-2 ) FTEs were transferred to Fire & Emergency Services, (-1) FTE was transferred to Community Development, (-1) FTE was made Obsolete and 2 FTEs were term to permanent conversions or new positions supporting operational requirements.



## Transportation & Public Works

### Summary of Budget by Business Unit

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Gross Budget</b>	\$156,274,920	\$162,383,801	\$170,273,500	\$174,029,876	\$11,646,075	7.2%
<b>Revenues</b>	(\$52,537,574)	(\$53,540,851)	(\$52,530,765)	(\$54,803,873)	(\$1,263,022)	2.4%
<b>Net Budget</b>						
	2004-2005 Actual	2005-2006 Budget	2007-2008 Actual Unaudited	2006-2007 Budget	Change over Budget	%
Administration	340,465	371,834	328,576	409,500	37,666	10.1%
Service Delivery & Quality Improvement	471,929	371,360	349,219	418,200	46,840	12.6%
Operations Administration	1,436	0	(1,197)	0	0	-
Real Estate	(775,088)	436,050	(251,056)	376,251	(59,799)	-13.7%
Contract Support	0	235,794	330,944	388,081	152,287	64.6%
Operations	7,410,519	7,315,748	7,584,570	11,234,087	3,918,339	53.6%
Facilities	4,305,561	5,164,337	5,422,259	2,687,472	(2,476,865)	-48.0%
RPAM Admin	196,303	231,100	223,716	235,109	4,009	1.7%
Public Relations/debt	(89,147)	(177,640)	(295,158)	(480,200)	(302,560)	170.3%
Transit Total	15,922,889	17,731,299	20,417,417	20,760,240	3,028,941	17.1%
Community Transit Total	81,711	1,680	93,679	0	(1,680)	-100.0%
Access-A-Bus Total	2,689,448	2,894,140	2,861,134	3,305,191	411,051	14.2%
Ferries Total	6,737,427	7,047,305	7,161,684	6,947,832	(99,473)	-1.4%
Transportation Services	905,141	1,107,069	1,020,420	1,227,654	120,585	10.9%
Right of Way Services	(77,393)	(1,700)	(34,058)	(15,321)	(13,621)	801.2%
Sign Shop	1,293,939	1,404,400	1,279,617	1,555,767	151,367	10.8%
Traffic Signals & Streetlighting	7,373,069	6,413,200	7,896,409	7,367,400	954,200	14.9%
Fleet Admin	320,866	480,150	417,293	432,994	(47,156)	-9.8%
Fleet Transit	54	3,210	(928)	0	(3,210)	-100.0%
Fleet General	(9,918)	94,700	(130,765)	0	(94,700)	-100.0%
Fleet Emergency	(2,000)	(89,900)	0	0	89,900	-100.0%
Municipal Operations Admin	200,578	205,596	239,846	198,900	(6,696)	-3.3%
Municipal Operations Support	3,496,764	3,676,000	3,668,813	3,926,401	250,401	6.8%
Streets & Roads	6,930,356	5,129,181	6,051,115	7,242,000	2,112,819	41.2%
Operation Coordinator/Snow & Ice Contro	12,681,666	12,686,190	19,736,547	12,219,616	(466,574)	-3.7%
Sidewalks	1,273,099	2,500,619	1,969,792	2,218,844	(281,775)	-11.3%
Parks and Open Spaces	3,661,865	4,100,604	3,792,153	4,122,620	22,016	0.5%
Sportsfields & Playgrounds	4,182,487	4,659,100	3,832,220	4,830,865	171,765	3.7%
Former Solid Waste System	1,024,999	730,782	730,782	569,590	(161,192)	-22.1%
Admin WR	(9,172,895)	(9,580,556)	(9,226,283)	(9,464,896)	115,660	-1.2%
SW Other	13,699,818	15,438,451	14,628,296	16,273,037	834,586	5.4%
Otter Lake	18,661,397	18,262,847	17,645,679	20,238,769	1,975,922	10.8%
<b>Net Cost</b>	<b>\$103,737,346</b>	<b>\$108,842,950</b>	<b>\$117,742,735</b>	<b>\$119,226,003</b>	<b>\$10,383,053</b>	<b>9.5%</b>

## Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
<b>2007/08 Budget</b>		<b>\$108,843</b>
1	Salaries & benefits - includes net changes resulting from merit increases, classification reviews, employer benefit costs, collective agreements.	3,700
2	Other External Services	693
3	Electricity	1,307
4	Vehicle Fuel (diesel & gas)	999
5	Heating fuel	193
6	Vehicle Expense due to increased costs for parts	206
7	Office costs, supplies, materials, equipment & communications	701
8	Transit Revenue Reduction (Buses and Ferries)	1,057
9	Solid Waste Contractual and Professional fees	2,322
10	Capital Project Recovery (Students)	(390)
11	Transfer to reserves for Solid Waste	1,783
12	Debt (Interest & Principal for Solid Waste)	(1,084)
13	Debt (Interest & Principal Metro Transit)	(349)
14	Fleet Vehicles (EMS) moved to HRWC	(1,078)
15	Municipal Operations revenue (Cemetaries)	(210)
16	Advertising Revenue (Metro Transit)	(305)
17	Fleet and other interdepartmental expenditures and revenues	903
18	Other expenditures and revenues	(65)
<b>2008/09 Budget</b>		<b><u><u>\$119,226</u></u></b>

### **Business Unit Goals (2008-11):**

<b>Strategic Goals</b>	
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 implemented in support of long-term growth
<b>Operational Goals</b>	
Operational Goal 1:	Responsive Customer Service
Operational Goal 2:	Prepared Emergency Management
Operational Goal 3:	Provide operational support for 2011 Canada Winter Games

## Service Level Changes

**Business Unit:** Transportation & Public Works

### Increases In Services / new initiatives:

#### **General**

- Improve security to non-inventory assets

#### **Traffic and Right of Way Services**

- Conversion of traffic signals from conventional to LEDs pending outside funding

#### **Municipal Operations**

- Improved response to and resolution of all service requests involving litter and graffiti in support of corporate strategies
- AVL implementation within Municipal Operations positively resulting in more effective delivery of services
- Enhanced performance measurements in the Sports field and Playground Section
- Improved salt monitoring to reduce salt usage per event
- Enhanced service levels at major parks

#### **Real Property**

- Increased investment in Business Parks (Phase 12 Logistics Park)
- Increased support to Gateway Strategy (marketing and functional lead - land development)
- Review Facility Services' service levels for select facilities and begin to develop SLAs
- Improve acquisition and disposal communication/process (brochure for public property acquisition)

#### **Metro Transit**

- Improvements to passenger facilities
- Route servicing for RIM development in Bedford West
- Improved passenger capacity on existing overcrowded routes
- Service adjustments for peak, evening and weekend frequency
- AVL-Go Time system implemented providing real time bus route status information

#### **Solid Waste Resources**

- TV advertising campaign to heighten awareness and education on proper use of sidewalk source separation bins
- construction of Cell 5
- start up and integration of collection RFP service providers effective July 1/08
- development and issuance of RFP for Materials Recycling Facility (processing and marketing)
- backyard composter sale, bi-annual event

#### **Fleet**

- Increase in staff as transit services increase and the fleet expands

## Service Level Changes

### Decreases In Services / Operational Pressures:

#### **General**

- Attracting and retaining key 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

#### **Solid Waste Resources**

- Op Pressure- weekly July & August green cart service in urban/suburban HRM
- Op Pressure- compost facilities approaching capacity
- Op Pressure- Otter Lake Waste Stabilization Facility- structural assessment
- Op Pressure- Otter Lake leachate at Mill Cove LTF

#### **Metro Transit**

- Op Pressure - demand on transit services
- Escalation in incidences of violence in the workplace

#### **Fleet**

- Op Pressure - price of fuel

### Expected Services Not Being Delivered:

#### **Solid Waste Resources**

- weekly July and August green cart service in rural HRM
- June and September weekly green cart service in urban/suburban HRM

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

- 2 FTEs, through the capital budget, to support Transit scheduling software upgrades (Project Manager-Dispatcher)
- 36 FTEs, through the capital budget, to support expansion of the Conventional Transit service (28 Bus Operators, 1 Supervisor, 4 Mechanics, 3 Hostlers.)
- 1 FTE, through the capital budget, to support the LED Traffic Signal Conversion Project (Traffic Signal Inspector)
- 3 FTEs, through the capital budget, to support the Gordon Snow Community Centre (facility maintainer, front desk staff, building monitor).

# Transportation & Public Works

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Administration</b>						
R100 Directors Administration	\$343,005	\$371,834	\$328,576	\$409,500	\$37,666	10.1%
M671 Commonwealth Games - Admin	(2,541)	0	0	0	0	-
<b>Administration</b>	<b>340,465</b>	<b>371,834</b>	<b>328,576</b>	<b>409,500</b>	<b>37,666</b>	<b>10.1%</b>
<b>Service Delivery &amp; Quality Improvement</b>						
R101 Service Delivery & Quality Improvement	658,801	592,460	496,095	594,400	1,940	0.3%
<b>Service Delivery &amp; Quality Improvement</b>	<b>658,801</b>	<b>592,460</b>	<b>496,095</b>	<b>594,400</b>	<b>1,940</b>	<b>0.3%</b>
<b>Real Property</b>						
<b>Operations Administration</b>						
W220 Clearing-Facilities	20,720	0	16,119	0	0	-
W959 Clearing - Capital	1,436	0	0	0	0	-
<b>Operations Administration</b>	<b>22,156</b>	<b>0</b>	<b>16,119</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Real Estate</b>						
W400 Acquisitions & Disposals	384,054	463,900	480,712	452,882	(11,018)	-2.4%
W500 Business Parks	354,255	379,000	225,895	391,127	12,127	3.2%
W600 Real Estate - Admin	548,852	548,750	530,603	557,842	9,092	1.7%
<b>Real Estate</b>	<b>1,287,160</b>	<b>1,391,650</b>	<b>1,237,210</b>	<b>1,401,851</b>	<b>10,201</b>	<b>0.7%</b>
<b>Contract Support</b>						
W135 Construction Services	0	235,794	330,944	388,081	152,287	64.6%
W139 Locked Contr trSupp R&M-fromCptl	0	235,794	330,944	388,081	152,287	64.6%
<b>Contract Support</b>	<b>0</b>	<b>235,794</b>	<b>330,944</b>	<b>388,081</b>	<b>152,287</b>	<b>64.6%</b>
<b>Operations</b>						
W200 Facility Operations	7,611,475	7,315,748	7,609,000	3,607,679	(3,708,069)	-50.7%
W211 Cleaning and Tenant Services	0	0	0	3,111,590	3,111,590	-
W212 Structural and Arenas	0	0	0	2,001,448	2,001,448	-
W213 Mechanical and PM Services	0	0	0	2,513,370	2,513,370	-
<b>Operations</b>	<b>7,611,475</b>	<b>7,315,748</b>	<b>7,609,000</b>	<b>11,234,087</b>	<b>3,918,339</b>	<b>53.6%</b>
<b>Facilities</b>						
W130 Contract Support Admin	2,848,429	2,460,566	3,360,514	0	(2,460,566)	-100.0%
W160 Facilities Admin	236,007	609,771	632,180	493,772	(113,999)	-18.7%
W169 Facilities R&M-fromCptl	0	0	0	0	0	-
W202 RPAM Facility Leases	2,604,302	3,729,200	2,761,383	3,761,200	32,000	0.9%
W203 Alderney Gate Facilities Mgmt	2,057,761	1,870,700	1,955,385	1,936,400	65,700	3.5%
<b>Facilities</b>	<b>7,746,499</b>	<b>8,670,237</b>	<b>8,709,463</b>	<b>6,193,372</b>	<b>(2,476,865)</b>	<b>-28.6%</b>
<b>RPAM Admin</b>						
W100 Administration/Service Delivery	196,303	231,100	223,716	235,109	4,009	1.7%
<b>RPAM Admin</b>	<b>196,303</b>	<b>231,100</b>	<b>223,716</b>	<b>235,109</b>	<b>4,009</b>	<b>1.7%</b>
<b>Total Real Property</b>	<b>16,863,594</b>	<b>17,844,529</b>	<b>18,126,452</b>	<b>19,452,500</b>	<b>1,607,971</b>	<b>9.0%</b>
<b>Metro Transit Services</b>						
<b>Public Relations/debt</b>						
R622 Public Relations	181,916	216,260	170,800	218,200	1,940	0.9%
<b>Public Relations/debt</b>	<b>181,916</b>	<b>216,260</b>	<b>170,800</b>	<b>218,200</b>	<b>1,940</b>	<b>0.9%</b>
<b>Transit</b>						
R631 Gen. Transit Admin.	16,516,809	16,479,654	16,297,106	17,427,317	947,663	5.8%
M673 Commonwealth Games - Transit	88,217	0	43,006	0	0	-
R635 Operator's Expense	21,913,691	24,823,280	25,616,410	26,161,194	1,337,914	5.4%
R636 Support Services - Transit	1,719,874	1,766,480	1,967,803	1,823,213	56,733	3.2%
R637 Scheduling	470,410	777,464	706,360	651,069	(126,395)	-16.3%
R638 Gen. Operations Exp.	694,205	1,184,721	1,361,592	1,213,348	28,627	2.4%
<b>Transit Total</b>	<b>41,403,207</b>	<b>45,031,599</b>	<b>45,992,277</b>	<b>47,276,141</b>	<b>2,244,542</b>	<b>5.0%</b>

# Transportation & Public Works

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Community Transit</b>						
R641 Community Transit Services	425,678	412,880	498,904	577,433	164,553	39.9%
<b>Community Transit Total</b>	<b>425,678</b>	<b>412,880</b>	<b>498,904</b>	<b>577,433</b>	<b>164,553</b>	<b>39.9%</b>
<b>Access-A-Bus</b>						
R652 AAB-Scheduling/Disp.	313,499	331,370	348,185	467,511	136,141	41.1%
R653 Contracted AccessBus	315,932	303,500	213,953	324,618	21,118	7.0%
R654 AAB Operations	2,246,278	2,383,870	2,415,390	2,639,089	255,219	10.7%
<b>Access-A-Bus Total</b>	<b>2,875,709</b>	<b>3,018,740</b>	<b>2,977,528</b>	<b>3,431,218</b>	<b>412,478</b>	<b>13.7%</b>
<b>Ferries</b>						
R661 Gen. Ferry Expense	780,986	761,105	660,590	661,727	(99,378)	-13.1%
R668 Ferry Crew Expense	1,998,597	2,090,900	2,114,456	2,203,217	112,317	5.4%
R671 Metro Tr. Debt Chrg	5,685,398	6,227,200	6,234,292	5,888,056	(339,144)	-5.4%
<b>Ferries Total</b>	<b>8,464,982</b>	<b>9,079,205</b>	<b>9,009,339</b>	<b>8,753,000</b>	<b>(326,205)</b>	<b>-3.6%</b>
<b>Total Metro Transit Services</b>	<b>53,351,491</b>	<b>57,758,684</b>	<b>58,648,847</b>	<b>60,255,992</b>	<b>2,497,308</b>	<b>4.3%</b>
<b>Traffic &amp; Transportation</b>						
<b>Transportation Services</b>						
R170 Transportation Serv.	910,900	1,110,069	1,023,717	1,230,688	120,619	10.9%
<b>Transportation Services</b>	<b>910,900</b>	<b>1,110,069</b>	<b>1,023,717</b>	<b>1,230,688</b>	<b>120,619</b>	<b>10.9%</b>
<b>Right of Way Services</b>						
R112 Rights of Way Approval	266,194	389,400	370,260	380,245	(9,155)	-2.4%
<b>Right of Way Services</b>	<b>266,194</b>	<b>389,400</b>	<b>370,260</b>	<b>380,245</b>	<b>(9,155)</b>	<b>-2.4%</b>
<b>Sign Shop</b>						
R746 Locked Street Name Signs			0	0		
R747 Traffic Signs	1,322,870	1,404,400	1,348,264	1,555,767	151,367	10.8%
<b>Sign Shop</b>	<b>1,322,870</b>	<b>1,404,400</b>	<b>1,348,264</b>	<b>1,555,767</b>	<b>151,367</b>	<b>10.8%</b>
<b>Traffic Signals &amp; Streetlighting</b>						
R825 Streetlighting	5,884,655	4,882,900	6,497,355	5,761,000	878,100	18.0%
R827 Traffic Lights	1,523,260	1,530,300	1,547,085	1,606,400	76,100	5.0%
<b>Traffic Signals &amp; Streetlighting</b>	<b>7,407,916</b>	<b>6,413,200</b>	<b>8,044,440</b>	<b>7,367,400</b>	<b>954,200</b>	<b>14.9%</b>
<b>Total Traffic &amp; Transportation</b>	<b>9,907,880</b>	<b>9,317,069</b>	<b>10,786,681</b>	<b>10,534,100</b>	<b>1,217,031</b>	<b>13.1%</b>
<b>Fleet Services</b>						
<b>Fleet Admin</b>						
R912 Fleet: Administration	320,866	480,150	417,293	432,994	(47,156)	-9.8%
<b>Fleet Admin</b>	<b>320,866</b>	<b>480,150</b>	<b>417,293</b>	<b>432,994</b>	<b>(47,156)</b>	<b>-9.8%</b>
<b>Fleet Transit</b>						
<b>R932 Transit Shop Maintenance</b>			0	0		
R933 Fleet R&M:Transit-Ilseley	7,015	0	18,111	0	0	-
R934 Fleet Ops:Transit-Ilseley	0	(3,600)	0	0	3,600	-100.0%
R935 Bus Rebuild Program	54	6,810	(203)	0	(6,810)	-100.0%
R936 Fleet R&M:Transit-Thornhill	0	0	(91)	0	0	-
R955 Fleet R&M:Transit Ferry	12,589	0	5,840	0	0	-
R960 Fleet R&M:Transit-AAB	0	0	5,380	0	0	-
R961 Fleet R&M:Transit-Community	0	0	0	0	0	-
<b>Fleet Transit</b>	<b>19,659</b>	<b>3,210</b>	<b>29,038</b>	<b>0</b>	<b>(3,210)</b>	<b>-100.0%</b>
<b>Fleet General</b>						
R970 Fleet R&M:Municipal	519	94,700	(133,157)	0	(94,700)	-100.0%
<b>Fleet General</b>	<b>519</b>	<b>94,700</b>	<b>(133,157)</b>	<b>0</b>	<b>(94,700)</b>	<b>-100.0%</b>
<b>Fleet Emergency</b>						
R981 Fleet R&M:Fire	72,202	0	68,635	0	0	-
R985 Fleet R&M:Police	2,037	(89,900)	3,768	0	89,900	-100.0%
<b>Fleet Emergency</b>	<b>74,239</b>	<b>(89,900)</b>	<b>72,403</b>	<b>0</b>	<b>89,900</b>	<b>-100.0%</b>
<b>Total Fleet Services</b>	<b>415,283</b>	<b>488,160</b>	<b>385,577</b>	<b>432,994</b>	<b>(55,166)</b>	<b>-11.3%</b>

# Transportation & Public Works

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Municipal Operations: Public Works Operations</b>						
<b>Municipal Operations Admin</b>						
W120 Operations Admin	200,578	205,596	239,846	198,900	(6,696)	-3.3%
<b>Municipal Operations Admin</b>	<b>200,578</b>	<b>205,596</b>	<b>239,846</b>	<b>198,900</b>	<b>(6,696)</b>	<b>-3.3%</b>
<b>Municipal Operations Support</b>						
R710 Municipal Operations Support	3,496,764	3,676,000	3,668,813	3,926,401	250,401	6.8%
<b>Municipal Operations Support</b>	<b>3,496,764</b>	<b>3,676,000</b>	<b>3,668,813</b>	<b>3,926,401</b>	<b>250,401</b>	<b>6.8%</b>
<b>Streets &amp; Roads</b>						
R715 Administration - Streets & Roads	2,032,742	1,858,500	2,493,073	4,270,600	2,412,100	129.8%
R720 Street Cleaning/Graffiti-all regions	900,033	1,543,841	2,025,717	1,783,800	239,959	15.5%
R721 Street Maintenance-West Region	1,150,673	603,299	511,551	396,400	(206,899)	-34.3%
R731 Locked-Patching	711,762	0	0	0	0	-
R732 Street Maintenance-Central Region	934,406	728,675	756,333	563,000	(165,675)	-22.7%
R735 Street Maintenance-East Region	243,540	394,866	320,132	228,200	(166,666)	-42.2%
R899 Streets Job Costing Clearing	967,241	0	(45,123)	0	0	-
<b>Streets &amp; Roads</b>	<b>6,940,397</b>	<b>5,129,181</b>	<b>6,061,683</b>	<b>7,242,000</b>	<b>2,112,819</b>	<b>41.2%</b>
<b>Operation Coordinator/Snow &amp; Ice Control</b>						
R761 Ice Control	6,596,308	5,108,400	8,286,391	4,698,921	(409,479)	-8.0%
R762 Plowing	2,236,598	2,605,800	5,520,024	2,702,628	96,828	3.7%
R763 Snow Removal	118,446	360,000	247,970	335,200	(24,800)	-6.9%
R764 Swlk Plow/Ice Control	3,485,891	4,240,246	5,389,255	5,812,667	1,572,421	37.1%
R765 Related Program Cost	738,907	1,204,900	1,122,273	1,084,200	(120,700)	-10.0%
<b>Operation Coordinator/Snow &amp; Ice Control</b>	<b>13,176,151</b>	<b>13,519,346</b>	<b>20,565,914</b>	<b>14,633,616</b>	<b>1,114,270</b>	<b>8.2%</b>
<b>Sidewalks</b>						
R722 Locked Leaf Pick Up	277,413	0	0	0	0	-
R738 Waverley Sidewalks	171	6,100	0	6,600	500	8.2%
R739 Fall River Sidewalks	59,549	0	56,660	0	0	-
R740 Concrete Sidewalks-West & Bedford	977,120	805,966	627,496	717,664	(88,302)	-11.0%
R741 Asphalt Curb/Walkways-East & Central	61,481	429,180	228,315	397,180	(32,000)	-7.5%
R742 Concrete Sidewalks-East & Central	50,564	571,488	387,494	486,400	(85,088)	-14.9%
R743 Asphalt Patching-all regions	9,298	693,985	675,980	617,600	(76,385)	-11.0%
R744 Sidewalks - East	0	0	0	0	0	-
R745 Sidewalks - West	0	0	0	0	0	-
<b>Sidewalks</b>	<b>1,435,597</b>	<b>2,506,719</b>	<b>1,975,945</b>	<b>2,225,444</b>	<b>(281,275)</b>	<b>-11.2%</b>
<b>Public Works Operations</b>	<b>25,249,485</b>	<b>25,036,842</b>	<b>32,512,201</b>	<b>28,226,361</b>	<b>3,189,519</b>	<b>12.7%</b>
<b>Parks and Open Spaces</b>						
R831 Parks/Open - Admin	222,852	218,400	379,687	220,200	1,800	0.8%
R845 Parks Urban Forestry	924,399	1,060,000	790,319	986,664	(73,336)	-6.9%
R850 Public Gardens & Greenhouse Operations				0		
R851 Parks/Horticulture	1,437,106	1,671,604	1,528,520	1,806,200	134,596	8.1%
R855 Parks Cemeteries	603,501	654,600	673,188	728,900	74,300	11.4%
R860 Parks/Open-West	697,778	676,000	639,330	774,800	98,800	14.6%
<b>Parks and Open Spaces</b>	<b>3,885,635</b>	<b>4,280,604</b>	<b>4,011,044</b>	<b>4,516,764</b>	<b>236,160</b>	<b>5.5%</b>
<b>Sportsfields &amp; Playgrounds</b>						
W180 Playgrounds East	1,128,840	1,170,400	996,112	1,182,796	12,396	1.1%
W181 Sports/Play - Admin	167,732	205,900	156,627	169,500	(36,400)	-17.7%
W182 Sportsfields East	1,309,092	1,395,900	1,235,201	1,417,914	22,014	1.6%
W184 Playgrounds West	704,898	862,000	700,462	895,200	33,200	3.9%
W186 Sportsfields West	882,071	1,010,200	867,269	1,097,422	87,222	8.6%
W187 Halifax Artificial Sportsfield	202,626	202,000	241,196	260,500	58,500	29.0%
W189 Sports/Play R&M-fromCptl	86,193	1,300	1,603	800	(500)	-38.5%
W190 Dartmouth Artificial Sportsfield	70,107	235,800	113,076	233,533	(2,267)	-1.0%
<b>Sportsfields &amp; Playgrounds</b>	<b>4,551,559</b>	<b>5,083,500</b>	<b>4,311,546</b>	<b>5,257,665</b>	<b>174,165</b>	<b>3.4%</b>
<b>Municipal Operations</b>	<b>33,686,679</b>	<b>34,400,946</b>	<b>40,834,791</b>	<b>38,000,790</b>	<b>3,599,844</b>	<b>10.5%</b>



# Transportation & Public Works

## Summary of Gross Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Solid Waste Resources:</b>						
<b>Former Solid Waste System</b>						
M431 Sackville Landfill Reserve	683,836	400,000	400,000	250,000	(150,000)	-37.5%
R311 MA Solid Waste Debt	341,164	330,782	330,782	319,590	(11,192)	-3.4%
R314 Scv. Landfill Site	0	0	0	0	0	-
<b>Former Solid Waste System</b>	<b>1,024,999</b>	<b>730,782</b>	<b>730,782</b>	<b>569,590</b>	<b>(161,192)</b>	<b>-22.1%</b>
<b>Admin WR</b>						
R321 Administration - Waste Resources	1,142,596	1,105,444	1,078,777	1,046,536	(58,908)	-5.3%
R601 See Cost Centre R321	0	0	0	0		
<b>Admin WR</b>	<b>1,142,596</b>	<b>1,105,444</b>	<b>1,078,777</b>	<b>1,046,536</b>	<b>(58,908)</b>	<b>-5.3%</b>
<b>SW Other</b>						
R322 Collection & RRFB	8,877,753	9,752,164	9,719,517	11,074,979	1,322,815	13.6%
R323 Waste Resources System-Debt Charges	2,028,526	1,926,623	1,926,623	1,159,894	(766,729)	-39.8%
R324 Compost Fac. Burnside	2,938,076	3,012,000	3,046,001	3,137,000	125,000	4.2%
R325 Compost Fac. Ragged Lake	2,592,960	2,675,000	2,695,485	2,810,000	135,000	5.0%
R328 Rural Depots	142,724	150,000	151,895	150,000	0	0.0%
R330 Material Recovery Facility	2,526,007	2,750,000	2,551,563	2,780,000	30,000	1.1%
R331 RRFB Contract	33,149	111,171	70,157	245,671	134,500	121.0%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	332,013	327,860	323,126	327,860	0	0.0%
R334 Household Hazardous Waste	354,543	391,301	319,484	401,301	10,000	2.6%
<b>SW Other</b>	<b>20,125,750</b>	<b>21,396,119</b>	<b>21,103,852</b>	<b>22,386,705</b>	<b>990,586</b>	<b>4.6%</b>
<b>Otter Lake</b>						
R326 Otter Lake Waste Stabilization Facility	3,363,111	3,475,560	3,475,540	3,431,781	(43,779)	-1.3%
R327 Otter Lake Residuals Disposal Facility	5,534,114	4,596,914	4,606,582	6,250,631	1,653,717	36.0%
R329 Otter Lake FEP	9,860,157	10,305,300	9,670,948	10,664,357	359,057	3.5%
<b>Otter Lake</b>	<b>18,757,382</b>	<b>18,377,774</b>	<b>17,753,070</b>	<b>20,346,769</b>	<b>1,968,995</b>	<b>10.7%</b>
<b>Solid Waste Resources</b>	<b>41,050,728</b>	<b>41,610,119</b>	<b>40,666,481</b>	<b>44,349,600</b>	<b>2,739,481</b>	<b>6.6%</b>
<b>Total</b>	<b>\$156,274,920</b>	<b>\$162,383,801</b>	<b>\$170,273,500</b>	<b>\$174,029,876</b>	<b>\$11,646,075</b>	<b>7.2%</b>

# Transportation & Public Works

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Service Delivery &amp; Quality Improvement</b>						
R101 Service Delivery & Quality Improvement	(186,872)	(221,100)	(146,876)	(176,200)	44,900	-20.3%
<b>Service Delivery &amp; Quality Improvement</b>	<b>(186,872)</b>	<b>(221,100)</b>	<b>(146,876)</b>	<b>(176,200)</b>	<b>44,900</b>	<b>-20.3%</b>
<b>Real Property</b>						
<b>Operations Administration</b>						
W220 Clearing-Facilities	(20,720)	0	(17,316)	0	0	-
<b>Operations Administration</b>	<b>(20,720)</b>	<b>0</b>	<b>(17,316)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Real Estate</b>						
W400 Acquisitions & Disposals	(323,631)	(300,000)	(221,484)	(300,000)	0	-0.0%
W500 Business Parks	(1,737,871)	(655,600)	(1,266,644)	(725,600)	(70,000)	10.7%
W600 Real Estate - Admin	(747)	0	(137)	0	0	-
<b>Real Estate</b>	<b>(2,062,249)</b>	<b>(955,600)</b>	<b>(1,488,266)</b>	<b>(1,025,600)</b>	<b>(70,000)</b>	<b>7.3%</b>
<b>Operations</b>						
W200 Facility Operations	(200,955)	0	(24,429)	0	0	-
<b>Operations</b>	<b>(200,955)</b>	<b>0</b>	<b>(24,429)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Facilities</b>						
W130 Contract Support Admin	(19,049)	0	(1,242)	0	0	-
W202 RPAM Facility Leases	(1,965,182)	(2,215,400)	(1,833,104)	(2,215,400)	0	-0.0%
W203 Alderney Gate Facilities Mgmt	(1,456,707)	(1,290,500)	(1,452,858)	(1,290,500)	0	-0.0%
<b>Facilities</b>	<b>(3,440,938)</b>	<b>(3,505,900)</b>	<b>(3,287,204)</b>	<b>(3,505,900)</b>	<b>0</b>	<b>-0.0%</b>
<b>Real Property Total</b>	<b>(5,724,862)</b>	<b>(4,461,500)</b>	<b>(4,817,215)</b>	<b>(4,531,500)</b>	<b>(70,000)</b>	<b>1.6%</b>
<b>Metro Transit Services</b>						
<b>Public Relations/debt</b>						
R622 Public Relations	(271,063)	(393,900)	(465,957)	(698,400)	(304,500)	77.3%
<b>Public Relations/debt</b>	<b>(271,063)</b>	<b>(393,900)</b>	<b>(465,957)</b>	<b>(698,400)</b>	<b>(304,500)</b>	<b>77.3%</b>
<b>Transit</b>						
R631 Gen. Transit Admin.	(25,402,291)	(27,300,300)	(25,525,382)	(26,515,901)	784,399	-2.9%
R635 Operator's Expense	(69,606)	0	(934)	0	0	-
R636 Support Services - Transit	(2,685)	0	(43,060)	0	0	-
R638 Gen. Operations Exp.	(5,737)	0	(3,801)	0	0	-
<b>Transit Total</b>	<b>(25,480,318)</b>	<b>(27,300,300)</b>	<b>(25,574,859)</b>	<b>(26,515,901)</b>	<b>784,399</b>	<b>-2.9%</b>
<b>Community Transit</b>						
R641 Community Transit Services	(343,967)	(411,200)	(405,225)	(577,433)	(166,233)	40.4%
<b>Community Transit Total</b>	<b>(343,967)</b>	<b>(411,200)</b>	<b>(405,225)</b>	<b>(577,433)</b>	<b>(166,233)</b>	<b>40.4%</b>
<b>Access-A-Bus</b>						
R652 AAB-Scheduling/Disp.	(186,261)	(124,600)	(116,394)	(126,027)	(1,427)	1.1%
<b>Access-A-Bus Total</b>	<b>(186,261)</b>	<b>(124,600)</b>	<b>(116,394)</b>	<b>(126,027)</b>	<b>(1,427)</b>	<b>1.1%</b>
<b>Ferries</b>						
R661 Gen. Ferry Expense	(1,727,555)	(2,030,400)	(1,847,655)	(1,803,658)	226,742	-11.2%
R668 Ferry Crew Expense	0	(1,500)	0	(1,510)	(10)	0.7%
<b>Ferries Total</b>	<b>(1,727,555)</b>	<b>(2,031,900)</b>	<b>(1,847,655)</b>	<b>(1,805,168)</b>	<b>226,732</b>	<b>-11.2%</b>
<b>Metro Transit Services</b>	<b>(28,009,164)</b>	<b>(30,261,900)</b>	<b>(28,410,090)</b>	<b>(29,722,929)</b>	<b>538,971</b>	<b>-1.8%</b>

# Transportation & Public Works

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Traffic &amp; Transportation</b>						
<b>Transportation Services</b>						
R170 Transportation Serv.	(5,759)	(3,000)	(3,298)	(3,034)	(34)	1.1%
<b>Transportation Services</b>	<b>(5,759)</b>	<b>(3,000)</b>	<b>(3,298)</b>	<b>(3,034)</b>	<b>(34)</b>	<b>1.1%</b>
<b>Right of Way Services</b>						
R112 Rights of Way Approval	(343,587)	(391,100)	(404,318)	(395,566)	(4,466)	1.1%
<b>Right of Way Services</b>	<b>(343,587)</b>	<b>(391,100)</b>	<b>(404,318)</b>	<b>(395,566)</b>	<b>(4,466)</b>	<b>1.1%</b>
<b>Sign Shop</b>						
R747 Traffic Signs	(28,930)	0	(68,646)	0	0	-
<b>Sign Shop</b>	<b>(28,930)</b>	<b>0</b>	<b>(68,646)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Traffic Signals &amp; Streetlighting</b>						
R825 Streetlighting	0	0	(147,251)	0	0	-
R827 Traffic Lights	(34,847)	0	(780)	0	0	-
<b>Traffic Signals &amp; Streetlighting</b>	<b>(34,847)</b>	<b>0</b>	<b>(148,031)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Traffic &amp; Transportation</b>	<b>(413,123)</b>	<b>(394,100)</b>	<b>(624,293)</b>	<b>(398,600)</b>	<b>(4,500)</b>	<b>1.1%</b>
<b>Fleet Services</b>						
<b>R932 Transit Shop Maintenance</b>						
R933 Fleet R&M:Transit-Ilsley	(7,015)	0	(18,747)	0	0	-
R955 Fleet R&M:Transit Ferry	(12,589)	0	(5,840)	0	0	-
R960 Fleet R&M:Transit-AAB			(5,380)	0		
R970 Fleet R&M:Municipal	(10,437)	0	2,392	0	0	-
R981 Fleet R&M:Fire	(74,202)	0	(68,636)	0	0	-
R985 Fleet R&M:Police	(2,037)	0	(3,767)	0	0	-
<b>Fleet Services</b>	<b>(106,281)</b>	<b>0</b>	<b>(99,977)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Public Works Operations</b>						
<b>Streets &amp; Roads</b>						
R715 Administration - Streets & Roads	(9,819)	0	(10,594)	0	0	-
R721 Street Maintenance-West Region	(25)	0	25	0	0	-
R731 Locked-Patching	(83)	0	0	0	0	-
R732 Street Maintenance-Central Region	(114)	0	0	0	0	-
<b>Streets &amp; Roads</b>	<b>(10,041)</b>	<b>0</b>	<b>(10,569)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Operation Coordinator/Snow &amp; Ice Control</b>						
R764 Swlk Plow/Ice Control	(494,484)	(833,156)	(829,367)	(2,414,000)	(1,580,844)	189.7%
<b>Operation Coordinator/Snow &amp; Ice C</b>	<b>(494,484)</b>	<b>(833,156)</b>	<b>(829,367)</b>	<b>(2,414,000)</b>	<b>(1,580,844)</b>	<b>189.7%</b>
<b>Municipal Operations</b>						
<b>Sidewalks</b>						
R738 Waverley Sidewalks	(5,674)	(6,100)	(6,153)	(6,600)	(500)	8.2%
R739 Fall River Sidewalks	(156,823)	0	0	0	0	-
<b>Sidewalks</b>	<b>(162,497)</b>	<b>(6,100)</b>	<b>(6,153)</b>	<b>(6,600)</b>	<b>(500)</b>	<b>8.2%</b>
<b>Public Works Operations</b>	<b>(667,023)</b>	<b>(839,256)</b>	<b>(846,089)</b>	<b>(2,420,600)</b>	<b>(1,581,344)</b>	<b>188.4%</b>

# Transportation & Public Works

## Summary of Revenues by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Parks and Open Spaces</b>						
R831 Parks/Open - Admin	(3,291)	0	(103)	0	0	-
R845 Parks Urban Forestry	(3,893)	0	0	0	0	-
R851 Parks/Horticulture	0	0	261	0	0	-
R855 Parks Cemeteries	(217,036)	(180,000)	(218,601)	(394,144)	(214,144)	119.0%
R860 Parks/Open-West	449	0	(449)	0	0	-
<b>Parks and Open Spaces</b>	<b>(223,771)</b>	<b>(180,000)</b>	<b>(218,891)</b>	<b>(394,144)</b>	<b>(214,144)</b>	<b>119.0%</b>
<b>Sportsfields &amp; Playgrounds</b>						
W181 Sports/Play - Admin	(50,000)	(50,000)	(50,000)	(51,000)	(1,000)	2.0%
W182 Sportsfields East	(86,404)	(90,000)	(88,067)	(90,000)	0	-0.0%
W186 Sportsfields West	(67,473)	(70,000)	(77,135)	(71,400)	(1,400)	2.0%
W187 Halifax Artificial Sportsfield	(133,270)	(135,000)	(146,318)	(135,000)	0	-0.0%
W190 Dartmouth Artificial Sportsfield	(31,925)	(79,400)	(117,806)	(79,400)	0	-0.0%
<b>Sportsfields &amp; Playgrounds</b>	<b>(369,072)</b>	<b>(424,400)</b>	<b>(479,326)</b>	<b>(426,800)</b>	<b>(2,400)</b>	<b>0.6%</b>
<b>Municipal Operations Total</b>	<b>(1,259,865)</b>	<b>(1,443,656)</b>	<b>(1,544,305)</b>	<b>(3,241,544)</b>	<b>(1,797,888)</b>	<b>124.5%</b>
<b>Solid Waste Resources</b>						
Admin WR						
R321 Administration - Waste Resources	(10,315,491)	(10,686,000)	(10,305,060)	(10,511,432)	174,568	-1.6%
<b>Admin WR</b>	<b>(10,315,491)</b>	<b>(10,686,000)</b>	<b>(10,305,060)</b>	<b>(10,511,432)</b>	<b>174,568</b>	<b>-1.6%</b>
<b>SW Other</b>						
R322 Collection & RRFB	(3,366,948)	(3,225,000)	(3,333,991)	(3,260,000)	(35,000)	1.1%
R324 Compost Fac. Burnside	(646,806)	(620,000)	(635,139)	(635,000)	(15,000)	2.4%
R325 Compost Fac. Ragged Lake	(367,562)	(380,000)	(406,238)	(390,000)	(10,000)	2.6%
R330 Material Recovery Facility	(1,764,017)	(1,481,000)	(1,835,204)	(1,575,000)	(94,000)	6.3%
R331 RRFB Contract	(246,282)	(245,668)	(247,465)	(245,668)	0	-0.0%
R333 C & E Progrms HRM	(27,742)	0	(8,469)	0	0	-
R334 Household Hazardous Waste	(6,575)	(6,000)	(9,050)	(8,000)	(2,000)	33.3%
<b>SW Other</b>	<b>(6,425,932)</b>	<b>(5,957,668)</b>	<b>(6,475,556)</b>	<b>(6,113,668)</b>	<b>(156,000)</b>	<b>2.6%</b>
<b>Otter Lake</b>						
R329 Otter Lake FEP	(95,985)	(114,927)	(107,391)	(108,000)	6,927	-6.0%
<b>Otter Lake</b>	<b>(95,985)</b>	<b>(114,927)</b>	<b>(107,391)</b>	<b>(108,000)</b>	<b>6,927</b>	<b>-6.0%</b>
<b>Solid Waste Services</b>	<b>(16,837,408)</b>	<b>(16,758,595)</b>	<b>(16,888,008)</b>	<b>(16,733,100)</b>	<b>25,495</b>	<b>-0.2%</b>
<b>Total</b>	<b>(\$52,537,574)</b>	<b>(\$53,540,851)</b>	<b>(\$52,530,765)</b>	<b>(\$54,803,873)</b>	<b>(\$1,263,022)</b>	<b>2.4%</b>

# Transportation & Public Works

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Administration</b>						
R100 Directors Administration	\$343,005	\$371,834	\$328,576	\$409,500	\$37,666	10.1%
M671 Commonwealth Games - Admin	(2,541)	0	0	0	0	-
<b>Administration</b>	<b>340,465</b>	<b>371,834</b>	<b>328,576</b>	<b>409,500</b>	<b>37,666</b>	<b>10.1%</b>
<b>Service Delivery &amp; Quality Improvement</b>						
R101 Service Delivery & Quality Improvement	471,929	371,360	349,219	418,200	46,840	12.6%
<b>Service Delivery &amp; Quality Improvement</b>	<b>471,929</b>	<b>371,360</b>	<b>349,219</b>	<b>418,200</b>	<b>46,840</b>	<b>12.6%</b>
<b>Real Property</b>						
<b>Operations Administration</b>						
W220 Clearing-Facilities	0	0	0	0	0	-
W959 Clearing - Capital	1,436	0	(1,197)	0	0	-
<b>Operations Administration</b>	<b>1,436</b>	<b>0</b>	<b>(1,197)</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Real Estate</b>						
W400 Acquisitions & Disposals	60,423	163,900	259,228	152,882	(11,018)	-6.7%
W500 Business Parks	(1,383,616)	(276,600)	(1,040,750)	(334,473)	(57,873)	20.9%
W600 Real Estate - Admin	548,105	548,750	530,465	557,842	9,092	1.7%
<b>Real Estate</b>	<b>(775,088)</b>	<b>436,050</b>	<b>(251,056)</b>	<b>376,251</b>	<b>(59,799)</b>	<b>-13.7%</b>
<b>Contract Support</b>						
W135 Construction Services	0	235,794	330,944	388,081	152,287	64.6%
W139 Locked Contr trSupp R&M-fromCptl	0	235,794	330,944	388,081	152,287	64.6%
<b>Contract Support</b>	<b>0</b>	<b>235,794</b>	<b>330,944</b>	<b>388,081</b>	<b>152,287</b>	<b>64.6%</b>
<b>Operations</b>						
W200 Facility Operations	7,410,519	7,315,748	7,584,570	3,607,679	(3,708,069)	-50.7%
W211 Cleaning and Tenant Services	0	0	0	3,111,590	3,111,590	-
W212 Structural and Arenas	0	0	0	2,001,448	2,001,448	-
W213 Mechanical and PM Services	0	0	0	2,513,370	2,513,370	-
<b>Operations</b>	<b>7,410,519</b>	<b>7,315,748</b>	<b>7,584,570</b>	<b>11,234,087</b>	<b>3,918,339</b>	<b>53.6%</b>
<b>Facilities</b>						
W130 Contract Support Admin	2,829,380	2,460,566	3,359,272	0	(2,460,566)	-100.0%
W160 Facilities Admin	236,007	609,771	632,180	495,772	(113,999)	-18.7%
W202 RPAM Facility Leases	639,120	1,513,800	928,280	1,545,800	32,000	2.1%
W203 Alderney Gate Facilities Mgmt	601,054	580,200	502,527	645,900	65,700	11.3%
<b>Facilities</b>	<b>4,305,561</b>	<b>5,164,337</b>	<b>5,422,259</b>	<b>2,687,472</b>	<b>(2,476,865)</b>	<b>-48.0%</b>
<b>RPAM Admin</b>						
W100 Administration/Service Delivery	196,303	231,100	223,716	235,109	4,009	1.7%
<b>RPAM Admin</b>	<b>196,303</b>	<b>231,100</b>	<b>223,716</b>	<b>235,109</b>	<b>4,009</b>	<b>1.7%</b>
<b>Total Real Property</b>	<b>11,138,731</b>	<b>13,383,029</b>	<b>13,309,237</b>	<b>14,921,000</b>	<b>1,537,971</b>	<b>11.5%</b>
<b>Metro Transit Services</b>						
<b>Public Relations/debt</b>						
R622 Public Relations	(89,147)	(177,640)	(295,158)	(480,200)	(302,560)	170.3%
<b>Public Relations/debt</b>	<b>(89,147)</b>	<b>(177,640)</b>	<b>(295,158)</b>	<b>(480,200)</b>	<b>(302,560)</b>	<b>170.3%</b>
<b>Transit</b>						
R631 Gen. Transit Admin.	(8,885,482)	(10,820,646)	(9,228,276)	(9,088,584)	1,732,062	-16.0%
M673 Commonwealth Games - Transit	88,217	0	43,006	0	0	-
R635 Operator's Expense	21,844,085	24,823,280	25,615,476	26,161,194	1,337,914	5.4%
R636 Support Services - Transit	1,717,190	1,766,480	1,924,743	1,823,213	56,733	3.2%
R637 Scheduling	470,410	777,464	704,677	651,069	(126,395)	-16.3%
R638 Gen. Operations Exp.	688,468	1,184,721	1,357,792	1,213,348	28,627	2.4%
<b>Transit Total</b>	<b>15,922,889</b>	<b>17,731,299</b>	<b>20,417,417</b>	<b>20,760,240</b>	<b>3,028,941</b>	<b>17.1%</b>

# Transportation & Public Works

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Community Transit</b>						
R641 Community Transit Services	81,711	1,680	93,679	0	(1,680)	-100.0%
<b>Community Transit Total</b>	<b>81,711</b>	<b>1,680</b>	<b>93,679</b>	<b>0</b>	<b>(1,680)</b>	<b>-100.0%</b>
<b>Access-A-Bus</b>						
R652 AAB-Scheduling/Disp.	127,238	206,770	231,791	341,484	134,714	65.2%
R653 Contracted AccessBus	315,932	303,500	213,953	324,618	21,118	7.0%
R654 AAB Operations	2,246,278	2,383,870	2,415,390	2,639,089	255,219	10.7%
<b>Access-A-Bus Total</b>	<b>2,689,448</b>	<b>2,894,140</b>	<b>2,861,134</b>	<b>3,305,191</b>	<b>411,051</b>	<b>14.2%</b>
<b>Ferries</b>						
R661 Gen. Ferry Expense	(946,569)	(1,269,295)	(1,187,065)	(1,141,931)	127,364	-10.0%
R668 Ferry Crew Expense	1,998,597	2,089,400	2,114,456	2,201,707	112,307	5.4%
R671 Metro Tr. Debt Chrg	5,685,398	6,227,200	6,234,292	5,888,056	(339,144)	-5.4%
<b>Ferries Total</b>	<b>6,737,427</b>	<b>7,047,395</b>	<b>7,161,684</b>	<b>6,947,832</b>	<b>(99,473)</b>	<b>-1.4%</b>
<b>Total Metro Transit Services</b>	<b>25,342,327</b>	<b>27,496,784</b>	<b>30,238,756</b>	<b>30,533,063</b>	<b>3,036,279</b>	<b>11.0%</b>
<b>Traffic &amp; Transportation</b>						
<b>Transportation Services</b>						
R170 Transportation Serv.	905,141	1,107,069	1,020,420	1,227,654	120,585	10.9%
<b>Transportation Services</b>	<b>905,141</b>	<b>1,107,069</b>	<b>1,020,420</b>	<b>1,227,654</b>	<b>120,585</b>	<b>10.9%</b>
<b>Right of Way Services</b>						
R112 Rights of Way Approval	(77,393)	(1,700)	(34,058)	(15,321)	(13,621)	801.2%
<b>Right of Way Services</b>	<b>(77,393)</b>	<b>(1,700)</b>	<b>(34,058)</b>	<b>(15,321)</b>	<b>(13,621)</b>	<b>801.2%</b>
<b>Sign Shop</b>						
R746 Locked:Street Name Signs						
R747 Traffic Signs	1,293,939	1,404,400	1,279,617	1,555,767	151,367	10.8%
<b>Sign Shop</b>	<b>1,293,939</b>	<b>1,404,400</b>	<b>1,279,617</b>	<b>1,555,767</b>	<b>151,367</b>	<b>10.8%</b>
<b>Traffic Signals &amp; Streetlighting</b>						
R825 Streetlighting	5,884,655	4,882,900	6,350,103	5,761,000	878,100	18.0%
R827 Traffic Lights	1,488,413	1,530,300	1,546,305	1,606,400	76,100	5.0%
<b>Traffic Signals &amp; Streetlighting</b>	<b>7,373,069</b>	<b>6,413,200</b>	<b>7,896,409</b>	<b>7,367,400</b>	<b>954,200</b>	<b>14.9%</b>
<b>Total Traffic &amp; Transportation</b>	<b>9,494,756</b>	<b>8,922,969</b>	<b>10,162,388</b>	<b>10,135,500</b>	<b>1,212,531</b>	<b>13.6%</b>
<b>Fleet Services</b>						
<b>Fleet Admin</b>						
R912 Fleet: Administration	320,866	480,150	417,293	432,994	(47,156)	-9.8%
<b>Fleet Admin</b>	<b>320,866</b>	<b>480,150</b>	<b>417,293</b>	<b>432,994</b>	<b>(47,156)</b>	<b>-9.8%</b>
<b>Fleet Transit</b>						
<b>R932 Transit Shop Maintenance</b>						
R933 Fleet R&M:Transit-Ilisley	0	0	(635)	0	0	-
R934 Fleet Ops:Transit-Ilisley	0	(3,600)	0	0	3,600	-100.0%
R935 Bus Rebuild Program	54	6,810	(203)	0	(6,810)	-100.0%
R936 Fleet R&M:Transit-Thornhill	0	0	(91)	0	0	-
R936 Fleet R&M:Transit-Thornhill	0	0	0	0	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	-
<b>Fleet Transit</b>	<b>54</b>	<b>3,210</b>	<b>(928)</b>	<b>0</b>	<b>(3,210)</b>	<b>-100.0%</b>
<b>Fleet General</b>						
R970 Fleet R&M:Municipal	(9,918)	94,700	(130,765)	0	(94,700)	-100.0%
<b>Fleet General</b>	<b>(9,918)</b>	<b>94,700</b>	<b>(130,765)</b>	<b>0</b>	<b>(94,700)</b>	<b>-100.0%</b>
<b>Fleet Emergency</b>						
R981 Fleet R&M:Fire	(2,000)	0	(0)	0	0	-
R985 Fleet R&M:Police	0	(89,900)	0	0	89,900	-100.0%
<b>Fleet Emergency</b>	<b>(2,000)</b>	<b>(89,900)</b>	<b>0</b>	<b>0</b>	<b>89,900</b>	<b>-100.0%</b>
<b>Total Fleet Services</b>	<b>309,003</b>	<b>488,160</b>	<b>285,600</b>	<b>432,994</b>	<b>(55,166)</b>	<b>-11.3%</b>

# Transportation & Public Works

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Municipal Operations: Public Works Operations</b>						
<b>Municipal Operations Admin</b>						
W120 Operations Admin	200,578	205,596	239,846	198,900	(6,696)	-3.3%
<b>Municipal Operations Admin</b>	<b>200,578</b>	<b>205,596</b>	<b>239,846</b>	<b>198,900</b>	<b>(6,696)</b>	<b>-3.3%</b>
<b>Municipal Operations Support</b>						
R710 Municipal Operations Support	3,496,764	3,676,000	3,668,813	3,926,401	250,401	6.8%
<b>Municipal Operations Support</b>	<b>3,496,764</b>	<b>3,676,000</b>	<b>3,668,813</b>	<b>3,926,401</b>	<b>250,401</b>	<b>6.8%</b>
<b>Streets &amp; Roads</b>						
R715 Administration - Streets & Roads	2,022,923	1,858,500	2,482,479	4,270,600	2,412,100	129.8%
R720 Street Cleaning/Graffiti-all regions	900,033	1,543,841	2,025,717	1,783,800	239,959	15.5%
R721 Street Maintenance-West Region	1,150,648	603,299	511,576	396,400	(206,899)	-34.3%
R731 Locked-Patching	711,679	0	0	0	0	-
R732 Street Maintenance-Central Region	934,292	728,675	756,333	563,000	(165,675)	-22.7%
R735 Street Maintenance-East Region	243,540	394,866	320,132	228,200	(166,666)	-42.2%
R899 Streets Job Costing Clearing	967,241	0	(45,123)	0	0	-
<b>Streets &amp; Roads</b>	<b>6,930,356</b>	<b>5,129,181</b>	<b>6,051,115</b>	<b>7,242,000</b>	<b>2,112,819</b>	<b>41.2%</b>
<b>Operation Coordinator/Snow &amp; Ice Control</b>						
R761 Ice Control	6,596,308	5,108,400	8,286,391	4,698,921	(409,479)	-8.0%
R762 Plowing	2,236,598	2,605,800	5,520,024	2,702,628	96,828	3.7%
R763 Snow Removal	118,446	360,000	247,970	335,200	(24,800)	-6.9%
R764 Swlk Plow/Ice Control	2,991,407	3,407,090	4,559,888	3,398,667	(8,423)	-0.2%
R765 Related Program Cost	738,907	1,204,900	1,122,273	1,084,200	(120,700)	-10.0%
<b>Operation Coordinator/Snow &amp; Ice Control</b>	<b>12,681,666</b>	<b>12,686,190</b>	<b>19,736,547</b>	<b>12,219,616</b>	<b>(466,574)</b>	<b>-3.7%</b>
<b>Sidewalks</b>						
R722 Locked:Leaf Pick Up	277,413	0	0	0	0	-
R738 Waverley Sidewalks	(5,503)	(0)	(6,153)	0	0	-100.0%
R739 Fall River Sidewalks	(97,275)	0	56,660	0	0	-
R740 Concrete Sidewalks-West & Bedford	977,120	805,966	627,496	717,664	(88,302)	-11.0%
R741 Asphalt Curb/Walkways-East & Central	61,481	429,180	228,315	397,180	(32,000)	-7.5%
R742 Concrete Sidewalks-East & Central	50,564	571,488	387,494	486,400	(85,088)	-14.9%
R743 Asphalt Patching-all regions	9,298	693,985	675,980	617,600	(76,385)	-11.0%
R744 Sidewalks - East	0	0	0	0	0	-
R745 Sidewalks - West	0	0	0	0	0	-
<b>Sidewalks</b>	<b>1,273,099</b>	<b>2,500,619</b>	<b>1,969,792</b>	<b>2,218,844</b>	<b>(281,775)</b>	<b>-11.3%</b>
<b>Public Works Operations</b>	<b>24,582,462</b>	<b>24,197,586</b>	<b>31,666,112</b>	<b>25,805,761</b>	<b>1,608,175</b>	<b>6.6%</b>
<b>Parks and Open Spaces</b>						
R831 Parks/Open - Admin	219,561	218,400	379,584	220,200	1,800	0.8%
R845 Parks Urban Forestry	920,506	1,060,000	790,319	986,664	(73,336)	-6.9%
R851 Parks/Horticulture	1,437,106	1,671,604	1,528,781	1,806,200	134,596	8.1%
R855 Parks Cemeteries	386,465	474,600	454,587	334,756	(139,844)	-29.5%
R860 Parks/Open-West	698,227	676,000	638,881	774,800	98,800	14.6%
<b>Parks and Open Spaces</b>	<b>3,661,865</b>	<b>4,100,604</b>	<b>3,792,153</b>	<b>4,122,620</b>	<b>22,016</b>	<b>0.5%</b>
<b>Sportsfields &amp; Playgrounds</b>						
W180 Playgrounds East	1,128,840	1,170,400	996,112	1,182,796	12,396	1.1%
W181 Sports/Play - Admin	117,732	155,900	106,627	118,500	(37,400)	-24.0%
W182 Sportsfields East	1,222,688	1,305,900	1,147,134	1,327,914	22,014	1.7%
W184 Playgrounds West	704,898	862,000	700,462	895,200	33,200	3.9%
W186 Sportsfields West	814,599	940,200	790,134	1,026,022	85,822	9.1%
W187 Halifax Artificial Sportsfield	69,356	67,000	94,878	125,500	58,500	87.3%
W189 Sports/Play R&M-fromCptl	86,193	1,300	1,603	800	(500)	-38.5%
W190 Dartmouth Artificial Sportsfield	38,183	156,400	(4,730)	154,133	(2,267)	-1.4%
<b>Sportsfields &amp; Playgrounds</b>	<b>4,182,487</b>	<b>4,659,100</b>	<b>3,832,220</b>	<b>4,830,865</b>	<b>171,765</b>	<b>3.7%</b>
<b>Municipal Operations</b>	<b>32,426,814</b>	<b>32,957,290</b>	<b>39,290,486</b>	<b>34,759,246</b>	<b>1,801,956</b>	<b>5.5%</b>

# Transportation & Public Works

## Summary of Net Expenditures by Business Unit Division

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Budget	Change over %
<b>Solid Waste Resources:</b>						
<b>Former Solid Waste System</b>						
M431 Sackville Landfill Reserve	683,836	400,000	400,000	250,000	(150,000)	-37.5%
R311 MA Solid Waste Debt	341,164	330,782	330,782	319,590	(11,192)	-3.4%
R314 Sckv. Landfill Site	0	0	0	0	0	-
<b>Former Solid Waste System</b>	<b>1,024,999</b>	<b>730,782</b>	<b>730,782</b>	<b>569,590</b>	<b>(161,192)</b>	<b>-22.1%</b>
<b>Admin WR</b>						
R321 Administration - Waste Resources	(9,172,895)	(9,580,556)	(9,226,283)	(9,464,896)	115,660	-1.2%
<b>Admin WR</b>	<b>(9,172,895)</b>	<b>(9,580,556)</b>	<b>(9,226,283)</b>	<b>(9,464,896)</b>	<b>115,660</b>	<b>-1.2%</b>
<b>SW Other</b>						
R322 Collection & RRFB	5,510,805	6,527,164	6,385,526	7,814,979	1,287,815	19.7%
R323 Waste Resources System-Debt Charges	2,028,526	1,926,623	1,926,623	1,159,894	(766,729)	-39.8%
R324 Compost Fac. Burnside	2,291,270	2,392,000	2,410,862	2,502,000	110,000	4.6%
R325 Compost Fac. Ragged Lake	2,225,397	2,295,000	2,289,247	2,420,000	125,000	5.4%
R328 Rural Depots	142,724	150,000	151,895	150,000	0	0.0%
R330 Material Recovery Facility	761,990	1,269,000	716,359	1,205,000	(64,000)	-5.0%
R331 RRFB Contract	(213,133)	(134,497)	(177,308)	3	134,500	-100.0%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	304,271	327,860	314,657	327,860	0	0.0%
R334 Household Hazardous Waste	347,968	385,301	310,434	393,301	8,000	2.1%
<b>SW Other</b>	<b>13,699,818</b>	<b>15,438,451</b>	<b>14,628,296</b>	<b>16,273,037</b>	<b>834,586</b>	<b>5.4%</b>
<b>Otter Lake</b>						
R326 Otter Lake Waste Stabilization Facility	3,363,111	3,475,560	3,475,540	3,431,781	(43,779)	-1.3%
R327 Otter Lake Residuals Disposal Facility	5,534,114	4,596,914	4,606,582	6,250,631	1,653,717	36.0%
R329 Otter Lake FEP	9,764,172	10,190,373	9,563,557	10,556,357	365,984	3.6%
<b>Otter Lake</b>	<b>18,661,397</b>	<b>18,262,847</b>	<b>17,645,679</b>	<b>20,238,769</b>	<b>1,975,922</b>	<b>10.8%</b>
<b>Solid Waste Resources</b>	<b>24,213,320</b>	<b>24,851,524</b>	<b>23,778,473</b>	<b>27,616,500</b>	<b>2,764,976</b>	<b>11.1%</b>
<b>Total</b>	<b>\$103,737,346</b>	<b>\$108,842,950</b>	<b>\$117,742,735</b>	<b>\$119,226,003</b>	<b>\$10,383,053</b>	<b>9.5%</b>



# Transportation & Public Works

## Summary by Expense & Revenue Types

	2006-2007 Actual	2007-2008 Budget	2007-2008 Actual Unaudited	2008-2009 Budget	Change over Budget	%
<b>Expenditures</b>						
Compensation & Benefits	\$64,379,419	\$70,206,962	\$72,267,167	\$73,907,365	3,700,403	5.3%
Office Costs	1,048,405	743,057	832,134	938,364	195,307	26.3%
Professional Fees	18,244,885	19,885,366	19,045,200	20,534,874	649,508	3.3%
Legal & Consulting Fees	389,694	217,750	149,787	179,802	(37,948)	-17.4%
External Services	22,912,491	22,626,523	25,705,997	25,444,087	2,817,564	12.5%
Uniforms & Clothing	555,487	377,900	333,188	491,610	113,710	30.1%
Salt	1,482,945	1,600,000	3,722,989	1,600,000	0	0.0%
Supplies & Materials	2,961,839	2,564,527	3,012,398	3,054,363	489,836	19.1%
Utilities	9,979,652	9,025,600	10,771,567	10,530,569	1,504,969	16.7%
Building Costs	3,979,195	4,241,480	3,939,981	4,049,124	(192,356)	-4.5%
Equipment & Communications	4,172,229	4,456,300	8,968,024	4,472,656	16,356	0.4%
Vehicle Expense	17,197,619	15,879,181	19,028,803	17,114,336	1,235,155	7.8%
Travel	291,904	282,026	320,715	328,826	46,800	16.6%
Training & Education	159,493	265,850	236,177	302,150	36,300	13.7%
Facilities Rental	2,131,038	3,274,800	2,112,886	3,273,900	(900)	-0.0%
Advertising & Promotion	483,836	611,194	476,553	573,996	(37,198)	-6.1%
Other Goods & Services	1,650,367	1,861,182	2,252,456	935,299	(925,883)	-49.7%
Interdepartmental	(8,921,362)	(8,806,120)	(8,767,759)	(7,932,816)	873,304	-9.9%
Debt-Interest	3,338,484	2,998,396	3,005,548	2,518,075	(480,321)	-16.0%
Debt Principal	9,334,608	9,927,783	9,927,645	8,975,549	(952,234)	-9.6%
Insurance Costs	15,096	20,300	18,000	20,300	0	0.0%
Transfer to/from Reserves	2,314,480	726,788	(3,517,665)	2,509,166	1,782,378	245.2%
Provision for Allowance	0	0	0	0	0	-
Other Fiscal	(1,826,884)	(655,000)	(3,568,289)	(1,044,496)	(389,496)	59.5%
Prior year Surplus/Deficit	0	51,956	0	1,252,777	1,200,821	2311.2%
<b>Total</b>	<b>\$156,274,920</b>	<b>\$162,383,801</b>	<b>\$170,273,500</b>	<b>\$174,029,876</b>	<b>\$11,646,075</b>	<b>7.2%</b>
<b>Revenues</b>						
Tax Revenues	(147,500)	(160,500)	(160,500)	(226,400)	(65,900)	41.1%
Area Rate Revenue	(798,581)	(1,005,156)	(997,814)	(2,733,677)	(1,728,521)	172.0%
Transfers from other Gov'ts	(3,619,805)	(3,476,668)	(3,590,506)	(3,513,668)	(37,000)	1.1%
Interest Revenue	0	0	47	0		
Licenses & Permits	(224,905)	(248,300)	(227,693)	(245,566)	2,734	-1.1%
Rental & Leasing	(3,151,267)	(3,518,100)	(3,008,556)	(3,518,100)	0	-0.0%
Transit Revenue	(27,136,908)	(29,469,100)	(27,446,188)	(28,411,742)	1,057,358	-3.6%
Recreational Revenue	(22,771)	0	(2,697)	0	0	-
Tipping Fees - Waste Resources	(11,290,376)	(11,580,000)	(11,228,004)	(11,422,932)	157,068	-1.4%
Sales Revenue	(3,839,119)	(2,348,600)	(3,321,510)	(2,722,600)	(374,000)	15.9%
HRWC Dividend	0	0	182	0		
Other Revenue	(2,306,342)	(1,654,427)	(2,547,525)	(1,925,044)	(270,617)	16.4%
Interdepartmental Revenue	0	(80,000)	0	(84,144)	(4,144)	5.2%
<b>Total</b>	<b>(\$52,537,574)</b>	<b>(\$53,540,851)</b>	<b>(\$52,530,765)</b>	<b>(\$54,803,873)</b>	<b>(\$1,263,022)</b>	<b>2.4%</b>
<b>Net Cost</b>	<b>\$103,737,346</b>	<b>\$108,842,950</b>	<b>\$117,742,735</b>	<b>\$119,226,003</b>	<b>\$10,383,053</b>	<b>9.5%</b>



# **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.

## ***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 Transportation and Public Works, including Parks and Metro Transit. 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), Emergency Measures (C801), 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 was \$0.01 of the \$0.02 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.

### ***Pollution Control Reserves:***

**Q105 Environmental Control (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 was 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. The majority of the reserves balance was transferred to the HRWC. The EPC is now retained by the HRWC as per the HRM/HRWC Transfer Agreement. This reserve remains to fund the Harbour Solutions Project and associated costs.

**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. The reserve balance was transferred to the Water Commission as part of the Transfer Agreement.

### ***Operating Reserves:***

**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. The reserve balance was transferred to the Water Commission as part of the Transfer Agreement.

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

**Q308 Operations Stabilization (1999):** Many regular operating expenditures fluctuate from year to year based on demand for the service. Occasionally, an unusual fluctuation occurs which is significantly greater than the normal expenditure pattern and which cannot reasonably be covered within available funding. This reserve can be used to smooth significant fluctuations in 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 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:** 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 Commons 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.

**Police Officers Funded by the Province of Nova Scotia (Pending Council Approval):** To provide for costs associated with additional police officers funded by the Province of Nova Scotia in future years. Funding to come from excess of revenue received from the Province over expenditures associated with the additional Police Officers in the early years. In later years, when expenditures exceed revenue, these Reserve funds will be required.

## ***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. The reserve balance was transferred to the Water Commission as part of the Transfer Agreement.



**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 land at 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. The reserve balance was transferred to the Water Commission as part of the Transfer Agreement.

**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), Solid Waste (R332) 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 75% 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 concerns 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 are needed as 'emergency shelters'. Funding to come from the operating budget of Fire Services (F793) and from interest paid to the 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.

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

**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.

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

**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 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.

**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, 2009 based on the 2008-2009 Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY  
RESERVE BUDGET 08/09  
TO MARCH 31, 2009**

	<b>Projected March 31, 2008</b>	<b>Contributions</b>	<b>Interest</b>	<b>Withdrawals</b>	<b>Projected Balance March 31, 2009</b>
Equipment Reserves	1,326,000	310,000	54,000	(310,000)	1,380,000
Operating Reserves *	18,113,000	4,407,000	586,000	(10,082,000)	13,024,000
Capital Reserves	27,669,000	34,703,000	1,614,000	(43,574,000)	20,412,000
Pollution Control Reserves	1,808,000	7,500,000	1,068,000	(7,867,000)	2,509,000
	<b>48,916,000</b>	<b>46,920,000</b>	<b>3,322,000</b>	<b>(61,833,000)</b>	<b>37,325,000</b>

\* excluding Pollution Control Reserves

**HALIFAX REGIONAL MUNICIPALITY**  
**EQUIPMENT & OPERATING RESERVE FUNDS BUDGET**  
**to March 31, 2009**

	<i>Projected Available Balance March 31, 2008</i>	<i>2008/09 Projected Contributions</i>	<i>2008/09 Projected Interest</i>	<i>2008/09 Capital Budget Withdrawals</i>	<i>2008/09 Operating Budget Withdrawals</i>	<i>2008/09 Other Budgeted Withdrawals</i>	<i>Projected Available Balance March 31, 2009</i>
<b>Equipment Reserves</b>							
Q204 General Fleet	1,066,000	0	39,000	0	0	0	1,105,000
Q205 Police Vehicles	132,000	0	6,000	0	0	0	138,000
Q206 Fire Vehicles	100,000	310,000	8,000	(310,000)	0	0	108,000
Q213 Fuel System	28,000	0	1,000	0	0	0	29,000
<b>Total Equipment Reserves</b>	<b>1,326,000</b>	<b>310,000</b>	<b>54,000</b>	<b>(310,000)</b>	<b>0</b>	<b>0</b>	<b>1,380,000</b>
<b>Pollution Control Reserves</b>							
Q105 Environmental Control	1,808,000	7,500,000	1,068,000	(7,534,000)	0	(333,000)	2,509,000
Q106 Wastewater/Stormwater Management	0	0	0	0	0	0	0
<b>Total Pollution Control Reserves</b>	<b>1,808,000</b>	<b>7,500,000</b>	<b>1,068,000</b>	<b>(7,534,000)</b>	<b>0</b>	<b>(333,000)</b>	<b>2,509,000</b>
<b>Operating Reserves</b>							
Q117 Sludge Tipping Fees	0	0	0	0	0	0	0
Q306 Self Insurance	3,628,000	0	116,000	0	(290,000)	0	3,454,000
Q308 Operations Stabilization	0	0	3,000	0	0	0	3,000
Q309 Snow & Ice Control	4,000	1,528,000	28,000	0	0	0	1,560,000
Q310 Service Improvement	1,976,000	213,000	56,000	(250,000)	(1,028,000)	0	967,000
Q311 Cemetery Maintenance	129,000	0	4,000	0	0	0	133,000
Q312 Heritage & Cultural Tourism	(19,000)	145,000	11,000	0	(61,000)	0	76,000
Q313 Municipal Elections	659,000	200,000	31,000	0	(871,000)	0	19,000
Q314 EMO Cost Recovery	382,000	25,000	13,000	0	0	0	420,000
Q315 Special Events	530,000	1,232,000	17,000	0	(1,623,000)	0	156,000
Q316 DNA Costs (HRP and RCMP)	38,000	111,000	1,000	0	(109,000)	0	41,000
Q317 Titanic Reserve	6,000	0	0	0	0	0	6,000
Q318 Library Capital Campaign	500,000	0	16,000	0	(100,000)	0	416,000
Q319 Major Events Facilities	6,142,000	0	118,000	(5,650,000)	0	0	610,000
Q320 Operating Cost of Capital	92,000	0	15,000	0	0	0	107,000
Q321 Information & Communication Tech	2,876,000	500,000	105,000	(100,000)	0	0	3,381,000
Q322 Police Emergency/Extraordinary Inve	632,000	0	23,000	0	0	0	655,000
Q323 Police Officer On the Job Injury	537,000	0	20,000	0	0	0	557,000
Q324 Commons Enhancement	1,000	0	0	0	0	0	1,000
Q??? Police Facility lease	0	453,000	9,000	0	0	0	462,000
<b>Total Operating Reserves</b>	<b>18,113,000</b>	<b>4,407,000</b>	<b>586,000</b>	<b>(6,000,000)</b>	<b>(4,082,000)</b>	<b>0</b>	<b>13,024,000</b>
<b>Total Equipment, PC &amp; Operating Reserves</b>	<b>21,247,000</b>	<b>12,217,000</b>	<b>1,708,000</b>	<b>(13,844,000)</b>	<b>(4,082,000)</b>	<b>(333,000)</b>	<b>16,913,000</b>

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, 2009**

	<i>Projected Available Balance March 31, 2008</i>	<i>2008/09 Projected Contributions</i>	<i>2008/09 Projected Interest</i>	<i>2008/09 Capital Budget Withdrawals</i>	<i>2008/09 Operating Budget Withdrawals</i>	<i>2008/09 Other Budgeted Withdrawals</i>	<i>Projected Available Balance March 31, 2009</i>
<b>Capital Reserves</b>							
Q101 Sale of Capital Assets	2,061,000	1,468,000	167,000	(2,000,000)	0	(120,000)	1,576,000
Q121 Business/Industrial Parks Expansion	(4,861,000)	5,900,000	26,000	(6,050,000)	0	0	(4,985,000)
Q103 Capital Surplus	801,000	0	50,000	(800,000)	0	0	51,000
Q104 Sewer Redevelopment	0	0	0	0	0	0	0
Q107 Parkland Development	1,953,000	450,000	57,000	(1,700,000)	0	0	760,000
Q119 Sackville Landfill Closure	5,805,000	250,000	212,000	(345,000)	(748,000)	0	5,174,000
Q120 Otter Lake Landfill Closure	18,000	2,226,000	22,000	(1,758,000)	0	0	508,000
Q122 Water Treatment Plants Infrastructure	0	0	0	0	0	0	0
Q123 Waste Resources	6,269,000	1,900,000	163,000	(6,030,000)	0	0	2,302,000
Q124 Upper Sackville Turf	214,000	25,000	9,000	0	0	0	248,000
Q125 Metro Park Parkade	1,488,000	224,000	52,000	(344,000)	0	0	1,420,000
Q126 Strategic Growth	2,049,000	5,023,000	177,000	(5,450,000)	0	0	1,799,000
Q127 Sustainable Communities	97,000	333,000	9,000	0	(286,000)	(133,000)	20,000
Q128 Rural Fire	390,000	250,000	22,000	0	0	0	662,000
Q129 Ferry Replacement	5,766,000	0	204,000	(200,000)	0	0	5,770,000
Q130 New Capital Replacement	507,000	50,000	24,000	0	0	0	581,000
Q131 Energy & Underground Services	127,000	170,000	6,000	(160,000)	0	0	143,000
Q133 CCC Bedford South Interchange	2,533,000	450,000	89,000	(1,167,000)	0	0	1,905,000
Q134 Gas Tax Reserve	366,000	7,638,000	151,000	0	0	(7,638,000)	517,000
Q135 Alderney Gate Recapitalization	785,000	367,000	25,000	(675,000)	0	0	502,000
Q136 Strategic Transit Fund	97,000	7,970,000	105,000	0	0	(7,970,000)	202,000
Q137 Regional capital cost contribution	966,000	0	35,000	0	0	0	1,001,000
Q108 Kingswood Water	4,000	0	0	0	0	0	4,000
Q110 Windsor Junction Water	200,000	2,000	7,000	0	0	0	209,000
Q112 5594-96 Morris St	19,000	7,000	2,000	0	0	0	28,000
Q113 Rockingham Community Centre	13,000	0	0	0	0	0	13,000
Q115 Captain William Spry	1,000	0	0	0	0	0	1,000
Q116 Richmond School	1,000	0	0	0	0	0	1,000
Subtotal Other	238,000	9,000	9,000	0	0	0	256,000
<b>Total Capital Reserves</b>	<b>27,669,000</b>	<b>34,703,000</b>	<b>1,614,000</b>	<b>(26,679,000)</b>	<b>(1,034,000)</b>	<b>(15,861,000)</b>	<b>20,412,000</b>

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 2008-09 Capital Budget by Asset Category**

	2008-09 Total Gross	Reserves	2008-09 External Funding	2008-09 Total Funding	2008-09 Borrowing & Other Transfers	2008-09 Operating Cost
Buildings	52,122	(11,569)	(18,781)	(30,350)	21,772	512
Business Tools	2,632	(100)	(1,500)	(1,600)	1,032	533
Community & Property Development	7,786	(300)	(4,500)	(4,800)	2,986	326
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	7,598	(1,104)	0	(1,104)	6,494	0
Industrial Parks	6,050	(6,050)	0	(6,050)	0	55
Metro Transit	36,192	(3,000)	(13,000)	(16,000)	20,192	2,748
Parks & Playgrounds	8,133	(1,700)	(1,823)	(3,523)	4,610	242
Roads & Streets	29,785	(160)	(3,889)	(4,049)	25,736	0
Sidewalks, Curbs & Gutters	5,149	0	(1,122)	(1,122)	4,027	0
Solid Waste	18,213	(10,539)	0	(10,539)	7,674	65
Stormwater & Wastewater	9,534	(7,534)	(2,000)	(9,534)	0	0
Traffic Improvements	15,606	(1,167)	(7,786)	(8,953)	6,653	80
<b>Total HRM Capital Projects</b>	<b>200,295</b>	<b>(43,223)</b>	<b>(54,401)</b>	<b>(97,624)</b>	<b>102,671</b>	<b>4,561</b>
<b><u>Halifax Regional Water Comm. Projects</u></b>						
<b>Funded from Gas Tax</b>						
Greenhead Road Pumping Station	500				500	
Roach's Pond Pumping Station	2,000				2,000	
Bedford Sackville Trunk Sewer	700				700	
Fairfield Holding Tank	200				200	
Studies & Investigations - Various Locations	100				100	
Wellington WWTF Upgrade	600				600	
North Dartmouth Trunk Sewer	400				400	
Dingle Tower Pumping Station	600				600	
	<u>5,100</u>				<u>5,100</u>	
<b>Funded from HRWC Dividend</b>						
Sewer Lateral Replacements	1,550				1,550	
Other Integrated Projects	1,200				1,200	
Vehicles & Equipment	850				850	
<b>Funded from HRWC Dividend</b>	<u>3,600</u>				<u>3,600</u>	
<b>Total HRWC Projects</b>	<u>8,700</u>				<u>8,700</u>	
	<u>\$208,995</u>				<u>\$111,371</u>	
<b>Summary of Funding Sources</b>						
<b>External Funding</b>						
Cost Sharing			(40,880)			
Local Improvement Charges			(5,261)			
Capital Cost Contribution			(3,760)			
Infrastructure			(4,500)			
<b>Total</b>			<u>(54,401)</u>			
<b>Borrowing &amp; Other Transfers</b>						
Debt					56,715	
Capital from Operating					27,383	
Capital Surplus					800	
Crespool					2,165	
Gas Tax					12,738	
Borrow from Ferry Replacement Reserve					0	
HRWC Dividend					3,600	
Transit Funding Agreement					7,970	
<b>Sub-total</b>					<u>\$ 111,371</u>	

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

	2009-10 Total Gross	Reserves	2009-10 External Funding	2009-10 Total Funding	2009-10 Net Approved Budget	2009-10 Operating Cost
Buildings	15,217	(657)	0	(657)	14,560	345
Business Tools	2,017	(100)	0	(100)	1,917	589
Community & Property Development	4,130	(300)	0	(300)	3,830	80
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	10,163	(2,763)	0	(2,763)	7,400	(5)
Industrial Parks	12,100	(12,100)	0	(12,100)	0	0
Metro Transit	27,740	0	0	0	27,740	1,793
Parks & Playgrounds	7,820	(1,820)	0	(1,820)	6,000	377
Roads & Streets	24,750	0	(3,250)	(3,250)	21,500	0
Sidewalks, Curbs & Gutters	4,750	0	(1,250)	(1,250)	3,500	0
Solid Waste	4,674	(4,674)	0	(4,674)	0	65
Stormwater & Wastewater	0	0	0	0	0	0
Traffic Improvements	23,105	(2,333)	(11,772)	(14,105)	9,000	197
<b>Total HRM Capital Projects</b>	<b>137,961</b>	<b>(24,747)</b>	<b>(16,272)</b>	<b>(41,019)</b>	<b>96,942</b>	<b>3,441</b>
<b><u>Halifax Regional Water Comm. Projects</u></b>						
Funded from Gas Tax	5,100				5,100	
Funded from HRWC Dividend	3,600				3,600	
<b>Total HRWC Projects</b>	<b>8,700</b>				<b>8,700</b>	
	<b>\$ 146,661</b>				<b>\$ 105,642</b>	

**Summary of Funding Sources**

**External Funding**

Cost Sharing	(6,583)
Local Improvement Charges	(3,250)
Capital Cost Contribution	(6,439)
Infrastructure	0
<b>Total</b>	<b>\$ (16,272)</b>

**Borrowing & Other Transfers**

Debt	25,918
Capital from Operating	36,729
Capital Surplus	0
Crespool	300
Gas Tax	25,476
Borrow from Ferry Replacement Reserve	5,700
HRWC Dividend	3,600
Transit Funding Agreement	7,919
<b>Sub-total</b>	<b>\$ 105,642</b>

**Halifax Regional Municipality**  
**Approved 2010-11 Capital Plan by Asset Category (000's of \$'s)**

	2010-11 Total Gross	Reserves	2010-11 External Funding	2010-11 Total Funding	2010-11 Net Proposed Budget	2010-11 Operating Cost
Buildings	15,084	(573)	0	(573)	14,511	370
Business Tools	1,855	0	0	0	1,855	322
Community & Property Development	3,720	0	0	0	3,720	80
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	10,536	(2,796)	0	(2,796)	7,740	0
Industrial Parks	24,100	(24,100)	0	(24,100)	0	0
Metro Transit	26,284	0	0	0	26,284	4,918
Parks & Playgrounds	5,837	(1,000)	0	(1,000)	4,837	325
Roads & Streets	24,099	0	(3,250)	(3,250)	20,849	0
Sidewalks, Curbs & Gutters	4,636	0	(1,250)	(1,250)	3,386	0
Solid Waste	5,738	(5,738)	0	(5,738)	0	65
Stormwater & Wastewater	0	0	0	0	0	0
Traffic Improvements	8,933	0	(226)	(226)	8,707	1
<b>Total HRM Capital Projects</b>	<b>132,317</b>	<b>(34,207)</b>	<b>(4,726)</b>	<b>(38,933)</b>	<b>93,384</b>	<b>6,081</b>

**Halifax Regional Water Comm. Projects**  
**Funded from Gas Tax**

Funded from HRWC Dividend  
Funded from HRWC Dividend

**Total HRWC Projects**

**Summary of Funding Sources**

**External Funding**

Cost Sharing	(1,250)
Local Improvement Charges	(3,250)
Capital Cost Contribution	(226)
Infrastructure	0

**Total** (4,726)

**Borrowing & Other Transfers**

Debt	25,032
Capital from Operating	39,452
Capital Surplus	0
Crespool	300
Gas Tax	25,000
Borrow from Ferry Replacement Reserve	0
HRWC Dividend	3,600
Transit Funding Agreement	

**Sub-total** 93,384

**Halifax Regional Municipality**  
**Approved 2011-12 Capital Plan by Asset Category (000's of \$'s)**

	2011-12 Total Gross	Reserves	2011-12 External Funding	2011-12 Total Funding	2011-12 Net Proposed Budget	2011-12 Operating Cost
Buildings	15,441	(506)	0	(506)	14,935	60
Business Tools	1,909	0	0	0	1,909	160
Community & Property Development	3,829	0	0	0	3,829	80
District Activity Funds	1,495	0	0	0	1,495	0
Equipment & Fleet	10,132	(2,166)	0	(2,166)	7,966	0
Industrial Parks	19,100	(19,100)	0	(19,100)	0	0
Metro Transit	26,905	0	0	0	26,905	1,887
Parks & Playgrounds	5,978	(1,000)	0	(1,000)	4,978	237
Roads & Streets	24,664	0	(3,250)	(3,250)	21,414	0
Sidewalks, Curbs & Gutters	4,735	0	(1,250)	(1,250)	3,485	0
Solid Waste	23,575	(23,575)	0	(23,575)	0	65
Stormwater & Wastewater	0	0	0	0	0	0
Traffic Improvements	11,961	0	(3,000)	(3,000)	8,961	1
<b>Total HRM Capital Projects</b>	<b>149,724</b>	<b>(46,347)</b>	<b>(7,500)</b>	<b>(53,847)</b>	<b>95,877</b>	<b>2,490</b>

**Halifax Regional Water Comm. Projects**  
**Funded from Gas Tax**

**Funded from HRWC Dividend**  
**Funded from HRWC Dividend**

**Total HRWC Projects**

**Summary of Funding Sources**

**External Funding**

Cost Sharing	(1,250)
Local Improvement Charges	(3,250)
Capital Cost Contribution	(3,000)
Infrastructure	0
<b>Total</b>	<b><u>(7,500)</u></b>

**Borrowing & Other Transfers**

Debt	25,553
Capital from Operating	41,424
Capital Surplus	0
Crespool	300
Gas Tax	25,000
Borrow from Ferry Replacement Reserve	0
HRWC Dividend	3,600
Transit Funding Agreement	
<b>Sub-total</b>	<b><u>95,877</u></b>

**Halifax Regional Municipality**  
**Approved 2012-13 Capital Plan by Asset Category (000's of \$'s)**

	2012-13 Total Gross	Cost Sharing	Reserves	2012-13 External Funding	2012-13 Total Funding	2012-13 Net Proposed Budget	2012-13 Operating Cost
Buildings	14,737	0	(559)	0	(559)	14,178	60
Business Tools	2,068	0	0	0	0	2,068	120
Community & Property Development	4,145	0	0	0	0	4,145	80
District Activity Funds	1,495	0	0	0	0	1,495	0
Equipment & Fleet	10,495	0	(1,867)	0	(1,867)	8,628	0
Industrial Parks	17,100	0	(17,100)	0	(17,100)	0	0
Metro Transit	20,028	0	0	0	0	20,028	2,641
Parks & Playgrounds	5,993	(600)	0	(600)	(600)	5,393	217
Roads & Streets	26,321	(1,250)	0	(3,250)	(3,250)	23,071	0
Sidewalks, Curbs & Gutters	5,275	0	0	(1,500)	(1,500)	3,775	0
Solid Waste	3,063	0	(3,063)	0	(3,063)	0	65
Stormwater & Wastewater	0	0	0	0	0	0	0
Traffic Improvements	9,707	0	0	0	0	9,707	13
<b>Total HRM Capital Projects</b>	<b>120,427</b>	<b>(1,850)</b>	<b>(22,589)</b>	<b>(5,350)</b>	<b>(27,939)</b>	<b>92,488</b>	<b>3,196</b>

**Halifax Regional Water Comm. Projects**  
**Funded from Gas Tax**

Funded from HRWC Dividend  
Funded from HRWC Dividend

**Total HRWC Projects**

**Summary of Funding Sources**

**External Funding**

Cost Sharing	(1,850)
Local Improvement Charges	(3,500)
Capital Cost Contribution	0
Infrastructure	0

**Total** (5,350)

**Borrowing & Other Transfers**

Debt	25,793
Capital from Operating	43,495
Capital Surplus	
Crespool	300
Gas Tax	25,000
Borrow from Ferry Replacement Reserve	(5,700)
HRWC Dividend	3,600
Transit Funding Agreement	

**Sub-total** 92,488

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
**Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan**

Project Description		2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Buildings</b>						
A1	CBM00711 Fuel depot Upgrade	400	400	400	400	0
A2	CBM01074 Storeroom Equipment Upgrades	95	55	0	0	0
A3	CBM01093 Receiver's Office Renovation	90	0	0	0	0
A4	CBK00678 Police Training Centre - Northbrook School	0	0	0	0	0
A5	CBX01035 Accessibility - HRM Facilities	200	250	200	300	200
A6	CBX01036 AlderneyGateRecapitalization (Bundle)	675	450	310	295	323
A7	CBX01037 All Buildings Program (Bundle)	256	781	610	600	418
A8	CBX01040 CoreFire Services Stations Upgrades	235	353	369	275	275
A9	CBX01041 EnvironmentalRemediation & Bldg Demol.	0	200	200	200	200
A10	CBX01042 Facilities Upgrades-General (Bundle)	265	350	350	375	375
A11	CBX01046 Halifax City Hall Stone Restoration	2,000	2,000	2,000	2,000	1,000
A12	CBX01047 HRM Admin Bldgs-Upgrades (Bundle)	413	350	350	375	375
A13	CBX01048 HRM Depot Upgrades (Bundle)	634	337	300	350	350
A14	CBX01049 HRM Heritage Building Upgrades (Bundle)	152	175	175	180	185
A15	CBX01050 Major Facilities - Upgrades (Bundle)	1,200	3,690	1,500	2,025	1,500
A16	CBX01051 Mgmt Agreement Comm Ctrs-Upgrades	289	400	400	725	425
A17	CBX01053 Rural Fire Services Station Upgrades	325	400	400	200	200
A18	CBX01058 Underground Tank (Bundle)	100	100	100	100	100
A19	CBX01075 Emergency Generator Replacement	200	200	300	300	300
A20	CBX01097 Energy Efficiency Projects	500	500	500	500	500
A21	CBX01098 Highfield Fire Station Addition	2,000	0	0	0	0
A22	CBX01099 Former Rehab Centre Demolition	2,000	0	0	0	0
A23	CBX01100 Herring Cove Fire Station	50	250	1,996	0	0
A24	CBX01140 Metropark Upgrades	344	7	63	11	36
A25	CBX01101 Three Harbours Fire Station	0	0	1,000	0	0
A26	CBX01102 Fire Station Land Acquisition	0	0	1,000	0	0
A27	CBX01103 New Bedford West Fire Station	0	0	0	0	5,000
A28	CBX01121 Park Avenue Lot Repaving	250	0	0	0	0
A29	CB200453 East Dartmouth Recreation Facility	400	0	0	0	0
A30	CBG00720 Prospect Community Centre	7,906	0	0	0	0
A31	CFG00993 Captain William Spry Retrofit	1,410	0	0	0	0
A32	CBX01052 Regional Library Facility Upgrades	400	400	400	425	425
A33	CB100095 North Preston Community Ctr. Expansion	200	500	0	0	0
A34	CBX01038 Arena Upgrades (Bundle)	230	490	540	1,000	500
A35	CBX01059 Various Rec Facilities Upgrades (Bundle)	403	829	1,121	1,555	550
A36	CBX01056 Strategic Community Facility Planning	0	750	500	3,250	1,500
A37	CBG00700 Peninsula Gym	0	0	0	0	0
A38	CB100091 Mainland Commons Recreation Facility	20,300	0	0	0	0
A39	CB200454 Gordon Snow Community Centre	0	1,000	0	0	0
A40	CBX01144 Arena Capacity	5,000	0	0	0	0
A41	CBW00978 Central Library Replacement - Spring Garden	400	0	0	0	0
A42	CBW00977 Woodlawn Library Expansion	1,100	0	0	0	0
<b>Community Grant Projects:</b>						
A43	CBX01147 Community Grants - Community Owned Facilities	1,000	0	0	0	0
A44	CBX01146 Community Facilities - HRM Owned Facilities	700	0	0	0	0
<b>Total Buildings</b>		<b>52,122</b>	<b>15,217</b>	<b>15,084</b>	<b>15,441</b>	<b>14,737</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Business Tools</b>					
B1 CBM00986 Non Capital Asset Management	50	50	10	0	0
B2 CIM00566 Revenue Tools Replacements	0	0	0	0	0
B2 CBX01039 Asset Management Program (Bundle) 08/09	50	0	0	0	0
B3 CID00630 InfoTech Infrastructure Recapitalization	310	410	475	488	500
B4 CID00631 Asset Management	500	500	660	500	370
B5 CID00710 Corporate Document/Record Management	0	260	310	250	250
B6 CID00748 Fiber Optics Network	100	100	0	0	0
B7 CID00887 Council Chamber Technology Upgrades	0	0	0	0	0
B8 CID00903 Connecting HRM (Rural Broadband)	1,500	0	0	0	0
B9 CID00991 End User Reporting	0	100	0	0	0
B10 CID01122 Corporate Customer Database 08/09	0	265	120	0	0
B11 CIR00256 GIS Infrastructure Upgrade	122	150	150	150	150
B12 Future Business Tools Initiatives		182	130	521	798
<b>Total Business Tools</b>	<b>2,632</b>	<b>2,017</b>	<b>1,855</b>	<b>1,909</b>	<b>2,068</b>
<b>Community &amp; Property Development</b>					
C1 CDV00721 Watershed Environmental Studies	300	300	300	300	300
C2 CDV00738 Center Plans & Designs	200	200	200	200	200
C3 CDG00498 Cogswell Design & Administration	100	100	0	0	0
C4 CDG01135 Public Art & Civic Collections	120	150	150	150	150
C5 CDG01136 Community Event Infrastructure	150	0	0	0	0
C6 CDG01137 Community Event Upgrades	175	120	200	200	200
C7 CDG00271 Downtown Streetscapes	1,100	2,100	2,180	2,099	2,195
C8 CDV00734 Streetscaping in Center Hubs/Corridors	51	860	690	880	1,100
C9 CWI00967 Land Acquisit Otter Lake-PreventEncroach	300	300	0	0	0
C10 CDG00493 Shubenacadie Canal / Canal Greenway	290	0	0	0	0
C11 CDX01145 Sheet Harbour Mainstreet Project	5,000	0	0	0	0
<b>Total Community &amp; Property Development</b>	<b>7,786</b>	<b>4,130</b>	<b>3,720</b>	<b>3,829</b>	<b>4,145</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
 Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>District Activity Funds</b>					
<b>CAO &amp; Governance</b>					
District 1	65	65	65	65	65
District 2	65	65	65	65	65
District 3	65	65	65	65	65
District 4	65	65	65	65	65
District 5	65	65	65	65	65
District 6	65	65	65	65	65
District 7	65	65	65	65	65
District 8	65	65	65	65	65
District 9	65	65	65	65	65
District 10	65	65	65	65	65
District 11	65	65	65	65	65
District 12	65	65	65	65	65
District 13	65	65	65	65	65
District 14	65	65	65	65	65
District 15	65	65	65	65	65
District 16	65	65	65	65	65
District 17	65	65	65	65	65
District 18	65	65	65	65	65
District 19	65	65	65	65	65
District 20	65	65	65	65	65
District 21	65	65	65	65	65
District 22	65	65	65	65	65
District 23	65	65	65	65	65
<b>Total District Activity Funds</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>



**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
**Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan**

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Equipment &amp; Fleet</b>					
D1 CBM01073 Bulk Lubricant Dispensing Equip.	0	175	0	0	0
D2 CEF00702 Opticom Signalization System	80	80	80	80	80
D3 CHJ00525 Rural Fire Water Supply	392	400	400	400	400
D4 CEU01132 Fleet Services - Shop Equipment	0	100	0	50	0
D5 CVD01087 Fleet Vehicle Replacement Program	2,150	2,100	2,700	2,750	3,000
D6 CVJ01088 Fire Fleet Apparatus Replacement	2,272	2,900	2,900	2,966	3,078
D7 CVJ01089 Fire Fleet Utility Replacement	230	230	230	230	230
D8 CVK01090 Police Vehicles-Marked	1,080	975	990	1,000	1,300
D9 CVK01091 Police Vehicles-Unmarked	600	750	750	800	850
D10 CWU01071 Otter Lake Equipment	794	2,048	2,486	1,856	1,557
D11 CWU01072 Refuse Trailers Rural Depots	0	405	0	0	0
<b>Total Equipment &amp; Fleet</b>	<b>7,598</b>	<b>10,163</b>	<b>10,536</b>	<b>10,132</b>	<b>10,495</b>
<b>Industrial Parks</b>					
E1 CQ300741 Burnside and City of Lakes Development	4,000	10,000	20,000	15,000	15,000
E2 CQ300742 Aerotech Repositioning & Development	0	1,000	0	2,000	0
E3 CQ300743 Bayers Lake Infill & Ragged Lake Dev.	2,000	1,000	4,000	2,000	2,000
E4 CQ300745 Park Sign Renewal & Maintenance	0	50	50	50	50
E5 CQ300746 Development Consulting	50	50	50	50	50
<b>Total Industrial Parks</b>	<b>6,050</b>	<b>12,100</b>	<b>24,100</b>	<b>19,100</b>	<b>17,100</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Metro Transit</b>					
F1 CB200427 Satellite Garage Facility	16,600	3,400	0	0	0
F2 CBX01034 200 Irlsey Avenue-Safety Upgrades	320	340	360	0	0
F3 CBX01044 Ferry Terminal Pontoon Protection (Bundle)	350	350	350	0	0
F4 CBX01057 Transit Facilities Upgrades (Bundle)	667	339	400	425	450
F5 CBT00432 Bus Stop Accessibility	0	125	125	125	125
F6 CBT00437 Bus Shelters-Replacement/Expansion (Bundled)	0	105	105	105	105
F7 CIU00875 Scheduling Software Upgrades	560	130	136	137	140
F8 CMU00974 Downtown Shuttle	1,200	0	0	2,916	0
F9 CMU00975 Peninsula Transit Corridor	800	3,714	0	0	0
F10 CMU00981 MetroLink	3,000	0	5,100	5,100	0
F11 CMU00982 Transit Security	100	362	413	0	0
F12 CMU01095 Transit Strategy	280	0	0	0	0
F13 CMU01124 Woodside Ferry Midlife Rebuild	0	0	0	2,000	0
F14 CMX01104 Rural Community Transit	445	2,100	1,000	0	1,500
F15 CMX01109 New/Expanded Transit Stations	0	750	1,000	3,082	1,373
F16 CMX01110 Farebox Technology	0	1,900	0	0	0
F17 CMX01123 New Conventional Ferry	200	0	0	0	0
F18 CV300751 Harbour Link	1,000	10,000	5,000	0	0
F19 CVD00429 Access-A-Bus Vehicle Expansion	0	0	440	0	0
F20 CVD00430 Access-A-Bus Replacement	440	440	440	450	450
F21 CVD00431 Midlife Bus Rebuild	620	655	655	655	655
F22 CVD00433 Service Vehicle Replacement	60	60	60	60	60
F23 CVD00434 Conventional Transit Bus Expansion	6,000	0	7,000	7,000	7,500
F24 CVD00435 Conventional Transit Bus Replacement	3,000	2,500	3,200	4,400	7,200
F25 CVD00436 Bi-annual Ferry Refit	550	470	500	450	470
<b>Total Metro Transit</b>	<b>36,192</b>	<b>27,740</b>	<b>26,284</b>	<b>26,905</b>	<b>20,028</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
**Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan**

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Parks &amp; Playgrounds</b>					
G1 CDG00983 Regional Trails: Maintenance	216	200	200	200	200
G2 CPU00936 Regional Trails Development (Bundle)	250	200	200	250	200
G3 CPX01007 Athletic Field/Park Equipment (Bundle)	85	50	85	85	85
G4 CPX01008 Ball Field Upgrades (Bundle)	275	125	125	178	150
G5 CPX01010 Cemetery Upgrades (Bulk)	0	50	50	50	50
G6 CPX01011 Horticultural Renovations	40	50	50	50	50
G7 CPX01013 HRM Wide Tree Planting	135	150	175	185	175
G8 CPX01014 Lawn Bowling Facilities (Bundle)	50	20	20	20	50
G9 CPX01015 Mainland Common Development	85	100	100	100	100
G10 CPX01016 New Ballfield Development (Bundle)	0	750	0	0	0
G11 CPX01017 New Park Development (Bundle)	420	200	200	200	108
G12 CPX01018 New Playground Development (Bundle)	0	50	50	50	50
G13 CPX01019 New Sports Court Development (Bundle)	0	0	57	100	100
G14 CPX01020 New SportsField Development(Bundle)	150	150	0	0	0
G15 CPX01021 New Street Trees Program (Bundle)	0	175	175	225	250
G16 CPX01022 Outdoor/Spray Pools & Fountains (Bundle)	160	50	50	50	50
G17 CPX01023 Parks Upgrades (Bundle)	345	350	400	425	400
G18 CPX01024 Playground Upgrade & Replacement (Bundle)	866	350	350	450	400
G19 CPX01025 Point Pleasant Park Upgrades	100	300	300	350	400
G20 CPX01026 Regional Park Washroom Facilities	95	0	0	250	0
G21 CPX01028 Skateboarding & BMX Fac.'s (Bundle)	70	150	150	150	0
G22 CPX01029 Sports Court Upgrades (Bundle)	234	250	250	400	300
G23 CPX01030 Sports Field Upgrades (Bundle)	25	125	125	175	150
G24 CPX01031 Track and Field Upgrades (Bundle)	37	430	50	50	50
G25 CPX01032 Regional Trails Active Transportation	450	400	450	450	450
G26 CPX01033 Walkways - HRM Wide Program (Bundle)	125	125	125	135	125
G27 CPX01061 Artificial Fields	0	150	1,000	300	2,000
G28 CPX01094 Public Gardens Rebuild Bandstand	50	50	100	100	100
G29 CPX01133 Regional Trails Acquisition	1,700	1,000	1,000	1,000	0
G30 CPX01060 World Canoe Championships - Lake Banook	2,170	1,820	0	0	0
<b>Total Parks &amp; Playgrounds</b>	<b>8,133</b>	<b>7,820</b>	<b>5,837</b>	<b>5,978</b>	<b>5,993</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Roads &amp; Streets</b>					
H1 CRU01077 Bridge Repair Program	1,500	2,500	1,500	1,500	1,500
H2 CRU01079 Other Related Road Works (D&C)	950	700	700	714	750
H3 CRU01078 Main Artery Patching	1,825	1,200	1,500	1,500	1,500
H5 CZU01082 Resurfacing Program	13,710	11,000	10,849	11,400	12,771
H8 CYU01076 Curb Renewals	1,110	600	800	800	800
H10 CXU00585 New Paving Subdivision St's outside core	2,500	2,500	2,500	2,500	2,500
H11 CZU01080 New Pavng of HRM Owned Subdivision Streets	2,770	1,500	1,500	1,500	1,500
H12 CYU01081 Paving Renewal Program	5,260	4,750	4,750	4,750	5,000
H14 CRU01142 Gas Orphans	160	0	0	0	0
<b>Total Roads &amp; Streets</b>	<b>29,785</b>	<b>24,750</b>	<b>24,099</b>	<b>24,664</b>	<b>26,321</b>
<b>Sidewalks, Curbs &amp; Gutters</b>					
I1 CJU01083 New Sidewalk	2,725	2,500	2,500	2,500	3,000
I3 CKU01084 Sidewalk Renewals	2,424	2,250	2,136	2,235	2,275
<b>Total Sidewalks, Curbs &amp; Gutters</b>	<b>5,149</b>	<b>4,750</b>	<b>4,636</b>	<b>4,735</b>	<b>5,275</b>
<b>Solid Waste</b>					
J1 CWI00782 Construction of Cell 5 - Otter Lake	15,600	0	0	0	0
J2 CWI00966 Half Closure of Cell 4 - Otter Lake	1,758	2,999	2,069	0	0
J3 CWU01062 Structural Assessment WSF Otter Lake	25	1,000	0	0	0
J4 CWU01063 Add'l Green Carts for New Residents	435	435	435	435	735
J5 CWU01064 Biolac System Hwy 101 Landfill	220	0	0	0	0
J6 CWU01065 Burner Installation Hwy101 Landfill	0	30	0	0	0
J7 CWU01066 Cell 6 Construction - Otter Lake	0	0	0	18,500	0
J8 CWU01067 Contaminated Soil Managmnt Strategy	50	0	0	0	0
J9 CWU01068 Environmental Monitor. Site Work 101 Landfill	125	210	338	813	139
J10 CWU01069 Half Closure of Cell 5 -Otter Lake	0	0	2,896	3,827	2,069
J11 CWU01092 Dredging of Siltation Pond	0	0	0	0	120
<b>Total Solid Waste</b>	<b>18,213</b>	<b>4,674</b>	<b>5,738</b>	<b>23,575</b>	<b>3,063</b>
<b>Stormwater &amp; Wastewater</b>					
K1 CSE00386 Harbour Solutions Project	9,534	0	0	0	0
Committed trnsfr to HRWC	0	0			
<b>Total Stormwater &amp; Wastewater</b>	<b>9,534</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Halifax Regional Municipality**  
**2008-09 Approved Capital Budget (000's of \$'s)**  
Includes 2009-10, 2010-11, 2011-12 & 2013-13 Plan

Project Description	2008-09 Total Gross	2009-10 Total Gross	2010-11 Total Gross	2011-12 Total Gross	2012-13 Total Gross
<b>Traffic Improvements</b>					
L1 CTU00884 Functional Transportation Plans	100	100	100	100	100
L2 CTU00897 Road Corridor Land Acquisition	323	403	704	704	697
L3 CTU00971 Larry Uteck Interchange	5,833	11,666	0	0	0
L4 CTU01006 Roadway Oversizing - Bedford West CCC	1,760	4,000	0	0	0
L5 CTX01125 Traffic Signals -Bedford South CCC	0	151	0	0	0
L6 CTX01126 Road Oversizing -Bedford South CCC	0	1,323	19	97	0
L7 CTX01127 Traffic Signals - Bedford West CCC	0	0	250	0	0
L8 CTX01130 Road Oversizing - Russell Lake CCC	0	252	0	0	0
L9 CRU00792 Street Lighting	160	160	160	160	160
L10 CTR00423 Traffic Calming	50	0	50	0	50
L11 CTR00529 Various Traffic Related Studies	50	0	50	0	50
L12 CTR00530 Traffic Signal Control Sys Integration	100	100	100	100	100
L13 CTR00904 Destination Signage Program	110	110	110	110	110
L14 CTU01086 Intersection Improvement Program	1,000	1,100	1,000	1,200	1,100
L15 CTR00906 Pedestrian Safety & Access Program	50	50	50	50	50
L16 CTR00908 Transportation Demand Management Program	0	400	400	400	400
L17 CTU00337 Controller Cabinet Replacement	250	250	250	250	250
L18 CTU00419 Traffic Signal Rehabilitation	479	530	530	530	530
L19 CTU00420 Bikeway Master Plan Implementation	0	500	500	500	500
L20 CTU00422 Traffic Signal Compliance Program	151	100	100	100	100
L21 CTU01085 Traffic Signal Installation	660	660	660	660	660
L22 CTU00886 LED Traffic Signal Conversion Project	250	250	250	250	250
L23 CTV00725 Lacewood 4 Lane/Fairview Interchange	0	1,000	0	750	2,800
L24 CTV00732 Rotary Conversion/Chebucto Reversing Lane	1,700	0	0	0	0
L25 CTX01111 Margeson Drive Interchange	0	0	2,900	0	0
L26 CTX01112 Mount Hope Ave Extension	1,920	0	0	6,000	0
L27 CTX01113 Downtown Street Network Changes	500	0	0	0	0
L28 CTX01114 Barrington St Bridge Ramp Extension	160	0	0	0	0
L29 CTX01115 Dynamic Messaging Signs	0	0	750	0	0
L30 CTX01116 Herring Cove Road Widening	0	0	0	0	1,800
<b>Total Traffic Improvements</b>	<b>15,606</b>	<b>23,105</b>	<b>8,933</b>	<b>11,961</b>	<b>9,707</b>
<b>Total Approved Capital</b>	<b>200,295</b>	<b>137,961</b>	<b>132,317</b>	<b>149,724</b>	<b>120,427</b>

**Halifax Regional Municipality  
2008-09 Operating Cost of Capital**

Page Number	Project	Total Operating Gross	Total Operating Revenues	Total 2008-09 Operating Net	2008-09 New FTE's
A4	CBK00678 Police Training Centre - Northbrook School	70,000		70,000	
A29	CB200453 East Dartmouth Recreation Facility	75,000		75,000	
A30	CBG00720 Prospect Community Centre	0		-	
A33	CB100095 North Preston Community Ctr. Expansion	0		-	
A37	CBG00700 Penninsula Gym	117,000	(30,000)	87,000	
A39	CB200454 Gordon Snow Community Centre	280,000		280,000	3
B4	CID00631 Asset Management	485,000		485,000	5
B5	CID00710 Corporate Document/Record Management	0		-	
B7	CID00887 Council Chamber Technology Upgrades	38,000		38,000	
B9	CID00991 End User Reporting	0		-	
B11	CIR00256 GIS Infrastructure Upgrade	10,000		10,000	
C3	CDG00498 Cogswell Design & Administration	82,616		82,616	1
C4	CDG01135 Public Art & Civic Collections	173,000		173,000	1
C5	CDG01136 Community Event Infrastructure	15,000		15,000	
C6	CDG01137 Community Event Upgrades	15,000		15,000	
C7	CDG00271 Downtown Streetscapes	20,000		20,000	
C8	CDV00734 Streetscaping in Center Hubs/Corridors	20,000		20,000	
E1	CQ300741 Burnside and City of Lakes Development	25,000		25,000	
E4	CQ300745 Park Sign Renewal & Maintenance	30,000		30,000	
F1	CB200427 Satellite Garage Facility	0		-	
F7	CIU00875 Scheduling Software Upgrades	171,000		171,000	2
F14	CMX01104 Rural Community Transit	595,000	(228,000)	367,000	7
F15	CMX01109 New/Expanded Transit Stations	0		-	
F16	CMX01110 Farebox Technology	0		-	
F18	CV300751 Harbour Link	0		-	
F19	CVD00429 Access-A-Bus Vehicle Expansion	0		-	
F20	CVD00430 Access-A-Bus Replacement	7,000		7,000	
F23	CVD00434 Conventional Transit Bus Expansion	2,538,000	(349,000)	2,189,000	36
F24	CVD00435 Conventional Transit Bus Replacement	14,000		14,000	
G2	CPU00936 Regional Trails Development (Bundle)	30,000		30,000	
G6	CPX01011 Horticultural Renovations	5,000		5,000	
G9	CPX01015 Mainland Common Development	0		-	
G10	CPX01016 New Ballfield Development (Bundle)	0		-	
G11	CPX01017 New Park Development (Bundle)	42,000		42,000	
G12	CPX01018 New Playground Development (Bundle)	0		-	
G13	CPX01019 New Sports Court Development (Bundle)	0		-	
G15	CPX01021 New Street Trees Program (Bundle)	0		-	
G20	CPX01026 Regional Park Washroom Facilities	0		-	
G21	CPX01028 Skateboarding & BMX Fac.'s (Bundle)	0		-	
G25	CPX01032 Regional Trails Active Transportation	135,000		135,000	
G30	CPX01060 World Canoe Championships - Lake Banook	30,000		30,000	
G27	CPX01061 Artificial Fields	0		-	
J4	CWU01063 Add'l Green Carts for New Residents	65,000		65,000	
L4	CTU01006 Roadway Oversizing - Bedford West CCC	900		900	
L6	CTX01126 Road Oversizing -Bedford South CCC	0		-	
L8	CTX01130 Road Oversizing - Russell Lake CCC	0		-	
L9	CRU00792 Street Lighting	10,000		10,000	
L16	CTR00908 Transportation Demand Management Program	0		-	
L19	CTU00420 Bikeway Master Plan Implementation	0		-	
L21	CTU01085 Traffic Signal Installation	33,000		33,000	
L22	CTU00886 LED Traffic Signal Conversion Project	36,000		36,000	1
L26	CTX01112 Mount Hope Ave Extension	0		-	
	<b>Totals</b>	<b>5,167,516</b>	<b>(607,000)</b>	<b>4,560,516</b>	<b>56</b>

# Canada / Nova Scotia Infrastructure Program

## Projects Approved For Funding

Requested Projects	Shareable Project Costs	Federal/ Provincial Share
Maplewood Water, Phase I	450,000	277,933
Beaverbank Water - Phase IV, A	428,200	284,138
Miller Lake Water	200,000	130,217
Beaverbank Sewer Services - Phase IV AB&C	4,411,500	2,894,006
MacIntosh Run Sanitary Sewer Upgrade	1,000,000	488,837
Beaverbank Road Trunk Sewer Upgrade	750,000	496,439
Beaver Bank Water - Phase IV, BC	2,250,000	1,450,126
Beaver Bank Sewer Services - Phase IV D&E	3,492,650	2,078,333
Beaver Bank Water Services - Phase IV D&E	2,717,650	1,597,718
Beaver Bank Water Reservoir	3,000,000	1,950,000
Little Salmon River Water	1,132,000	751,478
North Preston Recreation Centre	2,972,000	1,981,332
Herring Cove Water & Sewer	3,706,200	2,470,800
Artificial Outdoor Soccer Facility	4,950,000	2,079,355
Mainland Commons Recreation Facility (Phase I)	4,025,523	1,200,000
Moser River Fire Station	876,022	416,666
Prince's Lodge Water & Sewer	1,620,000	894,752
Maplewood Water Phase 2	615,000	410,000
Highway 111/Woodside Connector	9,359,033	3,940,998
<b>Totals</b>	<b>\$47,955,778</b>	<b>\$25,793,128</b>

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	Shareable Project Costs	Federal/ Provincial Share
North Preston Water and Sewer	4,550,000	3,033,332
Fire Services Potable Water	499,500	333,000
Rural Broadband	5,500,000	1,553,139
Halifax Urban Greenway	900,000	600,000
Fall River Recreation Centre	3,000,000	2,000,000
Shubie Trail	385,000	257,000
Prospect Recreation Centre	3,000,000	2,000,000
Dartmouth Harbourfront Trail	528,000	352,000
East Dartmouth Recreation Centre	1,650,902	1,100,601
Bedford Highway Bikeway Trail	352,500	235,000
Lively Water and Sewer	5,900,000	2,878,600
<b>Totals</b>	<b>\$26,265,902</b>	<b>\$14,342,672</b>





## 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 Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within

the rural area of HRM.

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 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 Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local

charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.

Capital Commission	Capital Commissions are a vehicle through which governments promote and enhance the unique historical and cultural character of Capital Regions. They are usually established as an arm's-length agency and generally report to an executive-director, an appointed board of directors and are ultimately responsible to a provincial minister and cabinet.
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years "in principle".
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
CD	Community Development
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as "pay-as-you-go" capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.

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

Council	(see Regional Council)
CPI	(see Consumer Price Index)
Credit Rating	For HRM as provided annually by the Standard and Poor's 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, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

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

prior fiscal year, etc.

FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals	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	Computer model which forecasts the long term financial results and

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

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

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

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

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