

4,003,000	\$371,283,060	\$378,708,721	\$386,282,896	\$394,008,554
5,011,074	\$97,253,335	\$99,548,514	\$101,897,859	\$104,302,648
36,850,306	\$140,079,973	\$143,385,861	\$146,769,767	\$150,233,533
95,864,380	\$608,616,369	\$621,643,096	\$634,950,522	\$648,544,736
185,820,336	\$1,314,475,928	\$1,327,707,768	\$1,341,796,018	\$1,356,402,946

Approved Operating Budget 2012/13

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Details

HALIFAX REGIONAL MUNICIPALITY

Approved 2012/2013 Operating & Project Budget

RESOLUTION for Approval of Operating & Project Budget and Tax Rates for Fiscal 2012/2013¹

It is hereby resolved that:

- a) the Operating Budget in the amount of **\$790,026,200** gross expenditures (which includes **\$668,495,200** in municipal expenditures including the reserve withdrawals specified in the Operating and Project Budget), **\$586,253,800** in property tax revenues (including area rate revenues) and **\$203,772,400** in other revenues be approved;
- b) the Project Budget in the amount of **\$131,600,000** be approved;
- c) the general rates of taxation on commercial and business occupancy be set at:
 - (i) **\$3.084 for the urban area;**
 - (ii) **\$3.084 for the suburban area;** and
 - (iii) **\$2.733 for the rural area;**And applied to the taxable assessment of the property;
- d) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.661 for the urban area;**
 - (ii) **\$0.645 for the suburban area;** and
 - (iii) **\$0.639 for the rural area;**And applied to the taxable assessment of the property;
- e) that Council approve the Metro Transit Annual Service Plan and that the tax rates associated with Transit Taxation be set at
 - (i) **\$0.051 for the Regional Transportation tax rate;**

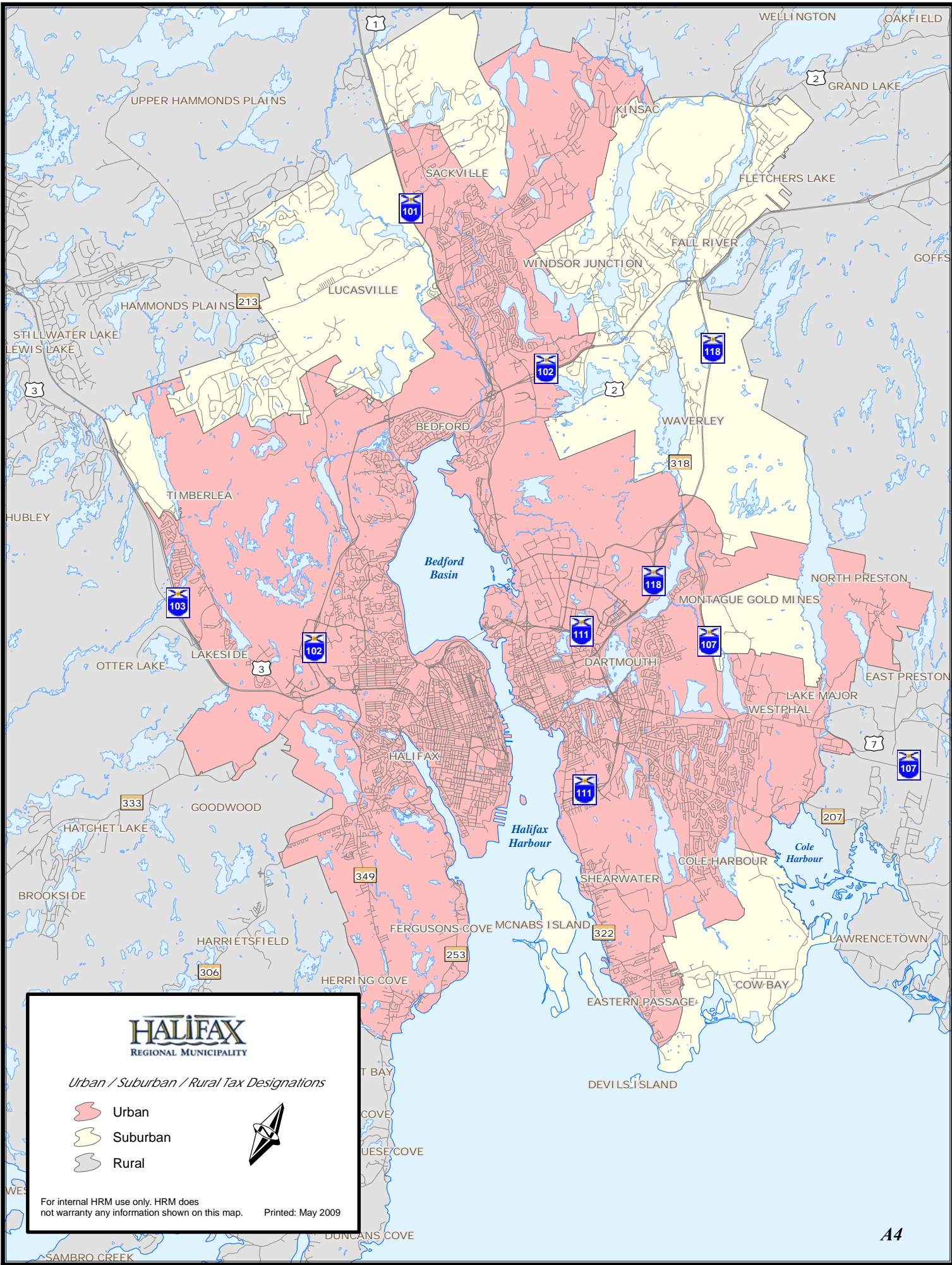
¹ Includes the Resolution approved by Regional Council on April 3, 2012, and area rates approved by Regional Council up to and including June 26, 2012.

(ii) **\$0.105 for the Local Transit tax rate;**

And applied to the taxable assessment of the property;




- f) (i) the boundary of the urban, suburban and rural areas is as delineated in the “Tax Structure Map”;
- (ii) the boundary of the Regional Transportation area includes all properties within communities included within the “Regional Transportation map”;
- (iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop;
- g) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of \$0.294; and at a rate of \$0.296 for all commercial and business occupancy assessment;
- h) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of \$0.020; and at a rate of \$0.011 for all commercial and business occupancy assessment;
- i) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of \$0.020; and at a rate of \$0.009 for all commercial and business occupancy assessment;
- j) the **Provincial Area Rate for Metro Regional Housing Authority** on residential and resource property be set at the rate of \$0.006; and at a rate of \$0.006 for all commercial and business occupancy assessment;
- k) **Supplementary Education**, under Section 80 of the Halifax Charter, shall be set at the rate of \$0.037 to the residential and resource assessment and at \$0.110 to the commercial assessment including business occupancy;
- l) **Fire Protection** rates shall be set at \$0.082 for all commercial assessable property, including business occupancy; and at a rate of \$0.028 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) Area rates shall be set on taxable residential, resource, commercial and business occupancy assessment, as per the attached **Schedule of General & Area Tax Rates**;
- n) the final tax bills will become due on **Wednesday, October 31, 2012**;

- o) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 121(2) of the Halifax Charter, be set at the rate of return on funds invested by HRM for the period April 1, 2012 to March 31, 2013;
- p) 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, 2012 to March 31, 2013;
- q) 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, 2012 to March 31, 2013;
- r) that staff return to Regional Council with a proposed Business Case for a Multi-District Facilities Reserve before July 3, 2012; and
- s) that the Mayor write the Property Valuation Services Corporation (PVSC) requesting their assistance in analyzing commercial taxation trends including, but not limited to, assessment data and metrics for individual properties such as the valuation of land, buildings and improvements and the square footage of individual structures.



HALIFAX
REGIONAL MUNICIPALITY

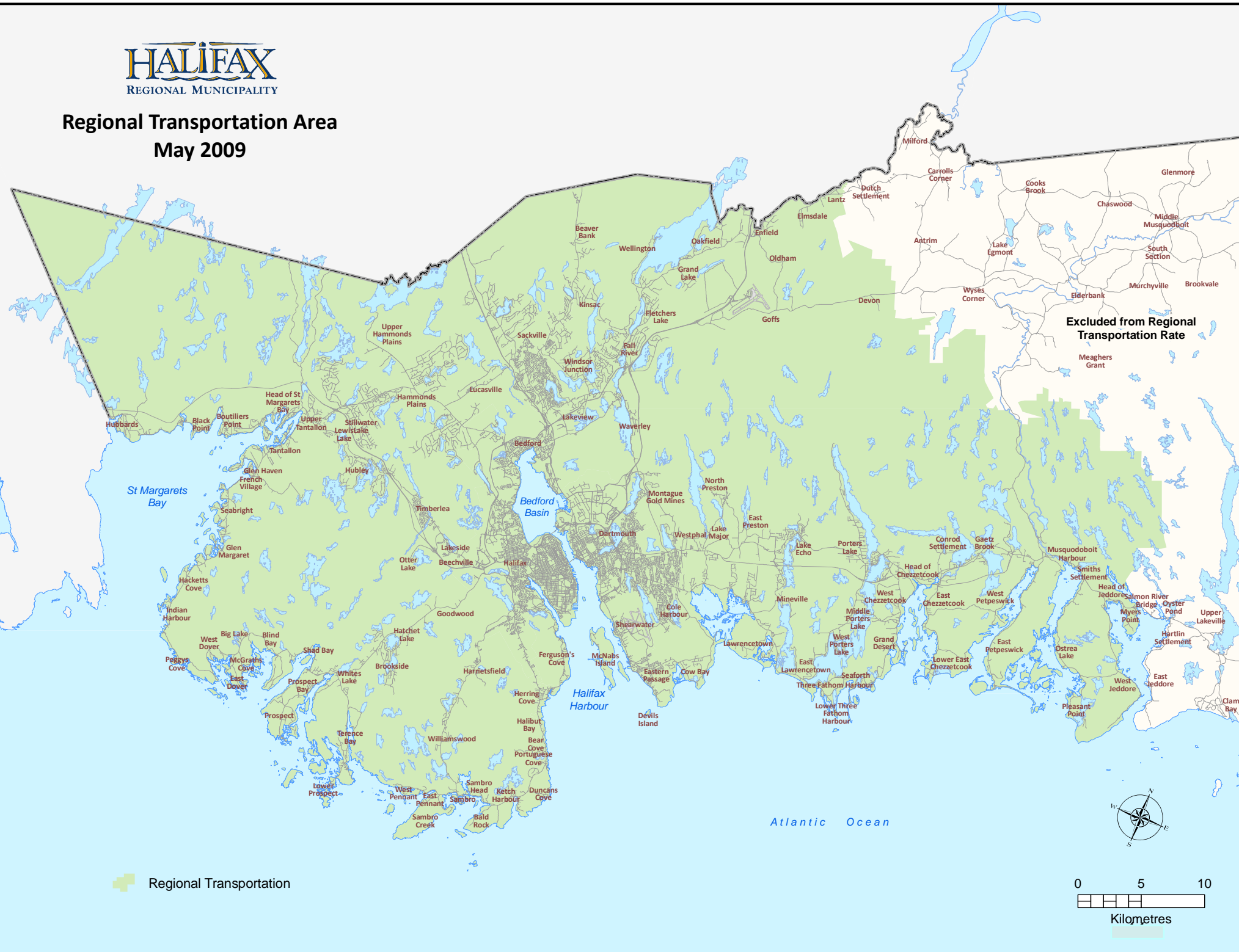
Urban / Suburban / Rural Tax Designations

-  Urban
-  Suburban
-  Rural




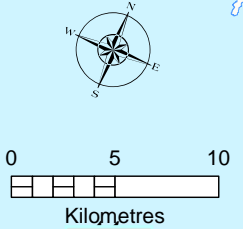
For internal HRM use only. HRM does not warrant any information shown on this map. Printed: May 2009

Regional Transportation Area
May 2009



Excluded from Regional Transportation Rate

 Regional Transportation



Schedule of General & Area Tax Rates

GENERAL TAX RATES

	Residential and Resource Rate	Commercial and Business Occupancy Rate
URBAN AREA		
General Tax Rate for Municipal Services	0.661	3.084
SUBURBAN AREA		
General Tax Rate for Municipal Services	0.645	3.084
RURAL AREA		
General Tax Rate for Municipal Services	0.639	2.733
Provincial Area Rates		
Mandatory Education	0.294	0.296
Property Valuation Services	0.020	0.011
Corrections Services	0.020	0.009
Metro Housing Authority	0.006	0.006

Schedule of Area Tax Rates

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Supplementary Education		
HRM-wide	0.037	0.110
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within 1,200 feet of a fire hydrant:		
Fire Protection (Hydrants)	0.028	0.082
Sidewalks		
District 1 Streetscape Program (per property; not applicable to Resource or Business Occupancy assessment)	\$11.84	Flat Fee \$11.84
Sidewalk Snow Plowing		
For all sidewalks not along Arterial or Transit Routes and not HRM owned	0.015	0.015
Transit Services		
Regional Transportation	0.051	n/a
Local Transit	0.105	n/a
Crosswalk Guards		
Harrietsfield	0.0021	n/a
Hatchett's Lake	0.0021	n/a

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Recreation		
Beaver Bank Recreation Centre	0.070	n/a
Bedford Hammonds Plains Community Centre	0.018	0.018
Gordon R. Snow Community Centre	0.063	0.063
Riverline Activity Centre (Dutch Settlement)	0.032	n/a
East Preston	0.050	n/a
Grand Lake Community Centre	0.021	n/a
Lake & Shore Community Recreation Centre (Porter's Lake)	0.024	0.024
Haliburton Highbury	0.023	n/a
Hammonds Plains Common Rate	0.005	n/a
Harrietsfield Williamswood	0.019	n/a
Highland Park	0.005	n/a
Hubbards Recreation Centre	0.031	n/a
Ketch Harbour Area Residents Association (flat fee per dwelling)	\$66.67 Flat Fee	n/a
Kingswood Ratepayers (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
LWF Recreation Centre (Urban Core)	0.030	n/a
Lost Creek Community Association (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
Maplewood Ratepayers (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00 Flat Fee	\$20.00 Flat Fee
Musquodoboit Harbour	0.005	n/a
Prospect Road Recreation Association	0.012	n/a
Prospect Road Recreation Centre	0.038	n/a
Sackville Heights School Redevelopment	0.010	0.010
St. Margaret's Centre	0.010	0.010
Fox Hollow at St. Margaret's Bay Homeowners Association (flat fee per property)	\$60.00 Flat Fee	\$60.00 Flat Fee
Glen Arbour Residents Association (flat fee per property)	\$65.00 Flat Fee	\$65.00 Flat Fee
Silversides Residents Association (flat fee per property)	\$100.00 Flat Fee	\$100.00 Flat Fee
Upper Hammonds Plains (Maximum of \$300 per property)	0.170	n/a
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
White Hills Residents Association (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
Birch Bear Run Homeowner's Association (flat fee per property)	\$60.00 Flat Fee	\$60.00 Flat Fee
Business Improvement Districts		
Downtown Halifax		
Commercial (Minimum \$250, Maximum \$28,000)	n/a	0.09513
Business Occupancy (Minimum \$35, Maximum \$28,000)	n/a	0.1718
Downtown Dartmouth (Minimum \$300, Maximum \$10,000)		
Commercial	n/a	0.3900
Business Occupancy	n/a	0.4800
Spring Garden Road		
Commercial (Minimum \$250, Maximum: \$12,000)	n/a	0.3200
Business Occupancy (Minimum \$50, Maximum \$2,000)	n/a	0.5900
Quinpool Road		
Commercial (Minimum \$250, Maximum \$7,000)	n/a	0.1900
Business Occupancy (Minimum \$100, Maximum \$5,000)	n/a	0.1718

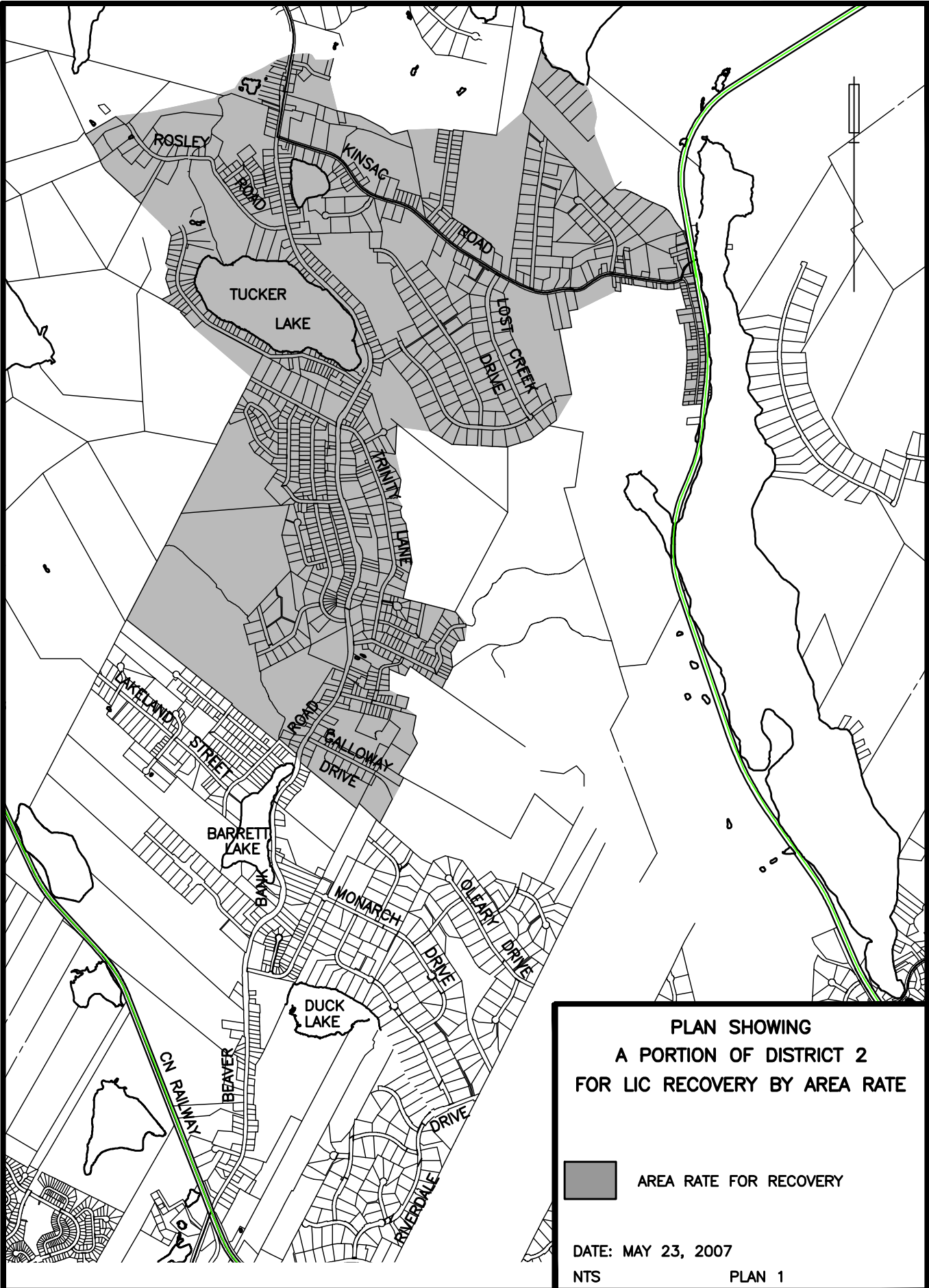
	Residential and Resource Rate	Commercial and Business Occupancy Rate
Spryfield & District (Minimum \$125, Maximum \$10,000)		
Commercial	n/a	0.2100
Business Occupancy	n/a	0.2600
Dartmouth Main Street (Minimum \$250, Maximum \$15,000)		
Commercial	n/a	0.1700
Business Occupancy	n/a	0.2100
Sackville Drive		
Commercial (Minimum \$200, Maximum \$7,000)	n/a	0.1400
Business Occupancy (Minimum \$50, Maximum \$750)	n/a	0.1000
North End Commercial (Minimum \$50, Maximum \$2,500)	n/a	0.1500

Private Road Maintenance Fees

Petpeswick Drive Improvement Society (flat fee per property)	\$200.00	Flat Fee	\$200.00	Flat Fee
Three Brooks Homeowner's Association (flat fee per property)	\$450.00	Flat Fee	\$450.00	Flat Fee
South West Grand Lake Property Owner's Association (flat fee per property)		Flat Fee Schedule		Flat Fee Schedule
Shag End Lot Owner's Association (flat fee per property)	\$600.00	Flat Fee	\$600.00	Flat Fee
River Bend Rd & River Court Homeowner's Association (flat fee per property)	Up to \$350	Flat Fee	Up to \$350	Flat Fee
Sambro Head Lot Owner's Association: Bald Rock Rd (flat fee per property)	\$385.33	Flat Fee	\$385.33	Flat Fee
St. Margaret's Village Community Association (flat fee per dwelling)	\$450.00	Flat Fee	\$450.00	Flat Fee

Local Improvement Charges

O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$160.00	Flat Fee	\$160.00	Flat Fee
Mapped Area of Dist 2 dated May 23, 2007 (Proj 10-243: Beaver Bank Rd: Meadow to Danny; 2nd of 3 yr.		0.0759		0.0759
Mapped Area of Dist 9 dated Jan 12, 2011 (Proj 11-224; Akerley Blvd: Isnor Dr to J. Zatzman Dr)		n/a		0.0053
Mapped Area of Dist 19 dated May 3, 2010 (Proj 11-271; Old Sackville Dr: Lucasville Rd to Claudia)		0.0510		0.0510
District 20 New Sidewalk (Projects 11-249; Sidewalk on Cockburn Dr from McDougall to Mayfair)		0.0032		0.0032
District 20 New Sidewalk (Projects 11-249; Sidewalk on Mayfair Ave from Raymond to Raymond)		0.0054		0.0054
Mapped Area of Dist 22 dated Sept 23, 2008 (Proj 09-273: St Margarets Bay Rd: Devonshire to Sleepy Hollow; 2nd of 2 yrs)		0.0178		0.0178



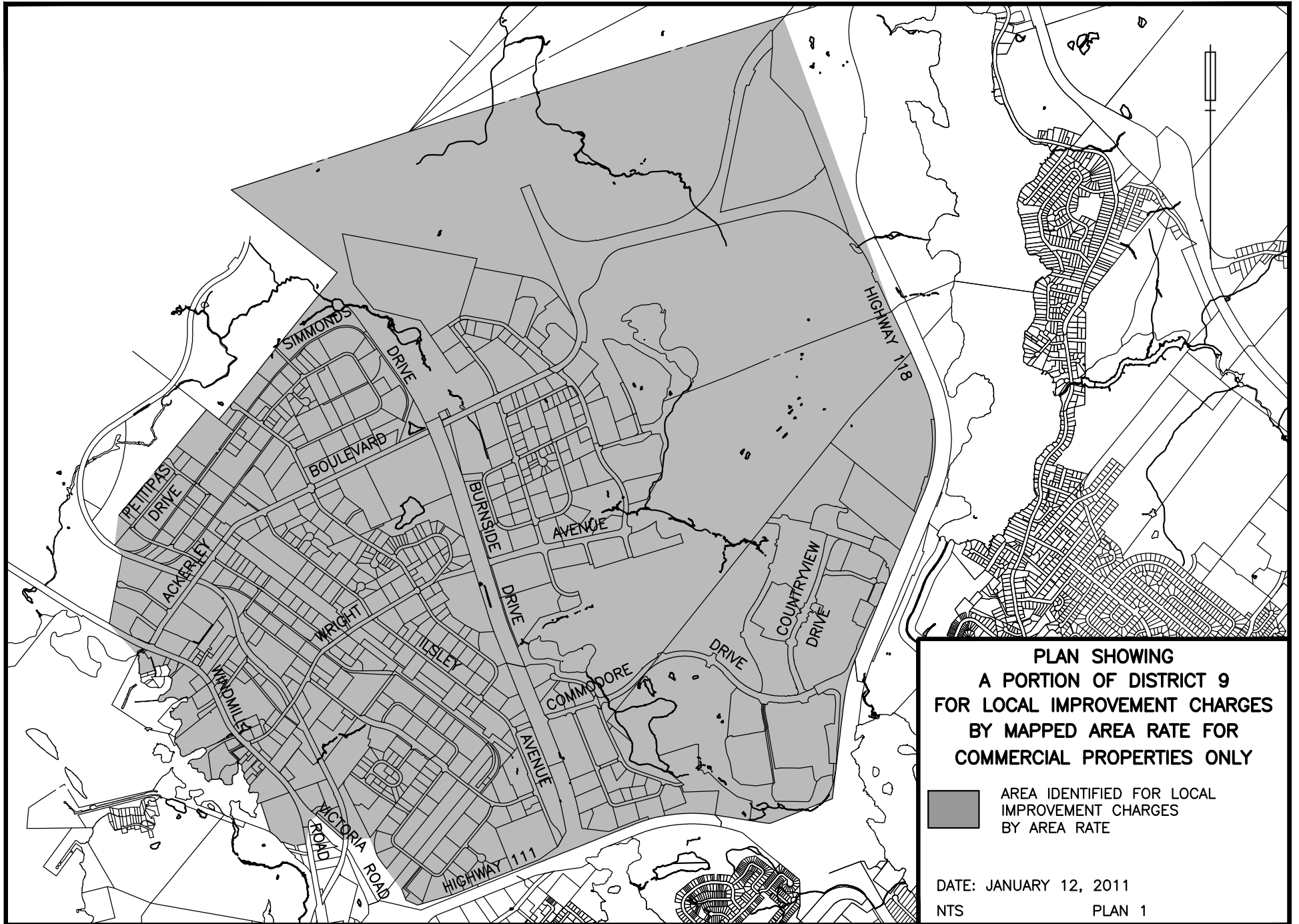
**PLAN SHOWING
A PORTION OF DISTRICT 2
FOR LIC RECOVERY BY AREA RATE**

 **AREA RATE FOR RECOVERY**

DATE: MAY 23, 2007

NTS

PLAN 1



**PLAN SHOWING
A PORTION OF DISTRICT 9
FOR LOCAL IMPROVEMENT CHARGES
BY MAPPED AREA RATE FOR
COMMERCIAL PROPERTIES ONLY**



AREA IDENTIFIED FOR LOCAL
IMPROVEMENT CHARGES
BY AREA RATE

DATE: JANUARY 12, 2011

NTS

PLAN 1

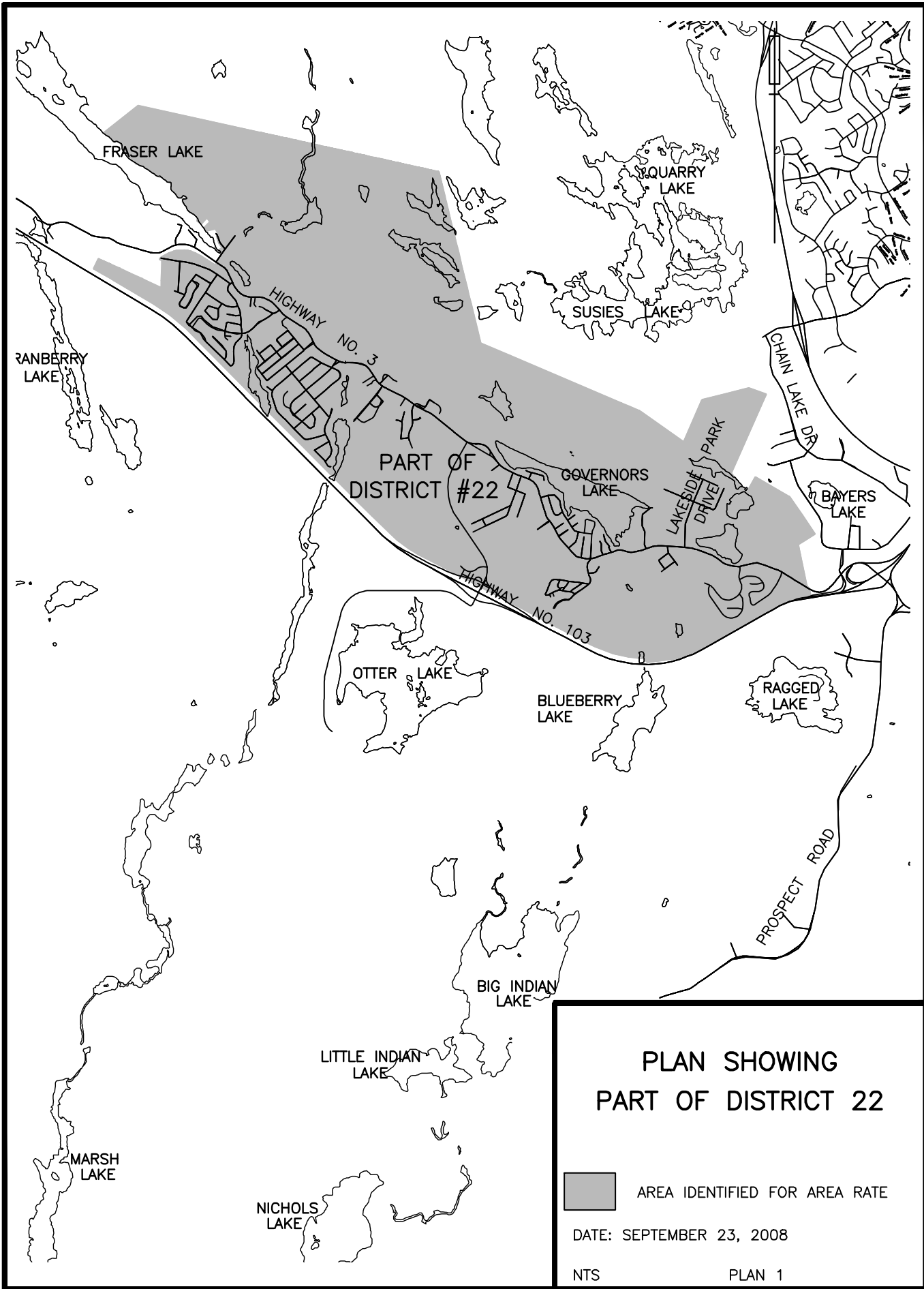


**PLAN SHOWING
A PORTION OF DISTRICT 19
FOR LIC RECOVERY BY AREA RATE**

 **AREA RATE FOR RECOVERY**

DATE: MAY 3, 2010

NTS AREA 2



**PLAN SHOWING
PART OF DISTRICT 22**

AREA IDENTIFIED FOR AREA RATE

DATE: SEPTEMBER 23, 2008

NTS PLAN 1

INTRODUCTION

Halifax Regional Municipality (HRM) is Nova Scotia's largest and most diverse municipality. More than 43 per cent of the total population of the province resides within the municipality (Stats Canada, 2011). HRM is comprised 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 in excess of 408,000.

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 suburban 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 and is recognized as a great location to do business. HRM is emerging as a leader in the future of business prosperity and the award of the ships contract should serve to accelerate that prosperity.

HRM Statistics (2011)

Inflation (Municipal):	4.0%
Inflation (CPI increase, 2011):	3.5%
Population (July 2011):	408,200
Population growth (2011):	1.0 %
Increase, no. of dwellings (2011):	1.3 %
Taxable Assessment:	\$36.2 Billion
Avg. Residential Assessment, Single Family Home:	\$202,400

The Local Economy

While HRM has a diverse economy, more than 86% of the workforce is employed in the service sector and less than 14% in the goods sector (2011 Labour Force Survey). Since 2005, 21,000 new jobs have been created in HRM, 12,000 new immigrants have chosen HRM as their new home and nearly 17,000 new homes have been built (Stats Can, 2011, Canadian Mortgage and Housing Corporation).

Total employment in 2011 averaged 223,900 jobs. The public sector is the largest employer with approximately 28,000 people working for the three levels of government (federal, provincial and municipal). The value of building permits in 2010 totaled \$770 million. Nearly 3.6 million passengers came through the Halifax Stanfield International Airport in 2011.

The Municipal Government

The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councilor for each district and a Mayor elected-at-large. In the fall of 2012, the number of districts will be reduced from the current 23 to 16. 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:

- Transit
- Police
- Streets and Roads Construction and Maintenance
- Community Planning
- Fire and Emergency Services
- Recreation and Cultural Programs
- Regulatory and Compliance Services
- Environmental Stewardship
- Library
- Economic Development

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

Strategy

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 (MYFS) outlines Council's "Principles of Financial Management" as well as its reserve, debt and capital spending policies. Some of the key features of the MYFS include:

- Tax supported debt per dwelling unit reduced by 3% per year;
- Capital from Operating per dwelling unit increases by 3% per year (over CPI);

These two features of the MYFS enable the Capital Budget to grow while reducing the reliance on debt.

Under HRM's Tax Structure, approved by Council in 2003, in addition to variety of area tax rates, there are three general property tax rates (urban, suburban and rural). These three general rates acknowledge and value the difference in service demands across the municipality.

HRM prepares and approves a five-year Capital Plan which is refreshed every year. Included with this document is a five-year Capital Plan with the 2012-2013 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 subsequent years.

Business Plans are developed by all HRM Business Units, including an overview of their operations, a financial summary, an analysis of the opportunities and challenges facing the Unit, and a summary of the specific deliverables for the Business Unit in the upcoming business cycle. Each Business Unit also provides a summary of their accomplishments against their previous plan. The 2012 Plans include several Key Performance Indicators (KPI) and Drivers. These will be refined in future years and serve to gauge performance and set targets for improvements in service standards and service efficiencies, providing for greater accountability and transparency.

Council Focus Areas

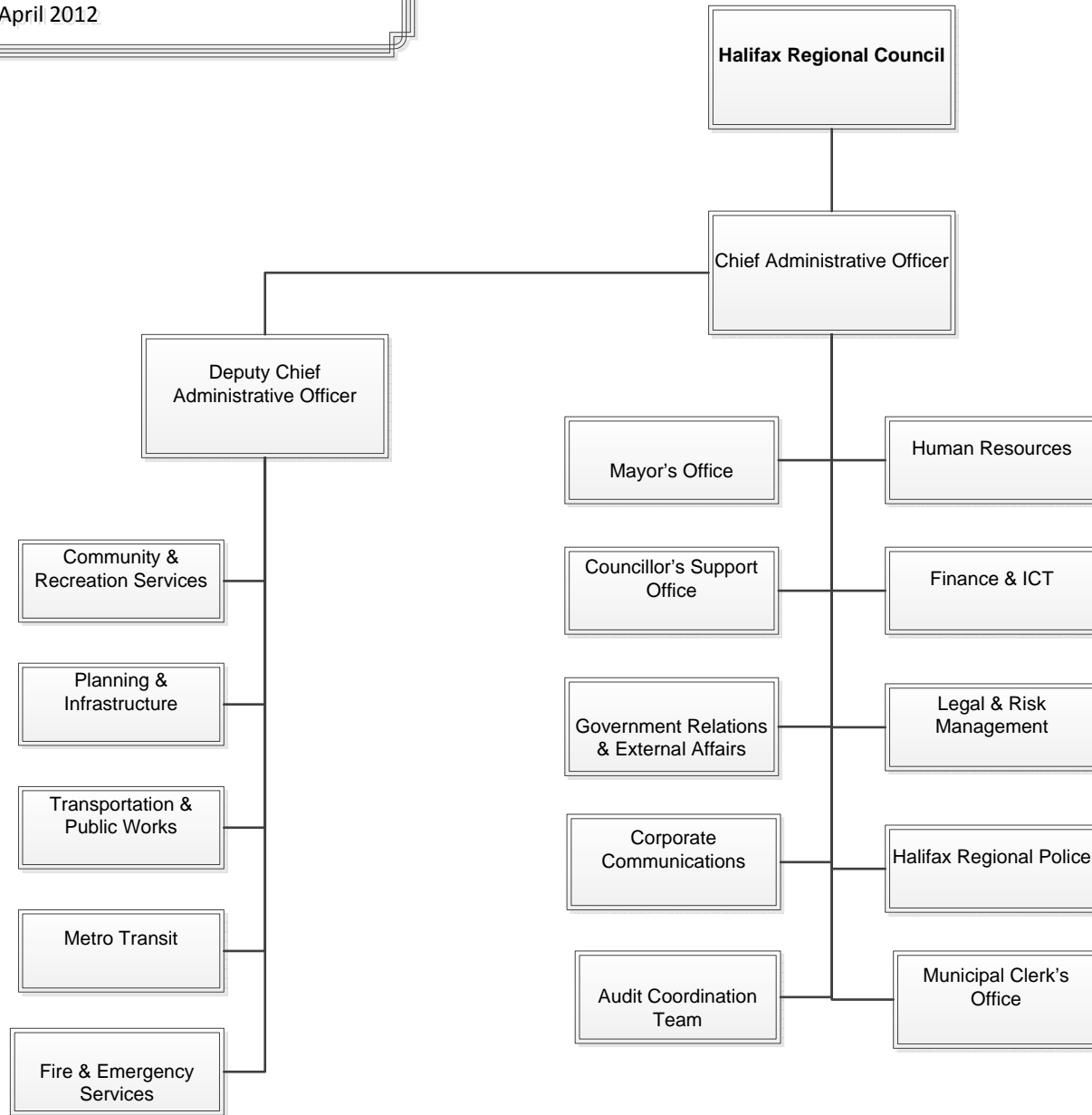
In an effort to provide a framework to consider program and service direction, HRM Council underwent an exercise in the fall of 2005 to identify their areas of priority. These „Council Focus Areas“(CFA) guide the immediate and long-term investments and efforts for the Region and address many key issues facing our communities. They represent in essence Council's commitment to residents to deal with these issues over their term in office. In 2008 Council reconsidered their CFAs, the results of which are:

Transportation
Infrastructure
Public Safety
Community Planning
Governance and Communication

Annual Budgets and Business Plans are developed to deliver on the direction provided though the Council Focus Areas. In 2012 the newly elected Council will reset the CFAs to provide priorities and direction over the next 4 years.

Halifax Regional Municipality

April 2012



Overview of Budgets

Budget Summary

Operating Budget

On February 21, 2012, Regional Council directed that staff return with an operating budget that maintains municipal services, includes a transit budget that increases transit service in the Region and focuses on greater efficiencies, and a Capital Budget that emphasizes the State of Good Repair. By following this plan, there is no increase in the average tax bill for residential or commercial tax payers.

Some key highlights of the operating budget, as proposed, are:

- The gross amount of the operating budget is \$790 million, a net increase of \$31.3 million or 4% over the 2011-12 budget.

Analysis of Expenditure Budget changes (millions)

2011-12 Expense Budget	\$758.7
Increase Compensation & Benefits	9.4
Increase Debt Service	10.3
Transfer to Other Governments	9.4
Increase Vehicle expense (Fuel)	4.7
Decrease in Misc. expenses	-2.5
2012-13 Expense Budget	\$790.0

- The 12/13 Operating Budget includes fee increases in Room Rentals, Arena Rentals, and some Recreation programs. These increases have been implemented in an effort to keep pace with the increased costs of delivering services. Although not full cost recovery, fees for service ensure that the user of the service pays, thereby minimizing the burden on the general tax rate.
- Transit is the only area with growth in service.

Financial Restraint

- A comprehensive reorganization was undertaken in 11/12 to improve resource alignment and leverage service efficiencies.
- Expenditure management exercise resulting in flat or nearly flat expenditures plans for 12/13.
- Actual vacancies of \$11.1 million in 2011-12, (\$5.2 million more than budgeted), resulted in an elimination of \$4.85 million in vacant positions for 2012-13.
- An additional \$3.6 million has been budgeted for periodic vacancies in 2012-13.
- Reconciliation of overtime resulting in more predictable overtime costs.

Flexibility - The restraint initiatives undertaken in 11/12 have provided the flexibility to begin to address some long standing budgetary issues.

- Increased funding for some historically underfunded items; overtime, snow and ice, fuel, utilities.
- Increased capital from operating with a focus on state of good repair.
- Tax burden on the average home and average business held flat.
- Residential Provincial and Transit rates remain the same.

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

Summary of Net						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
***** Planning & Infrastructure	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5
***** Finance and Information, Communications and Technology	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)
***** Office of the Auditor General	659,494	793,300	654,121	793,300		
***** Community and Recreation Services	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)
***** CAO	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1.4)
***** Fire & Emergency Services	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)
***** Human Resources Services	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7
***** Legal Services	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5
***** Non-Departmental	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4
***** Metro Transit Services	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)
***** Outside Police BU (RCMP)	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
***** Regional Police	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)
***** Transportation & Public Works	95,345,873	100,945,922	101,810,822	115,412,100	14,466,178	14.3
***** Library	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2
***** Total	(0)	0	113,281,800	(0)	(0)	(125.0)

2012 Project Budget

Most funding for the project budget is provided through reserves, debt financing and direct transfers from the operating budget (Capital from Operating or “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, 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. Non-Tangible Capital Asset Projects are funded directly from the Operating Budget.

- The gross amount of the project budget is \$131.6 million
- The net amount of the project budget is \$100.9 million net of reserve withdrawals of \$23.9 million, cost sharing of \$1.5 million, and \$5.3 million of projects secured with local improvement charges.
- The net project budget will be funded by \$40 million of capital from operating, \$1.6 million from the Crespool, \$3 million from Capital Surplus Reserve, \$25 million from Gas Tax, and borrowing of \$31.2 million or 23.7% of the gross project budget.

Budget Category	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	Total Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
2012								
Buildings	26,840,000	-	2,260,000	2,190,000	4,450,000	22,390,000	235,000	185,000
Business Tools	3,040,000	-	-	-	-	3,040,000	180,000	112,000
Community & Property Development	2,350,000	-	-	-	-	2,350,000	120,000	-
District Activity Funds	1,496,000	-	-	-	-	1,496,000	-	-
Equipment & Fleet	10,859,000	-	2,000,000	-	2,000,000	8,859,000	34,000	-
Industrial Parks	10,150,000	-	10,150,000	-	10,150,000	-	35,000	-
Metro Transit	23,202,000	-	2,100,000	-	2,100,000	21,102,000	3,584,400	15,600
Parks and Playgrounds	7,660,000	1,008,000	527,000	-	1,535,000	6,125,000	211,000	-
Roads & Streets	26,090,000	497,000	-	2,180,000	2,677,000	23,413,000	-	-
Sidewalks, Curbs & Gutters	4,500,000	-	-	888,000	888,000	3,612,000	20,000	-
Solid Waste	6,814,000	-	6,814,000	-	6,814,000	-	25,000	-
Traffic Improvements	8,599,000	12,000	-	-	12,000	8,587,000	15,000	-
Grand Total	131,600,000	1,517,000	23,851,000	5,258,000	30,626,000	100,974,000	4,459,400	312,600
						Capital From Operating	40,027,000	
						Debt	31,239,000	
						Gas Tax	25,130,000	
						Crespool	1,611,000	
						Cappool	2,967,000	
						Total	100,974,000	

As is the practice begun in 2008-09, Council will approve not only the project budget for the coming year (2012-2013), but also, *in principle*, the detailed project budget plans for the following years. This year, the project budget incorporates a 5 year capital plan with detailed project plans for 2012-13, 2013-14, 2014-15 and 2015-16.

In 2012-13, project spending will see a decrease of \$13.2 million over the 2011-12 budget.

The Long Term Project Plan

Budget Category	2012	2013	2014	2015	2016
Buildings	26,840,000	25,036,200	24,750,000	26,931,200	26,875,000
Business Tools	3,040,000	3,290,000	4,750,000	2,000,000	2,500,000
Community & Property Development	2,350,000	5,283,000	5,627,000	5,190,000	6,140,000
District Activity Funds	1,496,000	1,504,000	1,504,000	1,504,000	1,504,000
Equipment & Fleet	10,859,000	9,284,000	9,259,000	9,259,000	8,059,000
Industrial Parks	10,150,000	15,100,000	23,100,000	18,100,000	16,100,000
Metro Transit	23,202,000	22,890,000	23,357,000	23,610,000	25,610,000
Parks and Playgrounds	7,660,000	6,700,000	6,900,000	7,050,000	7,200,000
Roads & Streets	26,090,000	22,167,000	25,541,000	26,295,000	27,070,000
Sidewalks, Curbs & Gutters	4,500,000	5,000,000	5,500,000	5,500,000	5,500,000
Solid Waste	6,814,000	6,945,000	3,466,000	24,742,000	7,452,000
Traffic Improvements	8,599,000	15,203,000	10,947,000	11,817,000	12,817,000
Total Funding	131,600,000	138,402,200	144,701,000	161,998,200	146,827,000
Borrowing and Other Transfers	2012	2013	2014	2015	2016
Capital From Operating	40,027,000	45,658,000	48,452,000	51,517,000	54,642,000
Debt	31,239,000	33,300,000	34,700,000	35,500,000	36,300,000
Gas Tax	25,130,000	24,803,000	24,803,000	24,803,000	24,803,000
Crespool	1,611,000	300,000	300,000	300,000	300,000
Cappool	2,967,000	-	-	-	-
Total Funding	100,974,000	104,061,000	108,255,000	112,120,000	116,045,000

The main theme in the 2012/13 Project Budget is a strong emphasis on spending to maintain assets in a state of good repair.

Reserve Budget

Reserves are used in planning for HRM's future needs. A reserve budget is created utilizing the Reserve Business Cases and Operating and Project Budget requirements. It is an integral part of the budgeting process. Many reserves are funded through HRM's general tax rate. Others are funded from independent revenue sources (e.g. Gas Tax revenue, sale of land revenue, permit fees, etc.).

- Reserve balances are projected to increase from \$69.6 million to \$85.8 million.
- Equipment and operating reserves will increase by \$595,000.
- Capital Reserves show an increase of 16.8 million. This increase is due to a higher than budgeted March 31, 2012 year-end balance, lower contributions to the capital reserves in 2012/13 with a corresponding decrease in budgeted 2012/13 withdrawals to fund projects. Within capital reserves there is a \$24 million contribution and corresponding withdrawal related to Gas Tax projects.

Economic and Demographic Factors

- HRM's Consumer Price Index (CPI) increased by 3.5% in 2011. The CPI does not, however, include the goods and services typically purchased by municipalities.
- The number of dwelling units increased by 1.3%, while HRM's population increased by 1.0% in 2011.

Revenue

- The budget will decrease HRM's general property tax rates, both residential and commercial; the transit area rates are being held constant.
- Commercial tax rates have taken into account the effect of the residential property CAP.
- The deed transfer tax rate will not change.

Expenditures

- The 2012-13 operating budget assumes there will be a \$4.9 million general rate surplus in 2011-12.
- Debt charges for HRM are \$46.1 million principal and \$14.2 million interest and other charges for a total cost of \$60.3 million. This represents 7.6% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- For 2012-13, HRM has estimated it will pay \$6.9 million for its share of the cost of operating the provincial property assessment system.
- Collective agreements re-openers will be negotiated with several unions in 2012-13. Funds have been budgeted in anticipation of these negotiations.

Significant Budgetary Issues and Challenges

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 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 project budget in recent years, the demand for service and cost of that 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" continues to represent a significant challenge to HRM for the foreseeable future.

When the 2011/2012 Project Budget was adopted, Council described the longer term project budget pressures as the impact of continued asset decline, understanding the impact of Service Improvement projects, increasing the capacity of the project budget. The 2012/2013 Project Budget continues to emphasize strong planning and increased funding to maintain assets in a state of good repair. HRM is required to be able to report on all of the assets owned by the municipality, their expected remaining useful life, and their estimated value. Information on the condition of municipal assets is being collected as well. To date, detailed condition data is kept on roads, sidewalks, bridges, vehicles, and ferries, and the condition of these assets has stabilized from 2010 to 2011. It is too early to say whether this trend will continue, but it is a positive sign that increased spending to maintain assets in a state of good repair will yield the desired results.

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 property owned by Nova Scotia residents and excludes home improvements, apartment buildings and commercial assessment. For the 2012-13 tax year, the CAP has been set at the provincial CPI rate of 3.9%. While market values of single-family homes have increased 5%, on average, these increases have been capped at 3.9% or less for over 87% of homes.

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 has limited room for expansion. Under Nova Scotia provincial legislation, municipalities may not budget for a deficit. 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 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:

- A recovering economic situation;
- 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 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. In fiscal years 2003/04 through 2006/07, a total of \$23.8 million in clean up and recovery costs were incurred. While a portion of these costs have been recovered through insurance claims, charitable donations and the overall operating budget in each of those years, there is an estimated recovery of \$17 million under the Disaster Financial Assistance Agreement (DFAA) which has been accrued in the financial statements. Advances totalling \$13 million have 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. Staff continue to work with the Province to ensure that appropriate, sufficient claim documentation is provided in support of the amounts claimed and a final payment and Federal audit is anticipated in fiscal 2012/13.

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 and the Halifax Regional Library, a separate board of Regional Council. These fund budgets, 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 not owned or controlled by HRM. Separate budgets are prepared by 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 HRM Charter, HRM cannot budget for an operating deficit. Any prior year surplus or deficit is carried forward into the current year's operating budget.

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

PSAB requires that interest costs be accrued and although FRAM recommends that municipality's budget for interest on an accrual basis, municipalities have the option of budgeting for interest on either a cash or accrual basis. HRM budgets 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.

The project budget includes items that may not be considered to be a tangible capital asset under the Tangible Capital Asset Policy.

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.

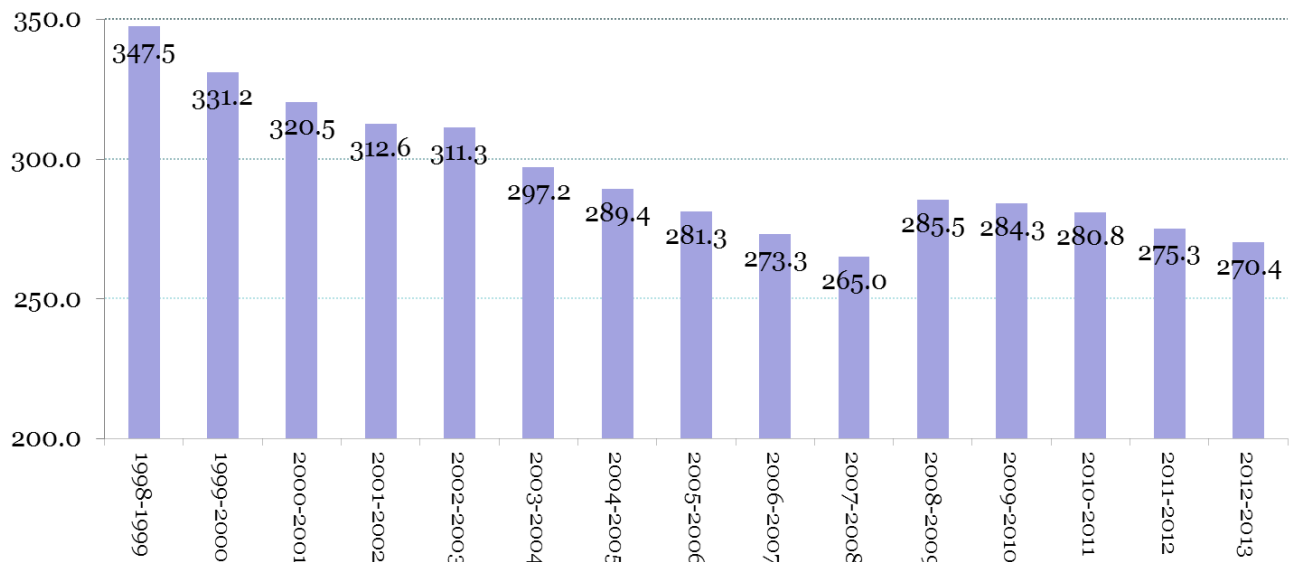
A Multi-Year Financial Strategy (MYFS)

HRM’s business planning and budgeting system has its origins in Council’s Multi-Year Financial Strategy, approved in 1999. An important component of that policy is the debt strategy. The goal of the original Capital Debt Policy was to reduce overall capital debt, provide predictability around debt available for the project budget each year and to provide improved structure around the project budget and related assumptions.

In 2009, the Debt Servicing Plan was reviewed and revisions were approved by Council. Based on that review, the objective is to grow the Project Budget while reducing reliance on debt, and, increasing capital from operating. The goal is to eventually have all ongoing “Base” Projects (i.e.: recapitalization) funded through Capital from Operating or Reserves and to use debt only for new “Capability” projects. To achieve this, targets for debt and capital from operating have been set based on a “per dwelling unit” amount. Tax supported debt per dwelling will be reduced by 3% each year. To support the project budget, Capital from Operating per dwelling will grow by 3% each year over the consumer price index (inflation). The combination of these two factors will allow the project budget to grow but the proportion of that budget being funded by debt to fall.

HRM Debt outstanding at March 31 of each year is estimated as follows:

HRM Approved Debt Tax Supported - Estimated



Note: Estimates as of March 31st, end of fiscal year. Unaudited. Includes Issued, Approved & Work-in-Progress

HRM Tax Structure

Approved Tax Structure Model

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

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.

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 and is only levied on sewer users.

Not included in the Base Tax Rate are several services, such as crosswalk guards and sidewalk maintenance. Both are included in the urban rate, and crosswalk guards are included in the suburban rate. They are "add-ons" to the suburban and rural areas of HRM, where provided. 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 these areas the flexibility to acquire or manage services locally.

Starting in 2009-10, HRM changed the way it collects transit tax revenues. Transit taxes that had been contained within the general residential rates were arranged as two separate tax rates. A Regional Transportation area rate (5.1 cents per \$100 of assessment) funds services such as the MetroLink, MetroX and Ferries. The costs of these regional services are shared by almost all taxpayers. Secondly, local transit routes (such as routes 1 through 89 and community transit) are paid for by those who live within a one-km walk of a transit stop. This Local Transit area rate is 10.5 cents per \$100 of residential assessment. Commercial general taxes also fund transit services.

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 as part of the annual budget process.

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 Nova Scotia Consumer Price Index. For 2012-13, the cap rate is 3.9%. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.

In the 2012 assessment base, total residential assessments in HRM have increased from \$27.6 billion to \$29.6 billion, an increase of almost \$2 billion or 7.2%. The average assessed value of a single-family home in HRM increased from \$192,800 to \$202,400 or 5%. Most of the remaining increase was due to the addition of new properties.

Overall, property tax assessments were up from \$33.8 billion to \$36.2 billion, an increase of more than \$2.4 billion or 7.2%.

Residential Assessment: up \$2.0 billion or 7.2%
Commercial Assessment: up \$410 million or 7.1%
Residential General Tax: down \$0.2 million or 0.1%
Commercial General Tax: up \$2.2 million or 1.2%
Property Tax Revenues: up \$1.2 million or 0.3%
Deed Transfer Taxes: up \$3.6 million or 11%

Property Tax Assessments

	2011-12		2012-13	
	Taxable Value	Taxable Value	Growth	% Growth
Residential	27,633,987,900	29,633,014,700	1,999,026,800	7.1%
Resource	200,729,700	216,734,100	16,004,400	8.0%
Sub-Total	27,834,717,600	29,849,748,800	2,015,031,200	7.2%
Commercial	5,797,535,300	6,206,673,100	409,137,800	7.1%
Business Occupancy	149,379,396	155,292,700	5,913,304	4.0%
Sub-Total	5,946,914,696	6,361,965,800	415,051,104	7.0%
TOTAL	33,781,632,296	36,211,714,600	2,430,082,304	7.2%

Taxation

Rates for 2012-13 are as follows:

Residential & Resource Property Tax Rates per \$100 of Assessed Value				
	2011-12	2012-13	\$ Change	% Change
General Rates				
Urban	0.7088	0.661	(0.0478)	(6.7)%
Suburban	0.6918	0.645	(0.0468)	(6.8)%
Rural	0.6850	0.639	(0.0460)	(6.7)%
Mandatory Provincial Rates				
Education	0.295	0.294	(0.001)	(0.3)%
Property Valuation Services	0.022	0.020	(0.002)	(9.1)%
Correction Services	0.016	0.020	0.004	25.0 %
Metro Reg. Housing Authority	0.007	0.006	(0.001)	(14.3)%
Transit Area Rates				
Regional Transportation	0.051	0.051	0.000	0.0%
Local Transit	0.105	0.105	0.000	0.0%
Supplementary Education	0.041	0.037	(0.004)	(9.8)%
Fire Protection	0.023	0.028	0.005	17.9%

**Commercial & Business Occupancy Property Tax Rates
per \$100 of Assessed Value**

	2011-12	2012-13	\$ Change	% Change
General Rates				
Urban	3.274	3.084	(0.190)	(5.8)%
Suburban	3.274	3.084	(0.190)	(5.8)%
Rural	2.928	2.733	(0.195)	(6.7)%
Mandatory Provincial Rates				
Education	0.296	0.296	(0.000)	0%
Property Valuation Services	0.012	0.011	(0.001)	(8.3)%
Correction Services	0.007	0.009	0.0020	28.6 %
Metro Regional Housing Authority	0.007	0.006	(0.001)	(14.3)%
Supplementary Education	0.122	0.110	(0.012)	(9.8)%
Fire Protection	0.069	0.082	0.0130	15.9%

Based on the new general tax rates, tax revenue for 2012-13 is projected to be:

**Municipal General Property Tax Revenues
(After Assessment Appeals)**

	<u>2011-12</u>	<u>2012-13</u>	Change	% Change
Residential Property Tax	194,017,000	193,867,500	(149,500)	(0.1)%
Resource Property Tax	1,371,000	1,380,000	9,000	0.7 %
Commercial Property Tax	186,278,000	188,447,000	2,169,000	1.2 %
Business Occupancy Tax	4,759,000	3,986,000	(773,000)	(16.2)%
Total	<u>386,425,000</u>	<u>387,680,500</u>	<u>1,255,500</u>	<u>0.3 %</u>

Based on the proposed tax rates, net property tax revenues are expected to increase from \$386.4 million to \$387.6 million. This is an increase of approximately \$1.2 million or 0.3%.

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. 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, Nova Scotia has two types of commercial assessments. Commercial assessment is levied on real property. However, due to the phase out of Business Occupancy Tax, most businesses no longer pay business occupancy taxes. Only 230 business occupancy (financial and insurance class) accounts remain. These accounts will be phased out for the 2013-14 fiscal year.

Taxable commercial assessment has risen by 7% in 2012, with the Business Occupancy (BO) assessment increasing by 4%. Overall, commercial and BO assessments increased by more than \$415 million in 2012.

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:

Corporate FTE Overview

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 includes permanent full-time & part-time positions. This is distinct from headcount, which represents the number of employees in those positions. For example, two half-time positions would equal one FTE.

FTE Count: 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:

Business Units	Budget	Budget	From Budget
	2011-12	2012-13	11/12 to 12/13
Chief Administrative Office	63	76	13
Community and Recreation Services	242.5	307.5	65
Finance & Information, Communications and Technology	363.5	298	-65.5
Fire & Emergency Services	494	488	-6
Human Resources	50	54	4
Legal Services & Risk Management	26	26	0
Halifax Regional Library	290.75	286.75	-4
Halifax Regional Police	747.5	702	-45.5
RCMP	178	178	0
Planning & Infrastructure	104	84	-20
Transportation & Public Works	550	562	12
General Rated Services	3109.25	3062.25	-47
Metro Transit Services	811.5	849.5	38
Total:	3920.75	3911.75	-9

* Includes new FTEs from OCC in the Project Budget

It should be noted that temporary and seasonal positions are not included in the above FTE count.

Summary Financial Information for Halifax Regional Municipality

Summary of Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
***** Planning & Infrastructure	10,803,057	11,408,179	11,124,337	11,578,100	169,921	1.5
***** Finance & Information,Comm	27,915,700	29,019,603	28,520,488	28,817,400	(202,203)	(0.7)
***** Office of the Auditor Gene	659,494	793,300	658,794	793,300		
***** Community and Recreation S	42,847,286	42,959,121	44,194,298	38,676,500	(4,282,621)	(10.0)
***** CAO	12,620,252	14,067,395	14,049,595	14,159,700	92,305	0.7
***** Fire & Emergency Services	56,175,296	58,316,341	57,980,330	55,411,400	(2,904,941)	(5.0)
***** Human Resources Services	5,089,049	5,416,970	5,309,650	5,456,400	39,430	0.7
***** Legal Services	2,456,105	2,619,695	2,755,713	2,647,400	27,705	1.1
***** Non-Departmental	264,092,123	255,160,442	271,357,369	269,816,600	14,656,158	5.7
***** Metro Transit Services	71,047,677	92,935,189	92,169,984	101,465,300	8,530,111	9.2
***** Outside Police BU (RCMP)	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
***** Regional Police	73,819,616	78,139,800	78,007,519	77,231,400	(908,400)	(1.2)
***** Transportation & Public Wo	117,574,318	123,304,660	126,155,805	138,366,800	15,062,140	12.2
***** Non TCA Projects			134,858,532			
***** Outside Agency Support			8,905,764			
***** Library	20,852,551	22,845,955	22,483,654	22,934,900	88,945	0.4
***** Total	726,573,824	758,700,850	920,123,232	790,026,200	31,325,350	4.1

Summary of Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
***** Planning & Infrastructure	(3,596,300)	(4,223,200)	(4,061,598)	(3,205,500)	1,017,700	(24.1)
***** Finance & Information,Comm	(2,547,983)	(2,584,400)	(2,799,633)	(2,680,000)	(95,600)	3.7
***** Office of the Auditor Gener			(4,673)			
***** Community and Recreation Se	(25,003,770)	(23,892,200)	(25,852,431)	(23,226,900)	665,300	(2.8)
***** CAO	(1,621,407)	(1,928,227)	(2,304,690)	(2,194,700)	(266,473)	13.8
***** Fire & Emergency Services	(653,500)	(653,500)	(371,297)	(355,500)	298,000	(45.6)
***** Human Resources Services	(80,000)	(80,000)	(76,259)	(80,000)		
***** Legal Services	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9
***** Non-Departmental	(589,723,518)	(594,878,784)	(619,275,686)	(620,975,300)	(26,096,516)	4.4
***** Metro Transit Services	(67,785,700)	(96,344,400)	(91,369,638)	(101,465,300)	(5,120,900)	5.3
***** Regional Police	(7,794,400)	(6,252,500)	(7,772,566)	(7,317,700)	(1,065,200)	17.0
***** Transportation & Public Wor	(22,228,445)	(22,358,738)	(24,344,983)	(22,954,700)	(595,962)	2.7
***** Non TCA Projects			(13,829,172)			
***** Outside Agency Support			(8,905,764)			
***** Library	(5,310,801)	(5,310,801)	(5,659,414)	(5,361,200)	(50,399)	0.9
***** Total	(726,573,824)	(758,700,850)	(806,841,432)	(790,026,200)	(31,325,350)	4.1

Summary by Revenue and Expenditure Type

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	283,079,879	301,227,652	315,295,666	310,663,100	9,435,448	3.1
* Office	9,007,946	9,299,688	8,627,842	9,370,460	70,772	0.8
* External Services	79,567,746	84,128,874	122,513,473	91,780,370	7,651,496	9.1
* Supplies	3,577,083	3,639,981	3,114,479	3,571,800	(68,181)	(1.9)
* Materials	3,446,185	3,440,657	3,342,400	4,364,200	923,543	26.8
* Building Costs	17,193,582	19,009,672	21,123,062	21,759,550	2,749,878	14.5
* Equipment & Communications	10,399,840	11,041,630	10,988,045	10,937,500	(104,130)	(0.9)
* Vehicle Expense	19,042,292	20,576,648	23,217,511	25,353,850	4,777,202	23.2
* Other Goods & Services	30,656,999	22,541,751	17,881,953	22,803,390	261,639	1.2
* Interdepartmental	(230,387)	(11,310)	(660,776)	(167,700)	(156,390)	1,382.7
* Debt Service	48,526,859	50,028,633	61,568,643	60,321,000	10,292,367	20.6
* Other Fiscal	222,305,800	233,776,974	333,110,933	229,268,680	(4,508,294)	(1.9)
** Total	726,573,824	758,700,850	920,123,232	790,026,200	31,325,350	4.1
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Tax Revenue	(405,363,198)	(433,072,927)	(440,115,495)	(438,297,500)	(5,224,573)	1.2
* Area Rate Revenue	(170,914,490)	(174,672,692)	(174,850,842)	(186,628,300)	(11,955,608)	6.8
* Tax Agreements	(8,734,940)	(8,373,000)	(8,220,444)	(8,297,000)	76,000	(0.9)
* Payments in Lieu of taxes	(28,842,098)	(31,353,000)	(31,237,896)	(33,594,000)	(2,241,000)	7.1
* Transfers from other Gov'ts	(11,548,494)	(11,246,750)	(12,400,847)	(11,468,100)	(221,350)	2.0
* Interest Revenue	(3,632,000)	(6,150,000)	(6,933,259)	(6,390,000)	(240,000)	3.9
* Fee Revenues	(79,039,833)	(77,200,104)	(90,250,047)	(76,929,400)	270,704	(0.4)
* Other Revenue	(18,414,671)	(16,632,377)	(42,832,602)	(28,421,900)	(11,789,523)	70.9
* Interdepartmental Revenue	(84,100)					
** Total	(726,573,824)	(758,700,850)	(806,841,432)	(790,026,200)	(31,325,350)	4.1
Net Surplus/Deficit	(0)	0	113,281,800	(0)	(0)	

HRM Summary of Expense and Revenue Type

Expenditures	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	220,300,878	235,773,722	227,439,778	242,064,160	6,290,438	2.7
6002 Salaries - Overtime	5,839,415	9,494,723	10,599,978	11,701,800	2,207,077	23.2
6003 Wages - Regular	4,380,900	275,616	4,176,444	328,300	52,684	19.1
6004 Wages - Overtime	396,882	22,364	21,455	22,000	(364)	(1.6)
6005 PDP Increases						
6050 Court Time	1,108,600	1,108,600	1,082,051	1,108,600		
6051 Shift Agreements	54,438	54,438	205,196	54,500	62	0.1
6052 Shift Differentials	417,296	417,296	312,901	417,700	404	0.1
6053 Extra Duty	400,000	400,000	528,821	400,000		
6054 Vacation payout			722,551			
6099 Other Allowances	117,600	347,600	3,139,569	127,600	(220,000)	(63.3)
6100 Benefits - Salaries	39,184,658	42,824,166	43,477,447	43,080,855	256,689	0.6
6101 Benefits - Wages	859,671	863,431	295,364	924,100	60,669	7.0
6110 Vacancy Management	(4,900,000)	(5,900,000)		(3,612,700)	2,287,300	(38.8)
6150 Honorariums	1,312,150	1,712,150	1,716,769	1,712,700	550	0.0
6151 Vehicle Allowance	64,563	44,063	10,204	29,510	(14,553)	(33.0)
6152 Retirement Incentives	3,636,708	3,743,768	4,396,663	3,511,735	(232,033)	(6.2)
6153 Severance			396,347			
6154 Workers' Compensation	4,392,720	4,713,439	4,431,252	4,702,840	(10,599)	(0.2)
6155 Overtime Meals	29,450	29,450	43,803	26,400	(3,050)	(10.4)
6156 Clothing Allowance	585,297	585,297	627,886	591,400	6,103	1.0
6157 stipends	313,200	313,200	299,550	313,200		
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(66,314)	(18,000)		
6194 Sick Bank allowance			12,354,300			
6199 Comp & Ben InterDept		(59,536)	(687,199)	(880,600)	(821,064)	1,379.1
9200 HR CATS Wage/Ben	3,937,930	4,465,765	(109,191)	4,057,000	(408,765)	(9.2)
9210 HR CATS OT Wage/Ben	668,523	13,100	(119,958)		(13,100)	(100.0)
9230 HR CATS OT Meals	(3,000)	3,000			(3,000)	(100.0)
* Compensation and Benefits	283,079,879	301,227,652	315,295,666	310,663,100	9,435,448	3.1
6201 Telephone	2,702,095	2,576,587	2,550,451	2,664,140	87,553	3.4
6202 Courier/Postage	799,289	900,611	845,468	1,149,000	248,389	27.6
6203 Office Furn/Equip	690,942	780,924	545,524	695,210	(85,714)	(11.0)
6204 Computer S/W & Lic	3,267,621	3,283,891	2,818,097	2,952,300	(331,591)	(10.1)
6205 Printing & Reproduction	524,514	669,166	562,327	863,500	194,334	29.0
6206 Microfilms	11,451	11,450	7,000		(11,450)	(100.0)
6207 Office Supplies	891,745	968,974	863,586	908,630	(60,344)	(6.2)
6208 Binding	17,000	17,000	18,111	17,000		
6290 Office TCA Transfer			224			
6299 Other Office Expenses	103,289	91,085	417,054	120,680	29,595	32.5
* Office	9,007,946	9,299,688	8,627,842	9,370,460	70,772	0.8
6301 Professional Fees	807,387	607,241	735,268	647,100	39,859	6.6
6302 Legal Fees	388,900	472,613	634,347	502,800	30,187	6.4
6303 Consulting Fees	596,841	446,761	2,196,685	642,100	195,339	43.7
6304 Janitorial Services	1,337,210	1,792,474	1,885,046	1,964,030	171,556	9.6
6305 Property Appraisal	121,916	71,916	61,523	74,500	2,584	3.6
6306 Property Survey			8,115			
6307 Design Services			231			
6308 Snow Removal	1,275,000	1,556,100	855,303	1,005,700	(550,400)	(35.4)
6309 Litigation Disbursements	35,000	25,000	27,132	27,000	2,000	8.0
6310 Outside Personnel	618,660	593,600	788,773	1,026,900	433,300	73.0
6311 Security	617,540	632,000	651,450	688,900	56,900	9.0
6312 Refuse Collection	568,767	544,700	517,938	658,500	113,800	20.9
6313 Investigative			3,079			
6314 Prosecution Services	173,200	156,000	157,640	163,100	7,100	4.6
6315 Outside Policing				22,671,000	22,671,000	
6390 Ext Svc TCA Transfer			(80,132)			
6399 Contract Services	73,027,325	77,230,469	114,071,076	61,708,740	(15,521,729)	(20.1)
* External Services	79,567,746	84,128,874	122,513,473	91,780,370	7,651,496	9.1
6401 Uniforms & Clothing	1,605,510	1,530,050	1,207,900	1,448,900	(81,150)	(5.3)
6402 Med & First Aid Supp	40,830	48,950	47,442	31,100	(17,850)	(36.5)
6403 Patrol Equip Supplies	192,500	205,700	274,123	226,500	20,800	10.1
6404 Rec Prog Supplies	273,896	338,046	297,373	429,100	91,054	26.9
6405 Photo Supp & Equip	58,253	51,290	37,864	46,600	(4,690)	(9.1)
6406 Bridge Tolls	508,440	546,340	354,085	549,300	2,960	0.5
6407 Cleaning/Sanitary Supplies	407,395	407,689	428,220	478,700	71,011	17.4
6408 Pre School Nutrition	53,550	55,550	48,453		(55,550)	(100.0)
6409 Personal Protect Equ	18,300	38,270	33,556	33,700	(4,570)	(11.9)
6490 Supplies TCA Transfer				(1,000)	(1,000)	
6499 Other Supplies	418,409	418,096	385,464	328,900	(89,196)	(21.3)
* Supplies	3,577,083	3,639,981	3,114,479	3,571,800	(68,181)	(1.9)
6501 Asphalt	231,200	270,700	381,154	1,206,900	936,200	345.8
6502 Chemicals	177,950	184,854	82,680	121,000	(63,854)	(34.5)
6503 Fertilizer	44,020	48,600	30,209	51,100	2,500	5.1
6504 Hardware	293,130	291,703	231,148	286,900	(4,803)	(1.6)

Expenditures	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6505 Lubricants	293,130	291,703	231,148	286,900	(4,803)	(1.6)
6506 Lumber	63,905	34,000	52,872	29,300	(4,700)	(13.8)
6507 Propane	71,780	59,200	83,010	63,500	4,300	7.3
6508 Ready Mix Concrete	87,800	87,300	90,496	74,300	(13,000)	(14.9)
6509 Reagents	46,030	32,500	73,247	59,800	27,300	84.0
6510 Road Oils	1,500	1,000	164		(1,000)	(100.0)
6511 Salt	7,900	16,300	10,772	11,700	(4,600)	(28.2)
6512 Sand	1,602,200	1,602,200	1,670,562	1,626,800	24,600	1.5
6513 Seeds & Plants	147,325	145,100	25,519	157,900	12,800	8.8
6514 Sods	42,225	52,100	26,566	50,300	(1,800)	(3.5)
6515 Stone and Gravel	31,650	28,500	89,195	36,900	8,400	29.5
6516 Topsoil	105,475	79,100	121,833	86,500	7,400	9.4
6517 Paint	51,130	69,300	49,086	77,700	8,400	12.1
6518 Metal	253,990	292,300	308,470	275,600	(16,700)	(5.7)
6519 Welding Supplies	48,500	56,100	18,732	56,200	100	0.2
6520 Salt-Sand Mix	21,000	15,900	15,073	3,000	(12,900)	(81.1)
6521 Salt Brine	600	600	97,477	600		
6522 Greenhouse Materials			112			
6549 Non-Stock Items	12,700	12,700	18,797		(12,700)	(100.0)
6590 Materials TCA Transfer	1,000	200			(200)	(100.0)
6599 Other Materials			(100,046)			
* Materials	103,175	60,400	(34,727)	88,200	27,800	46.0
6601 Building Purchase	3,446,185	3,440,657	3,342,400	4,364,200	923,543	26.8
6602 Electrical			(37)			
6603 Grounds and Landscaping	900,500	956,239	907,146	978,600	22,361	2.3
6604 Bus Gates/Shltr-R&M	1,712,588	1,947,136	1,626,482	2,083,300	136,164	7.0
6605 Municipal Taxes	10,000	13,000	3,288	10,000	(3,000)	(23.1)
6606 Heating Fuel	911,900	1,018,069	907,622	1,015,270	(2,799)	(0.3)
6607 Electricity	1,968,800	2,206,166	2,382,202	2,737,240	531,074	24.1
6608 Water	8,920,200	9,020,280	10,705,697	10,948,860	1,928,580	21.4
6609 Elevator & Escalator	252,275	591,902	614,123	626,360	34,458	5.8
6610 Building - Exterior	100,000	103,000	66,292	100,000	(3,000)	(2.9)
6611 Building - Interior	45,600	91,700	376,243	160,100	68,400	74.6
6612 Safety Systems	269,000	546,625	295,847	366,500	(180,125)	(33.0)
6613 Overhead Doors	175,425	200,300	333,909	257,700	57,400	28.7
6614 Envir Assess/Cleanup	100,000	80,000	105,597	80,000		
6615 Vandalism Clean-up/Repair	7,000	7,400	202,448	28,500	21,100	285.1
6616 Natural Gas-Buildings			6,464	201,900	201,900	
6617 Pest Management	463,000	485,000	538,110	490,000	5,000	1.0
6690 Building ExpTCA Trsf	19,100	20,100	24,911	24,500	4,400	21.9
6699 Other Building Cost			(84,347)			
* Building Costs	1,338,194	1,722,755	2,111,066	1,650,720	(72,035)	(4.2)
6701 Equipment Purchase	17,193,582	19,009,672	21,123,062	21,759,550	2,749,878	14.5
6702 Small Tools	2,140,207	2,336,761	1,990,481	2,183,200	(153,561)	(6.6)
6703 Computer Equipment/Rentals	168,560	189,330	244,797	199,400	10,070	5.3
6704 Equipment Rental	100,840	120,290	59,216	2,250,300	2,130,010	1,770.7
6705 Equip - R&M	2,277,711	2,281,426	3,474,396	2,361,200	79,774	3.5
6706 Computer R&M	762,219	1,036,540	564,789	958,700	(77,840)	(7.5)
6707 Plumbing & Heating	2,273,619	2,365,322	1,948,898	223,000	(2,142,322)	(90.6)
6708 Mechanical Equipment	178,275	180,300	234,748	190,400	10,100	5.6
6709 Manholes and Equip	664,200	737,600	997,604	704,100	(33,500)	(4.5)
6710 Sewer Pipe			399			
6711 Communication System	425		135			
6730 Communication Circuits	804,424	767,361	569,988	703,000	(64,361)	(8.4)
6731 Airtime	111,800	111,800	48,465	50,000	(61,800)	(55.3)
6732 Mobile Data	589,760	587,100	826,363	915,200	328,100	55.9
6733 Site Rentals	274,000	274,000	314,792	189,000	(85,000)	(31.0)
6790 Equipment TCA Transfer	53,800	53,800	6,758	12,000	(41,800)	(77.7)
* Equipment & Communications			(293,785)	(2,000)	(2,000)	
6801 Vehicle Purchase	10,399,840	11,041,630	10,988,045	10,937,500	(104,130)	(0.9)
6802 Vehicle R&M	59,225	40,000	99		(40,000)	(100.0)
6803 Vehicle Fuel - Diesel	7,310,735	7,948,067	9,731,694	10,276,200	2,328,133	29.3
6804 Vehicle Fuel - Gasoline	8,619,626	9,328,092	10,129,737	12,110,500	2,782,408	29.8
6805 Tires and Tubes	1,577,406	1,708,188	2,205,181	1,952,350	244,162	14.3
6806 Long Term Fleet Rentals	971,000	971,000	962,105	1,001,500	30,500	3.1
6807 Vehicle Leases	104,900	134,700	98,760	107,000	(27,700)	(20.6)
6808 Natural Gas-Vehicles	377,800	369,900	281,304	272,700	(97,200)	(26.3)
6890 Vehicle TCA Transfer			1,061			
6899 Other Vehicle Expense			(236,854)	(429,000)	(429,000)	
* Vehicle Expense	21,600	76,701	44,423	62,600	(14,101)	(18.4)
6901 Membership Dues	19,042,292	20,576,648	23,217,511	25,353,850	4,777,202	23.2
6902 Conferences and Workshops	387,720	403,914	364,027	415,200	11,286	2.8
6903 Travel - Local	269,853	191,846	115,531	217,600	25,754	13.4
6904 Travel - Out of Town	853,185	857,889	949,684	945,200	87,311	10.2
6905 Training & Education	437,661	450,337	432,104	465,100	14,763	3.3
6906 Licenses & Agreements	1,595,741	1,084,594	961,947	1,359,000	274,406	25.3
6907 Commission Fees	563,977	548,400	473,401	561,400	13,000	2.4
6908 Medical Examinations	260,000	260,100	299,946	260,000	(100)	(0.0)

Expenditures	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6909 Cost of Sales	650,700	735,000	726,845	800,000	65,000	8.8
6910 Signage	109,350	145,350	90,578	135,100	(10,250)	(7.1)
6911 Facilities Rental	5,516,039	5,436,137	5,311,063	5,671,130	234,993	4.3
6912 Advertising and Promotion	957,835	742,430	818,005	883,505	141,075	19.0
6913 Awards	198,472	166,388	119,537	169,100	2,712	1.6
6914 Recruiting	88,900	66,700	25,293	63,000	(3,700)	(5.5)
6915 Research Data Acquisition	71,286	40,123	20,690	39,500	(623)	(1.6)
6916 Public Education	133,000	196,800	166,895	366,200	169,400	86.1
6918 Meals	119,764	143,616	111,786	127,300	(16,316)	(11.4)
6919 Special Projects	1,262,121	1,092,528	980,561	1,662,100	569,572	52.1
6922 Grading			155			
6925 Sidewalks				500,000	500,000	
6928 Committee Expenses	37,858	28,400	6,986	25,900	(2,500)	(8.8)
6929 Visa Purchases	900	5,290	11,778		(5,290)	(100.0)
6932 Youth Programming Services	104,700		124,095			
6933 Community Events	968,995	1,034,970	979,350	956,300	(78,670)	(7.6)
6934 Refunds	1,500	1,500	539		(1,500)	(100.0)
6935 Inventory Re-stock Charge			432			
6936 Staff Relations	36,500	55,676	18,789	51,200	(4,476)	(8.0)
6937 Corporate Training	300,000	255,000	214,107	255,000		
6938 Rewarding Excellence	221,327	94,577	66,799	108,000	13,423	14.2
6939 Duty to Accomodate			200	200		
6940 Fencing	128,250	135,700	148,560	142,000	6,300	4.6
6941 Playground Equipment	37,120	460,377	50,579	404,200	(56,177)	(12.2)
6942 Management Fees	135,700	246,900	450,352	246,900		
6943 Health and Wellness	114,000	108,940	137,096	150,700	41,760	38.3
6946 Branch Programming	19,400	20,000	20,103	20,000		
6947 Literacy/Heritage Pr	4,500	4,500	11,884	4,500		
6948 Arts/Perform. Program	7,000	7,000	6,203	11,000	4,000	57.1
6949 Readers Serv Program	3,400	3,400	5,060	3,400		
6951 Reference Programming	200	200	200	200		
6952 Team Services Programming	7,000	7,000	11,834	13,000	6,000	85.7
6953 Special Projects			3,000			
6960 Loss on Disposal			499,620			
6990 Gds & Svcs TCA Trsf			(47,063)			
6999 Other Goods and Services	13,158,004	5,546,852	1,082,879	3,616,275	(1,930,577)	(34.8)
* Other Goods & Services	30,656,999	22,541,751	17,881,953	22,803,390	261,639	1.2
7001 Interdept Equip Chg	9,185,327	9,477,363	9,477,363		(9,477,363)	(100.0)
7002 Other Interdept Chg	309,617	220,000	219,600		(220,000)	(100.0)
7003 Fleet Long Term (Rev)	(9,180,221)	(9,477,363)	(11,973,368)		9,477,363	(100.0)
7004 Other Intdept (Rev)	(221,600)	(221,600)	(219,600)		221,600	(100.0)
7005 Interdept EXP	3,329,600	3,404,600	3,111,300	1,969,000	(1,435,600)	(42.2)
7006 Interdepartmental Revenues	(3,257,150)	(3,256,850)	(3,111,300)	(1,969,000)	1,287,850	(39.5)
7007 ItnTrsf Paper Recyc			(693)			
7008 ItnTrsf IT & Commun			(2,860)			
7009 Internal Transfers Other			133,260			
9900 Rev/Exp.Vehicle Rental	0	(0)	(10,972)		0	(100.0)
9911 PM Labour-Reg			(522)			
9981 Labour/Adm			(34,941)			
9983 YL Overhead	(38,500)					
9985 Direct/Overhead Charges			(13,195)			
* Interdepartmental	(230,387)	(11,310)	(660,776)	(167,700)	(156,390)	1,382.7
8010 Other Interest	21,400	21,100	84,287	21,200	100	0.5
8011 Interest on Debentures	11,101,633	10,848,520	15,227,371	14,170,600	3,322,080	30.6
8012 Principal on Debentures	37,401,426	39,156,613	46,254,552	46,126,800	6,970,187	17.8
8013 Loan Principal Repayment	2,400	2,400	2,434	2,400		
* Debt Service	48,526,859	50,028,633	61,568,643	60,321,000	10,292,367	20.6
8001 Transf Outside Agenc	136,462,033	139,203,184	138,247,629	148,681,900	9,478,716	6.8
8002 Insurance Claims			1,034,059			
8003 Insurance Pol/Prem	4,727,650	4,448,850	2,502,935	4,494,600	45,750	1.0
8004 Grants	3,079,900	5,251,094	3,826,025	4,323,300	(927,794)	(17.7)
8005 Tax Exemptions	1,486,400	1,487,000	1,156,928	1,485,000	(2,000)	(0.1)
8006 Tax Concess Non Prof	2,726,700	2,977,000	2,812,490	2,985,000	8,000	0.3
8007 Tax Concess Commerci	668,100	768,000	433,104	716,000	(52,000)	(6.8)
8008 Transfer to/from Reserves	27,416,321	27,145,703	54,910,751	14,294,846	(12,850,857)	(47.3)
8009 Fire Protection	9,442,000	9,694,000	11,081,133	10,829,000	1,135,000	11.7
8015 Debenture Discount	280,288	340,000	339,354	299,000	(41,000)	(12.1)
8016 Provision for Allowance	3,545,130	3,555,317	3,676,990	2,559,100	(996,217)	(28.0)
8017 Bank Charges	302,100	330,180	321,887	330,200	20	0.0
8022 Transf to/fr Trust			(81,887)			
8024 Transf to/fr Capital	(2,410)	2,978,257	8,602,465	4,709,200	1,730,943	58.1
8026 Property Damage			57,706			
8034 Approp for Forecast				1,777,734	1,777,734	
8045 Amortization Expense			106,895,801			
9000 Prior Year Surplus/Deficit	72,964	(4,755,911)	(6,991,006)	(8,243,200)	(3,487,289)	73.3
* Other Fiscal	222,305,800	233,776,974	333,110,933	229,268,680	(4,508,294)	(1.9)
** Total	726,573,824	758,700,850	920,123,232	790,026,200	31,325,350	4.1

Revenues	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4001 Residential Property Taxes	(181,990,000)	(194,017,000)	(194,069,303)	(193,867,500)	149,500	(0.1)
4002 Commercial Property Taxes	(176,990,157)	(187,991,171)	(188,009,304)	(188,447,000)	(455,829)	0.2
4003 Business Occupancy Taxes	(5,225,150)	(4,889,756)	(4,882,803)	(3,986,000)	903,756	(18.5)
4005 Resource Property Taxes	(1,302,000)	(1,371,000)	(1,373,401)	(1,380,000)	(9,000)	0.7
4006 Recreational Non Profit		(14,000)	(14,533)	(15,000)	(1,000)	7.1
4007 Resource Forest Taxes		(43,000)	(42,388)	(42,000)	1,000	(2.3)
4008 Commercial Forest Taxes		(115,000)	(86,476)	(92,000)	23,000	(20.0)
4012 Fire Protection	(9,189,000)	(9,505,000)	(9,087,557)	(11,945,000)	(2,440,000)	25.7
4013 Business Occupancy Appeals	123,000					
4094 Allow Resid.Appeals	417,000					
4095 Allow Comm.Appeals	1,143,000					
4096 Allow Resource Appea	14,000					
4100 Deed Transfer Taxes	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11.1
4101 Capital Charges	(2,363,891)	(2,737,000)	(3,247,565)	(2,523,000)	214,000	(7.8)
* Tax Revenue	(405,363,198)	(433,072,927)	(440,115,495)	(438,297,500)	(5,224,573)	1.2
4200 Area Rate Revenue	(136,055,764)	(137,728,606)	(137,937,288)	(147,602,200)	(9,873,594)	7.2
4201 Area Rate LIC Residential	(933,796)	(784,892)	(755,285)	(562,700)	222,192	(28.3)
4202 Area Rate LIC Commercial	(254,930)	(304,194)	(286,421)	(95,400)	208,794	(68.6)
4203 Area Rate Music/Art						
4204 Area Rate Local Transit	(20,673,000)	(21,922,000)	(21,941,772)	(23,445,000)	(1,523,000)	6.9
4205 Area Rate Reg Transp	(12,997,000)	(13,933,000)	(13,930,076)	(14,923,000)	(990,000)	7.1
4211 Transfer from Area Rate						
* Area Rate Revenue	(170,914,490)	(174,672,692)	(174,850,842)	(186,628,300)	(11,955,608)	6.8
4501 Tax Agreement - NSLC	(570,000)	(655,000)	(648,238)	(650,000)	5,000	(0.8)
4502 Tax Agreement - NSPI	(2,162,500)	(2,163,000)	(2,431,238)	(2,590,000)	(427,000)	19.7
4503 Tax Agreement - MT&T	(2,600,000)	(2,292,000)	(2,173,181)	(2,150,000)	142,000	(6.2)
4504 Tax Agreement -NAM	(6,440)	(7,000)	(6,744)	(7,000)		
4505 Tax Agreement - Impe	(3,608,000)	(3,608,000)	(3,608,000)	(3,800,000)	(192,000)	5.3
4506 Tax Agreement - Mari	(1,248,000)	(1,286,000)	(1,221,518)	(1,120,000)	166,000	(12.9)
4507 Tax Agreement - Heritage	(140,000)	(156,000)	(207,235)	(300,000)	(144,000)	92.3
4551 Hfx Int'l Tax O-set	1,600,000	1,794,000	2,075,709	2,320,000	526,000	29.3
* Tax Agreements	(8,734,940)	(8,373,000)	(8,220,444)	(8,297,000)	76,000	(0.9)
4601 Grant in Lieu - Federal	(18,081,000)	(19,253,000)	(19,323,629)	(20,505,800)	(1,252,800)	6.5
4602 Grant in Lieu - Provincial	(6,029,500)	(7,336,000)	(7,063,717)	(7,801,200)	(465,200)	6.3
4603 Grant in Lieu-CPC	(627,160)	(686,000)	(679,173)	(680,000)	6,000	(0.9)
4605 Grant Lieu-Hflx Port	(1,894,000)	(1,749,000)	(1,757,857)	(2,425,000)	(676,000)	38.7
4606 Grant in Lieu - CBC	(297,000)	(339,000)	(287,740)	(306,000)	33,000	(9.7)
4607 Grant in Lieu - Via Rail	(167,000)	(167,000)	(127,237)	(135,000)	32,000	(19.2)
4608 Grant in Lieu - WCB	(118,000)	(137,000)	(135,876)	(135,000)	2,000	(1.5)
4609 Grant in Lieu - Citadel	(1,546,000)	(1,596,000)	(1,579,135)	(1,517,000)	79,000	(4.9)
4610 Grant in Lieu-NRC	(71,000)	(77,000)	(79,644)	(77,000)		
4650 Grant in Lieu - Other	(11,438)	(13,000)	(203,888)	(12,000)	1,000	(7.7)
* Payments in Lieu of taxes	(28,842,098)	(31,353,000)	(31,237,896)	(33,594,000)	(2,241,000)	7.1
4702 Cond. Grant (Infr)	(701,900)	(170,250)	(264,957)		170,250	(100.0)
4703 Cond.Grant NS(Other)	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
4704 Conditnl Grnts Other			(488,773)			
4706 Uncond.Grant NS(oth)	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	1.8
4707 Public House. Amort.	(41,158)	(41,000)	(41,000)	(41,000)		
4750 Other Grants	(3,019,636)	(2,999,700)	(3,341,408)	(3,281,900)	(282,200)	9.4
* Transfers from other Gov'ts	(11,548,494)	(11,246,750)	(12,400,847)	(11,468,100)	(221,350)	2.0
4801 Interest Revenue - Taxes	(2,510,000)	(3,700,000)	(4,702,678)	(4,600,000)	(900,000)	24.3
4803 Int. Rev. - Cap.Chrg	(440,000)	(450,000)	(542,435)	(500,000)	(50,000)	11.1
4850 Interest Revenue - Other	(170,000)	(565,000)	(197,544)	(190,000)	375,000	(66.4)
4860 Investment Income	(512,000)	(1,435,000)	(1,490,602)	(1,100,000)	335,000	(23.3)
* Interest Revenue	(3,632,000)	(6,150,000)	(6,933,259)	(6,390,000)	(240,000)	3.9
4901 Parking Meters	(2,630,000)	(2,750,000)	(2,889,336)	(2,800,000)	(50,000)	1.8
4902 Fines Fees	(3,807,351)	(3,996,101)	(4,247,349)	(3,996,100)	1	
4903 Building Permits	(3,076,400)	(3,952,358)	(3,866,318)	(4,190,000)	(237,642)	6.0
4904 Plumbing Permits	(128,000)	(128,000)	(132,915)	(128,000)		
4905 Street opening Permits	(295,000)	(290,755)	(247,686)	(291,000)	(245)	0.1
4906 Subdivision Application	(120,000)	(110,000)	(91,943)	(110,000)		
4907 Taxi Licenses	(165,000)	(165,000)	(147,565)	(165,000)		
4908 Animal Licenses	(150,000)	(150,000)	(311,505)	(150,000)		
4909 False Alarm Recovery	(345,900)	(395,900)	(290,516)	(290,000)	105,900	(26.7)
4910 NSLC Offences	(14,000)	(14,000)	(13,448)	(16,000)	(2,000)	14.3
4911 Zoning Fees	(60,000)	(70,000)	(102,910)	(70,000)		
4912 Signs & Encroachments	(359,800)	(332,954)	(517,494)	(300,000)	32,954	(9.9)
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(49,700)	(44,205)	(49,700)		
4915 Minor Variance	(11,900)	(10,000)	(17,946)	(10,000)		
4916 Vending Licenses	(50,000)	(50,000)	(36,305)	(40,000)	10,000	(20.0)
4920 Development Permits	(20,000)	(52,700)	(356,653)	(352,700)	(300,000)	569.3
4950 Other Licenses & Permits	(52,500)	(52,500)	(35,909)	(52,500)		
4951 By-Law F300 Revenue	(1,359,633)	(1,785,000)	(1,813,551)	(1,785,000)		
5101 Parking Rentals	(2,443,700)	(2,677,800)	(2,636,947)	(2,313,900)	363,900	(13.6)
5102 Facilities Rentals	(3,487,970)	(3,797,370)	(3,117,280)	(3,225,600)	571,770	(15.1)
5103 Facilities Rent Core						
5150 Other Rental Revenue	(3,000)	(2,500)	(75,863)	(2,700)	(200)	8.0

Revenues	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
5151 Lease Revenue	(595,000)	(595,000)	(413,567)	(595,000)		
5201 Bus Fare Revenue	(31,106,300)	(29,399,700)	(24,633,058)	(30,069,300)	(669,600)	2.3
5202 Charter Revenue			(300)			
5204 Administration Fees	(198,000)	(203,000)	(383,098)	(205,200)	(2,200)	1.1
5205 Tax Certificates	(350,000)	(325,000)	(310,562)	(315,000)	10,000	(3.1)
5206 Stipends	(30,600)	(30,600)	(52,950)	(38,500)	(7,900)	25.8
5207 Arts & Crafts Revenue	(70,900)	(72,900)	(61,110)	(70,170)	2,730	(3.7)
5208 Dance & Drama Revenue	(109,050)	(109,850)	(78,942)	(98,070)	11,780	(10.7)
5209 Community Events Revenue	(280,500)	(278,000)	(371,845)	(277,600)	400	(0.1)
5210 Sport and Fitness Revenue	(633,700)	(628,700)	(1,814,178)	(623,110)	5,590	(0.9)
5211 Program Facil. Rev.	(88,500)	(88,500)	(85,793)	(84,050)	4,450	(5.0)
5212 Leisure Skills Revenue	(328,300)	(329,800)	(295,337)	(225,490)	104,310	(31.6)
5213 Play. & Camp Rev.	(503,220)	(507,420)	(496,453)	(510,150)	(2,730)	0.5
5214 Wellness Revenue	(29,500)	(26,500)	(10,535)	(13,660)	12,840	(48.5)
5215 Aquat.Rev.-Instuct.	(644,900)	(644,900)	(455,872)	(449,100)	195,800	(30.4)
5216 Aquat.Rev.-Recreat.	(101,000)	(101,000)	(901,955)	(53,100)	47,900	(47.4)
5219 Ice Rentals	(1,251,500)	(1,215,210)	(3,312,246)	(1,192,200)	23,010	(1.9)
5222 Access-A-Bus Fare Revenue	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
5223 Comm.Transit Fare Re	(93,000)	(93,000)	(115,835)	(93,000)		
5224 Ferry Fare Revenue	(1,976,100)	(1,976,100)	(1,709,818)	(1,976,000)	100	(0.0)
5225 Tipping Fees-Waste R	(11,823,815)	(11,151,000)	(11,240,320)	(11,254,900)	(103,900)	0.9
5227 Photocopier Revenue	(200)	(200)	(175)	(200)		
5228 Membership Revenue	(128,400)	(128,400)	(90,572)	(85,500)	42,900	(33.4)
5229 Tax Sale Admin Fees	(512,500)	(145,000)	(149,825)	(145,000)		
5235 GRS Drop In Program			(854)			
5250 Sales of Services Other	(1,424,000)	(1,337,200)	(1,884,240)	(1,658,000)	(320,800)	24.0
5251 Otter Paper Revenue						
5252 White Goods Revenue						
5253 Subdiv Insp Fees	(40,000)	(40,000)	(39,829)	(40,000)		
5254 SOT Cancellation Fees	(102,500)		(1,430)			
5255 Engineering Fees	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	13.7
5256 SOT Revenue	(5,120,000)	(3,000,000)	(2,201,968)	(2,700,000)	300,000	(10.0)
5402 Sale of Bottles	(105,000)	(105,000)	(68,672)	(95,000)	10,000	(9.5)
5403 Sales of Other Recyclables	(1,515,769)	(2,280,700)	(2,568,436)	(2,346,200)	(65,500)	2.9
5404 Canteen Revenue	(10,000)	(3,300)	(10,728)	(1,700)	1,600	(48.5)
5405 Bar Revenue	(1,000)	(1,000)		(4,000)	(3,000)	300.0
5410 Gain on Disposal			(13,829,172)			
5450 Other Sales Revenue	(963,925)	(1,283,800)	(1,398,825)	(1,096,000)	187,800	(14.6)
5451 Sales Of Compost						
* Fee Revenues	(79,039,833)	(77,200,104)	(90,250,047)	(76,929,400)	270,704	(0.4)
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5502 HRWC Dividend	(3,700,000)	(3,700,000)	(3,943,759)	(3,700,000)		
5503 Advertising Revenue	(680,700)	(682,800)	(639,931)	(682,800)		
5505 Env Prot Levies			1,951			
5507 Overages and Shortages			1,401			
5508 Recov External Parti	(12,117,506)	(10,358,777)	(37,444,995)	(21,840,500)	(11,481,723)	110.8
5509 NSF Chq Fee	(10,000)	(10,000)	(20,630)	(20,000)	(10,000)	100.0
5513 Government Rebates			(2,024)			
5515 accident Rebates						
5520 Donations	(5,000)	(5,000)	(3,973)	(5,000)		
5521 CUPE Administration Fee	(80,000)	(80,000)	(74,548)	(80,000)		
5600 Miscellaneous Revenue	(1,816,065)	(1,790,400)	(706,095)	(2,088,200)	(297,800)	16.6
5803 Transfer - General Rate						
5804 Transfer - Urban Rate						
5810 Equity Previous Years						
* Other Revenue	(18,414,671)	(16,632,377)	(42,832,602)	(28,421,900)	(11,789,523)	70.9
5802 Other Interdept Rev	(84,100)					
* Interdepartmental Revenue	(84,100)					
** Total	(726,573,824)	(758,700,850)	(806,841,432)	(790,026,200)	(31,325,350)	4.1
Net Surplus/Deficit	(0)	0	113,281,800	(0)	(0)	(125.0)

Office of the Auditor General

2012/13 Annual Budget

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

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

AG Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	585,129	668,916	574,411	728,000	59,084	8.8
* Office	24,010	24,029	36,547	16,000	(8,029)	(33.4)
* External Services	16,400	56,400	16,301	11,300	(45,100)	(80.0)
* Supplies				1,000	1,000	
* Equipment & Communications	1,200	1,200	2,421	6,000	4,800	400.0
* Other Goods & Services	92,755	92,755	24,871	81,000	(11,755)	(12.7)
* Interdepartmental			4,242			
* Other Fiscal	(60,000)	(50,000)		(50,000)		
** Total	659,494	793,300	658,794	793,300		
Revenues						
* Other Revenue			(4,673)			
** Total			(4,673)			
Net Surplus/Deficit	659,494	793,300	654,121	793,300		

AG Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A317 Bus Process & QA			261			
G100 Off of the Aud Gen	659,494	793,300	653,860	793,300		
* Total	659,494	793,300	654,121	793,300		

AG Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A317 Bus Process & QA			261			
G100 Off of the Aud Gen	659,494	793,300	658,533	793,300		
* Total	659,494	793,300	658,794	793,300		

AG Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
G100 Off of the Aud Gen			(4,673)			
* Total			(4,673)			

Auditor General Office Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	479,100	590,964	503,084	631,000	40,036	6.8
6005 PDP Increases			(11,854)			
6100 Benefits - Salaries	95,495	69,510	74,924	86,000	16,490	23.7
6150 Honorariums			500			
6152 Retirement Incentives	1,634	2,023	2,096	3,000	977	48.3
6154 Workers' Compensation	8,900	6,419	5,662	8,000	1,581	24.6
9210 HR CATS OT Wage/Ben						
* Compensation and Benefits	585,129	668,916	574,411	728,000	59,084	8.8
6201 Telephone	3,800	3,819	5,142	5,000	1,181	30.9
6202 Courier/Postage	450	450	561	1,000	550	122.2
6203 Office Furn/Equip	6,210	6,210	19,837	3,000	(3,210)	(51.7)
6204 Computer S/W & Lic	5,000	5,000	1,314		(5,000)	(100.0)
6207 Office Supplies	8,550	8,550	9,693	7,000	(1,550)	(18.1)
* Office	24,010	24,029	36,547	16,000	(8,029)	(33.4)
6301 Professional Fees	4,500	44,500	2,027	1,300	(43,200)	(97.1)
6302 Legal Fees			8,432			
6303 Consulting Fees			(17)			
6311 Security			3,277			
6399 Contract Services	11,900	11,900	2,582	10,000	(1,900)	(16.0)
* External Services	16,400	56,400	16,301	11,300	(45,100)	(80.0)
6499 Other Supplies				1,000	1,000	
* Supplies				1,000	1,000	
6703 Computer Equipment/Rentals	1,200	1,200	2,421	6,000	4,800	400.0
* Equipment & Communications	1,200	1,200	2,421	6,000	4,800	400.0
6901 Membership Dues	5,000	5,000	4,019	10,000	5,000	100.0
6902 Conferences and Workshops	7,650	7,650	4,484	10,000	2,350	30.7
6903 Travel - Local	3,600	3,600	1,674	2,000	(1,600)	(44.4)
6904 Travel - Out of Town	355	355	531	1,000	645	181.7
6905 Training & Education	20,200	20,200	137	1,000	(19,200)	(95.0)
6911 Facilities Rental			12,542			
6912 Advertising and Promotion	450	450	384		(450)	(100.0)
6917 Books and Periodicals	1,500	1,500	906	2,000	500	33.3
6918 Meals			26			
6919 Special Projects	54,000	54,000		54,000		
6938 Rewarding Excellence			168	1,000	1,000	
* Other Goods & Services	92,755	92,755	24,871	81,000	(11,755)	(12.7)
7008 IntnTrsf IT & Commun			4,242			
* Interdepartmental			4,242			
8008 Transfer to/from Reserves	(60,000)	(50,000)		(50,000)		
* Other Fiscal	(60,000)	(50,000)		(50,000)		
** Total	659,494	793,300	658,794	793,300		
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
5508 Recov External Parti			(4,673)			
* Other Revenue			(4,673)			
** Total			(4,673)			
Net Surplus/Deficit	659,494	793,300	654,121	793,300		

Chief Administrative Office

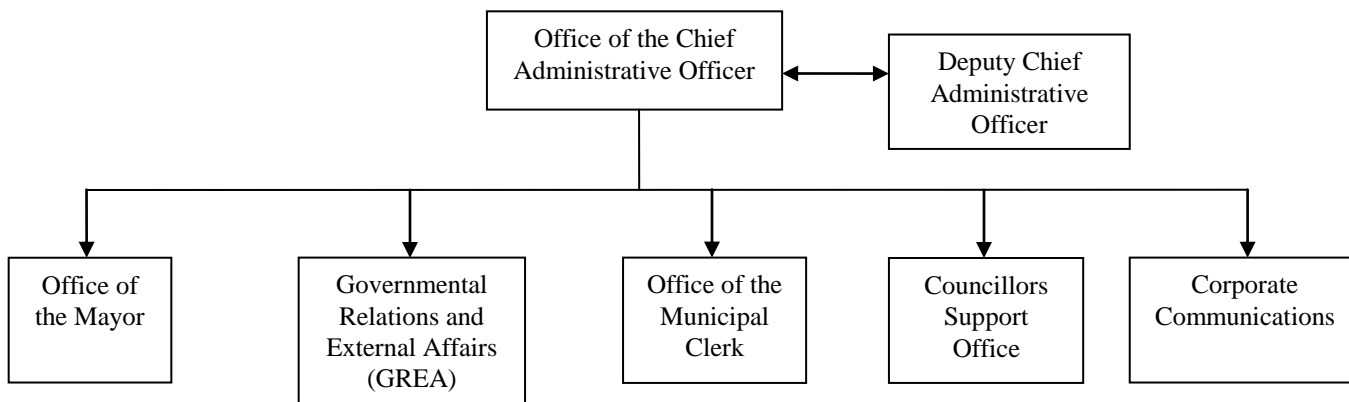
2012/13 Annual Budget

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

Business Unit Overview:

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

There are seven service areas (divisions) within the business unit:



The following notable changes were made to the CAO business unit during the 2011/12 business cycle in conjunction with a corporate realignment that became effective in October of 2011:

- The DCAO Corporate Services & Strategy division was eliminated and these services will be delivered through the Office of the CAO using existing resources
- The division formerly known as External and Corporate Affairs was redefined as Government Relations and External Affairs (GREA). Its mandate was refined to provide increased focus on Intergovernmental Affairs, Policy Analysis and Economic Policy & Development
- Responsibility for communications and marketing was removed from GREA and the Corporate Communications service area was created as a new division
- Corporate Records & Municipal Archives and the Access & Privacy Office were added to the Office of the Municipal Clerk from the former Business Planning and Information Management (BPIM) business unit

Funded Full Time Equivalent (FTEs):

Chief Administrative Office	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	63	76	+13

Business Unit Operating Budget Overview:

CAO Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	7,222,423	8,249,557	8,279,017	8,240,100	(9,457)	(0.1)
* Office	946,727	999,180	923,720	1,455,200	456,020	45.6
* External Services	367,460	381,265	818,761	1,034,700	653,435	171.4
* Supplies	116,960	102,360	75,544	102,400	40	0.0
* Materials			511			
* Building Costs	8,000					
* Equipment & Communications	40,500	44,300	30,352	43,400	(900)	(2.0)
* Vehicle Expense		50,301	45,506	44,000	(6,301)	(12.5)
* Other Goods & Services	1,035,775	1,018,405	750,899	1,058,900	40,495	4.0
* Interdepartmental			21,668			
* Other Fiscal	2,882,407	3,222,027	3,103,617	2,181,000	(1,041,027)	(32.3)
** Total	12,620,252	14,067,395	14,049,595	14,159,700	92,305	0.7
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Tax Revenue	(1,504,307)	(1,843,927)	(1,824,488)		1,843,927	(100.0)
* Area Rate Revenue				(1,968,100)	(1,968,100)	
* Payments in Lieu of taxes				(157,000)	(157,000)	
* Transfers from other Gov'ts			(252,944)			
* Fee Revenues	(30,800)	(32,300)	(53,951)	(40,200)	(7,900)	24.5
* Other Revenue	(86,300)	(52,000)	(173,307)	(29,400)	22,600	(43.5)
** Total	(1,621,407)	(1,928,227)	(2,304,690)	(2,194,700)	(266,473)	13.8
Net Surplus/Deficit	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1.4)

Business Unit Service Area Budget Overview:

Service Area Budget Overview						
Service Area	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
CAO Office	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1.4)
Councillor Support	2,806,950.0	2,993,424.0	2,741,155.7	2,684,500.0	(308,924.0)	(10.3)
CAO Office	696,733	800,300	576,615	662,600	(137,700)	(17.2)
Mayors Office	752,946	775,447	674,453	780,600	5,153	0.7
Government Relations & External Affairs	2,374,807	2,099,556	2,084,605	2,188,800	89,244	4.3
Corporate Communications	2,072,677	2,926,612	2,957,856	3,088,600	161,988	5.5
Municipal Clerks	1,796,948	2,028,989	1,971,852	2,038,900	9,911	0.5
DCAO Operations	497,784	514,840	738,368	521,000	6,160	1.2
	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1.4)

Key Business Unit Metrics and Drivers:

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	55%	57%	58%	59%	59%
Expenditures per Dwelling	68.24	68.56	71.67	82.33	76.95

Major Achievements in 11/12

- Implemented a corporate re-organization to better align operations with Council and community service expectations
- Refined HRM's operating budget process to provide Council with greater flexibility regarding expenditures, service levels and tax rates
- Developed and implemented a staff vacancy management process to maximize compensation savings
- Developed and implemented a program to effectively manage overtime expenses
- Centralized corporate communications and marketing functions (except Police, Library and Halifax Water)
- Developed and implemented an effective process to respond to issues raised by the Auditor General
- Implemented the new Standing Committee Structure of Regional Council
- Led the HRM Electoral Boundary Review process
- Delivered live on-line streaming of Regional Council through a 3rd party service provider
- Supported the Executive Standing Committee review of governance
- Improved relationships with senior levels of government and external stakeholders through the establishment of a new staff group (GREA)

Key Opportunities and Challenges in 12/13

The following challenges and opportunities will have an impact on the Business Unit in the 2012/13 business cycle:

- **Governance:** Supporting continuous governance improvements is both a challenge and an opportunity for the CAO Business Unit in the coming year. Electoral boundary alterations, a reduction in Council size and impacts from the 2012 municipal election will all be experienced during this business cycle. These challenges must be efficiently managed to ensure a seamless transition to the new Council format.

- **Fiscal Health:** Contributing to financial sustainability and long term overall fiscal health of the organization is an ongoing challenge for every staff member at HRM. The challenge before the CAO Business Unit is one of providing leadership to ensure finances are well managed, lines of accountability are clear and financial plans are aligned with corporate goals. This provides Council with a high degree of flexibility and a range of opportunities regarding spending alternatives, service delivery options and tax rate variations.
- **Intergovernmental Relations and External Affairs:** Ensuring HRM develops and maintains an excellent working relationship with senior levels of government provides significant benefit to the organization and to the community. Providing leadership and organizational focus to this regulatory, legislative and financial relationship is a key challenge for the CAO Business Unit in the upcoming year.
- **Corporate / Public Communications:** Ensuring HRM communicates internally and externally in a professional and highly effective manner is a key challenge to the business unit for 2012/13. Development of a more cohesive, strategic and pro-active communications program presents a significant opportunity to improve corporate culture within the organization and establish stronger communication links with the community.
- **Corporate Alignment and Operational Efficiency:** Financial resources available to the public service continue to be under very significant pressure while taxpayers' expectation of service continues to increase. These circumstances will not change in the future and the CAO Business Unit must continue to provide leadership and direction to ensure HRM's organizational structure is appropriately sized and properly aligned to respond to this challenge.

12/13 Business Unit Service Level Changes

Increases In Services / New Initiatives:

- Coordinate the 2012 Municipal & School Board Elections
- Increase access to Council proceedings through delivery of Audio casting & Audio archiving of Regional Council
- Support Governance objectives and structure of New Council following 2012 Municipal Election

Decreases In Services / Operational Pressures (OP):

- Increased volume and complexity of FOIPOP and Access to Information Requests (OP)
- Records & Archives division needs a new Manager and a strategic operations plan setting out direction for Corporate Records & Archives
- The current lease on records/archive centre (81 Ilsley Avenue) expires in 2013(OP)
- Municipal Clerk will be serving as Returning Officer for 2012 Municipal and School Board Elections in addition to usual duties (OP)

Expected Services Not Being Delivered:

- None

12/13 Service Area Plans

Office of the Chief Administrative Officer (CAO Office)

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

Services Delivered:

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

CAO Office Budget Overview

CAO Office Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	616,530	732,506	604,414	585,900	(146,606)	(20.0)
* Office	32,630	35,630	27,005	15,300	(20,330)	(57.1)
* External Services	127,360	135,665	538,308	30,000	(105,665)	(77.9)
* Equipment & Communications	900	900	422		(900)	(100.0)
* Vehicle Expense			36			
* Other Goods & Services	144,313	120,599	49,513	31,400	(89,199)	(74.0)
* Interdepartmental			23,691			
* Other Fiscal	(225,000)	(225,000)	(413,971)		225,000	(100.0)
** Total	696,733	800,300	829,419	662,600	(137,700)	(17.2)
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Transfers from other Gov'ts			(252,944)			
* Other Revenue			140			
** Total			(252,804)			
Net Surplus/Deficit	696,733	800,300	576,615	662,600	(137,700)	(17.2)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	83%	81%	89%	73%	88%
Expenditures per Dwelling	4.10	4.25	4.01	4.59	2.79

CAO Office Opportunities and Challenges

- **Corporate Culture Based on Service Efficiency:** HRM’s corporate culture and operational efficiency must continue to evolve to a state where all staff actions are primarily based on sound financial information and an underlying philosophy of superior professional public service. This requires continuous review and improvement to the corporate structure, workforce management and continued development of effective internal leadership to increase efficiency, raise expectations and embed a culture of high productivity. Leadership of this initiative is a long term challenge and a high priority for the CAO’s Office.
- **Fiscal Management and Corporate Planning:** Financial resources available to the public service continue to be under very significant pressure while taxpayers’ expectations of service delivery continue to increase. Effectively responding to these circumstances requires a systematic program to measure performance and increase accountability for meeting operating budget targets and maintaining service levels. Development of a complimentary corporate planning process that includes establishment of a direct accountability path for the leadership and achievement of each Community Outcome and Administrative Outcome included in the Corporate Plan is also required. Supporting these important strategies is a key challenge for the CAO Office in the coming year.
- **Governance Changes:** The combination of the upcoming election and the recently approved Electoral Boundary changes create an opportunity for the development and implementation of governance changes during the 2012/13 business cycle. These efforts will be guided by Council and staff contributions on this matter will be led through the CAO Office and delivered through the Offices of the Municipal Clerk, the Mayor and Councillor Support.
- **Responsiveness to External Stakeholders:** Developing and maintaining excellent working relationships with external stakeholders is a significant challenge and a great opportunity. HRM’s ability to respond to such things as the impacts of the Federal shipbuilding contract or requests for improvements to the development approval process will provide significant benefit to the organization and to the community. Providing leadership and organizational focus to this challenge is an important task for the CAO Business Unit in the upcoming year.

CAO Office Key Deliverables

1.1	Support the business units’ ongoing review of their internal structural alignment
1.2	Develop a more focussed Capital Plan that emphasises the importance of the state of good repair of HRM’s infrastructure
1.3	Begin the process of defining Key Performance Indicators for each business unit and linking these indicators to results

Office of the Deputy Chief Administrative Officer (DCAO)

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

Services Delivered:

- Support for the CAO's leadership of the administrative branch of municipal government
- Direct oversight to HRM's operational business units – Transportation and Public Works, Planning and Infrastructure, Community and Recreation Services, Metro Transit and Halifax Regional Fire and Emergency Services
- Operational leadership to the Senior Management Team (SMT)
- Delivery of special project objectives as directed by the CAO

DCAO Office Budget Overview

DCAO Operations Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	356,840	378,009	586,925	380,800	2,791	0.7
* Office	6,694	8,786	5,160	8,800	14	0.2
* External Services	116,200	116,200	127,390	116,200		
* Other Goods & Services	18,050	11,845	18,893	15,200	3,355	28.3
** Total	497,784	514,840	738,368	521,000	6,160	1.2
Net Surplus/Deficit	497,784	514,840	738,368	521,000	6,160	1.2

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	73%	72%	75%	79%	73%
Expenditures per Dwelling	2.69	2.75	2.91	3.69	2.84

DCAO Office Key Deliverables

2.1	Guide and support the implementation of policies and priorities as directed by Council
2.2	Create the conditions for the successful delivery of operational business unit objectives, i.e., BU Director recruitment
2.3	Project Sponsor for Strategic Urban Partnership (SUP), Multi District Facilities(MDF)
2.4	Support the operational review of Halifax Regional Fire and Emergency Services
2.5	Promote a continued and ongoing commitment to improved and innovative service delivery as the Organizational Lead for Excellence in Service Delivery

Office of the Mayor

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

Services Delivered

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

Office of the Mayor Budget Overview

Mayors Office Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	598,160	584,862	620,866	623,700	38,838	6.6
* Office	26,636	30,685	19,916	30,100	(585)	(1.9)
* External Services	2,500	2,500	157	2,500		
* Supplies		500	469	500		
* Materials			83			
* Equipment & Communications	500	500	120	500		
* Other Goods & Services	160,950	156,400	66,540	147,700	(8,700)	(5.6)
* Interdepartmental			255			
** Total	788,746	775,447	708,406	805,000	29,553	3.8
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Other Revenue	(35,800)		(33,953)	(24,400)	(24,400)	
** Total	(35,800)		(33,953)	(24,400)	(24,400)	
Net Surplus/Deficit	752,946	775,447	674,453	780,600	5,153	0.7

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	72%	72%	81%	88%	77%
Expenditures per Dwelling	4.01	3.83	4.38	4.28	4.39

Office of the Mayor Opportunities and Challenges

- **Election Impacts:** Supporting the Mayor's leadership of a newly elected Council is a challenge for the Office of the Mayor for this business cycle. Maintaining a high state of readiness and responsiveness will be required in order to support the Mayor with high quality professional support during the transition to a new Council.

- **Governance Changes:** The combination of the upcoming election and recently approved Electoral Boundary changes create an opportunity for consideration of governance changes during the 2012/13 business cycle. The premise behind consideration of these alterations is improved service to the community as defined through the leadership of Mayor and Council. Providing support to the Mayor in these efforts will be both a challenge and an opportunity for the Office of the Mayor during 2012/13.

Office of the Mayor Key Deliverables

3.1	Ensure adequate resources are in place to provide administrative support during the transition and orientation of the new Council
3.2	Provide administrative support, expertise and advice in support of any revised goals or proposed governance enhancements developed by the Mayor and Council

Councillors Support Office

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

Services Delivered:

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

Councillors Support Office Service Area Budget Overview

Councillor Support Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	2,535,290	2,661,437	2,489,279	2,384,500	(276,937)	(10.4)
* Office	75,980	85,594	65,335	85,500	(94)	(0.1)
* Equipment & Communications	500		330			
* Vehicle Expense		50,301	45,469	44,000	(6,301)	(12.5)
* Other Goods & Services	225,780	226,692	198,266	209,000	(17,692)	(7.8)
* Interdepartmental			984			
** Total	2,837,550	3,024,024	2,799,664	2,723,000	(301,024)	(10.0)
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Fee Revenues	(30,600)	(30,600)	(52,950)	(38,500)	(7,900)	25.8
* Other Revenue			(5,558)			
** Total	(30,600)	(30,600)	(58,508)	(38,500)	(7,900)	25.8
Net Surplus/Deficit	2,806,950	2,993,424	2,741,156	2,684,500	(308,924)	(10.3)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	86%	88%	89%	89%	88%
Expenditures per Dwelling	14.87	16.53	15.42	16.72	14.84

Councillors Support Office Opportunities and Challenges

- Responding to Electoral District Changes:** As a result of the 2011 Boundary review, the number of Councillors/districts will reduce from 23 to 16 in November 2012. Managing this substantial governance change and ensuring elected officials are adequately supported to provide good governance to their residents is a significant challenge for the coming year.
- Supporting a Newly Elected Council:** Preparing and implementing the support program for the newly elected Council will be a challenge for the Councillor Support office for this business cycle. While the results of the 2012 Municipal Election will not be known until fall, there will be both challenges and opportunities associated with customizing the support program for the incoming Council and assisting with the orientation of any newly elected officials.
- Providing Superior Customer Service:** Supporting the timely and efficient flow of complete and accurate information between residents and Councillors is an ongoing challenge. The importance of this function is increased during this particular business cycle as a result of the electoral district changes and the election as noted above. However, the current circumstances provide a unique opportunity to provide additional focus on the development of a program that provides improved response times and increased transparency to residents so they are well served and well informed.

12/13 Councillors Support Office Key Deliverables

4.1	Review processes and tools in place to support and promote excellence in customer service for elected officials and their residents
4.2	Survey elected officials to determine their support needs under a reduced Council of 16
4.3	Promote transparency and accountability by actively disseminating information on Councillor websites
4.4	Strengthen the Councillor orientation program to provide more information on governance.

The Office of the Municipal Clerk

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

Services Delivered:

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

Office of the Municipal Clerk Service Area Budget Overview

Municipal Clerks Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	1,199,663	1,425,488	1,384,481	1,659,900	234,412	16.4
* Office	74,440	68,618	62,596	478,300	409,682	597.0
* External Services	70,800	76,300	109,308	836,500	760,200	996.3
* Supplies	10,100	9,000	3,616	9,000		
* Materials			122			
* Building Costs	8,000					
* Equipment & Communications	5,000	5,000	4,550	5,000		
* Other Goods & Services	226,545	245,183	221,340	398,000	152,817	62.3
* Interdepartmental			1,431			
* Other Fiscal	203,100	203,100	203,100	(1,344,100)	(1,547,200)	(761.8)
** Total	1,797,648	2,032,689	1,990,543	2,042,600	9,911	0.5
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Fee Revenues	(200)	(1,700)	(1,001)	(1,700)		
* Other Revenue	(500)	(2,000)	(17,690)	(2,000)		
** Total	(700)	(3,700)	(18,691)	(3,700)		
Net Surplus/Deficit	1,796,948	2,028,989	1,971,852	2,038,900	9,911	0.5

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	66%	68%	71%	70%	81%
Expenditures per Dwelling	11.14	9.56	9.68	11.17	11.13

Office of the Municipal Clerk Service Area Opportunities and Challenges

- **Electoral Boundary Changes:** Sixteen new Electoral Districts have been defined and will be implemented during the 2012/13 business cycle. Ensuring the community is adequately informed of these important changes will be a challenge in the coming year. The importance of this task is magnified by the Municipal and School Board elections to be held in the fall of 2012.
- **2012 Municipal and School Board Elections:** As noted above, the Office of the Municipal Clerk will be coordinating the Municipal and School Board elections to be held in the fall of 2012. Integrating this task into the divisional work plan without impacting normal service delivery is an operational challenge.
- **Orientation of New Council:** Subsequent to the completion of the election, successful candidates must be sworn in and provided with a comprehensive orientation program to assist them in undertaking the challenge of being a municipal Councillor.
- **FOIPOP and Access to Information Service Demands:** Formal applications for information through FOIPOP legislation continue to increase in volume and complexity. Effective and efficient management of responses to these applications is an operational challenge. One significant opportunity to reduce the operational impacts of this challenge is to increase the level of routine and systematic disclosure of non-protected information.
- **Strategic Operations Plan for Records and Archival Material:** Stewardship of HRM's extensive inventory of records and archives is an extremely important component of HRM's operational due diligence. The volume and value of these records has increased substantially and the lease on HRM's records storage facility expires during this fiscal year. These circumstances represent an excellent opportunity to develop a strategic operating plan to ensure the ongoing efficiency and effectiveness of this important corporate function.
- **Governance Change:** In support of the concept of continuous improvement, the assessment of the governance structure of Councils, Standing Committees and advisory committees is an ongoing exercise. These efforts are guided by Council and staff support is led through the Office of the Municipal Clerk. The combination of the upcoming election and the recently approved Electoral Boundary changes create an opportunity for the development and implementation of governance changes during the 2012/13 business cycle.
- **Access/Transparency and Protection of Privacy:** HRM is committed to strengthening corporate understanding and commitment to the concepts of public access to the workings of municipal government as set out in Freedom of Information and Protection of Privacy legislation. The Office of the Municipal Clerk took over the management of HRM's Access & Privacy Office. The centralization of this section and the change in oversight provides an opportunity for continuous improvement in this important service.

Office of the Municipal Clerk 12/13 Service Area Key Deliverables

5.1	Deliver the 2012 Municipal and School Board Elections in HRM in accordance with the legislative requirements of the Municipal Elections Act and Education Act of Nova Scotia
5.2	Develop and deliver a corporate wide access and privacy program focusing on awareness of legislation and policy along with corporate roles and responsibilities
5.3	Develop a corporate plan for a Records Management Program including revised/updated categorization, retention and disposition schedules and processes for adoption by SMT
5.4	Support the governance structure adopted by the new Council elected in October 2012

Government Relations & External Affairs (GREA)

GREA provides strategic advice to the corporation on a range of initiatives focussed on creating opportunities for effective integration with external partners.

Services Delivered:

- Enhancement of relationships with other levels of government and community stakeholders
- Development of government relations strategies and monitoring of intergovernmental priorities
- Corporate policy development and analysis
- Research on a wide range of topics including economic development and government & business best practices
- Management of processes and initiatives that advance HRM's economic objectives
- Development and management of service level agreements with HRM's economic development partners including the Greater Halifax Partnership (GHP) and the Business Improvement Districts (BIDs)
- Leadership of the economic prosperity outcome area
- Leadership, strategic direction, policy advice and expertise in support of improved delivery of municipal services

Government Relations & External Affairs Budget Overview

Government Relations & External Affairs Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	726,185	559,119	551,529	654,000	94,881	17.0
* Office	13,670	8,761	4,671	7,400	(1,361)	(15.5)
* External Services	7,600	4,750	2,940	3,700	(1,050)	(22.1)
* Other Goods & Services	227,352	126,926	122,823	123,700	(3,226)	(2.5)
* Interdepartmental			2,642			
* Other Fiscal	2,904,307	3,243,927	3,314,488	3,525,100	281,173	8.7
** Total	3,879,114	3,943,483	3,999,093	4,313,900	370,417	9.4
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Tax Revenue	(1,504,307)	(1,843,927)	(1,824,488)		1,843,927	(100.0)
* Area Rate Revenue				(1,968,100)	(1,968,100)	
* Payments in Lieu of taxes				(157,000)	(157,000)	
* Other Revenue			(90,000)			
** Total	(1,504,307)	(1,843,927)	(1,914,488)	(2,125,100)	(281,173)	15.2
Net Surplus/Deficit	2,374,807	2,099,556	2,084,605	2,188,800	89,244	4.3

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	13%	11%	19%	14%	16%
Expenditures per Dwelling	18.56	18.91	22.37	22.26	21.97

GREA Service Area Opportunities and Challenges

- **Economic Development:** Enhanced reporting on the service level agreement with the GHP continues to be a priority. HRM is conducting a review of economic development governance which includes reporting mechanisms between HRM and its economic development delivery agencies (GHP, DH, and TCL). In addition, there are a number of new process changes being recommended in an effort to better serve/administer the Business Improvement Districts. As with any change, challenges are anticipated as these improvements are endorsed and implemented by the various organizations and their Boards of Directors.

Both HRM and the Province have economic priorities dedicated to improving business climate and competitiveness. This is a major opportunity to achieve significant progress on our Economic Prosperity outcome area and Administrative outcome area dedicated to enhanced customer service.

- **Improving the Provincial Legislative Request Process:** We are committed to build awareness of government relations priorities throughout the organization and with external partners. The number of interactions between HRM and external partners is significant. HRM is undertaking a comprehensive advocacy and awareness-building campaign to ensure passage of its legislative requests related to the Regional Centre which is a sizable task, with no increase in resources.

Government Relations & External Affairs 12/13 Service Area Key Deliverables

6.1	Provide leadership and coordinate the “year 2” deliverables of the Economic Strategy, Economic Development governance review, and on-going support to the BIDs
6.2	Provide on-going policy development and research on intergovernmental affairs and economic development
6.3	Identify opportunities to cooperate with other levels of government and external partners on emerging projects throughout the year

Corporate Communications

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

Services Delivered

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

Corporate Communications Budget Overview

Corporate Communications Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	1,189,755	1,908,136	2,041,523	1,951,300	43,164	2.3
* Office	716,677	761,106	739,037	829,800	68,694	9.0
* External Services	43,000	45,850	40,657	45,800	(50)	(0.1)
* Supplies	106,860	92,860	71,459	92,900	40	0.0
* Materials			306			
* Equipment & Communications	33,600	37,900	24,929	37,900		
* Other Goods & Services	32,785	130,760	73,524	133,900	3,140	2.4
* Interdepartmental			(7,334)			
** Total	2,122,677	2,976,612	2,984,102	3,091,600	114,988	3.9
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Other Revenue	(50,000)	(50,000)	(26,245)	(3,000)	47,000	(94.0)
** Total	(50,000)	(50,000)	(26,245)	(3,000)	47,000	(94.0)
Net Surplus/Deficit	2,072,677	2,926,612	2,957,856	3,088,600	161,988	5.5

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	54%	59%	56%	68%	63%
Expenditures per Dwelling	12.87	12.72	11.91	16.46	16.84

Corporate Communications Service Area Opportunities and Challenges

- Consistency of Communications Approach:** Centralizing corporate communications and marketing functions in a dedicated division was the first step in a multi-staged process dedicated to improving HRM's overall communications service delivery. Maintaining this momentum and working with the operational business units to provide role clarity and establish functional communications priorities will be a challenge for the Corporate Communications Office in the coming year.

Active Budget Management: Achieving a program of systematic assessment of the return on investments in expenses for printing/reproduction, postal/courier service and advertising/promotion will be an operational challenge for the Corporate Communications division in the coming year. Corporate Communications needs to be better integrated with all printing, postal and marketing initiatives across the organization to ensure brand consistency and cost efficiencies. A strong opportunity exists for gains in efficiencies that can be negotiated through volume purchases and standard placements in key media.

- Communications Technology Evolution:** There is a shift in perception of websites (internal and external) as communication tools vs. technology tools, and Corporate Communications must step into a leadership role for website redevelopment that focuses on the user (citizen) experience.

Corporate Communications 12/13 Service Area Key Deliverables

7.1	Create a process for internal communications that helps align all communication channels with Corporate, Council and Customer concerns and priorities
7.2	Develop regular dashboard performance measurement reports on progress and outcomes of marketing projects including time management
7.3	Develop and implement a web content management and governance strategy that aligns HRM's online presence with all HRM communication strategies and service delivery goals
7.4	Expand use of social media and e-news to broadcast key messages and links to all audiences

CAO Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
E200 Councillor's Support	2,806,950	2,993,424	2,741,156	2,684,500	(308,924)	(10.3)
*** Councillor Support	2,806,950	2,993,424	2,741,156	2,684,500	(308,924)	(10.3)
E300 Mayor's office	752,946	775,447	674,453	780,600	5,153	0.7
*** Mayors Office	752,946	775,447	674,453	780,600	5,153	0.7
E124 DCAO-Corp Serv & Str	276,348	281,811	92,938		(281,811)	(100.0)
E110 CAO Office	437,635	540,576	557,747	662,600	122,024	22.6
E130 FCM Conference 2011	(17,250)	(22,087)	(77,891)		22,087	(100.0)
M616 VIK Communications			3,820			
*** CAO Office	696,733	800,300	576,615	662,600	(137,700)	(17.2)
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E400 Intergovrn. Relation	974,807	631,309	636,471	788,800	157,491	24.9
E600 Economic Development		68,247	48,134		(68,247)	(100.0)
*** Government Relations & Externa	2,374,807	2,099,556	2,084,605	2,188,800	89,244	4.3
A124 Office Services	1,051,217	1,074,846	1,134,180	824,900	(249,946)	(23.3)
A620 Mrkt & Promotions	1,021,460	1,046,741	1,071,447	1,463,200	416,459	39.8
A621 Mrkt & Prom.-Hbr Sol			15			
A622 Corporate PR/Media		403,920	389,271	370,800	(33,120)	(8.2)
A623 PR/Planning Mgmt		401,105	359,798	429,700	28,595	7.1
E112 Corp.Comm.Admin.			3,145			
*** Corporate Communications	2,072,677	2,926,612	2,957,856	3,088,600	161,988	5.5
A121 Municipal Clerk	986,430	1,097,131	1,087,459	1,096,400	(731)	(0.1)
A125 Elections	203,100	203,100	249,837	203,200	100	0.0
A722 Access & Privacy		180,059	168,025	182,000	1,941	1.1
A725 Information Management		548,699	466,251	557,300	8,601	1.6
A122 Info Resource Mgmt	607,418		280			
*** Municipal Clerks	1,796,948	2,028,989	1,971,852	2,038,900	9,911	0.5
C001 DCAO - Operations	497,784	514,840	738,368	521,000	6,160	1.2
*** DCAO Operations	497,784	514,840	738,368	521,000	6,160	1.2
**** Total	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1.4)

Summary of CAO Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
E200 Councillor's Support	2,837,550	3,024,024	2,799,664	2,723,000	(301,024)	(10.0)
*** Councillor Support	2,837,550	3,024,024	2,799,664	2,723,000	(301,024)	(10.0)
E300 Mayor's office	788,746	775,447	708,406	805,000	29,553	3.8
*** Mayors Office	788,746	775,447	708,406	805,000	29,553	3.8
E124 DCAO-Corp Serv & Str	276,348	281,811	92,938		(281,811)	(100.0)
E110 CAO Office	437,635	540,576	557,747	662,600	122,024	22.6
E130 FCM Conference 2011	(17,250)	(22,087)	175,053		22,087	(100.0)
M616 VIK Communications			3,680			
*** CAO Office	696,733	800,300	829,419	662,600	(137,700)	(17.2)
C511 Downtown Dartmouth BID	190,076	215,376	212,544	260,700	45,324	21.0
C512 Downtown Halifax BID	735,800	812,610	799,702	933,000	120,390	14.8
C513 Spring Garden Road BID	278,186	308,966	318,941	386,800	77,834	25.2
C514 Quinpool Road BID	75,408	91,722	89,203	103,300	11,578	12.6
C515 Spryfield & District BID	75,185	68,005	66,813	71,200	3,195	4.7
C516 Sackville Drive BID	81,119	155,861	153,206	161,500	5,639	3.6
C517 Dart Main St BID	68,533	82,645	81,855	94,100	11,455	13.9
C518 Agricola/Gottingen BID		108,742	102,224	114,500	5,758	5.3
E127 ALLIES Partnership Grant			90,000			
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E400 Intergovrn. Relation	974,807	631,309	636,471	788,800	157,491	24.9
E600 Economic Development		68,247	48,134		(68,247)	(100.0)
*** Government Relations & Externa	3,879,114	3,943,483	3,999,093	4,313,900	370,417	9.4
A124 Office Services	1,101,217	1,124,846	1,160,425	827,900	(296,946)	(26.4)
A620 Mrkt & Promotions	1,021,460	1,046,741	1,071,447	1,463,200	416,459	39.8
A621 Mrkt & Prom.-Hbr Sol			15			
A622 Corporate PR/Media		403,920	389,271	370,800	(33,120)	(8.2)
A623 PR/Planning Mgmt		401,105	359,798	429,700	28,595	7.1
E112 Corp.Comm.Admin.			3,145			
*** Corporate Communications	2,122,677	2,976,612	2,984,102	3,091,600	114,988	3.9
A121 Municipal Clerk	986,430	1,097,131	1,087,484	1,096,400	(731)	(0.1)
A125 Elections	203,100	203,100	249,837	203,200	100	0.0
A722 Access & Privacy		180,259	169,352	182,200	1,941	1.1
A725 Information Management		552,199	483,490	560,800	8,601	1.6
A122 Info Resource Mgmt	608,118		380			
*** Municipal Clerks	1,797,648	2,032,689	1,990,543	2,042,600	9,911	0.5
C001 DCAO - Operations	497,784	514,840	738,368	521,000	6,160	1.2
*** DCAO Operations	497,784	514,840	738,368	521,000	6,160	1.2
**** Total	12,620,252	14,067,395	14,049,595	14,159,700	92,305	0.7

Summary of CAO Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
E200 Councillor's Support	(30,600)	(30,600)	(58,508)	(38,500)	(7,900)	25.8
** Councillor Support	(30,600)	(30,600)	(58,508)	(38,500)	(7,900)	25.8
E300 Mayor's office	(35,800)		(33,953)	(24,400)	(24,400)	
** Mayors Office	(35,800)		(33,953)	(24,400)	(24,400)	
E130 FCM Conference 2011			(252,944)			
M616 VIK Communications			140			
** CAO Office			(252,804)			
C511 Downtown Dartmouth BID	(190,076)	(215,376)	(212,544)	(260,700)	(45,324)	21.0
C512 Downtown Halifax BID	(735,800)	(812,610)	(799,702)	(933,000)	(120,390)	14.8
C513 Spring Garden Road BID	(278,186)	(308,966)	(318,941)	(386,800)	(77,834)	25.2
C514 Quinpool Road BID	(75,408)	(91,722)	(89,203)	(103,300)	(11,578)	12.6
C515 Spryfield & District BID	(75,185)	(68,005)	(66,813)	(71,200)	(3,195)	4.7
C516 Sackville Drive BID	(81,119)	(155,861)	(153,207)	(161,500)	(5,639)	3.6
C517 Dartmouth Main Street BID	(68,533)	(82,645)	(81,855)	(94,100)	(11,455)	13.9
C518 Agricola/Gottingen BID		(108,742)	(102,224)	(114,500)	(5,758)	5.3
E127 ALLIES Partnership Grant			(90,000)			
** Government Relations & External	(1,504,307)	(1,843,927)	(1,914,488)	(2,125,100)	(281,173)	15.2
A124 Office Services	(50,000)	(50,000)	(26,245)	(3,000)	47,000	(94.0)
** Corporate Communications	(50,000)	(50,000)	(26,245)	(3,000)	47,000	(94.0)
A121 Municipal Clerk			(25)			
A722 Access & Privacy		(200)	(1,327)	(200)		
A725 Information Management		(3,500)	(17,239)	(3,500)		
A122 Info Resource Mgmt	(700)		(100)			
** Municipal Clerks	(700)	(3,700)	(18,691)	(3,700)		
*** Total	(1,621,407)	(1,928,227)	(2,304,690)	(2,194,700)	(266,473)	13.8

CAO Summary Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	6,063,327	6,931,264	6,823,257	6,903,400	(27,864)	(0.4)
6002 Salaries - Overtime	41,100	36,533	23,704	28,000	(8,533)	(23.4)
6003 Wages - Regular				53,300	53,300	
6005 PDP Increases			(131,399)			
6054 Vacation payout			18,573			
6100 Benefits - Salaries	988,639	1,131,525	1,160,645	1,168,400	36,875	3.3
6101 Benefits - Wages				100	100	
6110 Vacancy Management			509,831	(54,100)	(54,100)	
6151 Vehicle Allowance	8,600	8,600		5,700	(2,900)	(33.7)
6152 Retirement Incentives	29,856	36,841	35,393	38,000	1,159	3.1
6153 Severance						
6154 Workers' Compensation	90,501	104,394	80,066	96,900	(7,494)	(7.2)
6155 Overtime Meals	400	400	(0)	400		
6199 Comp & Ben InterDept			(229,477)			
9200 HR CATS Wage/Ben			(11,575)			
* Compensation and Benefits	7,222,423	8,249,557	8,279,017	8,240,100	(9,457)	(0.1)
6201 Telephone	92,900	109,819	98,938	155,300	45,481	41.4
6202 Courier/Postage	579,537	580,800	546,050	813,500	232,700	40.1
6203 Office Furn/Equip	104,400	129,320	118,827	149,900	20,580	15.9
6204 Computer S/W & Lic	13,900	7,600	9,680	7,600		
6205 Printing & Reproduction	74,250	84,280	84,234	242,000	157,720	187.1
6206 Microfilms	1,900	1,900	1,161		(1,900)	(100.0)
6207 Office Supplies	72,720	78,341	62,052	79,900	1,559	2.0
6299 Other Office Expenses	7,120	7,120	2,779	7,000	(120)	(1.7)
* Office	946,727	999,180	923,720	1,455,200	456,020	45.6
6301 Professional Fees	15,300	15,300	6,682	16,900	1,600	10.5
6303 Consulting Fees	34,960	43,265	9,631	36,500	(6,765)	(15.6)
6310 Outside Personnel				231,200	231,200	
6311 Security	1,000		71			
6312 Refuse Collection	1,500					
6399 Contract Services	314,700	322,700	802,377	750,100	427,400	132.4
* External Services	367,460	381,265	818,761	1,034,700	653,435	171.4
6401 Uniforms & Clothing	1,400	300	214	300		
6404 Rec Prog Supplies			6			
6405 Photo Supp & Equip	900	900	410	900		
6406 Bridge Tolls		500	469	500		
6499 Other Supplies	114,660	100,660	74,446	100,700	40	0.0
* Supplies	116,960	102,360	75,544	102,400	40	0.0
6504 Hardware			298			
6513 Seeds & Plants			83			
6517 Paint			130			
* Materials			511			
6605 Municipal Taxes	8,000					
* Building Costs	8,000					
6701 Equipment Purchase	500		813			
6703 Computer Equipment/Rentals	3,100	7,400	3,125	7,400		
6704 Equipment Rental			37			
6705 Equip - R&M	34,900	34,900	25,457	34,900		
6706 Computer R&M	1,100	1,100	422	1,100		
6707 Plumbing & Heating			60			
6711 Communication System	900	900	440		(900)	(100.0)
* Equipment & Communications	40,500	44,300	30,352	43,400	(900)	(2.0)
6804 Vehicle Fuel - Gasoline			36			
6899 Other Vehicle Expense		50,301	45,469	44,000	(6,301)	(12.5)

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Vehicle Expense		50,301	45,506	44,000	(6,301)	(12.5)
6901 Membership Dues	124,990	133,045	123,610	130,800	(2,245)	(1.7)
6902 Conferences and Workshops	52,740	42,749	18,218	33,600	(9,149)	(21.4)
6903 Travel - Local	58,500	62,385	64,731	75,000	12,615	20.2
6904 Travel - Out of Town	61,770	72,151	30,062	44,400	(27,751)	(38.5)
6905 Training & Education	34,700	39,193	26,017	38,900	(293)	(0.7)
6906 Licenses & Agreements	7,000	7,000		7,000		
6911 Facilities Rental	54,310	56,975	52,745	99,500	42,525	74.6
6912 Advertising and Promotion	165,060	178,504	159,912	250,200	71,696	40.2
6913 Awards	8,500	9,714	2,847	9,700	(14)	(0.1)
6915 Research Data Acquisition	4,400	2,440	366	2,400	(40)	(1.6)
6916 Public Education	40,000	38,800	16,080	38,800		
6917 Books and Periodicals	7,500	6,375	5,081	6,000	(375)	(5.9)
6918 Meals	19,300	21,382	16,785	20,200	(1,182)	(5.5)
6919 Special Projects	47,700	178,526	179,886	191,900	13,374	7.5
6922 Grading			91			
6929 Visa Purchases			187			
6933 Community Events	93,800	95,400	41,439	95,400		
6936 Staff Relations	4,500	8,700		200	(8,500)	(97.7)
6938 Rewarding Excellence	12,570	5,516	(744)	13,900	8,384	152.0
6999 Other Goods and Services	238,435	59,550	13,584	1,000	(58,550)	(98.3)
* Other Goods & Services	1,035,775	1,018,405	750,899	1,058,900	40,495	4.0
7007 ItnTrsf Paper Recyc			882			
7008 ItnTrsf IT & Commun			2,586			
7009 Internal Transfers Other			24,499			
7012 Int Trf Print/Reprod			(7,288)			
7015 Int Trf FacilityRent			725			
7099 Interdept Chargeback			61			
9911 PM Labour-Reg			180			
9972 Truck Stock Chargeback RPS			24			
* Interdepartmental			21,668			
8001 Transf Outside Agenc	1,459,177	1,788,610	1,783,526	2,066,000	277,390	15.5
8004 Grants	1,400,000	1,400,000	1,490,000	1,400,000		
8008 Transfer to/from Reserves	(21,900)	(21,900)	(210,871)	(1,344,100)	(1,322,200)	6,037.4
8016 Provision for Allowance	45,130	55,317	40,962	59,100	3,783	6.8
* Other Fiscal	2,882,407	3,222,027	3,103,617	2,181,000	(1,041,027)	(32.3)
** Total	12,620,252	14,067,395	14,049,595	14,159,700	92,305	0.7
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4002 Commercial Property Taxes	(1,358,157)	(1,713,171)	(1,697,304)		1,713,171	(100)
4003 Business Occupancy Taxes	(146,150)	(130,756)	(127,184)		130,756	(100)
* Tax Revenue	(1,504,307)	(1,843,927)	(1,824,488)		1,843,927	(100)
4200 Area Rate Revenue				(1,968,100)	(1,968,100)	
* Area Rate Revenue				(1,968,100)	(1,968,100)	
4601 Grant in Lieu - Federal				(55,800)	(55,800)	
4602 Grant in Lieu - Provincial				(101,200)	(101,200)	
* Payments in Lieu of taxes				(157,000)	(157,000)	
4704 Conditnl Grnts Other			(252,944)			
* Transfers from other Gov'ts			(252,944)			
4950 Other Licenses & Permits		(1,500)	(826)	(1,500)		
5206 Stipends	(30,600)	(30,600)	(52,950)	(38,500)	(7,900)	26
5227 Photocopier Revenue	(200)	(200)	(175)	(200)		
* Fee Revenues	(30,800)	(32,300)	(53,951)	(40,200)	(7,900)	24
5508 Recov External Parti	(86,300)	(52,000)	(173,307)	(29,400)	22,600	(43)
* Other Revenue	(86,300)	(52,000)	(173,307)	(29,400)	22,600	(43)
** Total	(1,621,407)	(1,928,227)	(2,304,690)	(2,194,700)	(266,473)	14
Net Surplus/Deficit	10,998,845	12,139,168	11,744,905	11,965,000	(174,168)	(1)

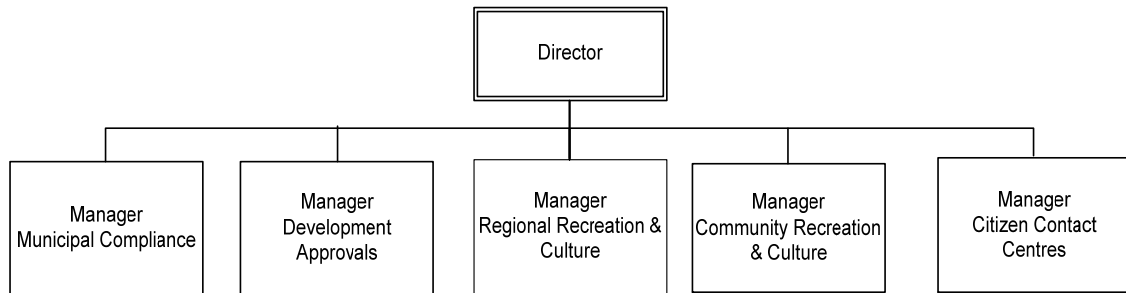
Community & Recreation Services

2012/13 Annual Budget

Mission: *Community & Recreation Services (C&RS) provides quality front-line customer service to HRM citizens. With a commitment to excellence in service delivery, C&RS supports building and maintaining safe, healthy, vibrant communities. Services provided through property development, recreation, facility partnerships and municipal compliance programs are focussed on maintaining and establishing community character; ensuring safe, accessible buildings and infrastructure; providing diverse recreation and cultural choices; and delivering inclusive civic events.*

Business Unit Overview:

Community and Recreation Services (C&RS) delivers a variety of programs and support services designed to enhance the quality of life for HRM residents. Through its direct programming and front-line service delivery C&RS is the face of the municipality within communities and plays a key role in building healthy, vibrant, and sustainable communities. C&RS provides services in the areas of recreation programming, community development and partnerships, culture and heritage, youth development, civic events, development approvals, regulatory compliance, and citizen contact centres.



Funded Full Time Equivalents (FTEs):

	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	242.5	307.5	+65

As a result of the re-organization of HRM business units, the following changes occurred to the FTE complement for Community and Recreation Services:

- 46 FTEs transferred from Halifax Regional Police: By-law, Animal Control, and Youth Live divisions
- 48 FTEs transferred from the Customer Service Centres and Call Centre
- 8 FTEs transferred from the Parking Enforcement Division
- 1 FTE (Recreational Needs) transferred from Planning and Infrastructure
- 1 FTE (New) By-Law Review
- 1 FTE (Business Improvement District) transferred to the Intergovernmental Affairs Office
- 3 FTEs (Grants) transferred to Finance and Technology
- 21 FTEs (Long Term Planning) transferred to Planning and Infrastructure
- 14 positions eliminated

Business Unit Operating Budget Overview:

CRS Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	26,832,741	26,681,334	27,338,742	24,631,200	(2,050,134)	(7.7)
* Office	904,303	906,743	1,058,097	869,400	(37,343)	(4.1)
* External Services	2,450,877	2,274,236	1,928,381	2,765,600	491,364	21.6
* Supplies	417,661	487,496	408,387	513,200	25,704	5.3
* Materials	7,000	7,000	22,539	1,500	(5,500)	(78.6)
* Building Costs	607,587	1,145,910	892,206	1,089,000	(56,910)	(5.0)
* Equipment & Communications	283,296	322,468	421,753	388,400	65,932	20.4
* Vehicle Expense	263,500	183,470	114,307	175,100	(8,370)	(4.6)
* Other Goods & Services	3,290,656	3,354,624	2,996,227	3,451,700	97,076	2.9
* Interdepartmental	2,653,848	2,821,467	2,415,035	(167,700)	(2,989,167)	(105.9)
* Debt Service	1,158,024	1,135,383	1,135,048	1,101,600	(33,783)	(3.0)
* Other Fiscal	3,977,793	3,638,990	5,463,576	3,857,500	218,510	6.0
** Total	42,847,286	42,959,121	44,194,298	38,676,500	(4,282,621)	(10.0)
Revenues						
* Area Rate Revenue	(2,397,030)	(2,940,120)	(2,935,593)	(3,136,100)	(195,980)	7
* Transfers from other Gov'ts	(701,900)	(233,186)	(500,785)		233,186	(100.0)
* Fee Revenues	(19,286,040)	(18,350,517)	(19,093,134)	(17,704,800)	645,717	(3.5)
* Other Revenue	(2,618,800)	(2,368,377)	(3,322,919)	(2,386,000)	(17,623)	0.7
** Total	(25,003,770)	(23,892,200)	(25,852,431)	(23,226,900)	665,300	(2.8)
Net Surplus/Deficit	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)

Business Unit Service Area Budget Overview:

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
CRS Summary of Expense & Revenue	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)
Municipal Compliance	(5,234,979)	(3,871,169)	(3,638,748)	(3,647,248)	223,921	(5.8)
Citizen Contact Centres	2,881,409	2,575,553	2,536,678	2,791,520	215,967	8.4
CRS Administration	366,297	283,610	431,707	365,700	82,090	28.9
Community Recreation	9,494,341	10,545,122	9,663,399	7,342,600	(3,202,522)	(30.4)
Regional Recreation	4,274,156	3,633,665	4,106,563	3,747,580	113,915	3.1
Development Approvals	5,675,692	5,510,790	4,853,296	4,456,448	(1,054,342)	(19.1)
Market Development	386,600	389,350	388,972	393,000	3,650	0.9
	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)

Key Business Unit Metrics and Drivers:

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	63%	64%	66%	62%	64%
Expenditures per Dwelling	\$229	\$236	\$253	\$244	\$211

Major Achievements in 2011/12

- Approximately 130,000 people enjoyed the Emera Oval in 2011/12. HRM residents of all ages, abilities, and diverse backgrounds experienced the oval while enjoying outdoor, unstructured physical activity. A free helmet and skate borrowing program was included as well as free learn to skate lessons.
- Twenty-six Youth Live participants completed the 28 week Youth LIVE program. This is an improvement of 136% over the 2010/11 fiscal year.
- Youth Advocate Program final evaluation concluded that the Program is an innovative and successful community based crime prevention model. 29 youth have been diverted away from criminal activity/gang activity. The program expanded into North Preston.
- HRM Call Centre achieved a “very good” to “excellent” overall customer satisfaction rating of 93% and produced first annual Performance Report.
- Agreement with 211 Nova Scotia to co-locate within HRM’s Call Centre and Dispatch Service, creating opportunities for knowledge sharing, integrated emergency response and potential for a combined service delivery model in future.
- Fallen Peace Officer Memorial was completed in Grand Parade.
- Strategic investment was made in local creative and entertainment sectors to enhance the Regional Centre, including new initiatives related to urban youth, heritage, contemporary art and artist in residence. New civic event achievements:
 - Clam Harbour Beach Sandcastle competition - 1st year HRM delivered event and is now one of HRM's direct delivered events
 - New Year's Eve Family Event at oval (over 1000 in attendance)
 - Alderney Landing Canada Day Show record breaking attendance (18,000+)
 - Brad Marchand Stanley Cup Parade
 - Natal Day new components:
 - Comedy Festival Night indoor event in partnership with Casino NS - sold out show
 - Youth Emerging Artist - The Next Best - Esso youth showcase
 - Commons Concert - African NS Music Association - over 5,000+ African descendants
 - Peggy's Cove 200th Anniversary event - collaboration with Symphony NS
- The first phase of the Multi-District Recreation Facility project (MDF) was initiated.

Key Opportunities and Challenges in 2012/13

The following opportunities and challenges will have an impact on the Business Unit in the 12/13

Opportunities and Challenges with Community-wide Impact:

- ***Red Carpet vs. Red Tape*** – As a result of the shipbuilding announcement there has been a significant increase in all forms of economic development activity. In order for municipal staff to keep pace and ensure HRM maximizes all business opportunities, there will need to be a significant effort undertaken to optimize current staff capacity and streamline by-laws and business processes. This will require engagement with Regional Council and other levels of government.
- ***Community Facilities*** - There is a requirement to determine the appropriate service delivery and funding model for municipally owned community facilities. A range of models are currently utilized so supporting policies with rationale are required to ensure consistent application and the use of the most effective model for each circumstance.
- ***Multi-District Facilities*** – Significant financial issues, aging infrastructure, inconsistent management/governance practices and a lack of program alignment are plaguing the majority of HRM’s major facilities. Staff will engage in a MDF Project over the next two fiscal years aimed at providing increased financial reporting, enhanced accountability, appropriate program alignment, and facility upgrade plans. This work will reduce HRM’s liabilities associated with MDF facilities and create a framework for all community facilities.
- ***Sponsorship*** – Increasing costs are impacting the ability for HRM to provide and support programs and events. Staff will collaborate on the design of a sponsorship policy for Council’s consideration in providing clear direction in determining appropriate sponsorships.
- ***HRM Asset Management Framework*** will provide clarity related to the roles and responsibilities associated with facilities. This will reduce confusion and result in appropriate accountability for the development, maintenance and operation of HRM assets.

Challenges with Service Delivery Impact:

- ***Business Unit Alignment:*** Phase 2 of the organizational alignment recommendations will be rolled out in 2012/13. This will create many challenges and support from Human Resources on management of the staffing issues is pivotal to success. Communication and roll-out of the new staff alignment will require careful planning and execution to avoid gaps in service delivery.

12/13 Business Unit Service Level Changes

Increases In Services / New Initiatives:

- Switch from 490-4000 to 311 to provide the citizens, businesses and visitors of HRM simplified telephone access to municipal information and services.
- Introduction of language line/translation services at the Corporate Call Centre
- Reinstatement of Holiday call-taking service at the Corporate Call Centre
- Police Non-Emergency Call Taking through the Corporate Call Centre
- Increased on-line customer services available on Halifax.ca to give citizens the ability to self-serve
- Establishment of a dedicated team to respond to major development projects in a co-ordinated and timely manner
- 5 to 10% increase in Development Approval output
- Multi-District Facility Review Phase 1 – improved financial reporting and enhanced accountability for multi-district facilities
- Expanded youth program at the North Preston Community Centre
- Youth Advocate Program transitioned to HRM-operated model, seeking partnerships
- Year-round program and events planning for the Emera Oval.
- Long term arena strategy
- By-Law Review

Decreases In Services / Operational Pressures (OP):

- Reduction of HRM ice inventory as follows:
 - eliminate 6 week Spring ice at the Gray arena
 - eliminate Winter daytime ice at the Bowles arena (Mon-Fri daytime only)

Operational Pressures:

- Staff vacancies
- Community Board development & programming of facilities with related reporting – significant gaps and inconsistencies – requires significant resource focus
- Inconsistent and expired partnership agreements and leases –requires significant resource focus to complete
- Community facilities – property rationalization and needs analysis required for numerous existing and future facilities
- Artefact & collection management

Expected Services Not Being Delivered:

- None

2012/13 Service Area Plans

Citizen Contact Centres

Customer Service Centres and Call Centre & Dispatch Services were merged together in October 2011, and became part of Community and Recreation Services – Citizen Contact Centres Division. The main focus of the newly merged Division aligns with the Administrative Outcome of Excellence in Service delivery and will provide the citizens of HRM with easy access to municipal services whether they are a phone-in, walk-in, or on-line customer.

- Counter Service / Customer Service Centres
- Call Response / Call Centre

Citizen Contact Centres Budget Overview

Citizen Contact Centres Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	2,871,241	2,594,567	2,591,143	2,417,920	(176,647)	(6.8)
* Office	110,823	96,933	80,196	117,900	20,967	21.6
* External Services	133,969	133,969	134,752	150,900	16,931	12.6
* Materials			431			
* Building Costs	7,300	500	128		(500)	(100.0)
* Equipment & Communications	1,300	800	3,291	800		
* Other Goods & Services	95,976	28,784	11,896	104,000	75,216	261.3
* Interdepartmental	800		2,399			
* Other Fiscal						
** Total	3,221,409	2,855,553	2,824,234	2,791,520	(64,033)	(2.2)
Revenues						
* Fee Revenues	(280,000)	(280,000)	(288,675)		280,000	(100.0)
* Other Revenue	(60,000)		1,119			
** Total	(340,000)	(280,000)	(287,556)		280,000	(100.0)
Net Surplus/Deficit	2,881,409	2,575,553	2,536,678	2,791,520	215,967	8.4

The 2012/13 Budget includes costs to switch from the current 490-4000 number to 311. The goal is to ensure every caller is either provided the information or service requested, or is transferred to the right Business Unit or functional area with one call. This will provide a higher level of service. It will become easier for citizens, businesses and visitors to connect with local government and be provided with easy access to consistent, quality customer service every time.

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
GOS (Grade of Service target 80/25)	69%	70%	76%	76%	80%
Call Centre - Customer Service Satisfaction (target 85%)	74%	81%	92%	93%	85%
Counter Service - Transactions	151,272	141,935	⁴ 123,000	121,000	120,000
Cost per counter transaction (total comp/ transactions)	\$7.95	\$8.50	⁴ \$8.95	*\$6.66	\$4.641
Call Volume	¹ 634,934	² 599,548	535,454	³ 516,272	540,000
Cost per call (total comp / call volume)	\$2.54	\$2.77	\$3.24	*\$3.46	\$3.45

¹higher call volume due to Porters Lake Fires

²higher call volume due to Herring Cove Fires and new Taxation Module in Hansen

³lower call volume due to full year of holiday closures/transit strike

⁴Drop in transactions due to Cole Harbour CS Centre closure = higher cost/transaction

Citizen Contact Centres Opportunities and Challenges

- **Counter Service/Financial Transactions – Customer Service Centres:** The main component of the Customer Service Centre budget is effectively maintaining staffing requirements for in-person counter service. Service delivery volumes will continue to decrease due to societal shifts toward electronic payment systems. Staff continues to look for opportunities to increase community support through the service centres such as Graffiti Removal Kit distribution.
- **Call Response –Tier 1 Call taking, Tier 11 Service Request Referral and Dispatch – Call Centre:** Challenges in delivering the service include maintaining the stated Grade of Service target with the ability to schedule sufficient staff and not exceed budget targets. Use of Call Centre services by other HRM departments has stalled. There is an opportunity to reinvigorate HRM’s Call Centre service and increase HRM’s overall ease of access to government services through the 311 Project. A simple ‘311’ access number will be adopted similar to other major cities throughout North America along with a language services line that will serve to improve access for visitors, immigrants, businesses, and citizens alike.

2012/13 Citizen Contact Centres Key Deliverables

1.1	<p>Implement 311 Project to provide the citizens, businesses and visitors of HRM simplified telephone access to municipal information and services:</p> <ul style="list-style-type: none"> • Implement multi-lingual service • Implement enhanced call routing capability • Reinstate Holiday service • Integrate non-emergency police services line (490-5016) for approximately 65,000 calls (annually)
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1.2	Explore further opportunities to integrate call-taking and counter services within HRM: Development Approvals, Recreation, Civic Events
1.3	Improve and increase on-line customer services available on halifax.ca to give citizens the ability to self-serve.

Development Approvals

The Development Approvals section is a merger of the former Subdivision and Development Engineering sections which provides a single area of responsibility and contact for citizens and the development community. A second phase of alignment within 12/13 will see the transfer of the Planning Applications and Heritage Property Program, which previously resided in Planning and Infrastructure, to Development Approvals. This will provide for both as-of-right and discretionary land development projects to be managed within the same division.

- Subdivision Approval
- Construction Approval
- Civic Addressing
- Development Planning & Heritage Property Program

Development Approvals Budget Overview

Development Approvals Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	5,699,157	5,529,593	5,382,879	4,833,048	(696,545)	(12.6)
* Office	137,850	126,007	84,670	113,500	(12,507)	(9.9)
* External Services	67,436	28,300	31,723	14,000	(14,300)	(50.5)
* Supplies	4,100	4,100	1,347	2,100	(2,000)	(48.8)
* Materials			336			
* Building Costs	3,000	3,000		3,000		
* Equipment & Communications	2,000	2,000	55	1,800	(200)	(10.0)
* Vehicle Expense	30,700	30,700	20,939	30,700		
* Other Goods & Services	133,209	147,183	82,349	135,500	(11,683)	(7.9)
* Interdepartmental	4,140	23,528	47,872		(23,528)	(100.0)
* Other Fiscal	305,800	305,800	207,669	305,800		
** Total	6,387,392	6,200,211	5,859,838	5,439,448	(760,763)	(12.3)
Revenues						
* Fee Revenues	(605,000)	(577,809)	(874,576)	(871,000)	(293,191)	50.7
* Other Revenue	(106,700)	(111,612)	(131,966)	(112,000)	(388)	0.3
** Total	(711,700)	(689,421)	(1,006,542)	(983,000)	(293,579)	42.6
Net Surplus/Deficit	5,675,692	5,510,790	4,853,296	4,456,448	(1,054,342)	(19.1)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
# Subdivision applications	609	488	529	490	540
# Development applications	6,564	7,130	6,593	6,200	6,620
# Civic addressing transactions	2,081	1,881	2,550	5,034	2,800

Development Approvals Opportunities and Challenges

With the announcement of the shipbuilding contract, development activity in HRM has accelerated. The development approval process will continue to receive negative feedback concerning timelines and cumbersome approval processes from citizens and the development industry unless significant change is embraced. Some key challenges in this regard are as follows:

- **Opportunity** – Staff intend to establish a Major Development Projects Team to create a positive business climate to serve the development industry by providing timely and comprehensive responses to significant development proposals.
- **Opportunity** - Paramount to decreasing development transaction demand is completion of the Center Plan in 2012/13 by the Regional Planning Office within the Planning and Infrastructure business unit.
- Changes to staff resources in various sections over 2011 resulted in a loss of expertise in responding to complex development proposals. Being able to attract and retain experienced staff to fill vacancies as soon as possible will be a challenge.
- Inconsistent data collection and recording in the Hansen tracking system has resulted in a reduced capacity to monitor quantities, processing times and general workflow routines. Embarking on a program to clean up the data and institute quality control standards will allow reliable reporting and monitoring.

2012/13 Development Approvals Service Area Key Deliverables

2.1	<p>Improve Application output and processing time:</p> <ul style="list-style-type: none"> • Review and improve business processes, data management, reporting • Restructure Tier II service capacity to create Major Projects team • Hire full staff complement • Rationalize various development-related fees and permits to facilitate a more streamlined development approval process • Clarify roles and responsibilities with partner departments/agencies
2.2	<p>Prioritize focus on development projects which contribute major capital investment within HRM. Establish Major Development Projects Team.</p>

Municipal Compliance

Municipal Compliance is a recently formed division created to maximize efficiency and develop synergies of bylaw enforcement from a centralized management group. Major services include:

- By-Law Enforcement
- Animal Control
- Taxi & Limousine
- Housing Standards
- Building Approvals
- Parking Enforcement / Parks Patrol

Municipal Compliance Budget Overview

Municipal Compliance Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	5,319,800	5,557,090	5,610,836	5,678,752	121,662	2.2
* Office	177,710	178,156	159,997	191,300	13,144	7.4
* External Services	1,033,200	1,136,772	1,019,245	1,389,700	252,928	22.2
* Supplies	18,400	18,600	8,567	31,700	13,100	70.4
* Building Costs	1,800	1,800		1,800		
* Equipment & Communications	48,500	49,708	29,909	94,700	44,992	90.5
* Vehicle Expense	124,900	135,352	80,178	124,900	(10,452)	(7.7)
* Other Goods & Services	55,290	50,552	48,810	64,400	13,848	27.4
* Interdepartmental	17,821	70,595	107,766		(70,595)	(100.0)
* Other Fiscal			19,265			
** Total	6,797,421	7,198,625	7,084,573	7,577,252	378,627	5.3
Revenues						
* Transfers from other Gov'ts		(62,936)			62,936	(100.0)
* Fee Revenues	(12,032,400)	(10,988,358)	(10,671,674)	(11,206,000)	(217,642)	2.0
* Other Revenue		(18,500)	(51,648)	(18,500)		
** Total	(12,032,400)	(11,069,794)	(10,723,321)	(11,224,500)	(154,706)	1.4
Net Surplus/Deficit	(5,234,979)	(3,871,169)	(3,638,748)	(3,647,248)	223,921	(5.8)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Parking Enforcement - Tickets	113,251	123,564	141,742	172,000	200,000
Animal Control – Service Requests	10,733	10,504	11,990	12,000	12,000
Animal Control – Animals handled	877	947	828	830	825
Bylaw Services – Service Requests	4,790	4,428	4,594	4,800	5,000
Bylaw Services – Inspections	19,607	20,092	19,147	18,000	19,000
Taxi License Renewals	1,750	1,819	1,915	1,986	2,000
Building Inspections	23,800	22,400	23,045	27,000	27,500
Permits Issued	4,125	3,897	4,609	3,954	4,500
Minimum Standards Inspections (M-100)	663	616	649	703	750

Municipal Compliance Opportunities and Challenges

- Continuing the successful transition of five former service divisions into a single compliance oriented unit throughout the 2012/13 business cycle.
- Emphasis needs to be placed on re-engaging the by-law rationalization model. Administrative Order 32 requires a co-ordinated by-law development and revision process. This process will be led by Municipal Compliance staff.
- As our local economy grows, the construction and development industry will require regulatory oversight and greater levels of compliance support. Major developments have increasingly challenging schedules while systems and designs become more complex. Staffing to meet these challenges is a key focus.
- Municipal Compliance staff is working closely with HRP staff to maintain services levels supporting our parking and park patrol programs. The parking enforcement program will be reviewed and integrated to a single service contract.
- Support for licencing programs will be integrated within a single division providing new opportunities to rationalize resources and develop synergies.
- Engaging in workforce planning strategies will include close liaison the NSCC Advisory Council and College Dean toward engaging students. Attendance at NSCC and the development class workshops provide career insights and work term opportunities for students.

2012/13 Municipal Compliance Key Deliverables

3.1	Improve compliance service delivery through integration of compliance functions across HRM into one management unit.
3.2	Improve parking enforcement program efficiency and increase enforcement of parking regulations geographically.
3.3	Improve Building Inspection output and processing time.
3.4	Implement a By-Law Review process to improve effectiveness of by-laws, reduce administration, and improve service delivery.

Regional Recreation & Culture

Regional Recreation & Culture delivers various programs and services designed to enhance and empower communities such as the public art program, civic events program, volunteer training initiatives, cultural initiatives, and community facility support.

The division provides indoor/outdoor facility management strategies and facility partnerships through the administration of management and operating agreements. The Multi-District Facility Project will address accountability, reporting and management processes, as well as the alignment between community and HRM with respect to program expectations, facility mandates, and funding.

- Facility Partnerships
- Regional Events, Arts & Culture
- Needs & Policy

Regional Recreation & Culture Budget Overview

Regional Recreation Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	2,460,670	1,817,245	2,758,176	1,666,780	(150,465)	(8.3)
* Office	54,216	47,719	354,657	45,200	(2,519)	(5.3)
* External Services	122,979	91,296	81,126	251,300	160,004	175.3
* Supplies	2,000	2,000	1,797	2,000		
* Materials			1,272			
* Building Costs	63,100	64,752	552,197	67,800	3,048	4.7
* Equipment & Communications			4,307			
* Vehicle Expense			25			
* Other Goods & Services	1,566,474	1,271,203	1,501,835	1,287,600	16,397	1.3
* Interdepartmental	7,100	7,615	10,329		(7,615)	(100.0)
* Other Fiscal	581,317	728,000	1,172,435	823,000	95,000	13.0
** Total	4,857,856	4,029,830	6,438,156	4,143,680	113,850	2.8
Revenues						
* Fee Revenues	(336,000)	(336,000)	(2,040,264)	(336,100)	(100)	0.0
* Other Revenue	(247,700)	(60,165)	(291,329)	(60,000)	165	(0.3)
** Total	(583,700)	(396,165)	(2,331,593)	(396,100)	65	(0.0)
Net Surplus/Deficit	4,274,156	3,633,665	4,106,563	3,747,580	113,915	3.1

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Financial support through facility agreements	\$905k	\$943k	\$1.06M	\$1.31M	\$1.3M
# of facility agreements	32	33	34	34	33
HRM Delivered events	\$435k	\$345k	\$365k	\$365k	\$315k
# Hallmark/ large scale events	20	19	23	22	23
Hallmark / Large scale event grants	\$1.6M	\$608k	\$666	\$939k	\$690k
# Community events receiving grants	45	43	49	47	47
Community Event grants	\$198k	\$199k	\$194k	\$196k	\$196k

Regional Recreation & Culture Opportunities and Challenges

- HRM has numerous community facilities which require substantial maintenance and recapitalization. As the infrastructure continues to age, the maintenance of these facilities and the related recapitalization is increasingly more challenging. This is resulting in a growing gap between the available and required funding to protect and support the assets. A facility condition assessment report is being undertaken in 12/13 by the Planning & Infrastructure business unit that should enable staff to determine the magnitude and priority of required investment.
- Public expectations related to municipal programs and services are continuing to grow. At the same time, there is an expectation that municipal taxes and fees be maintained or reduced. This creates an unsustainable financial model for the delivery of programs and services. Rationalization of fees, programs, and facilities will continue for the next few years.
- The delivery of recreation, especially through alternative service delivery, is not supported through clear policies and procedures. With increased public expectations and significant financial pressures, service level policies and standards are critical to ensure appropriate and effective programming.

2012/13 Regional Recreation & Culture Key Deliverables

4.1	Prioritize infrastructure investments through: <ul style="list-style-type: none"> • Conducting Facility condition analysis • Establishing regional service standards • Reviewing community needs
4.2	Implement Phase 1 of the Multi District Facility (MDF) Study by Fall 2012 to improve financial reporting, enhance accountability, standardize management practices and identify opportunities for efficiencies.
4.3	Deliver the Long Term Arena Strategy for Council consideration prior to summer recess.
4.4	Complete Auditor General’s recommendations to create a service agreement with TCL and a management agreement for the Metro Centre.

Community Recreation & Culture

Recreation delivers/facilitates a variety of diverse programs and services designed to engage HRM residents and enhance their quality of life. Recreation, with its decentralized sites and community development approach, is often the “face” of the municipality. Areas of responsibility include: recreation programming, community youth development, youth-at-risk services, leadership development, arts and culture programming, aquatics, physical activity initiatives, environmental education and outdoor recreation and local community events. Recreation staff also implemented the Facility Lease Agreement program and other community development initiatives. Recreation plays a key role in building, healthy, vibrant, and sustainable communities.

- Recreation Program Delivery
- Leadership Development
- Youth Advocacy and Development
- Community Development
- Community Youth Development

Community Recreation & Culture Budget Overview

Community Recreation Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	9,917,993	10,667,401	10,095,047	9,594,400	(1,073,001)	(10.1)
* Office	337,719	384,551	357,822	363,900	(20,651)	(5.4)
* External Services	518,672	520,147	407,573	419,500	(100,647)	(19.3)
* Supplies	383,630	393,096	379,153	376,000	(17,096)	(4.3)
* Materials	7,000	7,000	14,330	1,500	(5,500)	(78.6)
* Building Costs	204,100	176,797	155,816	126,800	(49,997)	(28.3)
* Equipment & Communications	223,430	254,330	350,233	273,200	18,870	7.4
* Vehicle Expense	107,900	17,418	13,164	19,500	2,082	12.0
* Other Goods & Services	1,223,925	1,143,428	1,110,669	1,234,000	90,572	7.9
* Interdepartmental	2,789,147	2,884,489	2,240,899	(167,700)	(3,052,189)	(105.8)
* Other Fiscal	939,965	849,765	750,765	819,800	(29,965)	(3.5)
** Total	16,653,481	17,298,422	15,875,472	13,060,900	(4,237,522)	(24.5)
Revenues						
* Transfers from other Gov'ts	(701,900)	(170,250)	(500,785)		170,250	(100.0)
* Fee Revenues	(6,032,640)	(6,168,350)	(5,217,946)	(5,291,700)	876,650	(14.2)
* Other Revenue	(424,600)	(414,700)	(493,341)	(426,600)	(11,900)	2.9
** Total	(7,159,140)	(6,753,300)	(6,212,072)	(5,718,300)	1,035,000	(15.3)
Net Surplus/Deficit	9,494,341	10,545,122	9,663,399	7,342,600	(3,202,522)	(30.4)

The 12/13 Operating Budget includes some fee increases as noted below. Increases have been implemented in an effort to keep pace with the increased costs of delivering services. Although not full cost recovery, fees for service ensure that the user of the service pays, thereby minimizing the burden on the general tax rate.

- 4% fee increase for spring and summer recreation programs (already implemented)
- One year fee freeze for fall/winter 2012/13 and spring/summer 2013 recreation programs
- 5% fee increase for room rentals within HRM Community Recreation Centres
- Hourly rate increases ranging between \$8 and \$16 for dry-floor and ice rentals at the Bowles, Gray, Lebrun and Devonshire arenas

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
# of direct programs in CLASS	8,310	8,296	8,135	6,533	6,575
# of total registrants	57,026	57,837	60,426	50,169	51,000
# of satellite locations	N/A	186	186	186	186
# of seasonal employees	N/A	1,299	1,190	1,100	1,010
# of community based partnerships	N/A	176	180	186	190
# of youth initiatives	N/A	455	420	410	400
# of youth enrolled in leadership training	N/A	1,160	1,160	900	900
# of participants at Oval	N/A	N/A	100,000	130,000	135,000
# of youth employed (approximate)	N/A	881	881	700	700

Community Recreation & Culture Opportunities and Challenges

- **Year Round Programming - Emera Oval** - To accomplish year round success at the Oval, while meeting the needs of residents, the oval will be programmed during the “off” seasons. This involves:
 - Seeking sponsors and partners;
 - Designing and delivering a slate of off season program and event offerings;
 - Promoting unstructured, drop in, low or no cost initiatives.
- **Community Recreation Alignment** – A new Community Recreation organizational alignment will focus efforts on developing a new “Asset Ownership Model” to focus on “one stop shopping and service delivery” with accountabilities housed within this division for most recreation amenities. The new structure will include a new community development model, a new outdoor recreation and environmental education model and a new community based arts and cultural delivery model. With this comes the requirement for a comprehensive staff training and transition program.
- **Recreation Area Rates** - An improved process is required for communication, accountability and role clarity between parks, playgrounds, recreation programming, finance, and community events. Accountabilities for area rate expenditures are currently split between Finance, Recreation, Planning and Infrastructure, and the Transportation and Public Works business units.
- **Ice Allocation** - There is an opportunity to rationalize ice surfaces and optimize hourly ice allocation within HRM through the Long Term Arena Strategy.
- **Youth Advocate Program** - In 2011, Regional Council directed that the Youth Advocate program be made permanent and that alternate sources of funding be sought. Securing funding partners for the Youth Advocate Program will ensure the program is sustainable, delivered to the targeted communities throughout HRM, and meets the current budget envelope.

2012/13 Community Recreation & Culture Key Deliverables

5.1	Implement a zone based recreation service delivery structure that is decentralized, neighbourhood based, and focussed on an asset ownership model for recreation amenities.
5.2	Develop a year-round program for the Emera Oval focused on low or no cost activities for the Public.
5.3	Plan, promote, and deliver unstructured, drop in, low and no-cost initiatives including passive, art, cultural, leisure based programs, services and community based events, in addition to the ongoing slate of fee based programs.
5.4	Develop a consistent, equitable and transparent process for monitoring recreation area rates and program delivery costs.
5.5	Develop and deliver an expanded youth program at the North Preston Community Center.
5.6	Seek Youth Advocate Program funding/service delivery partners, conduct Program Review with Regional Council

CRS Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
C410 Director's Office	347,947	357,679	386,978	365,700	8,021	2.2
C412 2011 CWG Project Off	18,350	(74,069)	46,072		74,069	(100.0)
C470 Canada Games 2011			(1,567)			
M691 VIK - Special Events			224			
**** CRS Administration	366,297	283,610	431,707	365,700	82,090	28.9
D710 Community Developers	1,218,854	681,700	763,015	618,100	(63,600)	(9.3)
C772 Reg-Events/Culture			25,271			
C770 Buildings/Operations	103,470	103,788	123,864	106,800	3,012	2.9
C771 BIDs Contributions	100,000	100,000	111,401	100,000		
C764 Cultural Development	(23,500)					
C760 Community/CivicEvent	997,110	936,020	963,508	1,191,700	255,680	27.3
C730 Cultural Affairs	560,920	583,861	591,331		(583,861)	(100.0)
C706 BMO Centre			51,877			
C705 Facility Management	1,317,302	1,228,296	1,476,296	1,730,980	502,684	40.9
**** Regional Recreation	4,274,156	3,633,665	4,106,563	3,747,580	113,915	3.1
A315 Ticket Office	(7,406,040)	(5,423,081)	(4,895,300)	(5,072,400)	350,681	(6.5)
S320 Animal control	840,300	863,700	670,207	946,050	82,350	9.5
S330 Taxi & Limousine	20,000	23,000	17,510	(193,500)	(216,500)	(941.3)
P463 Park Patrol				259,000	259,000	
*** License	(6,545,740)	(4,536,381)	(4,207,583)	(4,060,850)	475,531	(10.5)
C431 Solid Waste Enforcement		140,820	224,892		(140,820)	(100.0)
S310 Contractual Serv Adm	296,900	333,000	327,541	181,450	(151,550)	(45.5)
S410 By-Law Services Adm	449,700	456,400	398,064	518,100	61,700	13.5
S420 By-Law Serv.Enforce.	731,700	716,900	709,088	1,133,552	416,652	58.1
*** Bylaw	1,478,300	1,647,120	1,659,585	1,833,102	185,982	11.3
C430 Permits & Inspection	(167,539)	(981,908)	(1,090,750)	(1,419,500)	(437,592)	44.6
*** Building Standards	(167,539)	(981,908)	(1,090,750)	(1,419,500)	(437,592)	44.6
**** Municipal Compliance	(5,234,979)	(3,871,169)	(3,638,748)	(3,647,248)	223,921	(5.8)
C310 Planning & Applic.	2,374,919	2,160,100	1,975,193	2,057,000	(103,100)	(4.8)
C330 Civic Addressing	196,882	195,921	154,331	189,500	(6,421)	(3.3)
C420 Subdivision & Dev.	2,169,730	2,196,249	1,833,566	1,465,448	(730,801)	(33.3)
C450 Development Engineering	934,161	958,520	890,206	744,500	(214,020)	(22.3)
**** Development Approvals	5,675,692	5,510,790	4,853,296	4,456,448	(1,054,342)	(19.1)
S210 Operation's Adm	271,810	276,800	260,105	279,100	2,300	0.8
S220 Trucking/Fleet Services	104,900	13,800	14,414	8,200	(5,600)	(40.6)
** Operations	376,710	290,600	274,519	287,300	(3,300)	(1.1)
S231 947 Mitchell	38,000	38,500	36,039	89,200	50,700	131.7
S232 1300 St. Margaret's Bay	18,900	19,500	14,919	15,100	(4,400)	(22.6)
S233 3790 MacKintosh						
** Facilities/Buildings	56,900	58,000	50,958	104,300	46,300	79.8
S241 Paper Recycling	(24,637)	35,600	23,404	28,900	(6,700)	(18.8)
S242 Enviro Depot	221,400	171,700	178,410	170,400	(1,300)	(0.8)
S243 By Law Remedies	92,900	93,800	63,985	75,000	(18,800)	(20.0)
S244 Organic Carts	81,900	85,400	89,717	97,200	11,800	13.8
S245 Commercial Depot				(45,500)	(45,500)	
** Initiatives	371,563	386,500	355,516	326,000	(60,500)	(15.7)
C405 Block:Community Proj						
*** Youth Live	805,173	735,100	680,993	717,600	(17,500)	(2.4)
D170 CWSCC Prog. & Maint.	367,035	398,592	377,570	(30,500)	(429,092)	(107.7)
D175 Capt. Will Spry Aqua	73,360	83,137	64,214	36,200	(46,937)	(56.5)
D176 CWSCC Fitness Ctr	(36,260)	(31,184)	(30,818)	(32,300)	(1,116)	3.6
D220 Northcliffe Aquatics	(31,450)	(12,881)	99,688		12,881	(100.0)
D320 Bedford Outdoor Pool	23,680	25,064	(3,833)	12,400	(12,664)	(50.5)
D540 Beaches/Common Pool	420,660	422,609	414,990	416,500	(6,109)	(1.4)
D570 Needham Aquatics	118,210	118,828	69,019	91,200	(27,628)	(23.3)
D830 NS Hospital Aquatics	430	764	(3,266)	(4,000)	(4,764)	(623.6)
* Aquatic Services	935,665	1,004,929	987,564	489,500	(515,429)	(51.3)
C471 Halifax Commons Oval		150,000	166,820	244,200	94,200	62.8
** Aquatics & Oval	935,665	1,154,929	1,154,384	733,700	(421,229)	(36.5)
C762 Youth Advocate Program	(26,638)	504,166	42,332	504,400	234	0.0
C726 Marketing & Promotions	117,600	142,025	114,577	91,000	(51,025)	(35.9)
C910 Facility Transfers	326,900	136,900	140,000	136,900		
D101 Rec. Prog. Admin.	916,830	917,877	864,265	679,900	(237,977)	(25.9)
D102 Database Coordination						
D103 Recreation Equipment			237			
D104 LEED's Facilities	56,065	106,065	189,890	146,100	40,035	37.7
** Recreation Services	1,390,757	1,807,033	1,351,300	1,558,300	(248,733)	(13.8)
D755 Rec/Enviro Leadership	289,104	313,950	311,485	308,950	(5,000)	(1.6)

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
D760 Otd Rec& Env Ser.						
** Outdoor Recreation	289,104	313,950	311,485	308,950	(5,000)	(1.6)
D155 Area Prog. & Maint.	306,085	321,161	323,632	315,990	(5,171)	(1.6)
D160 SMBC Prog. & Maint.	49,545	52,126	58,204	44,500	(7,626)	(14.6)
D165 CLCC Maint.	109,700	109,700	109,700		(109,700)	(100.0)
D180 Herring Cv. AreaProg	146,105	146,258	115,721	141,420	(4,838)	(3.3)
* Mainland South & Area	611,435	629,245	607,257	501,910	(127,335)	(20.2)
D210 Area Prog. & Maint.	461,290	480,961	413,713	329,350	(151,611)	(31.5)
D230 Northcliffe Maint.	259,500	259,500	60,003		(259,500)	(100.0)
D270 Lakeside Maint.	84,600	84,600	50,496		(84,600)	(100.0)
D580 St Andrews Prog&Main	277,620	286,177	272,824	187,780	(98,397)	(34.4)
* Mainland N & Western	1,083,010	1,111,238	797,037	517,130	(594,108)	(53.5)
D310 BSFR Prog. & Maint.	832,360	853,204	847,779	785,210	(67,994)	(8.0)
D330 Mid. Musq. Program	37,240	38,891	30,291	38,600	(291)	(0.7)
D340 Fall River Rec. Ctr.	43,100	43,100	47,997		(43,100)	(100.0)
D975 Bedford Leisure Club			809			
* Bedford/Sack/Fall River	912,700	935,195	926,875	823,810	(111,385)	(11.9)
D410 Musq Harbour Program	288,230	293,336	296,148	220,370	(72,966)	(24.9)
D420 MH Office & FitnessCtr	61,430	65,006	66,962	67,550	2,544	3.9
D430 Sheet Hbr. Prog.	185,017	171,396	166,804	164,050	(7,346)	(4.3)
D440 Sheet Hbr. Fitness Ctr	56,060	58,440	55,622	64,500	6,060	10.4
D620 Pres/LkEcho/LT Prog	49,600	48,118	59,170	44,720	(3,398)	(7.1)
D630 Cole Harbour Program	319,190	322,517	309,224	371,020	48,503	15.0
D172 NPCC Prog. & Maint	457,250	456,054	476,360	339,700	(116,354)	(25.5)
* Cole Hb/E Shore & Valley	1,416,777	1,414,867	1,430,290	1,271,910	(142,958)	(10.1)
D510 Area Prog. & Maint.	292,870	315,242	296,836	292,310	(22,932)	(7.3)
D520 Dixon Maintenance	85,100	85,100	85,100		(85,100)	(100.0)
D550 Dixon Program	268,730	261,671	259,768	262,390	719	0.3
D560 Needham Maint.	161,600	161,600	161,600		(161,600)	(100.0)
D585 BloomfieldProg& Main	19,130	17,585	13,868	(44,600)	(62,185)	(353.6)
D590 Citadel Prog & Maint.	321,460	293,879	271,472	191,700	(102,179)	(34.8)
* Peninsula	1,148,890	1,135,077	1,088,644	701,800	(433,277)	(38.2)
D810 Area Prog. & Maint.	718,250	686,637	580,067	495,530	(191,107)	(27.8)
D811 Rec. Arts & Culture				247,100	247,100	
D815 Dart North Com Ctr		250,075	236,378	235,160	(14,915)	(6.0)
D820 Findlay Maintenance	105,900	105,900	109,150		(105,900)	(100.0)
D840 Grant Activities			23,083			
* Dartmouth/Eastern Passage	824,150	1,042,612	948,678	977,790	(64,822)	(6.2)
** Progr & Community Dev	5,996,962	6,268,234	5,798,781	4,794,350	(1,473,884)	(23.5)
D960 Devonshire Arena	(71,240)	(77,516)	(50,256)	(205,950)	(128,434)	165.7
D970 Le Brun Centre	36,070	42,487	93,317	(296,750)	(339,237)	(798.4)
D980 Gray Arena	(79,300)	(66,269)	(96,037)	(343,450)	(277,181)	418.3
D985 Bowles Arena	(12,170)	(24,220)	(13,344)	(312,250)	(288,030)	1,189.2
* Arenas	(126,640)	(125,518)	(66,319)	(1,158,400)	(1,032,882)	822.9
D911 Outdoor - Bookings	337,750	341,027	330,514	336,400	(4,627)	(1.4)
D912 HRSB - Bookings			262			
* Facility Scheduling	337,750	341,027	330,775	336,400	(4,627)	(1.4)
** Arenas & Scheduling	211,110	215,509	264,456	(822,000)	(1,037,509)	(481.4)
D999 Clearing Account Rec	(185,100)		54,361			
** Clearing Account REC	(185,100)		54,361			
C220 Riverlake Com. Ctr.	4,700	4,914	4,914	5,300	386	7.9
C230 Waverly Com. Centre	23,250	22,705	22,705	23,100	395	1.7
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	7,120	6,859	6,305	6,900	41	0.6
C270 Lucasville Comm. Ctr	7,900	8,190	7,149	8,700	510	6.2
C280 Cole Harb.Pool/Tenni						
C290 Upper Sack. Com. Ctr			(1,134)			
** Area Services	50,670	50,368	47,639	51,700	1,332	2.6
*** Community Recreation Services	8,689,168	9,810,022	8,982,406	6,625,000	(3,185,022)	(32.5)
**** Community Recreation	9,494,341	10,545,122	9,663,399	7,342,600	(3,202,522)	(30.4)
C740 Visitor S. Staff Sup	250,361		73			
C750 Visitor Info. Centres						
C799 Visitor Serv-Clearin						

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
** Visitor Services	250,361		73			
A661 Admin. & Storefont	100,854	8,748	(7,657)		(8,748)	(100.0)
A663 Alderney Gate	108,630	217,117	205,517	211,000	(6,117)	(2.8)
A664 West end Mall	108,698	108,309	107,550	108,500	191	0.2
A665 Scotia Square	162,820	161,690	142,513	158,200	(3,490)	(2.2)
A666 Cole Harbour Place	101,936		(2,351)			0.0
A667 Acadia Centre	110,811	110,399	104,821	108,650	(1,749)	-1.6
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		0.0
*** Customer Service Centres	964,110	626,263	570,467	606,350	(19,913)	(3.2)
A625 Call Centre	1,917,299	1,949,290	1,966,212	2,185,170	235,880	12.1
**** Citizen Contact Centres	2,881,409	2,575,553	2,536,678	2,791,520	215,967	8.4
C711 Destination Halifax	386,600	389,350	388,972	393,000	3,650	0.9
**** Market Development	386,600	389,350	388,972	393,000	3,650	0.9
***** Total	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)

CRS Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
C410 Director's Office	347,947	357,679	386,978	365,700	8,021	2.2
C412 2011 CWG Project Off	18,350	(74,069)	56,859		74,069	(100.0)
C470 Canada Games 2011			405,898			
C725 Administration						
M691 VIK - Special Events			224			
*** CRS Administration	366,297	283,610	849,959	365,700	82,090	28.9
D710 Community Developers	1,341,554	716,865	795,745	653,100	(63,765)	(8.9)
C772 Reg-Events/Culture			25,271			
C770 Buildings/Operations	103,470	103,788	123,864	106,800	3,012	2.9
C771 BIDs Contributions	200,000	100,000	113,651	100,000		
C764 Cultural Development	(23,500)					
C760 Community/CivicEvent	1,251,210	1,190,120	1,305,747	1,470,800	280,680	23.6
C730 Cultural Affairs	585,920	608,861	605,181		(608,861)	(100.0)
W204 Spencer House						
C706 BMO Centre			1,912,407			
C705 Facility Management	1,399,202	1,310,196	1,556,290	1,812,980	502,784	38.4
**** Regional Recreation	4,857,856	4,029,830	6,438,156	4,143,680	113,850	2.8
A315 Ticket Office	1,013,960	1,076,919	1,035,684	1,127,600	50,681	4.7
S320 Animal control	990,300	1,013,700	981,747	1,096,050	82,350	8.1
S330 Taxi & Limousine	185,000	188,000	165,075	251,500	63,500	33.8
P463 Park Patrol				259,000	259,000	
*** License	2,189,260	2,278,619	2,182,507	2,734,150	455,531	20.0
C431 Solid Waste Enforcement		203,756	224,892		(203,756)	(100.0)
C440 Block:Bylaw Enforce.						
S310 Contractual Serv Adm	296,900	333,000	376,747	181,450	(151,550)	(45.5)
S410 By-Law Services Adm	449,700	474,900	398,017	536,600	61,700	13.0
S420 By-Law Serv.Enforce.	731,700	716,900	709,088	1,133,552	416,652	58.1
*** Bylaw	1,478,300	1,728,556	1,708,744	1,851,602	123,046	7.1
C430 Permits & Inspection	3,129,861	3,191,450	3,193,322	2,991,500	(199,950)	(6.3)
*** Building Standards	3,129,861	3,191,450	3,193,322	2,991,500	(199,950)	(6.3)
**** Municipal Compliance	6,797,421	7,198,625	7,084,573	7,577,252	378,627	5.3
C310 Planning & Applic.	2,432,519	2,190,800	2,052,780	2,114,600	(76,200)	(3.5)
C330 Civic Addressing	303,582	307,533	277,336	301,500	(6,033)	(2.0)
C420 Subdivision & Dev.	2,462,430	2,492,903	2,431,153	2,028,148	(464,755)	(18.6)
C450 Development Engineering	1,188,861	1,208,975	1,098,570	995,200	(213,775)	(17.7)
**** Development Approvals	6,387,392	6,200,211	5,859,838	5,439,448	(760,763)	(12.3)
S210 Operation's Adm	286,810	291,800	274,630	294,100	2,300	0.8
S220 Trucking/Fleet Services	104,900	13,800	14,414	8,200	(5,600)	(40.6)
** Operations	391,710	305,600	289,044	302,300	(3,300)	(1.1)
S231 947 Mitchell	38,000	38,500	36,039	89,200	50,700	131.7
S232 1300 St. Margaret's Bay	18,900	19,500	14,919	15,100	(4,400)	(22.6)
S233 3790 MacKintosh						
** Facilities/Buildings	56,900	58,000	50,958	104,300	46,300	79.8
S241 Paper Recycling	210,363	270,600	70,528	78,900	(191,700)	(70.8)
S242 Enviro Depot	796,400	746,700	687,058	592,900	(153,800)	(20.6)
S243 By Law Remedies	93,400	114,300	63,985	95,500	(18,800)	(16.4)
S244 Organic Carts	151,900	155,400	101,813	109,700	(45,700)	(29.4)
S245 Commercial Depot				72,000	72,000	
** Initiatives	1,252,063	1,287,000	923,384	949,000	(338,000)	(26.3)
C405 Block:Community Proj						
*** Youth Live	1,700,673	1,650,600	1,263,387	1,355,600	(295,000)	(17.9)
D170 CWSCC Prog. & Maint.	569,535	575,092	397,156	(21,000)	(596,092)	(103.7)
D175 Capt. Will Spry Aqua	361,860	371,637	490,164	451,700	80,063	21.5
D176 CWSCC Fitness Ctr	46,840	44,916	34,131	44,900	(16)	(0.0)
D220 Northcliffe Aquatics	429,950	448,519	98,978		(448,519)	(100.0)
D320 Bedford Outdoor Pool	74,580	75,964	60,989	74,400	(1,564)	(2.1)
D540 Beaches/Common Pool	473,960	475,909	465,968	470,600	(5,309)	(1.1)
D570 Needham Aquatics	158,610	159,228	147,068	158,200	(1,028)	(0.6)
D830 NS Hospital Aquatics	10,630	10,964	13,808	11,000	36	0.3
* Aquatic Services	2,125,965	2,162,229	1,708,261	1,189,800	(972,429)	(45.0)
C471 Halifax Commons Oval		150,000	182,240	274,200	124,200	82.8
** Aquatics & Oval	2,125,965	2,312,229	1,890,501	1,464,000	(848,229)	(36.7)
C762 Youth Advocate Program	675,262	674,416	545,383	504,400	(170,016)	(25.2)
C726 Marketing & Promotions	117,600	142,025	114,577	91,000	(51,025)	(35.9)
C910 Facility Transfers	405,700	286,900	283,882	286,900		
D101 Rec. Prog. Admin.	916,830	917,877	880,074	679,900	(237,977)	(25.9)
D102 Database Coordination						
D103 Recreation Equipment			237			
D104 LEED's Facilities	56,065	106,065	189,890	146,100	40,035	37.7
** Recreation Services	2,171,457	2,127,283	2,014,042	1,708,300	(418,983)	(19.7)
D755 Rec/Enviro Leadership	425,104	439,950	441,171	368,600	(71,350)	(16.2)
D760 Otd Rec& Env Ser.						
** Outdoor Recreation	425,104	439,950	441,171	368,600	(71,350)	(16.2)
D155 Area Prog. & Maint.	551,585	566,661	579,805	569,400	2,739	0.5
D160 SMBC Prog. & Maint.	137,545	140,126	158,054	137,900	(2,226)	(1.6)
D165 CLCC Maint.	109,700	109,700	109,700		(109,700)	(100.0)
D180 Herring Cv. AreaProg	181,855	189,008	177,441	196,200	7,192	3.8
* Mainland South & Area	980,685	1,005,495	1,025,001	903,500	(101,995)	(10.1)

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
D210 Area Prog. & Maint.	741,290	757,961	516,960	469,100	(288,861)	(38.1)
D230 Northcliffe Maint.	259,500	259,500	60,003		(259,500)	(100.0)
D270 Lakeside Maint.	84,600	84,600	84,600		(84,600)	(100.0)
D580 St Andrews Prog&Main	385,920	397,477	396,362	308,100	(89,377)	(22.5)
* Mainland N & Western	1,471,310	1,499,538	1,057,924	777,200	(722,338)	(48.2)
D310 BSFR Prog. & Maint.	1,291,360	1,312,204	1,298,190	1,254,600	(57,604)	(4.4)
D330 Mid. Musq. Program	54,240	53,891	43,470	53,800	(91)	(0.2)
D340 Fall River Rec. Ctr.	43,100	43,100	47,997		(43,100)	(100.0)
D975 Bedford Leisure Club			809			
* Bedford/Sack/Fall River	1,388,700	1,409,195	1,390,465	1,308,400	(100,795)	(7.2)
D410 Musq Harbour Program	370,150	375,256	378,785	303,100	(72,156)	(19.2)
D420 MH Office & FitnessCtr	91,930	97,506	98,119	100,500	2,994	3.1
D430 Sheet Hbr. Prog.	210,517	196,896	194,383	189,800	(7,096)	(3.6)
D440 Sheet Hbr. Fitness Ctr	67,060	69,440	65,489	75,500	6,060	8.7
D620 Pres/LkEcho/LT Prog	83,600	82,118	86,414	79,200	(2,918)	(3.6)
D630 Cole Harbour Program	424,190	427,517	419,783	477,200	49,683	11.6
D172 NPCC Prog. & Maint	501,250	500,054	550,442	384,100	(115,954)	(23.2)
* Cole Hb/E Shore & Valley	1,748,697	1,748,787	1,793,415	1,609,400	(139,388)	(8.0)
D510 Area Prog. & Maint.	378,070	400,442	412,813	400,500	58	0.0
D520 Dixon Maintenance	85,100	85,100	85,100		(85,100)	(100.0)
D550 Dixon Program	363,230	356,171	365,826	352,100	(4,071)	(1.1)
D560 Needham Maint.	161,600	161,600	161,600		(161,600)	(100.0)
D585 BloomfieldProg& Main	116,130	114,585	122,294	57,300	(57,285)	(50.0)
D590 Citadel Prog & Maint.	449,960	427,379	464,856	376,000	(51,379)	(12.0)
* Peninsula	1,554,090	1,545,277	1,612,489	1,185,900	(359,377)	(23.3)
D810 Area Prog. & Maint.	1,084,720	1,068,607	920,541	886,200	(182,407)	(17.1)
D811 Rec. Arts & Culture				247,100	247,100	
D815 Dart North Com Ctr		283,075	287,128	272,000	(11,075)	(3.9)
D820 Findlay Maintenance	105,900	105,900	109,150		(105,900)	(100.0)
D840 Grant Activities			36,463			
* Dartmouth/Eastern Passage	1,190,620	1,457,582	1,353,283	1,405,300	(52,282)	(3.6)
** Prog & Community Dev	8,334,102	8,665,874	8,232,576	7,189,700	(1,476,174)	(17.0)
D960 Devonshire Arena	157,900	161,500	159,021	13,000	(148,500)	(92.0)
D970 Le Brun Centre	397,520	353,850	354,214	2,300	(351,550)	(99.4)
D980 Gray Arena	277,060	289,042	241,291	17,100	(271,942)	(94.1)
D985 Bowles Arena	301,380	295,700	294,420	10,200	(285,500)	(96.6)
* Arenas	1,133,860	1,100,092	1,048,946	42,600	(1,057,492)	(96.1)
D911 Outdoor - Bookings	366,950	372,227	365,634	370,600	(1,627)	(0.4)
D912 HRSB - Bookings	524,400	574,400	491,010	504,400	(70,000)	(12.2)
* Facility Scheduling	891,350	946,627	856,644	875,000	(71,627)	(7.6)
** Arenas & Scheduling	2,025,210	2,046,719	1,905,589	917,600	(1,129,119)	(55.2)
D999 Clearing Account Rec	(185,100)		54,361		54,361	
** Clearing Account REC	(185,100)		54,361			
C220 Riverlake Com. Ctr.	4,700	4,914	5,506	5,300	386	7.9
C230 Waverly Com. Centre	28,650	28,105	22,705	28,500	395	1.4
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	7,120	6,859	6,305	6,900	41	0.6
C270 Lucasville Comm. Ctr	7,900	8,190	7,149	8,700	510	6.2
C280 Cole Harb.Pool/Tenni						
C290 Upper Sack. Com. Ctr			24,479			
** Area Services	56,070	55,768	73,844	57,100	1,332	2.4
*** Community Recreation Services	14,952,808	15,647,822	14,612,085	11,705,300	(3,942,522)	(25.2)
**** Community Recreation	16,653,481	17,298,422	15,875,472	13,060,900	(4,237,522)	(24.5)
C740 Visitor S. Staff Sup	310,361		73			
C750 Visitor Info. Centres						
C799 Visitor Serv-Clearin						
** Visitor Services	310,361		73			
A661 Admin. & Storefont	380,854	288,748	280,226		(288,748)	(100.0)
A663 Alderney Gate	108,630	217,117	205,517	211,000	(6,117)	(2.8)
A664 West end Mall	108,698	108,309	107,550	108,500	191	0.2
A665 Scotia Square	162,820	161,690	142,513	158,200	(3,490)	(2.2)
A666 Cole Harbour Place	101,936		(2,351)			
A667 Acadia Centre	110,811	110,399	104,821	108,650	(1,749)	(1.6)
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
*** Customer Service Centres	1,304,110	906,263	858,350	606,350	(299,913)	(33.1)
A625 Call Centre	1,917,299	1,949,290	1,965,884	2,185,170	235,880	12.1
**** Citizen Contact Centres	3,221,409	2,855,553	2,824,234	2,791,520	(64,033)	(2.2)
C711 Destination Halifax	1,984,800	1,987,550	2,161,274	1,992,200	4,450	0.2
**** Market Development	1,984,800	1,987,550	2,161,274	1,992,000	4,450	0.2
C105 Sackville Hts El Sch	189,100	201,100	201,255	216,800	15,700	7.8
C106 Prospect Rd Rec Ctr	230,000	231,400	230,848	245,900	14,500	6.3
C107 GlenArb Hme Owners	19,045	21,385	21,385	21,400	15	0.1
C108 White Hill Res Assoc	29,150	27,550	27,550	27,600	50	0.2
C110 East Preston Rec Ctr	28,100	29,400	29,437	31,100	1,700	5.8
C111 Lost Creek Comm Asso		7,300	7,300	7,300		
C112 Waterstone Neighbour	14,625	14,175	14,175		(14,175)	(100.0)
C113 Bedford Hamm P/C/Ctr		437,300	437,137	480,100	42,800	9.8
C114 Ketch Hbr Resi. Asso		10,000	9,534	10,100	100	1.0
C115 Mineville Community	10,380	10,320	10,320	10,300	(20)	(0.2)
C120 Haliburton Hills	41,600	43,700	43,697	46,000	2,300	5.3
C125 Beaver Bank Rec Centre	198,200	200,700	200,576	209,500	8,800	4.4
C130 Highland Park	6,800	7,300	7,275	7,900	600	8.2
C132 Birch Bear Run HO	6,540	6,660	6,660	6,700	40	0.6
C135 Kingswood Ratepayers	52,550	52,450	52,450	52,500	50	0.1
C140 Prospect	68,400	73,100	72,899	77,700	4,600	6.3
C142 Glengarry Estates HO	25,200					
C145 Westwood H Res Assoc	31,800	32,650	32,650	33,400	750	2.3
C150 Up. Hammonds Plains	37,600	39,200	39,200	39,200		
C155 Harrietsfield Rec Ct	28,800	27,800	27,738	29,200	1,400	5.0
C160 Musquodoboit Harbour	8,500	8,500	8,424	8,800	300	3.5
C165 Dutch Settlement	9,400	10,100	10,100	11,000	900	8.9
C170 Hammonds Plns Com.RT	56,600	57,000	56,615	60,200	3,200	5.6
C175 Hubbards Rec. Centre	34,600	36,900	36,764	40,200	3,300	8.9
C180 Grand Lake Com. Ctr	16,200	17,800	17,711	19,300	1,500	8.4
C185 District 3 Cap. Fund	250,600	266,400	18,862		(266,400)	(100.0)
C190 Maplewood Subdivisio	18,600	18,350	18,350	18,400	50	0.3
C194 Fall River Rec Ctr	706,700	768,000	765,771	829,000	61,000	7.9
C196 Silverside Res.Assoc	16,300	16,300	16,300	16,300		
C198 St. Marg/Fox Hollow	6,240	6,180	6,180	6,200	20	0.3
C199 St. Marg Bay Ctr	280,200	260,400	260,212	282,700	22,300	8.6
C210 LWF Recreation Ctr	156,800	165,900	165,972	177,600	11,700	7.1
C215 Porters lake Com Ctr			247,456	283,600	283,600	
**** Area Rate Services	2,578,630	3,105,320	3,100,793	3,306,000	200,680	6.5
***** Total	42,847,286	42,959,121	44,194,298	38,676,500	(4,282,621)	(10.0)

CRS Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
C412 2011 CWG Project Off			(10,787)			
C470 Canada Games 2011			(407,465)			
**** CRS Administration			(418,252)			
D710 Community Developers	(122,700)	(35,165)	(32,730)	(35,000)	165	(0.5)
C771 BIDs Contributions	(100,000)		(2,250)			
C760 Community/CivicEvent	(254,100)	(254,100)	(342,240)	(279,100)	(25,000)	9.8
C730 Cultural Affairs	(25,000)	(25,000)	(13,850)		25,000	(100.0)
C706 BMO Centre			(1,860,530)			
C705 Facility Management	(81,900)	(81,900)	(79,993)	(82,000)	(100)	0.1
**** Regional Recreation	(583,700)	(396,165)	(2,331,593)	(396,100)	65	(0.0)
A315 Ticket Office	(8,420,000)	(6,500,000)	(5,930,984)	(6,200,000)	300,000	(4.6)
S320 Animal control	(150,000)	(150,000)	(311,540)	(150,000)		
S330 Taxi & Limousine	(165,000)	(165,000)	(147,565)	(445,000)	(280,000)	169.7
*** License	(8,735,000)	(6,815,000)	(6,390,090)	(6,795,000)	20,000	(0.3)
C431 Solid Waste Enforcement		(62,936)			62,936	(100.0)
S310 Contractual Serv Adm			(49,206)			
S410 By-Law Services Adm		(18,500)	47	(18,500)		
*** Bylaw		(81,436)	(49,157)	(18,500)	62,936	(77.3)
C430 Permits & Inspection	(3,297,400)	(4,173,358)	(4,284,072)	(4,411,000)	(237,642)	5.7
*** Building Standards	(3,297,400)	(4,173,358)	(4,284,072)	(4,411,000)	(237,642)	5.7
**** Municipal Compliance	(12,032,400)	(11,069,794)	(10,723,321)	(11,224,500)	(154,706)	1.4
C310 Planning & Applic.	(57,600)	(30,700)	(77,587)	(57,600)	(26,900)	87.6
C330 Civic Addressing	(106,700)	(111,612)	(123,005)	(112,000)	(388)	0.3
C420 Subdivision & Dev.	(292,700)	(296,654)	(597,587)	(562,700)	(266,046)	89.7
C450 Development Engineering	(254,700)	(250,455)	(208,363)	(250,700)	(245)	0.1
**** Development Approvals	(711,700)	(689,421)	(1,006,542)	(983,000)	(293,579)	42.6
S210 Operation's Adm	(15,000)	(15,000)	(14,525)	(15,000)		
** Operations	(15,000)	(15,000)	(14,525)	(15,000)		
S241 Paper Recycling	(235,000)	(235,000)	(47,124)	(50,000)	185,000	(78.7)
S242 Enviro Depot	(575,000)	(575,000)	(508,648)	(422,500)	152,500	(26.5)
S243 By Law Remedies	(500)	(20,500)		(20,500)		
S244 Organic Carts	(70,000)	(70,000)	(12,096)	(12,500)	57,500	(82.1)
S245 Commercial Depot				(117,500)	(117,500)	
** Initiatives	(880,500)	(900,500)	(567,868)	(623,000)	277,500	(30.8)
*** Youth Live	(895,500)	(915,500)	(582,394)	(638,000)	277,500	(30.3)
D170 CWSCC Prog. & Maint.	(202,500)	(176,500)	(19,586)	(9,500)	167,000	(94.6)
D175 Capt. Will Spry Aqua	(288,500)	(288,500)	(425,949)	(415,500)	(127,000)	44.0
D176 CWSCC Fitness Ctr	(83,100)	(76,100)	(64,949)	(77,200)	(1,100)	1.4
D220 Northcliffe Aquatics	(461,400)	(461,400)	710		461,400	(100.0)
D320 Bedford Outdoor Pool	(50,900)	(50,900)	(64,822)	(62,000)	(11,100)	21.8
D540 Beaches/Common Pool	(53,300)	(53,300)	(50,978)	(54,100)	(800)	1.5
D570 Needham Aquatics	(40,400)	(40,400)	(78,049)	(67,000)	(26,600)	65.8
D830 NS Hospital Aquatics	(10,200)	(10,200)	(17,074)	(15,000)	(4,800)	47.1
* Aquatic Services	(1,190,300)	(1,157,300)	(720,698)	(700,300)	457,000	(39.5)
C471 Halifax Commons Oval			(15,420)	(30,000)	(30,000)	
** Aquatics & Oval	(1,190,300)	(1,157,300)	(736,118)	(730,300)	427,000	(36.9)
C762 Youth Advocate Program	(701,900)	(170,250)	(503,051)		170,250	(100.0)
C910 Facility Transfers	(78,800)	(150,000)	(143,882)	(150,000)		
D101 Rec. Prog. Admin.			(15,809)			
** Recreation Services	(780,700)	(320,250)	(662,742)	(150,000)	170,250	(53.2)
D755 Rec/Enviro Leadership	(136,000)	(126,000)	(129,685)	(59,650)	66,350	(52.7)
** Outdoor Recreation	(136,000)	(126,000)	(129,685)	(59,650)	66,350	(52.7)
D155 Area Prog. & Maint.	(245,500)	(245,500)	(256,173)	(253,410)	(7,910)	3.2
D160 SMBC Prog. & Maint.	(88,000)	(88,000)	(99,850)	(93,400)	(5,400)	6.1
D180 Herring Cv. AreaProg	(35,750)	(42,750)	(61,721)	(54,780)	(12,030)	28.1
* Mainland South & Area	(369,250)	(376,250)	(417,744)	(401,590)	(25,340)	6.7
D210 Area Prog. & Maint.	(280,000)	(277,000)	(103,246)	(139,750)	137,250	(49.5)
D270 Lakeside Maint.			(34,104)			
D580 St Andrews Prog&Main	(108,300)	(111,300)	(123,537)	(120,320)	(9,020)	8.1
* Mainland N & Western	(388,300)	(388,300)	(260,888)	(260,070)	128,230	(33.0)
D310 BSFR Prog. & Maint.	(459,000)	(459,000)	(450,411)	(469,390)	(10,390)	2.3
D330 Mid. Musq. Program	(17,000)	(15,000)	(13,178)	(15,200)	(200)	1.3
* Bedford/Sack/Fall River	(476,000)	(474,000)	(463,589)	(484,590)	(10,590)	2.2
D410 Musq Harbour Program	(81,920)	(81,920)	(82,637)	(82,730)	(810)	1.0
D420 MH Office & FitnessCtr	(30,500)	(32,500)	(31,157)	(32,950)	(450)	1.4
D430 Sheet Hbr. Prog.	(25,500)	(25,500)	(27,579)	(25,750)	(250)	1.0
D440 Sheet Hbr. Fitness Ctr	(11,000)	(11,000)	(9,867)	(11,000)		
D620 Pres/LkEcho/LT Prog	(34,000)	(34,000)	(27,243)	(34,480)	(480)	1.4
D630 Cole Harbour Program	(105,000)	(105,000)	(110,559)	(106,180)	(1,180)	1.1
D172 NPCC Prog. & Maint	(44,000)	(44,000)	(74,083)	(44,400)	(400)	0.9
* Cole Hb/E Shore & Valley	(331,920)	(333,920)	(363,125)	(337,490)	(3,570)	1.1
D510 Area Prog. & Maint.	(85,200)	(85,200)	(115,977)	(108,190)	(22,990)	27.0
D550 Dixon Program	(94,500)	(94,500)	(106,058)	(89,710)	4,790	(5.1)
D585 BloomfieldProg& Main	(97,000)	(97,000)	(108,427)	(101,900)	(4,900)	5.1
D590 Citadel Prog & Maint.	(128,500)	(133,500)	(193,383)	(184,300)	(50,800)	38.1

Continued	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Peninsula	(405,200)	(410,200)	(523,845)	(484,100)	(73,900)	18.0
D810 Area Prog. & Maint.	(366,470)	(381,970)	(340,474)	(390,670)	(8,700)	2.3
D815 Dart North Com Ctr		(33,000)	(50,750)	(36,840)	(3,840)	11.6
D840 Grant Activities			(13,380)			
* Dartmouth/Eastern Passage	(366,470)	(414,970)	(404,605)	(427,510)	(12,540)	3.0
** Progr & Community Dev	(2,337,140)	(2,397,640)	(2,433,795)	(2,395,350)	2,290	(0.1)
D960 Devonshire Arena	(229,140)	(239,016)	(209,277)	(218,950)	20,066	(8.4)
D970 Le Brun Centre	(361,450)	(311,363)	(260,896)	(299,050)	12,313	(4.0)
D980 Gray Arena	(356,360)	(355,311)	(337,327)	(360,550)	(5,239)	1.5
D985 Bowles Arena	(313,550)	(319,920)	(307,764)	(322,450)	(2,530)	0.8
* Arenas	(1,260,500)	(1,225,610)	(1,115,265)	(1,201,000)	24,610	(2.0)
D911 Outdoor - Bookings	(29,200)	(31,200)	(35,120)	(34,200)	(3,000)	9.6
D912 HRSB - Bookings	(524,400)	(574,400)	(490,748)	(504,400)	70,000	(12.2)
* Facility Scheduling	(553,600)	(605,600)	(525,868)	(538,600)	67,000	(11.1)
** Arenas & Scheduling	(1,814,100)	(1,831,210)	(1,641,133)	(1,739,600)	91,610	(5.0)
C220 Riverlake Com. Ctr.			(592)			
C230 Waverly Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(25,613)			
** Area Services	(5,400)	(5,400)	(26,205)	(5,400)		
*** Community Recreation Services	(6,263,640)	(5,837,800)	(5,629,678)	(5,080,300)	757,500	(13.0)
**** Community Recreation	(7,159,140)	(6,753,300)	(6,212,072)	(5,718,300)	1,035,000	(15.3)
C740 Visitor S. Staff Sup	(60,000)					
** Visitor Services	(60,000)					
A661 Admin. & Storefont	(280,000)	(280,000)	(287,883)		280,000	(100.0)
*** Customer Service Centres	(340,000)	(280,000)	(287,883)		280,000	(100.0)
A625 Call Centre			328			
**** Citizen Contact Centres	(340,000)	(280,000)	(287,556)		280,000	(100.0)
C711 Destination Halifax	(1,598,200)	(1,598,200)	(1,772,302)	(1,599,000)	(800)	0.1
**** Market Development	(1,598,200)	(1,598,200)	(1,772,302)	(1,599,000)	(800)	0.1
C105 Sackville Hts El Sch	(189,100)	(201,100)	(201,255)	(216,800)	(15,700)	7.8
C106 Prospect Rd Rec Ctr	(230,000)	(231,400)	(230,848)	(245,900)	(14,500)	6.3
C107 GlenArb Hme Owners	(19,045)	(21,385)	(21,385)	(21,400)	(15)	0.1
C108 White Hill Res Assoc	(29,150)	(27,550)	(27,550)	(27,600)	(50)	0.2
C110 East Preston Rec Ctr	(28,100)	(29,400)	(29,437)	(31,100)	(1,700)	5.8
C111 Lost Creek Comm Asso		(7,300)	(7,300)	(7,300)		
C112 Waterstone Neighbour	(14,625)	(14,175)	(14,175)		14,175	(100.0)
C113 Bedford Hamm P C/Ctr		(437,300)	(437,137)	(480,100)	(42,800)	9.8
C114 Ketch Hbr Resi. Asso		(10,000)	(9,534)	(10,100)	(100)	1.0
C115 Mineville Community	(10,380)	(10,320)	(10,320)	(10,300)	20	(0.2)
C120 Haliburton Hills	(41,600)	(43,700)	(43,697)	(46,000)	(2,300)	5.3
C125 Beaver Bank Rec Centre	(198,200)	(200,700)	(200,576)	(209,500)	(8,800)	4.4
C130 Highland Park	(6,800)	(7,300)	(7,275)	(7,900)	(600)	8.2
C132 Birch Bear Run HO	(6,540)	(6,660)	(6,660)	(6,700)	(40)	0.6
C135 Kingswood Ratepayers	(52,550)	(52,450)	(52,450)	(52,500)	(50)	0.1
C140 Prospect	(68,400)	(73,100)	(72,899)	(77,700)	(4,600)	6.3
C142 Glengarry Estates HO	(25,200)					
C145 Westwood H Res Assoc	(31,800)	(32,650)	(32,650)	(33,400)	(750)	2.3
C150 Up. Hammonds Plains	(37,600)	(39,200)	(39,190)	(39,200)		
C155 Harrietsfield Rec Ct	(28,800)	(27,800)	(27,738)	(29,200)	(1,400)	5.0
C160 Musquodoboit Harbour	(8,500)	(8,500)	(8,424)	(8,800)	(300)	3.5
C165 Dutch Settlement	(9,400)	(10,100)	(10,100)	(11,000)	(900)	8.9
C170 Hammonds Plns Com.RT	(56,600)	(57,000)	(56,615)	(60,200)	(3,200)	5.6
C175 Hubbards Rec. Centre	(34,600)	(36,900)	(36,764)	(40,200)	(3,300)	8.9
C180 Grand Lake Com. Ctr	(16,200)	(17,800)	(17,711)	(19,300)	(1,500)	8.4
C185 District 3 Cap. Fund	(250,600)	(266,400)	(18,862)		266,400	(100.0)
C190 Maplewood Subdivisio	(18,600)	(18,350)	(18,350)	(18,400)	(50)	0.3
C194 Fall River Rec Ctr	(706,700)	(768,000)	(765,771)	(829,000)	(61,000)	7.9
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,300)		
C198 St. Marg/Fox Hollow	(6,240)	(6,180)	(6,180)	(6,200)	(20)	0.3
C199 St. Marg Bay Ctr	(280,200)	(260,400)	(260,212)	(282,700)	(22,300)	8.6
C210 LWF Recreation Ctr	(156,800)	(165,900)	(165,972)	(177,600)	(11,700)	7.1
C215 Porters lake Com Ctr			(247,456)	(283,600)	(283,600)	
**** Area Rate Services	(2,578,630)	(3,105,320)	(3,100,793)	(3,306,000)	(200,680)	6.5
***** Total	(25,003,770)	(23,892,200)	(25,852,431)	(23,226,900)	665,300	(2.8)

CRS Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	18,471,926	17,936,454	17,538,673	17,015,100	(921,354)	(5.1)
6002 Salaries - Overtime	213,831	122,307	94,224	171,500	49,193	40.2
6003 Wages - Regular			3,673,293			
6004 Wages - Overtime			11,447			
6005 PDP Increases			(170,443)			
6051 Shift Agreements	10,017	10,017	8,786	10,000	(17)	(0.2)
6054 Vacation payout			48,837			
6099 Other Allowances			105,000			
6100 Benefits - Salaries	3,411,671	3,387,982	3,210,209	3,221,500	(166,482)	(4.9)
6101 Benefits - Wages			225,303			
6110 Vacancy Management			1,567,860	(348,900)	(348,900)	
6150 Honorariums	7,850	7,850	7,040	8,400	550	7.0
6151 Vehicle Allowance	31,800	18,800	720	14,400	(4,400)	(23.4)
6152 Retirement Incentives	94,950	93,259	90,801	97,100	3,841	4.1
6153 Severance			235,838			
6154 Workers' Compensation	338,446	324,580	376,672	298,800	(25,780)	(7.9)
6155 Overtime Meals	1,120	1,120	206	1,100	(20)	(1.8)
6156 Clothing Allowance						
6157 stipends	313,200	313,200	298,050	313,200		
6158 WCB Recoverable Earnings			(1,196)			
6199 Comp & Ben InterDept			(86,658)	(228,000)	(228,000)	
9200 HR CATS Wage/Ben	3,937,930	4,465,765	49,291	4,057,000	(408,765)	(9.2)
9210 HR CATS OT Wage/Ben			54,790			
9230 HR CATS OT Meals						
* Compensation and Benefits	26,832,741	26,681,334	27,338,742	24,631,200	(2,050,134)	(7.7)
6201 Telephone	386,000	366,140	369,768	390,750	24,610	6.7
6202 Courier/Postage	79,598	87,298	77,929	91,100	3,802	4.4
6203 Office Furn/Equip	95,317	95,970	67,060	92,650	(3,320)	(3.5)
6204 Computer S/W & Lic	8,870	8,430	10,104	7,300	(1,130)	(13.4)
6205 Printing & Reproduction	87,770	116,580	85,455	105,700	(10,880)	(9.3)
6207 Office Supplies	188,403	184,400	134,699	169,100	(15,300)	(8.3)
6299 Other Office Expenses	58,345	47,925	313,082	12,800	(35,125)	(73.3)
* Office	904,303	906,743	1,058,097	869,400	(37,343)	(4.1)
6301 Professional Fees	13,300	10,900	926	10,700	(200)	(1.8)
6302 Legal Fees	1,500	1,500	4,726	1,500		
6303 Consulting Fees	125,417	106,977	79,804	52,100	(54,877)	(51.3)
6304 Janitorial Services	64,700	65,240	60,357	50,000	(15,240)	(23.4)
6308 Snow Removal	21,200	22,100	35,928	22,700	600	2.7
6309 Litigation Disbursements			440			
6310 Outside Personnel	16,000	16,000	20,326	13,000	(3,000)	(18.8)
6311 Security	15,950	21,400	7,081	14,200	(7,200)	(33.6)
6312 Refuse Collection	14,700	16,200	16,322	21,800	5,600	34.6
6390 Ext Svc TCA Transfer			(630)			
6399 Contract Services	2,178,110	2,013,919	1,703,099	2,579,600	565,681	28.1
* External Services	2,450,877	2,274,236	1,928,381	2,765,600	491,364	21.6
6401 Uniforms & Clothing	64,500	66,850	53,647	76,600	9,750	14.6
6402 Med & First Aid Supp	9,150	9,150	1,764	7,900	(1,250)	(13.7)
6404 Rec Prog Supplies	271,661	337,746	278,771	396,800	59,054	17.5
6405 Photo Supp & Equip						
6406 Bridge Tolls	700	700	2,269	1,500	800	114.3
6407 Cleaning/Sanitary Supplies	18,100	17,500	19,908	19,400	1,900	10.9
6408 Pre School Nutrition	53,550	55,550	48,453		(55,550)	(100.0)
6409 Personal Protect Equ			137			
6499 Other Supplies			3,438	11,000	11,000	
* Supplies	417,661	487,496	408,387	513,200	25,704	5.3

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6502 Chemicals			712			
6504 Hardware	2,000	2,000	7,157	500	(1,500)	(75.0)
6505 Lubricants			1,008			
6506 Lumber	3,000	3,000	2,889	500	(2,500)	(83.3)
6507 Propane			34			
6508 Ready Mix Concrete						
6511 Salt			119			
6513 Seeds & Plants			3,305			
6515 Stone and Gravel			1,910			
6516 Topsoil			291			
6517 Paint	2,000	2,000	4,919	500	(1,500)	(75.0)
6519 Welding Supplies			54			
6599 Other Materials			143			
* Materials	7,000	7,000	22,539	1,500	(5,500)	(78.6)
6602 Electrical	100	100	4,920	100		
6603 Grounds and Landscaping	125,468	167,236	39,585	124,700	(42,536)	(25.4)
6605 Municipal Taxes						
6606 Heating Fuel	90,000	92,949	131,516	119,500	26,551	28.6
6607 Electricity	73,500	70,000	614,450	100,800	30,800	44.0
6608 Water	11,800	10,100	11,992	14,700	4,600	45.5
6610 Building - Exterior			7,480			
6611 Building - Interior	32,700	144,025	2,965	2,000	(142,025)	(98.6)
6612 Safety Systems	2,725	2,800	4,601	2,700	(100)	(3.6)
6614 Envir Assess/Cleanup			4,177			
6615 Vandalism Clean-up/Repair			1,180			
6617 Pest Management			261	500	500	
6699 Other Building Cost	271,294	658,700	69,080	724,000	65,300	9.9
* Building Costs	607,587	1,145,910	892,206	1,089,000	(56,910)	(5.0)
6701 Equipment Purchase	169,630	196,130	316,255	286,800	90,670	46.2
6702 Small Tools	800	800	242	800		
6703 Computer Equipment/Rentals	1,400	3,008	1,396	1,600	(1,408)	(46.8)
6704 Equipment Rental	25,600	27,500	38,472	13,600	(13,900)	(50.5)
6705 Equip - R&M	34,866	42,030	23,051	37,100	(4,930)	(11.7)
6706 Computer R&M	12,000	17,500	3,763	11,000	(6,500)	(37.1)
6707 Plumbing & Heating	1,500	2,500	4,989	5,000	2,500	100.0
6708 Mechanical Equipment	400	500	4,751		(500)	(100.0)
6710 Sewer Pipe			83			
6711 Communication System	37,100	32,500	28,751	32,500		
6731 Airtime						
* Equipment & Communications	283,296	322,468	421,753	388,400	65,932	20.4
6802 Vehicle R&M	1,000	1,000	76	6,000	5,000	500.0
6803 Vehicle Fuel - Diesel			8			
6804 Vehicle Fuel - Gasoline	7,500	8,118	6,364	9,200	1,082	13.3
6806 Long Term Fleet Rentals			710			
6807 Vehicle Leases	255,000	174,352	105,451	159,900	(14,452)	(8.3)
6890 Vehicle TCA Transfer						
6899 Other Vehicle Expense			1,697			
* Vehicle Expense	263,500	183,470	114,307	175,100	(8,370)	(4.6)
6901 Membership Dues	24,980	26,580	21,521	28,600	2,020	7.6
6902 Conferences and Workshops	20,223	11,763	3,668	11,000	(763)	(6.5)
6903 Travel - Local	193,120	192,394	187,946	192,900	506	0.3
6904 Travel - Out of Town	13,348	16,795	16,755	15,800	(995)	(5.9)
6905 Training & Education	105,350	61,189	50,326	74,800	13,611	22.2
6906 Licenses & Agreements			5,227			
6907 Commission Fees		100			(100)	(100.0)
6909 Cost of Sales	310,000	310,000	267,739	300,000	(10,000)	(3.2)
6910 Signage	1,800	39,550	28,226	40,200	650	1.6
6911 Facilities Rental	437,100	425,621	356,440	413,000	(12,621)	(3.0)
6912 Advertising and Promotion	148,595	76,903	84,034	149,500	72,597	94.4
6913 Awards	61,400	53,830	50,404	62,100	8,270	15.4
6915 Research Data Acquisition		6,000	1,032	6,000		
6916 Public Education	52,920	77,920	67,651	77,900	(20)	(0.0)
6917 Books and Periodicals	7,100	18,800	15,108	18,800		

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6918 Meals	3,520	2,962	7,081	2,700	(262)	(8.8)
6919 Special Projects	809,872	380,382	365,196	561,200	180,818	47.5
6928 Committee Expenses	700	600	17	500	(100)	(16.7)
6929 Visa Purchases			748			
6932 Youth Programming Services	104,700		124,095			
6933 Community Events	860,795	922,870	920,657	844,400	(78,470)	(8.5)
6935 Inventory Re-stock Charge			432			
6938 Rewarding Excellence	28,620	12,806	2,653	16,800	3,994	31.2
6940 Fencing			1,147			
6941 Playground Equipment	13,000	434,377	28,644	364,300	(70,077)	(16.1)
6942 Management Fees	75,700	146,900	343,882	146,900		
6943 Health and Wellness		14,935		20,000	5,065	33.9
6953 Special Projects			3,000			
6999 Other Goods and Services	17,813	121,347	42,598	104,300	(17,047)	(14.0)
* Other Goods & Services	3,290,656	3,354,624	2,996,227	3,451,700	97,076	2.9
7001 Interdept Equip Chg	58,408	112,127	201,611		(112,127)	(100.0)
7002 Other Interdept Chg		400			(400)	(100.0)
7005 Interdept EXP	2,799,100	2,874,100	2,580,800		(2,874,100)	(100.0)
7007 ItnTrsf Paper Recyc			(164,618)			
7008 ItnTrsf IT & Commun			6,581			
7009 Internal Transfers Other			(24,278)			
7011 Int Trf Record Check			5,525			
7012 Int Trf Print/Reprod			(656)			
7013 Int Trf Extra Staff			42,080			
7014 Int Trf Extra Vehicl			158			
7015 Int Trf FacilityRent			(79,005)			
7099 Interdept Chargeback	(165,160)	(165,160)	(110,147)	(167,700)	(2,540)	1.5
9900 Rev/Exp.Vehicle Rental			1,431			
9910 PM Shop Expenses						
9911 PM Labour-Reg			3,387			
9972 Truck Stock Chargeback RPS			302			
9981 Labour/Adm			(34,941)			
9982 YL Staff						
9983 YL Overhead	(38,500)					
9984 YL Mileage						
9985 Direct/Overhead Charges			(13,195)			
* Interdepartmental	2,653,848	2,821,467	2,415,035	(167,700)	(2,989,167)	(105.9)
8010 Other Interest	1,000	700	876	800	100	14.3
8011 Interest on Debentures	470,072	447,770	447,689	424,800	(22,970)	(5.1)
8012 Principal on Debentures	684,552	684,513	684,050	673,600	(10,913)	(1.6)
8013 Loan Principal Repayment	2,400	2,400	2,434	2,400		
* Debt Service	1,158,024	1,135,383	1,135,048	1,101,600	(33,783)	(3.0)
8001 Transf Outside Agenc	3,329,465	4,072,579	3,480,070	5,768,500	1,695,921	41.6
8003 Insurance Pol/Prem	17,650	22,950	17,580	25,700	2,750	12.0
8004 Grants	1,076,200	3,229,594	1,819,761	2,305,800	(923,794)	(28.6)
8008 Transfer to/from Reserves	(296,683)	(2,303,594)	(968,789)	(3,962,734)	(1,659,140)	72.0
8017 Bank Charges	100	180	82	200	20	11.1
8022 Transf to/fr Trust			(34,775)			
8024 Transf to/fr Capital	66,140	2,671,583	166,302	2,931,000	259,417	9.7
8034 Approp for Forecast				1,777,734	1,777,734	
8999 Outline Agreement						
9000 Prior Year Surplus/Deficit	(215,079)	(4,054,302)	983,344	(4,988,700)	(934,398)	23.0
* Other Fiscal	3,977,793	3,638,990	5,463,576	3,857,500	218,510	6.0
** Total	42,847,286	42,959,121	44,194,298	38,676,500	(4,282,621)	(10.0)

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4200 Area Rate Revenue	(2,397,030)	(2,940,120)	(2,935,593)	(3,136,100)	(195,980)	6.7
4202 Area Rate LIC Commercial						
* Area Rate Revenue	(2,397,030)	(2,940,120)	(2,935,593)	(3,136,100)	(195,980)	6.7
4702 Cond. Grant (Infr)	(701,900)	(170,250)	(264,957)		170,250	(100.0)
4704 Conditnl Grnts Other			(235,829)			
4750 Other Grants		(62,936)			62,936	(100.0)
4751 Partnership Funding						
* Transfers from other Gov'ts	(701,900)	(233,186)	(500,785)		233,186	(100.0)
4902 Fines Fees	(3,300,000)	(3,500,000)	(3,728,999)	(3,500,000)		
4903 Building Permits	(3,076,400)	(3,952,358)	(3,866,318)	(4,190,000)	(237,642)	6.0
4904 Plumbing Permits	(128,000)	(128,000)	(132,915)	(128,000)		
4905 Street opening Permits	(115,000)	(110,755)	(88,150)	(111,000)	(245)	0.2
4906 Subdivision Application	(120,000)	(110,000)	(91,943)	(110,000)		
4907 Taxi Licenses	(165,000)	(165,000)	(147,565)	(165,000)		
4908 Animal Licenses	(150,000)	(150,000)	(311,505)	(150,000)		
4909 False Alarm Recovery			19			
4911 Zoning Fees	(60,000)	(70,000)	(102,910)	(70,000)		
4912 Signs & Encroachments	(170,800)	(143,954)	(306,872)	(110,000)	33,954	(23.6)
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(49,700)	(44,205)	(49,700)		
4915 Minor Variance	(11,900)	(10,000)	(17,946)	(10,000)		
4916 Vending Licenses	(50,000)	(50,000)	(36,305)	(40,000)	10,000	(20.0)
4917 Animal Ctl Impnd Fee						
4918 Animal Ctl Board Fee						
4919 Animal Ctl Vet Fees						
4920 Development Permits	(20,000)	(52,700)	(356,653)	(352,700)	(300,000)	569.3
4950 Other Licenses & Permits	(51,000)	(51,000)	(35,031)	(51,000)		
5101 Parking Rentals	(88,800)	(177,000)	(178,814)	(187,000)	(10,000)	5.6
5102 Facilities Rentals	(1,288,370)	(1,376,370)	(1,168,568)	(1,165,000)	211,370	(15.4)
5150 Other Rental Revenue	(3,000)	(2,500)	(2,954)	(2,700)	(200)	8.0
5202 Charter Revenue						
5204 Administration Fees	(198,000)	(203,000)	(216,047)	(205,200)	(2,200)	1.1
5207 Arts & Crafts Revenue	(70,900)	(72,900)	(61,110)	(70,170)	2,730	(3.7)
5208 Dance & Drama Revenue	(109,050)	(109,850)	(78,942)	(98,070)	11,780	(10.7)
5209 Community Events Revenue	(280,500)	(278,000)	(369,565)	(277,600)	400	(0.1)
5210 Sport and Fitness Revenue	(633,700)	(628,700)	(611,276)	(623,110)	5,590	(0.9)
5211 Program Facil. Rev.	(88,500)	(88,500)	(85,793)	(84,050)	4,450	(5.0)
5212 Leisure Skills Revenue	(328,300)	(329,800)	(295,337)	(225,490)	104,310	(31.6)
5213 Play. & Camp Rev.	(503,220)	(507,420)	(496,367)	(510,150)	(2,730)	0.5
5214 Wellness Revenue	(29,500)	(26,500)	(10,535)	(13,660)	12,840	(48.5)
5215 Aquat. Rev.-Instuct.	(644,900)	(644,900)	(455,872)	(449,100)	195,800	(30.4)
5216 Aquat. Rev.-Recreat.	(101,000)	(101,000)	(56,335)	(53,100)	47,900	(47.4)
5219 Ice Rentals	(1,251,500)	(1,215,210)	(2,724,989)	(1,192,200)	23,010	(1.9)
5228 Membership Revenue	(128,400)	(128,400)	(90,572)	(85,500)	42,900	(33.4)
5235 GRS Drop In Program			(854)			
5250 Sales of Services Other	(322,600)	(295,700)	(155,576)	(137,600)	158,100	(53.5)
5253 Subdiv Insp Fees	(40,000)	(40,000)	(39,829)	(40,000)		
5256 SOT Revenue	(5,120,000)	(3,000,000)	(2,201,968)	(2,700,000)	300,000	(10.0)
5402 Sale of Bottles	(105,000)	(105,000)	(68,672)	(95,000)	10,000	(9.5)
5403 Sales of Other Recyclables	(470,000)	(470,000)	(440,177)	(445,000)	25,000	(5.3)
5404 Canteen Revenue	(10,000)	(3,300)	(3,728)	(1,700)	1,600	(48.5)
5405 Bar Revenue	(1,000)	(1,000)		(4,000)	(3,000)	300.0
5450 Other Sales Revenue			(11,957)			
* Fee Revenues	(19,286,040)	(18,350,517)	(19,093,134)	(17,704,800)	645,717	(3.5)
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5503 Advertising Revenue		(2,100)	(957)	(1,800)	300	(14.3)
5504 Waste Water Levies						
5505 Env Prot Levies			1,951			
5507 Overages and Shortages			1,365			
5508 Recov External Parti	(2,232,900)	(2,015,777)	(2,733,328)	(2,016,000)	(223)	0.0
5600 Miscellaneous Revenue	(198,900)	(179,900)	(426,750)	(192,900)	(13,000)	7.2
5803 Transfer - General Rate	(26,200)	(9,800)	(9,800)	(7,900)	1,900	(19.4)
5804 Transfer - Urban Rate	(155,400)	(155,400)	(155,400)	(162,000)	(6,600)	4.2
* Other Revenue	(2,618,800)	(2,368,377)	(3,322,919)	(2,386,000)	(17,623)	0.7
** Total	(25,003,770)	(23,892,200)	(25,852,431)	(23,226,900)	665,300	(2.8)
Net Surplus/Deficit	17,843,516	19,066,921	18,341,867	15,449,600	(3,617,321)	(19.0)

Finance and Information, Communications and Technology (FICT)

2012/13 Annual Budget

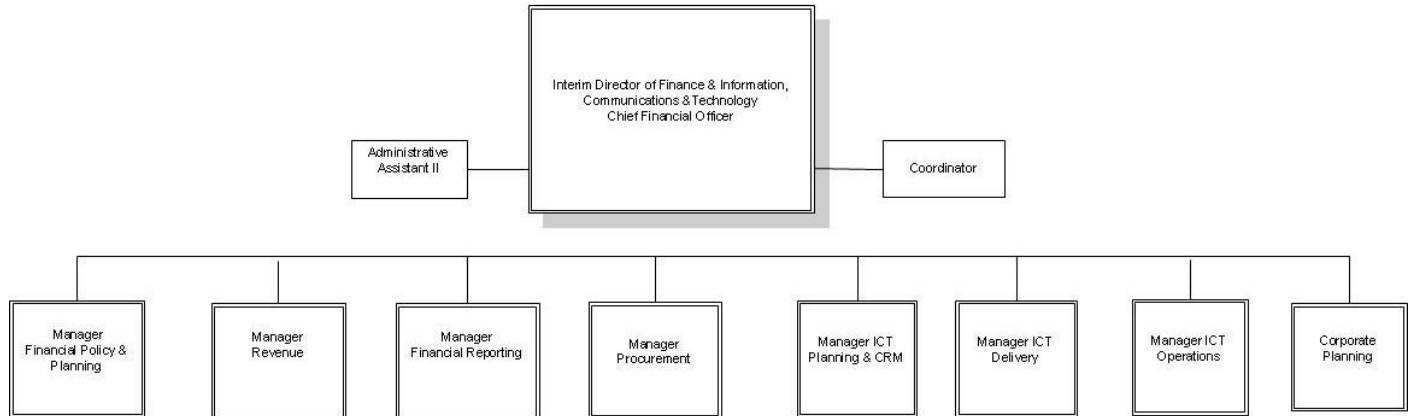
Mission: *Leading Financial and Technological Stewardship*

We lead financial stewardship through advice, services and policy.

We exist to provide timely and supported solutions in partnership with business units to enable their delivery of municipal services in an efficient and effective manner, bringing value to our citizens.

Business Unit Overview:

In September 2011 Finance and the Information, Communications and Technology (ICT) divisions of Business Planning and Information Management successfully merged into one new business unit. Finance leads HRM’s Fiscal Health & Accountability activities in support of the administrative outcome areas and provides services and advice to internal clients, Council and residents of HRM. ICT supports Excellence in Service Delivery by providing reliable, cost effective, information and technology services to Business Units and Council.



Funded Full Time Equivalents (FTEs):

Finance & Information Technology <i>(Previously BPIM and Finance)</i>	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	363.5	298	-65.5

The budgeted amount of FTEs for 2011-12 was 363.5. As a result of the corporate re-alignment on September 15, 2011, 64 FTEs were transferred out of FICT (56 to CRS; 8 to CAO) and 1 FTE was transferred in to FICT from Metro Transit. As a result of the further corporate re-alignment on March 21, 2012, 3 positions were transferred in from Community and Recreation Services. In addition, 1 FTE was transferred in from Transportation and Public Works. Corporate Planning was also added to FICT, resulting in a net increase of 5 FTEs.

For 2012-13, there will be 4 new FTE positions, while 11 FTE positions have been declared redundant, resulting in an overall net decrease of 65.5 positions.

Business Unit Operating Budget Overview:

Finance and Information, Communications and Technology Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	20,444,252	21,684,283	21,024,418	21,178,200	(506,083)	(2.3)
* Office	4,099,257	3,972,993	3,460,498	3,572,300	(400,693)	(10.1)
* External Services	699,232	671,485	1,252,792	939,000	267,515	39.8
* Supplies	14,350	29,470	13,351	34,000	4,530	15.4
* Materials	58,000	34,700	37,783	24,000	(10,700)	(30.8)
* Building Costs	2,000	2,000	18,598		(2,000)	(100.0)
* Equipment & Communications	2,550,083	2,670,558	2,218,418	2,670,100	(458)	(0.0)
* Vehicle Expense		3,000	14,827	9,100	6,100	203.3
* Other Goods & Services	690,200	413,837	376,327	462,700	48,863	11.8
* Interdepartmental	18,700	12,526	(6,441)		(12,526)	(100.0)
* Other Fiscal	(660,374)	(475,249)	109,917	(72,000)	403,249	(84.9)
** Total	27,915,700	29,019,603	28,520,488	28,817,400	(202,203)	(0.7)
Revenues						
* Fee Revenues	(2,359,883)	(2,380,000)	(2,385,023)	(2,370,000)	10,000	(0.4)
* Other Revenue	(188,100)	(204,400)	(414,609)	(310,000)	(105,600)	51.7
** Total	(2,547,983)	(2,584,400)	(2,799,633)	(2,680,000)	(95,600)	3.7
Net Surplus/Deficit	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)

Business Unit Service Area Budget Overview:

Service Area Budget Overview						
Service Area	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Finance and Information, Communications and Technology	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)
Finance & ICT Admin	1,363,984	1,292,872	1,244,263	1,284,400	(8,472)	(0.7)
Finance	9,177,566	10,214,261	9,659,935	9,348,000	(866,261)	(8.5)
Information, Communications and Technology	14,826,167	14,928,070	14,816,656	15,505,000	576,930	3.9
	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)

Key Business Unit Metrics and Drivers:

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	64%	71%	74%	74%	73%
Expenditures per Dwelling	\$154.06	\$144.11	\$152.39	\$157.96	\$157.00
ICT Service Desk- % calls answered in < or = 60 seconds			63%	70%	75%

Major Achievements in 11/12

- The consolidated financial statements for 2010/11 were approved by Council on July 5, 2011, 5 months earlier than in the previous year. The goal for 2011/12 is for the consolidated financial statements to be approved by Council on June 26, 2012.
- Enhanced management reports resulting in increased opportunities for better business unit decision making.
- Maintained network security by blocking threats to desktop computers and viruses attached to e-mail messages.
- Completion of ScotiaLive (bank transition) Project.
- Installed wireless data networks (Wi-Fi) in key HRM offices.
- Simplified the customer experience by establishing a single point of contact model for business units to use when engaging ICT.
- Provided faster, more consistent service by implementing best practice processes around ICT request management.
- Reduced average wait times at the ICT Service Desk, from 90+ seconds down to 30-40 seconds, by initiating a “Service Desk Improvement Plan” focussed on adopting best practices.
- Ensured ICT capital investments reflected corporate priorities by aligning the ICT Program and Project Portfolio with the 2012/13 Capital Budgeting process.
- In support of providing cost effective management of HRM physical assets, an Enterprise Asset Management (EAM) Road Map was completed.

Key Opportunities and Challenges in 12/13

Challenges with Community-wide Impact:

- **Economic Prosperity:** Supporting investments that promote a green, prosperous and highly competitive Region; and developing appropriate taxation, fiscal tools and policies that drive economic growth and sustainability.
- **Long Term Fiscal Sustainability:** Providing strategies to ensure sustainable and cost effective delivery of existing municipal services to residents and other taxpayers and meet new service demands. During the next few fiscal years it may remain difficult to devise funding strategies, and it may be necessary to re-align services to meet funding levels.
- **Responding to Municipal Auditor General report recommendations.**

Challenges with Service Delivery

- **Vulnerability from Staffing Issues** - Information Communications and Technology – In 11/12 concerns regarding the necessary skillsets and capacity required within ICT to transform our organization and deliver world class ICT services to HRM were further validated. ICT continues to have key support roles staffed by a single knowledgeable resource, leaving HRM exposed when these resources are unavailable. ICT’s ability to deliver technology projects is also compromised by missing specialized skillsets. The management of ICT staff must also improve through improved communication, managing staff performance, and development of a succession management plan for ICT.
- **Completion of Policies, Procedures & Standards** – Policies, procedures and standards regarding the provision and use of technology are the mark of a mature “best practice” organization. ICT has identified a need to improve in this area to ensure assets are deployed based on need, spending is controlled, and information is protected. Implementation of ICT best practise processes (ITIL Service Management) will start to address this challenge.
- **Developing a new Culture** – Our vision is to become a trusted partner with HRM business units to help enhance the quality of life of the citizens of HRM. This vision embodies what the public service is all about: the delivery of high quality, cost-effective services to the taxpayer. Our goal is for this vision to become the driving force behind the creation of a new culture. Enabling this vision and cultural change will require tremendous leadership, communication and the commitment of both management and staff.

12/13 Business Unit Service Level Changes

Increases In Services / New Initiatives:

- Oversight of management financial reports.
- Integration of new bank in 2012/13.
- A new contract will be signed for External Audit Services for the next 5 years. Depending on the successful proponent, we may be working with a new audit firm in 2012/13 to complete the audit within the “ever improving” timelines.
- Many business units look to technological enhancements to increase or drive efficiencies within their operations. As a result, demand for new software applications or upgrades to existing applications become necessary.
- Adoption of best practise processes (ITIL Service Management) to improve ICT service and reduce costs.
- Implementation of standard, formal, service level agreements (SLAs) regarding the level and performance of ICT services being delivered to HRM business units.
- Accessibility of the ICT Service Desk (continual improvement of wait times).

Operational Pressures (OP):

- Covering the wage increases and other salary adjustments within the budget provided.
- Demand for new ICT services outstrips current capacity (resources and project budget)
- Impact of email migration project on the Service Desk.

Expected Services Not Being Delivered:

- None

2012/13 Service Area Plans

Finance

Finance is organized into four divisions, Accounting, Financial Policy and Planning, Procurement and Revenue which emphasize service delivery to citizens and business units in support of Halifax Regional Municipality's strategic outcomes.

Services Delivered

- Accounts Payable Processing
- Project and Asset Accounting
- Financial Reporting and Expenditure Analysis
- Council Report Review and Support
- Cost Sharing Claims Coordination and Preparation
- Reserve Budgeting and Management
- Coordination of the Annual Operating, Project and Reserve Budgets
- Provision of specialized financial advice to the Municipality
- Supporting Business Units through the use of financial consulting staff
- Costing of Collective Agreement Changes
- Administration of Area Rate Guidelines
- Taxation Policy
- Multi-Year Financial Strategy
- Provision of payroll functions to HRM and several ABC's
- FTE Position Management
- Supporting the Grants Committee including grants, tax exemptions, funding for BIDCs and below market sales and leases.
- Acquisition of goods, services, construction and facilities
- Coordination of contracts and contract administration
- Warehouse and inventory management of stores locations, fuel depots and salt sheds
- Surplus, storage and disposal.
- Compliance with policy and legislation
- Tax Billings
- Tax Sales and Corporate Collections
- Payment Processing
- Tax Rebate Programs
- General Revenue Billings
- Coin Processing
- On-street Parking
- By-law Administration
- Investment Strategy and Cash Management
- Investment Policy

Finance Budget Overview

Finance Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	11,139,111	11,926,538	11,447,796	11,010,200	(916,338)	(7.7)
* Office	187,700	186,358	184,107	187,400	1,042	0.6
* External Services	341,150	389,474	401,348	415,700	26,226	6.7
* Supplies	14,350	29,470	13,090	33,700	4,230	14.4
* Materials	58,000	34,700	37,466	24,000	(10,700)	(30.8)
* Building Costs	1,500	1,500	1,839		(1,500)	(100.0)
* Equipment & Communications	49,700	92,450	67,104	94,000	1,550	1.7
* Vehicle Expense		3,000	14,827	9,100	6,100	203.3
* Other Goods & Services	174,194	116,131	89,973	119,900	3,769	3.2
* Interdepartmental	18,700	12,526	56,054		(12,526)	(100.0)
* Other Fiscal	(401,081)	(127,086)			127,086	(100.0)
** Total	11,583,324	12,665,061	12,313,604	11,894,000	(771,061)	(6.1)
Revenues						
* Fee Revenues	(2,352,758)	(2,380,000)	(2,384,971)	(2,370,000)	10,000	(0.4)
* Other Revenue	(53,000)	(70,800)	(268,698)	(176,000)	(105,200)	148.6
** Total	(2,405,758)	(2,450,800)	(2,653,669)	(2,546,000)	(95,200)	3.9
Net Surplus/Deficit	9,177,566	10,214,261	9,659,935	9,348,000	(866,261)	(8.5)

Finance & ICT Admin Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	1,271,065	1,199,950	1,196,087	1,161,100	(38,850)	(3.2)
* Office	47,281	88,913	61,947	79,300	(9,613)	(10.8)
* External Services	63,962	80,962	102,012	132,100	51,138	63.2
* Supplies			262	300	300	
* Building Costs	500	500			(500)	(100.0)
* Equipment & Communications	1,000	1,000	63	1,000		
* Other Goods & Services	119,401	55,147	19,551	44,600	(10,547)	(19.1)
* Interdepartmental			325			
** Total	1,503,209	1,426,472	1,380,246	1,418,400	(8,072)	(0.6)
Revenues						
* Fee Revenues	(5,625)					
* Other Revenue	(133,600)	(133,600)	(135,983)	(134,000)	(400)	0.3
** Total	(139,225)	(133,600)	(135,983)	(134,000)	(400)	0.3
Net Surplus/Deficit	1,363,984	1,292,872	1,244,263	1,284,400	(8,472)	(0.7)

*Note: Corporate Planning is included in the above chart. For financial details on Corporate Planning, see page G14.

Finance Opportunities and Challenges

Ultimately the municipality strives to achieve long term fiscal sustainability and strong economic prosperity. These goals require strong financial planning and solid, consistent financial stewardship. As such, our focus is on longer term planning and connecting those plans to immediate strategies and actions underway across the organization. Initiatives such as the review of the Regional Plan, Capital Ideas, Economic Prosperity and the Centre Plan all tie into the financial health of the organization, its tax structures and policies, and its ability to fund and plan for future municipal improvements. Proper budgeting, review of taxation policies and debt/capital from operating targets and ideas all contribute into these initiatives. Moreover, there is a critical and growing need for greater transparency and accountability across the organization. Finance supports this both through broad policy initiatives and through trying to build and provide stronger financial capabilities across the organization.

Challenges

- We continue to strive to provide the additional information and analysis and completion of financial reports within tighter deadlines while addressing the need to reduce costs.
- Compliance to the Public Procurement Act which requires the Agencies, Boards and Commissions (ABC's) to conform to HRM's Procurement Policy within the existing staff complement. Collaboration with other business units to attain compliance from the ABC's.
- Implementation of the new fleet software within the inventory section of Procurement will be achieved with a reassignment of operational resources.
- Retirements of key staff and the reconfiguration of staff arrangements from part time to full time positions.
- HRM has had the same banking provider (RBC) since 1996. On April 1, HRM will be starting a new banking relationship with Scotia bank.
- HRM has approximately 350 assessment accounts that have been classified as "problem tax accounts" due to issues such as impaired title and incomplete legal descriptions. These accounts have an accounts receivable value of approximately \$2M. To rectify this problem, Revenue engaged Legal Services in 2011-12 to lead a review of these accounts with Property Valuation Services Corporation and the Registry of Deeds. This initiative is time consuming, expensive and may put financial pressure on the valuation allowance, which is funded by the general tax rate.
- Currently, HRM on-street parking consists of electronic single pole meters. Revenue plans to undertake a review of electronic on-street parking technology, and develop a plan in 2012-13 of what technology would be a fit for HRM. This initiative would also monitor the Pay & Display Parking Project around the Commons and propose a new fee structure.

2012/13 Finance Key Deliverables

1.1	Provide analysis and recommendations on financial and policy tools for the Capital Ideas, other planning, and economic initiatives underway.
1.2	Improve the types of financial reports, information and analysis provided to Management, Audit and Finance Standing Committee and Regional Council.

1.3	Review and improve the financial strategies supporting the organization including longer term Reserve policies and funding options.
1.4	Develop a plan and pricing strategy for on-line service delivery (such as: e-bill, on-line tax certificates, on-line statements, bill re-prints and account reconciliations).
1.5	Establish a capital reserve to provide a funding source for future capital projects of HRM's Multi-District facilities.

Service Area: Information, Communications and Technology (ICT)

ICT is organized into three divisions, ICT Planning and CRM (Client Relationship Management), ICT Delivery and ICT Operations which emphasize service delivery to citizens and business units in support of Halifax Regional Municipality’s strategic outcomes.

Services Delivered

- **Portfolio Management** – ICT Portfolio Management ensures investments in information and technology are linked to HRM’s strategic goals and objectives. Active management of the ICT project portfolio allows for continued monitoring of investments and fosters an environment of continuous improvement.
- **Service Desk**- ICT Service Desk provides technical support services to employees for all of HRM’s ICT infrastructure and applications.
- **Enterprise Architecture** - The Enterprise Architecture (EA) team provides a strategic context for the evolution of IT solutions in response to the constantly changing needs of the business.
- **Client Relationship Management/ Service Management** - ICT Client Relationship Management provides each HRM Business Unit with high level consultation regarding how technology can support the business.
- **ICT Strategy** –Involves the development and implementation of a 3-5 year ICT strategic plan which is aligned with the strategic objectives of the organization as defined by the Corporate Plan.
- **Business Applications** –Provides application administration functions to key software applications. Many of these applications can be classified as mini “ERP (Enterprise Resource Planning) Systems” with their respective business units as they are vital to the day to day operations.
- **Enterprise Applications** – Provides application administration functions to corporate software applications. These applications are used within all business units and are critical to the operations of HRM.
- **Systems Development** – Provides support to the Enterprise and Business applications sections within a defined scope. This includes the development of reports, custom applications, interfaces, and data administration/analysis.
- **Project Management Office** – Responsible for the management and delivery of business-enabling technology based projects. These are projects of a significant enterprise value which come to the PMO team through the ICT Portfolio Management service.
- **ICT Asset Management** – Coordination of all activities associated with the life cycle of computer hardware and software assets, ensuring end user devices continue to meet the needs of staff as well as the applications in use, and maintaining software licence compliance.
- **Software Training** - provision of end user training to support HRM’s corporate software assets, training on new equipment, as well as policies or processes relating to IT systems.
- **Network and Data Center Operations** - Responsible to ensure the effective operation of HRM’s data centers and network infrastructure, planning and monitoring activities associated with the installation, operation, problem resolution, performance, capacity planning, and risk management of HRM’s ICT assets.
- **Telecommunications Services** - Contracting and provisioning of telecommunications services including cellular voice and data, desktop telephone, long distance, and mobile radio.

Maximizing and optimizing the lifecycle of technology and reducing total cost of ownership are key to containing overall technology costs. HRM's IT Infrastructure is designed to be as "general purpose" as possible, allowing maximum flexibility to respond to new projects or system changes. Introduction of new technologies is a financial challenge, as the initial work required to start a new service is inflated by staff training requirements, support contract negotiation, new hardware, as well as costs associated with maintaining the systems which are being replaced during transition. Consideration of these factors during the planning and delivery of new projects is a continuous activity,

Information, Communications and Technology Budget Overview

The ICT Planning & CRM division was created in April 2011. As a result, budget comparisons are limited to two fiscal years. 84% of the budget is made up of salaries for the Division. Personnel consist of service professionals providing front end support to the organization through the Service Desk, and specialized professionals providing CRM, portfolio and architecture services which guide the organization in decisions regarding technology needs, standards and investments. Overtime represents less than 1% of the budget and is limited to providing after hours ICT Service Desk support for HRM staff and Council. Consulting services (5% of budget) are used to enlist technical and solution architecture resources required to support long range planning as well as the delivery of new ICT projects.

The ICT Delivery budget's main cost driver is salaries and benefits. The staff is responsible for supporting over 15 specialized applications that are used by HRM's business units. Additionally, the project management office staff is responsible for implementing new value driven project initiatives. Consulting and contracted services are used to complement the existing staff when specialized skills or critical timelines are required. Due to the responsibilities/skill set of the technical staff, training and development is required on an on-going basis.

The ICT Operations Budget represents the centralized funding for all IT hardware and software costs, as well as mobile communications and staff salaries. Approximately 70% of the budget represents fixed costs for compensation and benefits, software support obligations, and base monthly telecommunications charges. Of the remainder, costs are either "demand" related (growth in wireless voice/data usage, provision of equipment to new employees) or allocated for refreshing HRM's existing technology. The budget includes a small amount for contracted services (~1% of budget) as most work is conducted by HRM employees. Overtime costs reflect the need to maintain two employees "on call" at all times to support our systems after hours, as well as any callouts necessary to remedy an outage.

Information, Communications and Technology Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	8,034,076	8,557,795	8,380,534	9,006,900	449,105	5.2
* Office	3,864,276	3,697,722	3,214,444	3,305,600	(392,122)	(10.6)
* External Services	294,120	201,049	749,432	391,200	190,151	94.6
* Materials			317			
* Building Costs			16,759			
* Equipment & Communications	2,499,383	2,577,108	2,151,251	2,575,100	(2,008)	(0.1)
* Other Goods & Services	396,605	242,559	266,803	298,200	55,641	22.9
* Interdepartmental			(62,820)			
* Other Fiscal	(259,293)	(348,163)	109,917	(72,000)	276,163	(79.3)
** Total	14,829,167	14,928,070	14,826,637	15,505,000	576,930	3.9
Revenues						
* Fee Revenues	(1,500)		(53)			
* Other Revenue	(1,500)		(9,928)			
** Total	(3,000)		(9,981)			
Net Surplus/Deficit	14,826,167	14,928,070	14,816,656	15,505,000	576,930	3.9

Service Drivers

Development of a 3-5 year ICT strategic plan will ensure information and technology decisions are closely aligned with the strategic priorities of the organization. The plan also will help manage the expectations of the business units regarding new technology investments. The CRM section was established as the single point of contact for all ICT-related requests in April, 2011. As a result of this change, ICT now has a true sense of its client-initiated workload. Reported request volume increased by 23% in 2011 as a result of these changes allowing ICT to better understand its capacity requirements.

ICT has established dedicated CRM representatives with each business unit, and is standardizing the approach used in evaluating requests for new or enhanced business solutions. ICT's long-term goals are to become much more integrated with each business unit so we can align the technology strategy with business strategy.

The portfolio management office was established to review and guide senior management in the prioritization of new ICT projects and capabilities. An improved portfolio gating process has been established to process a backlog of ICT project requests and ascertain which ones constitute the best investment for HRM. A more robust quantitative analysis as part of the business case has provided the means to make decisions on new technology investments based on the benefits to be derived from the technology. A substantial expenditure in outside resources was required to assist in establishing the portfolio processes and to begin processing the project backlog.

The establishment of the architecture section will enable rationalization of our existing applications and technology infrastructure and support future investment decisions based on established standards. This in turn should support cost reductions or minimize cost increases associated with supporting existing and new technology and applications. It is also leading us to look at alternative service delivery (ASD) options. Increasing demand for "data driven decision making" in the organization has led the data architecture team to focus on processes and tools to improve the quality and accessibility of data to answer key business questions for business units.

Information, Communications and Technology Opportunities and Challenges

Opportunity

- Transition from an internal IT department orientation to an Enterprise Service provider orientation. As ICT continues to adopt industry best practices in Service Management, Portfolio Management and Customer Relationship Management (CRM), it is further supporting its key role as an Enterprise Service provider to HRM Business Units. This departure from the legacy ‘internal IT department’ orientation will yield better supporting services being delivered to business units and better service to the resident.

Challenges

- Managing client expectations as an Enterprise Service Provider. ICT is only beginning its transformation and the small improvements realized in fiscal 11/12 have left a favourable impression with clients resulting in more demand for our services. CRM will continue to be challenged managing expectations during fiscal 12/13 until we have further reduced our business solution backlog while also enhancing our internal capacity.
- Mission critical information is consistently out-of-date and/or actually incorrect. This leads to excessive time required for business units to analyze and validate data used for decision making and missed opportunities to leverage and exploit data. The establishment of a data governance framework, data stewardship model and master data management program will help the organization better manage its data assets in support of “data driven decision making”.
- Historical lack of an architectural approach has meant responding in a reactive way to decisions regarding technology investment and a lack of broad understanding of our “current state”. HRM’s systems have become complex and not well integrated. Issues include lack of standards, redundant applications, and multiple platforms. This leads to higher cost and less flexibility. Developing an overall architecture for applications and technical infrastructure will enable rationalization of existing systems and provide a sound, cost effective approach for deciding on future technologies.
- Keeping Pace with Technological Innovation. ICT currently manages business systems, data assets, and infrastructure. Each of these areas has a defined life cycle and requires investment along the way. Failure to keep current in a particular year can have adverse effects in future years. Pre-requisites for new initiatives can sometimes outweigh the actual initiative if the system has not been properly maintained in the past. Understanding the strategic alignment of systems and balancing new functionality with existing required maintenance is essential for success.
- Mobile workforce and diverse users – As our workforce becomes more mobile, there is a greater need for users to access data anytime, anyplace, from any device. From a support, traceability and security perspective this can introduce challenges to our operations. Additionally, as we provide more services on-line the method of access based on the variety of devices within the industry becomes more complex. Our challenge will be to identify and align with industry trends and best-practices.
- SAP server hardware will require replacement during the 2012 calendar year to avoid system outages. This provides an opportunity to examine other solutions, including alternative service delivery or partnering with other levels of government to provide the service.

2012/13 Information, Communications and Technology Key Deliverables

2.1	Develop 3-5 year ICT strategic plan, which is aligned with the strategic objectives of the organization outlined in the HRM Corporate Plan, by end of Q4. Communicate plan to business units through a series of “road shows” by June 30, 2013.
2.2	Define and implement the long-term roadmap for the adoption of Service Management best practices in ICT; including the future implementation of processes such as change management, problem management, and asset & configuration management.
2.3	Complete Roadmap activities for Enterprise Asset Management (EAM), Business Intelligence (BI), and Automated Vehicle Location (AVL). Initiate road map to rationalize (ERP’s) Enterprise Resource Planning (SAP, Hansen). Transition to programs.
2.4	Present Open Data report to Council and implement direction of Council.
2.5	Complete project to rationalize and improve HRM’s current website. Develop a strategic plan which defines the desired future state for our internet presence. Begin implementation of website projects which will improve communications as well as expansion and enhancement of service delivery.

Corporate Planning Office

The Corporate Planning Office provides support to the organization in three key areas: Planning, Performance Measurement, and Service Review. These services are provided through a combination of process development, best practice research, tool and system delivery and professional advice.

Services Delivered

- Management and development of processes to assist Business Units in strategic and operational decision making and maximizing collaboration on Council’s Priorities.
- Development of consistent and repeatable corporate reporting on Key Performance Measures and Service Standards
- Coordination of a focussed, objective and systematic review of corporate service delivery

Corporate Planning Office Budget Overview

Corporate Planning Office Opportunities and Challenges

- **Service Standard Development and Reporting:** The ability to support business units in the development of sustainable performance standards and measures remains a challenge for HRM. Many of the existing systems are designed to support workflow and service delivery but currently information is not easily generated to provide useful performance measurement data. Implementing a systematic approach to establishing standards and formalizing reporting mechanisms will enable HRM to become a more Performance Managed organization.
- **Service Review:** The current model of conducting reviews of selected services, although effective, is not meeting the organizational needs with the heightened focus on achieving overall efficiency. Developing a model that supports the objective analysis of processes, costs, clients, and service outputs is a priority for 12/13.

12/13 Corporate Planning Office Key Deliverables

3.1	Develop a business process and cost analysis model that supports all Business Units
3.2	Develop a process to assist in the establishment of standards for those services without existing documented standards; focus on services to the public as priority
3.3	Develop and implement an internal communications plan to re-establish a commitment to accuracy in performance reporting

FICT Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A301 Admin-FICT	398,620	401,795	430,527	764,000	362,205	90.1
A302 Service Review	183,145	579,252	523,823	520,400	(58,852)	(10.2)
A610 Dir.of Business Plan	677,457	311,825	273,646		(311,825)	(100.0)
E125 Lkd ICT Re-org	104,762					
M621 VIK Special Events			663			
M636 VIK - Special Events			15,605			
*** Admin - Finance & IT	1,363,984	1,292,872	1,244,263	1,284,400	(8,472)	(0.7)
A615 Payroll Operations	1,304,000	1,350,898	1,294,032	416,000	(934,898)	(69.2)
A616 Payroll Service Delivery				729,000	729,000	
A617 Payroll Processing				289,000	289,000	
* Payroll	1,304,000	1,350,898	1,294,032	1,434,000	83,102	6.2
A351 Budget & Fin.Analysi	790,437	1,039,852	953,962		(1,039,852)	(100.0)
A391 PS3150 Compliance	172,650					
A810 Fiscal & Tax Policy	287,185	287,771	280,520	1,084,000	796,229	276.7
A811 Community Grants	140,910	216,717	236,963	215,900	(817)	(0.4)
** Fiscal Policy & Financial Plan	2,695,182	2,895,238	2,765,477	2,733,900	(161,338)	(5.6)
A311 Revenue - Administration	332,436	363,680	369,142	378,000	14,320	3.9
A304 Treasury & Investments	353,685	312,744	305,284	193,000	(119,744)	(38.3)
A312 Coin Room	247,500	287,903	271,211	286,900	(1,003)	(0.3)
A313 Cash Management	300,030	314,961	302,812	315,000	39	0.0
A314 General Revenue	329,450	318,637	311,398	174,000	(144,637)	(45.4)
A316 Taxation	(1,489,616)	(1,520,644)	(1,547,690)	(1,604,000)	(83,356)	5.5
A325 Collections	111,302	123,244	46,414	64,000	(59,244)	(48.1)
A360 Parking Meters	239,330	228,775	220,342	215,500	(13,275)	(5.8)
** Revenue	424,117	429,300	278,913	22,400	(406,900)	(94.8)
A321 Accounting Admin	730,305	322,239	345,799	442,800	120,561	37.4
A322 Payment Processing	633,380	572,987	543,519	572,000	(987)	(0.2)
A323 Accounting Ctrls/Rpt	691,380	647,421	687,247	479,500	(167,921)	(25.9)
A324 Accounting Svce Del	387,380	1,026,200	969,305	960,700	(65,500)	(6.4)
A306 Capital Salary Policy	(720)	(7,859)			7,859	(100.0)
** Accounting	2,441,725	2,560,988	2,545,870	2,455,000	(105,988)	(4.1)
A331 General Purchasing	613,872	696,774	644,356	711,000	14,226	2.0
A332 Inventory & Asset Mg	93,670	120,608	122,049	127,000	6,392	5.3
A333 Stores-Transit/Fire	931,075	838,372	770,871	780,300	(58,072)	(6.9)
A334 Stores-East/West	610,230	685,992	649,311	616,400	(69,592)	(10.1)
A335 Procurement FSRs	574,330	580,421	571,039	582,000	1,579	0.3
A336 Procurement Staff	720,130	667,669	661,749	685,000	17,331	2.6
A337 Disp.of Surplus Equi			1,732			
A338 Stores- Ragged Lake	73,235	738,899	648,569	635,000	(103,899)	(14.1)
** Procurement	3,616,542	4,328,735	4,069,675	4,136,700	(192,035)	(4.4)
*** Finance	9,177,566	10,214,261	9,659,935	9,348,000	(866,261)	(8.5)
A721 ICT Planning & CRM Admin		273,902	506,551	301,400	27,498	10.0
A723 CRM		1,437,796	1,429,405	1,458,700	20,904	1.5
A724 Enterprise Architecture		390,798	439,488	561,300	170,502	43.6
A635 GIS	609,482					
A642 Portfolio Management	497,141			137,600	137,600	
A645 Data Management Group	817,285					
** ICT Planning & CRM	1,923,908	2,102,496	2,375,444	2,459,000	356,504	17.0

Expenditures	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
A438 IT CAPITAL		1,700			(1,700)	(100.0)
A731 ICT Delivery Admin.		251,343	272,169	240,800	(10,543)	(4.2)
A732 Business Applications		886,100	904,350	1,273,200	387,100	43.7
A733 Enterprise Applications		1,369,999	1,218,940	1,146,600	(223,399)	(16.3)
A734 ICT Proj Mgmt (PMO)		505,346	604,965	1,014,000	508,654	100.7
A735 Systems Development		1,493,818	1,477,113	1,476,400	(17,418)	(1.2)
A420 Customer Care	1,401,255					
A430 Business Solutions	1,906,196					
A435 IT Professional Services	1,192,048					
A461 Client Services	188,163					
A681 E-Access & Services	616,056					
** ICT Delivery	5,303,718	4,508,306	4,477,537	5,151,000	642,694	14.3
A421 Telecommunications	1,010,490	841,114	717,294	823,500	(17,614)	(2.1)
A741 ICT Operations Admin.		2,380,265	2,421,294	2,456,500	76,235	3.2
A742 Technology Infrastructure		1,703,437	1,881,894	1,605,800	(97,637)	(5.7)
A743 ICT Asset Management		3,392,452	2,943,194	3,009,200	(383,252)	(11.3)
A410 Administration - IT	2,010,283					
A440 Tech. Infrastructure	4,577,768					
** ICT Operations	7,598,541	8,317,268	7,963,675	7,895,000	(422,268)	(5.1)
*** Information Technology	14,826,167	14,928,070	14,816,656	15,505,000	576,930	3.9
*** Hurricane Juan						
**** Total	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)

Finance and Information, Communication and Technology Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A301 Admin-FICT	404,245	401,795	430,527	898,000	496,205	123.5
A302 Service Review	183,145	579,252	523,823	520,400	(58,852)	(10.2)
A610 Dir.of Business Plan	811,057	445,425	409,629		(445,425)	(100.0)
E125 Lkd ICT Re-org	104,762					
M621 VIK Special Events			663			
M636 VIK - Special Events			15,605			
*** Admin - Finance & IT	1,503,209	1,426,472	1,380,246	1,418,400	(8,072)	(0.6)
A615 Payroll Operations	1,311,800	1,358,698	1,343,821	416,000	(942,698)	(69.4)
A616 Payroll Service Delivery				767,000	767,000	
A617 Payroll Processing				289,000	289,000	
* Payroll	1,311,800	1,358,698	1,343,821	1,472,000	113,302	8.3
A351 Budget & Fin.Analysi	790,437	1,039,852	965,348		(1,039,852)	(100.0)
A391 PS3150 Compliance	172,650					
A810 Fiscal & Tax Policy	287,185	287,771	280,520	1,084,000	796,229	276.7
A811 Community Grants	140,910	216,717	236,963	215,900	(817)	(0.4)
R381 Hbr Solutions Proj						
** Fiscal Policy & Financial Plan	2,702,982	2,903,038	2,826,653	2,771,900	(131,138)	(4.5)
A311 Revenue - Administration	332,436	363,680	369,432	378,000	14,320	3.9
A304 Treasury & Investments	353,685	312,744	305,284	193,000	(119,744)	(38.3)
A312 Coin Room	247,500	287,903	287,256	296,900	8,997	3.1
A313 Cash Management	300,030	314,961	302,812	315,000	39	0.0
A314 General Revenue	484,650	476,637	452,450	332,000	(144,637)	(30.3)
A316 Taxation	587,517	589,356	576,422	496,000	(93,356)	(15.8)
A325 Collections	261,927	283,244	280,793	284,000	756	0.3
A360 Parking Meters	239,330	228,775	224,713	215,500	(13,275)	(5.8)
** Revenue	2,807,075	2,857,300	2,799,162	2,510,400	(346,900)	(12.1)
A321 Accounting Admin	730,305	322,239	345,799	442,800	120,561	37.4
A322 Payment Processing	648,380	587,987	563,062	592,000	4,013	0.7
A323 Accounting Ctrl's/Rpt	691,380	647,421	688,313	479,500	(167,921)	(25.9)
A324 Accounting Svce Del	387,380	1,026,200	971,957	960,700	(65,500)	(6.4)
A306 Capital Salary Policy	(720)	(7,859)			7,859	(100.0)
** Accounting	2,456,725	2,575,988	2,569,130	2,475,000	(100,988)	(3.9)
A331 General Purchasing	613,872	696,774	683,100	711,000	14,226	2.0
A332 Inventory & Asset Mg	93,670	120,608	122,049	127,000	6,392	5.3
A333 Stores-Transit/Fire	931,075	838,372	770,871	780,300	(58,072)	(6.9)
A334 Stores-East/West	610,230	685,992	649,311	616,400	(69,592)	(10.1)
A335 Procurement FSRs	574,330	580,421	571,039	582,000	1,579	0.3
A336 Procurement Staff	720,130	667,669	661,749	685,000	17,331	2.6
A337 Disp.of Surplus Equi			11,973			
A338 Stores- Ragged Lake	73,235	738,899	648,569	635,000	(103,899)	(14.1)
** Procurement	3,616,542	4,328,735	4,118,660	4,136,700	(192,035)	(4.4)
*** Finance	11,583,324	12,665,061	12,313,604	11,894,000	(771,061)	(6.1)
A721 ICT Planning & CRM Admin		273,902	506,551	301,400	27,498	10.0
A723 CRM		1,437,796	1,429,405	1,458,700	20,904	1.5
A724 Enterprise Architecture		390,798	439,488	561,300	170,502	43.6
A635 GIS	612,482					
A642 Portfolio Management	497,141			137,600	137,600	
A645 Data Management Group	817,285					
** ICT Planning & CRM	1,926,908	2,102,496	2,375,444	2,459,000	356,504	17.0

Cost Centers/Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
A438 IT CAPITAL		1,700			(1,700)	(100.0)
A731 ICT Delivery Admin.		251,343	272,169	240,800	(10,543)	(4.2)
A732 Business Applications		886,100	904,737	1,273,200	387,100	43.7
A733 Enterprise Applications		1,369,999	1,218,992	1,146,600	(223,399)	(16.3)
A734 ICT Proj Mgmt (PMO)		505,346	604,965	1,014,000	508,654	100.7
A735 Systems Development		1,493,818	1,478,867	1,476,400	(17,418)	(1.2)
A420 Customer Care	1,401,255					
A430 Business Solutions	1,906,196					
A435 IT Professional Services	1,192,048					
A461 Client Services	188,163					
A681 E-Access & Services	616,056					
** ICT Delivery	5,303,718	4,508,306	4,479,730	5,151,000	642,694	14.3
A421 Telecommunications	1,010,490	841,114	717,589	823,500	(17,614)	(2.1)
A741 ICT Operations Admin.		2,380,265	2,421,294	2,456,500	76,235	3.2
A742 Technology Infrastructure		1,703,437	1,881,894	1,605,800	(97,637)	(5.7)
A743 ICT Asset Management		3,392,452	2,950,687	3,009,200	(383,252)	(11.3)
A410 Administration - IT	2,010,283					
A440 Tech. Infrastructure	4,577,768					
** ICT Operations	7,598,541	8,317,268	7,971,463	7,895,000	(422,268)	(5.1)
*** Information Technology	14,829,167	14,928,070	14,826,637	15,505,000	576,930	3.9
*** Hurricane Juan						
**** Total	27,915,700	29,019,603	28,520,488	28,817,400	(202,203)	(0.7)

Finance and Information, Communications and Technology Summary of Gross Revenue						
Cost Centers/Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
A301 Admin-FICT	(5,625)			(134,000)	(134,000)	
A610 Dir.of Business Plan	(133,600)	(133,600)	(135,983)		133,600	(100.0)
*** Admin - Finance & IT	(139,225)	(133,600)	(135,983)	(134,000)	(400)	0.3
A615 Payroll Operations	(7,800)	(7,800)	(49,790)		7,800	(100.0)
A616 Payroll Service Delivery				(38,000)	(38,000)	
* Payroll	(7,800)	(7,800)	(49,790)	(38,000)	(30,200)	387.2
A351 Budget & Fin.Analysi			(11,386)			
** Fiscal Policy & Financial Plan	(7,800)	(7,800)	(61,176)	(38,000)	(30,200)	387.2
A311 Revenue - Administration			(289)			
A312 Coin Room			(16,046)	(10,000)	(10,000)	
A314 General Revenue	(155,200)	(158,000)	(141,052)	(158,000)		
A316 Taxation	(2,077,133)	(2,110,000)	(2,124,112)	(2,100,000)	10,000	(0.5)
A325 Collections	(150,625)	(160,000)	(234,378)	(220,000)	(60,000)	37.5
A360 Parking Meters			(4,371)			
** Revenue	(2,382,958)	(2,428,000)	(2,520,249)	(2,488,000)	(60,000)	2.5
A322 Payment Processing	(15,000)	(15,000)	(19,543)	(20,000)	(5,000)	33.3
A323 Accounting Ctrl's/Rpt			(1,066)			
A324 Accounting Svce Del			(2,651)			
** Accounting	(15,000)	(15,000)	(23,260)	(20,000)	(5,000)	33.3
A331 General Purchasing			(38,744)			
A337 Disp.of Surplus Equi			(10,241)			
** Procurement			(48,985)			
*** Finance	(2,405,758)	(2,450,800)	(2,653,669)	(2,546,000)	(95,200)	3.9
A635 GIS	(3,000)					
** ICT Planning & CRM	(3,000)					
A732 Business Applications			(387)			
A733 Enterprise Applications			(53)			
A735 Systems Development			(1,754)			
A430 Business Solutions						
A461 Client Services						
** ICT Delivery			(2,193)			
A421 Telecommunications			(295)			
A743 ICT Asset Management			(7,493)			
A440 Tech. Infrastructure						
** ICT Operations			(7,788)			
*** Information Technology	(3,000)		(9,981)			
**** Total	(2,547,983)	(2,584,400)	(2,799,633)	(2,680,000)	(95,600)	3.7

FICT Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	16,681,683	17,538,113	15,996,608	17,375,700	(162,413)	(0.9)
6002 Salaries - Overtime	312,845	394,362	281,348	312,600	(81,762)	(20.7)
6054 Vacation payout			44,048			
6099 Other Allowances	20,600	50,600	68,198	30,600	(20,000)	(39.5)
6100 Benefits - Salaries	3,047,338	3,252,001	3,107,667	3,265,100	13,099	0.4
6110 Vacancy Management			1,715,374	(228,700)	(228,700)	
6151 Vehicle Allowance						
6152 Retirement Incentives	92,261	99,631	93,865	104,500	4,869	4.9
6154 Workers' Compensation	296,925	324,776	299,715	308,000	(16,776)	(5.2)
6155 Overtime Meals	4,200	4,200	2,135	4,100	(100)	(2.4)
6156 Clothing Allowance	2,300	2,300	2,410	4,100	1,800	78.3
6158 WCB Recoverable Earnings			(965)			
6199 Comp & Ben InterDept			(391,309)			
9200 HR CATS Wage/Ben			751			
9210 HR CATS OT Wage/Ben	(13,100)	13,100			(13,100)	(100.0)
9230 HR CATS OT Meals	(3,000)	3,000			(3,000)	(100.0)
* Compensation and Benefits	20,444,252	21,684,283	21,024,418	21,178,200	(506,083)	(2.3)
6201 Telephone	1,163,321	990,140	919,013	966,700	(23,440)	(2.4)
6202 Courier/Postage	28,658	55,036	34,369	53,700	(1,336)	(2.4)
6203 Office Furn/Equip	49,872	53,508	34,944	43,300	(10,208)	(19.1)
6204 Computer S/W & Lic	2,728,539	2,723,863	2,347,238	2,371,600	(352,263)	(12.9)
6205 Printing & Reproduction	14,580	28,770	18,625	28,800	30	0.1
6207 Office Supplies	110,527	118,316	103,150	102,800	(15,516)	(13.1)
6208 Binding						
6299 Other Office Expenses	3,760	3,360	3,160	5,400	2,040	60.7
* Office	4,099,257	3,972,993	3,460,498	3,572,300	(400,693)	(10.1)
6301 Professional Fees	135,400	170,200	191,383	166,000	(4,200)	(2.5)
6302 Legal Fees						
6303 Consulting Fees	227,161	136,889	600,927	281,500	144,611	105.6
6305 Property Appraisal						
6309 Litigation Disbursements			33			
6310 Outside Personnel	2,000	2,000			(2,000)	(100.0)
6311 Security			81	10,000	10,000	
6399 Contract Services	334,671	362,396	460,368	481,500	119,104	32.9
* External Services	699,232	671,485	1,252,792	939,000	267,515	39.8
6401 Uniforms & Clothing	11,600	23,500	8,692	25,500	2,000	8.5
6402 Med & First Aid Supp			262	300	300	

Expenditures	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
6406 Bridge Tolls	700	500	221	500		
6406 Bridge Tolls	700	500	221	500		
6407 Cleaning/Sanitary Supplies	400	400	1,226	700	300	75.0
6409 Personal Protect Equ	1,200	5,070	2,424	7,000	1,930	38.1
6499 Other Supplies	450		527			
* Supplies	14,350	29,470	13,351	34,000	4,530	15.4
6502 Chemicals						
6504 Hardware	56,000	31,200	36,255	24,000	(7,200)	(23.1)
6506 Lumber			57			
6599 Other Materials	2,000	3,500	1,471		(3,500)	(100.0)
* Materials	58,000	34,700	37,783	24,000	(10,700)	(30.8)
6603 Grounds and Landscaping	500	500			(500)	(100.0)
6615 Vandalism Clean-up/Repair			5,284			
6699 Other Building Cost	1,500	1,500	13,314		(1,500)	(100.0)
* Building Costs	2,000	2,000	18,598		(2,000)	(100.0)
6701 Equipment Purchase	10,000	42,350	26,205	31,100	(11,250)	(26.6)
6702 Small Tools	2,000	2,000	1,468	1,500	(500)	(25.0)
6703 Computer Equipment/Rentals	23,631	21,929	6,951	2,161,200	2,139,271	9,755.4
6704 Equipment Rental	1,000		106			
6705 Equip - R&M	31,000	37,800	36,504	60,500	22,700	60.1
6706 Computer R&M	2,067,890	2,151,918	1,761,109	12,300	(2,139,618)	(99.4)
6707 Plumbing & Heating			6			
6708 Mechanical Equipment						
6711 Communication System	414,562	414,561	386,070	403,500	(11,061)	(2.7)
* Equipment & Communications	2,550,083	2,670,558	2,218,418	2,670,100	(458)	(0.0)
6802 Vehicle R&M		3,000	14,436	9,100	6,100	203.3
6804 Vehicle Fuel - Gasoline			410			
6899 Other Vehicle Expense			(19)			
* Vehicle Expense		3,000	14,827	9,100	6,100	203.3
6901 Membership Dues	28,512	33,270	20,685	30,800	(2,470)	(7.4)
6902 Conferences and Workshops	39,545	33,075	15,508	44,100	11,025	33.3
6903 Travel - Local	96,245	101,197	64,696	73,200	(27,997)	(27.7)
6904 Travel - Out of Town	23,375	20,274	29,039	30,100	9,826	48.5
6905 Training & Education	266,909	159,353	211,969	233,400	74,047	46.5
6906 Licenses & Agreements			285	1,000	1,000	
6907 Commission Fees			75			
6908 Medical Examinations						
6909 Cost of Sales			245			
6911 Facilities Rental	7,100	3,780	948	5,100	1,320	34.9
6912 Advertising and Promotion	8,280	12,114	6,215	5,000	(7,114)	(58.7)
6913 Awards	6,256	5,262	281	5,400	138	2.6
6915 Research Data Acquisition	5,000	500	5,913		(500)	(100.0)
6917 Books and Periodicals	20,311	12,278	4,072	6,900	(5,378)	(43.8)
6918 Meals	9,785	8,396	7,067	7,700	(696)	(8.3)
6919 Special Projects			27			
6936 Staff Relations						
6938 Rewarding Excellence	32,243	16,949	5,119	16,000	(949)	(6)
6999 Other Goods and Services	146,639	7,389	4,184	4,000	(3,389)	(45.9)
* Other Goods & Services	690,200	413,837	376,327	462,700	48,863	11.8
7001 Interdept Equip Chg	18,700	12,526	22,017		(12,526)	(100.0)
7007 ItnTrsf Paper Recyc			926			
7008 ItnTrsf IT & Commun			(61,073)			
7009 Internal Transfers Other			29,341			
7013 Int Trf Extra Staff			1,913			
7014 Int Trf Extra Vehid			238			
7099 Interdept Chargeback			(342)			
9911 PM Labour-Reg			540			
* Interdepartmental	18,700	12,526	(6,441)		(12,526)	(100.0)
8008 Transfer to/from Reserves	(73,504)	(73,504)	109,917	(72,000)	1,504	(2.0)
8024 Transf to/fr Capital	(586,870)	(401,745)			401,745	(100.0)
* Other Fiscal	(660,374)	(475,249)	109,917	(72,000)	403,249	(84.9)
** Total	27,915,700	29,019,603	28,520,488	28,817,400	(202,203)	(0.7)

Revenues	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
4902 Fines Fees	(11,250)					
4909 False Alarm Recovery	(125,000)	(125,000)	(111,034)	(125,000)		
4950 Other Licenses & Permits	(1,500)		(53)			
4951 By-Law F300 Revenue	(1,359,633)	(1,785,000)	(1,813,551)	(1,785,000)		
5205 Tax Certificates	(350,000)	(325,000)	(310,562)	(315,000)	10,000	(3.1)
5229 Tax Sale Admin Fees	(512,500)	(145,000)	(149,825)	(145,000)		
* Fee Revenues	(2,359,883)	(2,380,000)	(2,385,023)	(2,370,000)	10,000	(0.4)
5504 Waste Water Levies						
5508 Recov External Parti	(188,100)	(204,400)	(375,865)	(310,000)	(105,600)	51.7
5600 Miscellaneous Revenue			(38,744)			
* Other Revenue	(188,100)	(204,400)	(414,609)	(310,000)	(105,600)	51.7
** Total	(2,547,983)	(2,584,400)	(2,799,633)	(2,680,000)	(95,600)	3.7
Net Surplus/Deficit	25,367,717	26,435,203	25,720,855	26,137,400	(297,803)	(1.1)

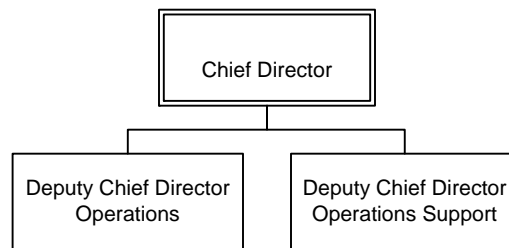
Fire and Emergency

2012/13 Annual Budget

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

Business Unit Overview

Halifax Regional Fire and Emergency (HRFE) serve and protect 408,200 permanent residents in a 5,600 km² area. Strategically located in 57 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, USAR – urban search & rescue), hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), pre-hospital emergency medical services, and emergency preparedness.



Funded Full Time Equivalent (FTEs)

	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs (includes full and part-time permanent positions)	494	488	-6

The HRFE establishment decreased by six FTEs as a result of a reorganization in October 2011; four FTEs went from Fire to Human Resources Corporate Safety and two FTEs from Fire to Marketing & Communications; reducing Fire’s complement to 488. The net total of this transfer was \$496,600.

Business Unit Operating Budget Overview

Fire & Emergency Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	46,909,900	49,377,900	49,398,415	49,746,800	368,900	0.7
* Office	321,280	312,800	411,689	414,300	101,500	32.4
* External Services	308,900	291,400	220,543	279,300	(12,100)	(4.2)
* Supplies	833,150	683,200	652,076	585,600	(97,600)	(14.3)
* Materials			17,415			
* Building Costs	1,121,600	1,038,900	946,595	949,100	(89,800)	(8.6)
* Equipment & Communications	1,666,300	1,650,800	1,373,674	1,166,200	(484,600)	(29.4)
* Vehicle Expense	127,500		1,755			
* Other Goods & Services	1,019,075	926,341	929,696	1,002,600	76,259	8.2
* Interdepartmental	2,701,431	2,884,700	2,883,872		(2,884,700)	(100.0)
* Debt Service	815,160	816,800	810,783	1,059,000	242,200	29.7
* Other Fiscal	351,000	333,500	333,817	208,500	(125,000)	(37.5)
** Total	56,175,296	58,316,341	57,980,330	55,411,400	(2,904,941)	(5.0)
Revenues						
* Transfers from other Gov'ts						
* Fee Revenues	(70,000)	(70,000)	(86,509)	(81,100)	(11,100)	16
* Other Revenue	(583,500)	(583,500)	(284,788)	(274,400)	309,100	(53)
** Total	(653,500)	(653,500)	(371,297)	(355,500)	298,000	(45.6)
Net Surplus/Deficit	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)

Business Unit Service Area Budget Overview

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Fire & Emergency Summary of Expense & Revenue	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)
Operations	41,770,760	44,189,300	44,118,775	44,276,800	87,500	0.2
Operations Support	13,583,536	13,473,541	13,490,257	10,779,100	(2,694,441)	(20.0)
Fire Locked Cost Centres Summary of Expenses	167,500					
	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)

Key Business Unit Metrics and Drivers

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	81%	82%	85%	85%	90%
Cost for 18-24 Hr. Core Stations	37,439,539	38,623,716	39,347,330	40,313,700	41,236,474
# of Core Calls for year	7,751	7,614	7,850	7,850	7,766
Average staffing cost per call for 18 (Core) 24hr stations	\$4,830	\$5,073	\$5,012	\$5,135	\$5,310
Firefighters (Career & Volunteer) per 1,000 population	Population 408,200				2.7

Major Achievements in 2011/12

- Constructed and commissioned three Fire Stations; Stations #60 (Herring Cove) and #40 (Dutch Settlement) are replacement stations. Station #65 (Tantallon) was a consolidation of Stations #57 & #59. The Federal Government Infrastructure Funding Program funded the two replacement stations.
- Completed a two year replacement program for self-contained breathing apparatus (SCBA); all operational firefighters both career and volunteer, received training on the new apparatus. HRFE now has 500 in service and 160 back-up SCBA.
- Initiated the use of standardized incident command and fire ground accountability curriculum (Blue Card); setting common standards of performance for all career officers, volunteer chiefs and deputy chiefs. This comprehensive program involves 50 hours of on-line and five days of practical scenarios at the Command Training Centre (Fire Stn. #7). Volunteer members receive this training via a mobile training unit. Blue Card - 220 trained to date including 77 volunteers. Command Training Centre – 88 have been certified including 16 volunteers.
- Launched a Non-Inventory Asset - Secure Asset Management Project. Phase I provides physical security of fire facilities for the protection of our members and will be completed August 30, 2012.
- Initiated the ICT 0855 Project to update the Fire Records Management System (FDM).
- Blended the Honourarium System for core & rural volunteers firefighters; providing a more consistent and fair distribution of these funds. Honourariums are paid to volunteers based on their participation.
- Expanded online training programs for members which will ultimately decrease overtime costs related to training. The approximate cost per person for Blue Card Online training was \$295. per person.
- Completed 12 weeks recruitment training for a class of 19 replacement career members. Eighty volunteer firefighters completed their basic firefighting training during 2011/12 with 50 currently in the system.
- Transitioned the Emergency Operations Centre (EOC) from an Emergency Management System (EMS) to an Incident Command (ICS) – based System; ensuring common communication between all agencies.
- Responded to almost 12,000 emergency calls for assistance.
- Met service delivery standard in urban areas 87 percent of the time, and 96 percent of the time in rural areas.
- Recruited and hired a new Chief Director.

Key Opportunities and Challenges in 2012/13

The following opportunities and challenges will have an impact on the Business Unit in 12/13:

Opportunities with Community-wide Impact

- **Strategic Operational Plan:** HRFE will conduct an operational review and develop a long-range strategic operational plan for emergency service protection in HRM. It will examine current and projected emergency response and safety needs of the community. Upon approval and implementation, HRFE will be a position to provide a more effective and efficient emergency response service.
- **Station Location Study:** A major component of a strategic plan that affects the Risk Management Services' (formerly Insurers' Advisory Organization) classification assigned to our community is the analysis of the placement of fire stations, deployment methodology, resources and equipment available for emergencies. Fire station location is a key component in establishing fire insurance rates for HRM citizens and business owners. As part of this process, HRFE, in conjunction with Corporate Communications, will develop an effective communication strategy for all stakeholders.
- **Risk Based Resource Allocation:** HRFE has limited resources to provide services to the community. There is an opportunity to better use technology to allocate existing resources based on risk. HRFE will investigate, in conjunction with Integrated Emergency Services (IES), decision support solutions for strategic and real time deployment planning to achieve higher performance from existing resources.

Challenges with Community-wide Impact

- **Volunteer Recruitment and Retention:** Due to changing demographics, HRFE faces an ongoing and significant challenge recruiting and retaining active volunteer firefighters to protect the more rural areas of our municipality. This is a major issue not just for HRM but across the Province and throughout North America. HRFE will continue to provide targeted recruitment programs in these areas.
- **Special Operations:** Special technical response teams such as Urban Search and Rescue (USAR) and Chemical, Biological, Radioactive, Nuclear, and Explosive (CBRNE) require partnerships between multiple government agencies and sustainable funding from various levels of government. To maintain these emergency response capabilities, HRFE will attempt to establish new partnerships, and enhance existing alliances with outside agencies.

Challenges with Service Delivery

- **Response Analysis:** The basic principles considered to be standard factors in developing a level of service are: standards of cover which are influenced by response time and create an effective response force, and risk assessment.
- Each of the steps in response time must be analyzed to understand the total time until arrival of firefighters using real-time data from existing systems. HRFE must have reliable statistical data for optimization of response both prior to and during an incident. Data collection efforts can be improved using the latest data collection technology.
- HRFE does not have accurate property data to determine if it is meeting legislative requirements for fire inspections; the Fire Prevention Division does not know how many properties require inspection due to the lack of integrated data management systems.

Due to data limitations, it is a challenge to accurately measure the performance based on these two key indicators; response time and percentage of inspections completed.

- **Succession Planning:** Almost 50 percent of the HRFE chief officers are eligible to retire within the timeframe of this business plan. HRFE must develop a succession planning process for these positions in the next year to ensure the continued effective performance of our organization.
- **Increased Demands on Fire Service:** Because firefighters are usually the first responders to most types of emergencies, the fire service has evolved into a total rescue service that involves many diverse functions. Fire safety is now a quality of life issue and people are demanding more fire prevention and public education programs. The challenge is securing sustainable funding which recognizes and supports the full range of what the fire service does for the community.

2012/13 Business Unit Service Level Changes

Increases In Services and/or New Initiatives:

- New Initiatives – Complete an Operational Review Plan for Fire & Emergency.

Decreases In Services and/or Operational Pressures (OP):

- Operational Pressure - Urban Search and Rescue funding shortfalls continue to impact program.
- Operational Pressure - Collective Agreement currently restricts managements' ability to modify vacation picks separating officers & firefighters which results in increased overtime during peak holiday periods (as outlined in the Auditor General's report). This impacts our ability to staff apparatus to industry standards which has the potential to negatively affect fire ground efficiency and firefighter safety.
- Operational Pressure - Reduced staff in the Fire Prevention, due to retirements and vacancy management, have resulted in a decrease in legislated inspections. Using staff to follow through on non-fire safety issues related to the M-100 By-Law also puts pressure on the number of inspections complete.

Expected Services Not Being Delivered:

- HRM no longer has a Heavy Urban Search & Rescue (HUSAR) capability to provide to the Federal program.

2012/13 Service Area Plans

Operations:

Services Delivered:

The operation division provides fire protection to every part of HRM operating out of 57 fire stations: 18 24-Hour Stations, 15 Composite Stations and 24 Volunteer Stations. The delivery standard is predicated on population density.

The following services directly affect Corporate Outcomes with respect to Safe, Inclusive and Welcoming Communities; Economic Prosperity by protecting the community's economic and tax base; and Clean and Healthy Environment by containing hazardous materials spills and leaks:

- Fire Suppression and rescue.
- Technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench and confined space rescue).
- Hazardous Materials (HAZMAT), including Chemical, Biological, Radioactive, Nuclear and Explosive (CBRNE) response.
- Pre-hospital emergency medical response to the First Medical Responder (FMR) level.

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

Service Area Budget Overview

Key metrics that drive budget and service delivery are community risks and the resources required to address these risks. The standard of care for the Fire Service is National Fire Protection Association (NFPA) Standards. Although not mandated by legislation, these internationally recognized standards set minimum performance criteria. Operation budget drivers include: unionized salary increases, related overtime costs, increased equipment costs, honorariums and stipends paid to volunteers, and training costs.

Operations Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	38,507,700	41,084,800	41,039,315	41,259,100	174,300	0.4
* Office			10,092			
* External Services	185,900	108,400	82,378	86,000	(22,400)	(20.7)
* Supplies	220,800	220,800	184,098	177,000	(43,800)	(19.8)
* Materials			7,424			
* Building Costs	1,121,600	1,038,900	911,362	937,600	(101,300)	(9.8)
* Equipment & Communications	977,700	977,700	1,031,176	874,700	(103,000)	(10.5)
* Vehicle Expense			1,735			
* Other Goods & Services	47,400	47,400	77,353	62,400	15,000	31.6
* Interdepartmental	(2,000)	(2,000)	10,233		2,000	(100.0)
* Debt Service	815,160	816,800	810,783	1,059,000	242,200	29.7
* Other Fiscal	250,000	250,000	250,000	125,000	(125,000)	(50.0)
** Total	42,124,260	44,542,800	44,415,948	44,580,800	38,000	0.1
Revenues						
* Fee Revenues	(70,000)	(70,000)	(82,599)	(81,100)	(11,100)	15.9
* Other Revenue	(283,500)	(283,500)	(214,574)	(222,900)	60,600	(21.4)
** Total	(353,500)	(353,500)	(297,173)	(304,000)	49,500	(14.0)
Net Surplus/Deficit	41,770,760	44,189,300	44,118,775	44,276,800	87,500	0.2

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	90%	90%	92%	92%	93%
*Overtime as % of Base Salary (Operations)	6.20	5.26	4.29	5.21	3.24
Cost Per Capita (Net Fire Budget)	\$126	\$133	\$136	\$141	\$135
Cost Per Square Kilometer of Coverage (Net Fire Budget)	\$9,368	\$9,883	\$10,096	\$10,4933	\$10,028
Expenditures per Dwelling Unit	\$295	\$308	\$311	\$318	\$300

*Overtime – for Operational personnel is at straight time with the exception of emergency call back.

Service Area Opportunities and Challenges

- **Service Delivery Standard:** To provide the service level response as described within the Council adopted service delivery standard, will require additional resources in some areas of HRM and diminished response protocols in others. The challenge facing HRFE is to have verifiable data to support deployment decisions. The opportunity lies with the development of joint projects and horizontal policy initiatives between HRFE, P&I, and IES to ensure necessary support and data collection.
- **Recruitment and Retention:** Recruitment of volunteer firefighters in the rural areas of HRM continues to be a primary concern for HRFE. Many rural areas have seen a decrease in population as the draw to the urban centres continues. Despite ongoing and continuous recruitment drives in these communities, HRFE has had little success in attracting volunteers in some areas.

Retention of volunteer firefighters is also a challenge. Due to a high turn-over in the volunteer sector, the cost associated with training replacements is a significant budget issue. On average, 125 volunteer firefighters per year are trained and equipped for a total cost of \$625,000 (\$3,000 for personal protective equipment and \$2,000 for basic firefighter training).

- **Urban Search & Rescue (USAR):** HRFE, under a federally funded initiative, has trained and equipped a team of HRFE Firefighters to respond to natural and manmade disasters within the Atlantic Provinces, Canada and beyond. The training and exposure our firefighters received at a national level in this program is invaluable and HRFE believes HRM has benefited from this exposure on the national stage. The funding for this program does not cover all costs associated with HRFE's involvement, such as back fill costs when this team is on training exercises. This cost is significant to HRFE and our stance has been all costs should be covered by the Federal Government if we are to have any further involvement in this program. HRFE believes it is in the best interest of the Federal Government to maintain an Atlantic USAR team. There is still opportunity to seek funding through the Federal Government and the Atlantic Provincial Governments' to maintain a regional USAR team. HRFE will pursue the funding necessary to maintain the team in 2012/13.

2012/13 Service Area Key Deliverables

Objective	Complete an Operational Review and develop a Strategic Operational Plan with specific recommendations for Council's consideration in 2012/13.
1.1	Identify and evaluate community risks.
1.2	Determine the current and projected emergency response and fire safety needs of the community.
1.3	Examine various options relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.

Objective	Develop a new firefighter recruitment and succession management process in 2012/13.
2.1	Develop a new career firefighter recruitment and selection process based on best industry practices.
2.2	Develop methods to increase the effectiveness of our volunteer recruitment and retention initiative.
2.3	Develop a proactive Community Outreach Program.
2.4	Develop, in conjunction with Human Resources, a succession management program for all management positions.

Operations Support

Services Delivered:

The primary role of this division is to provide public fire safety information and fire prevention services in addition to supporting emergency operations. The Division operates from a number of satellite locations in HRM.

The following services directly affect Corporate Outcomes with respect to Safe, Inclusive and Welcoming Communities; and Economic Prosperity by protecting the community's economic and tax base:

- Fire Prevention Division – Responsible for fire safety inspections and code enforcement, fire investigation, plans examination, and public fire safety education. The Nova Scotia Fire Safety Act mandates that all assembly occupancies be inspected every 36 months. The regulations mandate that a municipal unit develop and implement a "System of Inspection for all other Occupancy Classes". Meeting our legislated requirements for inspections has a community impact and our goal to ensure that the citizens and business have confidence in HRM's regulatory and enforcement programs. The fire investigation team investigates fires to determine cause and the public education unit use data to develop targeted programs to teach people how to prevent and save themselves from the tragedy of fire.
- Safety & Public Information Office (PIO) – Oversees all accident reporting and investigation in the fire department and investigates serious accidents directly. The division produces safety related policies and procedures and delivers health and safety training. The division investigates safety complaints, consults on safety challenges, and represents the department to outside agencies (i.e. NS Department of Labour). The Chief of Safety attends major emergency scenes and serves as incident safety officer (ISO) or public information officer (PIO) to work with the media.
- Emergency Management Office (EMO) – Ensures professional municipal response to emergencies by providing leadership and support to all business units and affiliated agencies to ensure corporate readiness in the event of a disaster or large scale emergency situation.

- Communications and Technology Division – The fire service relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS, and related technology. Section staff evaluates ways to improve emergency response capability and streamline business processes.
- Fire Fighter Assistant Program & Health & Wellness – Staff coordinate the Firefighter Assistance Program (FFAP), Critical Incident Stress Management Program (CSIM) and peer referral programs.
- Logistics Division - Provides the physical resources necessary for the day to day operations. Their responsibilities included the provision of firefighting equipment, supplies, ladder testing, hose testing, standardization of equipment, and the maintenance of self-contained breathing apparatus (SCBA).
- Buildings Section – Staff oversees rural fire stations in support of TPW for preventative and regular maintenance, emergency repair and planned work. Staff also maintain and test yearly 141 dry hydrants in rural areas; ensures a water supply in un-serviced areas for firefighting purposes.

Service Area Budget Overview

Operations Support has undergone a minor re-alignment. The Training and Logistics Divisions were transferred from Operations to Operations Support to better balance the workload. As a result of the reorganization in October 2011; four FTEs from Operations Support went to Human Resources Corporate Safety and two FTEs to Marketing & Communications.

Operations Support Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	8,402,200	8,293,100	8,359,100	8,487,700	194,600	2.3
* Office	321,280	312,800	401,597	414,300	101,500	32.4
* External Services	123,000	183,000	138,165	193,300	10,300	5.6
* Supplies	612,350	462,400	467,978	408,600	(53,800)	(11.6)
* Materials			9,991			
* Building Costs			35,232	11,500	11,500	
* Equipment & Communications	688,600	673,100	342,499	291,500	(381,600)	(56.7)
* Vehicle Expense			20			
* Other Goods & Services	931,675	878,941	852,343	940,200	61,259	7.0
* Interdepartmental	2,703,431	2,886,700	2,873,639		(2,886,700)	(100.0)
* Other Fiscal	101,000	83,500	83,817	83,500		
** Total	13,883,536	13,773,541	13,564,381	10,830,600	(2,942,941)	(21.4)
Revenues						
* Transfers from other Gov'ts						
* Fee Revenues			(3,910)			
* Other Revenue	(300,000)	(300,000)	(70,214)	(51,500)	248,500	(82.8)
** Total	(300,000)	(300,000)	(74,124)	(51,500)	248,500	(82.8)
Net Surplus/Deficit	13,583,536	13,473,541	13,490,257	10,779,100	(2,694,441)	(20.0)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	57%	60%	64%	62%	78%
Cost to train & equip a Volunteer Firefighter			\$5,000		
Average Turnover of 125 Volunteers per year			\$625,000		
# of Assembly Occupancies		1056	1056		
Percentage of Assembly Occupancies Inspected		54	16		

Service Area Opportunities and Challenges

- Legislated Inspections:** Gap in data base interfaces continues to present challenges in meeting our legislated requirements for inspections. The Fire Safety Act mandates inspection frequencies for assembly occupancy and the Provincial Fire Marshal will be assessing our compliance with the Act. We are currently not meeting this requirement due to resources and data gaps. We are developing internal plans with Operations Division personnel to augment our Fire Prevention resources to assist with inspections.
- Firefighting Training:** The Training Division is investigating alternative means to provide training to a volunteer complement that is reflective of their time commitment; usually one night a week. The high frequency of volunteer turnover places additional demands on training staff and resources. HRFE requires a modern training facility to help meet our requirements to adequately train firefighters.
- Inventory Asset Management:** The implementation of this program will catalogue the current inventory providing opportunities to better manage equipment purchase, scheduled maintenance and improve warehouse operations.

Objective	Develop a community risk based approach in delivering Fire Prevention Programs.
3.1	Examine property data bases to confirm the number and types of occupancies.
3.2	Explore alternative delivery methods for life safety inspections based on the risk associated with particular occupancies.
3.3	Evaluate all public fire safety education programs for content, delivery method and efficiencies to ensure they adequately address high risk behaviours.

Objective	Further advance HRM emergency preparedness and response.
4.1	Conduct a community hazard assessment that supports accepted industry standards around hazards, risk and vulnerability assessment (HRVA) practices.
4.2	Complete the transition of HRM Emergency Management Centre (EOC) from an Emergency Scene Management (ESM) to an Incident Command (ICS) based system for use by all HRM public safety agencies.
4.3	Complete evacuation sector profile updates and ensures a shared user access.

Objective	Ensure all personnel possess the core competencies to industry standards (NFPA), meeting <u>Occupational Health & Safety Act</u> requirements.
5.1	Evaluate options/alternate delivery systems to enhance professional development and training initiatives.
5.2	Determine our training facility requirements in support of firefighter competencies.

Fire & Emergency Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
F110 Operations	38,496,700	41,073,800	41,095,605	41,321,200	247,400	0.6
F791 Rural Fire Debt Payments	815,160	816,800	810,783	1,059,000	242,200	29.7
F793 Rural Fire-Rural Op	2,416,500	2,256,300	2,169,987	1,854,200	(402,100)	(17.8)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
* Operations	41,770,760	44,189,300	44,118,775	44,276,800	87,500	0.2
A451 Emerg Measures Recov		25,000	25,000	25,000		
C801 Emergency Meas. Adm	122,530	140,600	147,891	215,300	74,700	53.1
F120 Training	1,306,300	1,489,649	1,570,590	1,646,900	157,251	10.6
F121 Career Development	154,545	103,620	137,709	127,600	23,980	23.1
F130 Prevention	1,826,700	1,893,220	1,796,104	1,948,200	54,980	2.9
F140 Administration	5,255,880	4,883,046	4,886,632	4,828,900	(54,146)	(1.1)
F141 Community Relations	134,500	94,984	117,794	96,000	1,016	1.1
F150 Mechanical Maint.	2,210,031	2,393,300	2,353,464		(2,393,300)	(100.0)
F160 Buildings & Logistic	2,032,100	1,969,400	2,026,508	1,449,800	(519,600)	(26.4)
F180 Safety & Strat. Init	192,650	137,422	58,041	107,400	(30,022)	(21.8)
F181 USAR Project	100,000	100,000	5,674		(100,000)	(100.0)
F190 Communications	248,300	243,300	364,851	334,000	90,700	37.3
* Operations Support	13,583,536	13,473,541	13,490,257	10,779,100	(2,694,441)	(20.0)
F728 Hubbards Rural Fire	40,000					
F792 LockdRuralFireFltMtn	127,500					
* Locked Cost Centres	167,500					
** Total	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)

Fire & Emergency Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
F110 Operations	38,825,700	41,402,800	41,356,667	41,579,100	176,300	0.4
F791 Rural Fire Debt Payments	815,160	816,800	810,783	1,059,000	242,200	29.7
F793 Rural Fire-Rural Op	2,441,000	2,280,800	2,206,098	1,900,300	(380,500)	(16.7)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
* Operations	42,124,260	44,542,800	44,415,948	44,580,800	38,000	0.1
A451 Emerg Measures Recov		25,000	25,000	25,000		
C801 Emergency Meas. Adm	122,530	140,600	147,969	215,300	74,700	53.1
F120 Training	1,306,300	1,489,649	1,575,363	1,649,900	160,251	10.8
F121 Career Development	154,545	103,620	140,648	127,600	23,980	23.1
F130 Prevention	1,826,700	1,893,220	1,803,932	1,958,700	65,480	3.5
F140 Administration	5,255,880	4,883,046	4,888,315	4,831,900	(51,146)	(1.0)
F141 Community Relations	134,500	94,984	119,055	96,000	1,016	1.1
F150 Mechanical Maint.	2,210,031	2,393,300	2,353,464		(2,393,300)	(100.0)
F160 Buildings & Logistic	2,032,100	1,969,400	2,038,998	1,454,800	(514,600)	(26.1)
F180 Safety & Strat. Init	192,650	137,422	88,041	137,400	(22)	(0.0)
F181 USAR Project	400,000	400,000	18,746		(400,000)	(100.0)
F190 Communications	248,300	243,300	364,851	334,000	90,700	37.3
* Operations Support	13,883,536	13,773,541	13,564,381	10,830,600	(2,942,941)	(21.4)
F728 Hubbards Rural Fire	40,000					
F792 LockdRuralFireFltMtn	127,500					
* Locked Cost Centres	167,500					
** Total	56,175,296	58,316,341	57,980,330	55,411,400	(2,904,941)	(5.0)

Fire & Emergency Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
F110 Operations	(329,000)	(329,000)	(261,062)	(257,900)	71,100	(21.6)
F793 Rural Fire-Rural Op	(24,500)	(24,500)	(36,111)	(46,100)	(21,600)	88.2
* Operations	(353,500)	(353,500)	(297,173)	(304,000)	49,500	(14.0)
C801 Emergency Meas. Adm			(78)			
F120 Training			(4,772)	(3,000)	(3,000)	
F121 Career Development			(2,939)			
F130 Prevention			(7,828)	(10,500)	(10,500)	
F140 Administration			(1,684)	(3,000)	(3,000)	
F141 Community Relations			(1,261)			
F160 Buildings & Logistic			(12,490)	(5,000)	(5,000)	
F180 Safety & Strat. Init			(30,000)	(30,000)	(30,000)	
F181 USAR Project	(300,000)	(300,000)	(13,072)		300,000	(100.0)
* Operations Support	(300,000)	(300,000)	(74,124)	(51,500)	248,500	(82.8)
** Total	(653,500)	(653,500)	(371,297)	(355,500)	298,000	(45.6)

Fire & Emergency Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	37,865,400	38,347,700	37,372,282	39,793,000	1,445,300	3.8
6002 Salaries - Overtime	253,700	1,711,400	1,802,890	1,337,800	(373,600)	(21.8)
6005 PDP Increases			(111,944)			
6054 Vacation payout			103,541			
6099 Other Allowances	80,000	80,000		80,000		
6100 Benefits - Salaries	6,413,100	6,518,600	6,922,494	6,802,000	283,400	4.3
6101 Benefits - Wages			122			
6110 Vacancy Management			594,959	(1,028,500)	(1,028,500)	
6150 Honorariums	1,304,300	1,704,300	1,702,634	1,704,300		
6151 Vehicle Allowance			3,724			
6152 Retirement Incentives	276,600	294,800	298,969	318,000	23,200	7.9
6154 Workers' Compensation	628,600	632,900	637,521	652,000	19,100	3.0
6156 Clothing Allowance	88,200	88,200	85,819	88,200		
6199 Comp & Ben InterDept			(21,581)			
9200 HR CATS Wage/Ben			6,505			
9210 HR CATS OT Wage/Ben			480			
9230 HR CATS OT Meals						
* Compensation and Benefits	46,909,900	49,377,900	49,398,415	49,746,800	368,900	0.7
6201 Telephone	105,300	97,700	216,118	191,000	93,300	95.5
6202 Courier/Postage	11,250	11,300	12,768	11,300		
6203 Office Furn/Equip	108,900	108,900	91,131	108,900		
6204 Computer S/W & Lic	6,100	6,100	6,244	6,100		
6205 Printing & Reproduction	1,800	1,800	10,985	10,000	8,200	455.6
6207 Office Supplies	87,930	87,000	74,443	87,000		
* Office	321,280	312,800	411,689	414,300	101,500	32.4
6301 Professional Fees	5,000	65,000	85,784	60,000	(5,000)	(7.7)
6302 Legal Fees	25,000	25,000	5,883	20,000	(5,000)	(20.0)
6307 Design Services			231			
6308 Snow Removal	50,000	50,000	5,316	25,000	(25,000)	(50.0)
6311 Security	9,800	9,800	9,282	6,000	(3,800)	(38.8)
6312 Refuse Collection			4,883			
6399 Contract Services	219,100	141,600	109,164	168,300	26,700	18.9
* External Services	308,900	291,400	220,543	279,300	(12,100)	(4.2)
6401 Uniforms & Clothing	670,300	520,300	502,697	443,000	(77,300)	(14.9)
6402 Med & First Aid Supp	16,800	16,800	1,122		(16,800)	(100.0)
6404 Rec Prog Supplies			18,563	30,000	30,000	
6405 Photo Supp & Equip	3,600	3,600	6,671	5,600	2,000	55.6
6407 Cleaning/Sanitary Supplies	73,600	73,600	113,496	102,000	28,400	38.6
6499 Other Supplies	68,850	68,900	9,526	5,000	(63,900)	(92.7)
* Supplies	833,150	683,200	652,076	585,600	(97,600)	(14.3)
6504 Hardware			302			
6505 Lubricants			42			
6506 Lumber			106			
6507 Propane			7,045			
6510 Road Oils			33			
6511 Salt			9,792			
6517 Paint			94			

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Materials			17,415			
6602 Electrical			5,355			
6605 Municipal Taxes			43			
6606 Heating Fuel	214,300	231,900	229,794	255,900	24,000	10.3
6607 Electricity	180,000	180,000	187,953	225,200	45,200	25.1
6608 Water	18,500	18,500	38,142	25,500	7,000	37.8
6609 Elevator & Escalator			607			
6611 Building - Interior	70,500	70,500	4,971	20,500	(50,000)	(70.9)
6612 Safety Systems			2,600			
6613 Overhead Doors			2,671			
6616 Natural Gas-Buildings			7,957			
6617 Pest Management			261			
6699 Other Building Cost	638,300	538,000	466,241	422,000	(116,000)	(21.6)
* Building Costs	1,121,600	1,038,900	946,595	949,100	(89,800)	(8.6)
6701 Equipment Purchase	1,379,700	1,349,700	1,006,312	884,700	(465,000)	(34.5)
6702 Small Tools	34,600	49,600	58,446	55,000	5,400	10.9
6703 Computer Equipment/Rentals	6,500	6,000	6,480	6,000		
6704 Equipment Rental			4,466			
6705 Equip - R&M	146,800	146,800	163,863	136,800	(10,000)	(6.8)
6706 Computer R&M	3,700	3,700	1,170	3,700		
6707 Plumbing & Heating	15,000	15,000	4,547	10,000	(5,000)	(33.3)
6708 Mechanical Equipment	15,000	15,000	2,852	10,000	(5,000)	(33.3)
6711 Communication System	65,000	65,000	125,538	60,000	(5,000)	(7.7)
* Equipment & Communications	1,666,300	1,650,800	1,373,674	1,166,200	(484,600)	(29.4)
6802 Vehicle R&M			230			
6803 Vehicle Fuel - Diesel	83,500		1,524			
6804 Vehicle Fuel - Gasoline	44,000					
6890 Vehicle TCA Transfer						
* Vehicle Expense	127,500		1,755			
6901 Membership Dues	7,200	12,200	10,150	15,000	2,800	23.0
6902 Conferences and Workshops			10,933			
6903 Travel - Local	37,800	37,800	56,137	47,000	9,200	24.3
6904 Travel - Out of Town	64,345	64,400	106,466	80,000	15,600	24.2
6905 Training & Education	365,800	237,429	185,384	230,000	(7,429)	(3)
6906 Licenses & Agreements	87,700	51,700	43,968	51,700		
6907 Commission Fees			313			
6908 Medical Examinations	40,000	45,000	4,346	34,800	(10,200)	(22.7)
6910 Signage			3,015			
6911 Facilities Rental	10,000	70,000	65,715	70,000		
6912 Advertising and Promotion	18,000	11,550	10,166	11,000	(550)	(4.8)
6913 Awards	60,000	48,204	41,847	50,000	1,796	3.7
6914 Recruiting	25,000	65,000	16,170	40,000	(25,000)	(38.5)
6915 Research Data Acquisition	26,500	2,650	1,855	2,600	(50)	(1.9)
6916 Public Education	25,000	25,000	64,878	71,800	46,800	187.2
6917 Books and Periodicals	12,000	42,000	22,443	47,000	5,000	11.9
6918 Meals	30,000	40,018	31,893	35,000	(5,018)	(12.5)
6919 Special Projects			2,848			
6928 Committee Expenses	10,000	7,500		5,000	(2,500)	(33.3)
6929 Visa Purchases			4,243			
6933 Community Events	10,200	10,200	11,690	10,000	(200)	(2.0)
6938 Rewarding Excellence	40,000	17,200	49,700	20,000	2,800	16.3
6943 Health and Wellness	113,800	93,840	135,869	130,000	36,160	38.5

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6998 Transfer to General Rate						
6999 Other Goods and Services	35,730	44,650	49,667	51,700	7,050	15.8
* Other Goods & Services	1,019,075	926,341	929,696	1,002,600	76,259	8.2
7001 Interdept Equip Chg	2,210,031	2,393,300	2,337,866		(2,393,300)	(100.0)
7004 Other Intdept (Rev)	(2,000)	(2,000)			2,000	(100.0)
7005 Interdept EXP	493,400	493,400	493,400		(493,400)	(100.0)
7007 ItnTrsf Paper Recyc			22,743			
7008 ItnTrsf IT & Commun			7,712			
7009 Internal Transfers Other			16,463			
9910 PM Shop Expenses						
9911 PM Labour-Reg			5,688			
* Interdepartmental	2,701,431	2,884,700	2,883,872		(2,884,700)	(100.0)
8011 Interest on Debentures	181,960	176,700	170,687	210,000	33,300	18.8
8012 Principal on Debentures	633,200	640,100	640,096	849,000	208,900	32.6
* Debt Service	815,160	816,800	810,783	1,059,000	242,200	29.7
8002 Insurance Claims			(0)			
8003 Insurance Pol/Prem	60,000		2,875			
8004 Grants	31,000	48,500	45,942	48,500		
8008 Transfer to/from Reserves	260,000	285,000	285,000	160,000	(125,000)	(43.9)
* Other Fiscal	351,000	333,500	333,817	208,500	(125,000)	(37.5)
** Total	56,175,296	58,316,341	57,980,330	55,411,400	(2,904,941)	(5.0)
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4702 Cond. Grant (Infr)						
* Transfers from other Gov'ts						
4909 False Alarm Recovery	(70,000)	(70,000)	(61,453)	(60,000)	10,000	(14.3)
5102 Facilities Rentals			(25,056)	(21,100)	(21,100)	
* Fee Revenues	(70,000)	(70,000)	(86,509)	(81,100)	(11,100)	15.9
5508 Recov External Parti	(559,000)	(559,000)	(277,775)	(266,900)	292,100	(52.3)
5600 Miscellaneous Revenue	(24,500)	(24,500)	(7,013)	(7,500)	17,000	(69.4)
* Other Revenue	(583,500)	(583,500)	(284,788)	(274,400)	309,100	(53.0)
** Total	(653,500)	(653,500)	(371,297)	(355,500)	298,000	(45.6)
Net Surplus/Deficit	55,521,796	57,662,841	57,609,032	55,055,900	(2,606,941)	(4.5)

Fiscal Services

2012/13 Annual Budget

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 accountability being held by the Office of the Chief Administrator and Finance.

Business Unit Operating Budget Overview:

Fiscal Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Compensation and Benefits	1,707,141	1,150,578	(1,522,862)	5,965,000	4,814,422	418.4
* Office			77,111			
* External Services	34,550	35,600	338,542	35,000	(600)	(1.7)
* Supplies			4,932			
* Building Costs			1,117,179	448,000	448,000	
* Equipment & Communications			19,188			
* Vehicle Expense			344,076	13,000	13,000	
* Other Goods & Services	12,065,399	2,889,580	1,090,064	1,638,000	(1,251,580)	(43.3)
* Interdepartmental	175,817	288,000	562,132		(288,000)	(100.0)
* Debt Service	36,723,525	38,455,000	49,578,655	48,228,000	9,773,000	25.4
* Other Fiscal	213,385,691	212,341,684	219,748,354	213,489,600	1,147,916	0.5
** Total	264,092,123	255,160,442	271,357,369	269,816,600	14,656,158	5.7
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Tax Revenue	(403,858,891)	(403,163,000)	(410,182,652)	(408,300,500)	(5,137,500)	1.3
* Area Rate Revenue	(132,137,160)	(133,016,984)	(133,140,906)	(140,464,700)	(7,447,716)	5.6
* Tax Agreements	(8,734,940)	(8,373,000)	(8,220,444)	(8,297,000)	76,000	(0.9)
* Payments in Lieu of taxes	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	6.6
* Transfers from other Gov'ts	(3,041,158)	(3,291,000)	(3,470,509)	(3,351,000)	(60,000)	1.8
* Interest Revenue	(3,632,000)	(6,150,000)	(6,933,259)	(6,390,000)	(240,000)	3.9
* Fee Revenues	(4,184,100)	(4,450,000)	(7,580,139)	(4,700,000)	(250,000)	5.6
* Other Revenue	(5,293,171)	(5,081,800)	(18,509,881)	(16,035,100)	(10,953,300)	215.5
** Total	(589,723,518)	(594,878,784)	(619,275,686)	(620,975,300)	(26,096,516)	4.4
Net Surplus/Deficit	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4

Business Unit Service Area Budget Overview

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Fiscal	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4
Debt Charges	33,606,416	35,371,000	35,100,450	34,659,000	(712,000)	(2.0)
Non-Departmental Revenue	(451,922,296)	(455,907,800)	(463,661,623)	(451,677,600)	4,230,200	(0.9)
Transfers to Outside agencies	9,777,000	10,093,000	9,645,357	588,000	(9,505,000)	(94.2)
Other Fiscal Services	14,280,125	10,570,408	4,770,344	8,892,000	(1,678,408)	(15.9)
Transfers to/fr other Funds	68,627,360	60,155,050	66,227,155	56,379,900	(3,775,150)	(6.3)
	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4

2012/13 Service Area Plans

Debt 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 totalling about \$1.3 million. 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.

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 Municipal Government Act (MGA), agreements signed by HRM or its predecessor municipalities with the Province of Nova Scotia.

1) 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. As per HRM's agreement with the school boards, the total payment for 2012-13 will be \$18.1M.

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

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

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 MGA. This mandatory education contribution is set at the value of the “Education Rate” times the “Uniform Assessment”. The estimate for 2012/13 is \$106.2 million, an increase of \$6.4 million from the prior year.

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 a share of the total provincial assessment costs, based on HRM’s share of Uniform Assessment and its share of assessment accounts. The cost estimate for 2012/13 is \$6.6 million.

Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM’s budgeted amount of \$6.4 million for 2012/13 is an increase of \$1.5 million from the prior year.

Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM’s budgeted amount of \$2.3 million for 2012/13 is unchanged from the prior year.

World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2012/13 fiscal year, HRM has budgeted an amount of \$588,000 in order to meet its obligations. There is no increase compared to previous year’s budget.

3) 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 the 12/13 Area Rate is \$11.9M.

Other Fiscal Services

Other fiscal services consists of a few different areas including Grants and Tax Concessions, Valuation Allowance, Retirement Obligation, etc. It also contains provisions for salary and wage compensation for collective bargaining.

Obligations / Responsibilities:	Grants to Non-Profit Organizations				
Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2012/13 proposed budget includes the following amounts:					
					Amount
Community Grants and Councillors Discretionary Grants					569,000
Residential Tax Exemptions/Low Income Contingency					1,485,000
Non-Profit Tax Concessions					2,985,000
Commercial Tax Concessions					716,000
Total					5,755,000

HRM’s residential tax relief programs consist of rebate and deferral programs targeted at those households with total incomes of up to \$30,000 per annum. Under Commercial Tax Concessions the Barrington Heritage District Financial Incentives (Tax Credits) have decreased by \$50,000.

Valuation Allowance

HRM has included Provisions for Uncollected Debts of \$2.5 million in 2012/13 compared to \$3.5 million in 2011/12. These amounts include approximately \$2.4 million in respect of Grants-in-Lieu from the Federal Government related to Citadel Hill and The Port of Halifax. Included in the budgeted is also \$0.1 million for outstanding assessment appeals, taxable and non-tax receivables and related items. This provision is required by the Province of Nova Scotia’s Financial Reporting and Accounting Manual (FRAM).

Transfers to/from Other Funds

Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$.4 million (total gross expenditures are \$1.3 million) to provide for the operating costs associated with new capital projects proposed for 2012/13. 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.

Capital From Operating

Also included within Fiscal Services are provisions for payments to the capital fund to offset debt costs (Capital From Operating or “Pay as You Go”). In 2012/13 HRM has budgeted for \$36.2 million in Capital from Operating.

Reserves

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

Non-Departmental Revenue

Non-Departmental Revenue includes all Property Taxes (residential & commercial) collected by HRM, Tax Agreements, Grants-in-Lieu, Deed Transfer Tax, Parkade, Unconditional Transfer (HST Offset), etc. It also contains Own Source Revenue which includes Investment Revenue, Parking Meter revenue, and Halifax Water Dividend.

Private Roads

Under By-Law P-1100 Respecting Charges for Private Road Maintenance, a property owner's association incorporated for the purpose of maintaining a private road may enter into an agreement with HRM for the collection of fees to cover the cost of maintenance. The fees would be recovered by HRM by means of an area rate or uniform charge applied to the tax billings of properties benefitting from the road maintenance. HRM's role is limited to the collection of the fees which are turned over to the association. The association is entirely responsible for the maintenance of the road. Costs related to construction or capital improvements are not provided for in the by-law.

Fiscal Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
M110 Debt & Interest Chg	45,372,554	47,294,000	39,729,624	46,723,000	(571,000)	(1.2)
M112 Alloc Debt Chg to BU	(11,766,138)	(11,923,000)	(11,917,642)	(12,064,000)	(141,000)	1.2
M113 Int.Pmt-Gen Govt			358,581			
M114 Int.Pmt-Protect.Serv			497,908			
M115 Int.Pmt-Transp.Serv.			4,162,723			
M116 Int.Pmt-EMS			129,958			
M118 Int.Pmt-CD Planning			90,898			
M119 Int.Pmt-CD Rec.			2,048,399			
* Debt Servicing	33,606,416	35,371,000	35,100,450	34,659,000	(712,000)	(2.0)
M250 World Trade Centre	588,000	588,000	557,800	588,000		
M291 Fire Protection (Hydrants)	9,189,000	9,505,000	9,087,557		(9,505,000)	(100.0)
* Transfers To Outside Agencies	9,777,000	10,093,000	9,645,357	588,000	(9,505,000)	(94.2)
M270 Compensation PPP	2,258,670	2,621,000	3,280,469	2,139,000	(482,000)	(18.4)
M310 Other Fiscal Serv.	3,538,655	(784,592)	(4,309,954)	3,919,000	4,703,592	(599.5)
M311 Grants & Tax Concessions	4,813,800	5,065,000	4,522,841	5,065,000		
M341 Surplus/Deficit			(2,533,500)	(4,900,000)	(4,900,000)	
M351 Managers Contingency	100,000	100,000	109,285	100,000		
M361 Councillors Discreti	69,000	69,000	65,176	69,000		
M451 Valuation Allowance	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	(28.6)
* Other Fiscal Services	14,280,125	10,570,408	4,770,344	8,892,000	(1,678,408)	(15.9)
M316 Strategic Growth Fund	15,000,000	17,478,000	22,790,000	5,000,000	(12,478,000)	(71.4)
M317 Oper Costs New Cap	8,539,200	2,275,750	2,275,750	421,900	(1,853,850)	(81.5)
M319 DNA Reserve	113,025	113,000	113,000	113,000		
M320 Insurance Claims	4,550,600	4,693,000	3,014,468	4,736,000	43,000	0.9
M321 Ferry Replacement Reserve	1,300,000		2,533,500			
M322 New Cap Replace Res		1,000,000	1,000,000	1,000,000		
M323 InsuranceReimb.Claim			(94,864)			
M325 CCC Bedford South Reserve	450,000	90,000	90,000		(90,000)	(100.0)
M411 Oper Stabiliz Resrv	1,973,700					
M421 Service Improve Resr		100,000	100,000		(100,000)	(100.0)
M433 Waste Resource Cap R				7,978,000	7,978,000	
M461 Capital Fr Operating	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8.0
M471 Other Transfers	4,602,211	870,000	870,000	923,000	53,000	6.1
* Transfers to/fr Other Funds	68,627,360	60,155,050	66,227,155	56,379,900	(3,775,150)	(6.3)
M510 Property Tax	(380,047,140)	(376,243,800)	(375,688,165)	(365,959,600)	10,284,200	(2.7)
M520 Deed Transfer	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11.1
M540 Grants in Lieu	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	6.6
M550 Own Source Revenue	(9,992,000)	(12,630,000)	(13,962,886)	(12,930,000)	(300,000)	2.4
M555 Parkade						
M560 Unconditional Trans.	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	1.8
M570 Conditional Transfer	(41,158)	(41,000)	(41,000)	(41,000)		
M580 Fiscal Services	100					
* Non-Departmental Revenue	(451,922,296)	(455,907,800)	(463,661,623)	(451,677,600)	4,230,200	(0.9)
R756 Petpeswick Drive						
R757 Three Brooks Home Ow						
** Total	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4

Fiscal Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
M110 Debt & Interest Chg	45,372,554	47,294,000	39,729,620	46,723,000	(571,000)	(1.2)
M112 Alloc Debt Chg to BU	(11,766,138)	(11,923,000)	(11,917,642)	(12,064,000)	(141,000)	1.2
M113 Int.Pmt-Gen Govt			358,581			
M114 Int.Pmt-Protect.Serv			497,908			
M115 Int.Pmt-Transp.Serv.			4,162,723			
M116 Int.Pmt-EMS			129,958			
M118 Int.Pmt-CD Planning			90,898			
M119 Int.Pmt-CD Rec.			2,048,399			
M122 HRWC Debt Charges	1,335,506	1,017,000	12,126,665	11,675,000	10,658,000	1,048.0
M530 Local Improvement Charges	3,552,617	3,826,086	4,289,272	3,181,100	(644,986)	(16.9)
* Debt Servicing	38,494,539	40,214,086	51,516,382	49,515,100	9,301,014	23.1
M230 Corrections Services	6,343,347	4,924,683	4,857,387	6,427,000	1,502,317	30.5
M240 Metro Housing Authority	928,792	2,324,348	2,356,765	2,263,000	(61,348)	(2.6)
M250 World Trade Centre	588,000	588,000	557,800	588,000		
M280 Mandatory Education	97,903,050	99,370,524	99,376,567	106,248,000	6,877,476	6.9
M288 Suppl Educ HRM-wide	19,030,561	18,527,200	18,567,299	18,104,000	(423,200)	(2.3)
M291 Fire Protection (Hydrants)	9,189,000	9,505,000	9,087,557	11,945,000	2,440,000	25.7
M318 Prop Valuation Serv	6,620,089	6,658,548	6,818,587	6,593,000	(65,548)	(1.0)
* Transfers To Outside Agencies	140,602,839	141,898,303	141,621,961	152,168,000	10,269,697	7.2
M270 Compensation PPP	2,258,670	2,621,000	3,280,469	2,139,000	(482,000)	(18.4)
M310 Other Fiscal Serv.	3,949,120	(284,592)	(2,830,584)	4,709,000	4,993,592	(1,754.6)
M311 Grants & Tax Concessions	4,813,800	5,065,000	4,527,322	5,065,000		
M341 Surplus/Deficit			(2,533,500)	(4,900,000)	(4,900,000)	
M351 Managers Contingency	100,000	100,000	109,285	100,000		
M361 Councillors Discreti	69,000	69,000	65,176	69,000		
M451 Valuation Allowance	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	(28.6)
* Other Fiscal Services	14,690,590	11,070,408	6,254,195	9,682,000	(1,388,408)	(12.5)
M316 Strategic Growth Fund	15,000,000	17,478,000	22,790,000	5,000,000	(12,478,000)	(71.4)
M317 Oper Costs New Cap	8,539,200	2,275,750	2,275,750	421,900	(1,853,850)	(81.5)
M319 DNA Reserve	113,025	113,000	113,000	113,000		
M320 Insurance Claims	4,550,600	4,693,000	6,504,503	4,736,000	43,000	0.9
M321 Ferry Replacement Reserve	1,300,000		2,533,500			
M322 New Cap Replace Res		1,000,000	1,000,000	1,000,000		
M323 InsuranceReimb.Claim			138,848			
M325 CCC Bedford South Reserve	450,000	90,000	90,000		(90,000)	(100.0)
M411 Oper Stabiliz Resrv	1,973,700					
M421 Service Improve Resr		100,000	100,000		(100,000)	(100.0)
M433 Waste Resource Cap R				7,978,000	7,978,000	
M461 Capital Fr Operating	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8.0
M471 Other Transfers	4,602,211	870,000	870,000	923,000	53,000	6.1
* Transfers to/fr Other Funds	68,627,360	60,155,050	69,950,901	56,379,900	(3,775,150)	(6.3)
M555 Parkade	1,554,100	1,700,000	1,891,334	1,900,000	200,000	11.8
M580 Fiscal Services	100					
* Non-Departmental Revenue	1,554,200	1,700,000	1,891,334	1,900,000	200,000	11.8
R756 Petpeswick Drive	3,600	3,600	3,600	3,600		
R757 Three Brooks Home Ow	41,400	41,400	41,400	41,400		
R758 Shag End Lot Owner	39,600	39,600	39,600	39,600		
R759 SW Grand Lake Prop	30,445	30,445	30,445	30,450	5	0.0
R769 River Bend HOA	7,550	7,550	7,550	7,550		
R786 Bald Rock Road Maint				5,800	5,800	
R787 SMCA Road Maint				43,200	43,200	
* Private Roads	122,595	122,595	122,595	171,600	49,005	40.0
** Total	264,092,123	255,160,442	271,357,369	269,816,600	14,656,158	5.7

Fiscal Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
M110 Debt & Interest Chg			4			
M122 HRWC Debt Charges	(1,335,506)	(1,017,000)	(12,126,665)	(11,675,000)	(10,658,000)	1,048.0
M530 Local Improvement Charges	(3,552,617)	(3,826,086)	(4,289,272)	(3,181,100)	644,986	(16.9)
* Debt Servicing	(4,888,123)	(4,843,086)	(16,415,932)	(14,856,100)	(10,013,014)	206.7
M230 Corrections Services	(6,343,347)	(4,924,683)	(4,857,387)	(6,427,000)	(1,502,317)	30.5
M240 Metro Housing Authority	(928,792)	(2,324,348)	(2,356,765)	(2,263,000)	61,348	(2.6)
M280 Mandatory Education	(97,903,050)	(99,370,524)	(99,376,567)	(106,248,000)	(6,877,476)	6.9
M288 Suppl Educ HRM-wide	(19,030,561)	(18,527,200)	(18,567,299)	(18,104,000)	423,200	(2.3)
M291 Fire Protection (Hydrants)				(11,945,000)	(11,945,000)	
M318 Prop Valuation Serv	(6,620,089)	(6,658,548)	(6,818,587)	(6,593,000)	65,548	(1.0)
* Transfers To Outside Agencies	(130,825,839)	(131,805,303)	(131,976,605)	(151,580,000)	(19,774,697)	15.0
M310 Other Fiscal Serv.	(410,465)	(500,000)	(1,479,370)	(790,000)	(290,000)	58.0
M311 Grants & Tax Concessions			(4,481)			
* Other Fiscal Services	(410,465)	(500,000)	(1,483,851)	(790,000)	(290,000)	58.0
M320 Insurance Claims			(3,490,035)			
M323 InsuranceReimb.Claim			(233,711)			
* Transfers to/fr Other Funds			(3,723,747)			
M510 Property Tax	(380,047,140)	(376,243,800)	(375,688,165)	(365,959,600)	10,284,200	(2.7)
M520 Deed Transfer	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11.1
M540 Grants in Lieu	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	6.6
M550 Own Source Revenue	(9,992,000)	(12,630,000)	(13,962,886)	(12,930,000)	(300,000)	2.4
M555 Parkade	(1,554,100)	(1,700,000)	(1,891,334)	(1,900,000)	(200,000)	11.8
M560 Unconditional Trans.	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	1.8
M570 Conditional Transfer	(41,158)	(41,000)	(41,000)	(41,000)		
* Non-Departmental Revenue	(453,476,496)	(457,607,800)	(465,552,957)	(453,577,600)	4,030,200	(0.9)
R756 Petpeswick Drive	(3,600)	(3,600)	(3,600)	(3,600)		
R757 Three Brooks Home Ow	(41,400)	(41,400)	(41,400)	(41,400)		
R758 Shag End Lot Owner	(39,600)	(39,600)	(39,600)	(39,600)		
R759 SW Grand Lake Prop	(30,445)	(30,445)	(30,445)	(30,450)	(5)	0.0
R769 River Bend HOA	(7,550)	(7,550)	(7,550)	(7,550)		
R786 Bald Rock Road Maint				(5,800)	(5,800)	
R787 SMCA Road Maint				(43,200)	(43,200)	
* Private Roads	(122,595)	(122,595)	(122,595)	(171,600)	(49,005)	40.0
** Total	(589,723,518)	(594,878,784)	(619,275,686)	(620,975,300)	(26,096,516)	4.4

Fiscal Summary of Expense and Revenue Type						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	3,072,141	3,267,578	2,528,445	4,130,000	862,422	26.4
6002 Salaries - Overtime			72			
6005 PDP Increases			1,420,726			
6054 Vacation payout			3,970			
6099 Other Allowances		200,000			(200,000)	(100.0)
6100 Benefits - Salaries			303,657			
6110 Vacancy Management	(3,500,000)	(4,500,000)	(9,629,375)		4,500,000	(100.0)
6152 Retirement Incentives	2,135,000	2,183,000	2,873,609	1,835,000	(348,000)	(15.9)
6154 Workers' Compensation			616			
6199 Comp & Ben InterDept			975,418			
* Compensation and Benefits	1,707,141	1,150,578	(1,522,862)	5,965,000	4,814,422	418.4
6201 Telephone			5,297			
6202 Courier/Postage			560			
6203 Office Furn/Equip			2,431			
6204 Computer S/W & Lic			3,620			
6207 Office Supplies			527			
6299 Other Office Expenses			64,676			
* Office			77,111			
6301 Professional Fees			56,940			
6302 Legal Fees			102,589			
6303 Consulting Fees			45,591			
6309 Litigation Disbursements			1,530			
6313 Investigative			3,079			
6399 Contract Services	34,550	35,600	128,814	35,000	(600)	(1.7)
* External Services	34,550	35,600	338,542	35,000	(600)	(1.7)
6499 Other Supplies			4,932			
* Supplies			4,932			
6607 Electricity			205	448,000	448,000	
6699 Other Building Cost			1,116,974			
* Building Costs			1,117,179	448,000	448,000	
6704 Equipment Rental			19,188			
* Equipment & Communications			19,188			
6802 Vehicle R&M			344,076			
6803 Vehicle Fuel - Diesel				13,000	13,000	
* Vehicle Expense			344,076	13,000	13,000	
6901 Membership Dues			1,528			
6902 Conferences and Workshops			2,692			
6903 Travel - Local			1,440			
6905 Training & Education			340			
6908 Medical Examinations			59,250			
6909 Cost of Sales	340,700	425,000	458,182	500,000	75,000	17.6
6912 Advertising and Promotion			500			
6917 Books and Periodicals			371			
6918 Meals			13			
6942 Management Fees			42,494			
6999 Other Goods and Services	11,724,699	2,464,580	523,255	1,138,000	(1,326,580)	(53.8)
* Other Goods & Services	12,065,399	2,889,580	1,090,064	1,638,000	(1,251,580)	(43.3)
7001 Interdept Equip Chg	100		(50)			
7002 Other Interdept Chg	88,017					
7006 Interdepartmental Revenues	87,700	88,000	87,700		(88,000)	(100.0)
7010 IntTrfr Insur Funds			106,856			
7011 Int Trf Record Check			(1,565)			
7099 Interdept Chargeback		200,000	369,173		(200,000)	(100.0)
9911 PM Labour-Reg			18			
* Interdepartmental	175,817	288,000	562,132		(288,000)	(100.0)
8010 Other Interest			14,374			
8011 Interest on Debentures	8,398,351	8,245,000	12,702,738	11,830,000	3,585,000	43.5
8012 Principal on Debentures	28,325,174	30,210,000	36,861,543	36,398,000	6,188,000	20.5
* Debt Service	36,723,525	38,455,000	49,578,655	48,228,000	9,773,000	25.4
8001 Transf Outside Agency	131,645,591	133,313,595	132,957,608	140,820,600	7,507,005	5.6

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
8002 Insurance Claims			1,034,059			
8003 Insurance Pol/Prem	4,550,600	4,321,000	2,371,344	4,364,000	43,000	1.0
8004 Grants	572,700	573,000	470,321	569,000	(4,000)	(0.7)
8005 Tax Exemptions	1,486,400	1,487,000	1,156,928	1,485,000	(2,000)	(0.1)
8006 Tax Concess Non Prof	2,726,700	2,977,000	2,812,490	2,985,000	8,000	0.3
8007 Tax Concess Commerci	668,100	768,000	433,104	716,000	(52,000)	(6.8)
8008 Transfer to/from Reserves	23,662,736	20,146,800	29,221,877	14,759,700	(5,387,100)	(26.7)
8009 Fire Protection	9,442,000	9,694,000	11,081,133	10,829,000	1,135,000	11.7
8014 Capital from Operating	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8.0
8015 Debenture Discount	280,288	340,000	339,354	299,000	(41,000)	(12.1)
8016 Provision for Allowance	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	(28.6)
8017 Bank Charges	302,000	330,000	330,059	330,000		
8024 Transf to/fr Capital	2,090,309	2,140,286	8,436,164	1,834,300	(305,986)	(14.3)
8026 Property Damage			57,706			
9000 Prior Year Surplus/Deficit	359,643	(784,297)	(8,125,122)	(4,210,000)	(3,425,703)	436.8
* Other Fiscal	213,385,691	212,341,684	219,748,354	213,489,600	1,147,916	0.5
** Total	264,092,123	255,160,442	271,357,369	269,816,600	14,656,158	5.7

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4001 Residential Property Taxes	(181,990,000)	(194,017,000)	(194,069,303)	(193,867,500)	149,500	(0.1)
4002 Commercial Property Taxes	(175,632,000)	(158,212,000)	(158,203,645)	(158,450,000)	(238,000)	0.2
4003 Business Occupancy Taxes	(5,079,000)	(4,759,000)	(4,755,619)	(3,986,000)	773,000	(16.2)
4005 Resource Property Taxes	(1,302,000)	(1,371,000)	(1,373,401)	(1,380,000)	(9,000)	0.7
4006 Recreational Non Profit		(14,000)	(14,533)	(15,000)	(1,000)	7.1
4007 Resource Forest Taxes		(43,000)	(42,388)	(42,000)	1,000	(2.3)
4008 Commercial Forest Taxes		(115,000)	(86,476)	(92,000)	23,000	(20.0)
4012 Fire Protection	(9,189,000)	(9,505,000)	(9,087,557)	(11,945,000)	(2,440,000)	25.7
4013 Business Occupancy Appeals	123,000					
4094 Allow Resid.Appeals	417,000					
4095 Allow Comm.Appeals	1,143,000					
4096 Allow Resource Appea	14,000					
4100 Deed Transfer Taxes	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11.1
4101 Capital Charges	(2,363,891)	(2,737,000)	(3,247,565)	(2,523,000)	214,000	(7.8)
* Tax Revenue	(403,858,891)	(403,163,000)	(410,182,652)	(408,300,500)	(5,137,500)	1.3
4200 Area Rate Revenue	(130,948,434)	(131,927,898)	(132,099,200)	(139,806,600)	(7,878,702)	6.0
4201 Area Rate LIC Residential	(933,796)	(784,892)	(755,285)	(562,700)	222,192	(28.3)
4202 Area Rate LIC Commercial	(254,930)	(304,194)	(286,421)	(95,400)	208,794	(68.6)
* Area Rate Revenue	(132,137,160)	(133,016,984)	(133,140,906)	(140,464,700)	(7,447,716)	5.6
4501 Tax Agreement - NSLC	(570,000)	(655,000)	(648,238)	(650,000)	5,000	(0.8)
4502 Tax Agreement - NSPI	(2,162,500)	(2,163,000)	(2,431,238)	(2,590,000)	(427,000)	19.7
4503 Tax Agreement - MT&T	(2,600,000)	(2,292,000)	(2,173,181)	(2,150,000)	142,000	(6.2)
4504 Tax Agreement -NAM	(6,440)	(7,000)	(6,744)	(7,000)		
4505 Tax Agreement - Impe	(3,608,000)	(3,608,000)	(3,608,000)	(3,800,000)	(192,000)	5.3
4506 Tax Agreement - Mari	(1,248,000)	(1,286,000)	(1,221,518)	(1,120,000)	166,000	(12.9)
4507 Tax Agreement - Heritage	(140,000)	(156,000)	(207,235)	(300,000)	(144,000)	92.3
4550 Tax Agreement - Other						
4551 Hfx Int'l Tax O-set	1,600,000	1,794,000	2,075,709	2,320,000	526,000	29.3
* Tax Agreements	(8,734,940)	(8,373,000)	(8,220,444)	(8,297,000)	76,000	(0.9)
4601 Grant in Lieu - Federal	(18,081,000)	(19,253,000)	(19,323,629)	(20,450,000)	(1,197,000)	6.2
4602 Grant in Lieu - Provincial	(6,029,500)	(7,336,000)	(7,063,717)	(7,700,000)	(364,000)	5.0
4603 Grant in Lieu-CPC	(627,160)	(686,000)	(679,173)	(680,000)	6,000	(0.9)
4605 Grant Lieu-Hflx Port	(1,894,000)	(1,749,000)	(1,757,857)	(2,425,000)	(676,000)	38.7
4606 Grant in Lieu - CBC	(297,000)	(339,000)	(287,740)	(306,000)	33,000	(9.7)
4607 Grant in Lieu - Via Rail	(167,000)	(167,000)	(127,237)	(135,000)	32,000	(19.2)
4608 Grant in Lieu - WCB	(118,000)	(137,000)	(135,876)	(135,000)	2,000	(1.5)
4609 Grant in Lieu - Citadel	(1,546,000)	(1,596,000)	(1,579,135)	(1,517,000)	79,000	(4.9)
4610 Grant in Lieu-NRC	(71,000)	(77,000)	(79,644)	(77,000)		
4650 Grant in Lieu - Other	(11,438)	(13,000)	(203,888)	(12,000)	1,000	(7.7)
* Payments in Lieu of taxes	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	6.6
4706 Uncond.Grant NS(oth)	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	1.8
4707 Public House. Amort.	(41,158)	(41,000)	(41,000)	(41,000)		
* Transfers from other Gov'ts	(3,041,158)	(3,291,000)	(3,470,509)	(3,351,000)	(60,000)	1.8
4801 Interest Revenue - Taxes	(2,510,000)	(3,700,000)	(4,702,678)	(4,600,000)	(900,000)	24.3
4802 Int. Rev. - Invest.						
4803 Int. Rev. - Cap.Chrg	(440,000)	(450,000)	(542,435)	(500,000)	(50,000)	11.1
4850 Interest Revenue - Other	(170,000)	(565,000)	(197,544)	(190,000)	375,000	(66.4)
4860 Investment Income	(512,000)	(1,435,000)	(1,490,602)	(1,100,000)	335,000	(23.3)
* Interest Revenue	(3,632,000)	(6,150,000)	(6,933,259)	(6,390,000)	(240,000)	3.9
4901 Parking Meters	(2,630,000)	(2,750,000)	(2,889,336)	(2,800,000)	(50,000)	1.8
5101 Parking Rentals	(1,554,100)	(1,700,000)	(1,891,334)	(1,900,000)	(200,000)	11.8
5204 Administration Fees			(167,051)			
5210 Sport and Fitness Revenue			(1,199,542)			
5216 Aquat.Rev.-Recreat.			(845,620)			
5219 Ice Rentals			(587,257)			
* Fee Revenues	(4,184,100)	(4,450,000)	(7,580,139)	(4,700,000)	(250,000)	5.6
5502 HRVC Dividend	(3,700,000)	(3,700,000)	(3,943,759)	(3,700,000)		
5508 Recov External Parti	(1,335,506)	(1,017,000)	(15,854,128)	(11,675,000)	(10,658,000)	1,048.0
5509 NSF Chq Fee	(10,000)	(10,000)	(20,630)	(20,000)	(10,000)	100.0
5600 Miscellaneous Revenue	(430,465)	(520,000)	1,143,436	(810,000)	(290,000)	55.8
5803 Transfer - General Rate	27,400	9,800	9,800	7,900	(1,900)	(19.4)
5804 Transfer - Urban Rate	155,400	155,400	155,400	162,000	6,600	4.2
* Other Revenue	(5,293,171)	(5,081,800)	(18,509,881)	(16,035,100)	(10,953,300)	215.5
** Total	(589,723,518)	(594,878,784)	(619,275,686)	(620,975,300)	(26,096,516)	4.4
Net Surplus/Deficit	(325,631,395)	(339,718,342)	(347,918,317)	(351,158,700)	(11,440,358)	3.4

Halifax Public Libraries

2012/13 Annual Budget

Mission: *Connecting people. Enriching communities. Inspiring discovery.*

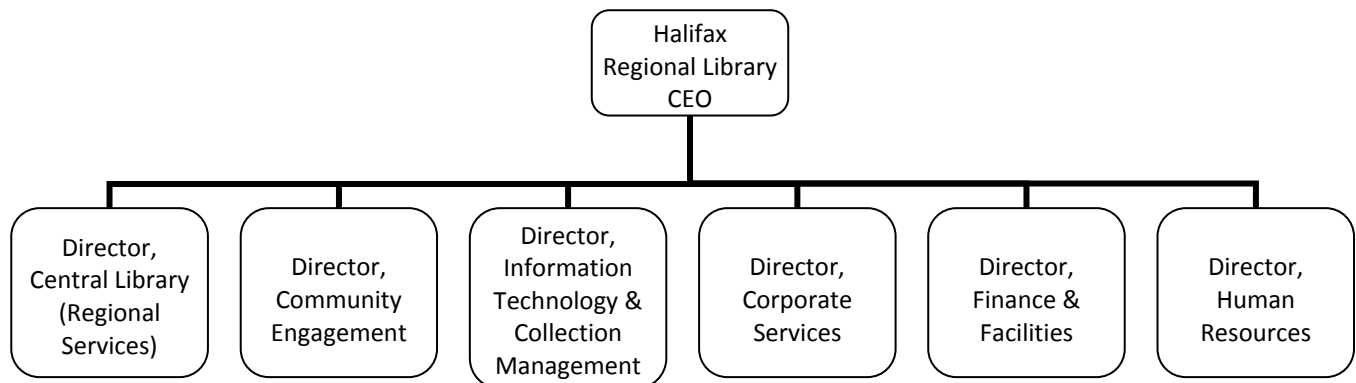
Vision: *Halifax Public Libraries: Where we shape the future together... Imagine the possibilities.*

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 in alignment with the strategic vision and mission, through its network of 14 branches, a website, books by mail and home delivery services.

A collection of nearly 1.1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, videos and audiobooks. As well, a range of programs for all ages are designed in collaboration with the communities served by each branch, including: reading development for children, puppet shows, homework help, teen volunteers, book talks and author visits, cultural and heritage events, income tax clinics, computer training and English language learning and literacy tutoring.

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



Funded Full Time Equivalent (FTEs):

	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs (includes full and part-time permanent positions)	290.75*	286.75 **	-4

* Previously approved in 2010-11 as part of Woodlawn Library Project and annualized in 2011-12.

** Reflects discontinuation of Mobile Library Service.

Business Unit Operating Budget Overview

Library Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	15,193,266	16,657,291	15,674,856	16,897,900	240,609	1.4
* Office	503,430	511,224	441,737	621,860	110,636	21.6
* External Services	200,400	245,534	316,671	584,170	338,636	137.9
* Supplies	105,800	108,800	104,334	108,800		
* Materials	27,100	27,100	5,542	2,100	(25,000)	(92.3)
* Building Costs	717,400	915,261	747,738	944,790	29,529	3.2
* Equipment & Communications	322,700	398,200	293,332	663,200	265,000	66.5
* Vehicle Expense	83,000	85,074	25,362	58,850	(26,224)	(30.8)
* Other Goods & Services	2,938,655	3,136,671	3,112,324	3,515,890	379,219	12.1
* Interdepartmental			375,661			
* Other Fiscal	760,800	760,800	1,386,098	(462,660)	(1,223,460)	(160.8)
** Total	20,852,551	22,845,955	22,483,654	22,934,900	88,945	0.4
Revenues						
* Transfers from other Gov'ts	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
* Fee Revenues	(513,201)	(513,201)	(530,875)	(513,200)	1	(0.0)
* Other Revenue	(11,800)	(11,800)	(293,339)	(12,800)	(1,000)	8.5
** Total	(5,310,801)	(5,310,801)	(5,659,414)	(5,361,200)	(50,399)	0.9
Net Surplus/Deficit	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2

* includes cleaning/janitorial contracts, snow/garbage removal, legal and audit services.

** includes training, utilities, travel, supplies, building maintenance, vehicles, transfers

Business Unit Service Area Budget Overview

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Library Summary by Expense & Revenue Types	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2
Administration-Library	(2,119,711)	(2,117,615)	(1,824,439)	(2,701,700)	(584,085)	27.6
Information Technology/Collection	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
Branch Libraries	15,059,980	15,284,509	14,375,858	15,435,920	151,411	1.0
Capital Transactions			(284,627)			
Restricted Funds - Central Library, Capital Campaign			(922)			
	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2

* incorporates Administration, Human Resources, Finance & Facilities, Corporate Services and regional services that cannot be readily allocated to specific locations.

Key Business Unit Metrics and Drivers:

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	72%	71%	73%	72%	74%
Expenditures per Dwelling	108.37	113.89	116.75	126.27	124.74
Library Materials	1,690,145	1,954,400	1,822,969	1,750,480	1,950,480
<i>Library Materials Expenditure as a % of Total</i>	8.94%	9.73%	8.74%	7.65%	8.51%
Facilities – leases	946,589	1,007,330	1,139,230	1,207,162	1,232,332
Technology	846,130	495,312	339,611	610,040	590,040
<i>Technology Expenditure as a % of Total</i>	4.48%	2.47%	1.63%	2.66%	2.58%
Training	114,883	102,322	115,024	51,669	91,669
<i>Training Expenditures as a % of Total</i>	0.79%	0.68%	0.74%	0.29%	0.52%

Library Materials Expenditure as a % of Total

- Pressure for higher overhead costs and decreased budgets means that library materials makes up a smaller percentage of the Library's overall budget expenditure - from 8.94% in 2008-09 to 8.51% in 2012-13 -keeps Halifax Public Libraries below the Province's lowest grade standard (C) at 10% and the national average of 10.89% identified by the Canadian Urban Library Council. The increase in 2009/10 was a result of OCC for the expanded Woodlawn branch. The intent is to allocate funds in 2012/13 will begin to make up for the cumulative loss over the last number of years.

Technology Expenditure as a % of Total

- A critical piece of the Library's infrastructure and public service delivery, technology presents as almost the lowest percentage expenditure at 2.58%. As a result of budget decreases since 2008/09, it was necessary to realign budgets to address technology needs each year. Employing innovative processes will attempt to address ongoing budget deficiencies.

Major Achievements in 2011/12

- Fulfilled commitment to transfer \$1.7 million to Central Library Reserve account from operating.
- The Central Library design was approved by the Design Review Committee in August; construction is now underway.
- Capital Campaign Steering Committee established to fundraise an additional \$1.7 million towards the Central Library project.
- Sackville Public Library refurbished with new carpet and paint, redesigned Information desk, Apple laptop lab, study rooms, revamped children's and teens areas and an additional self checkout machine.

- Library and Archives Canada grant approved for 'Lest We Forget' Pilot; national program launch at Spring Garden Library in November in conjunction with the Nova Scotia Legion.
- Partner in BARA (Borrow Anywhere, Return Anywhere) service, with Halifax-area universities, the Nova Scotia Community College, and other Nova Scotia public libraries, is now implemented throughout the province.
- Successfully negotiated a three-year collective agreement with NSUPE, Local 14, with the new agreement ending March 31, 2014.
- Master Facilities Plan Study underway to provide direction for next 5 and 10 years
- Additional transfer to Central Library Capital Reserve; 2011-12 balanced budget.
- Reorganized management structure.

Key Challenges and Opportunities in 2012/13

The following challenges and opportunities will have an impact on the Business Unit in the 12/13 fiscal year.

Opportunities and Challenges with Community-wide Impact:

Opportunities:

- **Central Library Project:** Funding commitments from both the Federal and Provincial levels provide \$31 million in support of the Central Library; Municipal and Library Board funding provides the balance required for completion. The extensive public consultation program launched in 2010/2011, built on the Building Program developed by HOK through consultations in 2008 and HRM by Design urban design principles. The public consultations made it clear that the community strongly supports the Central Library vision and the role of the Library as a cultural hub, community meeting place and resource for culture and learning. The Central Library speaks to quality of life initiatives, the revitalization of the downtown and economic prosperity with the power to draw families and individuals into the centre core. The Central Library provides an opportunity to create a focal point, sparking other initiatives and is a tangible demonstration of civic pride and confidence for both the municipality and the province. In 2011-12, the Central Library construction plans were approved by the HRM Design Review Committee. In 2012-13, the interior design will be finalized to support the library services and programs. The Capital Campaign will be launched to fulfill the Library Board's commitment towards construction costs and potentially achieve an amount towards enhancing the Library's collections.
- **Civic Engagement:** The Central Library project provides opportunity for meaningful civic engagement. The public dialogue, begun during the Public Lands Plan consultations continued through the development of the Central Library Building Program and Building Design Phase, provided extensive opportunities for public engagement. The public consultation process employed in the building design phase is a model for civic engagement. The result is a design concept that has generated intense public interest, support and excitement. Early in 2012-13 the final design plan will be rolled out to the public encouraging their review and input into how they will use this new Library facility.

The Library also continues to engage the community through new partnership initiatives at branches throughout the municipality and through its Community-Led service development.

- **Public Image:** The Halifax Public Libraries is a highly respected and valued service provider. The Library's public image and reputation for Community-Led service development and programming has been carefully fostered. Public response and use of the service indicates that the right things are being done. The Central Library project provides the opportunity to further enhance the image of the Library and HRM on the national and international stage as a leader in innovation, culture, learning and sustainable development. The new Woodlawn Public Library completed in 2010 makes the Halifax Public Libraries a showcase for modern technology; from large screen TVs, to an information portal, to portable computer labs, to gaming and media centers, the community is exposed to the latest in technology. The Woodlawn Library also features a 100 seat auditorium for programming and community events. Refurbishment to the Sackville Library in 2011 furthers the image of the Library as an innovator and community hub offering Apple labs, teen gaming and study rooms.
- **Support to Corporate Outcomes (Diverse Lifestyle Opportunities and Well-Planned and Engaged Communities) and Initiatives (Immigration Strategy, Economic Strategy, Cultural Plan, and Community Development):** The Library has the expertise and organizational will to assist HRM in advancing corporate

policy. The Library, with a network of community branches, can play a key role in service delivery. Libraries are experienced in providing a welcoming environment for people of diverse backgrounds, assisting in the integration of new residents into Canadian society and fostering cultural understanding. Cultural programs, performance venues and life-long learning opportunities support the cultural plan. Online access to community resources and cultural events, through archived web and podcasts, expand the availability of these events to people across the HRM who cannot attend them in person.

Libraries further economic development, serving as anchors generating foot traffic to support surrounding commercial development and supporting the image of the community as vibrant and engaged. Staff provides training, and the library provides online access to small business resources off-site, expanding the availability of resources to partners to make full use of Corporate Initiative resources beyond library hours and outside the walls of the library buildings. Halifax Public Libraries work collaboratively with communities to support and develop community strengths and initiatives.

- **Community Development:** The Library is exploring a range of opportunities to engage the public in service development and delivery. Asset mapping is assisting in understanding the needs of immigrant and First Nations communities. Information gathered from this process will be used to define the best role for the library in meeting the needs of communities. Community-Led service development engages communities in development and delivery of library services resulting in more targeted service and strengthened community partnerships. The Library is also increasingly viewed as a place for meeting and connecting with others. Programs and facilities are being designed to maximize these opportunities and build strong communities. The Library works with over 300 partners and supports partnered grants in a range of community development initiatives.
- **Technology:** In a global information society, libraries bridge the digital divide and foster modern learning. Library C@P sites, public access computers, assistive technology, mobile technology, information technology learning centres, gaming and media centres, wireless access and staff expertise help individuals connect and learn the skills needed to use and integrate technology in daily life. Online learning and distance education are the new learning paradigms. Through modern tools such as interactive whiteboards, podcasting, and Skype the library is poised to be a facilitator of this new education delivery system. Open source software continues to gain acceptance and support. Libraries have often been tethered to expensive commercial software solutions. Open Source solutions are now deployed and functioning in libraries all over the world. The library is and will continue to benefit from open source solutions that allow both control of destiny and costs.
- Inventory management including Automated Material Handling solutions are maturing into complete solutions. From Radio Frequency Identification (RFID) tags on library material, to self check out and check in, to enhanced security, reduced costs, and a better user experience, inventory management will revolutionize the library. In 2012-13, RFID will be implemented readying the Library's materials collection for the installation of an automated materials handling system over the next few years.
- The new library is online. Society now demands service availability where they want it, when they want it. From intelligent catalogue search, to social media, to mobile access, to fine and fee payment, the 24 hour online library is having an important impact, one that continues to explode. Tools like Facebook and Twitter are as commonplace as smart phones. The library continues to use these tools throughout its service delivery models and programs. An example of the library expertise and involvement was in hosting the fourth annual Podcamp Halifax which built on the success of the previous three events. A Podcamp is an open community gathering for new and social media enthusiasts and professionals including bloggers, podcasters, social networkers, and anyone curious about new media to share and learn.

- **New Partnerships:** As a trusted and valuable community partner, the Library continues to seek out partners throughout HRM to provide innovative programming that builds interest and commitment to the rich culture and learning opportunities of our increasingly diverse community. The Library also continually seeks out partners to develop and strengthen service delivery to the diverse communities of HRM.
- **Collections:** With the continuing acceptance and explosion of online digital media lending, and the remarkable growth of e-book readers, the library is in the forefront of unique change. As public interest and demand continues to grow, the library will grow with it. Online collections continue to expand and add to the user experience.

Intelligent Google-like searching is further unleashing the potential of the collection and provides a more rewarding and engaging experience. Users demanded this; the library responded appropriately.

Challenges:

- **Infrastructure Gap / Deteriorating Infrastructure:** The Library Master Facilities Plan provides the blueprint for short and long term development. In 2012 the updated Plan will be completed to address the needs of growing and changing communities. Development of this plan ensures that the Library is aligning its capital projects to meet the priority needs of HRM residents. Implementation of the Plan recommendations for the next 5-10 years will face competing priorities for capital funding.
- Library service is delivered through 14 facilities, many that are leased, that vary in quality and condition. Through the Facilities Review and Inventory, prepared in conjunction with HRM Infrastructure & Asset Management (IAM), deficiencies and repair needs were identified. A continuous improvement and refurbishment program continues to be needed to address aging infrastructure and provide the public with attractive, healthy spaces. The gap in funding for re-capitalization of existing buildings has been calculated at \$350,000 per year.
- **Service Demand:** The Library cannot respond to ongoing petitions for more hours of service at existing locations and requests for system expansion and new services. During the last 5 years, circulation has increased by 4.75%, program attendance by 16% and overall transaction volume by 13%. The resource base of staff, collections and technology has generally not kept pace. This stress on the system results in longer turnaround times for public access, generates backlogs and pressure on materials' handling systems.
- **Rural Service:** The Library continues to experience consistent demand for increased open hours in its rural branches, as well as requests for additional branch locations. It is an ongoing challenge to provide full service in all areas of HRM. With the elimination of funding in 2012-13 to support the Mobile Library service, the rural and suburban communities now receiving this service are being transitioned to alternative service delivery of branches or Books by Mail service.
- **Demographics:** Population growth and change have a direct impact on the Library. The oldest baby boomers turned 50 in 1996-97. A boomer turns 50 every 7.5 seconds and became the majority of the 50-74 Canadian age group in 2005. Baby boomers are 'book' people and fuel the demand for traditional service. Boomers continue to dominate government and private sector organizations and their needs and interests in good measure determine service. The 2011 census data has recently released indicates that the HRM population has increased by 4.7% to 390,328 people. As further data is released, analyzing the distribution of this growth, as well as, changes in age group will impact future service delivery decisions. Addressing the needs of all target groups is essential in keeping and attracting a younger demographic to the area while balancing the needs of an older, aging population.

HRM is also supporting an increasingly diverse community. Diversity is reflected in many ways including: culture, income, geography, age, and education. The Library is aware that its service response needs to reflect this

diversity and is incorporating community development approaches in addressing the need for service change and in working effectively with its partners.

- **A demand for community connections:** Residents are increasingly looking to the Library to provide locations and opportunities to connect with others. They want to connect in our branches, in programs and online through social networking. The Library has to consistently review its service delivery to ensure that these opportunities are maximized in all new and redesigned service options. This requires staff time to work with the community and design services, training budgets to allow staff to build capacity, as well as, funding for capital renovations. Innovation also impacts buildings as public demand increases for quality public spaces to access technology, meet with community members, or take part in life long learning opportunities. New branches and renovated branches have experienced increased use and positive response from their communities.
- **Innovation / Technology:** Continuous improvement and innovation is increasingly challenging without the “seed money” required. The Library continues to face pressure to provide innovative, timely services to an increasingly tech savvy community. Ever-expanding technologies such as wireless, the digital explosion, Google, e-learning, e-books, downloadable audio books and movies, gaming and self service options are raising the bar as patrons expect fast, sophisticated solutions. However, reductions to the technology budget over the last 3 years have created a challenging environment for technology renewal. Reallocating dollars within the 2012-13 budget to technology will allow the library to deploy the right technology at the right time.
- **Collections:** Halifax Public Libraries compares negatively to other Canadian Libraries of similar size in terms of per capita expenditure on library materials - the current survey by the Canadian Urban Libraries Council reveals that on a per capita basis, Halifax continues to fall below the national average.

Serious deficiencies in the collection will result in a range of service impacts including fewer materials and an aging collection available to the public, limited ability to provide a diverse collection, increased waiting lists and wait times, and the inability to meet requests for purchase. Reduced budgets in the last 2 years require that dollars be reallocated to collections this year in order to begin to recover from the impact of cumulative loss.

- The ongoing demand for online content, particularly ebooks has made publishers take notice as they increase their prices and reduce selection making it more challenging to respond to an ever increasing demand for this format by our library customers.

Challenges with Service Delivery

Challenges:

- **Budget Planning Framework:** The Library cannot meaningfully develop strategic plans in an atmosphere of funding uncertainty. The Province has not implemented changes recommended in the provincial funding formula review which would increase dollars based on per capita funding. The provincial grant for 2012-13 is frozen at the previous year’s level without adjustment for population growth in HRM. In this financial environment, it is challenging to advance service.
- **Succession Planning / Training and Development:** A reduction in 2011-12 to funding for staff training and development and succession planning placed a further burden on an already inadequate budget to ensure skill development and preparation of employees to take on more senior responsibilities or key roles within the Library. In 2009/10 an 18-month leadership program for librarians and managers was self-funded through 2011. The Library was not able to continue this program in 2011-12 due to the reduced budget; other, further initiatives will

be dependant on the Library's ability to reallocate funds amongst other competing needs requiring training dollars in 2012/13.

While succession planning is a corporate priority, the Library is making little progress in this important area. Many organizations have identified succession planning as a key tactic to address the impending labour shortages. The Library requires more than just having enough bodies to fill future vacancies. The challenge is to find a way to transfer the knowledge and talent to the succeeding generation of workers. In order for a comprehensive Talent Management Program to be implemented, regular training and professional development opportunities must be available, encouraged and funded. Innovation is an ongoing part of service delivery; if the Library is to continue to be innovative implementing programs and services effectively through its staff, a greater investment in training and effective change management for staff, at all levels, is crucial. This investment in training also serves as an investment in staff recruitment and retention as staff and potential recruits are placing increasing value on a workplace that fosters learning, growth and professional development.

Service Area Opportunities and Challenges

The inter-relation and inter-dependency of the Library's three service areas – Branches / Public Service, Information Technology / Collection Management and Administrative Services – are such that opportunities and challenges that impact one area will directly impact the other. This is especially the case in Branches / Public Services, which is the public interface of all inputs; opportunities in collections, technology, etc will positively impact Branch / Public Services by enhancing customer satisfaction, increasing visits, circulation and program attendance, etc; at the same time, challenges in these areas will have the opposite negative effect.

Opportunities and Challenges impacts:

- The completion of the of Master Facilities Plan will provide the opportunity to delivery service in communities according to growth, service needs and identified criteria. However, the implementation of the Plan over time will be dependant on funding being made available amidst competing priorities.
- The Library cannot respond to ongoing petitions for more hours of service at existing locations and requests for system expansion and new services. The rural communities of Musquodoboit Harbour, Sheet Harbour and Hubbards continue to request expanded hours at their branches as existing budgets permit only half of the hours of service of suburban and urban branches.
- New formats such as e-books and new technologies, such as RFID, allow for the implementation of innovative services to address customer demand and efficiencies. However, downward spiralling of collection budget can result in collection deterioration and consequently customer dissatisfaction as customer expectations, needs and demands continue to grow, along with population increases.
- The ability to adequately address much needed repairs and upgrade to facilities is challenging with overall budget uncertainty; the repairs and upgrade are necessary for increased functionality and customer comfort.
- With the training budget not maintained at an appropriate level, the Library's ability to recruit, develop and maintain employees is negatively impacted and resources strained.

12/13 Business Unit Service Level Changes

Increases In Services / New Initiatives:

- None

Decreases In Services / Operational Pressures (OP):

- Mobile Library service eliminated

Expected Services Not Being Delivered:

- No expansion of the system in response to demand
- No expansion of service hours in response to demand
- No recovery from cumulative loss in library materials budgets
- No possibility of implementing alternative delivery mechanisms in rural areas

2012/13 Service Area Plans

Public Library Service is delivered to residents of HRM through the integration and coordination of three broad service areas – Branches / Public Services, Information Technology / Collection Management and Administrative Services (Human Resources, Finance & Facilities, Corporate Services and Administration) Library collections, programs and services are developed and delivered collaboratively with the communities each branch/library outlet serves.

Branches / Public Services

Public library service is provided to residents of HRM via fourteen (14) branches, Books by Mail and Home Delivery Services, with annual visits of 2.3 million in-person and 1.4 million on-line. Currently 46% of HRM residents have a library card; this compares favourably to the national average of 44%.

Services Delivered:

- Borrowing / lending services, including interlibrary loans which allows residents allows you to borrow materials from other lending libraries in Nova Scotia and across Canada.
- Books by Mail to residents who live outside the service area of an outlet
- Home Delivery to residents who are unable to visit a library branch due to physical or visual disability, a long-term illness, or caregiver responsibilities
- Delivery services facilitate daily distribution of library materials between library outlets in the region
- Communications and Marketing - an integral part of library service delivery is promoting library collections and programs via the Library Guide and website; facilitates and promotions planning and special events management.
- Programs
- Reference, Information, Readers Advisory
- Genealogy services
- Literacy Upgrading and English Language Learning tutoring services for adults and Reading Support for children.

- Meeting space, available in many library outlets, are popular community resources, with 4,145 bookings by non-profit and for-profit groups, HRM and the Library itself
- Community building through community-led service

Over 20,500 volunteer hours are donated by adults and youth annually. Following a community-led model, the library partners with over 300 community groups fostering learning, community development and engagement. Programs for all ages are delivered, including children's storytimes, school visits, teen programs, computer learning, book clubs, heritage events, public lectures, income tax clinics, and seniors and family drop-ins. Over 125,000 residents attended more than 5,300 programs in 2011-12.

Branches / Public Services Budget Overview

Branch Libraries Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	11,737,466	13,108,136	12,243,488	13,127,010	18,874	0.1
* Office	167,320	173,470	162,859	181,470	8,000	4.6
* External Services	141,400	186,534	257,974	211,130	24,596	13.2
* Supplies	20,900	23,900	19,901	23,900		
* Materials	27,100	27,100	5,132	2,100	(25,000)	(92.3)
* Building Costs	676,500	875,361	747,341	901,140	25,779	2.9
* Equipment & Communications	57,600	58,100	75,319	132,100	74,000	127.4
* Vehicle Expense	63,600	66,279	22,358	38,350	(27,929)	(42.1)
* Other Goods & Services	2,675,195	1,272,730	1,026,848	1,312,820	40,090	3.1
* Interdepartmental			351,809			
* Other Fiscal			(685)	13,000	13,000	
** Total	15,567,081	15,791,610	14,912,344	15,943,020	151,410	1.0
Revenues						
* Fee Revenues	(505,301)	(505,301)	(527,295)	(505,300)	1	(0.0)
* Other Revenue	(1,800)	(1,800)	(9,191)	(1,800)		
** Total	(507,101)	(507,101)	(536,486)	(507,100)	1	(0.0)
Net Surplus/Deficit	15,059,980	15,284,509	14,375,858	15,435,920	151,411	1.0

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	74.9%	74.9%	85.4%	82.9%	83.1%
Circulation per Capita	12.95	12.73	13.22	12.98	13.25
Visits per Capita *	9.67	9.54	9.98	10.04	10.25
Total Transactions per Capita	28.04	27.87	28.98	28.77	29.75

* incorporates visits at outlets, to the website and to Tele-access service

Branches / Public Services Opportunities and Challenges

See page J10

2012/13 Branches / Public Services Key Deliverables

The following Goals and Objectives have been developed in alignment with the Halifax Regional Library Board Strategic Plan and the Corporate Outcomes of Diverse Lifestyle Opportunities and Well Planned and Engaged Communities. Deliverables for this year have been identified for each objective and are supported by service plans for this area.

	<p>Halifax Public Libraries Strategic Plan Goal: The Central Library reflects and engages the Municipality's imagination and aspirations.</p> <p>HRM Community Outcome Area Objectives: <i>Diverse Lifestyle Opportunities: 2.4 / Well-Planned and Engaged Communities 2.1 (Consult with stakeholders to review service standards and processes and collaborate to implement efficient and effective Service Delivery Models that continue to meet diverse community needs.)</i> <i>Diverse Lifestyle Opportunities 3.2 (Ensure the Regional Centre has a range of cultural, entertainment and leisure facilities)</i> <i>Diverse Lifestyle Opportunities 4.2 (HRM will strategically invest in its local creative and entertainment sectors to attract and retain a creative class and build its image as a creative city.)</i></p>
Deliverable	<ul style="list-style-type: none"> • Demonstrate the value of the Central Library to the residents of HRM. <ul style="list-style-type: none"> ○ Transition plans for service delivery for the Central Library and the community branch network. • Select public art for the new Central Library.
Deliverable	<ul style="list-style-type: none"> ○ Art selected as Public Art process. <p>HRM Community Outcome Area Objectives: <i>Diverse Lifestyle Opportunities 2.4 / Well-Planned and Engaged Communities 2.1 (Consult with stakeholders to review service standards and processes and collaborate to implement efficient and effective</i></p>

<p>Deliverable</p> <p>Deliverable</p> <p>Deliverable</p>	<p><i>Service Delivery Models that continue to meet diverse community needs.)</i></p> <ul style="list-style-type: none"> • Ensure effective community engagement and communication throughout the design development and construction phase of the Central Library project. <ul style="list-style-type: none"> ○ Central Library Memorial plans developed in partnership with the Nova Scotia / Nunavut Command, The Royal Canadian Legion. • Refine staffing model for Central Library. <ul style="list-style-type: none"> ○ Central Library staffing Model in place. <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 3.1</i> (Strategically invest in culture, recreation and learning experiences for the Regional Centre) <i>Diverse Lifestyle Opportunities 3.2</i> (Ensure the Regional Centre has a range of cultural, entertainment and leisure facilities)</p> <ul style="list-style-type: none"> • Complete Central Library (interior design) furniture and fixture plans in alignment with Interior Design Plan <ul style="list-style-type: none"> ○ Interior Design plan in place.
<p>Deliverables</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> The Library is a community-centered system that fosters social understanding and cooperation among the diverse communities of the Municipality.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 1.3 / Well-Planned and Engaged Communities 2.2</i> (Develop strategies for social/functional infrastructure and services consistent with population shifts, community diversity and growth patterns as set out in the Regional Plan) <i>Diverse Lifestyle Opportunities 2.4 / Well-Planned and Engaged Communities 2.1</i> (Consult with stakeholders to review service standards and processes and collaborate to implement efficient and effective Service Delivery Models that continue to meet diverse community needs) <i>Diverse Lifestyle Opportunities 2.6</i> (HRM will increase opportunities for unstructured activities, cultural enrichment and learning.) <i>Well-Planned and Engaged Communities 4.2</i> (Encourage, support and recognize HRM's volunteerism.)</p> <ul style="list-style-type: none"> • Create accessible environments and opportunities for diverse communities and organizations to connect, create, and exchange ideas. <ul style="list-style-type: none"> ○ Phase II of the Service to Immigrants Plan including availability of library promotional materials in other languages. ○ A regional universal access plan developed in collaboration with community partners (e.g. Nova Scotia Universal Library Access Committee / HRM Advisory Committee for Persons with Disabilities). ○ Plans for preschool / early learning areas (Imagination Stations) developed and implemented. ○ Service to First Nations Communities' plan implemented. ○ Continue to provide, review and support volunteer opportunities for adult and youth to ensure ongoing high standards of service and a rewarding volunteer experience. • Strengthen our community networks, leverage staff community connections, pursue new partnerships,

<p>Deliverables</p>	<p>and create an inclusive community process.</p> <ul style="list-style-type: none"> ○ Continue to develop, implement and integrate the Community-led service model through internal capacity building, partnerships and service development. ○ Digital asset management system (dSpace) pilot concluded with community partner Mainland South Heritage Society. ○ A regional cultural programming model that reflects the new community-led focus and also addresses special needs of the Central Library. <ul style="list-style-type: none"> ● Review and revise policies as identified in alignment with customer service needs and the Strategic Plan. <p>Deliverable</p> <ul style="list-style-type: none"> ○ A Circulation Policy review. ● Design a sustainable service delivery model/ plan for rural communities.
<p>Deliverables</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Lead creative initiatives that connect, enrich and inspire discovery.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 2.6 (HRM will increase opportunities for unstructured activities, cultural enrichment and learning.)</i></p> <ul style="list-style-type: none"> ● Identify and develop services in non-traditional ways and in non-traditional places to meet communities where they are. ○ Ongoing development and implementation of a responsive Readers’ Services (RS) online presence. ○ Introduction and promotion of online services to students with a focus on homework help and reading resources. ● Implement the revised teen reading strategy. ● Develop an external signage plan. ● Continue to implement plan for Library and Archives Canada (LAC) “Lest We Forget” Pilot.
	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.</p> <p><u>EMT Priorities:</u> <i>Excellence in Service Delivery</i></p> <ul style="list-style-type: none"> ● Collaborate with HRM and the Province of Nova Scotia, maintaining a working relationships to support delivery of library service and residents of HRM.

Information Technology and Collection Management

Information Technology and Collection Management provides the infrastructure to support the delivery of library service throughout the region.

Services Delivered

- A sophisticated **Integrated Library System (ILS)** supports a library materials database (catalogue), customer database and community resources database of clubs, organizations and continuing education courses across HRM. Discover, the Google-like search tool, provides HRM residents with one place to search the Library's catalogue, databases and community resources. This is a specialized tool comprised of the following modules:
 - circulation system (check-in, checkout functions)
 - borrower registrations and fine payments
 - telephone circulation (an interactive voice response system that enables borrowers to use a phone to review accounts and renew items)
 - acquisitions (online purchasing, ordering, receiving and tracking of library materials), cataloguing system (bibliographic record creation, updating and deletion. There are roughly 30,000 new title and 90,000 new items added each year.)
 - online catalogue (the public web interface to the catalogue, a place where people discover materials of interest, place requests, review accounts, renew items, see what is new and explore. There are over 100,000 catalogue visits every month.)
 - email notification system (generates email overdue notices, holds notices and alerts users in advance that items are coming due. There are approximately 4,000 email notices sent every day.)
 - computer reservation system (enables the public to book a computer for use in an outlet. There were almost 500,000 computer bookings last fiscal year.
- The Library website (halifaxpubliclibraries.ca) acts as a remote branch in itself. Public access technology is available through the website, databases, wifi and computers in outlets
 - In 2011-12, residents made 1.4 million visits to the library's website, logged over 250,000 hours on outlet computers and logged into the wifi network 90,000 times.
- **Collections**, in a broad range of formats for all ages, can be borrowed from and returned to any library across the region. The composition of the collection is customized to reflect an outlet's community. Collections are also provided for reference and tutoring and have moved beyond the borrowing of physical items to the availability of electronic formats – downloadable ebooks and video and audiobooks.
 - The collection consists of nearly 1.1 million items; the circulation of this collection is 4.8 million annually, with 1.2 items placed on reserve by residents.
 - The expenditure for library materials represents 8.51% of the total budget. While a core element of library service, as budgets are decreased, this is the budget line that mainly absorbs the loss. In 2012-13, the hope is to begin to recover from cumulative losses resulting from decreases in past years.
- The **information technology** environment at Halifax Public Libraries is complex and deployed throughout the region. From highly specialized library applications to open source solutions, to partnerships with the Province, to

a website with over 5000 hits per day, the library provides the best possible experience and most efficient service for the residents of HRM.

- Providing **innovative solutions** to enhance the customer experience in cost-effective ways is always a priority. In 2012-13, the Library will begin implementation of RFID to create a more efficient inventory of library materials and lay the framework for implementation of an automated materials handling (AMH) system in the following year. This will be a phased plan, introducing AMH the system with the opening of the Central Library to be introduced later throughout the system in high-circulation outlets to improve material turnaround to the customer.

Information Technology and Collection Management Budget Overview

Information Technology/Collection Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	1,968,800	2,008,670	1,878,045	2,095,250	86,580	4.3
* Office	179,010	179,010	132,411	188,650	9,640	5.4
* External Services	12,000	12,000	5,672	12,000		
* Supplies	82,000	82,000	82,218	82,000		
* Building Costs			22			
* Equipment & Communications	261,100	336,100	516,679	511,100	175,000	52.1
* Other Goods & Services	98,571	1,750,480	1,903,303	1,950,480	200,000	11.4
* Interdepartmental			18			
* Other Fiscal			40,000			
** Total	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
Revenues						
* Other Revenue						
** Total						
Net Surplus/Deficit	2,601,481	4,368,260	4,558,369	4,839,480	471,220	11

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	59.5%	66.4%	45.7%	44.8%	44.6%
<i>Library Materials Expenditure per Capita</i>	4.73	4.82	4.60	4.69	4.99
# Catalogue Log-ins	1,280,329	1,255,133	1,290,302	1,342,485	

Information Technology and Collection Management Opportunities and Challenges

See page J10

2012/13 Information Technology and Collection Management Key Deliverables

The following Goals and Objectives have been developed in alignment with the Halifax Regional Library Board Strategic Plan and the Corporate Outcomes of Diverse Lifestyle Opportunities and Well Planned and Engaged Communities. Deliverables for this year have been identified for each objective and are supported by service plans for this area.

Deliverables	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Lead creative initiatives that connect, enrich and inspire discovery.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 2.6 (HRM will increase opportunities for unstructured activities, cultural enrichment and learning.)</i></p> <ul style="list-style-type: none"> ● Identify and develop services in non-traditional ways and in non-traditional places to meet communities where they are. <ul style="list-style-type: none"> ○ Media Centre service delivery plan for the Central Library. ○ The website plan reviewed and refined to enhance our ability to engage an ever-growing segment of customers. ○ Remote access to Horizon database to provide staff access to the catalogue and enable remote registration. ○ Emerging Technology Plan. ● Review Service Plans for technology. <ul style="list-style-type: none"> ○ Update technology service plans.
Deliverables	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Demonstrate accountability and stewardship to ensure sustainability while building our capacity.</p> <p><u>EMT Priorities:</u> <i>Fiscal Responsibility</i> <i>Excellence in Service Delivery</i></p> <ul style="list-style-type: none"> ● Effectively manage and safeguard library resources and plan for, maintain, and replace assets as necessary. <ul style="list-style-type: none"> ○ eBook service adapted / aligned with trends. ○ Centralized selection of adult materials. ○ Collections Management process review including library materials budget process and allocation and implement according to plan. ● Develop and implement automation initiatives to improve customer service. <ul style="list-style-type: none"> ○ Wifi footprint of Spring Garden and Halifax North libraries expanded. ○ Maximize Aquabrowser enhancements. ○ Public computer booking software and policies / procedure reviewed for improved service. ○ GroupWise conversion to Microsoft Outlook. ○ Plan implementation for RFID (Radio Frequency Identification) and AMH (Automated Materials Handling) systems.

Administrative Services

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

Services Delivered

- **Finance and Facilities** division ensures the appropriate implementation of all finance and facilities processes in a manner that supports customer services, is cost-effective and is coordinated with all branches and departments. The department encompasses all the finance functions as well as the facility functions. It ensures funding levels and facility maintenance are adequate to support the various programs and initiatives provided by the library system and that all public service needs are being met. The department works in synergy with all HRM departments covering these areas.

Consolidation of all finance and facilities functions helps to ensure timeliness, efficiency and relevance in the library operations. Key functional areas include financial planning and analysis, financial reporting, procurement, facility condition and effectiveness, asset management and budgeting.

- **Human Resources** management provides Payroll and HR programs and services for approximately 403 employees in all Branches and Departments. The Department also provides payroll support for approximately 25 Grant workers and oversight for 375 volunteers. Key functional areas include: labour & employee relations, occupational health & safety, training & development, recruitment & selection, organizational development and compensation, benefits & recognition.

The Library presently shares services with HRM to reduce duplication of resources, reduce costs and benefit from economies of scale by participating in: the HRM Pension Plan, Flex Benefits, SAP/HRIS and Corporate Training.

- **Corporate Services** encompasses a number of management services to facilitate processes, planning, conduct research and carry out the analysis of management information in support of system-wide library service development and delivery. These services are provided to and for the Halifax Regional Library Board, Library management and all Library branches and departments who are viewed as the internal client. The consolidation of these outcome areas in one Library department ensures centralized and consistent process management, performance analysis and reporting, reduces duplication at the Branch and department level and creates overall efficiencies and consistency.
- **Library Administration** provides administrative support services to the Library Board, CEO, Senior Management Team and all managers across the Library system. This is the only administrative support division in the Library system.

Administrative Services Budget Overview

The budget for this area also includes regional services that cannot be allocated to specific locations.

Administration-Library Summary by Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	1,487,000	1,540,485	1,388,692	1,546,020	5,535	0.4
* Office	157,100	158,744	139,689	156,740	(2,004)	(1.3)
* External Services	47,000	47,000	23,258	125,000	78,000	166.0
* Supplies	2,900	2,900	2,216	2,900		
* Materials			3			
* Building Costs	40,900	39,900	318	43,650	3,750	9.4
* Equipment & Communications	4,000	4,000	443	10,000	6,000	150.0
* Vehicle Expense	19,400	18,795	3,004	20,500	1,705	9.1
* Other Goods & Services	164,889	113,461	159,504	247,590	134,129	118.2
* Interdepartmental			23,816			
* Other Fiscal	760,800	760,800	1,299,200		(760,800)	(100.0)
** Total	2,683,989	2,686,085	3,040,141	2,152,400	(533,685)	(19.9)
Revenues						
* Transfers from other Gov'ts	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
* Fee Revenues	(7,900)	(7,900)	(3,580)	(7,900)		
* Other Revenue	(10,000)	(10,000)	(25,801)	(11,000)	(1,000)	10.0
** Total	(4,803,700)	(4,803,700)	(4,864,581)	(4,854,100)	(50,400)	1.0
Net Surplus/Deficit	(2,119,711)	(2,117,615)	(1,824,439)	(2,701,700)	(584,085)	27.6

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	74.8%	57.3%	50.5%	56.6%	76.2%

Administrative Services Opportunities and Challenges

See page J10

2012/13 Administrative Services Key Deliverables

The following Goals and Objectives have been developed in alignment with the Halifax Regional Library Board Strategic Plan and the Corporate Outcomes of Diverse Lifestyle Opportunities and Well Planned and Engaged Communities. Deliverables for this year have been identified for each objective and are supported by service plans for this area.

<p>Deliverables</p> <p>Deliverable</p> <p>Deliverables</p> <p>Deliverable</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Improve Library Organizational Capacity; staff exemplify the Library’s vision, mission and values.</p> <p><u>EMT Priority:</u> Improve Organizational Capacity</p> <ul style="list-style-type: none"> • Create a fully integrated talent management and succession plan. <ul style="list-style-type: none"> ○ Transitional plans for key positions with potential retirement in 0-5 year time frame. ○ Training for managers and supervisors on Collective Agreement changes. ○ On-boarding Plan for management-level positions. • Link staff rewards and recognition program with Core Values. <ul style="list-style-type: none"> ○ Existing rewards and recognition initiatives reviewed and developed. • Hire staff who demonstrate our core values and reflect our diverse communities. <ul style="list-style-type: none"> ○ Core Competencies for all bargaining unit positions re-defined. ○ Behavioural Interviewing program and training methods revised. ○ All managers and supervisors trained in behavioural interviewing. ○ A staff employment equity survey conducted. ○ Orientation program for new staff developed. • Implement 2 public services training modules. <ul style="list-style-type: none"> ○ Training modules delivered
<p>Deliverables</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Improve Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan and the HRM Regional Plan.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 1.1 (Build upon and enhance our foundation of unique natural and cultural assets)</i> <i>Diverse Lifestyle Opportunities 1.3 (Develop strategies for social / functional infrastructure and services consistent with population shifts, community diversity and growth patterns as set out in the Regional Plan)</i> <i>Well-Planned and Engaged Communities 1.3 (Develop a 20-year strategic Investment Plan aligned with the Regional Plan to support sustainable funding for new and existing infrastructure)</i></p> <ul style="list-style-type: none"> • Complete Master Facilities Plan and begin implementation according to approved plan. <ul style="list-style-type: none"> ○ Council approval of the Halifax Public Libraries Master Facilities Plan. ○ The Halifax Public Libraries Master Facilities Plan integrated with HRM’s capital plan. ○ Begin implementation of approved Master Facilities Plan recommendations. <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 1.2 / Well-Planned and Engaged Communities 2.3 (Implement funding plans to support maintenance of existing and new facilities to ensure they are safe, multi-functional, accessible, inviting and sustainable in support of a vibrant community.)</i></p>

<p>Deliverables</p> <p>Deliverable</p>	<ul style="list-style-type: none"> • Develop priorities to manage ongoing facilities maintenance and projects. <ul style="list-style-type: none"> ○ Standards for facilities repair and upkeep. ○ Plan for eventual replacement or refurbishment of furniture and equipment. • Complete Security review for each branch/ location to ensure customer and staff safety. <ul style="list-style-type: none"> ○ Plan for internal security review of urban branches.
<p>Deliverable</p> <p>Deliverable</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> The Library is a community-centered system that fosters social understanding and cooperation among the diverse communities of the Municipality.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 1.3 / Well-Planned and Engaged Communities 2.2</i> (Develop strategies for social/functional infrastructure and services consistent with population shifts, community diversity and growth patterns as set out in the Regional Plan) <i>Diverse Lifestyle Opportunities 2.4 / Well-Planned and Engaged Communities 2.1</i> (Consult with stakeholders to review service standards and processes and collaborate to implement efficient and effective Service Delivery Models that continue to meet diverse community needs) <i>Diverse Lifestyle Opportunities 2.6</i> (HRM will increase opportunities for unstructured activities, cultural enrichment and learning.) <i>Well-Planned and Engaged Communities 4.2</i> (Encourage, support and recognize HRM's volunteerism.)</p> <ul style="list-style-type: none"> • Identify best practices from the Central Library and other facility projects related to space and facility usage that can be implemented at branches across the region. <ul style="list-style-type: none"> ○ Best practices employed for identified facility projects. • Complete annual Branch Profiles including use trend analysis and complete demographic analysis of Statistics Canada 2011 Census data as released during 2012-13. <ul style="list-style-type: none"> ○ Census data compiled and Branch Profiles available.
<p>Deliverable</p>	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Demonstrate accountability and stewardship to ensure sustainability while building our capacity.</p> <p><u>EMT Priorities:</u> <i>Fiscal Responsibility</i> <i>Excellence in Service Delivery</i></p> <ul style="list-style-type: none"> • Effectively manage and safeguard library resources and plan for, maintain, and replace assets as necessary. <ul style="list-style-type: none"> ○ Financial policies and procedures reviewed and updated to ensure continued relevance and to develop best practices.
	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.</p>

Deliverable	<p><i>EMT Priorities:</i> <i>Excellence in Service Delivery</i></p> <ul style="list-style-type: none"> • Collaborate with federal, provincial and municipal partners to manage the Central Library funding as per the Central Library Contribution Agreement – Building Canada Fund. ○ Ongoing collaboration with HRM to manage the development and implementation of the Central Library project, as members of the Central Library Steering Committee.
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Central Library Capital Campaign

In 2012-13, the Library plans to draw down from the Capital Campaign and Development Operating Reserve account, approved by Council in 2005, to begin the capital campaign process of raising funds for the new Central Library.

Capital Campaign Reserve Budget Overview

Restricted Funds Summary by Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits			164,631	129,620	129,620	
* Office			6,777	95,000	95,000	
* External Services			29,767	236,040	236,040	
* Materials			407			
* Building Costs			56			
* Equipment & Communications			40,392	10,000	10,000	
* Other Goods & Services			22,669	5,000	5,000	
* Interdepartmental			18			
* Other Fiscal			(7,293)	(475,660)	(475,660)	
** Total			257,425			
Revenues						
* Other Revenue			(258,348)			
** Total			(258,348)			
Net Surplus/Deficit			(922)			

2012/13 Restricted Capital Campaign Key Deliverables

The following Goals and Objectives have been developed in alignment with the Halifax Regional Library Board Strategic Plan and the Corporate Outcomes of Diverse Lifestyle Opportunities and Well Planned and Engaged Communities. Deliverables for this year have been identified for each objective and are supported by service plans for this area.

Deliverables	<p><u>Halifax Public Libraries Strategic Plan Goal:</u> The Central Library reflects and engages the Municipality's imagination and aspirations.</p> <p><u>HRM Community Outcome Area Objectives:</u> <i>Diverse Lifestyle Opportunities 3.1 (Strategically invest in culture, recreation and learning experiences for the Regional Centre)</i></p> <ul style="list-style-type: none">• Launch fund-raising campaign for Central Library.<ul style="list-style-type: none">○ Implementation of Capital Campaign office and staffing.○ Implementation of fund development software and database management.
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Library Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
B011 Administrative Services	(2,119,711)	(2,117,615)	(1,824,439)	(2,701,700)	(584,085)	27.6
* Administrative Services	(2,119,711)	(2,117,615)	(1,824,439)	(2,701,700)	(584,085)	27.6
B012 Info Tech & Coll Mgmt	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
* Information Technology/Collecti	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
B013 Communications & Mkt	391,110	397,036	362,292	415,600	18,564	4.7
B014 Information Services	783,320	665,736	629,645	676,640	10,904	1.6
B021 Alderney Gate Library	1,638,962	1,533,147	1,463,199	1,576,720	43,573	2.8
B022 Alderney Gate Youth						
B031 Spr. Garden General	433,520	470,708	401,825	467,890	(2,818)	(0.6)
B032 Spring Garden Adult	1,412,602	1,322,153	1,259,033	1,339,880	17,727	1.3
B033 Spring Garden Youth			94			
B041 Branch Library Services	880,710	1,073,582	833,306	1,035,800	(37,782)	(3.5)
B042 Cole Harbour Library	888,950	799,589	775,623	813,710	14,121	1.8
B043 Dartmouth North Library	437,184	396,296	402,544	412,290	15,994	4.0
B044 Sackville Library	1,104,754	1,167,170	984,554	991,180	(175,990)	(15.1)
B045 Woodlawn Library	1,024,489	1,714,078	1,627,229	1,729,910	15,832	0.9
B046 Bedford Library	754,358	712,891	708,872	732,050	19,159	2.7
B047 Cpt Wil. Spry Library	890,984	820,739	817,004	856,510	35,771	4.4
B048 Halifax North Library	645,373	598,110	617,883	671,350	73,240	12.2
B049 Keshen Goodman Library	1,838,764	1,788,622	1,676,633	1,857,470	68,848	3.8
B050 Outreach Services	297,883	298,113	293,671	305,010	6,897	2.3
B051 Musq. Harb. Library	272,589	253,063	242,478	255,420	2,357	0.9
B052 Shatford Memorial Library	173,785	142,050	148,243	146,670	4,620	3.3
B053 Sheet Harbour Library	217,748	199,957	185,020	200,430	473	0.2
B054 Tantallon Library	972,895	931,469	946,711	951,390	19,921	2.1
* Branches/Public Services	15,059,980	15,284,509	14,375,858	15,435,920	151,411	1.0
B071 Capital Transactions			(284,627)			
* Capital Transactions			(284,627)			
** Library General Rate	15,541,750	17,535,154	16,825,162	17,573,700	38,546	0.2
B061 Restricted Fund			472			
B062 Restricted Colpitts			14,617			
B063 Res Capital Campaign						
B064 Res Eng Lang Learn						
B065 Restricted - Literacy			(16,011)			
B066 Restricted - HIRA						
* Restricted Funds			(922)			
** Library Restricted Funds			(922)			
*** Total	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2

Library Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
B011 Administrative Services	2,683,989	2,686,085	3,040,141	2,152,400	(533,685)	(19.9)
* Administrative Services	2,683,989	2,686,085	3,040,141	2,152,400	(533,685)	(19.9)
B012 Info Tech & Coll Mgmt	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
* Information Technology/Collecti	2,601,481	4,368,260	4,558,369	4,839,480	471,220	10.8
B013 Communications & Mkt	391,110	397,036	362,292	415,600	18,564	4.7
B014 Information Services	783,320	665,736	629,645	676,640	10,904	1.6
B021 Alderney Gate Library	1,697,765	1,591,950	1,518,405	1,635,520	43,570	2.7
B022 Alderney Gate Youth						
B031 Spr. Garden General	433,520	470,708	401,825	467,890	(2,818)	(0.6)
B032 Spring Garden Adult	1,508,251	1,417,802	1,357,084	1,435,530	17,728	1.3
B033 Spring Garden Youth			94			
B041 Branch Library Services	880,710	1,073,582	833,306	1,035,800	(37,782)	(3.5)
B042 Cole Harbour Library	930,203	840,842	809,647	854,960	14,118	1.7
B043 Dartmouth North Library	443,566	402,678	410,265	418,670	15,992	4.0
B044 Sackville Library	1,151,445	1,213,861	1,027,017	1,037,870	(175,991)	(14.5)
B045 Woodlawn Library	1,061,684	1,751,273	1,691,872	1,767,110	15,837	0.9
B046 Bedford Library	785,152	743,685	738,344	762,840	19,155	2.6
B047 Cpt Wil. Spry Library	911,345	841,100	849,404	876,870	35,770	4.3
B048 Halifax North Library	660,008	612,745	637,791	685,990	73,245	12.0
B049 Keshen Goodman Library	1,945,459	1,895,317	1,783,757	1,964,170	68,853	3.6
B050 Outreach Services	297,883	298,113	293,671	305,010	6,897	2.3
B051 Musq. Harb. Library	280,034	260,508	249,728	262,870	2,362	0.9
B052 Shatford Memorial Library	180,219	148,484	153,079	153,100	4,616	3.1
B053 Sheet Harbour Library	220,559	202,768	187,920	203,240	472	0.2
B054 Tantallon Library	1,004,848	963,422	977,198	983,340	19,918	2.1
* Branches/Public Services	15,567,081	15,791,610	14,912,344	15,943,020	151,410	1.0
B071 Capital Transactions			(284,627)			
* Capital Transactions			(284,627)			
** Library General Rate	20,852,551	22,845,955	22,226,228	22,934,900	88,945	0.4
B061 Restricted Fund			77,770			
B062 Restricted Colpitts			14,617			
B063 Res Capital Campaign						
B064 Res Eng Lang Learn			81,758			
B065 Restricted - Literacy			49,480			
B066 Restricted - HIRA			33,800			
* Restricted Funds			257,425			
** Library Restricted Funds			257,425			
*** Total	20,852,551	22,845,955	22,483,654	22,934,900	88,945	0.4

Library Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
B011 Administrative Services	(4,803,700)	(4,803,700)	(4,864,581)	(4,854,100)	(50,400)	1.0
* Administrative Services	(4,803,700)	(4,803,700)	(4,864,581)	(4,854,100)	(50,400)	1.0
B012 Info Tech & Coll Mgmt						
* Information Technology/Collecti						
B021 Alderney Gate Library	(58,803)	(58,803)	(55,206)	(58,800)	3	(0.0)
B032 Spring Garden Adult	(95,649)	(95,649)	(98,051)	(95,650)	(1)	0.0
B041 Branch Library Services						
B042 Cole Harbour Library	(41,253)	(41,253)	(34,024)	(41,250)	3	(0.0)
B043 Dartmouth North Library	(6,382)	(6,382)	(7,720)	(6,380)	2	(0.0)
B044 Sackville Library	(46,691)	(46,691)	(42,463)	(46,690)	1	(0.0)
B045 Woodlawn Library	(37,195)	(37,195)	(64,643)	(37,200)	(5)	0.0
B046 Bedford Library	(30,794)	(30,794)	(29,472)	(30,790)	4	(0.0)
B047 Cpt Wil. Spry Library	(20,361)	(20,361)	(32,400)	(20,360)	1	(0.0)
B048 Halifax North Library	(14,635)	(14,635)	(19,908)	(14,640)	(5)	0.0
B049 Keshen Goodman Library	(106,695)	(106,695)	(107,124)	(106,700)	(5)	0.0
B051 Musq. Harb. Library	(7,445)	(7,445)	(7,250)	(7,450)	(5)	0.1
B052 Shatford Memorial Library	(6,434)	(6,434)	(4,837)	(6,430)	4	(0.1)
B053 Sheet Harbour Library	(2,811)	(2,811)	(2,900)	(2,810)	1	(0.0)
B054 Tantallon Library	(31,953)	(31,953)	(30,487)	(31,950)	3	(0.0)
* Branches/Public Services	(507,101)	(507,101)	(536,486)	(507,100)	1	(0.0)
** Library General Rate	(5,310,801)	(5,310,801)	(5,401,067)	(5,361,200)	(50,399)	0.9
B061 Restricted Fund			(77,299)			
B064 Res Eng Lang Learn			(81,758)			
B065 Restricted - Literacy			(65,491)			
B066 Restricted - HIRA			(33,800)			
* Restricted Funds			(258,348)			
** Library Restricted Funds			(258,348)			
*** Total	(5,310,801)	(5,310,801)	(5,659,414)	(5,361,200)	(50,399)	0.9

Library Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	12,846,256	13,988,803	13,127,984	14,163,460	174,657	1.2
6002 Salaries - Overtime			35,167			
6054 Vacation payout			6,989			
6099 Other Allowances			7,882			
6100 Benefits - Salaries	2,198,800	2,491,349	2,310,414	2,546,455	55,106	2.2
6150 Honorariums			(105)			
6151 Vehicle Allowance	5,510	5,510	5,760	5,510		
6152 Retirement Incentives	68,000	81,662	72,901	91,035	9,373	11.5
6154 Workers' Compensation	74,700	89,967	79,664	91,440	1,473	1.6
6155 Overtime Meals			96			
6158 WCB Recoverable Earnings			(154)			
9200 HR CATS Wage/Ben			25,300			
9210 HR CATS OT Wage/Ben			2,958			
9230 HR CATS OT Meals						
* Compensation and Benefits	15,193,266	16,657,291	15,674,856	16,897,900	240,609	1.4
6201 Telephone	199,300	199,294	136,282	147,290	(52,004)	(26.1)
6202 Courier/Postage	34,200	34,200	29,863	54,200	20,000	58.5
6203 Office Furn/Equip	37,570	42,370	35,228	42,360	(10)	(0.0)
6204 Computer S/W & Lic	40,000	40,000	47,994	60,000	20,000	50.0
6205 Printing & Reproduction	72,000	72,000	60,173	130,000	58,000	80.6
6207 Office Supplies	87,520	90,520	101,681	95,530	5,010	5.5
6208 Binding	17,000	17,000	18,111	17,000		
6299 Other Office Expenses	15,840	15,840	12,405	75,480	59,640	376.5
* Office	503,430	511,224	441,737	621,860	110,636	21.6
6301 Professional Fees	12,000	12,000	41,821	90,000	78,000	650.0
6302 Legal Fees	20,000	20,000	594	30,000	10,000	50.0
6303 Consulting Fees						
6304 Janitorial Services	141,400	186,534	191,489	211,130	24,596	13.2
6308 Snow Removal			33,372			
6311 Security			13,390			
6312 Refuse Collection			12,588			
6390 Ext Svc TCA Transfer						
6399 Contract Services	27,000	27,000	23,417	253,040	226,040	837.2
* External Services	200,400	245,534	316,671	584,170	338,636	137.9
6401 Uniforms & Clothing	2,000	2,000	263	2,000		
6406 Bridge Tolls			1,571			
6407 Cleaning/Sanitary Supplies	18,900	21,900	18,431	21,900		
6499 Other Supplies	84,900	84,900	84,069	84,900		
* Supplies	105,800	108,800	104,334	108,800		
6504 Hardware			1,503			
6505 Lubricants			3			
6507 Propane	27,100	27,100	848	2,100	(25,000)	(92.3)
6517 Paint			3,188			
* Materials	27,100	27,100	5,542	2,100	(25,000)	(92.3)
6602 Electrical			8,140			
6605 Municipal Taxes	83,100	200,269	193,609	200,270	1	0.0

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6606 Heating Fuel	99,000	107,137	67,168	105,340	(1,797)	(1.7)
6607 Electricity	231,100	256,500	287,759	282,400	25,900	10.1
6608 Water	14,500	17,500	16,063	19,160	1,660	9.5
6609 Elevator & Escalator			326			
6610 Building - Exterior			619			
6611 Building - Interior			2,238			
6612 Safety Systems			6,431			
6613 Overhead Doors			204			
6616 Natural Gas-Buildings			25,991			
6617 Pest Management			94			
6699 Other Building Cost	289,700	333,855	139,096	337,620	3,765	1.1
* Building Costs	717,400	915,261	747,738	944,790	29,529	3.2
6701 Equipment Purchase	133,200	208,200	119,015	486,300	278,100	133.6
6704 Equipment Rental			334			
6705 Equip - R&M	22,600	23,100	3,859	5,000	(18,100)	(78.4)
6706 Computer R&M	166,900	166,900	162,160	171,900	5,000	3.0
6707 Plumbing & Heating			2,421			
6708 Mechanical Equipment			5,542			
* Equipment & Communications	322,700	398,200	293,332	663,200	265,000	66.5
6802 Vehicle R&M	45,600	44,600	25,223	24,600	(20,000)	(44.8)
6803 Vehicle Fuel - Diesel	13,700	14,825			(14,825)	(100.0)
6804 Vehicle Fuel - Gasoline	23,700	25,649	138	34,250	8,601	33.5
6805 Tires and Tubes						
* Vehicle Expense	83,000	85,074	25,362	58,850	(26,224)	(30.8)
6901 Membership Dues	12,500	12,500	10,365	12,500		
6903 Travel - Local	34,200	34,200	38,663	40,000	5,800	17.0
6904 Travel - Out of Town			24,482	40,000	40,000	
6905 Training & Education	90,000	51,669	56,868	135,000	83,331	161.3
6906 Licenses & Agreements			1,184			
6911 Facilities Rental	995,000	1,207,162	956,100	1,232,330	25,168	2.1
6912 Advertising and Promotion	31,300	20,085	23,917	30,005	9,920	49.4
6917 Books and Periodicals	1,715,180	1,750,480	1,910,899	1,950,480	200,000	11.4
6918 Meals			1,738	5,000	5,000	
6919 Special Projects			15,799			
6928 Committee Expenses	10,000	7,500	4,947	7,500		
6933 Community Events	4,000	6,000	5,403	6,000		
6940 Fencing			92			
6946 Branch Programming	19,400	20,000	20,103	20,000		
6947 Literacy/Heritage Pr	4,500	4,500	11,884	4,500		
6948 Arts/Perform.Program	7,000	7,000	6,203	11,000	4,000	57.1
6949 Readers Serv Program	3,400	3,400	5,060	3,400		
6950 Region.Serv.Program	3,800	3,800	6,273	3,800		
6951 Reference Programming	200	200	200	200		
6952 Team Services Programming	7,000	7,000	11,834	13,000	6,000	85.7
6999 Other Goods and Services	1,175	1,175	310	1,175		
* Other Goods & Services	2,938,655	3,136,671	3,112,324	3,515,890	379,219	12.1
7001 Interdept Equip Chg			72,782			
7007 IntnTrsf Paper Recyc			38,367			
7009 Internal Transfers Other			744			
7011 Int Trf Record Check			3,510			
7012 Int Trf Print/Reprod			6,585			
7015 Int Trf FacilityRent			250,577			
9911 PM Labour-Reg			3,096			
* Interdepartmental			375,661			
8008 Transfer to/from Reserves	760,800	760,800	1,291,907	(462,660)	(1,223,460)	(160.8)
8022 Transf to/fr Trust			(685)			
8045 Amortization Expense			94,876			
* Other Fiscal	760,800	760,800	1,386,098	(462,660)	(1,223,460)	(160.8)
** Total	20,852,551	22,845,955	22,483,654	22,934,900	88,945	0.4

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4703 Cond.Grant NS(Other)	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
* Transfers from other Gov'ts	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
4902 Fines Fees	(496,101)	(496,101)	(518,350)	(496,100)	1	(0.0)
5102 Facilities Rentals	(17,100)	(17,100)	(12,525)	(17,100)		
5227 Photocopier Revenue						
* Fee Revenues	(513,201)	(513,201)	(530,875)	(513,200)	1	(0.0)
5508 Recov External Parti			(23,987)			
5520 Donations	(5,000)	(5,000)	(3,973)	(5,000)		
5600 Miscellaneous Revenue	(6,800)	(6,800)	(265,379)	(7,800)	(1,000)	14.7
* Other Revenue	(11,800)	(11,800)	(293,339)	(12,800)	(1,000)	8.5
** Total	(5,310,801)	(5,310,801)	(5,659,414)	(5,361,200)	(50,399)	0.9
Net Surplus/Deficit	15,541,750	17,535,154	16,824,240	17,573,700	38,546	0.2

Human Resources

2012/13 Annual Budget

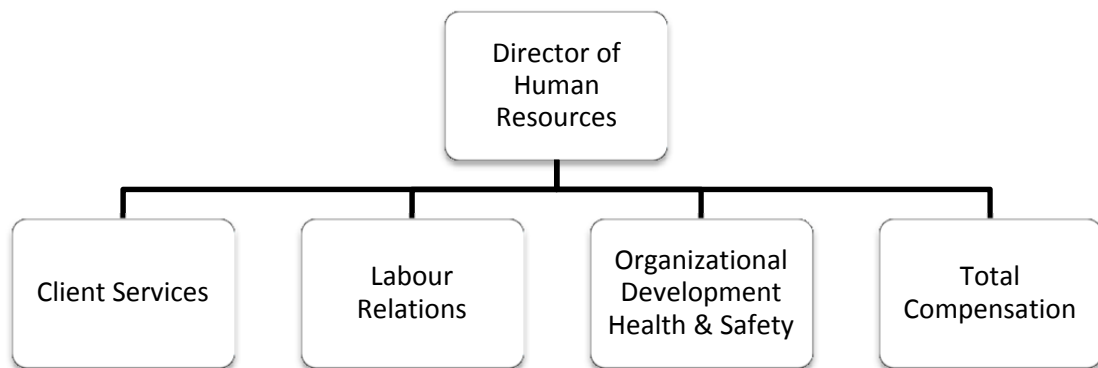
Mission: *Human Resources is committed to providing innovative and practical human resource strategies and solutions that address business needs and promote service excellence*

Business Unit Overview:

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

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

Human Resources Org Chart



The next two sections have been restated based on the reorganization in October 2011. Human Resources received four (4) positions from Halifax Regional Fire & Emergency (HRFE) - Corporate Safety, for a net total of 54 FTE’s and \$315,200 in from HRFE for a net total of approximately \$5.3 million.

Funded Full Time Equivalent (FTEs):

Human Resources	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	50	54	+4

Business Unit Operating Budget Overview:

HR Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	4,103,400	4,527,419	4,477,477	4,612,500	85,081	1.9
* Office	56,410	55,178	63,349	56,700	1,522	2.8
* External Services	234,204	306,160	357,166	290,800	(15,360)	(5.0)
* Supplies	7,000	7,000	6,181	9,000	2,000	28.6
* Materials			0			
* Building Costs			198			
* Equipment & Communications	2,000	2,000	2,095	3,000	1,000	50.0
* Vehicle Expense			1,250			
* Other Goods & Services	686,035	519,213	396,438	484,400	(34,813)	(6.7)
* Interdepartmental			5,495			
* Other Fiscal						
** Total	5,089,049	5,416,970	5,309,650	5,456,400	39,430	0.7
Revenues						
* Other Revenue	(80,000)	(80,000)	(76,259)	(80,000)		
** Total	(80,000)	(80,000)	(76,259)	(80,000)		
Net Surplus/Deficit	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7

Business Unit Service Area Budget Overview:

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
HR Summary of Expense & Revenue Types	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7
Directors Office	409,315	401,941	390,021	420,600	18,659	4.6
Client Services	1,390,940	1,429,492	1,378,313	1,461,600	32,108	2.2
Labour Relations	570,050	556,347	586,008	472,600	(83,747)	(15.1)
Organizational Development, Health & Safety	2,009,970	2,247,265	2,221,295	2,299,500	52,235	(26.6)
Total Compensation	628,774	701,925	657,754	722,100	20,175	2.9
	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7

Key Business Unit Metrics and Drivers:

With a budget primarily comprised of salary expenses, approximately 81% on average, Human Resources' costs are primarily driven by salary increases. Overtime costs in HR are largely influenced by collective bargaining activities.

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	78%	80%	81%	84%	82%
Overtime costs in dollars (\$)	\$13,000	\$26,000	\$800	\$9,000	-
Expenditure per Dwelling Unit	\$26	\$27	\$29	\$30	\$30

Major Achievements in 2011/12

- Development of the HRM People Plan / HR Strategy
- Supported the 2011 Organizational Review & Realignment Initiative as well as the expansion of Transit Services to achieve greater efficiencies and quality of service
- Revised the Staffing Action process to better align with business goals
- Human Resources Policies & Practices Manual review was completed with recommended revisions to better align with business goals
- Development of new PDP form for senior leadership levels to further support leadership effectiveness
- Completion of Employee Recognition/Corporate Awards Program review to further align with business goals
- Development of Ethics Training for employees at all levels within the organization
- Development of Change Management Training for Leaders to enable a more “change competent” organization
- Completion of the HRM Pre-Employment Security Screening Project
- Development of Self Identification Survey/Diversity Questionnaire to support diversity and inclusion within HRM
- Developed Workplace Professionalism Guidelines to support “Pride in Municipal Public Service”
- Delivered 50 training programs (91 training days) to approximately 750 employees to enhance knowledge and skills
- Reviewed Corporate Training Program to ensure alignment with organizational requirements
- Managed a 65% increase in retirement and pre-retirement leave processing from 10/11 to 11/12; this level was sustained in 11/12 and continues to grow

Key Opportunities and Challenges in 2012/13

The following opportunities and challenges will have an impact on the Business Unit and organization in 12/13:

Opportunities with Organization-Wide Impact:

- **Employee Engagement:** The need for fiscal restraint to support sustainable municipal service delivery will require HRM to do more with less. In addition to attracting and retaining high performing talent, HRM will need to maximize employee engagement. This will require leaders in the organization to continue to focus on:

- Building an organizational culture that is based on respect, trust and collaboration
 - Leadership effectiveness
 - Providing challenging/interesting work
 - Opportunities for employee growth and advancement
 - Effective internal communications
 - Fair compensation
 - Employee rewards and recognition
- **Diversity:** Valuing diversity continues to be an opportunity for increasing organizational capability and effectiveness. Human Resources will continue to support the building of a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.
 - **Leadership Capability:** Leadership practices play a critical role with respect to organizational success and organizations need to move from the traditional “command and control model” to one of “relationship management.” This is a significant shift for our organization as past practice often contributes to how we define our present role as leaders. HRM has an opportunity to invest in the development of our current & future leaders impacting our workplace culture and organizational effectiveness.
 - **Attendance Support Program:** We must continue to work on reducing the cost of absenteeism. Ownership of the program and the responsibility to manage employees' attendance in the workplace must continue to be reinforced with Supervisors and Managers. A better understanding of the support Human Resources is able to provide can assist Managers and Supervisors in achieving declines in absenteeism.
 - **Healthy Workplace:** Halifax Regional Municipality recognizes that a healthy workplace positively influences employee motivation and productivity as well as personal and professional satisfaction from work. Studies have shown that a healthy work environment also contributes to greater employee engagement and improved performance. In the long run, a health-oriented organizational culture develops healthy employees; healthy and engaged individuals work better, remain professionally active longer and are happier about it. Also, openly supporting work-life balance, helping employees to mitigate the negative effects of stress, expanding fitness and healthy lifestyle options and promoting recognition for individual life circumstances often provides an employer with an advantage in attracting and retaining talent.

Challenges with Organization Wide Impact

- **Labour Market:** Canada's birth rate is below replacement levels. Our population is aging and the age at which people are taking retirement has fallen. Employment results for January 2012 indicate that unemployment levels in HRM are at 5.0% and are among the lowest in Canada (by comparison, Calgary is also at 5.0%). With 4.0% considered as full employment, this current rate indicates that the labour market for HRM is very tight.

In addition to labour market realities, the nature of the defined benefit pension programs at HRM has protected employees from the impact of falling equity markets. Employees will continue to retire secure in the knowledge that their benefits are not reduced by the volatility of the stock market.

- **Succession Planning:** Succession planning continues to be a major risk for the organization. HRM needs to ensure suitable access to talent for future business success. This means attracting and developing the critical talent that, if not obtained, can adversely impact business success. Given the significance of impending retirements, labour shortages and HRM's aging workforce, succession planning is critical in assisting business units with knowledge transfer and identifying what HR programs/practices are appropriate to close the gaps to deliver service in the future.

- **Collective Bargaining:** Collective bargaining with several HRM unions will be undertaken this year and the municipality faces significant challenges in light of its budget constraints. HRM is committed to continue to deliver excellent services to its citizens and is also committed to working with its unions to achieve collective agreement settlements within the mandates provided so as to align with the corporate objectives and fiscal realities of HRM.

12/13 Business Unit Service Level Changes
<u>Increases In Services / New Initiatives:</u> <ul style="list-style-type: none">• None at this time
<u>Decreases In Services / Operational Pressures (OP):</u> <ul style="list-style-type: none">• Tight fiscal capacity increases pressure to manage position vacancies against service delivery requirements• Increased workload for HR staff may affect service time
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none">• None at this time

12/13 Service Area Plans

Director's Office

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

Services Delivered:

- Human Resources Strategy – coordination of strategy to enable service excellence and ensure HRM has the people resources to support sustainable municipal service delivery; it will set priorities for the next three years to allow us to focus effort on building organizational capacity
- Advice & expertise on the administration of Human Resources services, policies & business practices to support organizational goals
- Human Resource policy and business practice development /coordination

Director's Office Budget Overview

Director's Office Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	307,400	322,027	317,921	332,000	9,973	3.1
* Office	26,670	26,612	32,685	27,400	788	3.0
* External Services	9,160	9,160	145	9,200	40	0.4
* Materials			0			
* Equipment & Communications	2,000	2,000	580	2,000		
* Other Goods & Services	64,085	42,142	37,768	50,000	7,858	18.6
* Interdepartmental			922			
** Total	409,315	401,941	390,021	420,600	18,659	4.6
Net Surplus/Deficit	409,315	401,941	390,021	420,600	18,659	4.6

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
Director's Office	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	75%	69%	77%	82%	79%

Director's Office Opportunities and Challenges

Opportunities

- Development of a constructive workplace culture to build organizational capability
- Development of external partnerships to further HRM's organizational goals
- Development and implementation of a Human Resources metrics system to support effective decision making. Using data/metrics to plan and forecast will assist management with strategy and decisions about the future direction of the organization i.e. linkages between people management and business performance, reducing business risk by knowing the Human Capital risk (i.e. aging workforce/retirements), etc.
- Employee Engagement

Challenges

- HR Data Reporting – generating reports on HRM's workforce for senior management is currently a manual and lengthy process to produce a comprehensive and multi-dimensional report. Work will continue this year with Finance & IT Services to develop a solution for this corporate reporting need.

2012/13 Director’s Office Key Deliverables

1.1	<p>HR Strategy /HRM People Plan:</p> <ul style="list-style-type: none"> • Begin the implementation of year one activities of the HRM People Plan: Exemplary people practices to support HRM with improving organizational capability.
1.2	<p>Service Improvement through Technology:</p> <ul style="list-style-type: none"> • Explore opportunities for improving the delivery of HR services through the use of technology: “My HR” online self-service, online exit interviews, employee orientation, online training.
1.3	<p>HR Performance Measurement Reporting:</p> <ul style="list-style-type: none"> • Establish quarterly reporting of HR performance measures (HR Dashboard) for EMT and Directors in partnership with Finance and Corporate Planning.
1.4	<p>Development of external partnerships to further HRM’s organizational goals:</p> <ul style="list-style-type: none"> • Explore partnership opportunities with other public sectors employers to identify shared services opportunities.
1.5	<p>HR Policies & Practices:</p> <ul style="list-style-type: none"> • Review policies and business practices to align with HR corporate strategy and diversity goals.

Client Services

Responsible for the provision of human resources expertise and consulting services to Business Units. Senior HR 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.

Services Delivered:

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

Client Services Budget Overview

Client Services Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	1,284,100	1,316,430	1,258,329	1,348,400	31,970	2.4
* Office	10,090	9,658	12,433	9,700	42	0.4
* External Services		78,200	78,136	78,200		
* Equipment & Communications			85			
* Other Goods & Services	96,750	25,204	28,762	25,300	96	0.4
* Interdepartmental			568			
** Total	1,390,940	1,429,492	1,378,313	1,461,600	32,108	2.2
Net Surplus/Deficit	1,390,940	1,429,492	1,378,313	1,461,600	32,108	2.2

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
Client Services	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	92%	89%	90%	92%	92%
Turnover rate	-	-	9.25%	10.81%*	
Turnover rate (permanent employees only)	-	-	4.78%	2.75%*	
# Jobs Filled	-	-	920	660*	
Internal Hire Rate	-	-	30%	28.3%*	
External Hire Rate ¹	-	-	70%	71.7%*	

* Data from April 1 – Sept 30, 2011

N.B. Reporting was not available prior to 2010/11. Data from October 2011- March 2012 will be available after March 31/12.

Client Services Opportunities and Challenges

- Workforce Planning:** Workforce planning continues to be a major focus for the organization. HRM needs to ensure suitable access to talent for future business success. This means attracting and developing the critical talent that, if not obtained, can adversely impact business success. Succession planning and talent management are elements of workforce planning and a framework has been in place since 2008, however, a review of the program needs to be undertaken since there have recently been significant leadership changes. Given the significance of impending retirements, labour shortages and HRM's aging workforce, workforce planning is critical in assisting business units with knowledge transfer and identifying what HR programs/practices are appropriate to close the gaps to deliver service in the future.

¹ 51% (326) of the 2010/11 external hires were recalls and rehires; 49% (315) were new employees.
58% (274) of the 2011/12 external hires (to Sept/11) were recalls and rehires; 42% (199) were new employees.

- **On Line Applicant Tracking System (ATS):** Corporate Works/Workopolis is the ATS that is used throughout the organization. At the end of 2013 Corporate Works will no longer exist as Workopolis; the parent company has chosen to focus solely on the job applicant through their recruitment module and not on the corporate side of the business. The process for securing another service provider is in the preliminary stages. The change in service providers will impact internal/external job seekers as well as the HR Client Services Team and all Managers/Supervisors.

2012/13 Client Services Key Deliverables

2.1	<p>Workforce Planning</p> <ul style="list-style-type: none"> • To roll out and implement the Workforce Planning model to all business units by March 31, 2013 • To align the Succession Planning and Talent Management model with leadership development model • To engage EMT/SMT in the Talent Management process
2.2	<p>On Line Applicant Tracking System (ATS)</p> <ul style="list-style-type: none"> • To have a working committee (Procurement, ICT, HR) in place by March 31, 2012 with defined goals for attaining a new system • Change Management/Action Plan created once new system is attained
2.3	<p>Recruitment and Selection:</p> <ul style="list-style-type: none"> • Conduct Recruitment and Selection review to 1) ensure compliance with legislation, policies and business practice guidelines and collective agreements 2) review the staffing handbook 3) assess the quality of the screening and selection tools and 4) engage the HR CS Team in continuous improvement activities. This review will ensure consistency and fairness of HRM's recruitment and selection process.

Labour Relations

Labour Relations is responsible for labour relations strategy including collective bargaining, labour and collective agreement administration, grievance expertise, arbitration and labour dispute resolution expertise, ensuring efficiency and consistency in delivery of labour service and the integration of labour relations considerations in respect of the organized workforces across Halifax Regional Municipality.

Services Delivered:

- Provision of attendance reports
- Coordination of bumping provisions in collective agreements
- Communication of various plans to different unions, work groups, etc.
- Grievance management
- Provision of advice & expertise regarding the daily administration of collective agreements
- Articulation of collective agreement language
- Provision of Lead Negotiator for collective bargaining

Labour Relations Budget Overview

Labour Relations Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	536,900	526,614	561,862	442,600	(84,014)	(16.0)
* Office	2,700	2,563	2,510	3,200	637	24.9
* External Services	10,100	5,500			(5,500)	(100.0)
* Other Goods & Services	20,350	21,670	21,637	26,800	5,130	23.7
** Total	570,050	556,347	586,008	472,600	(83,747)	(15.1)
Net Surplus/Deficit	570,050	556,347	586,008	472,600	(83,747)	(15.1)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
Labour Relations	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	84%	91%	95%	96%	94%
Overtime	\$5,830	\$26,439	\$98	\$18,264	-

Labour Relations Opportunities and Challenges

There is an opportunity in 12/13 to review the Attendance Support Program to determine if and where HR can add value to the program i.e. assist the organization in reducing the cost of absenteeism. This coming year will also see the challenge of collective bargaining activities continue with one additional agreement expiring in October 2012 and the possibility of any or all of the four negotiations currently underway to carry over into 12/13.

2012/13 Labour Relations Key Deliverables

3.1	Collective Bargaining: <ul style="list-style-type: none"> Lead collective bargaining activities scheduled for, or carried over into, 2012/13
3.2	Labour Relations Training: <ul style="list-style-type: none"> Continue to facilitate and deliver labour relations training for HRM leaders working in a unionized environment including: progressive discipline, grievance handling, Duty to Accommodate training, attendance support training, and collective agreement administration training
3.3	Attendance Support Program Review: <ul style="list-style-type: none"> Complete attendance support program review and develop recommendations
3.4	Duty to Accommodate: <ul style="list-style-type: none"> Complete duty to accommodate business practice roll out

Organizational Development, Health & Safety

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

Services Delivered:

- Co-ordination/provision of career counselling
- Prevention and resolution of workplace conflicts
- Provision of investigators to assess complaints, complaint intake, receive complaints filed by individuals through the NS Human Rights Commission and through HRM's Workplace Rights policy
- Provision of mediation and other types of conflict resolution tools
- Coordinate and lead corporate diversity initiatives including Diversity Week events
- Coordination of disability case management
- Provision of education program and promotion of healthy work practices including flu clinics, ergonomic assessments, lunch and learn programs
- Provision of training and leadership development in a variety of subject areas
- Employment equity - facilitate strategy and program development
- Facilitation services
- Policy research, policy development and roll out
- Development of organizational development tools
- Safety structure, awareness and expertise for the organization

Organizational Development, Health & Safety Budget Overview

Compensation increases in 2011-12 are due to the realignment of Corporate Safety into Human Resources from Halifax Regional Fire & Emergency.

Organizational Development & Health Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	1,307,500	1,321,571	1,293,269	1,445,500	123,929	9.4
* Office	11,000	10,575	9,927	10,600	25	0.2
* External Services	163,300	163,300	275,862	163,400	100	0.1
* Supplies	7,000	7,000	5,662	7,000		
* Building Costs			198			
* Equipment & Communications			115			
* Vehicle Expense			208			
* Other Goods & Services	381,680	316,670	251,556	316,700	30	0.0
* Other Fiscal						
** Total	1,870,480	1,819,116	1,836,798	1,943,200	124,084	6.8
Revenues						
* Other Revenue			(775)			
** Total			(775)			
Net Surplus/Deficit	1,870,480	1,819,116	1,836,022	1,943,200	124,084	6.8

WCB Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	65,800	67,679	79,586	79,000	11,321	16.7
* Other Goods & Services	45,270	45,270	5,353	15,300	(29,970)	(66.2)
* Other Fiscal						
** Total	111,070	112,949	84,940	94,300	(18,649)	(16.5)
Revenues						
* Other Revenue			(936)			
** Total			(936)			
Net Surplus/Deficit	111,070	112,949	84,004	94,300	(18,649)	(16.5)

Corporate Safety Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits		286,700	286,585	249,000	(37,700)	(13.1)
* Supplies			519	2,000	2,000	
* Equipment & Communications			473	1,000	1,000	
* Vehicle Expense			1,042			
* Other Goods & Services	28,420	28,500	8,808	10,000	(18,500)	(64.9)
* Interdepartmental			3,842			
** Total	28,420	315,200	301,269	262,000	(53,200)	(16.9)
Net Surplus/Deficit	28,420	315,200	301,269	262,000	(53,200)	(16.9)

N.B. The increase in expenditures between 2010-11 and 2011-12 is due to compensation expenses being charged to a different cost centre when Corporate Safety was part of Fire & Emergency Services. After the 2011 reorganization, the compensation budget was moved to HR along with all other budget line items.

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
Organizational Development, Health & Safety	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	68%	68%	67%	75%	77%

Organizational Development, Health & Safety Opportunities and Challenges

Organizational Development (OD) will continue to fulfill organization-wide training requirements as well as provide leadership in development of OD tools and coaching for managers. The development of new tools and initiatives in conflict resolution continues to be an important part of OD activities. Workplace Health Services will continue to focus on major improvements in Return to Work (RTW), Duty to Accommodate (DTA) and preventative health initiatives for HRM employees. Corporate Safety will continue working to raise corporate awareness on the importance/value of completing incident forms. There are still challenges for Safety in working without an electronic system that could otherwise provide useful statistics as well as the opportunity to capture data from incidents so that problem areas can be flagged for education and training.

2012/13 Organizational Development, Health & Safety Key Deliverables

4.1	<p>Training and Development:</p> <ul style="list-style-type: none"> • Review and revise leadership training opportunities, programs, or activities, to further align with HRM competencies, culture and required business outcomes. • Implementation of mandatory, organization wide Ethics training
4.2	<p>Conflict Resolution:</p> <ul style="list-style-type: none"> • Conflict Resolution Toolkit roll out for leaders and employees to support the development and maintenance of positive work relationships • Revise Workplace Rights Policy • Revise Human Rights Commission dispute resolution program
4.3	<p>Healthy Work Environment:</p> <ul style="list-style-type: none"> • Develop a healthy workplace strategy to improve organizational capability • Promote prevention and education as optimal corporate health and safety strategies • Implement Return-To-Work (RTW) process, Duty-To-Accommodate (DTA) proactive work with all Business Unit / leadership teams
4.4	<p>Value Diversity and Inclusion:</p> <ul style="list-style-type: none"> • Develop community partnerships to further HRM's diversity outreach initiatives • Conduct an employee self-identification survey and organizational diversity assessment • New Module Training
4.5	<p>Change Management:</p> <ul style="list-style-type: none"> • Develop and pilot a model/framework to support organization / Business Units with change / transition planning and implementation • Deliver change management training to HRM leaders
4.6	<p>Safety</p> <ul style="list-style-type: none"> • Develop new framework for Corporate Safety and awareness for organization • Meet all NS Department of Labour and Workplace Development legislated requirements • Through monitoring and auditing to meet compliance, decrease the number of workplace incidents

Total Compensation

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

Services Delivered:

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

Total Compensation Budget Overview

Total Compensation Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	601,700	686,398	679,925	716,000	29,602	4.3
* Office	5,950	5,770	5,795	5,800	30	0.5
* External Services	51,644	50,000	3,023	40,000	(10,000)	(20.0)
* Equipment & Communications			842			
* Other Goods & Services	49,480	39,757	42,554	40,300	543	1.4
* Interdepartmental			162			
** Total	708,774	781,925	732,302	802,100	20,175	2.6
Revenues						
* Other Revenue	(80,000)	(80,000)	(74,548)	(80,000)		
** Total	(80,000)	(80,000)	(74,548)	(80,000)		
Net Surplus/Deficit	628,774	701,925	657,754	722,100	20,175	2.9

Key Metrics and Drivers -	2008-09	2009-10	2010-11	2011-12	2012-13
Total Compensation	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	74%	89%	90%	93%	89%
PRL Processing Time	3 weeks	3 weeks	2 weeks	2 weeks	2 weeks
Customer Service Request Processing Times	2 Day	2 Day	2 day	2 day	2 day
Non Union Salary Bands relative to Compensation Philosophy	90%	100%	100%	100%	100%
Retirement Rate	80	123	154	150	150
Average Age of retirement	n/a	58	58	58	58

Total Compensation Opportunities and Challenges

In support of the Workforce Planning initiatives, HRM requires a compensation strategy which is robust enough to attract and retain the required talent while also being sustainable in our current and future economic environment. Opportunities exist to enhance the value of the compensation program without increasing costs through better employee understanding of the program and through re-focussing aspects of the program.

2012/13 Total Compensation Key Deliverables

5.1	<p>Total Compensation Statement:</p> <ul style="list-style-type: none"> Roll out the Total Compensation Statement to employees to support effective communications of the total compensation value for employees including pay, compensation and all benefits
5.2	<p>Sick Leave Utilization:</p> <ul style="list-style-type: none"> Research options to reduce utilization of “sick-leave” credits for non-health-related absences based on best practices Investigate the relative merits of STD programs
5.3	<p>Total Compensation Program Monitoring and Updating:</p> <ul style="list-style-type: none"> Review and update 3 year forecast for improvement to the total compensation program (including base salary, pension, benefits, etc.) to enhance our ability to attract and retain a skilled, motivated workforce and maximize program value Research ways to enhance performance through compensation design Develop and recommend improvements to the ISA program to improve alignment with organizational direction
5.4	<p>Benefits Education:</p> <ul style="list-style-type: none"> Market benefit options to key groups so that they understand how to maximize the value of the options available to them at potentially lower cost

HR Summary of Net Expenditures by Business Unit Division

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A205 Administration	A205 Admini	409,315	401,941	390,021	420,600	18,659
A210 Org.Develop.& Health	1,870,480	1,819,116	1,836,022	1,943,200	124,084	6.8
A220 Client Services	1,390,940	1,429,492	1,378,313	1,461,600	32,108	2.2
A221 WCB	111,070	112,949	84,004	94,300	(18,649)	(16.5)
A230 Total Compensation	628,774	701,925	657,754	722,100	20,175	2.9
A235 HR SAP Project						
A240 Labour Relations	570,050	556,347	586,008	472,600	(83,747)	(15.1)
F182 Corporate Safety	28,420	315,200	301,269	262,000	(53,200)	(16.9)
** Total	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7

HR Summary of Gross Expenditures

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A205 Administration	409,315	401,941	390,021	420,600	18,659	4.6
A210 Org.Develop.& Health	1,870,480	1,819,116	1,836,798	1,943,200	124,084	6.8
A220 Client Services	1,390,940	1,429,492	1,378,313	1,461,600	32,108	2.2
A221 WCB	111,070	112,949	84,940	94,300	(18,649)	(16.5)
A230 Total Compensation	708,774	781,925	732,302	802,100	20,175	2.6
A235 HR SAP Project						
A240 Labour Relations	570,050	556,347	586,008	472,600	(83,747)	(15.1)
F182 Corporate Safety	28,420	315,200	301,269	262,000	(53,200)	(16.9)
** Total	5,089,049	5,416,970	5,309,650	5,456,400	39,430	0.7

HR Summary of Gross Revenue

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A210 Org.Develop.& Health			(775)			
A221 WCB			(936)			
A230 Total Compensation	(80,000)	(80,000)	(74,548)	(80,000)		
** Total	(80,000)	(80,000)	(76,259)	(80,000)		

HR Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	3,460,200	3,813,145	3,689,481	3,986,600	173,455	4.5
6002 Salaries - Overtime	10,200	9,067	17,253	9,000	(67)	(0.7)
6005 PDP Increases			(114,015)			
6054 Vacation payout			2,610			
6100 Benefits - Salaries	566,500	628,898	682,599	669,900	41,002	6.5
6110 Vacancy Management			123,315	(128,000)	(128,000)	
6152 Retirement Incentives	18,800	21,584	22,188	24,000	2,416	11.2
6154 Workers' Compensation	47,700	54,725	54,046	51,000	(3,725)	(6.8)
* Compensation and Benefits	4,103,400	4,527,419	4,477,477	4,612,500	85,081	1.9
6201 Telephone	29,900	28,668	24,810	29,300	632	2.2
6202 Courier/Postage	2,880	2,880	2,320	3,000	120	4.2
6203 Office Furn/Equip	4,860	4,860	16,640	4,900	40	0.8
6204 Computer S/W & Lic	500	500	571	500		
6205 Printing & Reproduction			1,953			
6207 Office Supplies	18,270	18,270	15,439	19,000	730	4.0
6299 Other Office Expenses			1,617			
* Office	56,410	55,178	63,349	56,700	1,522	2.8
6301 Professional Fees	162,300	157,700	179,810	152,200	(5,500)	(3.5)
6303 Consulting Fees	56,204	54,560	3,023	44,600	(9,960)	(18.3)
6399 Contract Services	15,700	93,900	174,333	94,000	100	0.1
* External Services	234,204	306,160	357,166	290,800	(15,360)	(5.0)
6401 Uniforms & Clothing			333	2,000	2,000	
6402 Med & First Aid Supp	7,000	7,000	5,662	7,000		
6406 Bridge Tolls			42			
6409 Personal Protect Equ			144			
* Supplies	7,000	7,000	6,181	9,000	2,000	28.6
6519 Welding Supplies			0			
* Materials			0			
6699 Other Building Cost			198			
* Building Costs			198			
6701 Equipment Purchase			473	1,000	1,000	
6703 Computer Equipment/Rentals			807			
6705 Equip - R&M	2,000	2,000		2,000		
6706 Computer R&M			815			
* Equipment & Communications	2,000	2,000	2,095	3,000	1,000	50.0
6899 Other Vehicle Expense			1,250			
* Vehicle Expense			1,250			
6901 Membership Dues	23,700	21,544	28,233	25,100	3,556	16.5
6902 Conferences and Workshops			6,390			
6903 Travel - Local	19,995	18,995	25,528	19,200	205	1.1
6904 Travel - Out of Town		2,000	13,333	3,000	1,000	50.0
6905 Training & Education	68,300	44,210	27,932	50,800	6,590	14.9
6908 Medical Examinations			1,838			
6912 Advertising and Promotion			516			
6914 Recruiting	62,200					
6917 Books and Periodicals	9,000	8,401	10,222	9,500	1,099	13.1
6918 Meals	1,000	3,728	528	3,700	(28)	(0.8)
6919 Special Projects	84,150	64,349	39,072	72,600	8,251	12.8
6928 Committee Expenses	13,100	9,825	1,849	9,800	(25)	(0.3)
6937 Corporate Training	300,000	255,000	211,787	255,000		
6938 Rewarding Excellence	23,700	10,191	477	10,700	509	5.0
6999 Other Goods and Services	80,890	80,970	28,734	25,000	(55,970)	(69.1)
* Other Goods & Services	686,035	519,213	396,438	484,400	(34,813)	(6.7)
7001 Interdept Equip Chg			3,670			
7007 ItnTrsf Paper Recyc			271			
7008 ItnTrsf IT & Commun			1,037			
7009 Internal Transfers Other			172			
7012 Int Trf Print/Reprod			291			
9911 PM Labour-Reg			54			
* Interdepartmental			5,495			
** Total	5,089,049	5,416,970	5,309,650	5,456,400	39,430	0.7

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
5508 Recov External Parti			(1,711)			
5521 CUPE Administration Fee	(80,000)	(80,000)	(74,548)	(80,000)		
* Other Revenue	(80,000)	(80,000)	(76,259)	(80,000)		
** Total	(80,000)	(80,000)	(76,259)	(80,000)		
Net Surplus/Deficit	5,009,049	5,336,970	5,233,391	5,376,400	39,430	0.7



2012/13 Annual Budget

Mission: *Safety, Peace and Order in the community*

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.

Director: HRP: Chief Frank Beazley RCMP: Chief Supt. Jean-Michel Blais

Administration/Executive Office

Provides Financial, Human Resources, Fleet, Employee Family Assistance, accident reporting services, summary offence ticket processing, audit and policy creation and maintenance, exhibits-quartermasters- lost/found property services, booking and manages the contract with the Corp of Commissionaires.

Patrol

Provides 24/7 uniformed patrol and response by HRP/RCMP to emergency and non-emergency calls. Also includes the Quick Response Unit – Street Crime Enforcement Unit and the integrated K-9 Unit (Police Service Dog).

Criminal Investigation (Integrated Units)

This Division is integrated, with HRP and RCMP members working together as one team providing service across all of HRM. It provides specialized investigative services such as General Investigation Section, Major Crime, Financial Crime, Vice, HRP Forensic Identification, Drugs, Cold Case, Sexual Assault, High Risk Offender Enforcement, Computer Forensics and Internet Child Exploitation.

Support Operations

Provides records services, court file services and training.

Public Safety Office

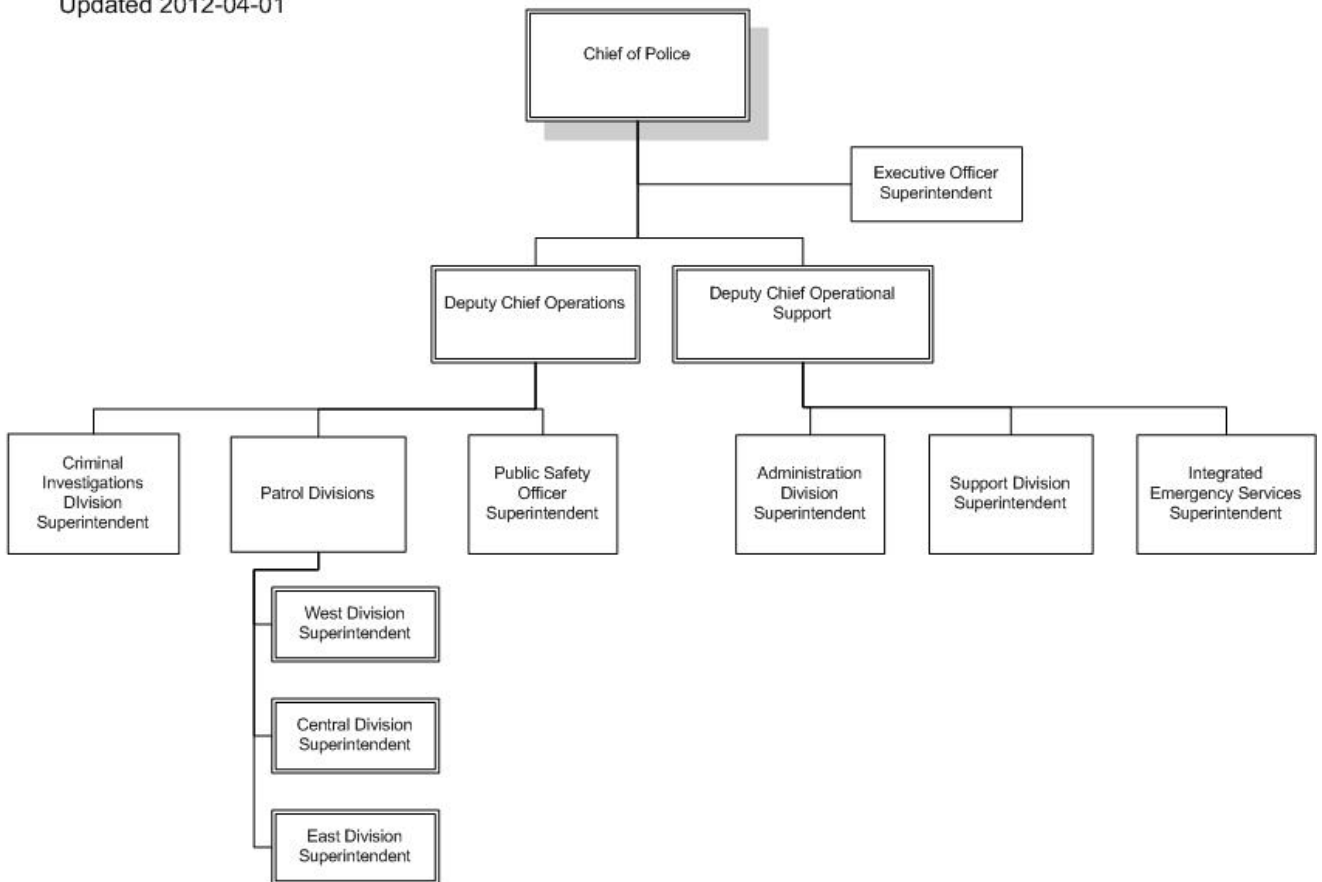
This service is comprised of a Public Safety Officer; Community Relations/Crime Prevention office (including School Officers, Volunteer Services and Victim Services); Traffic Section; Mobile Mental Health Team; Community Response Team and City Watch.

Integrated Emergency Services

Provides 911 emergency call taking for all calls within HRM, non-emergency call taking for Halifax Regional Police and Halifax Regional Fire and dispatch services for HRP, HRFES and RCMP Halifax District.

Halifax Regional Police

Updated 2012-04-01



Funded Full Time Equivalents (FTEs):

Halifax Regional Police	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	747.5 (523 Officers / 224.5 Civilians) RCMP: 178 FTEs **	702 (522 Officers / 180 Civilians*) RCMP: 178 FTEs **	HRP: -45.5 RCMP: 0

* 45.5 FTE's were transferred from Community Projects in HRP to Community Development and Recreation (CRS) during the 2011/12 fiscal year.

** This is the budgeted FTE and does not include the civilians as they are funded within the FTE budget

HRP Business Unit Operating Budget Overview

Halifax Regional Police Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	66,110,410	69,294,600	68,001,076	71,150,900	1,856,300	2.7
* Office	664,790	843,600	780,004	778,600	(65,000)	(7.7)
* External Services	1,544,500	2,341,700	2,707,041	2,336,200	(5,500)	(0.2)
* Supplies	465,170	492,400	473,340	477,400	(15,000)	(3.0)
* Materials			417			
* Building Costs	58,600	113,400	92,512	96,400	(17,000)	(15.0)
* Equipment & Communications	1,397,844	1,415,600	1,148,567	1,363,000	(52,600)	(3.7)
* Vehicle Expense	113,100	112,100	81,199	91,000	(21,100)	(18.8)
* Other Goods & Services	1,279,838	1,225,000	1,180,054	1,212,600	(12,400)	(1.0)
* Interdepartmental	1,762,564	1,873,100	2,340,372		(1,873,100)	(100.0)
* Other Fiscal	422,800	428,300	1,202,935	(274,700)	(703,000)	(164.1)
** Total	73,819,616	78,139,800	78,007,519	77,231,400	(908,400)	(1.2)
Revenues						
* Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)		
* Fee Revenues	(561,400)	(508,900)	(719,330)	(566,000)	(57,100)	11
* Other Revenue	(7,219,500)	(5,729,200)	(7,038,884)	(6,737,300)	(1,008,100)	18
** Total	(7,794,400)	(6,252,500)	(7,772,566)	(7,317,700)	(1,065,200)	17.0
Net Surplus/Deficit	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)

HRP Business Unit Service Area Budget Overview

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Police	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)
Chief's Office	5,455,190	5,362,200	5,943,157	5,171,900	(190,300)	(3.5)
Operational Support	15,186,096	16,471,100	15,449,507	14,073,400	(2,397,700)	(14.6)
Operations Division	45,383,930	50,054,000	48,842,288	50,668,400	614,400	1.2
	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)

Key Business Unit Metrics and Drivers

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total (HRP)	95.29	98.52	98.78	96.42	101.78
Expenditures per Dwelling Unit (HRP & RCMP)	501.61	530.58	530.69	552.55	544.24
Crime Severity Index	95.96	97.20	96.82	TBA	
*Solvency Rate (Overall Criminal)	33%	29%	29%	33%	33%
Citizens Survey Results (Quality of Policing Provided in the HRM)	82%	82%	86%	83%	85%

* Statistics Canada Description of the Crime Severity Index: <http://www.statcan.gc.ca/pub/85-004-x/2009001/part-partie1-eng.htm>

Major Achievements in 2011/12

Calls for Service

- HRM Police responded to a total of 152,164 dispatched calls for service in 2011, with HRP accounting for 107,056 calls and the RCMP totalling 45,108.
- HRM Police had an average response time of 7.43 minutes to Priority 1 calls for service.
- Integrated Emergency services (IES) which is managed by Halifax Regional Police answered 109,927 Emergency 911 calls and 272,897 non-emergency calls in 2011, for an average of 301 emergency calls and 748 non-emergency calls per day in HRM.

Crime Reduction

- The 2011/12 HRM Police Business Plan identified a crime reduction goal of 2% for both crimes against persons and crimes against property. For year-end 2011, crimes against persons were reduced by 1% (3,680 to 3,644).
- Crimes against property were reduced by over 12% (14,655 to 12,857).
- Break and enter offences being decreased by 23% (2,490 to 1,916).
- Overall in 2011, crime within HRM saw a reduction of 10% (28,776 to 25,775).
- Drug charges, which were also specifically targeted for a 5% increase in last year's plan, saw a 6% (1,304 to 1,394) increase.
- The total street value of all drugs seized in 2011 totalled 3.7 million dollars, an increase of over 2.3 million dollars from the previous year.
- Operationally, the implementation of the HRP Crime Reduction strategy of targeting crime and repeat offenders and implementing the RCMP Comstat model of analyzing data to deploy resources played a significant role in the response to crime reduction.
- The electronic briefing and mapping tool targeting criminal activity by geographical area was further refined to support directed patrol of resources.
- HRP and RCMP are developing a common approach to crime mapping and hot-spot identification throughout the entire HRM whereby all crimes will be tracked and analysed to provide for a single criminal analysis product that will drive patrol, investigative and preventive actions. A Joint Comstat type process will be the key to this initiative.
- An integrated guns and gangs unit was created by realigning resources within the Criminal Investigation Division to focus on violence in the community.
- Established a front-line analyst position in the patrol division to increase the capacity to deal with emerging trends and hot-spots.

- The Incident Command System (ICS) was adopted as the standardized on-site management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Introductory training was provided to all front line personnel through the annual block training component as well as advanced ICS for senior personnel to develop the expertise to manage large scale and multi-agency events.
- HRP committed 25,262 hours and RCMP 19,393 hours for a total of 44,655 hours to training in 2011.
- The implementation of the Electronic Summary Offence Ticket project (E-SOT) remained ongoing in 2011/12.
- HRP introduced an on-line citizen reporting system which includes the Halifax District RCMP. Since June 2011, there have been 1,904 reports entered through the on-line system.
- The analysis of options to utilize Versenel or the SAP-HR tool is completed and awaiting a final decision to implement.

Public Safety

- Fifty (78%) of the 64 recommendations of the Response to the Mayor's Roundtable have been completed and will continue to be addressed so there is ongoing progress. One (2%) recommendation is awaiting judicial review. Thirteen (20%) of the recommendations have been completed as they were one-time initiatives.
- The first ever Halifax Regional Municipality Public Safety Strategic Plan was presented to the Board of Police Commissioners in April 2011. The plan came to fruition as the result of much consultation, stakeholder analysis and a workshop of 35 people representing 13 different municipal and provincial government departments, community groups and agencies. This plan will serve as the roadmap leading to a safer and more inclusive and welcoming HRM.
- Public Safety blog was launched in November 2011 and viewed over 5,000 times since its inception.
- The Patron Accountability, Safety & Service (PASS) Program was created to address safety concerns in the bars.
- Updated and implemented a comprehensive communication strategy in support of the Public Safety Office. This included the Crime Prevention Series, Community Safety Fair, launch of the Public Safety Officer's blog and Twitter feed, and crime prevention coffee sleeve initiative, among others.

Key Challenges and Opportunities in 2012/13**Challenges and Opportunities with Community-wide Impact**

The following challenges and opportunities will have an impact on Police Services in the 2012/13 timeframe:

- **Public Safety:** Continues to be a challenge to educate key stakeholders to understand everyone has a role in public safety and there are no quick fixes when addressing underlying root causes. Commitment to engage in collective approaches to address the public safety issues can be a win-win especially when the key stakeholders are faced with limited resources and competing priorities.
- **Crime Reduction Strategies:** Continue to employ, adapt and consolidate the HRP /RCMP Crime Reduction Strategies to increase police visibility, reduce crime and the fear of crime, and increase public safety.
- **Major Event / Emergency Operations:** Continue to prepare for major events and build on the collective capacity to secure persons and property including work on a situational awareness tool for HRM and review of emergency communications capabilities. Police prepare for emergency response through multi-agency simulated training and adopted the Incident Command Service (ICS) and implementing this concept into operational plans. Also, continuing to maintain fully functional Public Safety Unit (PSU) and Emergency Response Teams.

Challenges with Service Delivery

Key challenges that will impact Service Delivery in the 2012/13 fiscal year are:

- **Leveraging Information Technology:** Police will continue to move forward with significant IT initiatives to maximize the efficiency and effectiveness of present systems. These initiatives will include the maintenance and ongoing upgrades to the computer aided dispatch and records management systems, the E-SOT Project, data storage/disclosure solutions, communications intercept and crime analysis tools.
- **Contract Negotiations:** The NSUPE and HRP Collective Agreements remain ongoing in 2012.
- **Effective Personnel, Policy and Succession Management:** Police will continue the development of the large number of new officers hired in the past few years. The professional development of officers will continue along with broadened leadership training for the non-commissioned officers. There will also be a major emphasis to incorporate the HRM Cultural Change goals into leadership development.
- **Financial Management:** Police will continue our work in the areas of fiscal management, court and overtime management, sick/attendance management, cost reduction opportunities and the continued move towards the use of line item budgeting. The suggestions offered by the recent Auditor General Reports will be incorporated into the management system.
- The Provincial Police Service Agreement will increase by approximately 5% for the 2012 fiscal year.

12/13 Business Unit Service Level Changes
<p><u>Increases In Services / New Initiatives:</u></p> <ul style="list-style-type: none"> • Crime mapping for public access will be introduced to HRM in 2012. • Guns and Gangs Unit pilot project response to violent crime will be reviewed in 2012.
<p><u>Decreases In Services / Operational Pressures (OP):</u></p> <ul style="list-style-type: none"> • There will be no decrease in services. • There will be a need to identify efficiencies to maintain current service levels and absorb any operational pressures such as major investigations and events during this year and into 2013/14. • Business systems will continue to be reviewed throughout 2012 to enhance HRP's mission on being an efficient, effective and economical police organization.
<p><u>Expected Services Not Being Delivered:</u></p> <p>None</p>

2012/13 Service Area Plans

Chief's Office

Chief's Office Budget Overview

Chief's Office Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	3,516,110	3,266,600	3,136,520	3,433,900	167,300	5.1
* Office	204,060	200,500	232,628	182,900	(17,600)	(8.8)
* External Services	1,305,100	1,541,800	1,851,962	1,536,700	(5,100)	(0.3)
* Supplies	238,200	255,400	228,098	246,400	(9,000)	(3.5)
* Materials			144			
* Building Costs	50,000	67,800	73,809	62,800	(5,000)	(7.4)
* Equipment & Communications	80,500	42,800	17,666	19,500	(23,300)	(54.4)
* Vehicle Expense	600	600	30		(600)	(100.0)
* Other Goods & Services	117,320	78,800	77,923	105,200	26,400	33.5
* Interdepartmental	2,000		5,682			
* Other Fiscal	75,000	80,500	583,826	(169,500)	(250,000)	(310.6)
** Total	5,588,890	5,534,800	6,208,288	5,417,900	(116,900)	(2.1)
Revenues						
* Other Revenue	(133,700)	(172,600)	(265,131)	(246,000)	(73,400)	43
** Total	(133,700)	(172,600)	(265,131)	(246,000)	(73,400)	43
Net Surplus/Deficit	5,455,190	5,362,200	5,943,157	5,171,900	(190,300)	(3.5)

Chief's Office Challenges and Opportunities

Delivering an effective and efficient police service that provides safety, peace and order where the citizens and visitors to HRM feel safe in the community. With ongoing retirements, there is a continuing need to address the exit of highly trained personnel, especially personnel in highly skilled positions.

2012/13 Chief's Office Key Deliverables

1.1	Create and implement communication plans to support HRM Public Safety Strategic Plan.
1.2	Provide support and subject matter expertise in establishing the protocols for by-law development and review.
1.3	Lead ongoing review of structure and resources to enhance service delivery throughout the service to increase efficiency and maximize resources.
1.4	Provide leadership and coordination to corporate strategic alignment in public safety by convening meetings, reviewing and tracking progress and planning for next cycle.

HRP Operations

HRP Operations Budget Overview

Operations Division Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	50,297,400	52,890,500	51,948,996	54,466,400	1,575,900	3.0
* Office	238,930	381,800	325,082	370,200	(11,600)	(3.0)
* External Services	(125,900)	393,200	429,060	438,700	45,500	11.6
* Supplies	207,670	218,100	237,444	212,100	(6,000)	(2.8)
* Building Costs	3,000	40,000	17,306	28,000	(12,000)	(30.0)
* Equipment & Communications	111,900	153,900	184,156	91,200	(62,700)	(40.7)
* Vehicle Expense	109,400	111,500	78,501	91,000	(20,500)	(18.4)
* Other Goods & Services	697,430	706,800	730,027	721,100	14,300	2.0
* Interdepartmental	(155,200)	(155,200)	46,647		155,200	(100.0)
* Other Fiscal	347,800	347,800	610,509	(105,200)	(453,000)	(130.2)
** Total	51,732,430	55,088,400	54,607,728	56,313,500	1,225,100	2.2
Revenues						
* Other Revenue	(6,348,500)	(5,034,400)	(5,765,440)	(5,645,100)	(610,700)	12
** Total	(6,348,500)	(5,034,400)	(5,765,440)	(5,645,100)	(610,700)	12
Net Surplus/Deficit	45,383,930	50,054,000	48,842,288	50,668,400	614,400	1

Operations Challenges and Opportunities

The Public Safety Strategic Plan is a complex undertaking that requires the commitment and engagement of HRM business units, provincial and federal governments, community agencies and citizens. The HRM Public Safety Officer will continue to coordinate the implementation through education and mobilization of the key stakeholders.

2012/13 Operations Key Deliverables

2.1	Continue to target violent crime and property crime by aligning and standardizing the HRP and RCMP crime reduction strategies through the reduction of duplication, implementation of new/upgraded technologies and business practices.
2.2	Expand Safer Stronger Communities initiative to all Police Divisions (East, West, Central).
2.3	Identify and implement a solution expanding scope of data used and GIS mapping components to better address crime and inform the citizens.
2.4	Ongoing implementation of the HRM Public Safety Strategic Plan: 2.4.1 Implementation of Dalhousie University restorative justice project to divert students involved in minor criminal code and liquor offences from the court process. 2.4.2 Develop new initiatives to enhance crime prevention efforts regarding violence against women. 2.4.3 The Crime Free Multi-Housing Program, a partnership of RCMP, HRP and the corporate sector (property owners), to increase safety and reduce crime in high-density housing will be launched in the spring of 2012.

HRP Operational Support

HRP Operational Support Budget Overview

Operational Support Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	12,296,900	13,137,500	12,915,560	13,250,600	113,100	0.9
* Office	221,800	261,300	222,295	225,500	(35,800)	(13.7)
* External Services	365,300	406,700	426,019	360,800	(45,900)	(11.3)
* Supplies	19,300	18,900	7,798	18,900		
* Materials			273			
* Building Costs	5,600	5,600	1,396	5,600		
* Equipment & Communications	1,205,444	1,218,900	946,745	1,252,300	33,400	2.7
* Vehicle Expense	3,100		2,668			
* Other Goods & Services	465,088	439,400	372,104	386,300	(53,100)	(12.1)
* Interdepartmental	1,915,764	2,028,300	2,288,044		(2,028,300)	(100.0)
* Other Fiscal			8,600			
** Total	16,498,296	17,516,600	17,191,502	15,500,000	(2,016,600)	(11.5)
Revenues						
* Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)		
* Fee Revenues	(561,400)	(508,900)	(719,330)	(566,000)	(57,100)	11
* Other Revenue	(737,300)	(522,200)	(1,008,313)	(846,200)	(324,000)	62
** Total	(1,312,200)	(1,045,500)	(1,741,995)	(1,426,600)	(381,100)	36.5
Net Surplus/Deficit	15,186,096	16,471,100	15,449,507	14,073,400	(2,397,700)	(14.6)

Operational Support Challenges and Opportunities

Assessing the current situation of limited growth in resources and modify business practices to maximize efficiencies while maintaining service levels.

2012/13 Operational Support Key Deliverables

3.1	Support the Emergency Operations Centre and Integrated Emergency Services in reviewing operations and emergency response within HRM.
3.2	Review existing facilities and assets to maximize efficiencies and ensure they are safe, secure, accessible, inviting, and sustainable in support of operations with regard to capital and life cycle planning.
3.3	Continue to put financial monitoring practices in place to reduce the use of court/overtime, manage attendance and increase the accuracy of the line item budget.
3.4	Review the operations of Police to maximize efficiencies through the use of technology and ensure that systems are well supported and available to support operations.
3.5	Train all Operational Commanders to ICS 300 Level.
3.6	Increase customer service access to police services through alignment of phone access, streamline of web services, and walk in services.

Halifax Reginal Police Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
P125 Audit & Planning	349,900	625,100	421,279	471,600	(153,500)	(24.6)
P130 Facilities & Prop.	81,000	80,600	123,454	80,600		
P255 Exhibits & Property	347,770	376,400	369,606	366,100	(10,300)	(2.7)
P270 Commissionaires	1,298,500	1,238,900	1,335,160	1,010,100	(228,800)	(18.5)
P310 R.A.P.I.D.	71,600	31,600	5,552	22,500	(9,100)	(28.8)
P311 Projects Unit	434,800	416,600	388,832	437,300	20,700	5.0
P315 Inves. Call BackUnit	255,000	107,300	91,289	73,000	(34,300)	(32.0)
P370 Booking	521,900	523,500	643,729	696,700	173,200	33.1
*** Executive Office	3,360,470	3,400,000	3,378,901	3,157,900	(242,100)	(7.1)
P105 Chief's Office	1,235,800	1,024,900	1,778,372	1,073,000	48,100	4.7
P110 Professional Stds	119,400	130,000	215,858	241,400	111,400	85.7
P120 Public Affairs	351,390	420,000	424,452	438,200	18,200	4.3
P135 Board Of Police Comm	7,000	7,000	10,450	37,000	30,000	428.6
S110 General Manager's Of	136,030	141,100	74,778	142,100	1,000	0.7
S120 Comm. Proj. Admin.	245,100	239,200	60,347	82,300	(156,900)	(65.6)
*** Chief's Division	2,094,720	1,962,200	2,564,257	2,014,000	51,800	2.6
**** Chief's Office	5,455,190	5,362,200	5,943,157	5,171,900	(190,300)	(3.5)
P115 Legal	135,000	176,400	109,445	176,400		
P205 Superintendent's Off	322,800	201,400	356,303	298,900	97,500	48.4
P208 Back Check	(2,000)	254,400	(77,585)	(114,800)	(369,200)	(145.1)
*** Deputy Operational Support	455,800	632,200	388,163	360,500	(271,700)	(43.0)
P225 Training	743,288	1,004,100	942,944	946,200	(57,900)	(5.8)
P245 Court Officers	1,024,800	1,156,500	1,249,579	1,097,600	(58,900)	(5.1)
P265 Records	340,200	402,000	91,236	264,300	(137,700)	(34.3)
P505 Police Science Train						
*** Support Division	2,108,288	2,562,600	2,283,759	2,308,100	(254,500)	(9.9)
P210 EAP	114,700	117,800	115,650	121,800	4,000	3.4
P220 Human Resources	538,500	469,800	554,410	453,200	(16,600)	(3.5)
P230 Finance	492,800	512,300	597,957	618,300	106,000	20.7
P235 Extra Duty	38,300	39,400	(8,540)	(11,900)	(51,300)	(130.2)
P240 SOTS	323,600	512,200	411,790	383,900	(128,300)	(25.0)
P250 Fleet Maintenance	1,701,264	1,813,800	2,128,325	80,000	(1,733,800)	(95.6)
P460 Sch. Crossing Guard	1,495,300	1,679,100	1,589,716	1,712,500	33,400	2.0
*** Administration	4,704,464	5,144,400	5,389,307	3,357,800	(1,786,600)	(34.7)
A450 Integrated Emerg Srv	6,617,200	6,831,500	6,256,065	7,002,400	170,900	2.5
A452 Eric Spicer-Operatio	193,400	193,400	180,360	10,200	(183,200)	(94.7)
** Emergency 911 Communications	6,810,600	7,024,900	6,436,425	7,012,600	(12,300)	(0.2)
N711 Dispatch Centre	77,800	77,800	41,285	42,000	(35,800)	(46.0)
* Dispatch	77,800	77,800	41,285	42,000	(35,800)	(46.0)
N721 HRP	412,944	413,000	281,146	292,300	(120,700)	(29.2)
* Police	412,944	413,000	281,146	292,300	(120,700)	(29.2)
N731 Core Fire & EMO	157,600	157,600	51,232	53,000	(104,600)	(66.4)
N732 Rural Fire	458,600	458,600	578,190	647,100	188,500	41.1
* Fire	616,200	616,200	629,422	700,100	83,900	13.6
** Integrated Dispatch Communic	1,106,944	1,107,000	951,853	1,034,400	(72,600)	(6.6)
*** Integrated Emergency Service	7,917,544	8,131,900	7,388,279	8,047,000	(84,900)	(1.0)
**** Operational Support	15,186,096	16,471,100	15,449,507	14,073,400	(2,397,700)	(14.6)
P405 Deputy Operations	1,053,500	925,500	866,247	866,900	(58,600)	(6.3)
*** Deputy Operations	1,053,500	925,500	866,247	866,900	(58,600)	(6.3)

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Actual	Budget	Unaudited Actual	Budget	Variance	Variance as %
P312 SES Technical Unit	224,600	382,100	310,945	364,400	(17,700)	(4.6)
P313 VICLAS	115,000	117,200	57,833	115,700	(1,500)	(1.3)
P314 Computer Forensics	191,100	214,100	228,105	214,400	300	0.1
P316 CID	(6,270)	1,009,900	1,432,928	1,346,400	336,500	33.3
P317 CATS Clearing Account	(5,100)		1,565,324			
P320 Polygraph	188,000	105,900	146,246	109,000	3,100	2.9
P325 Identification	1,410,490	2,020,100	1,462,203	1,673,300	(346,800)	(17.2)
P330 Fraud Unit	1,070,800	921,000	1,035,958	1,209,200	288,200	31.3
P335 Special Enforcement	1,019,400	1,481,000	1,620,750	1,736,000	255,000	17.2
P340 Criminal Intel Unit	766,300	1,025,200	859,729	899,500	(125,700)	(12.3)
P345 Vice	406,500	942,800	838,726	788,600	(154,200)	(16.4)
P355 Crime Stoppers						
P360 GIS	2,850,000	3,822,600	3,603,778	3,798,700	(23,900)	(0.6)
P375 Major Crime	2,620,910	2,464,700	2,216,069	2,426,000	(38,700)	(1.6)
P380 Crime Analysis	275,400	541,000	555,512	565,200	24,200	4.5
*** Criminal Investigations Divi	11,127,130	15,047,600	15,934,106	15,246,400	198,800	1.3
P410 Shared Resources	1,055,300	2,038,700	1,683,815	1,573,300	(465,400)	(22.8)
P415 Central	9,838,500	8,734,700	8,149,468	8,915,300	180,600	2.1
P435 Canine	20,600	30,700	42,423	30,700		
P445 Marine	53,300	53,300	69,767	70,800	17,500	32.8
P455 Bike Patrol	6,000	16,000	9,592	16,000		
P465 Mounted	8,200	14,500	15,879	15,700	1,200	8.3
P470 Port's Policing	(119,500)	14,600	(96,294)	(76,800)	(91,400)	(626.0)
P475 QRU - Central Patrol	1,825,800	2,346,400	2,382,633	2,396,600	50,200	2.1
*** Operations Central	12,688,200	13,248,900	12,257,283	12,941,600	(307,300)	(2.3)
P425 East	9,991,100	9,082,600	9,228,592	10,160,200	1,077,600	11.9
P450 Public Safety Unit	10,200	2,500	8,455	2,500		
*** Operations East	10,001,300	9,085,100	9,237,048	10,162,700	1,077,600	11.9
P420 West	8,021,400	8,819,300	8,066,228	8,712,100	(107,200)	(1.2)
P440 ERT	16,100	25,700	65,665	28,200	2,500	9.7
P495 QRU - West Patrol						
*** Operations West	8,037,500	8,845,000	8,131,893	8,740,300	(104,700)	(1.2)
A551 City Watch	119,800	121,000	63,704	119,100	(1,900)	(1.6)
** City Watch	119,800	121,000	63,704	119,100	(1,900)	(1.6)
E123 Comm. Response	342,400	239,700	191,120	234,600	(5,100)	(2.1)
P365 Accidents	163,600	111,000	114,232	114,700	3,700	3.3
P430 Victim Service	161,400	157,000	164,382	170,900	13,900	8.9
P480 CR/CP	860,000	1,573,800	1,163,188	1,146,100	(427,700)	(27.2)
P485 Traffic	829,100	699,400	719,900	925,100	225,700	32.3
*** Public Safety	2,476,300	2,901,900	2,415,711	2,710,500	(191,400)	(6.6)
**** Operations Division	45,383,930	50,054,000	48,842,288	50,668,400	614,400	1.2
***** HRM Police	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)

Halifax Regional Police Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
P125 Audit & Planning	349,900	625,100	421,279	471,600	(153,500)	(24.6)
P130 Facilities & Prop.	81,000	80,600	123,454	80,600		
P255 Exhibits & Property	347,770	376,400	369,656	366,100	(10,300)	(2.7)
P270 Commissionaires	1,329,200	1,274,000	1,373,108	1,046,200	(227,800)	(17.9)
P310 R.A.P.I.D.	71,600	31,600	5,702	22,500	(9,100)	(28.8)
P311 Projects Unit	434,800	416,600	388,832	437,300	20,700	5.0
P315 Inves. Call BackUnit	255,000	107,300	91,289	73,000	(34,300)	(32.0)
P370 Booking	624,900	637,900	764,156	816,900	179,000	28.1
*** Executive Office	3,494,170	3,549,500	3,537,475	3,314,200	(235,300)	(6.6)
P105 Chief's Office	1,235,800	1,048,000	1,882,858	1,162,700	114,700	10.9
P110 Professional Stds	119,400	130,000	217,928	241,400	111,400	85.7
P120 Public Affairs	351,390	420,000	424,452	438,200	18,200	4.3
P135 Board Of Police Comm	7,000	7,000	10,450	37,000	30,000	428.6
S110 General Manager's Of	136,030	141,100	74,778	142,100	1,000	0.7
S120 Comm. Proj. Admin.	245,100	239,200	60,347	82,300	(156,900)	(65.6)
*** Chief's Division	2,094,720	1,985,300	2,670,814	2,103,700	118,400	6.0
**** Chief's Office	5,588,890	5,534,800	6,208,288	5,417,900	(116,900)	(2.1)
P115 Legal	135,000	176,400	109,445	176,400		
P205 Superintendent's Off	490,000	418,600	487,798	422,200	3,600	0.9
P208 Back Check	306,400	254,400	248,732	209,400	(45,000)	(17.7)
*** Deputy Operational Support	931,400	849,400	845,975	808,000	(41,400)	(4.9)
P225 Training	743,288	1,111,400	1,059,904	1,053,300	(58,100)	(5.2)
P245 Court Officers	1,024,800	1,156,500	1,252,435	1,097,600	(58,900)	(5.1)
P265 Records	611,200	659,000	621,081	664,300	5,300	0.8
P505 Police Science Train			841			
*** Support Division	2,379,288	2,926,900	2,934,262	2,815,200	(111,700)	(3.8)
P210 EAP	114,700	117,800	115,650	121,800	4,000	3.4
P220 Human Resources	538,500	469,800	554,410	453,200	(16,600)	(3.5)
P230 Finance	492,800	512,300	597,957	618,300	106,000	20.7
P235 Extra Duty	450,700	451,800	479,826	400,500	(51,300)	(11.4)
P240 SOTS	463,100	549,200	469,510	428,900	(120,300)	(21.9)
P250 Fleet Maintenance	1,701,264	1,813,800	2,128,910	80,000	(1,733,800)	(95.6)
P460 Sch. Crossing Guard	1,509,000	1,693,700	1,604,068	1,727,100	33,400	2.0
*** Administration	5,270,064	5,608,400	5,950,329	3,829,800	(1,778,600)	(31.7)
A450 Integrated Emerg Srv	6,617,200	6,831,500	6,328,723	7,002,400	170,900	2.5
A452 Eric Spicer-Operatio	193,400	193,400	180,360	10,200	(183,200)	(94.7)
** Emergency 911 Communications	6,810,600	7,024,900	6,509,083	7,012,600	(12,300)	(0.2)
N711 Dispatch Centre	77,800	77,800	41,285	42,000	(35,800)	(46.0)
* Dispatch	77,800	77,800	41,285	42,000	(35,800)	(46.0)
N721 HRP	412,944	413,000	281,146	292,300	(120,700)	(29.2)
* Police	412,944	413,000	281,146	292,300	(120,700)	(29.2)
N731 Core Fire & EMO	157,600	157,600	51,232	53,000	(104,600)	(66.4)
N732 Rural Fire	458,600	458,600	578,190	647,100	188,500	41.1
* Fire	616,200	616,200	629,422	700,100	83,900	13.6
** Integrated Dispatch Communic	1,106,944	1,107,000	951,853	1,034,400	(72,600)	(6.6)
*** Integrated Emergency Service	7,917,544	8,131,900	7,460,936	8,047,000	(84,900)	(1.0)
**** Operational Support	16,498,296	17,516,600	17,191,502	15,500,000	(2,016,600)	(11.5)

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
P405 Deputy Operations	1,053,500	925,500	891,076	866,900	(58,600)	(6.3)
*** Deputy Operations	1,053,500	925,500	891,076	866,900	(58,600)	(6.3)
P312 SES Technical Unit	224,600	382,100	310,945	364,400	(17,700)	(4.6)
P313 VICLAS	115,000	117,200	115,982	115,700	(1,500)	(1.3)
P314 Computer Forensics	191,100	214,100	228,105	214,400	300	0.1
P316 CID	3,950,030	5,029,600	5,588,605	5,512,300	482,700	9.6
P317 CATS Clearing Account	(5,100)		1,565,324			
P320 Polygraph	188,000	105,900	146,246	109,000	3,100	2.9
P325 Identification	1,500,490	2,020,100	1,462,203	1,673,300	(346,800)	(17.2)
P330 Fraud Unit	1,070,800	921,000	1,035,958	1,209,200	288,200	31.3
P335 Special Enforcement	1,182,200	1,592,500	1,703,850	1,836,300	243,800	15.3
P340 Criminal Intel Unit	857,300	1,025,200	986,650	1,000,300	(24,900)	(2.4)
P345 Vice	406,500	942,800	879,702	838,300	(104,500)	(11.1)
P355 Crime Stoppers						
P360 GIS	3,237,600	4,051,200	3,824,257	4,076,000	24,800	0.6
P375 Major Crime	2,802,810	2,662,800	2,509,179	2,723,700	60,900	2.3
P380 Crime Analysis	275,400	541,000	555,512	565,200	24,200	4.5
*** Criminal Investigations Divi	15,996,730	19,605,500	20,912,518	20,238,100	632,600	3.2
P410 Shared Resources	1,206,500	2,038,700	1,708,436	1,573,300	(465,400)	(22.8)
P415 Central	10,190,700	8,853,600	8,408,261	9,189,300	335,700	3.8
P435 Canine	20,600	30,700	42,423	30,700		
P445 Marine	53,300	53,300	69,767	70,800	17,500	32.8
P455 Bike Patrol	6,000	16,000	9,592	16,000		
P465 Mounted	8,200	14,500	15,879	15,700	1,200	8.3
P470 Port's Policing	333,400	213,600	202,315	222,500	8,900	4.2
P475 QRU - Central Patrol	1,961,400	2,346,400	2,382,633	2,396,600	50,200	2.1
*** Operations Central	13,780,100	13,566,800	12,839,306	13,514,900	(51,900)	(0.4)
P425 East	10,052,400	9,082,600	9,232,940	10,160,200	1,077,600	11.9
P450 Public Safety Unit	10,200	2,500	8,455	2,500		
*** Operations East	10,062,600	9,085,100	9,241,396	10,162,700	1,077,600	11.9
P420 West	8,297,100	8,914,300	8,167,835	8,737,200	(177,100)	(2.0)
P440 ERT	16,100	25,700	65,665	28,200	2,500	9.7
P495 QRU - West Patrol						
*** Operations West	8,313,200	8,940,000	8,233,500	8,765,400	(174,600)	(2.0)
A551 City Watch	124,800	131,000	73,704	129,100	(1,900)	(1.5)
** City Watch	124,800	131,000	73,704	129,100	(1,900)	(1.5)
E123 Comm. Response	342,400	239,700	192,002	234,600	(5,100)	(2.1)
P365 Accidents	163,600	111,000	114,232	114,700	3,700	3.3
P430 Victim Service	206,400	210,600	209,382	215,900	5,300	2.5
P480 CR/CP	860,000	1,573,800	1,178,961	1,146,100	(427,700)	(27.2)
P485 Traffic	829,100	699,400	721,650	925,100	225,700	32.3
*** Public Safety	2,526,300	2,965,500	2,489,932	2,765,500	(200,000)	(6.7)
**** Operations Division	51,732,430	55,088,400	54,607,728	56,313,500	1,225,100	2.2
***** HRM Police	73,819,616	78,139,800	78,007,519	77,231,400	(908,400)	(1.2)
***** Total	73,819,616	78,139,800	78,007,519	77,231,400	(908,400)	(1.2)

Halifax Regional Police Summary of Gross Revenue						
Cost Centers/Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
P255 Exhibits & Property			(50)			
P270 Commissionaires	(30,700)	(35,100)	(37,947)	(36,100)	(1,000)	3
P310 R.A.P.I.D.			(150)			
P370 Booking	(103,000)	(114,400)	(120,427)	(120,200)	(5,800)	5
** Executive Office	(133,700)	(149,500)	(158,574)	(156,300)	(6,800)	5
P105 Chief's Office		(23,100)	(104,487)	(89,700)	(66,600)	288
P110 Professional Stds			(2,070)			
** Chief's Division		(23,100)	(106,557)	(89,700)	(66,600)	288
*** Chief's Office	(133,700)	(172,600)	(265,131)	(246,000)	(73,400)	43
P205 Superintendent's Office	(167,200)	(217,200)	(131,496)	(123,300)	93,900	(43)
P208 Back Check	(308,400)		(326,317)	(324,200)	(324,200)	
** Deputy Operational Support	(475,600)	(217,200)	(457,812)	(447,500)	(230,300)	106
P225 Training		(107,300)	(116,960)	(107,100)	200	(0)
P245 Court Officers			(2,856)			
P265 Records	(271,000)	(257,000)	(529,845)	(400,000)	(143,000)	56
P505 Police Science Training			(841)			
** Support Division	(271,000)	(364,300)	(650,503)	(507,100)	(142,800)	39
P235 Extra Duty	(412,400)	(412,400)	(488,366)	(412,400)		
P240 SOTS	(139,500)	(37,000)	(57,720)	(45,000)	(8,000)	22
P250 Fleet Maintenance			(585)			
P460 Sch. Crossing Guard	(13,700)	(14,600)	(14,352)	(14,600)		
** Administration	(565,600)	(464,000)	(561,022)	(472,000)	(8,000)	2
A450 Integrated Emerg Srv			(72,658)			
* Emergency 911 Communications			(72,658)			
** Integrated Emergency Services			(72,658)			
*** Operational Support	(1,312,200)	(1,045,500)	(1,741,995)	(1,426,600)	(381,100)	36
P405 Deputy Operations			(24,829)			
** Deputy Operations			(24,829)			
P313 VICLAS			(58,149)			
P316 CID	(3,956,300)	(4,019,700)	(4,155,677)	(4,165,900)	(146,200)	4
P325 Identification	(90,000)					
P335 Special Enforcement	(162,800)	(111,500)	(83,101)	(100,300)	11,200	(10)
P340 Criminal Intel Unit	(91,000)		(126,921)	(100,800)	(100,800)	
P345 Vice			(40,976)	(49,700)	(49,700)	
P360 GIS	(387,600)	(228,600)	(220,479)	(277,300)	(48,700)	21
P375 Major Crime	(181,900)	(198,100)	(293,110)	(297,700)	(99,600)	50
** Criminal Investigations Divis	(4,869,900)	(4,557,900)	(4,978,412)	(4,991,700)	(433,800)	10
P410 Shared Resources	(151,200)		(24,621)			
P415 Central	(352,200)	(118,900)	(258,793)	(274,000)	(155,100)	130
P470 Port's Policing	(452,900)	(199,000)	(298,609)	(299,300)	(100,300)	50
P475 QRU - Central Patrol	(135,600)					
** Operations Central	(1,091,900)	(317,900)	(582,023)	(573,300)	(255,400)	80
P425 East	(61,300)		(4,348)			
** Operations East	(61,300)		(4,348)			
P420 West	(275,700)	(95,000)	(101,607)	(25,100)	69,900	(74)
** Operations West	(275,700)	(95,000)	(101,607)	(25,100)	69,900	(74)
A551 City Watch	(5,000)	(10,000)	(10,000)	(10,000)		
* City Watch	(5,000)	(10,000)	(10,000)	(10,000)		
E123 Comm. Response			(882)			
E126 Grant Funded Projects			(817)			
P430 Victim Service	(45,000)	(53,600)	(45,000)	(45,000)	8,600	(16)
P480 CR/CP			(15,772)			
P485 Traffic			(1,750)			
** Public Safety	(50,000)	(63,600)	(74,221)	(55,000)	8,600	(14)
*** Operations Division	(6,348,500)	(5,034,400)	(5,765,440)	(5,645,100)	(610,700)	12
**** HRM Police	(7,794,400)	(6,252,500)	(7,772,566)	(7,317,700)	(1,065,200)	17
***** Total	(7,794,400)	(6,252,500)	(7,772,566)	(7,317,700)	(1,065,200)	17

Halifax Regional Police Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	52,145,162	54,032,900	51,884,375	55,718,400	1,685,500	3.1
6002 Salaries - Overtime	1,539,200	2,467,500	2,461,304	2,467,500		
6005 PDP Increases			(92,961)			
6050 Court Time	1,108,600	1,108,600	1,082,051	1,108,600		
6051 Shift Agreements			60,310			
6052 Shift Differentials	403,700	403,700	302,163	403,700		
6053 Extra Duty	400,000	400,000	528,821	400,000		
6054 Vacation payout			171,125			
6099 Other Allowances	17,000	17,000	95,983	17,000		
6100 Benefits - Salaries	9,198,348	9,588,900	9,952,141	10,179,900	591,000	6.2
6110 Vacancy Management			617,231	(317,700)	(317,700)	
6150 Honorariums			2,039			
6152 Retirement Incentives	403,800	374,000	375,512	401,400	27,400	7.3
6154 Workers' Compensation	472,700	480,100	204,792	471,700	(8,400)	(1.7)
6155 Overtime Meals			10			
6156 Clothing Allowance	421,900	421,900	425,877	421,900		
6157 stipends			1,500			
6158 WCB Recoverable Earnings			(159)			
6199 Comp & Ben InterDept			(112,652)	(121,500)	(121,500)	
9200 HR CATS Wage/Ben			48,247			
9210 HR CATS OT Wage/Ben			(6,632)			
* Compensation and Benefits	66,110,410	69,294,600	68,001,076	71,150,900	1,856,300	2.7
6201 Telephone	275,200	397,400	366,196	397,400		
6202 Courier/Postage	9,770	12,600	25,890	7,500	(5,100)	(40.5)
6203 Office Furn/Equip	128,430	141,400	66,449	116,400	(25,000)	(17.7)
6204 Computer S/W & Lic	112,100	115,500	164,358	107,300	(8,200)	(7.1)
6205 Printing & Reproduction	5,490	8,400	2,887		(8,400)	(100.0)
6207 Office Supplies	133,800	168,300	154,225	150,000	(18,300)	(10.9)
* Office	664,790	843,600	780,004	778,600	(65,000)	(7.7)
6302 Legal Fees	135,000	176,400	109,445	176,400		
6303 Consulting Fees			3,761			
6304 Janitorial Services	1,900	49,300	48,132	49,300		
6311 Security			88			
6312 Refuse Collection			2,456			
6399 Contract Services	1,407,600	2,116,000	2,543,160	2,110,500	(5,500)	(0.3)
* External Services	1,544,500	2,341,700	2,707,041	2,336,200	(5,500)	(0.2)
6401 Uniforms & Clothing	251,300	271,200	199,923	248,200	(23,000)	(8.5)
6402 Med & First Aid Supp	1,000	300	1,080	300		
6403 Patrol Equip Supplies	161,600	174,500	237,766	188,500	14,000	8.0
6404 Rec Prog Supplies			33			

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6405 Photo Supp & Equip	45,360	40,400	25,294	35,000	(5,400)	(13.4)
6406 Bridge Tolls	600	600			(600)	(100.0)
6407 Cleaning/Sanitary Supplies		1,500	4,321	1,500		
6499 Other Supplies	5,310	3,900	4,923	3,900		
* Supplies	465,170	492,400	473,340	477,400	(15,000)	(3.0)
6502 Chemicals			153			
6504 Hardware			85			
6505 Lubricants			35			
6517 Paint			144			
* Materials			417			
6605 Municipal Taxes	3,000	1,800			(1,800)	(100.0)
6607 Electricity		6,000	7,900	6,400	400	6.7
6699 Other Building Cost	55,600	105,600	84,612	90,000	(15,600)	(14.8)
* Building Costs	58,600	113,400	92,512	96,400	(17,000)	(15.0)
6701 Equipment Purchase	123,000	132,900	143,084	110,200	(22,700)	(17.1)
6702 Small Tools		5,000	2,451		(5,000)	(100.0)
6703 Computer Equipment/Rentals	11,900	14,900	2,746	5,000	(9,900)	(66.4)
6704 Equipment Rental			4,591			
6705 Equip - R&M	296,300	308,900	106,391	183,000	(125,900)	(40.8)
6706 Computer R&M	11,000	19,000	18,306	19,000		
6707 Plumbing & Heating			1,138			
6708 Mechanical Equipment		4,100	4,185	4,100		
6711 Communication System	232,972	208,100	13,174	179,500	(28,600)	(13.7)
6730 Communication Circuits	111,800	111,800	48,465	50,000	(61,800)	(55.3)
6731 Airtime	412,072	412,100	740,252	740,200	328,100	79.6
6732 Mobile Data	145,000	145,000	57,026	60,000	(85,000)	(58.6)
6733 Site Rentals	53,800	53,800	6,758	12,000	(41,800)	(77.7)
* Equipment & Communications	1,397,844	1,415,600	1,148,567	1,363,000	(52,600)	(3.7)
6802 Vehicle R&M	6,000	6,000	1,764		(6,000)	(100.0)
6803 Vehicle Fuel - Diesel	5,400	5,800	3,127	9,000	3,200	55.2
6804 Vehicle Fuel - Gasoline	4,600	5,000	433	6,700	1,700	34.0
6805 Tires and Tubes			501			
6806 Long Term Fleet Rentals	88,400	95,300	75,374	75,300	(20,000)	(21.0)
6807 Vehicle Leases	8,700					
6890 Vehicle TCA Transfer						
* Vehicle Expense	113,100	112,100	81,199	91,000	(21,100)	(18.8)
6901 Membership Dues	11,900	11,600	14,671	11,600		
6902 Conferences and Workshops	27,000	25,700	10,424	50,000	24,300	94.6
6903 Travel - Local	14,700	12,900	19,620	12,900		
6904 Travel - Out of Town	108,488	100,000	144,928	100,000		
6905 Training & Education	256,400	256,300	208,169	256,300		
6906 Licenses & Agreements	62,200	62,200	30,414	31,100	(31,100)	(50.0)
6911 Facilities Rental	618,130	657,100	659,206	677,100	20,000	3.0
6912 Advertising and Promotion	27,090	26,800	33,434	16,800	(10,000)	(37.3)
6917 Books and Periodicals	5,400	4,700	10,241	4,700		
6918 Meals	27,200	38,900	27,107	30,000	(8,900)	(22.9)
6919 Special Projects	12,600	12,600	3,414	12,600		
6928 Committee Expenses	500	500		500		
6937 Corporate Training			2,310			
6938 Rewarding Excellence	43,500	14,200	6,326	9,000	(5,200)	(36.6)
6999 Other Goods and Services	64,730	1,500	9,789		(1,500)	(100.0)
* Other Goods & Services	1,279,838	1,225,000	1,180,054	1,212,600	(12,400)	(1.0)
7001 Interdept Equip Chg	1,701,264	1,813,800	2,064,391		(1,813,800)	(100.0)
7002 Other Interdept Chg	216,500	214,500	214,500		(214,500)	(100.0)
7005 Interdept EXP	37,100	37,100	37,100		(37,100)	(100.0)
7007 ItnTrsf Paper Recyc			7,056			
7008 ItnTrsf IT & Commun			7,988			
7009 Internal Transfers Other			15,705			
7011 Int Trf Record Check			(7,470)			
7013 Int Trf Extra Staff			(43,993)			
7014 Int Trf Extra Vehicl			(396)			
7015 Int Trf FacilityRent			1,058			
7099 Interdept Chargeback	(192,300)	(192,300)			192,300	(100.0)
9910 PM Shop Expenses			44,200			
9911 PM Labour-Reg			234			
* Interdepartmental	1,762,564	1,873,100	2,340,372		(1,873,100)	(100.0)
8003 Insurance Pol/Prem	79,100	84,600	94,635	84,600		
8008 Transfer to/from Reserves	343,700	343,700	1,108,300	(359,300)	(703,000)	(204.5)
8024 Transf to/fr Capital						
* Other Fiscal	422,800	428,300	1,202,935	(274,700)	(703,000)	(164.1)
** Total	73,819,616	78,139,800	78,007,519	77,231,400	(908,400)	(1.2)

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4200 Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)		
* Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)		
4909 False Alarm Recovery	(150,900)	(200,900)	(118,048)	(105,000)	95,900	(47.7)
4910 NSLC Offences	(14,000)	(14,000)	(13,448)	(16,000)	(2,000)	14.3
5250 Sales of Services Other	(294,000)	(294,000)	(586,405)	(445,000)	(151,000)	51.4
5254 SOT Cancellation Fees	(102,500)		(1,430)			
* Fee Revenues	(561,400)	(508,900)	(719,330)	(566,000)	(57,100)	11.2
5508 Recov External Parti	(6,623,100)	(5,111,600)	(6,476,888)	(6,119,700)	(1,008,100)	19.7
5600 Miscellaneous Revenue	(596,400)	(617,600)	(561,996)	(617,600)		
5803 Transfer - General Rate						
* Other Revenue	(7,219,500)	(5,729,200)	(7,038,884)	(6,737,300)	(1,008,100)	17.6
** Total	(7,794,400)	(6,252,500)	(7,772,566)	(7,317,700)	(1,065,200)	17.0
Net Surplus/Deficit	66,025,216	71,887,300	70,234,952	69,913,700	(1,973,600)	(2.7)

RCMP Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* External Services	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
* Interdepartmental						
** Total	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
Revenues						
* Fee Revenues						
** Total						
Net Surplus/Deficit	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
RCMP Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
P710 RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
* RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
** Total	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
RCMP Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
P710 RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
* RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
** Total	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
RCMP Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6315 Outside Policing				22,671,000	22,671,000	
6399 Contract Services	20,621,300	21,714,200	21,591,400		(21,714,200)	(100)
* External Services	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
7011 Int Trf Record Check						
* Interdepartmental						
** Total	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4902 Fines Fees						
* Fee Revenues						
** Total						
Net Surplus/Deficit	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4.4

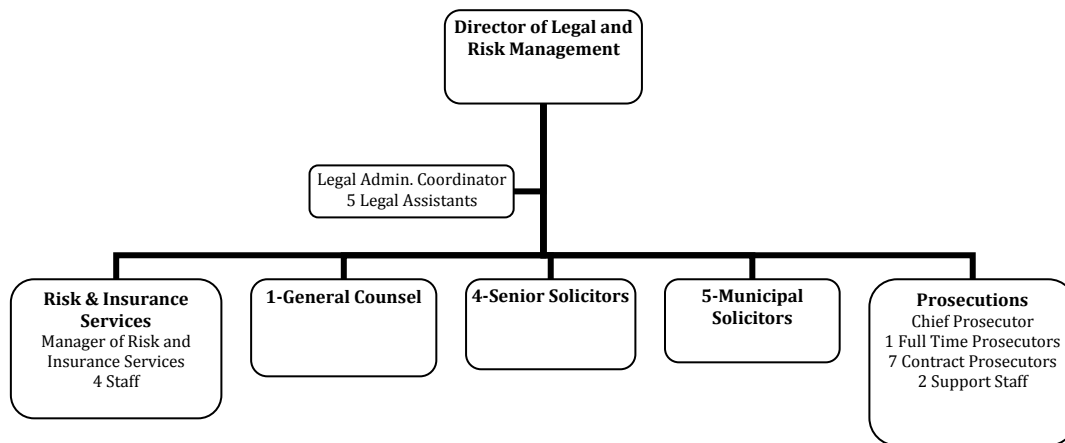
Legal Services and Risk Management

2012/13 Annual Budget

Mission: *To provide legal and risk management services, support and counsel in a timely and effective manner to 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 sections - Legal Services, and Risk and Insurance Services which provide support to HRM initiatives and operations. Legal Services (LS) functions to support Regional Council, its boards and committees and the business units, to provide legal services including all litigation, contract drafting and review, bylaw development, property transactions, prosecution, municipal bylaws and provincial regulatory offences, and general advice. The risk management section acts in conjunction with legal services to manage claims made against the HRM. This section manages the financing of HRM risk through insurance and a reserve. To reduce losses they seek to apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM.



Funded Full Time Equivalents (FTEs)

The budget for full time equivalents remain the same for this budget year, however Legal Services is undergoing a review to determine the proper structure and number of staff to fulfill the needs of HRM which may impact on the staffing levels.

	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs (includes full and part-time permanent positions)	26	26	0

Business Unit Operating Budget Overview

Legal Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	2,275,450	2,450,165	2,455,251	2,480,000	29,835	1.2
* Office	71,880	76,719	55,529	68,900	(7,819)	(10.2)
* External Services	331,700	341,813	494,703	360,100	18,287	5.4
* Supplies						
* Materials			37			
* Building Costs	10,000	10,000	9,436		(10,000)	(100.0)
* Equipment & Communications			165			
* Other Goods & Services	120,275	112,334	111,910	110,400	(1,934)	(1.7)
* Interdepartmental			18			
* Other Fiscal	(353,200)	(371,336)	(371,336)	(372,000)	(664)	0.2
** Total	2,456,105	2,619,695	2,755,713	2,647,400	27,705	1.1
Revenues						
* Fee Revenues	(144,000)	(144,100)	(194,120)	(209,400)	(65,300)	45.3
* Other Revenue	(84,000)	(50,000)	(19,508)		50,000	(100.0)
** Total	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9
Net Surplus/Deficit	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5

Business Unit Service Area Budget Overview

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Legal Services	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5
Administration	2,228,105	2,425,595	2,532,718	2,438,000	12,405	0.5
Risk Management			9,367			
	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5

Key Business Unit Metrics and Drivers

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	90%	92%	91%	94%	94%
Expenditures per Dwelling Unit	\$13.22	\$14.11	\$13.93	\$14.57	\$14.42

Major Achievements in 2011/12

- External Review of Contract Approval Process
- External Review of Legal Services
- Procurement and installation of modern and best practices claims system
- Finished a 3 year project working with HRP and Department of Justice on a new ESOT system (go live March 19, 2012)
- Launched with HRP and Department of Justice an evidence certificate project to reduce the number of hours officers have to spend in court.
- Obtained legislation to enable funding for Solar City.
- Two Supreme Court of Canada appearances.

Key Opportunities and Challenges in 2012/13

The following challenges and opportunities will have an impact on the Business Unit in the 12/13:

Challenges and Opportunities with Community-wide Impact

There are a number of opportunities to improve administrative efficiencies particularly in the prosecution area but all are dependent on Provincial support. There has been success on a number of fronts. Changes to Remission of Penalties Act and better grouping of bylaw trials would be of assistance in the delivery of effective and efficacious prosecution services, by effecting mandated penalties as well as reducing costs related to court time.

Challenges with Service Delivery

1. There is a need to build a strong contract management team to deal with negotiations, drafting and legal issues related to an agreement.
2. The lack of file management system designed to effectively, and in a user friendly manner, manage email makes it difficult to manage files.

2012/13 Business Unit Service Level Changes

Increases In Services and/or New Initiatives:

- **Challenge: Complex Commercial Matters:** The demand for commercial contract legal services has increased over the last year. Legal Services is working to increase the internal expertise in this practice area to respond to this growth. A consultant review of the contract preparation and approval business process will likely result in more specialized resources for this growth area.
- **Challenge: Labour Relations matters:** There are a number of union contracts currently, or soon to be, negotiated. This has, and will, absorb legal resources over the next year.
- **Challenge:** Implementation of Legal Services review and Contract process review will impact the volume and type of work by Legal Services. This will impact the resources available and will have an impact on staff in the work they complete. The challenge is to implement the accepted recommendations without a major reduction in service delivery.

Decreases In Services and/or Operational Pressures (OP):

- The preliminary draft report of the Legal Services review recommends the insourcing of some legal work which will increase the workload of the Legal Services section.

Expected Services Not Being Delivered:

- None

2012/13 Service Area Plan:

Legal Services and Risk Management:

Legal Services (LS) functions to support Regional Council, its boards and committees and the business units, to provide general legal services including all litigation, contract drafting and review, property transactions, prosecution of municipal bylaws and provincial regulatory offences, and general advice.

Services Delivered:

- Litigation:
 - Represents HRM before arbitration panels, Labour Relations Boards, Human Rights Commissions, CRTC, NEB, UARB, CTA cases, and to provide research and opinions, both early in the process to deal with the matter initially or throughout the proceeding until final resolution.
 - Provide representation of HRM in all actions and hearings made or brought against the HRM.
- Prosecutions:
 - Prosecute motor vehicle and liquor infractions annually for HRM and RCMP, Municipal bylaws, various regulations, and parking tickets, including all related applications and appeals.
 - Prosecutions: Provide training to police and other staff in respect of prosecutions and other legal issues.

- **Solicitor Services:**
 - Contract Review: Legal Services negotiates and drafts a wide array of legal agreements, leases, policies and MOU's.
 - Legal Advice: Provision of legal advice to Council in respect of the conduct of the business of the municipality.
 - Legal Advice: Provision of advice to management and staff on a wide range of topics, including related research and provision of advice on a daily basis for the HRM and Halifax Water Commission, as well as some boards.
 - Legal Services is responsible for conveyance work and related property advice.

- **Risk and Insurance Services:**
 - Claims Management: Provide adjusting, investigation, and settlement of claims against the HRM.
 - Contract Review: Create, review wording and substance of major contract to minimize risk to HRM.
 - Risk Management: Training, building assessments and appraisals, feedback to business units on claims to reduce risk.
 - Risk Management: Review of asset values and programs of HRM to insure proper values are insured and proper insurance coverage is provided for programs.
 - Risk Management: Management of reserves for outstanding claims, marketing HRM to insurance companies, management of insurance program.

Legal and Risk Management Challenges and Opportunities

- **Opportunity:** The implementation of legal services review provides an opportunity to reorganize and reset business unit expectations to improve service delivery.

- **Challenge:** Capacity to implement recommendations of Legal Service review and Contract process review

2012/13 Legal and Risk Management Key Deliverables

Legal	
1.1	<i>Review of Legal Services: Complete review and prioritization of legal service recommendations, develop implementation plan, and begin implementation of recommendations.</i>
1.2	<i>Contract Review: Review recommendations, work with business units to identify accepted recommendations, participate in implementation.</i>
1.3	<i>Prosecutions: Continue projects to improve administrative efficiencies in prosecutions in conjunction with Police and Department of Justice.</i>
1.4	<i>Bylaws: Continuation of bylaw review project-complete two bylaw reviews.</i>
Risk and Insurance	
2.4	<i>Broker review: Complete RFP for insurance broker services and insurance program</i>
2.2	<i>Building Valuation: Continue building appraisals project appraising twenty buildings</i>
2.3	<i>Risk: Continue to implement Auditor recommendations on risk</i>
2.4	<i>Claims System: Expand use of claims system to two additional business units.</i>

Legal Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A101 Administration						
A110 Legal Services	2,228,105	2,425,595	2,532,718	2,438,000	12,405	0.5
A303 Insurance & Risk Mgm			9,367			
* Legal Services	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5
** Total	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5
Legal Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A101 Administration						
A110 Legal Services	2,456,105	2,619,695	2,746,346	2,647,400	27,705	1.1
A303 Insurance & Risk Mgm			9,367			
* Legal Services	2,456,105	2,619,695	2,755,713	2,647,400	27,705	1.1
** Total	2,456,105	2,619,695	2,755,713	2,647,400	27,705	1.1
Legal Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
A110 Legal Services	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9
* Legal Services	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9
** Total	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9

Legal Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	1,941,200	2,083,543	2,058,195	2,150,400	66,857	3.2
6002 Salaries - Overtime	1,000	889	2,856	1,000	111	12.5
6005 PDP Increases			(64,532)			
6054 Vacation payout			3,089			
6100 Benefits - Salaries	298,100	327,367	355,246	342,000	14,633	4.5
6110 Vacancy Management			63,776	(50,600)	(50,600)	
6152 Retirement Incentives	10,500	11,989	11,002	12,000	11	0.1
6154 Workers' Compensation	24,650	26,377	25,618	25,200	(1,177)	(4.5)
* Compensation and Benefits	2,275,450	2,450,165	2,455,251	2,480,000	29,835	1.2
6201 Telephone	13,200	13,250	9,634	14,500	1,250	9.4
6202 Courier/Postage	3,240	3,600	4,674	3,600		
6203 Office Furn/Equip	7,290	7,907	4,194	4,100	(3,807)	(48.1)
6204 Computer S/W & Lic	24,300	30,562	18,513	28,800	(1,762)	(5.8)
6205 Printing & Reproduction	6,480	4,400	2,267	3,500	(900)	(20.5)
6206 Microfilms						
6207 Office Supplies	17,370	17,000	16,247	14,400	(2,600)	(15.3)
6299 Other Office Expenses						
* Office	71,880	76,719	55,529	68,900	(7,819)	(10.2)
6302 Legal Fees	123,500	160,813	301,777	170,000	9,187	5.7
6303 Consulting Fees			3,831			
6309 Litigation Disbursements	35,000	25,000	27,179	27,000	2,000	8.0
6310 Outside Personnel			1,194			
6314 Prosecution Services	173,200	156,000	157,640	163,100	7,100	4.6
6399 Contract Services			3,083			
* External Services	331,700	341,813	494,703	360,100	18,287	5.4
6499 Other Supplies						
* Supplies						
6504 Hardware			37			
* Materials			37			
6699 Other Building Cost	10,000	10,000	9,436		(10,000)	(100.0)
* Building Costs	10,000	10,000	9,436		(10,000)	(100.0)
6701 Equipment Purchase						
6703 Computer Equipment/Rentals			165			
* Equipment & Communications			165			
6901 Membership Dues	58,000	58,000	57,241	58,000		
6902 Conferences and Workshops						
6903 Travel - Local	5,400	6,000	7,038	6,900	900	15.0
6904 Travel - Out of Town	6,035	6,035	5,009	6,000	(35)	(0.6)
6905 Training & Education	17,100	9,817	5,209	9,200	(617)	(6.3)
6917 Books and Periodicals	30,000	30,000	35,518	30,000		
6918 Meals	800	582	1,013	300	(282)	(48.5)
6928 Committee Expenses	250					
6938 Rewarding Excellence	1,790	1,000	373		(1,000)	(100.0)
6999 Other Goods and Services	900	900	510		(900)	(100.0)
* Other Goods & Services	120,275	112,334	111,910	110,400	(1,934)	(1.7)
9911 PM Labour-Reg			18			
* Interdepartmental			18			
8008 Transfer to/from Reserves	(353,200)	(371,336)	(371,336)	(372,000)	(664)	0.2
* Other Fiscal	(353,200)	(371,336)	(371,336)	(372,000)	(664)	0.2
** Total	2,456,105	2,619,695	2,755,713	2,647,400	27,705	1.1
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
5250 Sales of Services Other	(144,000)	(144,100)	(194,120)	(209,400)	(65,300)	45.3
* Fee Revenues	(144,000)	(144,100)	(194,120)	(209,400)	(65,300)	45.3
5508 Recov External Parti	(84,000)	(50,000)	(19,508)		50,000	(100.0)
* Other Revenue	(84,000)	(50,000)	(19,508)		50,000	(100.0)
** Total	(228,000)	(194,100)	(213,628)	(209,400)	(15,300)	7.9
Net Surplus/Deficit	2,228,105	2,425,595	2,542,085	2,438,000	12,405	0.5

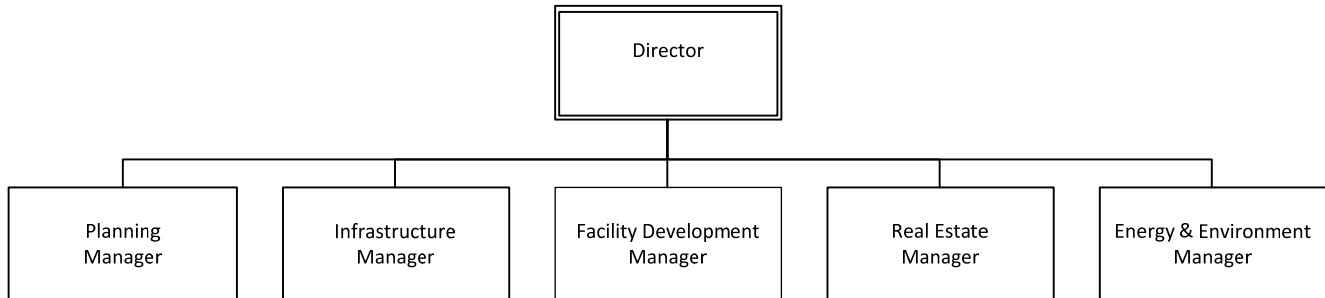
Planning & Infrastructure

2012/13 Annual Budget

Mission: *To plan and build our municipality for a sustainable future*

Planning & Infrastructure Overview

Planning & Infrastructure guides HRM’s physical change and growth policy, medium and long term planning, project development, construction and management to build a municipality with a healthy, vibrant and sustainable future.



Funded Full Time Equivalents (FTEs)

Planning & Infrastructure	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	104	84	-20

As a result of the realignment, the following changes occurred for Planning & Infrastructure:

- 1 FTE transferred to CAO
- Net 36 FTE’s transferred to TPW
- Net 20 FTE’s transferred from Community Recreation Services
- Elimination of 3 obsolete positions

Operating Budget Overview

Planning and Infrastructure Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	5,962,995	7,110,870	6,572,321	6,708,300	(402,570)	(5.7)
* Office	131,095	162,264	119,651	124,700	(37,564)	(23.1)
* External Services	785,186	801,031	831,030	756,600	(44,431)	(5.5)
* Supplies	1,850	3,050	1,745	1,900	(1,150)	(37.7)
* Materials	1,500		200			
* Building Costs	571,400	563,700	539,678	603,100	39,400	7.0
* Equipment & Communications	10,755	158,676	11,700	155,300	(3,376)	(2.1)
* Vehicle Expense			(50)			
* Other Goods & Services	4,120,569	3,435,782	3,352,778	3,494,300	58,518	1.7
* Interdepartmental	6,100	5,453	(131,170)		(5,453)	(100.0)
* Debt Service			177			
* Other Fiscal	(788,393)	(832,647)	(173,722)	(266,100)	566,547	(68.0)
** Total	10,803,057	11,408,179	11,124,337	11,578,100	169,921	1.5
Revenues						
* Transfers from other Gov'ts						
* Fee Revenues	(3,545,800)	(4,145,800)	(3,879,130)	(3,155,000)	990,800	(23.9)
* Other Revenue	(50,500)	(77,400)	(182,468)	(50,500)	26,900	(35)
** Total	(3,596,300)	(4,223,200)	(4,061,598)	(3,205,500)	1,017,700	(24.1)
Net Surplus/Deficit	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5

Planning & Infrastructure Admin Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	302,098	315,019	315,093	323,600	8,581	2.7
* Office	5,780	6,201	4,110	6,200	(1)	(0.0)
* External Services	3,280	3,280		3,300	20	0.6
* Other Goods & Services	95,215	86,201	16,872	55,600	(30,601)	(35.5)
* Interdepartmental			130			
** Total	406,373	410,701	336,205	388,700	(22,001)	(5.4)
Net Surplus/Deficit	406,373	410,701	336,205	388,700	(22,001)	(5.4)

Service Area Budget Overview

Service Area Budget Overview						
Service Area	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Planning and Infrastructure	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5
Planning & Infrastructure Admin	406,373	410,701	336,205	388,700	(22,001)	(5.4)
Real Estate	1,474,751	774,815	916,328	2,436,100	1,661,285	214.4
Planning	1,607,448	2,138,521	2,071,487	2,203,800	65,279	3.1
Infrastructure	314,872	348,078	351,356	543,300	195,222	56.1
Facility Development	2,789,054	2,655,131	2,575,220	2,027,300	(627,831)	(23.6)
Energy & Environment	614,259	857,733	812,144	773,400	(84,333)	(9.8)
	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5

Planning & Infrastructure Key Metrics and Drivers

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	54.5%	57.6%	57.2%	52.5%	58.0%
Expenditure per dwelling unit	\$58.46	\$54.70	\$58.45	\$50.29	\$62.96

Major Achievements in 2011/12

- Regional Plan 5-Year Review (RP+5)/HRMbyDesign Regional Centre Plan: approval of scope, work plan and community engagement
- Capital Ideas initiative substantially advanced, including Strategic Urban Partnership (SUP), and approved cost sharing
- Regional Plan Amendments - Wind Energy
- Downtown Halifax Secondary Planning Strategy (HRMbyDesign) Amendments Package
- Engaging business in development of Harbour Master Plan
- Developed a new computer model for the transportation network which not only predicts “vehicle trips” but also “person trips” to better model the impact of active forms of commuting
- Polling District Review
- \$9M in Industrial Parks Lot sales
- 42 Acres of industrial land tendered and constructed
- \$24M in surplus property sales
- Bayers Lake Expansion Lands under agreement for major development in 2012/13
- Washmill Underpass completed and opened
- Completed Phase 2 of the Emera Oval
- Completed Point Pleasant Park Fortification and Historic Roadway Restoration
- Completion of the Herring Cove, Hubley, and Dutch Settlement fire stations
- Completion of 95% of the Parks work plan, including the Bay Lookoff Wharf, Beazley and Metropolitan running tracks and commencement of Phase 1 North West Arm Seawall
- Construction starts - Dartmouth Transit Terminal and Central Library
- Increased state of good repair funding
- Completed an asset management roadmap

-
- Development of Solar City residential domestic hot water project
 - Approval of a 2020 GHG reduction target of 30% below 2008 levels

Key Opportunities and Challenges in 2012/13

The following opportunities and challenges will have an impact on the Business Unit in the next year.

Opportunities with Community-wide Impact

- **Regional Plan 5 Year Review (RP+5):** The scope, schedule, budget, and engagement strategy for RP+5 review have been approved. This opportunity –based review will focus on creating enhanced and improved policy direction on four key themes; sustainable solutions; enhancing the regional centre; improving suburban and rural community design; and improving integration between land use and transit/active transportation.
- **HRMbyDesign Centre Plan:** The scope, schedule, budget, and engagement/communications strategy for the Centre Plan have been approved, for delivery of the final project in 2015. Implementation of the Phase One of the plan will be delivered in 2012/13 with a focus on areas experiencing development pressure today, namely the key areas of the Regional Center and Mainland Halifax North – Bedford Corridor. This work will advance with other region wide RP+5 work.
- **Industrial Park Operations:** Continue to work collaboratively with planning to implement the Business Park Functional Plan recommendations approved in principle by Regional Council. The various elements of plan implementation will create a more predictable and comprehensively planned industrial park program necessary to support the Municipality’s regional plan and economic strategies. New funding (repayable financing) opportunities will be explored to ensure a state of readiness and competitive inventory of industrial and commercial lots are available to meet project economic growth largely related to the ships contract and other key sector growth. Alternative financing models will also preserve reserve capability for long term expansion and future land acquisitions.

Challenges with Community-wide Impact

- **Regional Plan 5 Year Review (RP+5):** Implementation of the review will now require significant staff time and resources, both within Planning and Infrastructure and from other business units. Key challenges include: cooperation and assistance from other business units (Legal and Finance are of particular importance); community support for review content (particularly for the review's emphasis on the Regional Centre); requirement for a significant and sustained communications effort; timely internal processing of recommendation reports to keep project on schedule, the focussed and timely attention of the CPED Standing Committee and Regional Council.
- **Infrastructure Condition:** The condition of HRM’s infrastructure is steadily deteriorating and the ability to fund the upkeep of these assets is decreasing. Cultivating an appropriate response and approach to this issue is a multi-year challenge and a successful response must include a change in corporate and community culture regarding the management and funding of public infrastructure.

The following are the key components of these opportunities/challenges:

- a) Growing Infrastructure Inventory
 - o In response to the recent unprecedented levels of cost shared funding, HRM has constructed a relatively large amount of new infrastructure over the past two years. While these assets are currently new, they will need constant maintenance and will eventually require recapitalization in order to continue to deliver the services expected by the community. Noting the overall condition of HRM’s infrastructure was deteriorating prior to the addition of this new inventory, it is reasonable to expect the deterioration trend has been worsened as a result of the expansion. Balancing resources between constructing new infrastructure and looking after HRM’s existing inventory is a major challenge.

- b) Rationalizing Facilities

Achievement of Council’s approved Community Outcomes is unlikely without a systematic rationalization of all existing property and facilities. With community expectations, maintenance costs and recapitalization expenses steadily increasing, it is essential that HRM critically evaluate these assets against Business Unit program and service delivery objectives. A key component of this exercise is program rationalization and or clear articulation of program needs and requirements by asset owner business units.

- c) Improving Asset Management Opportunities

While increasing asset inventories and decreasing resources represent challenges, there are also associated opportunities. The concept of Asset Management has emerged as the world-wide best-practice in response to infrastructure-related challenges. To date, awareness and advocacy of this concept has been limited to various professional disciplines directly involved in infrastructure operation and maintenance. Planning & Infrastructure considers the current situation to be an opportunity to highlight the advantages of Asset Management to the broader community and to emphasise the connection between infrastructure condition and the overall quality of municipal services.

Challenges with Service Delivery

- **HRMbyDesign Centre Plan:** Implementation of the plan will require significant staff time and resources, both within Planning and Infrastructure and from other business units. Approval is also being sought to undertake key aspects of the Centre Plan in 2012/13 that will deliver new policy to accommodate the significant demand for development that has emerged within the Regional Centre. Key challenges include: overcoming potential community opposition to densification of the Regional Centre, and; managing anticipated high levels of media and community scrutiny.

12/13 Business Unit Service Level Changes
<p><u>Increases In Services / New Initiatives:</u></p> <ul style="list-style-type: none"> • Regional Plan Review/Phase I Centre Plan
<p><u>Decreases In Services / Operational Pressures (OP):</u></p> <ul style="list-style-type: none"> • Response times for property acquisitions & disposals • All major community planning reviews on hold
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none"> • Planning & Infrastructure not leading Community Engagement (decentralized)

12/13 Service Area Plans

Planning

Administration of the Regional Plan and Community Plans to ensure orderly, efficient and sustainable settlement patterns, and; to ensure appropriate investment of municipal resources in support of those settlement patterns. Corporate lead for Regional Plan 5 Year Review and HRMbyDesign Centre Plan processes.

- Regional Plan
- Centre Plan
- Municipal Land Planning
- Functional Plans Coordination
- Community Plans
- Transportation Land Planning
- Trail Policy Development
- TDM/Active Transportation

Planning Budget Overview

Planning Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	1,396,568	2,107,691	1,854,017	2,039,600	(68,091)	(3.2)
* Office	30,541	41,682	31,092	41,900	218	0.5
* External Services	22,058	22,822	63,826	32,400	9,578	42.0
* Supplies			520			
* Building Costs						
* Vehicle Expense			70			
* Other Goods & Services	157,281	38,168	109,844	89,900	51,732	135.5
* Interdepartmental	1,000	353	12,094		(353)	(100.0)
* Other Fiscal		(45,295)			45,295	(100.0)
** Total	1,607,448	2,165,421	2,071,462	2,203,800	38,379	1.8
Revenues						
* Fee Revenues						
* Other Revenue		(26,900)	25		26,900	(100.0)
** Total		(26,900)	25		26,900	(100.0)
Net Surplus/Deficit	1,607,448	2,138,521	2,071,487	2,203,800	65,279	3.1

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Housing Starts: Regional Centre	219(10%)	145(8%)	371(15%)	532 (23%)	(25%)
Housing Starts: Suburban	1186(57%)	1004(58%)	1424(60%)	1377(59%)	(50%)
Housing Starts: Rural	691(33%)	584 (34%)	595(25%)	411(18%)	(25%)

Planning Opportunities and Challenges

Opportunities

- HRMbyDesign Centre Plan positioning HRM to appropriately accommodate the growth associated with anticipated economic development; large scale engagement with the community on the importance of sustainable growth, and; updating planning policy and regulation.
- Leveraging the community's increased interest in sustainability to support the Regional Plan review; positioning HRM to appropriately accommodate the growth associated with the Ships contract; large scale engagement with the community on the importance of sustainable growth.
- Continuing with the Regional Trails focus as a component of HRM's Active Transportation Plan

Challenges

- Collecting data to validate the Transportation network model which is needed to support RP+5
- No new community planning strategy reviews will be initiated while the Regional Plan Review and Centre Plan Projects are underway
- Substantial HRM corporate resources and community input required on both Regional Plan review and Centre Plan creation

Planning 2012/13 Key Deliverables

1.1	Lead Regional Plan review to conclusion
1.2	Complete HRMbyDesign Centre Plan (Phase 1)
1.3	Develop a communications strategy to create awareness and understanding of the origin of the Regional Plan, its ongoing implementation and the rationale for the 5-year review
1.4	Stormwater Management Functional Plan - develop a policy framework for improved protection of HRM's water resources through enhanced storm water management and lot grading practices and regulations
1.5	Review Road Network functional plan and align active transportation planning with desired land use patterns and community design through Regional Plan review

Infrastructure

The Infrastructure Service Area is the corporate lead for capital planning and budget, asset management and the Capital Cost Contribution program.

- Capital Budget Planning
- Capital Cost Contribution Program
- Asset Management

Infrastructure Budget Overview

Infrastructure Planning Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	615,515	640,414	319,204	519,700	(120,714)	(18.8)
* Office	7,498	7,081	4,185	7,100	19	0.3
* External Services	1,050	13,130	18,102	1,000	(12,130)	(92.4)
* Equipment & Communications			30			
* Other Goods & Services	20,233	15,536	6,384	15,500	(36)	(0.2)
* Interdepartmental			3,451			
* Other Fiscal	(329,424)	(328,083)			328,083	(100.0)
** Total	314,872	348,078	351,356	543,300	195,222	56.1
Revenues						
* Other Revenue						
** Total						
Net Surplus/Deficit	314,872	348,078	351,356	543,300	195,222	56.1

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
% of capital budget allocated to SOGR	40.6%	45.0%	37.6%	48.6%	54.1%

Infrastructure Opportunities and Challenges

Opportunities

- The Capital budget program that was re-tooled in 2011/12 will enable more data and the ability to generate more reports to support decision making. Investment decisions will be better informed and based on empirical data.
- Development of a three year capital plan commencing in 2013/14
- The review of the regional plan provides an opportunity to integrate long term strategic planning with the budget process.
- The asset management road map will provide a basis for a project plan to move asset management forward and create partnerships with other utilities such as Halifax Water, NSPI, Heritage Gas, and HRM.

Challenges

- Implementing budget tool by 2013/14 and integrating asset management program with long term budgeting.
- Reconciling differences between the Reserves policy and the CCC policy, and in addition current HRM accounting and budgeting practices do not fit well with the CCC collection process.
- Asset Management is not well understood throughout the organization. Training and resources will be required to advance Senior Management's vision. Moving forward with multiple initiatives simultaneously will be a limiting factor. Engaging external consultants will help, but internal staff need the opportunity to gain familiarity with changes made so they can be sustained and benefits realized following implementation.

Infrastructure 2012/13 Key Deliverables

2.1	Development of a three year capital plan for commencement in 2013/14
2.2	Align Capital Budget and Capital Plan with key growth sectors, including ship building and gateway strategy
2.3	Adopt additional Capital Cost Contributions that will benefit transportation initiatives
2.4	Continue implementing a corporate asset management solution and capital plan which provides sustainable, reliable infrastructure
2.5	Participate in federal long-term infrastructure plan consultations to communicate HRM priority investment areas

Facility Development

Facility Development is responsible for the capital delivery (Service Improvement) and recapitalization (State of Good Repair) for HRM buildings, and park assets including sport courts, fields, trails, playgrounds and related infrastructure. Typically, Facility Development acts as the Asset Manager providing project management and strategic advice on HRM assets.

- Service Improvement
- State of Good Repair
- Recap Plan Multi-District Facilities
- Corporate Accommodations
- Property Design Development
- Trail Expertise & Community Group Support

Facility Development Budget Overview

Facility Development Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	2,438,442	2,306,784	2,294,111	1,709,500	(597,284)	(25.9)
* Office	46,267	63,830	55,640	27,800	(36,030)	(56.4)
* External Services	326,100	313,101	120,227	178,300	(134,801)	(43.1)
* Supplies	1,350	1,250	600	600	(650)	(52.0)
* Materials	1,500					
* Building Costs	13,200					
* Equipment & Communications	10,755	5,515	2,702	4,600	(915)	(16.6)
* Other Goods & Services	156,940	170,751	101,736	106,500	(64,251)	(37.6)
* Interdepartmental			5,182			
* Other Fiscal	(205,500)	(206,100)			206,100	(100.0)
** Total	2,789,054	2,655,131	2,580,198	2,027,300	(627,831)	(23.6)
Revenues						
* Other Revenue			(4,977)			
** Total			(4,977)			
Net Surplus/Deficit	2,789,054	2,655,131	2,575,220	2,027,300	(627,831)	(23.6)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Service Improvement delivered	11,414,154	77,441,017	46,994,008	10,566,034	22,500,000
Funding: Federal/Provincial	1,902,359	40,396,375	12,226,498	3,375,618	11,800,000
	17%	52%	26%	32%	
State of good repair delivered	8,743,126	11,631,870	17,632,409	7,251,986	21,000,000
Funding: Federal/Provincial	707,631	1,347,657	3,303,426	567,860	245,000
	8%	12%	19%	8%	
Km's of trails built	10	6	13	7	5
Cost/km to build trails	91,000	267,000	143,000	205,000	180,000

Facility Development Opportunities and Challenges

Opportunities

- Increased funding for state of good repair
- To provide project management services to significant legacy projects
- To improve the delivery of capital projects
- To provide strategic advice on the asset rationalization and building of HRM assets

Challenges

- The accurate definition of the program of requirements
- The transition from a Service Improvement to a State of Good Repair management unit
- Resource planning with a wide range of projects
- Streetscaping continues to be underfunded when associated with the aspirations of Council for the downtowns

Facility Development 2012/13 Key Deliverables

3.1	Completion of the 25 year recapitalization plan
3.2	Completion of the construction of Dartmouth Transit Terminal, Beaverbank Community Centre and the addition to the North Preston Community Centre
3.3	Concentrate streetscaping efforts on state of good repair projects, recapitalizing areas of existing streetscape investment in the two downtowns
3.4	Completion of Phase 2 of the Emera Oval (building, landscaping & plaza)
3.5	50% completion of the construction of the Central Library

Real Estate

Responsible for real property acquisition and disposal services, industrial park development and sales, open space and land management, valuation and appraisal, negotiation and lease management where HRM is landlord or tenant, portfolio development and real estate advisory services.

- Industrial Park Planning & Development
- Property Valuation & Appraisal
- Property Acquisition & Disposal
- Portfolio Development & Strategic Projects
- Commercial Leasing Management
- Municipal Land Management

Real Estate Budget Overview

Real Estate Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	869,137	1,144,473	1,148,307	1,573,400	428,927	37.5
* Office	30,040	31,244	16,127	31,500	256	0.8
* External Services	179,600	177,600	304,093	294,900	117,300	66.0
* Supplies	500	500	72		(500)	(100.0)
* Materials			200			
* Building Costs	558,200	563,700	539,660	603,100	39,400	7.0
* Equipment & Communications			(766)	500	500	
* Vehicle Expense			24			
* Other Goods & Services	3,396,310	3,016,334	3,071,898	3,138,200	121,866	4.0
* Interdepartmental			(160,195)			
* Debt Service			177			
* Other Fiscal	37,264	37,264	28,317		(37,264)	(100.0)
** Total	5,071,051	4,971,115	4,947,914	5,641,600	670,485	13.5
Revenues						
* Fee Revenues	(3,545,800)	(4,145,800)	(3,879,130)	(3,155,000)	990,800	(24)
* Other Revenue	(50,500)	(50,500)	(152,457)	(50,500)		
** Total	(3,596,300)	(4,196,300)	(4,031,587)	(3,205,500)	990,800	(24)
Net Surplus/Deficit	1,474,751	774,815	916,328	2,436,100	1,661,285	214.4

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Property Acquisitions	677,681	30,225,352	1,074,429	950,000	5,000,000
Property Disposals	2,945,051	17,922,343	378,384	23,600,000	6,000,000
Industrial Parks Sales	5,081,958	5,999,430	4,306,809	9,160,000	15,000,000
Revenues from Income Property	1,770,594	2,085,384	2,359,386	2,559,100	1,500,000
Leased Property Expenditures	3,257,434	3,194,017	3,717,648	3,788,537	3,800,000
Parkland acquired (acres)	65	79	64	61	60
Parkland (cash in lieu)	670,000	666,000	540,000	670,000	650,000

*estimate

Real Estate Opportunities and Challenges

Opportunities

- New financial tools for industrial park development and expansion
- Legal Services review, process and document improvement aimed at more efficient reviews and approvals
- Identification/acquisition study of suitable industrial lands (Business Park Functional Plan)
- The Regional Plan Review is an opportunity to better align municipal properties with planning objectives so that when a municipal property is no longer required the can more easily be reintroduced into the planning fabric of the neighbourhood and redeveloped with more certainty and acceptance.

Challenges

- Meeting demand for industrial and commercial lands (10 year supply of industrial lands remain)
- Meeting internal service levels for property acquisitions and disposals
- Resource requirements for opportunity site development, land management, portfolio development and rationalization efforts

Real Estate 2012/13 Key Deliverables

4.1	Complete an inventory of publically owned opportunity sites within the regional centre and commence work to develop a delivery program examining opportunities for sale and redevelopment (Opportunity Sites Functional Plan)
4.2	Improve financial capability funding model for industrial land development and recommend changes to Industrial Park Reserve policy
4.3	Initiate land acquisition strategy for long term industrial park requirements
4.4	Management and delivery of \$7,000,000 in industrial lot sales and \$6,000,000 in surplus property disposals
4.5	Lead review of the disposal of surplus property policy, procedures and practices

Energy and Environment

The recently consolidated Energy and Environment service area is the corporate lead on energy and environmental policy, performance measurement, project development, and issues management.

- Energy & Environment Management
- Policy & Project Development
- Oil Spill Management
- Environmental Performance Measurement

Energy & Environment Budget Overview

Energy & Environment Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	341,235	596,489	641,590	542,500	(53,989)	(9.1)
* Office	10,969	12,226	8,497	10,200	(2,026)	(16.6)
* External Services	253,098	271,098	324,782	246,700	(24,398)	(9.0)
* Supplies		1,300	552	1,300		
* Building Costs			18			
* Equipment & Communications		153,161	9,734	150,200	(2,961)	(1.9)
* Vehicle Expense			(144)			
* Other Goods & Services	294,590	108,792	46,044	88,600	(20,192)	(18.6)
* Interdepartmental	5,100	5,100	8,168		(5,100)	(100.0)
* Other Fiscal	(290,733)	(290,433)	(202,039)	(266,100)	24,333.0	(8.4)
** Total	614,259	857,733	837,202	773,400	(84,333)	(9.8)
Revenues						
* Other Revenue			(25,058)			
** Total			(25,058)			
Net Surplus/Deficit	614,259	857,733	812,144	773,400	(84,333)	(9.8)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Environment Budget per Capita	\$1.74	\$1.82	\$1.52	\$1.85	\$1.91
Annual Costs Avoided in UARB participation		\$600,000		\$8,640,000	
Energy Efficiency Reserve Contributions			\$270,000	\$460,000	\$464,000
Municipal Water Quality Samples	380	380	565	565	565

Energy & Environment Opportunities and Challenges

Opportunities

- RP+5 will provide an opportunity to engage community stakeholders on environmental policy development and align emerging Energy and Environment policies into the Regional Plan
- Optimize utility and government incentives/rebates such as ComFIT to entice commercially viable energy efficiency and renewable energy projects
- The Province of Nova Scotia’s commitment to Environmental Goals & Sustainable Prosperity Act will enable consistent community efforts for energy and environment activities

Challenges

- Capacity to respond to community and corporate pressure to Invasive Species challenges
- Maintaining the effort required for effective outcomes at UARB hearings
- Ensuring compliance with Gas Tax Climate Change planning requirements

Energy & Environment 2012/13 Key Deliverables

5.1	Lead Energy & Environment policy development in support of RP+5
5.2	Develop energy efficiency, renewable energy and environmental projects (Alderney5, Heritage Gas, ComFIT)
5.3	Manage Solar City residential domestic hot water project
5.4	Carry out an assessment and develop project plan to respond to Provincial legislation for LED streetlights

Planning & Infrastructure Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
I101 P & I Admin	406,373	410,701	336,205	388,700	(22,001)	(5.4)
** Planning & Infra Admin	406,373	410,701	336,205	388,700	(22,001)	(5.4)
W100 Real Estate Admin	246,835	283,353	248,740	256,200	(27,153)	(9.6)
W202 TPW Commercial Leases	1,382,764	1,238,937	1,991,539	2,261,500	1,022,563	82.5
W400 Acquisitions & Disposals	172,468	(73,980)	(185,483)	(405,700)	(331,720)	448.4
W500 Business Parks	(327,316)	(673,495)	(1,138,469)	(344,300)	329,195	(48.9)
W700 Real Property Planning				668,400	668,400	
** Real Estate	1,474,751	774,815	916,328	2,436,100	1,661,285	214.4
C002 Regional Planning						
C320 Reg Comm Planning	1,138,057	1,622,812	1,646,168	1,799,500	176,688	10.9
C779 Capital District						
R951 Regional Trans.Plann	469,391	515,709	425,320	404,300	(111,409)	(21.6)
** Planning Services	1,607,448	2,138,521	2,071,487	2,203,800	65,279	3.1
C460 Infra Plan Office	314,872	348,078	351,356	543,300	195,222	56.1
I105 P&I Capital Salary Policy						
** Infrastructure	314,872	348,078	351,356	543,300	195,222	56.1
W953 Capital Administration	1,213,459	1,163,949	1,302,180	1,281,500	117,551	10.1
W955 Corporate Accommodations	97,510	97,510	82,451	97,300	(210)	(0.2)
W943 Real Property Planning	1,219,775	1,197,427	1,060,957	472,900	(724,527)	(60.5)
C727 New Facility Development	258,310	196,245	129,633	175,600	(20,645)	(10.5)
C781 Streetscape Coordinator						
* Facility Development	2,789,054	2,655,131	2,575,220	2,027,300	(627,831)	(23.6)
** Facility Development	2,789,054	2,655,131	2,575,220	2,027,300	(627,831)	(23.6)
D935 SEMO Administration	614,559	857,577	799,445	773,400	(84,177)	(9.8)
D947 EE Envir.Water Qlty		156	12,699		(156)	(100.0)
D948 EE Sust. Comm Proj	(300)					
** Energy & Environment	614,259	857,733	812,144	773,400	(84,333)	(9.8)
*** Total	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5

Planning and Infrastructure Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
I101 P & I Admin	406,373	410,701	336,205	388,700	(22,001)	(5.4)
** Planning & Infra Admin	406,373	410,701	336,205	388,700	(22,001)	(5.4)
W100 Real Estate Admin	246,835	283,353	248,740	256,200	(27,153)	(9.6)
W202 TPW Commercial Leases	3,941,864	3,798,037	3,736,492	3,823,000	24,963	0.7
W400 Acquisitions & Disposals	475,868	479,420	494,185	488,300	8,880	1.9
W500 Business Parks	406,484	410,305	468,498	405,700	(4,605)	(1.1)
W700 Real Property Planning				668,400	668,400	
** Real Estate	5,071,051	4,971,115	4,947,914	5,641,600	670,485	13.5
C002 Regional Planning						
C320 Reg Comm Planning	1,138,057	1,649,712	1,646,168	1,799,500	149,788	9.1
C779 Capital District						
R951 Regional Trans.Plann	469,391	515,709	425,295	404,300	(111,409)	(21.6)
** Planning Services	1,607,448	2,165,421	2,071,462	2,203,800	38,379	1.8
C460 Infra Plan Office	314,872	348,078	351,356	543,300	195,222	56.1
I105 P&I Capital Salary Policy						
** Infrastructure	314,872	348,078	351,356	543,300	195,222	56.1
W953 Capital Administration	1,213,459	1,163,949	1,302,180	1,281,500	117,551	10.1
W955 Corporate Accommodations	97,510	97,510	82,451	97,300	(210)	(0.2)
C727 New Facility Development	258,310	196,245	129,633	175,600	(20,645)	(10.5)
C781 Streetscape Coordinator						
* Facility Development	2,789,054	2,655,131	2,580,198	2,027,300	(627,831)	(23.6)
** Facility Development	2,789,054	2,655,131	2,580,198	2,027,300	(627,831)	(23.6)
D935 SEMO Administration	614,559	857,577	824,504	773,400	(84,177)	(9.8)
D940 EE Programs						
D945 EE Projects						
D946 EE Reg.Plan-Environ		156	12,699		(156)	(100.0)
D947 EE Envir.Water Qlty						
D948 EE Sust. Comm Proj	(300)					
** Energy & Environment	614,259	857,733	837,202	773,400	(84,333)	(9.8)
*** Total	10,803,057	11,408,179	11,124,337	11,578,100	169,921	1.5

Planning and Infrastructure Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
W202 TPW Commercial Leases	(2,559,100)	(2,559,100)	(1,744,953)	(1,561,500)	997,600	(39.0)
W400 Acquisitions & Disposals	(303,400)	(553,400)	(679,668)	(894,000)	(340,600)	61.5
W500 Business Parks	(733,800)	(1,083,800)	(1,606,967)	(750,000)	333,800	(30.8)
** Real Estate	(3,596,300)	(4,196,300)	(4,031,587)	(3,205,500)	990,800	(23.6)
C320 Reg Comm Planning		(26,900)			26,900	(100.0)
R951 Regional Trans.Plann			25			
** Planning Services		(26,900)	25		26,900	(100.0)
W943 Real Property Planning			(4,977)			
* Facility Development			(4,977)			
** Facility Development			(4,977)			
D935 SEMO Administration			(25,058)			
** Energy & Environment			(25,058)			
*** Total	(3,596,300)	(4,223,200)	(4,061,598)	(3,205,500)	1,017,700	(24.1)

Planning and Infrastructure Summary of Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	4,969,026	5,921,088	5,687,390	5,795,000	(126,088)	(2.1)
6002 Salaries - Overtime	19,647	15,361	7,761	15,300	(61)	(0.4)
6005 PDP Increases			(86,146)			
6054 Vacation payout			14,177			
6100 Benefits - Salaries	861,750	1,047,420	1,059,363	1,038,400	(9,020)	(0.9)
6110 Vacancy Management			303,385	(105,300)	(105,300)	
6150 Honorariums			1,800			
6151 Vehicle Allowance	11,816	4,316			(4,316)	(100.0)
6152 Retirement Incentives	27,694	32,708	31,543	33,800	1,092	3.3
6154 Workers' Compensation	73,062	89,977	84,108	80,700	(9,277)	(10.3)
6199 Comp & Ben InterDept			(481,759)	(149,600)	(149,600)	
9200 HR CATS Wage/Ben			(49,302)			
* Compensation and Benefits	5,962,995	7,110,870	6,572,321	6,708,300	(402,570)	(5.7)
6201 Telephone	46,176	47,687	37,240	47,000	(687)	(1.4)
6202 Courier/Postage	6,942	5,820	2,710	4,500	(1,320)	(22.7)
6203 Office Furn/Equip	24,516	35,656	7,707	9,300	(26,356)	(73.9)
6204 Computer S/W & Lic	10,018	14,840	7,302	10,100	(4,740)	(31.9)
6205 Printing & Reproduction	10,117	21,060	23,073	18,500	(2,560)	(12.2)
6207 Office Supplies	31,326	36,401	40,882	34,500	(1,901)	(5.2)
6299 Other Office Expenses	2,000	800	737	800		
* Office	131,095	162,264	119,651	124,700	(37,564)	(23.1)
6301 Professional Fees	3,000	5,400	1,807	3,600	(1,800)	(33.3)
6302 Legal Fees	67,000	67,000	91,895	83,000	16,000	23.9
6303 Consulting Fees	91,387	60,302	167,198	86,100	25,798	42.8
6304 Janitorial Services	11,000	11,000	10,236	11,400	400	3.6
6305 Property Appraisal	71,916	71,916	61,523	74,500	2,584	3.6
6306 Property Survey			8,115			
6310 Outside Personnel			373			
6311 Security	500		54			
6312 Refuse Collection	2,922	1,000		1,000		
6399 Contract Services	537,461	584,413	489,829	497,000	(87,413)	(15.0)
* External Services	785,186	801,031	831,030	756,600	(44,431)	(5.5)
6401 Uniforms & Clothing	900	1,500	100	1,300	(200)	(13.3)
6405 Photo Supp & Equip	450	450			(450)	(100.0)
6406 Bridge Tolls	500	500	623		(500)	(100.0)
6407 Cleaning/Sanitary Supplies			27			
6409 Personal Protect Equ		600	566	600		
6499 Other Supplies			430			
* Supplies	1,850	3,050	1,745	1,900	(1,150)	(37.7)
6504 Hardware	1,500		200			
* Materials	1,500		200			

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6602 Electrical	13,200					
6605 Municipal Taxes	468,000	468,000	435,715	482,000	14,000	3.0
6607 Electricity	70,700	73,700	92,188	94,100	20,400	27.7
6608 Water	500	500	543	1,000	500	100.0
6611 Building - Interior	10,000	10,000		10,000		
6612 Safety Systems	1,000	1,500		1,000	(500)	(33.3)
6616 Natural Gas-Buildings	8,000	10,000	11,213	15,000	5,000	50.0
6699 Other Building Cost			18			
* Building Costs	571,400	563,700	539,678	603,100	39,400	7.0
6701 Equipment Purchase		147,161	4,016	144,200	(2,961)	(2.0)
6702 Small Tools			172			
6703 Computer Equipment/Rentals	411	411	721		(411)	(100.0)
6704 Equipment Rental	100	5,100	3,662	5,100		
6705 Equip - R&M		1,000	3,185	1,000		
6706 Computer R&M	1,004	1,004	128	1,000	(4)	(0.4)
6707 Plumbing & Heating			104			
6708 Mechanical Equipment			(1,628)			
6711 Communication System	9,240	4,000	1,340	4,000		
* Equipment & Communications	10,755	158,676	11,700	155,300	(3,376)	(2.1)
6802 Vehicle R&M			43			
6804 Vehicle Fuel - Gasoline			81			
6806 Long Term Fleet Rentals			25			
6899 Other Vehicle Expense			(198)			
* Vehicle Expense			(50)			
6901 Membership Dues	26,660	27,874	21,404	29,300	1,426	5.1
6902 Conferences and Workshops	20,772	11,948	5,319	13,300	1,352	11.3
6903 Travel - Local	72,813	81,122	74,442	78,200	(2,922)	(3.6)
6904 Travel - Out of Town	29,147	24,572	14,098	22,200	(2,372)	(9.7)
6905 Training & Education	40,983	24,441	32,808	15,800	(8,641)	(35.4)
6906 Licenses & Agreements	14,677	39,500	11,546	33,500	(6,000)	(15.2)
6911 Facilities Rental	3,344,099	2,964,999	3,047,747	3,061,100	96,101	3.2
6912 Advertising and Promotion	79,083	55,094	62,673	65,100	10,006	18.2
6913 Awards	1,500	1,205	564	700	(505)	(41.9)
6915 Research Data Acquisition	35,386	28,533	8,343	28,500	(33)	(0.1)
6916 Public Education	15,080	45,080	8,515	36,000	(9,080)	(20.1)
6917 Books and Periodicals	2,800	2,450	2,168	2,200	(250)	(10.2)
6918 Meals	5,234	4,568	3,560	3,400	(1,168)	(25.6)
6919 Special Projects	64,012	122,007	86,443	102,600	(19,407)	(15.9)

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6929 Visa Purchases			1,213			
6938 Rewarding Excellence	4,946	2,127	218	2,100	(27)	(1.3)
6942 Management Fees			738			
6990 Gds & Svcs TCA Trsf			(32,412)			
6999 Other Goods and Services	363,377	262	3,393	300	38	14.5
* Other Goods & Services	4,120,569	3,435,782	3,352,778	3,494,300	58,518	1.7
7001 Interdept Equip Chg	1,000	353	13,126		(353)	(100.0)
7002 Other Interdept Chg	5,100	5,100	5,100		(5,100)	(100.0)
7007 ItnTrsf Paper Recyc			13,419			
7008 ItnTrsf IT & Commun			6,570			
7009 Internal Transfers Other			4,970			
7012 Int Trf Print/Reprod			(792)			
7015 Int Trf FacilityRent			(173,635)			
9911 PM Labour-Reg			72			
* Interdepartmental	6,100	5,453	(131,170)		(5,453)	(100.0)
8010 Other Interest			177			
* Debt Service			177			
8008 Transfer to/from Reserves	(337,704)	(264,699)	(173,722)	(266,100)	(1,401)	0.5
8024 Transf to/fr Capital	(450,689)	(567,948)			567,948	(100.0)
* Other Fiscal	(788,393)	(832,647)	(173,722)	(266,100)	566,547	(68.0)
** Total	10,803,057	11,408,179	11,124,337	11,578,100	169,921	1.5
Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
5101 Parking Rentals	(598,900)	(598,900)	(352,173)	(25,000)	573,900	(95.8)
5102 Facilities Rentals	(1,909,700)	(1,909,700)	(1,321,740)	(1,486,000)	423,700	(22.2)
5151 Lease Revenue						
5250 Sales of Services Other	(353,400)	(353,400)	(744,007)	(548,000)	(194,600)	55.1
5450 Other Sales Revenue	(683,800)	(1,283,800)	(1,461,209)	(1,096,000)	187,800	(14.6)
* Fee Revenues	(3,545,800)	(4,145,800)	(3,879,130)	(3,155,000)	990,800	(23.9)
5508 Recov External Parti	(50,500)	(77,400)	(182,493)	(50,500)	26,900	(34.8)
5600 Miscellaneous Revenue			25			
* Other Revenue	(50,500)	(77,400)	(182,468)	(50,500)	26,900	(34.8)
** Total	(3,596,300)	(4,223,200)	(4,061,598)	(3,205,500)	1,017,700	(24.1)
Net Surplus/Deficit	7,206,757	7,184,979	7,062,740	8,372,600	1,187,621	16.5

Transportation & Public Works

2012/13 Annual Budget

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

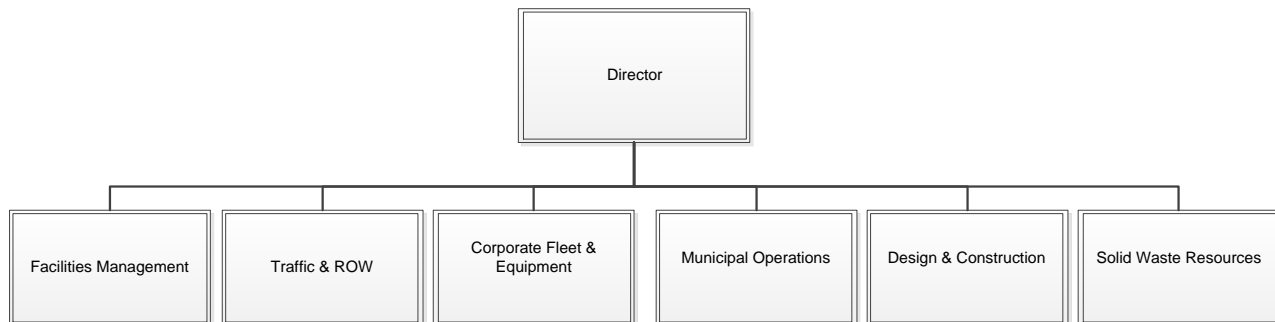
Transportation & Public Works Overview

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

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

Asset Responsibility:

- Asset manager/steward for 1,785 km of roads, 2,100 km of curbs, 850 km of sidewalks, 60 km of gravel roads and 85 bridges
- Asset steward for 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 230 Sport courts
- Asset steward of approximately 140 of 350 buildings
- Contract management for delivery of 3.0 M recap program for buildings
- Asset manager/ steward for 536 Municipal vehicles, 400 pieces of small equipment, 275 police vehicles, and 300 fire vehicles
- Asset owner/manager/steward for 270 traffic signals, 40,500 streetlights
- 740 km white & yellow centre lines painted
- 9,000 signs manufactured, maintained
- Collection of recyclables, organics and refuse at approx. 139,000 eligible properties
- Contract management for operation and maintenance of 5 solid waste processing facilities and 2 land fill sites.



Funded Full Time Equivalents (FTEs)

	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part- time permanent positions	550	562	+12

Note: * Net 36 FTEs transferred from Planning and Infrastructure as a result of re-organization
* Elimination of 24 vacant positions

- * Transfer of 1 FTE to Finance and Information Technology
- * One new FTE from CBX1148 Centennial Pool Upgrades
- * Funding from 33 vacant Winter Works positions will be converted to alternative service delivery funds for the 12/13 budget to fund the performance based snow removal contracts. These FTE's have not been removed from the approved FTE count

Transportation & Public Works Operating Budget Overview

TPW Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	38,644,067	39,726,305	38,610,592	38,590,800	(1,135,505)	(2.9)
* Office	614,074	722,858	553,575	669,500	(53,358)	(7.4)
* External Services	50,863,537	54,139,509	56,443,014	59,125,600	4,986,091	9.2
* Supplies	762,512	790,605	672,749	755,500	(35,105)	(4.4)
* Materials	3,291,385	3,368,357	3,134,811	4,336,600	968,243	28.7
* Building Costs	14,034,795	15,142,601	16,131,258	17,554,160	2,411,559	15.9
* Equipment & Communications	3,590,474	3,793,428	4,464,713	3,826,900	33,472	0.9
* Vehicle Expense	4,242,144	4,626,020	6,221,307	5,924,800	1,298,780	28.1
* Other Goods & Services	2,547,601	2,143,028	1,914,679	3,224,000	1,080,972	50.4
* Interdepartmental	(7,548,847)	(7,896,556)	(8,528,165)	(1,969,000)	5,927,556	(75.1)
* Debt Service	3,480,300	3,271,600	3,310,921	3,167,400	(104,200)	(3.2)
* Other Fiscal	3,052,276	3,476,905	3,226,350	3,160,540	(316,365)	(9.1)
** Total	117,574,318	123,304,660	126,155,805	138,366,800	15,062,140	12.2
Revenues						
* Area Rate Revenue	(2,696,800)	(2,846,188)	(2,888,143)	(2,677,000)	169,188	(5.9)
* Transfers from other Gov'ts	(3,019,636)	(2,936,764)	(3,341,408)	(3,281,900)	(345,136)	11.8
* Fee Revenues	(14,989,209)	(14,942,186)	(15,353,290)	(15,257,400)	(315,214)	2.1
* Other Revenue	(1,438,700)	(1,633,600)	(2,762,142)	(1,738,400)	(104,800)	6.4
* Interdepartmental Revenue	(84,100)					
** Total	(22,228,445)	(22,358,738)	(24,344,983)	(22,954,700)	(595,962)	2.7
Net Surplus/Deficit	95,345,873	100,945,922	101,810,822	115,412,100	14,466,178	14.3

Service Area Budget Overview

Service Area Budget Overview						
Service Area	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Transportation & Public Works	95,345,873	100,945,922	101,810,822	115,412,100	14,466,178	14.3
Director/Administration	1,219,119	949,847	960,838	632,300	(317,547)	(33.4)
Facility Services	13,832,798	16,212,512	16,050,749	19,536,200	3,323,688	20.5
Traffic / RoW Services	10,829,065	10,555,814	10,220,536	10,526,200	(29,614)	(0.3)
Fleet Services	422,985	579,346	818,400	11,371,300	10,791,954	1,862.8
Municipal Operations	34,505,938	35,592,202	41,729,665	38,100,600	2,508,398	7.0
Design & Construction Services	4,158,569	4,139,592	3,986,668	3,823,500	(316,092)	(7.6)
Solid Waste Services	30,377,399	32,916,609	28,043,966	31,422,000	(1,494,609)	(4.5)
	95,345,873	100,945,922	101,810,822	115,412,100	14,466,178	14.3

Transportation & Public Works Key Metrics and Drivers

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Compensation as a % of Total	31%	31%	31%	30%	28%
Expenditures per Dwelling Unit	\$693.57	\$671.87	\$714.51	\$696.70	\$754.25

Major Achievements in 2011/12

Solid Waste Resources:

- Negotiated a new landfill operating agreement, and several new service contracts, resulting in a SWR Fiscal Year 11/12 budget savings of \$2,838,569. Completed 4,771 hours of education programming and 1,769 site visits/inspections. Added mixed plastics (3, 4, 5, and 7) to blue bag recycling, addressing a long sought after program enhancement by residents.

Service Reviews:

1. Cemeteries

- Implemented strategy and removed 600k operational costs from the general tax rate and generated revenues to achieve a cost neutral service. Implemented streamlined approach to sustain perpetual care and generated additional revenues.

2. Winter Works

- **Equipment Review and Rationalization:** Removed 21 pieces of heavy equipment assigned to Winter Works Program due to excessive repair costs. Net cost avoidance - \$760,000.
- **Staffing Strategies:** Reduced Winter Works assignments by 38 staff through current vacancies (19) and equipment loss (19) resulted in a savings of \$850,000.
- **Performance Based Contract Strategies:** Collapsed internal resources into the peninsula and urban areas and moved street snow and ice control to a performance based contract service delivery model in the more suburban and rural areas. Trial for the 2011/12 season to determine costs and feasibility.
- **Route Optimization for Winter Works:** Optimized current snow clearing routes for internal staff /equipment and contracted resources. Contributed to the total cost avoidance of \$2.2M winter works program.
- **Salt Management Strategies for Winter Works:** Implemented use of pre-wet systems to maximize the effectiveness of salt. Introduced liquid anti-icing, as a pilot, and as a tool in ice management. Installation of salt scales has improved measurement and control of salt usage.
- **Funding gap addressed:** The winter works budget has been right sized through alternative service delivery savings and adjustments from fiscal.

3. Fleet

- **Implementation of Fleet Guidelines:** (Practices, policies and performance measures): Guidelines came into effect on June 1, 2011. Overall Fleet Reduction 2010/11 fiscal = \$1,602,172. HRM overall use of rentals in 2011/2012 has been reduced by 74%.

- **Leased Vehicles:** Reduction of leased vehicles with the intent of having the number (currently 18) reduced to zero by fiscal 2012. Vehicles are either being returned to the leasing company or resigned to staff. This is eliminating some purchases of new vehicles. Some vehicles are being sold as surplus and the revenue returned to capital account.
- **Fuel Consumption:** Although price of fuel is up, consumption is down. Diesel consumption down by 9% and gasoline consumption down by 13% compared to same time period last year.

Street and Sidewalk Recapitalization:

- Approximately 94% of street and sidewalk projects were tendered in 2011 representing a capital budget value of \$23,000,000.

LED Replacement:

- The LED traffic signal replacement project has been completed. A cost avoidance of a future \$4M has been achieved by securing agreement from the Department of Labour to not require implementing an additional fuse on the future LED street light project.

Facilities:

- 300K in savings for snow removal at buildings/parking lots by successfully implementing performance based contracts. Fuel savings of approximately 200K, have been realized by converting six buildings to natural gas.
- Ten Boiler replacements have been completed through the recapitalization budget.

Alternative Service Delivery Successes:

- Two sidewalk grinders purchased, hot asphalt trailer for winter potholes repair, service review and vacancy management savings of approximately 3.5M.

Key Opportunities and Challenges in 2012/13

The following opportunities and challenges will have an impact on the Business Unit in 2012/13.

Opportunities with Community-wide Impact

- **State of Good Repair for Assets:** TPW has received a lift in funding for the maintenance of certain assets: streets, sidewalks, bridges, retaining walls, etc.
- **Waste Strategy Review:** Complete a comprehensive Waste Strategy review to identify and address compost capacity and regulatory compliance, leachate processing, recycling capacity, and a transfer station feasibility study.
- **Strategic External Partnerships:** TPW will continue to develop and foster partnerships with external groups such as: Waterfront Development Corporation Ltd., Nova Scotia Community College (NSCC)/ Universities, community operated fields, community trails groups, business park associations, Business Improvement Districts (BID's), Nova Scotia Transportation and Infrastructure Renewal, Heritage Gas, and Conserve Nova Scotia to name a few. Through these partnerships TPW can leverage their services to enhance delivery to the general public.

Challenges with Community-wide Impact

- **Unfunded Assets:** Assets are acquired through download from the Province, Halifax Regional School Board, the Halifax Water merger and dedicated lands/new subdivisions from development without proportionate lifts for the operating budget.
- **Aging Infrastructure:** The condition of HRM's infrastructure and major assets continues to deteriorate while at the same time, the organization's ability to fund the upkeep of these capital assets is decreasing. This issue is not only a key challenge but it is also one of the corporation's greatest risks. There has been an allocation of \$6.7M to the state of good repair that can be completed in 2012/13. This continues to be a multi-year issue, and it will be necessary to ensure this approach continues until the risk is appropriately managed.

Challenges with Service Delivery

- **Steadily Increasing Service Expectations:** The scope and extent of public demands for service from Municipal government is steadily increasing at a rate that exceeds the capability to provide those services. Balancing these competing demands in the context of the above referenced deteriorating infrastructure and increasingly constrained financial circumstances is a significant challenge. Successful management of this situation remains a significant challenge to TPW's ability to provide excellent customer service.

2012/13 Business Unit Service Level Changes
<u>Increases In Services and/or New Initiatives:</u> <ul style="list-style-type: none">• Realign funding and resource allocations to reprioritize services and be more effective in service delivery and maintenance of state of good repair specific assets.• Introduction of operational efficiencies have allowed improvements to the Graffiti Management Plan.
<u>Decreases In Services and/or Operational Pressures (OP):</u> <ul style="list-style-type: none">• Some changes in service are dependent on collective agreement change.• Hazard/safety rectification is the current priority of service. Operational backlogs may increase/decrease as resources are assigned.• There may be impacts to service standards, future reporting will identify areas of risk.
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none">• Financial support for special events that are not organized through the Special Events Task force that would require overtime.• New surplus schools downloaded by the school board not funded.

2012/13 Service Area Plans

Corporate Fleet

Central service delivery organization responsible for the maintenance and repair for Municipal Fleet, Police and Fire, as well as for the replacement of HRM's vehicle and equipment assets in support of Municipal Fleet, Police, Fire and Metro Transit. Corporate Fleet is the Asset Manager for 1,500 vehicles including management of Master Files.

- Fleet Inventory Management
- Fleet Repair
- Motor Vehicle Inspections/Registrations
- Automatic Vehicle Location System (AVL)

Corporate Fleet Budget Overview

The biggest budget change for Corporate Fleet is the cost of parts and fuel. In tracking the fuel usage, HRM has not been increasing fuel consumption and in some areas it has dropped. The price volatility of diesel fuel and gasoline has caused budget pressures.

Fleet Services Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	4,567,882	4,738,894	4,612,947	4,615,600	(123,294)	(2.6)
* Office	28,720	28,508	24,304	30,300	1,792	6.3
* External Services	474,400	474,400	683,382	503,600	29,200	6.2
* Supplies	66,450	66,490	68,253	73,700	7,210	10.8
* Materials	34,000	34,000	25,037	35,000	1,000	2.9
* Building Costs	15,700	15,700	27,079	15,700		
* Equipment & Communications	111,900	111,900	117,606	123,900	12,000	10.7
* Vehicle Expense	3,971,249	4,272,567	5,924,146	5,699,300	1,426,733	33.4
* Other Goods & Services	280,458	272,036	231,263	274,200	2,164	0.8
* Interdepartmental	(9,127,774)	(9,435,149)	(10,487,854)		9,435,149	(100.0)
* Other Fiscal						
** Total	422,985	579,346	1,226,163	11,371,300	10,791,954	1,862.8
Revenues						
* Other Revenue			(407,763)			
** Total			(407,763)			
Net Surplus/Deficit	422,985	579,346	818,400	11,371,300	10,791,954	1,862.8

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Diesel Price/Litre	0.63	0.75	0.96	0.96	
Diesel Budget Price/Litre	0.66	0.49	0.48		.926
Diesel /Litre	10,195,678	10,775,910	11,405,864	11,055,246	11,000,000
Gasoline Price/Litre	0.69	0.75	0.86	0.96	
Gasoline Budget Price/Litre	0.83	0.73	0.79		.903
Gasoline /Litre	2,031,338	2,064,634	2,009,154	1,771,552	1,700,000

Corporate Fleet Opportunities and Challenges

Corporate Fleet has been analyzed through an audit and service review over the last few years and a number of issues were identified as areas of concern. Fleet is actively working on those shortfalls. The focus is the development of a more open corporate culture focusing on an achievement based philosophy. The employee engagement and client surveys have allowed Corporate Fleet to direct their effort to the most problematic areas.

Corporate Fleet 2012/13 Key Deliverables

1.1	Installation of new fleet specific software called Fleet Focus.
1.2	Complete revamping of the preventative maintenance processes to decrease vehicle downtime.
1.3	Develop a procedure to clearly target the most effective replacement point for vehicles to increase reliability and properly time replacement.
1.4	Develop new vehicle costing model to assure full cost accounting and a match of resource allocation by business unit.

Design & Construction

Delivers road asset-related professional and technical services including surveying, engineering design, construction inspection, infrastructure management and records management. Supports Council Focus Areas such as Infrastructure and Public Safety, and the Community Outcome Area of Integrated and Affordable Transportation Networks.

This unit is the asset manager for HRM's streets, roads, sidewalks, curbs and bridges. Estimated value of the streets, curbs and sidewalks = \$1.3 billion.

- Infrastructure Management
- Records Management
- Engineering Design
- Construction Inspection and Administration
- Surveying

Design & Construction Budget Overview

Design & Construction Services Summary of Expense & Revenue Types						
Cost Element Groups	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	3,897,025	3,871,139	3,833,334	3,587,400	(283,739)	(7.3)
* Office	116,894	114,491	75,855	105,800	(8,691)	(7.6)
* Supplies	9,560	9,060	5,555	9,100	40	0.4
* Materials	800	800	657	800		
* Equipment & Communications	31,543	34,310	19,941	47,000	12,690	37.0
* Vehicle Expense	4,800	4,800	3,063	4,800		
* Other Goods & Services	171,260	147,156	119,414	148,600	1,444	1.0
* Interdepartmental	17,487	28,222	40,408		(28,222)	(100.0)
** Total	4,249,369	4,209,978	4,098,226	3,903,500	(306,478)	(7.3)
Revenues						
* Fee Revenues	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	13.7
* Other Revenue			(1,048)			
** Total	(90,800)	(70,386)	(111,559)	(80,000)	(9,614)	13.7
Net Surplus/Deficit	4,158,569	4,139,592	3,986,668	3,823,500	(316,092)	(7.6)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Average SDI (Surface Distress Index)	7.25	7.23	7.40	7.41	7.45
Kms of existing sidewalks above 40 % defective	150	154	147	140	135
Remaining kms of gravel roads to be Paved (based on street locations that were successfully surveyed)	10.9	5.2	1.7	0.0 ⁴	0.5

Notes:

1. The SDI at Amalgamation was 7.6. The SDI ranges from 10 (best condition) to 0 (worst condition).
2. The % defective values range from 100 (worst condition) to 0 (best condition). Sidewalk locations above 40% defective are considered for capital upgrades.
3. Approximately 30kms of unpaved roads remain in HRM's inventory. Paving of gravel roads are subject to Local Improvement Charges. To date these roads have not been added to the paving program list as they have not been successfully surveyed.
4. During the preparation of the 2012/13 capital program 4.4 kms of gravel roads were added to the project list. After the completion of the 2012/13 program only 0.5 kms will remain on the list (until such time as other street locations outlined in note 3 will become successfully surveyed).

Design & Construction Opportunities and Challenges

- **Funding Challenges:** Roughly 800 kilometres (kms) of streets/roads require some form of capital rehabilitation. The surface distress index (SDI) is a measure of the condition of the asphalt. The SDI has declined since 1996 from an average of 7.6 to a current value of 7.4. A proposed increase in the 2012/13 street recapitalization funding levels will have a positive impact on addressing the decline in the SDI.
 - The demand for new sidewalks has exceeded 250 locations. Approximately 8-10 new sidewalks are constructed annually.

- Existing kilometers of sidewalks that require a capital upgrade is approximately 140 kms. Annually 5-6 kms are upgraded.
- **Climate Change:** Impacts from extreme weather events are posing a burden financially on the design and construction on new infrastructure and the re-capitalization of existing infrastructure. Incorporation of emerging knowledge on anticipated climate change impacts into infrastructure planning activities is a key challenge.

2012/13 Design & Construction Key Deliverables

2.1	Complete annual condition assessments of asphalt, sidewalk and curb assets to assist in Capital/Municipal Operations planning.
2.2	Tender minimum 90% of road-related capital projects no later than Fall 2012.
2.3	Amend the Municipal Services Guidelines (Red Book).
2.4	Review opportunities to improve business processes to ensure HRM sidewalk capital/maintenance projects are efficiently delivered.
2.5	Implement the revised priority rating system for new sidewalks.

Facilities Management

Facilities Management maintains all HRM Buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM residents. The Division supports Council Focus Areas on Infrastructure and Administrative priorities.

- Facilities/Property Management
- Contract Administration
- Corporate Security
- Works Control Management

Facilities Management Budget Overview

Facility Services Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	6,045,073	6,094,323	5,528,481	6,107,000	12,677	0.2
* Office	112,210	110,613	122,642	118,000	7,387	6.7
* External Services	3,578,565	4,590,868	4,133,654	4,496,600	(94,268)	(2.1)
* Supplies	294,800	294,800	215,277	304,900	10,100	3.4
* Materials	272,600	370,600	383,637	391,600	21,000	5.7
* Building Costs	5,971,900	6,820,557	8,014,879	8,716,760	1,896,203	27.8
* Equipment & Communications	1,004,700	1,206,700	814,230	1,182,700	(24,000)	(2.0)
* Vehicle Expense	102,700	102,700	37,229	73,000	(29,700)	(28.9)
* Other Goods & Services	337,977	314,017	282,975	370,500	56,483	18.0
* Interdepartmental	(3,366,203)	(3,357,023)	(3,303,035)	(1,969,000)	1,388,023	(41.3)
* Debt Service	20,400	20,400	31,740	20,400		
* Other Fiscal	763,176	949,057	813,414	1,028,840	79,783	8.4
** Total	15,137,898	17,517,612	17,075,124	20,841,300	3,323,688	19.0
Revenues						
* Fee Revenues	(796,900)	(796,900)	(624,883)	(796,900)		
* Other Revenue	(508,200)	(508,200)	(399,492)	(508,200)		
** Total	(1,305,100)	(1,305,100)	(1,024,375)	(1,305,100)		
Net Surplus/Deficit	13,832,798	16,212,512	16,050,749	19,536,200	3,323,688	20.5

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Maintenance Requests (PM work, demand work, and work under \$50K)	14,000	16,000	12,500	13,000	

Facilities Management Opportunities and Challenges

Challenges:

- Holding costs for surplus schools will exceed \$300,000 transferred.
- Growing Gap between the available and required funding to protect and support community facilities
- No funding model for holding costs for new surplus schools. A \$300,000 allocation made for existing surplus schools.

2012/13 Facilities Management Key Deliverables

3.1	Locate and assess condition of assets to assist in capital and life cycle planning.
3.2	Identify unit costs for delivery of services developed to ensure OCC is established and for new and renovated infrastructure.
3.3	Support Business Units to identify operating efficiencies for all facilities.
3.4	Support Business Units to identify corporate security requirements and implementation.
3.5	Support CRS to identify maintenance requirements for community run facilities

Municipal Operations

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. Supports Council Focus Areas, community outcome areas and administrative priorities.

- Street Maintenance
- Sidewalk Maintenance
- Sports field/Playground/ Greenbelt Program
- Park & Open Space Maintenance
- Contract Administration
- Snow & Ice Control
- Work Order Management
- Customer Service
- Training & Accident Investigation

Municipal Operations Budget Overview

MOPS Municipal Operations Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	18,998,568	20,161,272	19,868,951	19,620,000	(541,272)	(2.7)
* Office	163,530	174,629	117,323	141,100	(33,529)	(19.2)
* External Services	6,399,077	5,781,700	11,621,170	11,485,000	5,703,300	98.6
* Supplies	291,012	322,475	303,438	279,000	(43,475)	(13.5)
* Materials	2,722,485	2,706,329	2,618,061	3,680,700	974,371	36.0
* Building Costs	1,765,195	1,980,500	1,785,129	2,332,600	352,100	17.8
* Equipment & Communications	2,394,631	2,394,154	3,483,601	2,437,700	43,546	1.8
* Vehicle Expense	139,595	217,818	242,172	126,400	(91,418)	(42.0)
* Other Goods & Services	1,041,421	705,469	682,838	1,636,100	930,631	131.9
* Interdepartmental	4,750,549	4,707,456	4,971,356		(4,707,456)	(100.0)
* Debt Service	58,700	26,800	17,576	18,200	(8,600)	(32.1)
* Other Fiscal	(361,400)	54,988	40,770	(73,800)	(128,788)	(234.2)
** Total	38,363,363	39,233,590	45,752,387	41,683,000	2,449,410	6.2
Revenues						
* Area Rate Revenue	(2,696,800)	(2,846,188)	(2,888,143)	(2,677,000)	169,188	(5.9)
* Fee Revenues	(862,925)	(744,200)	(879,159)	(854,400)	(110,200)	14.8
* Other Revenue	(213,600)	(51,000)	(255,420)	(51,000)		
* Interdepartmental Revenue	(84,100)					
** Total	(3,857,425)	(3,641,388)	(4,022,722)	(3,582,400)	58,988	(1.6)
Net Surplus/Deficit	34,505,938	35,592,202	41,729,665	38,100,600	2,508,398	7.0

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
Cost to plow 1 km of street	\$4,631	\$4,130	\$4,232	\$4,200	\$4,000
Budget to plow 1 km of street	\$2,833	\$2,666	\$2,606	\$2,606	\$4,000
Cost to plow 1 km of sidewalk	\$7,454	\$7,123	\$7,743	\$7,500	\$7,500
Budget to plow 1 km of sidewalk	\$6,780	\$7,300	\$7,268	\$7,268	\$7,500

Note: 11/12 – Estimate Only
12/13 – Estimate Only

Municipal Operations Opportunities and Challenges

Opportunities:

- Properly align skills with services
- Alternative service delivery
- Respond effectively to emergencies and weather events
- Asset identification and assessment
- Reporting on performance, measuring our service delivery against standards, streamlining our processes
- Fully funded for an average winter for the winter works program.

Challenges:

- Successfully managing higher customer expectation against approved services standards.

2012/13 Municipal Operations Key Deliverables

4.1	Operationalize the Urban Forestry Master Plan (UFMP).
4.2	Develop an SLA and Bridging of Issues Document with Halifax Water.
4.3	Complete reports and recommendations to right size maintenance of assets budgets.
4.4	Review and Implement Improvements to Graffiti Management Plan.

Solid Waste Resources

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

- Contractor/residential customer service coordination
- Procurement and Contract Management - Collection & Facilities
- Capital program development, procurement and management
- Diversion Program coordination and education
- Construction & Demolition program and policy administration
- Household Hazardous Waste (HHW) materials management depot
- HRM Waste Strategy Partnerships and Liaison

Solid Waste Resources Budget Overview

Solid Waste Services Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	1,087,617	1,224,727	970,786	1,175,900	(48,827)	(4.0)
* Office	35,640	152,144	96,104	154,600	2,456	1.6
* External Services	39,235,320	42,340,597	39,028,287	41,700,300	(640,297)	(1.5)
* Supplies	1,800	1,600	2,586	3,100	1,500	93.8
* Materials						
* Building Costs	55,000	55,000	5,346	25,000	(30,000)	(54.5)
* Equipment & Communications	2,000	1,692		1,900	208	12.3
* Vehicle Expense	3,500	9,635	7,383	17,800	8,165	84.7
* Other Goods & Services	334,495	253,625	311,698	391,300	137,675	54.3
* Interdepartmental	14,747	12,593	33,557		(12,593)	(100.0)
* Debt Service	3,401,200	3,224,400	3,261,605	3,128,800	(95,600)	(3.0)
* Other Fiscal	2,494,500	2,472,860	2,413,166	2,205,500	(267,360)	(10.8)
** Total	46,665,819	49,748,873	46,130,519	48,804,200	(944,673)	(1.9)
Revenues						
* Transfers from other Gov'ts	(3,019,636)	(2,936,764)	(3,341,408)	(3,281,900)	(345,136)	11.8
* Fee Revenues	(12,869,584)	(12,961,700)	(13,368,579)	(13,156,100)	(194,400)	1.5
* Other Revenue	(399,200)	(933,800)	(1,376,565)	(944,200)	(10,400)	1.1
** Total	(16,288,420)	(16,832,264)	(18,086,553)	(17,382,200)	(549,936)	3.3
Net Surplus/Deficit	30,377,399	32,916,609	28,043,966	31,422,000	(1,494,609)	(4.5)

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Target
% of Solid Waste Diverted (all streams, Residential & ICI properties)	59%	60%	61%	62%	63%
Annual Operating Cost/Serviced Unit - Collection of all materials – Residential (1)	\$83.81	\$84.88	\$89.19	\$92.62	\$95.87
Tonnes of all material collected per Serviced Unit – Residential	0.836	0.842	0.812	0.805	0.808
Cost of Waste Processing & Disposal Per Tonne – Residential & Commercial (2)	\$178.91	\$179.99	\$190.01	\$193.13	\$191.98
Cost of Composting Per Tonne – Residential & Commercial (3)	\$120.59	\$148.58	\$153.22	\$159.80	\$164.19
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$121.95	\$108.58	\$111.35	\$112.83	\$121.36

(1) Note: Includes curb side and condominium collection, weekly summer organics and peak collections.

(2) Note: Includes waste processing and disposal; both annualized capital and operating costs; includes leachate haulage and treatment, debt servicing from SWR operating budget and annual landfill closure reserve allocation.

(3) Note: Operating cost of composting facilities including peak organics haulage & processing, leaf & yard waste and Christmas trees processing, biowater costs and recapitalization.

(4) Note: Operating cost of the recycling facility program including recapitalization but excluding revenues from the sale of recyclable materials.

Solid Waste Resources Opportunities and Challenges

Opportunities:

- Potential for increased diversion credit funding in terms of up to 50,000 tonnes of ICI sector residual waste materials sent to landfill which should be processed through compost or recycling plants. The total processing and disposal cost per tonne for residual waste is \$193.13 which is greater than for diversion (Compost - \$159.80, Recycling - \$112.83; Fiscal 12/13 figures).

Challenges:

- Compost program, residential collections and commercial deliveries currently exceeds effective processing capacity of 48,000 tonnes by over 5000 tonnes particularly during seasonal peaks.
- Upcoming regulatory changes will impact the Composting program maturity requirements which need to be evaluated in terms of facility, technology and program changes that may be needed to address the new regulations.
- Recycled materials processing is nearing capacity (28,000 tonnes) and will exceed capacity within the next few years without infrastructure and site changes.

2012/13 Solid Waste Resources Key Deliverables

- Directed by Council Motion of September 20, 2011

5.1	Expand education efforts and develop program initiatives to increase diversion rate.
5.2	Conduct a comprehensive Waste Strategy Review including assessment of alternative options to improve the fiscal sustainability of the program through system enhancements.
5.3	Review and validate cell design specifications with the Province to reduce capital costs.
5.4	Development of a business case assessment for a transfer station to reduce overall residential collection costs and provide strategy contingency options.

Traffic & Right of Way Services

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

- Traffic analysis and regulatory control
- Transportation planning/ development application
- Right of way approvals/ permitting and utility inspection
- Traffic signal maintenance and network optimization
- Street light maintenance
- Traffic sign and pavement marking maintenance

- Sign manufacturing

Traffic & Right of Way Services Budget Overview

Traffic/RoW Sevices Summary of Expense & Revenue Types						
Cost Element Groups	2010-11 Budget	2011-12 Budget	2011-12 Unaudited Actual	2012-13 Budget	2012-13 Variance	2012-13 Variance as %
Expenditures						
* Compensation and Benefits	3,131,288	3,018,916	3,053,727	3,146,000	127,084	4.2
* Office	111,210	113,750	104,139	107,200	(6,550)	(5.8)
* External Services	910,600	934,800	973,809	910,100	(24,700)	(2.6)
* Supplies	94,690	94,300	76,281	84,700	(9,600)	(10.2)
* Materials	261,500	256,500	107,419	228,500	(28,000)	(10.9)
* Building Costs	6,226,000	6,265,844	6,298,825	6,459,100	193,256	3.1
* Equipment & Communications	32,200	34,000	22,554	28,700	(5,300)	(15.6)
* Vehicle Expense	13,600	11,500	1,761	3,500	(8,000)	(69.6)
* Other Goods & Services	251,230	198,083	109,426	163,400	(34,683)	(17.5)
* Interdepartmental	150,347	137,721	204,045		(137,721)	(100.0)
* Other Fiscal	156,000		(41,000)			
** Total	11,338,665	11,065,414	10,910,985	11,131,200	65,786	0.6
Revenues						
* Fee Revenues	(369,000)	(369,000)	(370,158)	(370,000)	(1,000)	0.3
* Other Revenue	(140,600)	(140,600)	(320,291)	(235,000)	(94,400)	67.1
** Total	(509,600)	(509,600)	(690,449)	(605,000)	(95,400)	18.7
Net Surplus/Deficit	10,829,065	10,555,814	10,220,536	10,526,200	(29,614)	(0.3)

Note: 90% (\$5.9M) of budget in "Building Costs" is electricity costs for street lights and traffic signals

Key Metrics and Drivers	2008-09	2009-10	2010-11	2011-12
	Actual	Actual	Actual	Actual
Number of Traffic Regulations issued:	648	636	627	750
Number of Streets & Services Permits issued:		1,222	1,264	1500

Traffic & Right of Way Services Opportunities and Challenges

Opportunities:

- SCOOT centralized traffic signal control system, installed in 1990 in the former City of Halifax, has reached the end of its life cycle. In 12/13, a project will be launched to identify a suitable replacement system. The initial implementation focus will be the Halifax peninsula area. When implemented, the system will significantly improve the efficiency of the transportation network.
- LED Streetlights. Mandatory replacement legislated by the Province. Implementation anticipated in the next 5-10 years. A business case and implementation plan will be developed to identify the most cost effective deployment. Once initiated, considerable reduction in electricity costs and corresponding greenhouse gas emissions is expected.

Challenges:

- Approximately 15% of employees are intending to retire this year, most which have key professional and technical positions. It is anticipated that the recruitment process will be challenging since these are traditionally difficult to fill positions. If there are significant recruitment delays it will impact service delivery.

Traffic & Right of Way Services 2012/13 Key Deliverables

6.1	Support business case and implementation plan for the deployment of LED street lighting.
6.2	Evaluate and report results of trial for revised overnight parking ban regulation.
6.3	Initiate project to replace the SCOOT traffic signal control system.
6.4	Implement project to reduce the speed limit in school zones to comply with legislative requirements.

TPW Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Actual	Budget	Unaudited Actual	Budget	Variance	Variance as %
R100 Directors Admin.	652,418	904,116	495,289	632,300	(271,816)	(30.1)
R101 Serv. Deliv. & Qualit	566,701	45,731	465,549		(45,731)	(100.0)
*** TPW Administration	1,219,119	949,847	960,838	632,300	(317,547)	(33.4)
**** Director/Administration	1,219,119	949,847	960,838	632,300	(317,547)	(33.4)
W134 Capital Salary Costs	46	47			(47)	(100.0)
W135 LockedConstr Service	399,951	408,848	305,453	275,000	(133,848)	(32.7)
W139 Cont Supp R&M						
*** Contract Support	399,997	408,895	305,453	275,000	(133,895)	(32.7)
W130 Rpr & Rplmt Facility						
W160 Facilities Admin	1,053,751	817,348	1,021,021	1,186,000	368,652	45.1
W169 Surplus Property		300,000	380,899	550,000	250,000	83.3
*** Facilities	1,053,751	1,117,348	1,401,921	1,736,000	618,652	55.4
R102 Integrated Sec Manag	353,524	488,637	472,741	502,100	13,463	2.8
W200 Facility Operations	3,138,626	3,835,450	4,322,194	6,473,000	2,637,550	68.8
W203 Alderney Gate FacMgt	858,108	1,554,407	908,833	1,554,400	(7)	(0.0)
W211 Clean & Tenant Serv.	2,972,102	3,147,275	2,908,279	3,447,900	300,625	9.6
W212 Structural and Arenas	2,177,516	2,287,154	2,369,201	2,329,800	42,646	1.9
W213 Mechanical & PM Serv	2,879,174	3,373,346	3,362,127	3,218,000	(155,346)	(4.6)
*** Operations	12,379,050	14,686,269	14,343,375	17,525,200	2,838,931	19.3
**** Facility Services:	13,832,798	16,212,512	16,050,749	19,536,200	3,323,688	20.5
M674 VIK Spec Eve Traff &			6,565			
R170 Transportation Serv.	1,417,616	1,244,119	1,111,478	1,083,500	(160,619)	(12.9)
*** Transportation Services	1,417,616	1,244,119	1,118,043	1,083,500	(160,619)	(12.9)
R112 Rights of Way Approval	(48,420)	(43,527)	1,264	72,300	115,827	(266.1)
*** Right of Way Services	(48,420)	(43,527)	1,264	72,300	115,827	(266.1)
R746 LockStreet Name Sign						
R747 Traffic Signs	1,431,142	1,426,237	1,217,825	1,385,800	(40,437)	(2.8)
*** Sign Shop	1,431,142	1,426,237	1,217,825	1,385,800	(40,437)	(2.8)
R825 Streetlighting	6,486,435	6,424,166	6,259,072	6,510,500	86,334	1.3
R827 Traffic Lights	1,542,292	1,504,819	1,624,333	1,474,100	(30,719)	(2.0)
*** Traffic Signals & Streetlight	8,028,727	7,928,985	7,883,405	7,984,600	55,615	0.7
**** Traffic/RoW Services	10,829,065	10,555,814	10,220,536	10,526,200	(29,614)	(0.3)
R912 Fleet: Administration	422,985	579,418	486,016	581,500	2,082	0.4
*** Fleet: Administration	422,985	579,418	486,016	581,500	2,082	0.4
R970 Fleet R&M:Municipal			315,245	6,026,800	6,026,800	
R971 Fleet Rentals (Vehicle)			18,814			
*** Fleet: Turner Site			334,059	6,026,800	6,026,800	
R981 Fleet R&M:Fire		(11)	(1,705)	2,660,600	2,660,611	(24,187,372.7)
R985 Fleet R&M:Police		(61)	(15)	2,102,400	2,102,461	(3,446,657.4)
*** Fleet: Emergency		(72)	(1,720)	4,763,000	4,763,072	(6,615,377.8)
R991 Fleet: R&M HRWC			45			
*** Fleet: Halifax Regional Water			45			
**** Fleet Services	422,985	579,346	818,400	11,371,300	10,791,954	1,862.8
M672 VIK Spec Event Oper			(18)			
W120 Operations Admin	299,734	297,684	213,346	493,100	195,416	65.6
W199 Fleet Maintenance			2,157,068			
*** Municipal Operations Admin	299,734	297,684	2,370,396	493,100	195,416	65.6
R710 Municipal Op Support	4,629,399	4,426,534	4,162,886	2,351,100	(2,075,434)	(46.9)
*** Municipal Operations Support	4,629,399	4,426,534	4,162,886	2,351,100	(2,075,434)	(46.9)
R771 East - Ice Control	1,243,111	1,350,392	3,214,410	2,910,000	1,559,608	115.5
R772 West - Ice Control	1,682,621	1,657,882	2,417,618	1,676,500	18,618	1.1
R773 Central - Ice Control	1,252,466	1,169,740	2,897,015	2,274,000	1,104,260	94.4
* Ice Control (East, West and	4,178,198	4,178,014	8,529,043	6,860,500	2,682,486	64.2
R774 East - Plowing	1,695,997	1,628,421	984,694	1,585,100	(43,321)	(2.7)
R775 West - Plowing	2,144,719	2,359,402	1,705,947	2,213,400	(146,002)	(6.2)
R776 Central Plowing	1,381,815	1,375,172	1,362,159	1,393,200	18,028	1.3

Cost Centers/Groups	Actual	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Plowing (East, West and Cent	5,222,531	5,362,995	4,052,801	5,191,700	(171,295)	(3.2)
R777 East - Snow Removal	36,600	34,600	(432)	14,600	(20,000)	(57.8)
R778 West - Snow Removal	74,126	54,126	58,556	24,200	(29,926)	(55.3)
R779 Central - Snow Removal	16,400	20,400	13,689	10,400	(10,000)	(49.0)
* Snow Removal (East, West and	127,126	109,126	71,814	49,200	(59,926)	(54.9)
R764 Locked Swlk Plow/Ice						
R780 East-Sidewalk Pl/Ice	996,195	969,933	(864,926)	1,080,400	110,467	11.4
R781 West-Sidewalk Pl/Ice	1,496,927	1,564,734	2,093,741	1,740,000	175,266	11.2
R782 Central-Swalk Pl/Ice	(24,112)	(35,536)	1,249,065	72,900	108,436	(305.1)
* Sidewalk Plowing/Ice Control	2,469,010	2,499,131	2,477,880	2,893,300	394,169	15.8
R783 East-Related Pr Cost	93,033	10,110	338,830	109,100	98,990	979.1
R784 West-Related Pr Cost	123,133	12,125	202,119	12,100	(25)	(0.2)
R785 Cent-Related Pr Cost	34,156	7,473	141,348	7,500	27	0.4
* Related Program Costs(East, W	250,322	29,708	682,297	128,700	98,992	333.2
R768 Priority 2&3 Snow &Ice		240,000	2,550,770		(240,000)	(100.0)
* Snow & Ice Control Priority 2		240,000	2,550,770		(240,000)	(100.0)
** Operation Coordinator/Snow &	12,247,187	12,418,974	18,364,604	15,123,400	2,704,426	21.8
R715 Administration - St.	2,107,157	1,333,131	1,419,588	1,495,800	162,669	12.2
R716 Contracts-Concrete E				600,000	600,000	
R717 Contracts-Concrete W				500,000	500,000	
R718 Contracts-Asphalt E				757,500	757,500	
R719 Contracts-Asphalt W				732,500	732,500	
R720 Street Clean/Graffiti	1,062,826	1,077,842	1,267,853	810,100	(267,742)	(24.8)
R721 Street Mtce-West Rgn	477,889	649,491	600,031		(649,491)	(100.0)
R723 Service Trucks/Litter	1,104,182	1,337,303	1,347,760	1,102,600	(234,703)	(17.6)
R732 Street Mtce-Cent Rgn	794,721	789,571	685,935		(789,571)	(100.0)
R735 Street Mtce-East Rgn	432,228	573,412	464,681	957,300	383,888	66.9
R739 Fall River Sidewalks		(31,900)			31,900	(100.0)
R740 Concrete SW-Wst/Bedf	724,462	754,370	763,499	1,059,800	305,430	40.5
R741 Asph-Crb/Wlkwy-East	417,240	552,068	490,951	400,200	(151,868)	(27.5)
R742 Concrete Sidewalks-East	631,022	781,012	591,881	478,100	(302,912)	(38.8)
R743 Asphlt Patching West	789,343	744,707	539,981	856,600	111,893	15.0
R744 Locked Sidewalks - East		70,000	(0)		(70,000)	(100.0)
R745 Locked Sidewalks - West		110,000			(110,000)	(100.0)
R899 Streets J/C Clearing			(408)			
** Streets & Roads	8,541,070	8,741,007	8,171,750	9,750,500	1,009,493	11.5
*** Public Works Operations	20,788,257	21,159,981	26,536,354	24,873,900	3,713,919	17.6
R831 Parks/Open - Admin	262,769	239,094	255,822	149,500	(89,594)	(37.5)
R845 Parks Urban Forestry	1,091,500	1,341,933	1,589,971	1,506,700	164,767	12.3
R850 Public Garden Green	672,462	779,425	724,432	742,200	(37,225)	(4.8)

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R851 Parks/Horticulture	972,083	1,053,212	899,289	880,800	(172,412)	(16.4)
R852 Cap Dis Main Weekend	508,863	774,709	584,907	712,800	(61,909)	(8.0)
R855 Parks Cemeteries	(309,219)	(7,841)	7,457	(64,200)	(56,359)	718.8
R860 Parks/Open-West	748,853	795,616	687,551	704,100	(91,516)	(11.5)
*** Parks and Open Spaces	3,947,311	4,976,148	4,749,428	4,631,900	(344,248)	(6.9)
W187 Hfx Artificial Spfld	79,044	108,766	55,973	74,400	(34,366)	(31.6)
W190 Dart Artifical Spfld	1,300	(72)	(9,995)	(18,200)	(18,128)	25,177.8
** All Weather Program	80,344	108,694	45,978	56,200	(52,494)	(48.3)
W180 Playgrounds East	617,394	597,823	487,539	494,200	(103,623)	(17.3)
W181 Sports/Play - Admin	435,715	375,766	299,271	334,300	(41,466)	(11.0)
W182 Sportsfields East	708,191	748,967	621,521	601,900	(147,067)	(19.6)
W183 Playgrounds Central	622,198	566,789	465,850	490,900	(75,889)	(13.4)
W184 Playgrounds West	837,099	779,893	664,093	664,000	(115,893)	(14.9)
W185 Sportsfields - Central	592,056	654,774	609,238	571,300	(83,474)	(12.7)
W186 Sportsfields West	948,240	899,149	717,111	741,700	(157,449)	(17.5)
W191 Cntrcts-Grass/Hort E				803,600	803,600	
W192 Cntrcts-Grass/Hort W				992,500	992,500	
*** Sportsfields & Playgrounds	4,841,237	4,731,855	3,910,601	5,750,600	1,018,745	21.5
**** Municipal Operations	34,505,938	35,592,202	41,729,665	38,100,600	2,508,398	7.0
R110 Design Admin.	266,176	271,169	280,449	315,600	44,431	16.4
R111 Design	1,184,337	1,202,118	1,169,717	1,076,000	(126,118)	(10.5)
R120 Construction Ser	1,090,687	1,097,037	1,052,979	1,085,400	(11,637)	(1.1)
R130 Infrastr MgmtServ.	284,255	285,562	262,094	279,800	(5,762)	(2.0)
R140 Surveying	997,482	946,539	913,083	774,100	(172,439)	(18.2)
R150 Record Management	335,632	337,167	308,346	292,600	(44,567)	(13.2)
**** Design & Construction Svcs	4,158,569	4,139,592	3,986,668	3,823,500	(316,092)	(7.6)
R311 MA Solid Waste Debt	295,200	282,300	282,259	269,000	(13,300)	(4.7)
R314 Sckv. Landfill Site	100	(16,700)			16,700	(100.0)
R315 Leach. Trt./FlareStc			13,702			
*** Former Solid Waste System	295,300	265,600	295,961	269,000	3,400	1.3
R321 Administration - WR	(9,605,707)	(8,756,715)	(9,235,831)	(9,013,700)	(256,985)	2.9
R601 See Cost Centre R321						
** Admin WR	(9,605,707)	(8,756,715)	(9,235,831)	(9,013,700)	(256,985)	2.9
R326 Otter Lake WSF	2,832,200	2,773,400	2,791,234	2,431,400	(342,000)	(12.3)
R327 Otter Lake RDF	7,136,900	7,111,600	7,133,147	7,044,900	(66,700)	(0.9)
R329 Otter Lake FEP	11,031,600	11,968,500	8,613,876	10,052,900	(1,915,600)	(16.0)
** Otter Lake	21,000,700	21,853,500	18,538,256	19,529,200	(2,324,300)	(10.6)
R322 Collection & RRFB	9,703,400	10,756,337	10,185,862	11,096,000	339,663	3.2
R323 Waste Res Sy Debt Ch	196,400	189,600	189,646	163,800	(25,800)	(13.6)
R324 Compost Fac.Burnside	2,804,000	2,972,500	3,083,647	3,191,900	219,400	7.4
R325 Compost Fac.Ragged Lake	3,551,000	3,796,700	4,321,513	4,520,000	723,300	19.1
R328 Rural Depots	154,400	161,476	156,260	160,500	(976)	(0.6)
R330 Material Recov. Fac.	1,276,931	1,040,300	376,932	1,026,900	(13,400)	(1.3)
R331 RRFB Contract	(2,335)	(369,951)	(751,024)	(364,500)	5,451	(1.5)
R332 Operating Reserve	300,000	300,000	300,000		(300,000)	(100.0)
R333 C & E Progrms HRM	295,110	302,262	279,997	454,500	152,238	50.4
R334 Household Haz. Waste	408,200	405,000	302,748	388,400	(16,600)	(4.1)
** SW Other	18,687,106	19,554,224	18,445,579	20,637,500	1,083,276	5.5
*** Waste Resources	30,082,099	32,651,009	27,748,005	31,153,000	(1,498,009)	(4.6)
**** Solid Waste Services	30,377,399	32,916,609	28,043,966	31,422,000	(1,494,609)	(4.5)
***** Total	95,345,873	100,945,922	101,810,822	115,412,100	14,466,178	14.3

TPW Summary of Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R100 Directors Admin.	652,418	904,116	495,289	632,300	(271,816)	(30.1)
R101 Serv. Deliv.& Qualit	743,801	45,731	467,112		(45,731)	(100.0)
*** TPW Administration	1,396,219	949,847	962,401	632,300	(317,547)	(33.4)
**** Director/Administration	1,396,219	949,847	962,401	632,300	(317,547)	(33.4)
W134 Capital Salary Costs	46	47			(47)	(100.0)
W135 LockedConstr Service	399,951	408,848	305,833	275,000	(133,848)	(32.7)
*** Contract Support	399,997	408,895	305,833	275,000	(133,895)	(32.7)
W160 Facilities Admin	1,053,751	817,348	1,021,021	1,186,000	368,652	45.1
W169 Surplus Property		300,000	380,899	550,000	250,000	83.3
*** Facilities	1,053,751	1,117,348	1,401,921	1,736,000	618,652	55.4
R102 Integrated Sec Manag	353,524	488,637	472,741	502,100	13,463	2.8
W200 Facility Operations	3,138,626	3,835,450	4,313,258	6,473,000	2,637,550	68.8
W203 Alderney Gate FacMgt	2,163,208	2,859,507	1,937,821	2,859,500	(7)	(0.0)
W211 Clean & Tenant Serv.	2,972,102	3,147,275	2,910,086	3,447,900	300,625	9.6
W212 Structural and Arenas	2,177,516	2,287,154	2,369,201	2,329,800	42,646	1.9
W213 Mechanical & PM Serv	2,879,174	3,373,346	3,364,264	3,218,000	(155,346)	(4.6)
*** Operations	13,684,150	15,991,369	15,367,370	18,830,300	2,838,931	17.8
**** Facility Services:	15,137,898	17,517,612	17,075,124	20,841,300	3,323,688	19.0
M674 VIK Spec Eve Traff &			6,565			
R170 Transportation Serv.	1,417,616	1,244,119	1,111,673	1,083,500	(160,619)	(12.9)
*** Transportation Services	1,417,616	1,244,119	1,118,238	1,083,500	(160,619)	(12.9)
R112 Rights of Way Approval	461,180	466,073	575,141	592,300	126,227	27.1
*** Right of Way Services	461,180	466,073	575,141	592,300	126,227	27.1
R747 Traffic Signs	1,431,142	1,426,237	1,253,623	1,390,800	(35,437)	(2.5)
*** Sign Shop	1,431,142	1,426,237	1,253,623	1,390,800	(35,437)	(2.5)
R825 Streetlighting	6,486,435	6,424,166	6,335,400	6,590,500	166,334	2.6
R827 Traffic Lights	1,542,292	1,504,819	1,628,583	1,474,100	(30,719)	(2.0)
*** Traffic Signals & Streetlight	8,028,727	7,928,985	7,963,984	8,064,600	135,615	1.7
**** Traffic/RoW Services	11,338,665	11,065,414	10,910,985	11,131,200	65,786	0.6
R912 Fleet: Administration	422,985	579,418	486,899	581,500	2,082	0.4
*** Fleet: Administration	422,985	579,418	486,899	581,500	2,082	0.4
R970 Fleet R&M:Municipal			318,512	6,026,800	6,026,800	
R971 Fleet Rentals (Vehicle)			18,814			
*** Fleet: Turner Site			337,326	6,026,800	6,026,800	
R981 Fleet R&M:Fire		(11)	33,595	2,660,600	2,660,611	(24,187,372.7)
R985 Fleet R&M:Police		(61)	396	2,102,400	2,102,461	(3,446,657.4)
*** Fleet: Emergency		(72)	33,991	4,763,000	4,763,072	(6,615,377.8)
R991 Fleet: R&M HRWC			367,948			
*** Fleet: Halifax Regional Water			367,948			
**** Fleet Services	422,985	579,346	1,226,163	11,371,300	10,791,954	1,862.8
M672 VIK Spec Event Oper			(18)			
W120 Operations Admin	299,734	297,684	213,346	493,100	195,416	65.6
W199 Fleet Maintenance			2,157,068			
W944 SH Streetscape Prog	38,800	39,400	39,711	39,900	500	1.3
*** Municipal Operations Admin	338,534	337,084	2,410,107	533,000	195,916	58.1
R710 Municipal Op Support	4,629,399	4,477,534	4,259,572	2,351,100	(2,126,434)	(47.5)
*** Municipal Operations Support	4,629,399	4,477,534	4,259,572	2,351,100	(2,126,434)	(47.5)
R761 Locked Ice Control						
R771 East - Ice Control	1,243,111	1,350,392	3,214,410	2,910,000	1,559,608	115.5
R772 West - Ice Control	1,682,621	1,657,882	2,417,618	1,676,500	18,618	1.1
R773 Central - Ice Control	1,252,466	1,169,740	2,897,015	2,274,000	1,104,260	94.4
* Ice Control (East, West and	4,178,198	4,178,014	8,529,043	6,860,500	2,682,486	64.2
R774 East - Plowing	1,695,997	1,628,421	990,876	1,585,100	(43,321)	(2.7)
R775 West - Plowing	2,144,719	2,359,402	1,719,553	2,213,400	(146,002)	(6.2)
R776 Central Plowing	1,381,815	1,375,172	1,364,389	1,393,200	18,028	1.3

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Plowing (East, West and Cent	5,222,531	5,362,995	4,074,818	5,191,700	(171,295)	(3.2)
R777 East - Snow Removal	36,600	34,600	(432)	14,600	(20,000)	(57.8)
R778 West - Snow Removal	74,126	54,126	58,556	24,200	(29,926)	(55.3)
R779 Central - Snow Removal	16,400	20,400	13,689	10,400	(10,000)	(49.0)
* Snow Removal (East, West and	127,126	109,126	71,814	49,200	(59,926)	(54.9)
R780 East-Sidewalk Pl/Ice	2,046,235	2,092,648	1,983,506	2,135,200	42,552	2.0
R781 West-Sidewalk Pl/Ice	2,415,712	2,547,110	2,093,741	2,663,000	115,890	4.5
R782 Central-Swawk Pl/Ice	659,563	666,161	1,249,065	732,200	66,039	9.9
* Sidewalk Plowing/Ice Control	5,121,510	5,305,919	5,326,312	5,530,400	224,481	4.2
R783 East-Related Pr Cost	93,033	10,110	338,830	109,100	98,990	979.1
R784 West-Related Pr Cost	123,133	12,125	202,119	12,100	(25)	(0.2)
R785 Cent-Related Pr Cost	34,156	7,473	141,348	7,500	27	0.4
* Related Program Costs(East, W	250,322	29,708	682,297	128,700	98,992	333.2
R768 Priority 2&3 Snow &Ice		240,000	2,550,770		(240,000)	(100.0)
* Snow & Ice Control Priority 2		240,000	2,550,770		(240,000)	(100.0)
** Operation Coordinator/Snow &	14,899,687	15,225,762	21,235,053	17,760,500	2,534,738	16.6
R715 Administration - St.	2,107,157	1,333,131	1,419,588	1,495,800	162,669	12.2
R716 Contracts-Concrete E				600,000	600,000	
R717 Contracts-Concrete W				500,000	500,000	
R718 Contracts-Asphalt E				757,500	757,500	
R719 Contracts-Asphalt W				732,500	732,500	
R720 Street Clean/Graffiti	1,062,826	1,077,842	1,270,899	810,100	(267,742)	(24.8)
R721 Street Mtce-West Rgn	477,889	649,491	600,031		(649,491)	(100.0)
R723 Service Trucks/Litter	1,104,182	1,337,303	1,347,788	1,102,600	(234,703)	(17.6)
R732 Street Mtce-Cent Rgn	794,721	789,571	685,935		(789,571)	(100.0)
R735 Street Mtce-East Rgn	432,228	573,412	464,681	957,300	383,888	66.9
R738 LkdWaverley Sidewalk	6,700					
R739 Fall River Sidewalks		(31,900)			31,900	(100.0)
R740 Concrete SW-Wst/Bedf	724,462	754,370	763,499	1,059,800	305,430	40.5
R741 Asph-Crb/Wlkwy-East	417,240	552,068	490,951	400,200	(151,868)	(27.5)
R742 Concrete Sidewalks-East	631,022	781,012	591,881	478,100	(302,912)	(38.8)
R743 Asphlt Patching West	789,343	744,707	539,981	856,600	111,893	15.0
R744 Locked Sidewalks - East		70,000	(0)		(70,000)	(100.0)
R745 Locked Sidewalks - West		110,000			(110,000)	(100.0)
R899 Streets J/C Clearing			(408)			
** Streets & Roads	8,547,770	8,741,007	8,174,824	9,750,500	1,009,493	11.5
*** Public Works Operations	23,447,457	23,966,769	29,409,877	27,511,000	3,544,231	14.8
R831 Parks/Open - Admin	262,769	239,094	262,685	149,500	(89,594)	(37.5)
R845 Parks Urban Forestry	1,091,500	1,341,933	1,589,971	1,506,700	164,767	12.3
R850 Public Garden Green	672,462	779,425	739,943	742,200	(37,225)	(4.8)
R851 Parks/Horticulture	972,083	1,053,212	942,671	880,800	(172,412)	(16.4)
R852 Cap Dis Main Weekend	508,863	774,709	590,490	712,800	(61,909)	(8.0)
R855 Parks Cemeteries	365,006	242,159	211,589	253,800	11,641	4.8
R860 Parks/Open-West	748,853	795,616	696,830	704,100	(91,516)	(11.5)
*** Parks and Open Spaces	4,621,536	5,226,148	5,034,179	4,949,900	(276,248)	(5.3)
W187 Hfx Artificial Spfld	214,044	243,766	223,834	244,400	634	0.3
W190 Dart Artifical Spfld	139,100	137,728	137,314	126,800	(10,928)	(7.9)
** All Weather Program	353,144	381,494	361,148	371,200	(10,294)	(2.7)
W180 Playgrounds East	617,394	597,823	488,355	494,200	(103,623)	(17.3)
W181 Sports/Play - Admin	486,715	375,766	355,599	334,300	(41,466)	(11.0)
W182 Sportsfields East	788,891	849,667	752,358	702,600	(147,067)	(17.3)
W183 Playgrounds Central	622,198	566,789	465,850	490,900	(75,889)	(13.4)
W184 Playgrounds West	837,099	779,893	667,245	664,000	(115,893)	(14.9)
W185 Sportsfields - Central	592,056	674,774	659,802	591,300	(83,474)	(12.4)
W186 Sportsfields West	1,028,940	999,849	888,296	842,400	(157,449)	(15.7)
W191 Cntrcts-Grass/Hort E				803,600	803,600	
W192 Cntrcts-Grass/Hort W				1,043,500	1,043,500	
*** Sportsfields & Playgrounds	5,326,437	5,226,055	4,638,651	6,338,000	1,111,945	21.3
**** Municipal Operations	38,363,363	39,233,590	45,752,387	41,683,000	2,449,410	6.2
R110 Design Admin.	356,976	341,555	390,960	395,600	54,045	15.8

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R111 Design	1,184,337	1,202,118	1,169,717	1,076,000	(126,118)	(10.5)
R120 Construction Ser	1,090,687	1,097,037	1,052,979	1,085,400	(11,637)	(1.1)
R130 Infrastr MgmtServ.	284,255	285,562	262,094	279,800	(5,762)	(2.0)
R140 Surveying	997,482	946,539	913,083	774,100	(172,439)	(18.2)
R150 Record Management	335,632	337,167	309,393	292,600	(44,567)	(13.2)
**** Design & Construction Svcs	4,249,369	4,209,978	4,098,226	3,903,500	(306,478)	(7.3)
R311 MA Solid Waste Debt	295,200	282,300	282,259	269,000	(13,300)	(4.7)
R314 Sckv. Landfill Site	100	(16,700)			16,700	(100.0)
R315 Leach. Trt./FlareStc			13,702			
*** Former Solid Waste System	295,300	265,600	295,961	269,000	3,400	1.3
R321 Administration - WR	1,134,308	1,199,685	877,566	1,095,000	(104,685)	(8.7)
** Admin WR	1,134,308	1,199,685	877,566	1,095,000	(104,685)	(8.7)
R326 Otter Lake WSF	2,832,200	2,773,400	2,791,234	2,431,400	(342,000)	(12.3)
R327 Otter Lake RDF	7,136,900	7,111,600	7,133,147	7,044,900	(66,700)	(0.9)
R329 Otter Lake FEP	11,111,600	12,048,500	8,943,102	10,132,900	(1,915,600)	(15.9)
** Otter Lake	21,080,700	21,933,500	18,867,483	19,609,200	(2,324,300)	(10.6)
R322 Collection & RRFB	12,427,400	13,443,337	13,022,774	14,001,900	558,563	4.2
R323 Waste Res Sy Debt Ch	196,400	189,600	189,646	163,800	(25,800)	(13.6)
R324 Compost Fac.Burnside	3,583,000	3,739,000	3,784,576	3,939,600	200,600	5.4
R325 Compost Fac.Ragged Lake	3,975,000	4,336,600	4,870,289	5,093,300	756,700	17.4
R328 Rural Depots	154,400	161,476	156,260	160,500	(976)	(0.6)
R330 Material Recov. Fac.	2,522,700	3,051,000	2,806,584	3,138,100	87,100	2.9
R331 RRFB Contract	285,301	356,813	295,973	425,500	68,687	19.3
R332 Operating Reserve	300,000	300,000	300,000		(300,000)	(100.0)
R333 C & E Progrms HRM	295,110	344,262	335,399	496,900	152,638	44.3
R334 Household Haz. Waste	416,200	428,000	328,007	411,400	(16,600)	(3.9)
** SW Other	24,155,511	26,350,088	26,089,509	27,831,000	1,480,912	5.6
*** Waste Resources	46,370,519	49,483,273	45,834,558	48,535,200	(948,073)	(1.9)
**** Solid Waste Services	46,665,819	49,748,873	46,130,519	48,804,200	(944,673)	(1.9)
***** Total	117,574,318	123,304,660	126,155,805	138,366,800	15,062,140	12.2

TPW Summary of Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R101 Serv. Deliv. & Qualit	(177,100)		(1,563)			
*** TPW Administration	(177,100)		(1,563)			
**** Director/Administration	(177,100)		(1,563)			
W135 LockedConstr Service			(380)			
*** Contract Support			(380)			
W200 Facility Operations			8,936			
W203 Alderney Gate FacMgt	(1,305,100)	(1,305,100)	(1,028,988)	(1,305,100)		
W211 Clean & Tenant Serv.			(1,806)			
W213 Mechanical & PM Serv			(2,137)			
*** Operations	(1,305,100)	(1,305,100)	(1,023,995)	(1,305,100)		
**** Facility Services:	(1,305,100)	(1,305,100)	(1,024,375)	(1,305,100)		
R170 Transportation Serv.			(195)			
*** Transportation Services			(195)			
R112 Rights of Way Approval	(509,600)	(509,600)	(573,877)	(520,000)	(10,400)	2.0
*** Right of Way Services	(509,600)	(509,600)	(573,877)	(520,000)	(10,400)	2.0
R747 Traffic Signs			(35,798)	(5,000)	(5,000)	
*** Sign Shop			(35,798)	(5,000)	(5,000)	
R825 Streetlighting			(76,328)	(80,000)	(80,000)	
R827 Traffic Lights			(4,250)			
*** Traffic Signals & Streetlight			(80,578)	(80,000)	(80,000)	
**** Traffic/RoW Services	(509,600)	(509,600)	(690,449)	(605,000)	(95,400)	18.7
R912 Fleet: Administration			(883)			
*** Fleet: Administration			(883)			
R970 Fleet R&M:Municipal			(3,267)			
*** Fleet: Turner Site			(3,267)			
R981 Fleet R&M:Fire			(35,300)			
R985 Fleet R&M:Police			(411)			
*** Fleet: Emergency			(35,711)			
R991 Fleet: R&M HRWC			(367,903)			
*** Fleet: Halifax Regional Water			(367,903)			
**** Fleet Services			(407,763)			
W944 SH Streetscape Prog	(38,800)	(39,400)	(39,711)	(39,900)	(500)	1.3
*** Municipal Operations Admin	(38,800)	(39,400)	(39,711)	(39,900)	(500)	1.3
R710 Municipal Op Support		(51,000)	(96,686)		51,000	(100.0)
*** Municipal Operations Support		(51,000)	(96,686)		51,000	(100.0)
R774 East - Plowing			(6,182)			
R775 West - Plowing			(13,607)			
R776 Central Plowing			(2,229)			
* Plowing (East, West and Cent			(22,017)			
R780 East-Sidewalk Pl/Ice	(1,050,040)	(1,122,715)	(2,848,432)	(1,054,800)	67,915	(6.0)
R781 West-Sidewalk Pl/Ice	(918,785)	(982,376)		(923,000)	59,376	(6.0)
R782 Central-Swalk Pl/Ice	(683,675)	(701,697)		(659,300)	42,397	(6.0)
* Sidewalk Plowing/Ice Control	(2,652,500)	(2,806,788)	(2,848,432)	(2,637,100)	169,688	(6.0)
** Operation Coordinator/Snow &	(2,652,500)	(2,806,788)	(2,870,449)	(2,637,100)	169,688	(6.0)
R720 Street Clean/Graffit			(3,046)			
R723 Service Trucks/Litter			(28)			
R738 LkdWaverley Sidewalk	(6,700)					
** Streets & Roads	(6,700)		(3,074)			
*** Public Works Operations	(2,659,200)	(2,806,788)	(2,873,523)	(2,637,100)	169,688	(6.0)

Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R831 Parks/Open - Admin			(6,863)			
R850 Public Garden Green			(15,511)			
R851 Parks/Horticulture			(43,382)			
R852 Cap Dis Main Weekend			(5,583)			
R855 Parks Cemeteries	(674,225)	(250,000)	(204,133)	(318,000)	(68,000)	27
R860 Parks/Open-West			(9,280)			
*** Parks and Open Spaces	(674,225)	(250,000)	(284,751)	(318,000)	(68,000)	27
W187 Hfx Artificial Spfld	(135,000)	(135,000)	(167,861)	(170,000)	(35,000)	26
W190 Dart Artifical Spfld	(137,800)	(137,800)	(147,309)	(145,000)	(7,200)	5
** All Weather Program	(272,800)	(272,800)	(315,170)	(315,000)	(42,200)	15
W180 Playgrounds East			(816)			
W181 Sports/Play - Admin	(51,000)		(56,328)			
W182 Sportsfields East	(80,700)	(100,700)	(130,836)	(100,700)		
W184 Playgrounds West			(3,152)			
W185 Sportsfields - Central		(20,000)	(50,563)	(20,000)		
W186 Sportsfields West	(80,700)	(100,700)	(171,185)	(100,700)		
W192 Cntrcts-Grass/Hort W				(51,000)	(51,000)	
*** Sportsfields & Playgrounds	(485,200)	(494,200)	(728,050)	(587,400)	(93,200)	19
**** Municipal Operations	(3,857,425)	(3,641,388)	(4,022,722)	(3,582,400)	58,988	(2)
R110 Design Admin.	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	14
R150 Record Management			(1,048)			
**** Design & Construction Svcs	(90,800)	(70,386)	(111,559)	(80,000)	(9,614)	14
R321 Administration - WR	(10,740,015)	(9,956,400)	(10,113,397)	(10,108,700)	(152,300)	2
** Admin WR	(10,740,015)	(9,956,400)	(10,113,397)	(10,108,700)	(152,300)	2
R329 Otter Lake FEP	(80,000)	(80,000)	(329,226)	(80,000)		
** Otter Lake	(80,000)	(80,000)	(329,226)	(80,000)		
R322 Collection & RRFB	(2,724,000)	(2,687,000)	(2,836,912)	(2,905,900)	(218,900)	8
R324 Compost Fac.Burnside	(779,000)	(766,500)	(700,929)	(747,700)	18,800	(2)
R325 Compost Fac.Ragged Lake	(424,000)	(539,900)	(548,777)	(573,300)	(33,400)	6
R330 Material Recov. Fac.	(1,245,769)	(2,010,700)	(2,429,652)	(2,111,200)	(100,500)	5
R331 RRFB Contract	(287,636)	(726,764)	(1,046,998)	(790,000)	(63,236)	9
R333 C & E Progrms HRM		(42,000)	(55,403)	(42,400)	(400)	1
R334 Household Haz. Waste	(8,000)	(23,000)	(25,259)	(23,000)		
** SW Other	(5,468,405)	(6,795,864)	(7,643,929)	(7,193,500)	(397,636)	6
*** Waste Resources	(16,288,420)	(16,832,264)	(18,086,553)	(17,382,200)	(549,936)	3
**** Solid Waste Services	(16,288,420)	(16,832,264)	(18,086,553)	(17,382,200)	(549,936)	3
***** Total	(22,228,445)	(22,358,738)	(24,344,983)	(22,954,700)	(595,962)	3

TPW Summary of Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	30,361,415	30,782,043	27,351,497	30,381,700	(400,343)	(1.3)
6002 Salaries - Overtime	963,171	1,943,897	1,216,067	2,023,100	79,203	4.1
6005 PDP Increases			(252,522)			
6051 Shift Agreements	42,221	42,221	74,144	42,300	79	0.2
6054 Vacation payout			90,537			
6100 Benefits - Salaries	5,808,877	6,212,996	5,654,142	6,001,700	(211,296)	(3.4)
6110 Vacancy Management			4,133,645	(550,900)	(550,900)	
6151 Vehicle Allowance	6,837	6,837		3,900	(2,937)	(43.0)
6152 Retirement Incentives	194,067	196,421	184,668	197,200	779	0.4
6153 Severance			155,409			
6154 Workers' Compensation	571,679	587,249	512,591	536,300	(50,949)	(8.7)
6155 Overtime Meals	11,764	11,764	30,067	11,800	36	0.3
6156 Clothing Allowance	2,413	2,413	11,131	3,200	787	32.6
6158 WCB Recoverable Earnings			(15,708)			
6199 Comp & Ben InterDept		(59,536)	(166,094)	(59,500)	36	(0.1)
9200 HR CATS Wage/Ben			(196,121)			
9210 HR CATS OT Wage/Ben	681,623		(172,861)			
9230 HR CATS OT Meals						
* Compensation and Benefits	38,644,067	39,726,305	38,610,592	38,590,800	(1,135,505)	(2.9)
6201 Telephone	310,598	261,770	258,857	257,900	(3,870)	(1.5)
6202 Courier/Postage	18,824	82,327	66,116	79,600	(2,727)	(3.3)
6203 Office Furn/Equip	64,357	89,623	38,457	77,400	(12,223)	(13.6)
6204 Computer S/W & Lic	66,994	79,896	51,582	66,000	(13,896)	(17.4)
6205 Printing & Reproduction	26,307	71,876	30,814	69,000	(2,876)	(4.0)
6206 Microfilms	9,551	9,550	5,839		(9,550)	(100.0)
6207 Office Supplies	101,219	111,776	88,343	100,400	(11,376)	(10.2)
6290 Office TCA Transfer			(4,361)			
6299 Other Office Expenses	16,224	16,040	17,928	19,200	3,160	19.7
* Office	614,074	722,858	553,575	669,500	(53,358)	(7.4)
6301 Professional Fees	116,587	119,000	155,523	131,400	12,400	10.4
6302 Legal Fees	6,900	6,900	3,168	6,900		
6303 Consulting Fees	61,712	44,768	49,874	141,300	96,532	215.6
6304 Janitorial Services	1,117,210	1,480,400	1,572,249	1,640,200	159,800	10.8
6305 Property Appraisal	50,000					
6308 Snow Removal	1,203,800	1,484,000	780,687	958,000	(526,000)	(35.4)
6309 Litigation Disbursements			(2,049)			
6310 Outside Personnel	600,660	575,600	453,142	507,700	(67,900)	(11.8)
6311 Security	384,290	344,500	260,236	374,700	30,200	8.8
6312 Refuse Collection	549,645	527,500	480,156	635,700	108,200	20.5
6390 Ext Svc TCA Transfer			(312,339)			
6399 Contract Services	46,772,733	49,556,841	53,002,366	54,729,700	5,172,859	10.4
* External Services	50,863,537	54,139,509	56,443,014	59,125,600	4,986,091	9.2
6401 Uniforms & Clothing	237,810	231,200	156,287	207,000	(24,200)	(10.5)
6402 Med & First Aid Supp	5,780	5,700	11,224	5,600	(100)	(1.8)
6403 Patrol Equip Supplies	30,200	30,200	36,305	37,000	6,800	22.5
6404 Rec Prog Supplies	2,235	300	0	2,300	2,000	666.7
6405 Photo Supp & Equip	7,853	5,940	5,489	5,100	(840)	(14.1)
6406 Bridge Tolls	46,840	42,140	40,804	26,800	(15,340)	(36.4)
6407 Cleaning/Sanitary Supplies	279,095	282,789	248,649	323,200	40,411	14.3
6409 Personal Protect Equ	17,100	32,600	30,285	26,100	(6,500)	(19.9)
6490 Supplies TCA Transfer			(884)			
6499 Other Supplies	135,599	159,736	144,589	122,400	(37,336)	(23.4)

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Supplies	762,512	790,605	672,749	755,500	(35,105)	(4.4)
6501 Asphalt	231,200	270,700	381,154	1,206,900	936,200	345.8
6502 Chemicals	174,950	184,854	79,978	121,000	(63,854)	(34.5)
6503 Fertilizer	44,020	48,600	30,209	51,100	2,500	5.1
6504 Hardware	222,330	258,503	177,160	262,400	3,897	1.5
6505 Lubricants	35,505	34,000	28,381	29,300	(4,700)	(13.8)
6506 Lumber	68,280	56,200	79,656	63,000	6,800	12.1
6507 Propane	60,700	60,200	82,569	72,200	12,000	19.9
6508 Ready Mix Concrete	46,030	32,500	73,247	59,800	27,300	84.0
6509 Reagents	1,500	1,000	164		(1,000)	(100.0)
6510 Road Oils	7,900	16,300	10,717	11,700	(4,600)	(28.2)
6511 Salt	1,602,200	1,602,200	1,658,558	1,626,800	24,600	1.5
6512 Sand	147,325	145,100	25,519	157,900	12,800	8.8
6513 Seeds & Plants	42,125	52,100	23,178	50,300	(1,800)	(3.5)
6514 Sods	31,650	28,500	89,195	36,900	8,400	29.5
6515 Stone and Gravel	105,475	79,100	119,923	86,500	7,400	9.4
6516 Topsoil	51,130	69,300	48,796	77,700	8,400	12.1
6517 Paint	251,490	290,300	299,995	275,100	(15,200)	(5.2)
6518 Metal	48,500	56,100	18,732	56,200	100	0.2
6519 Welding Supplies	17,500	12,400	11,051	3,000	(9,400)	(75.8)
6520 Salt-Sand Mix	600	600	97,477	600		
6521 Salt Brine			112			
6522 Greenhouse Materials	12,700	12,700	18,797		(12,700)	(100.0)
6549 Non-Stock Items	1,000	200			(200)	(100.0)
6590 Materials TCA Transfer			(183,403)			
6599 Other Materials	87,275	56,900	(36,354)	88,200	31,300	55.0
* Materials	3,291,385	3,368,357	3,134,811	4,336,600	968,243	28.7
6602 Electrical	887,200	956,139	882,491	978,500	22,361	2.3
6603 Grounds and Landscaping	1,586,620	1,779,400	1,571,387	1,958,600	179,200	10.1
6604 Bus Gates/Shltr-R&M		100			(100)	(100.0)
6605 Municipal Taxes	347,300	345,000	270,828	330,000	(15,000)	(4.3)
6606 Heating Fuel	1,565,500	1,774,180	1,953,723	2,256,500	482,320	27.2
6607 Electricity	8,364,900	8,434,080	9,515,243	9,791,960	1,357,880	16.1
6608 Water	206,975	545,302	547,383	566,000	20,698	3.8
6609 Elevator & Escalator	100,000	103,000	65,359	100,000	(3,000)	(2.9)
6610 Building - Exterior	45,600	91,700	307,867	160,100	68,400	74.6
6611 Building - Interior	155,800	322,100	280,987	334,000	11,900	3.7
6612 Safety Systems	138,000	163,000	298,452	221,000	58,000	35.6
6613 Overhead Doors	100,000	80,000	93,659	80,000		
6614 Envir Assess/Cleanup	7,000	7,400	171,427	28,500	21,100	285.1
6615 Vandalism Clean-up/Repair				201,900	201,900	
6616 Natural Gas-Buildings	455,000	475,000	487,547	475,000		
6617 Pest Management	19,100	20,100	24,295	24,000	3,900	19.4
6690 Building ExpTCA Trsf			(451,492)			
6699 Other Building Cost	55,800	46,100	112,102	48,100	2,000	4.3
* Building Costs	14,034,795	15,142,601	16,131,258	17,554,160	2,411,559	15.9
6701 Equipment Purchase	251,377	260,320	178,522	235,900	(24,420)	(9.4)
6702 Small Tools	109,660	111,930	115,200	114,100	2,170	1.9
6703 Computer Equipment/Rentals	38,998	51,742	30,834	54,100	2,358	4.6
6704 Equipment Rental	2,241,011	2,216,826	3,387,884	2,310,500	93,674	4.2
6705 Equip - R&M	134,253	237,810	(38,253)	235,400	(2,410)	(1.0)
6706 Computer R&M	4,025	4,200	1,026	3,000	(1,200)	(28.6)
6707 Plumbing & Heating	129,775	162,800	213,440	175,400	12,600	7.7
6708 Mechanical Equipment	648,800	718,000	972,287	688,000	(30,000)	(4.2)
6709 Manholes and Equip			399			
6710 Sewer Pipe	425		52			
6711 Communication System	32,150	29,800	8,584	10,500	(19,300)	(64.8)
6790 Equipment TCA Transfer			(405,264)			
* Equipment & Communications	3,590,474	3,793,428	4,464,713	3,826,900	33,472	0.9
6801 Vehicle Purchase	59,225	40,000	99		(40,000)	(100.0)
6802 Vehicle R&M	1,878,787	1,871,117	2,864,732	2,488,500	617,383	33.0
6803 Vehicle Fuel - Diesel	512,226	644,293	1,139,313	1,187,500	543,207	84.3
6804 Vehicle Fuel - Gasoline	1,483,506	1,653,262	2,060,785	1,887,200	233,938	14.2
6805 Tires and Tubes	170,500	170,500	216,742	200,500	30,000	17.6
6806 Long Term Fleet Rentals	16,500	36,400	16,446	29,700	(6,700)	(18.4)
6807 Vehicle Leases	99,800	186,048	169,762	112,800	(73,248)	(39.4)
6808 Natural Gas-Vehicles			1,061			
6890 Vehicle TCA Transfer			(238,982)			
6899 Other Vehicle Expense	21,600	24,400	(8,652)	18,600	(5,800)	(23.8)

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
* Vehicle Expense	4,242,144	4,626,020	6,221,307	5,924,800	1,298,780	28.1
6901 Membership Dues	36,478	36,101	31,099	37,500	1,399	3.9
6902 Conferences and Workshops	69,109	43,720	20,635	38,600	(5,120)	(11.7)
6903 Travel - Local	306,012	293,596	380,111	378,900	85,304	29.1
6904 Travel - Out of Town	83,796	87,555	29,565	75,600	(11,955)	(13.7)
6905 Training & Education	246,299	118,523	94,299	217,800	99,277	83.8
6906 Licenses & Agreements	353,700	289,200	317,872	317,100	27,900	9.6
6908 Medical Examinations	10,250	7,200	4,605	7,700	500	6.9
6909 Cost of Sales			679			
6910 Signage	107,550	105,800	50,654	94,900	(10,900)	(10.3)
6911 Facilities Rental	27,300	20,500	38,081	76,000	55,500	270.7
6912 Advertising and Promotion	375,127	274,077	303,356	242,900	(31,177)	(11.4)
6913 Awards	29,816	25,054	494	21,200	(3,854)	(15.4)
6914 Recruiting	200	200			(200)	(100.0)
6915 Research Data Acquisition			3,181			
6916 Public Education		10,000	9,771	141,700	131,700	1,317.0
6917 Books and Periodicals	9,200	9,133	3,935	7,300	(1,833)	(20.1)
6918 Meals	21,425	19,952	10,721	18,300	(1,652)	(8.3)
6919 Special Projects	135,787	239,370	287,650	617,200	377,830	157.8
6922 Grading			64			
6925 Sidewalks				500,000	500,000	
6928 Committee Expenses	3,308	2,475	173	2,600	125	5.1
6929 Visa Purchases	900	5,290	5,388		(5,290)	(100.0)
6933 Community Events	200	500	161	500		
6936 Staff Relations	1,000	1,100	189		(1,100)	(100.0)
6937 Corporate Training			10			
6938 Rewarding Excellence	33,958	14,588	2,512	18,500	3,912	26.8
6939 Duty to Accomodate		200		200		
6940 Fencing	128,250	135,700	147,320	142,000	6,300	4.6
6941 Playground Equipment	24,120	26,000	21,935	39,900	13,900	53.5
6942 Management Fees	60,000	100,000	63,237	100,000		
6943 Health and Wellness	200	165	1,227	700	535	324.2
6990 Gds & Svcs TCA Trsf			(119,574)			
6999 Other Goods and Services	483,616	277,029	205,329	126,900	(150,129)	(54.2)
* Other Goods & Services	2,547,601	2,143,028	1,914,679	3,224,000	1,080,972	50.4
7001 Interdept Equip Chg	5,195,824	5,145,257	5,633,334		(5,145,257)	(100.0)
7002 Other Interdept Chg						
7003 Fleet Long Term (Rev)	(9,180,221)	(9,477,363)	(10,506,900)		9,477,363	(100.0)
7004 Other Intdept (Rev)	(219,600)	(219,600)	(219,600)		219,600	(100.0)
7005 Interdept EXP						
7006 Interdepartmental Revenues	(3,344,850)	(3,344,850)	(3,199,000)	(1,969,000)	1,375,850	(41.1)
7007 ItnTrsf Paper Recyc			80,262			
7008 ItnTrsf IT & Commun			6,192			
7009 Internal Transfers Other			62,000			
7010 IntTrfr Insur Funds			(29,018)			
7012 Int Trf Print/Reprod			339			
7015 Int Trf FacilityRent			236			
7099 Interdept Chargeback			(278,953)			
9900 Rev/Exp.Vehicle Rental	0	(0)	(12,576)		0	(100.0)
9910 PM Shop Expenses			(48,553)			
9911 PM Labour-Reg			(15,591)			
9972 Truck Stock Chargeback RPS			(336)			
* Interdepartmental	(7,548,847)	(7,896,556)	(8,528,165)	(1,969,000)	5,927,556	(75.1)
8010 Other Interest	20,400	20,400	68,860	20,400		
8011 Interest on Debentures	823,200	751,000	748,620	675,800	(75,200)	(10.0)
8012 Principal on Debentures	2,636,700	2,500,200	2,493,441	2,471,200	(29,000)	(1.2)
* Debt Service	3,480,300	3,271,600	3,310,921	3,167,400	(104,200)	(3.2)
8001 Transf Outside Agenc	27,800	28,400	26,425	26,800	(1,600)	(5.6)
8003 Insurance Pol/Prem	20,300	20,300	16,500	20,300		
8007 Tax Concess Commerci						
8008 Transfer to/from Reserves	3,532,076	3,544,436	3,079,080	3,214,040	(330,396)	(9.3)
8022 Transf to/fr Trust			(46,427)			
8024 Transf to/fr Capital	(456,300)	(198,919)		(56,100)	142,819	(71.8)
9000 Prior Year Surplus/Deficit	(71,600)	82,688	150,772	(44,500)	(127,188)	(153.8)
* Other Fiscal	3,052,276	3,476,905	3,226,350	3,160,540	(316,365)	(9.1)
** Total	117,574,318	123,304,660	126,155,805	138,366,800	15,062,140	12.2

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4200 Area Rate Revenue	(2,696,800)	(2,846,188)	(2,888,143)	(2,677,000)	169,188	(5.9)
* Area Rate Revenue	(2,696,800)	(2,846,188)	(2,888,143)	(2,677,000)	169,188	(5.9)
4750 Other Grants	(3,019,636)	(2,936,764)	(3,341,408)	(3,281,900)	(345,136)	11.8
* Transfers from other Gov'ts	(3,019,636)	(2,936,764)	(3,341,408)	(3,281,900)	(345,136)	11.8
4905 Street opening Permits	(180,000)	(180,000)	(159,536)	(180,000)		
4912 Signs & Encroachments	(189,000)	(189,000)	(210,622)	(190,000)	(1,000)	0.5
5101 Parking Rentals	(201,900)	(201,900)	(211,316)	(201,900)		
5102 Facilities Rentals	(272,800)	(494,200)	(589,391)	(536,400)	(42,200)	8.5
5150 Other Rental Revenue			(72,909)			
5151 Lease Revenue	(595,000)	(595,000)	(413,567)	(595,000)		
5209 Community Events Revenue			(2,280)			
5210 Sport and Fitness Revenue			(3,360)			
5213 Play. & Camp Rev.			(87)			
5225 Tipping Fees-Waste R	(11,823,815)	(11,151,000)	(11,240,320)	(11,254,900)	(103,900)	0.9
5250 Sales of Services Other	(310,000)	(250,000)	(204,133)	(318,000)	(68,000)	27.2
5255 Engineering Fees	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	13.7
5403 Sales of Other Recyclables	(1,045,769)	(1,810,700)	(2,128,259)	(1,901,200)	(90,500)	5.0
5404 Canteen Revenue			(7,000)			
5450 Other Sales Revenue	(280,125)					
* Fee Revenues	(14,989,209)	(14,942,186)	(15,353,290)	(15,257,400)	(315,214)	2.1
5508 Recov External Parti	(958,100)	(1,271,600)	(2,261,780)	(1,366,000)	(94,400)	7.4
5513 Government Rebates			(2,024)			
5600 Miscellaneous Revenue	(479,400)	(362,000)	(498,338)	(372,400)	(10,400)	2.9
5803 Transfer - General Rate	(1,200)					
* Other Revenue	(1,438,700)	(1,633,600)	(2,762,142)	(1,738,400)	(104,800)	6.4
5802 Other Interdept Rev	(84,100)					
* Interdepartmental Revenue	(84,100)					
** Total	(22,228,445)	(22,358,738)	(24,344,983)	(22,954,700)	(595,962)	2.7

Metro Transit

2012/13 Annual Budget

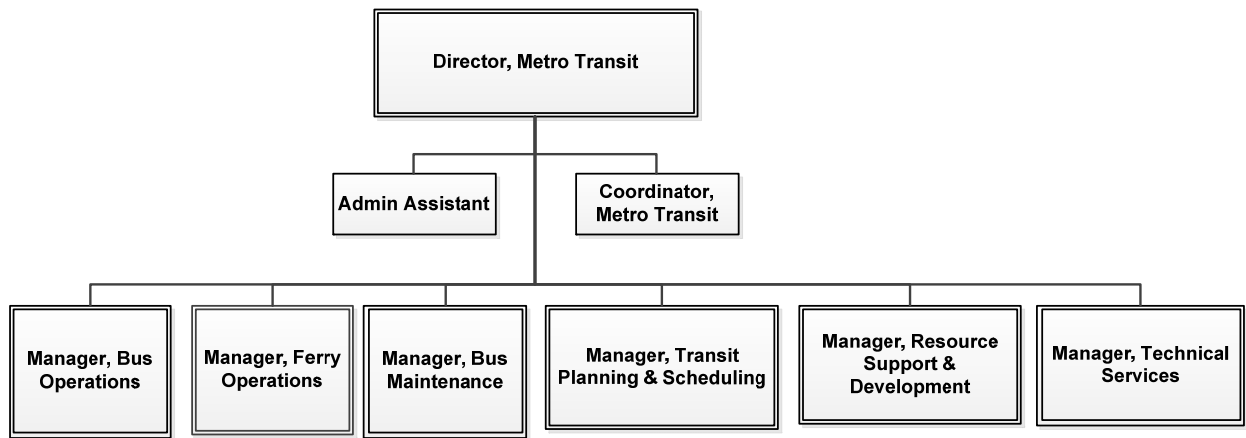
Mission: *To provide a safe, reliable and sustainable public transit system*

Business Unit Overview:

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Metro Transit provides public transit services for more than 25 million riders annually. It operates 252 conventional 40ft and 60ft vehicles, as well as 3 Ferries, 30 Access-A-Bus vehicles, 3 Community Transit vehicles, 20 premium branded MetroLink vehicles, and 10 MetroX vehicles. It employs a workforce of 815 and operates out of the Burnside Transit Centre in Dartmouth, the Ragged Lake Transit Centre in Halifax and the Halifax Ferry Terminal. The organization has grown significantly in recent years and growth is expected to continue.

Metro Transit separated from TPW in August 2011 and became an individual Business Unit. This change was implemented to ensure Metro Transit is best positioned to deliver Council's priorities as we move into the future.



Funded Full Time Equivalents (FTEs):

Metro Transit	Budget 2011-12	Budget 2012-13	From Budget 2011/12 to 2012/13
Funded FTEs Includes full & part-time permanent positions	811.5	849.5	+38

The HRM re-org in September 2011 resulted in 3 Metro Transit Public Relations positions being moved to Corporate Communications.

There were 11 new Conventional Bus Operator FTEs and 4 new Access-A-Bus Operator FTEs created in 2011.

Business Unit Operating Budget Overview:

Metro Transit Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	47,088,705	53,648,434	53,236,477	59,733,400	6,084,966	11.3
* Office	670,690	712,100	572,789	723,000	10,900	1.5
* External Services	1,109,500	528,541	754,082	591,000	62,459	11.8
* Supplies	852,630	935,600	622,748	983,000	47,400	5.1
* Materials	61,200	3,500	25,556		(3,500)	(100.0)
* Building Costs	62,200	77,900	85,834	75,000	(2,900)	(3.7)
* Equipment & Communications	534,688	584,400	677,382	652,000	67,600	11.6
* Vehicle Expense	14,213,048	15,516,683	16,176,302	19,038,000	3,521,317	22.7
* Other Goods & Services	770,166	3,274,181	755,671	3,066,900	(207,281)	(6.3)
* Interdepartmental			(624,618)	1,969,000	1,969,000	
* Debt Service	6,349,850	6,349,850	6,733,059	6,765,000	415,150	6.5
* Other Fiscal	(665,000)	11,304,000	13,154,701	7,869,000	(3,435,000)	(30.4)
** Total	71,047,677	92,935,189	92,169,984	101,465,300	8,530,111	9.2
Revenues						
* Tax Revenue		(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	6.9
* Area Rate Revenue	(33,670,000)	(35,855,000)	(35,871,848)	(38,368,000)	(2,513,000)	7.0
* Fee Revenues	(33,355,400)	(31,663,100)	(26,545,374)	(32,332,300)	(669,200)	2.1
* Other Revenue	(760,300)	(760,300)	(844,062)	(768,000)	(7,700)	1.0
** Total	(67,785,700)	(96,344,400)	(91,369,638)	(101,465,300)	(5,120,900)	5.3
Net Surplus/Deficit	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)

Business Unit Service Area Budget Overview:

Service Area Budget Overview						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Service Area	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Metro Transit Summary by Expense & Revenue	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)
Access-A-Bus Service	3,387,566	3,652,037	4,163,041	3,879,000	226,963	6.2
Community Transit Service	402,257	409,995	740,199	520,000	110,005	26.8
Conventional Service	(2,008,900)	4,161,882	7,953,891	12,130,000	7,968,118	191.5
Ferry Service	1,481,054	2,138,375	2,022,176	1,999,000	(139,375)	(6.5)
Fiscal Transit		(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	34.5
	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)

Key Business Unit Metrics and Drivers:

Key Metrics and Drivers	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Target
Compensation as a % of Total	67.62	67.17	57.10	60.26
Expenditures per Dwelling	391	418	532	545
Cost Recovery	52.8	46.9	45.6	40.5
Boardings (millions)	23.9	25.8	25.6	25.6
Annual Service Hours	788,000	832,000	845,000	901,000
Annual Kilometers (millions)	16.4	17.3	17.8	18.2

Major Achievements in 11/12

- Initiated a project for the expansion and eventual recapitalization of the ferry fleet
- Five existing conventional routes were converted to Accessible Low Floor
- Construction started on New Bridge Terminal and Fall River Park & Ride for the implementation of MetroX 320 Airport/Fall River
- Completed a major refit of the Woodside I Ferry
- Enhancement to Access-A-Bus services – 48 hour booking window
- Improved accessibility to conventional service options for mobility impaired passengers
- Metro Transit's enterprise solution HASTUS was expanded to include Daily Vehicle and Daily Crew modules that work to manage daily operations and perform accurate operator timekeeping
- Metro Transit entered into the social media fray by launching its own official twitter feed to provide immediate updates on service, news and major disruptions. There are over 3000 followers and this has substantially improved the capability to get important information out quickly to passengers and the general public.

Key Opportunities and Challenges in 12/13

The following opportunities and challenges will have an impact on the Business Unit in the 12/13:

Opportunities and Challenges with Community-wide Impact:

Opportunities:

- **Increased Ridership:** Metro Transit will be implementing a range of diverse service increases in 2012-13, including a long anticipated transit connection to the Halifax Stanfield International Airport. The 2012-13 Annual Service Plan also focuses on improving the reliability of existing services by applying resources where they can provide a significant benefit. These service improvements will provide an opportunity for Metro Transit to grow ridership by tapping into new markets, while also growing ridership on existing services that will be more reliable for the citizens of HRM.

-
- **Strategic External Partnerships:** Metro Transit will continue to develop and foster partnerships with external groups such as: Irving Shipbuilding, the Halifax International Airport Authority, Transport Canada, Halifax Port Authority, and universities/community colleges among others. Through these partnerships, Metro Transit can leverage their services to enhance delivery to the general public.
 - **Impact of New Infrastructure:** In 2012-13, Metro Transit will complete two significant infrastructure projects with a high degree of public visibility: the new Bridge Terminal, and the renovations to Highfield Terminal. Both projects will see terminals that are over 20 years old replaced by new, modern facilities with improved public amenities. These terminals provide an opportunity to improve Metro Transit's image as a transportation option of choice by demonstrating HRM's commitment to provide quality transit service, both through mobile and stationary assets
 - **Tall Ships & Cruise Ships:** New opportunities to attract occasional riders for both the ferry service and conventional fixed route transit service in spring and summer 2012 through targeted promotion of the regularly scheduled service to major events coming to HRM, including potentially the Titanic anniversary, Tall Ships, as well as through the projected increase of cruise ship traffic to the port.

Challenges:

- **Pressure for New/Increased Services:** There is a significant gap between citizen expectations and the services that can and should be reasonably provided and there is constant pressure for Metro Transit to expand and increase service. Within the current service area, there is pressure to improve, expand, and diversify existing services. There is also pressure to provide transit service to growth nodes along major transportation corridors, outlying suburban areas, and existing rural communities. These pressures can result in fragmented services, with resources being spread too thin. This will be a challenge moving forward as Metro Transit focuses on improving the quality and reliability of existing services while only providing new or enhanced services in strategic, high ridership locations that support the Regional Centre.
- **Impact of Work Stoppage on Ridership:** It is anticipated ridership will be negatively impacted by the work stoppage that began in February 2012. Passengers were not able to rely on public transit and were forced to find alternative modes of transportation. Based on evidence from other public transportation systems that have experienced similar suspensions of service as a result of labour disputes, it can take months or years before ridership fully rebounds.
- **Readjusted Capital Plan/Five Big Moves Implementation:** In 2012-13 the overall direction of the capital plan will begin to shift. Compared to previous years, 2012/13 will see more resources focused on services that provide a significant return on investment, enhancing/maintaining the quality of existing services, and recapitalizing existing assets. In order to continue working within existing capital envelopes, fewer resources will be allocated to new services that are expected to provide a lower return on investment. This change is best summarized by the Five Big Moves report which will be presented for approval in principal by Regional Council.
- **Growing Demand for External Communication:** Metro Transit must continue to focus on improving communication with the public about its services and the standard to which they are provided. Responding to the citizen in a timely manner remains a challenge due to the high volume of requests that are received, particularly during times when staff are focused on providing the service (i.e. during a snow storm response). Being able to better manage expectations and respond to the citizen based requests in a timely and reliable manner is crucial to successful service delivery.

Opportunities and Challenges within Metro Transit

Opportunities:

- **Improving Work Relationships:** The new ATU collective agreement will allow for new processes and procedures. This will be an opportunity for Metro Transit and ATU to collaborate on projects such as rostering and accident review.
- **Technology:** The development of a Transit Technology Road Map that will align existing and future technology with Transit business processes to meet the needs of our clientele. It will provide improved customer service by increasing the reliability and accessibility of information regarding Metro Transit services. This strategic initiative will assist in making our transit system more cost effective, reliable, and efficient while improving the management of our employees and the entire system.

Challenges:

- **Impact of Labour Disruption:** The ATU labour disruption may have a negative impact on relationships at Metro Transit and there will likely be some remaining feelings of dissatisfaction. This will take time and focus on rebuilding the relationship.
- **Balancing Resources and Service Expectations:** Public service expectations continue to grow beyond the capacity of the available financial resources. Metro Transit must work to find the appropriate balance between improving its existing conventional services while expanding services to outlying communities.
- **Workplace Culture:** Transit organizations have unique workplace cultures that can be challenging to manage. The existing workplace culture requires change and must continue to be positively shaped with modern management techniques including succession planning, greater performance measurement, application of attendance support strategies, and development of standard operating practices. Additional focus must also be placed on adjusting the workplace to meet the needs of an increasingly diverse workforce.
- **Ferry Recapitalization - Fleet:** The Dartmouth III, Halifax III and Woodside I are more than 25 years old. While these vessels are in relatively good condition, they are approaching the latter stages of their service lives and will eventually require replacement with similar vessels that have been upgraded to meet regulatory and operational requirements.
- **Ferry Recapitalization – Terminal pontoons:** All three pontoons are exhibiting extensive surface corrosion on exterior surfaces and replacement steel is required in some areas.
- **Technology:** A significant challenge facing Metro Transit in the expansion of technology is the requirement of dedicated staff resources for the design, implementation and completion of technological projects. Daily operational requirements are such that the availability of appropriate resources is limited and it is difficult to complete the background research, design specifications and process mapping/development required to ensure proper use and implementation of technological solutions.

- **Expectations of a Modern Transit System:** Metro Transit has a high level of unplanned overtime and sick time usage which results in the shifting of other available resources to cover the gap. The implementation of greater modern technology and work practices provides statistical data that can be used to shape decision making and thereby reducing unnecessary expenses. The challenge will be to overcome the use of past practices while changing the way employees think about what it means to be a modern transit system.

12/13 Business Unit Service Level Changes
<u>Increases In Services / New Initiatives:</u> <ul style="list-style-type: none">• Route 320 Airport/Fall River MetroX Service• Route 330 Sheldrake Lake MetroX Service• Route 370 Porters Lake MetroX Service• Portland Street High Frequency Corridor• 5 Expansion Buses to Improve Schedule Adherence of Existing Service• Dartmouth Bridge Terminal Opening• 24 Hour Access-A-Bus Booking Window• 2 Expansion buses for Access-A-Bus Service
<u>Decreases In Services / Operational Pressures (OP):</u> <ul style="list-style-type: none">• Service Efficiencies As Per Annual Service Plan• Recruitment of Mechanics• Age of Assets
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none">• Previously approved Community Transit service• Clayton Park MetroLink

12/13 Service Area Plans

Access-A-Bus Service

Access-A-Bus service provides a safe, reliable, courteous, and efficient specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities and are declared eligible through a registration process. The Access-A-Bus service supplements Metro Transit fixed route system. AAB utilizes 30 vehicles, traveling 1,000,000 kilometers annually to provide service to 100,000 passengers.

Services Delivered

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

Access-A-Bus Budget Overview:

Access-A-Bus Service Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	2,687,376	3,515,924	3,606,900	3,637,000	121,076	3.4
* Office	29,080	2,000			(2,000)	(100.0)
* External Services	327,200	(7,759)			7,759	(100.0)
* Supplies	38,600	47,600	12,757	49,000	1,400	2.9
* Materials	200					
* Equipment & Communications			2,079			
* Vehicle Expense	463,400	261,100	304,430	353,000	91,900	35.2
* Other Goods & Services	21,710	27,472	14,466	34,000	6,528	23.8
* Interdepartmental			379,803			
** Total	3,567,566	3,846,337	4,320,436	4,073,000	226,663	5.9
Revenues						
* Fee Revenues	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
** Total	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
Net Surplus/Deficit	3,387,566	3,652,037	4,163,041	3,879,000	226,963	6.2

Community Transit Service

Community Transit is a localized transit service that operates from major transit terminals to communities outside of the conventional transit service area. Currently, Community Transit services are available in Porter's Lake, Beaver Bank and Sambro areas, with 83,000 annual boardings.

Services Delivered

- Transit service that operates from major transit terminals to communities

Community Transit Budget Overview:

Community Transit Service Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	372,057	422,708	274,053	373,000	(49,708)	(11.8)
* Supplies	3,200	3,200		6,000	2,800	87.5
* Materials	200					
* Vehicle Expense	119,000	76,800	225,537	234,000	157,200	204.7
* Other Goods & Services	800	287	187		(287)	(100.0)
* Interdepartmental			356,257			
** Total	495,257	502,995	856,034	613,000	110,005	21.9
Revenues						
* Area Rate Revenue						
* Fee Revenues	(93,000)	(93,000)	(115,835)	(93,000)		
** Total	(93,000)	(93,000)	(115,835)	(93,000)		
Net Surplus/Deficit	402,257	409,995	740,199	520,000	110,005	26.8

Conventional Transit Service

Conventional Transit provides a network of routes that operate throughout the service area. It ensures the mobility of over 25 million passenger trips annually and travels more than 17,000,000 kilometers a year. Our Fleet division supports all transit service operations through the provision of repair and preventative maintenance services.

Services Delivered

- 57 fixed-route services
- 3 MetroLink limited stop bus rapid routes
- 1 MetroX express route to outlying rural areas
- Fleet maintenance

Conventional Transit Service Budget Overview:

Conventional Service Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	41,762,130	47,184,706	46,609,226	51,323,000	4,138,294	8.8
* Office	632,740	693,000	558,914	708,000	15,000	2.2
* External Services	505,300	244,300	396,706	274,000	29,700	12.2
* Supplies	786,380	860,800	607,032	904,000	43,200	5.0
* Materials	45,300	3,500	25,556		(3,500)	(100.0)
* Building Costs	37,100	48,900	40,465	46,000	(2,900)	(5.9)
* Equipment & Communications	491,888	579,100	672,353	647,000	67,900	11.7
* Vehicle Expense	13,141,348	14,263,376	14,979,558	17,649,000	3,385,624	23.7
* Other Goods & Services	707,864	719,550	703,141	828,000	108,450	15.1
* Interdepartmental			(1,770,066)	1,969,000	1,969,000	
* Debt Service	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8.4
* Other Fiscal	(665,000)	(665,000)	(78,284)		665,000	(100.0)
** Total	63,527,700	70,014,882	69,219,005	80,939,000	10,924,118	15.6
Revenues						
* Area Rate Revenue	(33,670,000)	(35,855,000)	(35,871,848)	(38,368,000)	(2,513,000)	7.0
* Fee Revenues	(31,106,300)	(29,237,700)	(24,562,326)	(29,680,000)	(442,300)	1.5
* Other Revenue	(760,300)	(760,300)	(830,941)	(761,000)	(700)	0.1
** Total	(65,536,600)	(65,853,000)	(61,265,114)	(68,809,000)	(2,956,000)	4.5
Net Surplus/Deficit	(2,008,900)	4,161,882	7,953,891	12,130,000	7,968,118	191.5

Ferry Operations

Metro Transit operates three passenger ferries serving 1,400,000 riders each year along with three passenger terminals located in Dartmouth, Halifax and Woodside.

Services Delivered:

- 3 passenger ferries - Dartmouth III, Halifax III and Woodside I
- All day scheduled service between Dartmouth and Halifax
- Peak hour scheduled service between Halifax and Woodside
- Extra service provided in support of holidays and festivals when required

Ferry Operations Budget Overview:

Ferry Service Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits	2,267,142	2,525,096	2,358,791	2,575,000	49,904	2.0
* Office	8,870	17,100	13,875	15,000	(2,100)	(12.3)
* External Services	277,000	292,000	357,376	317,000	25,000	8.6
* Supplies	24,450	24,000	2,959	24,000		
* Materials	15,500					
* Building Costs	25,100	29,000	45,369	29,000		
* Equipment & Communications	42,800	5,300	2,950	5,000	(300)	(5.7)
* Vehicle Expense	489,300	915,407	666,776	802,000	(113,407)	(12.4)
* Other Goods & Services	39,792	39,372	37,877	41,000	1,628	4.1
* Interdepartmental			488			
* Debt Service	267,200	267,200	258,655	174,000	(93,200)	(34.9)
* Other Fiscal						
** Total	3,457,154	4,114,475	3,745,116	3,982,000	(132,475)	(3.2)
Revenues						
* Fee Revenues	(1,976,100)	(1,976,100)	(1,709,818)	(1,976,000)	100	(0.0)
* Other Revenue			(13,122)	(7,000)	(7,000)	
** Total	(1,976,100)	(1,976,100)	(1,722,940)	(1,983,000)	(6,900)	0.3
Net Surplus/Deficit	1,481,054	2,138,375	2,022,176	1,999,000	(139,375)	(6.5)

Metro Transit Key Metrics and Drivers

	Conventional		Ferry		Community Transit		Access-A-Bus		Metro Transit	
	09/10	10/11	09/10	10/11	09/10	10/11	09/10	10/11	2009-10	2010-11
Hours	718,855	756,383	9,267	9,361	10,720	12,291	49,167	53,928	788,009	831,963
Actual Kms	15,136,756	15,890,360	60,303	60,890	257,040	337,744	1,085,597	1,096,530	16,539,696	17,385,524
Boardings	22,302,782	24,257,028	1,414,228	1,365,577	66,628	83,234	99,423	100,543	23,883,061	25,806,382
Cost	\$51,959,900	\$60,608,465	\$3,068,600	\$3,379,243	\$549,800	\$626,366	\$2,980,800	\$3,816,100	\$58,559,100	\$68,430,174
Revenue	\$28,616,676	\$29,649,683	\$2,030,600	\$2,106,227	\$100,700	\$134,080	\$169,800	\$174,420	\$30,917,776	\$32,064,410
Cost/Passenger	\$2.33	\$2.50	\$2.17	\$2.47	\$8.25	\$7.53	\$29.98	\$37.95	\$2.98	\$3.55
Cost Recovery	55.1%	48.9%	66.2%	62.3%	18.3%	21.4%	5.7%	4.6%	52.8%	46.9%

*Boardings include all passenger boardings, regardless of fare type or transfer

*Community Actual Kms are lower than budget due to usage of MetroX and Regular Conventional vehicles on CT service.

*CT Actual Costs are lower than Projected due to usage of AAB spareboard after approved service reduction did not happen. Big 5 Report used projected cost.

Metro Transit Challenges

- Recapitalization of Fleet
- Demand for Increased Service
- Operational and Fiscal Efficiency
- Workplace Culture
- Expectations of a Modern Transit System
- Balancing Resources

2012/13 Metro Transit Key Deliverables

1.1	Create a Financial Roadmap to ensure a sustainable transit system in HRM, to include a re-capitalization plan, fare strategy and operational efficiencies
1.2	Minimize overtime in order to reallocate resources to operational priorities through daily monitoring of absence data and developing strategies to address the deficiencies
1.3	Work collaboratively with Corporate Communications to develop a communications strategy and implement a promotional campaign to rebuild customer confidence
1.4	Deliver the restated Capital Plan and work to manage expectations for future years
1.5	Complete Phase I of a Technology Roadmap to identify requirements, assist with procurement decisions and guide solution implementation around foundational AVL technology
1.6	Obtain Regional Council approval in principle for the Five Big Moves - Implementation Phase 1
1.7	Implement MetroX Service to Halifax Stanfield International Airport
1.8	Complete design of new conventional Ferry
1.9	Begin service to the new Bridge Terminal and renovated Highfield Terminal, which includes many safety and security improvements over the existing facilities
1.10	Continued implementation of safety/security initiatives outlined in the Threat and Vulnerability study and work with police to mitigate crime on our buses and in our facilities
1.11	Work together with Contractors and HRM business units to ensure Transit facilities (future and existing) and infrastructures are safe, interactive, accessible and sustainable

Fiscal Transit Summary by Expense & Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
Expenditures						
* Compensation and Benefits			387,508	1,825,400	1,825,400	
* Other Goods & Services		2,487,500		2,163,900	(323,600)	(13.0)
* Interdepartmental			408,900			
* Other Fiscal		11,969,000	13,232,985	7,869,000	(4,100,000)	(34.3)
** Total		14,456,500	14,029,393	11,858,300	(2,598,200)	(18.0)
Revenues						
* Tax Revenue		(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	6.9
* Fee Revenues		(162,000)		(389,300)	(227,300)	140.3
** Total		(28,228,000)	(28,108,355)	(30,386,300)	(2,158,300)	7.6
Net Surplus/Deficit		(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	34.5

Metro Transit Summary of Net Expenditures by Business Unit Division						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R652 Access-A -Bus Operations	2,774,190	3,652,037	4,163,041	3,879,000	226,963	6.2
R960 Fleet R&M:Transit-AAB	613,376					
*** Access-A-Bus Service	3,387,566	3,652,037	4,163,041	3,879,000	226,963	6.2
R641 Community Transit	254,840	409,995	740,199	520,000	110,005	26.8
R961 LkdFlt R&M:Tran Comm	147,417					
*** Community Transit Service	402,257	409,995	740,199	520,000	110,005	26.8
R622 Marketing & Comm	(298,686)	(450,036)	(401,096)		450,036	(100.0)
R624 MTS Director	98,469	76,966	152,026	2,622,000	2,545,034	3,306.7
R631 Revenue	280,017	332,141	(36,013,240)	(68,809,000)	(69,141,141)	(20,816.8)
R637 Service Development	910,716	903,019	784,156	894,000	(9,019)	(1.0)
R671 Metro Tr. Debt Charg	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8.4
** Metro Transit Administration	7,073,166	6,944,740	(29,003,750)	(58,702,000)	(65,646,740)	(945.3)
R634 BTC Operations		510,478	1,875,239	2,155,000	1,644,522	322.2
R635 BTC Operators	(33,555,245)	(29,827,007)	3,326,755	23,159,000	52,986,007	(177.6)
R636 Lkd Service Supervis	1,783,428	2,545,154	494,507		(2,545,154)	(100.0)
R638 Service Delivery	321,276	181,013	174,631	11,199,000	11,017,987	6,086.8
R640 Commun and Sys	504,165	776,012	969,773	1,108,000	331,988	42.8
R656 Safety and Training	307,927	617,056	617,543	613,000	(4,056)	(0.7)
R657 Security	339,174	375,097	320,120	412,000	36,903	9.8
R659 RLTC Operations		210,564	846,930	888,000	677,436	321.7
R670 RLTC Operators		5,580,370	13,485,318	12,917,000	7,336,630	131.5
** Metro Transit - Service Delive	(30,299,275)	(19,031,263)	22,110,815	52,451,000	71,482,263	(375.6)
R932 Transit Shop Maintenance	614,145	628,424	941,589	639,000	10,576	1.7
R933 Locked RM:Transit-Ilisley	17,345,995		(7,552,449)			
R934 LkDt Ops:Trans.-Ils	958,889		(238)			
R935 Bus Rebuild Program	(200)	16,890	(0)	20,000	3,110	18.4
R936 LkdFlt R&M:TransThor	2,298,380		(15,752)			
R938 BTC Flt Maintenance		11,437,843	13,086,606	11,022,000	(415,843)	(3.6)
R962 RLTC Fac Maintenance			80,920	66,000	66,000	
R963 RLTC Fac Fleet Maint		4,165,248	8,306,151	6,634,000	2,468,752	59.3
** Fleet Services	21,217,209	16,248,405	14,846,826	18,381,000	2,132,595	13.1
*** Conventional Service	(2,008,900)	4,161,882	7,953,891	12,130,000	7,968,118	191.5
R661 Ferry Services	283,342	615,492	1,202,721	1,999,000	1,383,508	224.8
R667 Ferry Maintenance	579,910	1,522,883	826,346		(1,522,883)	(100.0)
R668 Locked Ferry Operations	40,052		(581)			
R955 Lkd Fleet R&M.:Ferr	577,750		(6,310)			
*** Ferry Service	1,481,054	2,138,375	2,022,176	1,999,000	(139,375)	(6.5)
M701 Fiscal Transit		(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	34.5
*** Fiscal Transit		(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	34.5
**** Total	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)

Metro Transit Gross Expenditures						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R652 Access-A -Bus Operations	2,954,190	3,846,337	4,320,436	4,073,000	226,663	5.9
R960 Fleet R&M:Transit-AAB	613,376					
*** Access-A-Bus Service	3,567,566	3,846,337	4,320,436	4,073,000	226,663	5.9
R641 Community Transit	347,840	502,995	856,034	613,000	110,005	21.9
R961 LkdFlt R&M:Tran Comm	147,417					
*** Community Transit Service	495,257	502,995	856,034	613,000	110,005	21.9
R622 Marketing & Comm	382,014	230,664	237,879		(230,664)	(100.0)
R624 MTS Director	178,069	156,566	188,993	2,622,000	2,465,434	1,574.7
R631 Revenue	280,017	332,141	366,541		(332,141)	(100.0)
R637 Service Development	910,716	903,019	784,156	894,000	(9,019)	(1.0)
R671 Metro Tr. Debt Charg	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8.4
** Metro Transit Administration	7,833,466	7,705,040	8,051,973	10,107,000	2,401,960	31.2
R634 BTC Operations		510,478	1,875,239	2,155,000	1,644,522	322.2
R635 BTC Operators	31,221,055	26,527,993	27,478,060	23,159,000	(3,368,993)	(12.7)
R636 Lkd Service Supervis	1,783,428	2,545,154	494,507		(2,545,154)	(100.0)
R638 Service Delivery	321,276	181,013	174,631	11,199,000	11,017,987	6,086.8
R640 Commun and Sys	504,165	776,012	969,773	1,108,000	331,988	42.8
R656 Safety and Training	307,927	617,056	617,543	613,000	(4,056)	(0.7)
R657 Security	339,174	375,097	320,120	412,000	36,903	9.8
R659 RLTC Operations		210,564	846,930	888,000	677,436	321.7
R670 RLTC Operators		14,318,070	13,485,318	12,917,000	(1,401,070)	(9.8)
** Metro Transit - Service Delive	34,477,025	46,061,437	46,262,120	52,451,000	6,389,563	13.9
R932 Transit Shop Maintenance	614,145	628,424	941,589	639,000	10,576	1.7
R933 Locked RM:Transit-llsley	17,345,995		(7,552,449)			
R934 LKDt Ops:Trans.-lls	958,889		(238)			
R935 Bus Rebuild Program	(200)	16,890	(140)	20,000	3,110	18.4
R936 LkdFlt R&M:TransThor	2,298,380		(15,752)			
R938 BTC Flt Maintenance		11,437,843	13,139,518	11,022,000	(415,843)	(3.6)
R962 RLTC Fac Maintenance			80,920	66,000	66,000	
R963 RLTC Fac Fleet Maint		4,165,248	8,311,465	6,634,000	2,468,752	59.3
** Fleet Services	21,217,209	16,248,405	14,904,912	18,381,000	2,132,595	13.1
*** Conventional Service	63,527,700	70,014,882	69,219,005	80,939,000	10,924,118	15.6
R661 Ferry Services	283,342	2,591,592	2,913,847	3,982,000	1,390,408	53.7
R667 Ferry Maintenance	579,910	1,522,883	826,968		(1,522,883)	(100.0)
R668 Locked Ferry Operations	2,016,152		(581)			
R955 Lkd Fleet R&M:.Ferr	577,750		4,882			
*** Ferry Service	3,457,154	4,114,475	3,745,116	3,982,000	(132,475)	(3.2)
M701 Fiscal Transit		14,456,500	14,029,393	11,858,300	(2,598,200)	(18.0)
*** Fiscal Transit		14,456,500	14,029,393	11,858,300	(2,598,200)	(18.0)
**** Total	71,047,677	92,935,189	92,169,984	101,465,300	8,530,111	9.2

Metro Transit Gross Revenue						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Centers/Groups	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
R652 Access-A -Bus Operations	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
*** Access-A-Bus Service	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
R641 Community Transit	(93,000)	(93,000)	(115,835)	(93,000)		
*** Community Transit Service	(93,000)	(93,000)	(115,835)	(93,000)		
R622 Marketing & Comm	(680,700)	(680,700)	(638,975)		680,700	(100.0)
R624 MTS Director	(79,600)	(79,600)	(36,967)		79,600	(100.0)
R631 Revenue			(36,379,781)	(68,809,000)	(68,809,000)	
** Metro Transit Administration	(760,300)	(760,300)	(37,055,723)	(68,809,000)	(68,048,700)	8,950.2
R635 BTC Operators	(64,776,300)	(56,355,000)	(24,151,305)		56,355,000	(100.0)
R670 RLTC Operators		(8,737,700)			8,737,700	(100.0)
** Metro Transit - Service Delive	(64,776,300)	(65,092,700)	(24,151,305)		65,092,700	(100.0)
R935 Bus Rebuild Program			140			
R938 BTC Flt Maintenance			(52,912)			
R963 RLTC Fac Fleet Maint			(5,314)			
** Fleet Services			(58,086)			
*** Conventional Service	(65,536,600)	(65,853,000)	(61,265,114)	(68,809,000)	(2,956,000)	4
R661 Ferry Services		(1,976,100)	(1,711,125)	(1,983,000)	(6,900)	0
R667 Ferry Maintenance			(623)			
R668 Locked Ferry Operations	(1,976,100)					
R955 Lkd Fleet R&M: Ferr			(11,192)			
*** Ferry Service	(1,976,100)	(1,976,100)	(1,722,940)	(1,983,000)	(6,900)	0.3
M701 Fiscal Transit		(28,228,000)	(28,108,355)	(30,386,300)	(2,158,300)	7.6
*** Fiscal Transit		(28,228,000)	(28,108,355)	(30,386,300)	(2,158,300)	7.6
**** Total	(67,785,700)	(96,344,400)	(91,369,638)	(101,465,300)	(5,120,900)	5.3

Metro Transit Summary Expense and Revenue Types						
	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6001 Salaries - Regular	31,944,042	40,540,127	35,682,919	44,020,400	3,480,273	8.6
6002 Salaries - Overtime	2,484,721	2,793,407	4,595,134	5,336,000	2,542,593	91.0
6003 Wages - Regular	4,380,900	275,616	185,151	275,000	(616)	(0.2)
6004 Wages - Overtime	396,882	22,364	9,734	22,000	(364)	(1.6)
6005 PDP Increases			(186,925)			
6051 Shift Agreements			53,705			
6052 Shift Differentials	13,596	13,596	10,738	14,000	404	3.0
6054 Vacation payout			178,490			
6099 Other Allowances			2,851,814			
6100 Benefits - Salaries	6,296,040	8,167,618	8,003,217	7,759,500	(408,118)	(5.0)
6101 Benefits - Wages	859,671	863,431	42,847	924,000	60,569	7.0
6110 Vacancy Management	(1,400,000)	(1,400,000)		(800,000)	600,000	(42.9)
6150 Honorariums			2,862			
6152 Retirement Incentives	283,546	315,850	292,109	356,700	40,850	12.9
6153 Severance						
6154 Workers' Compensation	1,764,857	1,991,975	1,930,056	2,082,800	90,825	4.6
6155 Overtime Meals	11,966	11,966	11,289	9,000	(2,966)	(24.8)
6156 Clothing Allowance	70,484	70,484	102,649	74,000	3,516	5.0
6157 stipends						
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(47,966)	(18,000)		
6199 Comp & Ben InterDept			(507,117)	(322,000)	(322,000)	
9200 HR CATS Wage/Ben			24,465			
9210 HR CATS OT Wage/Ben			1,307			
* Compensation and Benefits	47,088,705	53,648,434	53,236,477	59,733,400	6,084,966	11.3
6201 Telephone	76,400	60,900	95,666	62,000	1,100	1.8
6202 Courier/Postage	23,940	24,300	41,234	26,000	1,700	7.0
6203 Office Furn/Equip	59,220	65,200	39,615	43,000	(22,200)	(34.0)
6204 Computer S/W & Lic	251,300	251,600	113,017	287,000	35,400	14.1
6205 Printing & Reproduction	225,720	260,000	236,645	256,000	(4,000)	(1.5)
6207 Office Supplies	34,110	50,100	46,612	49,000	(1,100)	(2.2)
6299 Other Office Expenses						
* Office	670,690	712,100	572,789	723,000	10,900	1.5
6301 Professional Fees	340,000	7,241	7,300	15,000	7,759	107.2
6302 Legal Fees	10,000	15,000	4,119	15,000		
6303 Consulting Fees			14,577			
6304 Janitorial Services	1,000		2,583	2,000	2,000	
6310 Outside Personnel			313,738	275,000	275,000	
6311 Security	206,000	256,300	357,889	284,000	27,700	10.8
6312 Refuse Collection			1,052			
6399 Contract Services	552,500	250,000	52,823		(250,000)	(100.0)
* External Services	1,109,500	528,541	754,082	591,000	62,459	11.8
6401 Uniforms & Clothing	365,700	413,200	283,393	443,000	29,800	7.2
6402 Med & First Aid Supp	1,100	10,000	26,157	10,000		
6403 Patrol Equip Supplies	700	1,000	52	1,000		
6405 Photo Supp & Equip	90					
6406 Bridge Tolls	459,100	501,400	308,088	520,000	18,600	3.7
6407 Cleaning/Sanitary Supplies	17,300	10,000	4,897	10,000		
6490 Supplies TCA Transfer				(1,000)	(1,000)	
6499 Other Supplies	8,640		161			
* Supplies	852,630	935,600	622,748	983,000	47,400	5.1
6502 Chemicals	3,000					
6504 Hardware	11,300		385			
6505 Lubricants	28,400		20,888			
6506 Lumber	500					
6511 Salt			304			
6513 Seeds & Plants	100					
6517 Paint	500					
6519 Welding Supplies	3,500	3,500	3,967		(3,500)	(100.0)
6599 Other Materials	13,900		13			
* Materials	61,200	3,500	25,556		(3,500)	(100.0)
6602 Electrical						
6603 Grounds and Landscaping						
6604 Bus Gates/Shltr-R&M	10,000	12,900	3,288	10,000	(2,900)	(22.5)
6605 Municipal Taxes	2,500	3,000	7,426	3,000		
6612 Safety Systems	33,700	33,000	20,954	33,000		
6613 Overhead Doors			9,063			
6699 Other Building Cost	16,000	29,000	45,103	29,000		
* Building Costs	62,200	77,900	85,834	75,000	(2,900)	(3.7)
6701 Equipment Purchase	72,800		3,798	3,000	3,000	
6702 Small Tools	21,500	20,000	65,366	28,000	8,000	40.0

Expenditures	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
6703 Computer Equipment/Rentals	13,700	13,700	2,875	9,000	(4,700)	(34.3)
6704 Equipment Rental	10,000	32,000	14,578	32,000		
6705 Equip - R&M	59,500	202,200	240,733	263,000	60,800	30.1
6706 Computer R&M	6,000					
6707 Plumbing & Heating	32,000		261			
6708 Mechanical Equipment			1,910	2,000	2,000	
6711 Communication System	12,500	12,500	3,984	13,000	500	4.0
6731 Airtime	177,688	175,000	86,111	175,000		
6732 Mobile Data	129,000	129,000	257,766	129,000		
6790 Equipment TCA Transfer				(2,000)	(2,000)	
* Equipment & Communications	534,688	584,400	677,382	652,000	67,600	11.6
6802 Vehicle R&M	5,379,348	6,022,350	6,477,760	7,748,000	1,725,650	28.7
6803 Vehicle Fuel - Diesel	8,004,800	8,663,174	8,915,955	10,901,000	2,237,826	25.8
6804 Vehicle Fuel - Gasoline	14,100	16,159	18,693	15,000	(1,159)	(7.2)
6805 Tires and Tubes	800,500	800,500	744,862	801,000	500	0.1
6806 Long Term Fleet Rentals		3,000	6,205	2,000	(1,000)	(33.3)
6807 Vehicle Leases	14,300	9,500	6,090		(9,500)	(100.0)
6890 Vehicle TCA Transfer			2,100	(429,000)	(429,000)	
6899 Other Vehicle Expense		2,000	4,637		(2,000)	(100.0)
* Vehicle Expense	14,213,048	15,516,683	16,176,302	19,038,000	3,521,317	22.7
6901 Membership Dues	27,800	26,200	20,381	26,000	(200)	(0.8)
6902 Conferences and Workshops	32,814	15,241	13,966	17,000	1,759	11.5
6903 Travel - Local	10,800	13,700	27,064	19,000	5,300	38.7
6904 Travel - Out of Town	47,002	56,200	12,909	47,000	(9,200)	(16.4)
6905 Training & Education	83,700	62,270	62,438	96,000	33,730	54.2
6906 Licenses & Agreements	38,700	98,800	62,905	120,000	21,200	21.5
6907 Commission Fees	260,000	260,000	299,558	260,000		
6908 Medical Examinations	21,000	21,000	13,318	23,000	2,000	9.5
6911 Facilities Rental	23,000	30,000	54,844	37,000	7,000	23.3
6912 Advertising and Promotion	104,850	86,853	114,782	113,000	26,147	30.1
6913 Awards	31,000	23,119	23,100	20,000	(3,119)	(13.5)
6914 Recruiting	1,500	1,500	8,784	23,000	21,500	1,433.3
6918 Meals	1,500	3,128	3,717	1,000	(2,128)	(68.0)
6919 Special Projects	54,000	41,294		50,000	8,706	21.1
6934 Refunds	1,500	1,500	539		(1,500)	(100.0)
6936 Staff Relations	31,000	45,876	18,601	51,000	5,124	11.2
6999 Other Goods and Services		2,487,500	18,765	2,163,900	(323,600)	(13.0)
* Other Goods & Services	770,166	3,274,181	755,671	3,066,900	(207,281)	(6.3)
7001 Interdept Equip Chg			893,764			
7003 Fleet Long Term (Rev)			(1,466,468)			
7005 Interdept EXP				1,969,000	1,969,000	
7008 ItnTrsf IT & Commun			1,563			
7009 Internal Transfers Other			(2,153)			
7010 IntTrfr Insur Funds			(77,838)			
7015 Int Trf FacilityRent			45			
7090 Trf Interdept Vehicl						
7099 Interdept Chargeback			20,086			
9900 Rev/Exp. Vehicle Rental			173			
9910 PM Shop Expenses			4,418			
9911 PM Labour-Reg			1,782			
9972 Truck Stock Chargeback RPS			10			
* Interdepartmental			(624,618)	1,969,000	1,969,000	
8011 Interest on Debentures	1,228,050	1,228,050	1,157,637	1,030,000	(198,050)	(16.1)
8012 Principal on Debentures	5,121,800	5,121,800	5,575,422	5,735,000	613,200	12.0
* Debt Service	6,349,850	6,349,850	6,733,059	6,765,000	415,150	6.5
8008 Transfer to/from Reserves		5,150,000	6,335,701	3,050,000	(2,100,000)	(40.8)
8014 Capital from Operating		6,819,000	6,819,000	3,819,000	(3,000,000)	(44.0)
8024 Transf to/fr Capital	(665,000)	(665,000)			665,000	(100.0)
9000 Prior Year Surplus/Deficit				1,000,000	1,000,000	
* Other Fiscal	(665,000)	11,304,000	13,154,701	7,869,000	(3,435,000)	(30.4)
** Total	71,047,677	92,935,189	92,169,984	101,465,300	8,530,111	9.2

Revenues	Budget	Budget	Unaudited Actual	Budget	Variance	Variance as %
4002 Commercial Property Taxes		(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	6.9
* Tax Revenue		(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	6.9
4204 Area Rate Local Transit	(20,673,000)	(21,922,000)	(21,941,772)	(23,445,000)	(1,523,000)	6.9
4205 Area Rate Reg Transp	(12,997,000)	(13,933,000)	(13,930,076)	(14,923,000)	(990,000)	7.1
* Area Rate Revenue	(33,670,000)	(35,855,000)	(35,871,848)	(38,368,000)	(2,513,000)	7.0
5101 Parking Rentals			(3,309)			
5201 Bus Fare Revenue	(31,106,300)	(29,399,700)	(24,633,058)	(30,069,300)	(669,600)	2.3
5202 Charter Revenue			(300)			
5222 Access-A-Bus Fare Revenue	(180,000)	(194,300)	(157,395)	(194,000)	300	(0.2)
5223 Comm.Transit Fare Re	(93,000)	(93,000)	(115,835)	(93,000)		
5224 Ferry Fare Revenue	(1,976,100)	(1,976,100)	(1,709,818)	(1,976,000)	100	(0.0)
5450 Other Sales Revenue			74,341			
* Fee Revenues	(33,355,400)	(31,663,100)	(26,545,374)	(32,332,300)	(669,200)	2.1
5503 Advertising Revenue	(680,700)	(680,700)	(638,975)	(681,000)	(300)	0.0
5507 Overages and Shortages			36			
5508 Recov External Parti			(164,352)	(7,000)	(7,000)	
5600 Miscellaneous Revenue	(79,600)	(79,600)	(40,772)	(80,000)	(400)	0.5
* Other Revenue	(760,300)	(760,300)	(844,062)	(768,000)	(7,700)	1.0
** Total	(67,785,700)	(96,344,400)	(91,369,638)	(101,465,300)	(5,120,900)	5.3
Net Surplus/Deficit	3,261,977	(3,409,211)	800,345		3,409,211	(100.0)

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:

They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay (i.e. equipment expenditures and snow-removal expenditures);

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

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 Project Budgets.
- Each reserve has its purpose clearly defined in a Business Case. 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 (M471), sale of surplus vehicles and from interest paid to the reserve.

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

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

Q213 Fuel Systems: 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 were interest payments.

Operating Reserves:

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

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

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

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

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

Q312 Culture Development (2003): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations. Funding to come from 10% of HRM's sale of land, corporate donations and, public (Provincial & Federal) contributions.

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

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

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

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

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

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 surplus from Metro Centre 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.

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

Q326 Convention Centre Reserve (2011): New reserve being drafted to be created to support convention centre.

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, sales of Parkland, 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 business 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.

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

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

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

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

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

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

Q126 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 Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life. Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

Q131 Energy and Underground Services (2004): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate 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 (M325), 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 (2010) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2010 to March 31, 2014.

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

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

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

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

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

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.

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

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 agreements and interest earned on the reserve.

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 agreements and interest earned on the reserve.

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 agreements and interest earned on the reserve.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2013 based on the 2012-2013 Proposed Operating and Project Budgets.

**HALIFAX REGIONAL MUNICIPALITY
APPROVED RESERVE BUDGET 2012/13
TO MARCH 31, 2013**

	Projected 31-Mar-12	Contributions	Interest	Withdrawals	Budget Projected Balance 31-Mar-13
Equipment Reserves	\$2,531,857	\$560,000	\$27,968	(\$330,000)	\$2,789,825
Operating Reserves	\$30,442,488	\$8,663,404	\$405,724	(\$9,921,978)	\$29,589,637
Capital Reserves	\$36,651,282	\$65,750,441	\$954,504	(\$49,889,217)	\$53,467,010
	<u>\$69,625,627</u>	<u>\$74,973,845</u>	<u>\$1,388,195</u>	<u>(\$60,141,195)</u>	<u>\$85,846,473</u>

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2012 to March 31, 2013

		Projected Available Balance March 31/12	2012/13 Budgeted Contributions	2012/13 Projected Interest	2012/13 Capital Budget Withdrawals	2012/13 Operating Budget Withdrawals	2012/13 Other Budgeted Withdrawals	Projected Available Balance March 31/13
Equipment Reserves								
Q204	General Fleet	1,448,316	400,000	16,739	0	0	0	1,865,055
Q205	Police Vehicles and equipment	364,046	50,000	4,494	0	0	0	418,540
Q206	Fire Vehicles and equipment	689,682	110,000	6,433	(330,000)	0	0	476,115
Q213	Fuel System	29,813	0	302	0	0	0	30,115
	Total Equipment Reserves	2,531,857	560,000	27,968	-330,000	0	0	2,789,825
Operating Reserves								
Q306	Self Insurance	3,983,659	372,000	40,341	0	(372,000)	0	4,024,000
Q308	Operations Stabilization	4,609,748	0	46,682	0	0	0	4,656,430
Q309	Snow & Ice Control	8,350,388	0	84,562	0	0	0	8,434,950
Q310	Service Improvement	1,523,887	0	19,481	0	0	0	1,543,368
Q311	Cemetery Maintenance	161,471	2,000	1,646	0	0	0	165,117
Q312	Culture Development Reserve	166,043	646,617	8,783	0	(501,000)	(25,000)	295,443
Q313	Municipal Elections	827,643	403,100	6,320	0	-986,817	0	250,246
Q314	EMO Cost Recovery	309,597	25,000	3,272	0	0	0	337,869
Q315	Marketing Levy Special Events	718,757	1,251,087	7,878	0	(1,654,000)	0	323,722
Q316	DNA Costs (HRP and RCMP)	115,166	113,000	1,286	0	(109,300)	0	120,152
Q317	Titanic Reserve	13,391	25,600	276	0	0	0	39,267
Q318	Central Library Capital Campaign & Development Operating	412,825	0	7,983	0	-229,761	0	191,047
Q319	Major Events Facilities	877,639	30,000	9,064	0	0	0	916,703
Q320	Operating Cost of Capital *	1,248,287	4,872,000	78,944	0	(5,722,100)	0	477,131
Q321	Information & Communication Tech	2,697,539	500,000	42,714	0	(72,000)	0	3,168,253
Q322	Police Emergency/Extraordinary Investigation	1,170,305	0	11,199	0	-250,000	0	931,504
Q323	Police Officer On the Job Injury	620,173	0	6,280	0	0	0	626,453
Q324	Commons Enhancement	1,038	0	11	0	0	0	1,049
Q325	Provincially Funded Police Officers & Facility Lease	2,262,263	0	22,909	0	0	0	2,285,172
Q326	Convention Centre Reserve	372,669	423,000	6,091	0	0	0	801,760
	Total Operating Reserves	30,442,488	8,663,404	405,724	0	-9,896,978	-25,000	29,589,637
	Total Equipment & Operating Reserves	32,974,345	9,223,404	433,692	-330,000	-9,896,978	-25,000	32,379,463

* The operating budget withdrawal of \$5.6M includes 850,000 for M317. This withdrawal to fund M317 will not happen until such time that Council approves a revised Reserve Business Case

Project Budget Summary

Project Year **2012**

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
Buildings	26,840,000	4,450,000	22,390,000	235,000	185,000
Business Tools	3,040,000	-	3,040,000	180,000	112,000
Community & Property Development	2,350,000	-	2,350,000	120,000	-
District Activity Funds	1,496,000	-	1,496,000	-	-
Equipment & Fleet	10,859,000	2,000,000	8,859,000	34,000	-
Industrial Parks	10,150,000	10,150,000	-	35,000	-
Metro Transit	23,202,000	2,100,000	21,102,000	3,584,400	15,600
Parks and Playgrounds	7,660,000	1,535,000	6,125,000	211,000	-
Roads & Streets	26,090,000	2,677,000	23,413,000	-	-
Sidewalks, Curbs & Gutters	4,500,000	888,000	3,612,000	20,000	-
Solid Waste	6,814,000	6,814,000	-	25,000	-
Traffic Improvements	8,599,000	12,000	8,587,000	15,000	-
Grand Total	131,600,000	30,626,000	100,974,000	4,459,400	312,600

Funding Detail

Project Specific Funding

Cost Sharing	1,517,000
Reserves	23,851,000
LIC/Area Rate	5,258,000
Capital Cost Contribution	-
Total	30,626,000

Borrowing and Other Transfers

Capital From Operating	40,027,000
Debt	31,239,000
Gas Tax Reserve	25,130,000
Crespool	1,611,000
Cappool	2,967,000
Total	100,974,000

Project Budget Summary

Project Year **2013**

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
Buildings	25,036,200	3,566,200	21,470,000	312,000	80,000
Business Tools	3,290,000	1,120,000	2,170,000	484,000	-
Community & Property Development	5,283,000	350,000	4,933,000	110,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	9,284,000	580,000	8,704,000	-	-
Industrial Parks	15,100,000	15,100,000	-	35,000	-
Metro Transit	22,890,000	-	22,890,000	2,871,100	22,800
Parks and Playgrounds	6,700,000	700,000	6,000,000	232,000	-
Roads & Streets	22,167,000	2,500,000	19,667,000	-	-
Sidewalks, Curbs & Gutters	5,000,000	1,500,000	3,500,000	25,000	-
Solid Waste	6,945,000	6,945,000	-	25,000	-
Traffic Improvements	15,203,000	1,980,000	13,223,000	12,000	-
Grand Total	138,402,200	34,341,200	104,061,000	4,106,100	102,800

Funding Detail

Project Specific Funding

Cost Sharing	200,000
Reserves	25,971,200
LIC/Area Rate	6,190,000
Capital Cost Contribution	1,980,000
Total	34,341,200

Borrowing and Other Transfers

Capital From Operating	45,658,000
Debt	33,300,000
Gas Tax Reserve	24,803,000
Crespool	300,000
Cappool	-
Total	104,061,000

Project Budget Summary

Project Year **2014**

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
Buildings	24,750,000	1,250,000	23,500,000	1,500,000	-
Business Tools	4,750,000	2,750,000	2,000,000	40,000	-
Community & Property Development	5,627,000	350,000	5,277,000	50,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	9,259,000	580,000	8,679,000	-	-
Industrial Parks	23,100,000	23,100,000	-	35,000	-
Metro Transit	23,357,000	-	23,357,000	3,010,700	25,200
Parks and Playgrounds	6,900,000	700,000	6,200,000	303,000	-
Roads & Streets	25,541,000	2,500,000	23,041,000	-	-
Sidewalks, Curbs & Gutters	5,500,000	1,750,000	3,750,000	30,000	-
Solid Waste	3,466,000	3,466,000	-	25,000	-
Traffic Improvements	10,947,000	-	10,947,000	9,000	-
Grand Total	144,701,000	36,446,000	108,255,000	5,002,700	25,200

Funding Detail

Project Specific Funding

Cost Sharing	200,000
Reserves	31,996,000
LIC/Area Rate	4,250,000
Capital Cost Contribution	-
Total	36,446,000

Borrowing and Other Transfers

Capital From Operating	48,452,000
Debt	34,700,000
Gas Tax Reserve	24,803,000
Crespool	300,000
Cappool	-
Total	108,255,000

Project Budget Summary

Project Year **2015**

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
Buildings	26,931,200	1,156,200	25,775,000	-	-
Business Tools	2,000,000	-	2,000,000	-	-
Community & Property Development	5,190,000	350,000	4,840,000	70,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	9,259,000	580,000	8,679,000	-	-
Industrial Parks	18,100,000	18,100,000	-	35,000	-
Metro Transit	23,610,000	-	23,610,000	2,674,200	24,000
Parks and Playgrounds	7,050,000	700,000	6,350,000	298,000	-
Roads & Streets	26,295,000	2,500,000	23,795,000	-	-
Sidewalks, Curbs & Gutters	5,500,000	1,750,000	3,750,000	30,000	-
Solid Waste	24,742,000	24,742,000	-	25,000	-
Traffic Improvements	11,817,000	-	11,817,000	9,000	-
Grand Total	161,998,200	49,878,200	112,120,000	3,141,200	24,000

Funding Detail

Project Specific Funding

Cost Sharing	200,000
Reserves	45,428,200
LIC/Area Rate	4,250,000
Capital Cost Contribution	-
Total	49,878,200

Borrowing and Other Transfers

Capital From Operating	51,517,000
Debt	35,500,000
Gas Tax Reserve	24,803,000
Crespool	300,000
Cappool	-
Total	112,120,000

Project Budget Summary

Project Year **2016**

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfers	Ongoing Impact on Operating Budget	One-time Impact on Operating Budget
Buildings	26,875,000	1,350,000	25,525,000	-	-
Business Tools	2,500,000	-	2,500,000	-	-
Community & Property Development	6,140,000	350,000	5,790,000	50,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	8,059,000	580,000	7,479,000	-	-
Industrial Parks	16,100,000	16,100,000	-	35,000	-
Metro Transit	25,610,000	-	25,610,000	3,142,800	25,200
Parks and Playgrounds	7,200,000	700,000	6,500,000	283,000	-
Roads & Streets	27,070,000	2,500,000	24,570,000	-	-
Sidewalks, Curbs & Gutters	5,500,000	1,750,000	3,750,000	30,000	-
Solid Waste	7,452,000	7,452,000	-	25,000	-
Traffic Improvements	12,817,000	-	12,817,000	9,000	-
Grand Total	146,827,000	30,782,000	116,045,000	3,574,800	25,200

Funding Detail

Project Specific Funding

Cost Sharing	200,000
Reserves	26,332,000
LIC/Area Rate	4,250,000
Capital Cost Contribution	-
Total	30,782,000

Borrowing and Other Transfers

Capital From Operating	54,642,000
Debt	36,300,000
Gas Tax Reserve	24,803,000
Crespool	300,000
Cappool	-
Total	116,045,000

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 and Expenditure Rationalization	Computer model which forecasts the long term financial results and position of HRM by estimating future revenues and expenditures by means of a series of economic and demographic assumptions, cost drivers, and service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors
Multi-Year Financial Strategy	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, a capital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	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 Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act</i>

and HRM Bylaws.

Principal	Portion of loan repayments which directly pays down the total amount owing.
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	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review. All aspects of the budget are open for debate and change.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
TPW	Transportation and Public Works

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

Detailed Summary

Business Unit	Budget 2010	Budget 2011	Actual 2011	Budget 2012	Change in Dollars	Change % Over 2011
HRM Operating Fund	(15,541,750)	(17,535,153)	96,457,669	(17,573,700)	(38,547)	0 %
- M500 - Non-Departmental Revenue	(451,922,296)	(455,907,800)	(463,661,623)	(451,677,600)	4,230,200	-1 %
- M510 - Property Tax	(380,047,140)	(376,243,800)	(375,688,166)	(365,959,600)	10,284,200	-3 %
- Revenue	(380,047,140)	(376,243,800)	(375,688,166)	(365,959,600)	10,284,200	-3 %
- Tax Revenue	(371,495,000)	(368,036,000)	(367,632,922)	(357,832,500)	10,203,500	-3 %
- 4001 - Residential Property Taxes	(181,990,000)	(194,017,000)	(194,069,303)	(193,867,500)	149,500	0 %
- 4002 - Commercial Property Taxes	(175,632,000)	(158,212,000)	(158,203,645)	(158,450,000)	(238,000)	0 %
- 4003 - Business Occupancy Taxes	(5,079,000)	(4,759,000)	(4,755,619)	(3,986,000)	773,000	-16 %
- 4005 - Resource Property Taxes	(1,302,000)	(1,371,000)	(1,373,401)	(1,380,000)	(9,000)	1 %
- 4006 - Recreational Non Profit	-	(14,000)	(14,533)	(15,000)	(1,000)	7 %
- 4007 - Resource Forest Taxes	-	(43,000)	(42,388)	(42,000)	1,000	-2 %
- 4008 - Commercial Forest Taxes	-	(115,000)	(86,476)	(92,000)	23,000	-20 %
- 4012 - Fire Protection	(9,189,000)	(9,505,000)	(9,087,557)	-	9,505,000	-100 %
- 4013 - Business Occupancy Appeals	123,000	-	-	-	-	0 %
- 4094 - Allowance for Residential Appeals	417,000	-	-	-	-	0 %
- 4095 - Allowance for Commercial Appeals	1,143,000	-	-	-	-	0 %
- 4096 - Allowance for Resource Appeals	14,000	-	-	-	-	0 %
- Tax Agreements	(8,734,940)	(8,373,000)	(8,220,444)	(8,297,000)	76,000	-1 %
- 4501 - Tax Agreement - NSLC	(570,000)	(655,000)	(648,238)	(650,000)	5,000	-1 %
- 4502 - Tax Agreement - NSPI	(2,162,500)	(2,163,000)	(2,431,238)	(2,590,000)	(427,000)	20 %
- 4503 - Tax Agreement - MT&T	(2,600,000)	(2,292,000)	(2,173,181)	(2,150,000)	142,000	-6 %
- 4504 - Tax Agreement - North Atlantic	(6,440)	(7,000)	(6,744)	(7,000)	-	0 %
- 4505 - Tax Agreement - Imperial Oil	(3,608,000)	(3,608,000)	(3,608,000)	(3,800,000)	(192,000)	5 %
- 4506 - Tax Agreement - Maritimes	(1,248,000)	(1,286,000)	(1,221,517)	(1,120,000)	166,000	-13 %
- 4507 - Tax Agreement - Heritage	(140,000)	(156,000)	(207,235)	(300,000)	(144,000)	92 %
- 4551 - Halifax International Airport	1,600,000	1,794,000	2,075,709	2,320,000	526,000	29 %
- Other Revenue	182,800	165,200	165,200	169,900	4,700	3 %
- 5803 - Transfer - General Rate	27,400	9,800	9,800	7,900	(1,900)	-19 %
- 5804 - Transfer - Urban Rate	155,400	155,400	155,400	162,000	6,600	4 %
- Net	387,006,740	380,162,200	456,198,342	370,939,400	(9,222,800)	-2 %
- M520 - Deed Transfer	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11 %
- Revenue	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11 %
- Tax Revenue	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11 %
- 4100 - Deed Transfer Taxes	(30,000,000)	(32,390,000)	(39,302,166)	(36,000,000)	(3,610,000)	11 %
- Interest Revenue	-	-	-	-	-	0 %
- 4860 - Investment Income	-	-	-	-	-	0 %
- Net	30,000,000	32,390,000	56,257,654	36,000,000	3,610,000	11 %
- M550 - Own Source Revenue	(9,992,000)	(12,630,000)	(13,962,886)	(12,930,000)	(300,000)	2 %
- Expense	-	-	-	-	-	0 %
- Debt Service	-	-	-	-	-	0 %
- 8010 - Other Interest	-	-	-	-	-	0 %
- Revenue	(9,992,000)	(12,630,000)	(13,962,886)	(12,930,000)	(300,000)	2 %
- Tax Revenue	-	-	-	-	-	0 %
- 4101 - Capital Charges	-	-	-	-	-	0 %
- Interest Revenue	(3,632,000)	(6,150,000)	(6,933,258)	(6,390,000)	(240,000)	4 %
- 4801 - Interest Revenue - Taxes	(2,510,000)	(3,700,000)	(4,702,678)	(4,600,000)	(900,000)	24 %
- 4803 - Interest Revenue - Capital	(440,000)	(450,000)	(542,435)	(500,000)	(50,000)	11 %
- 4850 - Interest Revenue - Other	(170,000)	(565,000)	(197,543)	(190,000)	375,000	-66 %
- 4860 - Investment Income	(512,000)	(1,435,000)	(1,490,602)	(1,100,000)	335,000	-23 %
- Fee Revenues	(2,630,000)	(2,750,000)	(3,056,387)	(2,800,000)	(50,000)	2 %
- 4901 - Parking Meters	(2,630,000)	(2,750,000)	(2,889,336)	(2,800,000)	(50,000)	2 %
- 5204 - Administration Fees	-	-	(167,051)	-	-	0 %
- Other Revenue	(3,730,000)	(3,730,000)	(3,973,241)	(3,740,000)	(10,000)	0 %
- 5502 - Halifax Regional Water Comm	(3,700,000)	(3,700,000)	(3,943,759)	(3,700,000)	-	0 %
- 5509 - NSF Chq Fee	(10,000)	(10,000)	(20,630)	(20,000)	(10,000)	100 %
- 5600 - Miscellaneous Revenue	(20,000)	(20,000)	(8,852)	(20,000)	-	0 %
- Net	9,992,000	12,630,000	26,659,136	12,930,000	300,000	2 %
- M540 - Grants in Lieu	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	7 %
- Revenue	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	7 %
- Payments in Lieu of taxes	(28,842,098)	(31,353,000)	(31,237,896)	(33,437,000)	(2,084,000)	7 %
- 4601 - Grant in Lieu - Federal	(18,081,000)	(19,253,000)	(19,323,629)	(20,450,000)	(1,197,000)	6 %
- 4602 - Grant in Lieu - Provincial	(6,029,500)	(7,336,000)	(7,063,717)	(7,700,000)	(364,000)	5 %
- 4603 - Grant in Lieu - Canada Post	(627,160)	(686,000)	(679,173)	(680,000)	6,000	-1 %
- 4605 - Grant in Lieu - Halifax Por	(1,894,000)	(1,749,000)	(1,757,857)	(2,425,000)	(676,000)	39 %
- 4606 - Grant in Lieu - CBC	(297,000)	(339,000)	(287,740)	(306,000)	33,000	-10 %
- 4607 - Grant in Lieu - Via Rail	(167,000)	(167,000)	(127,237)	(135,000)	32,000	-19 %
- 4608 - Grant in Lieu - WCB	(118,000)	(137,000)	(135,876)	(135,000)	2,000	-1 %
- 4609 - Grant in Lieu - Citadel	(1,546,000)	(1,596,000)	(1,579,135)	(1,517,000)	79,000	-5 %
- 4610 - Grant in Lieu - National Re	(71,000)	(77,000)	(79,644)	(77,000)	-	0 %
- 4650 - Grant in Lieu - Other	(11,438)	(13,000)	(203,888)	(12,000)	1,000	-8 %
- Net	28,842,098	31,353,000	35,138,098	33,437,000	2,084,000	7 %
- M560 - Unconditional Trans.	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	2 %

-	Revenue	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	2 %
-	Transfers from other Gov'ts	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	2 %
-	4706 - Unconditional Grants NS	(3,000,000)	(3,250,000)	(3,429,509)	(3,310,000)	(60,000)	2 %
-	Net	3,000,000	3,250,000	3,429,509	3,310,000	60,000	2 %
-	M570 - Conditional Transfer	(41,158)	(41,000)	(41,000)	(41,000)	-	0 %
-	Revenue	(41,158)	(41,000)	(41,000)	(41,000)	-	0 %
-	Transfers from other Gov'ts	(41,158)	(41,000)	(41,000)	(41,000)	-	0 %
-	4707 - Public Housing Amortization	(41,158)	(41,000)	(41,000)	(41,000)	-	0 %
-	Net	41,158	41,000	41,316	41,000	-	0 %
-	M555 - Parkade	-	-	-	-	-	0 %
-	Expense	1,554,100	1,700,000	1,891,334	1,900,000	200,000	12 %
-	Other Goods & Services	340,700	425,000	500,676	500,000	75,000	18 %
-	6909 - Cost of Sales	340,700	425,000	458,182	500,000	75,000	18 %
-	6942 - Management Fees	-	-	42,494	-	-	0 %
-	Other Fiscal	1,213,400	1,275,000	1,390,658	1,400,000	125,000	10 %
-	8008 - Transfer to/from Reserves	223,800	223,800	223,800	223,800	-	0 %
-	8024 - Transf to/fr Capital	989,600	1,051,200	1,166,858	1,176,200	125,000	12 %
-	Revenue	(1,554,100)	(1,700,000)	(1,891,334)	(1,900,000)	(200,000)	12 %
-	Fee Revenues	(1,554,100)	(1,700,000)	(1,891,334)	(1,900,000)	(200,000)	12 %
-	5101 - Parking Rentals	(1,554,100)	(1,700,000)	(1,891,334)	(1,900,000)	(200,000)	12 %
-	Net	3,108,200	3,400,000	4,187,668	3,800,000	400,000	12 %
-	M580 - Fiscal Services	100	-	-	-	-	0 %
-	Expense	100	-	-	-	-	0 %
-	Office	-	-	-	-	-	0 %
-	6299 - Other Office Expenses	-	-	-	-	-	0 %
-	Interdepartmental	100	-	-	-	-	0 %
-	7001 - Interdepartmental Equipment	100	-	-	-	-	0 %
-	Net	100	-	2,690	-	-	0 %
-	M700 - Fiscal Transit	-	(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	35 %
-	M701 - Fiscal Transit	-	(13,771,500)	(14,078,962)	(18,528,000)	(4,756,500)	35 %
-	Expense	-	14,456,500	14,029,393	11,858,300	(2,598,200)	-18 %
-	Compensation and Benefits	-	-	387,508	1,825,400	1,825,400	100 %
-	6001 - Salaries - Regular	-	-	-	1,825,400	1,825,400	100 %
-	6005 - PDP Increases	-	-	-	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	387,508	-	-	0 %
-	Other Goods & Services	-	2,487,500	-	2,163,900	(323,600)	-13 %
-	6999 - Other Goods and Services	-	2,487,500	-	2,163,900	(323,600)	-13 %
-	Interdepartmental	-	-	408,900	-	-	0 %
-	7099 - Interdepartmental Chargeback	-	-	408,900	-	-	0 %
-	Other Fiscal	-	11,969,000	13,232,985	7,869,000	(4,100,000)	-34 %
-	8008 - Transfer to/from Reserves	-	5,150,000	6,413,985	3,050,000	(2,100,000)	-41 %
-	8014 - Capital from Operating	-	6,819,000	6,819,000	3,819,000	(3,000,000)	-44 %
-	9000 - Prior Year Surplus/Deficit	-	-	-	1,000,000	1,000,000	100 %
-	Revenue	-	(28,228,000)	(28,108,355)	(30,386,300)	(2,158,300)	8 %
-	Tax Revenue	-	(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	7 %
-	4002 - Commercial Property Taxes	-	(28,066,000)	(28,108,355)	(29,997,000)	(1,931,000)	7 %
-	Fee Revenues	-	(162,000)	-	(389,300)	(227,300)	140 %
-	5201 - Bus Fare Revenue	-	(162,000)	-	(389,300)	(227,300)	140 %
-	Net	-	42,684,500	42,523,640	42,244,600	(439,900)	-1 %
-	E005 - Government Relations & External Agency	2,374,807	2,099,556	2,084,609	2,188,800	89,244	4 %
-	C511 - Downtown Dartmouth BID	-	-	1	-	-	0 %
-	Expense	190,076	215,376	212,544	260,700	45,324	21 %
-	Other Fiscal	190,076	215,376	212,544	260,700	45,324	21 %
-	8001 - Transfer to Outside Agencies	184,374	208,915	208,915	253,300	44,385	21 %
-	8016 - Provision for Allowance	5,702	6,461	3,629	7,400	939	15 %
-	Revenue	(190,076)	(215,376)	(212,543)	(260,700)	(45,324)	21 %
-	Tax Revenue	(190,076)	(215,376)	(212,543)	-	215,376	-100 %
-	4002 - Commercial Property Taxes	(174,033)	(201,254)	(198,589)	-	201,254	-100 %
-	4003 - Business Occupancy Taxes	(16,043)	(14,122)	(13,954)	-	14,122	-100 %
-	Area Rate Revenue	-	-	-	(247,200)	(247,200)	100 %
-	4200 - Area Rate Revenue	-	-	-	(247,200)	(247,200)	100 %
-	Payments in Lieu of taxes	-	-	-	(13,500)	(13,500)	100 %
-	4601 - Grant in Lieu - Federal	-	-	-	(3,200)	(3,200)	100 %
-	4602 - Grant in Lieu - Provincial	-	-	-	(10,300)	(10,300)	100 %
-	Net	380,152	430,752	441,223	521,400	90,648	21 %
-	C512 - Downtown Halifax BID	-	-	1	-	-	0 %
-	Expense	735,800	812,610	799,702	933,000	120,390	15 %
-	Other Fiscal	735,800	812,610	799,702	933,000	120,390	15 %
-	8001 - Transfer to Outside Agencies	713,726	788,232	788,232	908,300	120,068	15 %
-	8016 - Provision for Allowance	22,074	24,378	11,470	24,700	322	1 %
-	Revenue	(735,800)	(812,610)	(799,701)	(933,000)	(120,390)	15 %
-	Tax Revenue	(735,800)	(812,610)	(799,701)	-	812,610	-100 %
-	4002 - Commercial Property Taxes	(643,397)	(728,990)	(718,757)	-	728,990	-100 %
-	4003 - Business Occupancy Taxes	(92,403)	(83,620)	(80,944)	-	83,620	-100 %
-	Area Rate Revenue	-	-	-	(821,700)	(821,700)	100 %
-	4200 - Area Rate Revenue	-	-	-	(821,700)	(821,700)	100 %

-	Payments in Lieu of taxes	-	-	-	(111,300)	(111,300)	100 %
-	4601 - Grant in Lieu - Federal	-	-	-	(32,600)	(32,600)	100 %
-	4602 - Grant in Lieu - Provincial	-	-	-	(78,700)	(78,700)	100 %
-	Net	1,471,600	1,625,220	1,635,143	1,866,000	240,780	15 %
-	C513 - Spring Garden Road BID	-	-	-	-	-	0 %
-	Expense	278,186	308,966	318,941	386,800	77,834	25 %
-	Other Fiscal	278,186	308,966	318,941	386,800	77,834	25 %
-	8001 - Transfer to Outside Agencies	269,840	299,697	299,697	375,900	76,203	25 %
-	8016 - Provision for Allowance	8,346	9,269	19,244	10,900	1,631	18 %
-	Revenue	(278,186)	(308,966)	(318,941)	(386,800)	(77,834)	25 %
-	Tax Revenue	(278,186)	(308,966)	(318,941)	-	308,966	-100 %
-	4002 - Commercial Property Taxes	(255,827)	(291,371)	(301,549)	-	291,371	-100 %
-	4003 - Business Occupancy Taxes	(22,359)	(17,595)	(17,392)	-	17,595	-100 %
-	Area Rate Revenue	-	-	-	(363,500)	(363,500)	100 %
-	4200 - Area Rate Revenue	-	-	-	(363,500)	(363,500)	100 %
-	Payments in Lieu of taxes	-	-	-	(23,300)	(23,300)	100 %
-	4601 - Grant in Lieu - Federal	-	-	-	(12,000)	(12,000)	100 %
-	4602 - Grant in Lieu - Provincial	-	-	-	(11,300)	(11,300)	100 %
-	Net	556,372	617,932	661,882	773,600	155,668	25 %
-	C514 - Quinpool Road BID	-	-	-	-	-	0 %
-	Expense	75,408	91,722	89,203	103,300	11,578	13 %
-	Other Fiscal	75,408	91,722	89,203	103,300	11,578	13 %
-	8001 - Transfer to Outside Agencies	73,146	88,970	88,970	100,200	11,230	13 %
-	8016 - Provision for Allowance	2,262	2,752	233	3,100	348	13 %
-	Revenue	(75,408)	(91,722)	(89,203)	(103,300)	(11,578)	13 %
-	Tax Revenue	(75,408)	(91,722)	(89,203)	-	91,722	-100 %
-	4002 - Commercial Property Taxes	(71,338)	(86,788)	(84,269)	-	86,788	-100 %
-	4003 - Business Occupancy Taxes	(4,070)	(4,934)	(4,934)	-	4,934	-100 %
-	Area Rate Revenue	-	-	-	(103,300)	(103,300)	100 %
-	4200 - Area Rate Revenue	-	-	-	(103,300)	(103,300)	100 %
-	Net	150,816	183,444	180,366	206,600	23,156	13 %
-	C515 - Spryfield & District BID	-	-	-	-	-	0 %
-	Expense	75,185	68,005	66,813	71,200	3,195	5 %
-	Other Fiscal	75,185	68,005	66,813	71,200	3,195	5 %
-	8001 - Transfer to Outside Agencies	72,929	65,965	65,965	69,100	3,135	5 %
-	8016 - Provision for Allowance	2,256	2,040	848	2,100	60	3 %
-	Revenue	(75,185)	(68,005)	(66,813)	(71,200)	(3,195)	5 %
-	Tax Revenue	(75,185)	(68,005)	(66,813)	-	68,005	-100 %
-	4002 - Commercial Property Taxes	(72,550)	(65,782)	(64,715)	-	65,782	-100 %
-	4003 - Business Occupancy Taxes	(2,635)	(2,223)	(2,098)	-	2,223	-100 %
-	Area Rate Revenue	-	-	-	(71,200)	(71,200)	100 %
-	4200 - Area Rate Revenue	-	-	-	(71,200)	(71,200)	100 %
-	Net	150,370	136,010	140,412	142,400	6,390	5 %
-	C516 - Sackville Drive BID	-	-	-	-	-	0 %
-	Expense	81,119	155,861	153,206	161,500	5,639	4 %
-	Other Fiscal	81,119	155,861	153,206	161,500	5,639	4 %
-	8001 - Transfer to Outside Agencies	78,685	151,186	151,185	156,700	5,514	4 %
-	8016 - Provision for Allowance	2,434	4,675	2,021	4,800	125	3 %
-	Revenue	(81,119)	(155,861)	(153,206)	(161,500)	(5,639)	4 %
-	Tax Revenue	(81,119)	(155,861)	(153,206)	-	155,861	-100 %
-	4002 - Commercial Property Taxes	(76,319)	(151,679)	(149,024)	-	151,679	-100 %
-	4003 - Business Occupancy Taxes	(4,800)	(4,182)	(4,182)	-	4,182	-100 %
-	Area Rate Revenue	-	-	-	(158,400)	(158,400)	100 %
-	4200 - Area Rate Revenue	-	-	-	(158,400)	(158,400)	100 %
-	Payments in Lieu of taxes	-	-	-	(3,100)	(3,100)	100 %
-	4601 - Grant in Lieu - Federal	-	-	-	(2,400)	(2,400)	100 %
-	4602 - Grant in Lieu - Provincial	-	-	-	(700)	(700)	100 %
-	Net	162,238	311,722	306,412	323,000	11,278	4 %
-	C517 - Dartmouth Main Street BID	-	-	-	-	-	0 %
-	Expense	68,533	82,645	81,855	94,100	11,455	14 %
-	Other Fiscal	68,533	82,645	81,855	94,100	11,455	14 %
-	8001 - Transfer to Outside Agencies	66,477	80,165	80,166	91,300	11,135	14 %
-	8016 - Provision for Allowance	2,056	2,480	1,689	2,800	320	13 %
-	Revenue	(68,533)	(82,645)	(81,855)	(94,100)	(11,455)	14 %
-	Tax Revenue	(68,533)	(82,645)	(81,855)	-	82,645	-100 %
-	4002 - Commercial Property Taxes	(64,693)	(78,565)	(78,176)	-	78,565	-100 %
-	4003 - Business Occupancy Taxes	(3,840)	(4,080)	(3,679)	-	4,080	-100 %
-	Area Rate Revenue	-	-	-	(94,100)	(94,100)	100 %
-	4200 - Area Rate Revenue	-	-	-	(94,100)	(94,100)	100 %
-	Net	137,066	165,290	163,710	188,200	22,910	14 %
-	C518 - Agricola/Gottingen BID	-	-	-	-	-	0 %
-	Expense	-	108,742	102,224	114,500	5,758	5 %
-	Other Fiscal	-	108,742	102,224	114,500	5,758	5 %
-	8001 - Transfer to Outside Agencies	-	105,480	100,396	111,200	5,720	5 %
-	8016 - Provision for Allowance	-	3,262	1,828	3,300	38	1 %
-	Revenue	-	(108,742)	(102,224)	(114,500)	(5,758)	5 %

-	Tax Revenue	-	(108,742)	(102,224)	-	108,742	-100 %
-	4002 - Commercial Property Taxes	-	(108,742)	(102,224)	-	108,742	-100 %
-	Area Rate Revenue	-	-	-	(108,700)	(108,700)	100 %
-	4200 - Area Rate Revenue	-	-	-	(108,700)	(108,700)	100 %
-	Payments in Lieu of taxes	-	-	-	(5,800)	(5,800)	100 %
-	4601 - Grant in Lieu - Federal	-	-	-	(5,600)	(5,600)	100 %
-	4602 - Grant in Lieu - Provincial	-	-	-	(200)	(200)	100 %
-	Net	-	217,484	219,426	229,000	11,516	5 %
-	E127 - ALLIES Partnership Grant	-	-	-	-	-	0 %
-	Expense	-	-	90,000	-	-	0 %
-	Other Fiscal	-	-	90,000	-	-	0 %
-	8004 - Grants	-	-	90,000	-	-	0 %
-	Revenue	-	-	(90,000)	-	-	0 %
-	Other Revenue	-	-	(90,000)	-	-	0 %
-	5508 - Recoveries from External Parties	-	-	(90,000)	-	-	0 %
-	Net	-	-	180,000	-	-	0 %
-	E400 - Intergovernmental Relations	974,807	631,309	636,474	788,800	157,491	25 %
-	Expense	974,807	631,309	636,474	788,800	157,491	25 %
-	Compensation and Benefits	726,185	491,307	503,395	654,000	162,693	33 %
-	6001 - Salaries - Regular	612,240	415,763	382,425	549,000	133,237	32 %
-	6002 - Salaries - Overtime	-	-	1,593	-	-	0 %
-	6005 - PDP Increases	-	-	(20,176)	-	-	0 %
-	6100 - Benefits - Salaries	102,400	67,943	68,862	95,000	27,057	40 %
-	6110 - Vacancy Management	-	-	61,498	-	-	0 %
-	6152 - Retirement Incentives	3,515	2,453	3,210	3,000	547	22 %
-	6154 - Workers' Compensation	8,030	5,148	4,869	7,000	1,852	36 %
-	9200 - HR CATS Wage/Ben	-	-	1,114	-	-	0 %
-	Office	13,670	8,476	4,672	7,400	(1,076)	-13 %
-	6201 - Telephone	3,100	1,870	2,839	1,900	30	2 %
-	6202 - Courier/Postage	-	-	21	-	-	0 %
-	6203 - Office Furniture and Equip	900	562	273	600	38	7 %
-	6204 - Computer Software and License	-	-	200	-	-	0 %
-	6205 - Printing & Reproduction	8,550	5,344	-	4,300	(1,044)	-20 %
-	6207 - Office Supplies	720	450	818	400	(50)	-11 %
-	6299 - Other Office Expenses	400	250	521	200	(50)	-20 %
-	External Services	7,600	4,750	2,941	3,700	(1,050)	-22 %
-	6303 - Consulting Fees	7,600	4,750	2,764	3,700	(1,050)	-22 %
-	6399 - Contract Services	-	-	177	-	-	0 %
-	Other Goods & Services	227,352	126,776	122,824	123,700	(3,076)	-2 %
-	6901 - Membership Dues	390	244	375	200	(44)	-18 %
-	6902 - Conferences and Workshops	9,360	3,357	694	3,400	43	1 %
-	6903 - Travel - Local	1,350	844	296	800	(44)	-5 %
-	6904 - Travel - Out of Town	3,692	2,308	-	2,300	(8)	0 %
-	6905 - Training & Education	9,000	3,228	25	3,200	(28)	-1 %
-	6912 - Advertising and Promotion	17,910	7,183	13,552	5,200	(1,983)	-28 %
-	6917 - Books and Periodicals	-	-	449	-	-	0 %
-	6919 - Special Projects	43,650	109,612	108,932	108,600	(1,012)	-1 %
-	6999 - Other Goods and Services	142,000	-	(1,499)	-	-	0 %
-	Interdepartmental	-	-	2,642	-	-	0 %
-	7009 - Internal Transfers Other	-	-	2,600	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	24	-	-	0 %
-	Net	974,807	631,309	1,313,922	788,800	157,491	25 %
-	E600 - Economic Development	-	68,247	48,133	-	(68,247)	-100 %
-	Expense	-	68,247	48,133	-	(68,247)	-100 %
-	Compensation and Benefits	-	67,812	48,133	-	(67,812)	-100 %
-	6001 - Salaries - Regular	-	61,826	40,506	-	(61,826)	-100 %
-	6100 - Benefits - Salaries	-	4,956	6,882	-	(4,956)	-100 %
-	6152 - Retirement Incentives	-	-	40	-	-	0 %
-	6154 - Workers' Compensation	-	1,030	705	-	(1,030)	-100 %
-	Office	-	285	-	-	(285)	-100 %
-	6201 - Telephone	-	135	-	-	(135)	-100 %
-	6207 - Office Supplies	-	150	-	-	(150)	-100 %
-	Other Goods & Services	-	150	-	-	(150)	-100 %
-	6903 - Travel - Local	-	150	-	-	(150)	-100 %
-	Net	-	68,247	58,867	-	(68,247)	-100 %
-	E121 - Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000	-	0 %
-	Expense	1,400,000	1,400,000	1,400,000	1,400,000	-	0 %
-	Other Fiscal	1,400,000	1,400,000	1,400,000	1,400,000	-	0 %
-	8004 - Grants	1,400,000	1,400,000	1,400,000	1,400,000	-	0 %
-	Net	1,400,000	1,400,000	1,400,000	1,400,000	-	0 %
-	M200 - Transfers To Outside Agencies	9,777,000	10,093,000	9,645,359	588,000	(9,505,000)	-94 %
-	M291 - Fire Protection (Hydrants)	9,189,000	9,505,000	9,087,557	-	(9,505,000)	-100 %
-	Expense	9,189,000	9,505,000	9,087,557	11,945,000	2,440,000	26 %
-	Other Fiscal	9,189,000	9,505,000	9,087,557	11,945,000	2,440,000	26 %
-	8009 - Fire Protection	9,442,000	9,694,000	11,081,133	10,829,000	1,135,000	12 %

-	9000 - Prior Year Surplus/Deficit	(253,000)	(189,000)	(1,993,576)	1,116,000	1,305,000	-690 %
-	Revenue	-	-	-	(11,945,000)	(11,945,000)	100 %
-	Tax Revenue	-	-	-	(11,945,000)	(11,945,000)	100 %
-	4012 - Fire Protection	-	-	-	(11,945,000)	(11,945,000)	100 %
-	Net	9,695,000	9,883,000	13,074,709	23,890,000	14,007,000	142 %
-	M230 - Corrections Services	-	-	1	-	-	0 %
-	Expense	6,343,347	4,924,683	4,857,387	6,427,000	1,502,317	31 %
-	Other Fiscal	6,343,347	4,924,683	4,857,387	6,427,000	1,502,317	31 %
-	8001 - Transfer to Outside Agencies	6,358,796	4,874,000	4,796,596	6,437,000	1,563,000	32 %
-	9000 - Prior Year Surplus/Deficit	(15,449)	50,683	60,791	(10,000)	(60,683)	-120 %
-	Revenue	(6,343,347)	(4,924,683)	(4,857,386)	(6,427,000)	(1,502,317)	31 %
-	Area Rate Revenue	(6,343,347)	(4,924,683)	(4,857,386)	(6,427,000)	(1,502,317)	31 %
-	4200 - Area Rate Revenue	(6,343,347)	(4,924,683)	(4,857,386)	(6,427,000)	(1,502,317)	31 %
-	Net	12,717,592	9,849,366	10,044,135	12,874,000	3,024,634	31 %
-	M240 - Metro Housing Authority	-	-	1	-	-	0 %
-	Expense	928,792	2,324,348	2,356,765	2,263,000	(61,348)	-3 %
-	Other Fiscal	928,792	2,324,348	2,356,765	2,263,000	(61,348)	-3 %
-	8001 - Transfer to Outside Agencies	1,215,000	2,400,000	2,220,180	2,400,000	-	0 %
-	9000 - Prior Year Surplus/Deficit	(286,208)	(75,652)	136,585	(137,000)	(61,348)	81 %
-	Revenue	(928,792)	(2,324,348)	(2,356,764)	(2,263,000)	61,348	-3 %
-	Area Rate Revenue	(928,792)	(2,324,348)	(2,356,764)	(2,263,000)	61,348	-3 %
-	4200 - Area Rate Revenue	(928,792)	(2,324,348)	(2,356,764)	(2,263,000)	61,348	-3 %
-	Net	2,430,000	4,800,000	7,212,949	4,800,000	-	0 %
-	M280 - Mandatory Education	-	-	-	-	-	0 %
-	Expense	97,903,050	99,370,524	99,376,567	106,248,000	6,877,476	7 %
-	Other Fiscal	97,903,050	99,370,524	99,376,567	106,248,000	6,877,476	7 %
-	8001 - Transfer to Outside Agencies	96,976,800	99,768,400	99,769,700	106,256,000	6,487,600	7 %
-	9000 - Prior Year Surplus/Deficit	926,250	(397,876)	(393,133)	(8,000)	389,876	-98 %
-	Revenue	(97,903,050)	(99,370,524)	(99,376,567)	(106,248,000)	(6,877,476)	7 %
-	Area Rate Revenue	(97,903,050)	(99,370,524)	(99,376,567)	(106,248,000)	(6,877,476)	7 %
-	4200 - Area Rate Revenue	(97,903,050)	(99,370,524)	(99,376,567)	(106,248,000)	(6,877,476)	7 %
-	Net	195,806,100	199,536,800	201,957,922	212,512,000	12,975,200	7 %
-	M288 - Supplementary Education- HRM-wide	-	-	-	-	-	0 %
-	Expense	19,030,561	18,527,200	18,567,299	18,104,000	(423,200)	-2 %
-	Other Fiscal	19,030,561	18,527,200	18,567,299	18,104,000	(423,200)	-2 %
-	8001 - Transfer to Outside Agencies	19,046,100	18,596,100	18,596,100	18,146,000	(450,100)	-2 %
-	9000 - Prior Year Surplus/Deficit	(15,539)	(68,900)	(28,801)	(42,000)	26,900	-39 %
-	Revenue	(19,030,561)	(18,527,200)	(18,567,299)	(18,104,000)	423,200	-2 %
-	Area Rate Revenue	(19,030,561)	(18,527,200)	(18,567,299)	(18,104,000)	423,200	-2 %
-	4200 - Area Rate Revenue	(19,030,561)	(18,527,200)	(18,567,299)	(18,104,000)	423,200	-2 %
-	Net	38,092,200	37,192,200	38,050,118	36,292,000	(900,200)	-2 %
-	M318 - Property Valuation Services	-	-	-	-	-	0 %
-	Expense	6,620,089	6,658,548	6,818,587	6,593,000	(65,548)	-1 %
-	Other Fiscal	6,620,089	6,658,548	6,818,587	6,593,000	(65,548)	-1 %
-	8001 - Transfer to Outside Agencies	6,616,500	6,762,100	6,692,811	6,822,000	59,900	1 %
-	9000 - Prior Year Surplus/Deficit	3,589	(103,552)	125,776	(229,000)	(125,448)	121 %
-	Revenue	(6,620,089)	(6,658,548)	(6,818,587)	(6,593,000)	65,548	-1 %
-	Area Rate Revenue	(6,620,089)	(6,658,548)	(6,818,587)	(6,593,000)	65,548	-1 %
-	4200 - Area Rate Revenue	(6,620,089)	(6,658,548)	(6,818,587)	(6,593,000)	65,548	-1 %
-	Net	13,240,178	13,524,200	13,968,626	13,644,000	119,800	1 %
-	M250 - World Trade Centre	588,000	588,000	557,800	588,000	-	0 %
-	Expense	588,000	588,000	557,800	588,000	-	0 %
-	Other Fiscal	588,000	588,000	557,800	588,000	-	0 %
-	8001 - Transfer to Outside Agencies	588,000	588,000	557,800	588,000	-	0 %
-	Net	588,000	588,000	1,766,002	588,000	-	0 %
-	M100 - Debt Servicing	33,606,416	35,371,000	35,100,448	34,659,000	(712,000)	-2 %
-	M530 - Local Improvement Charges	-	-	1	-	-	0 %
-	Expense	3,552,617	3,826,086	4,289,272	3,181,100	(644,986)	-17 %
-	Interdepartmental	88,017	-	-	-	-	0 %
-	7002 - Other Interdepartmental Charges	88,017	-	-	-	-	0 %
-	Other Fiscal	1,100,709	1,089,086	1,552,444	658,100	(430,986)	-40 %
-	8001 - Transfer to Outside Agencies	-	-	219,253	-	-	0 %
-	8024 - Transf to/fr Capital	1,100,709	1,089,086	4,832,455	658,100	(430,986)	-40 %
-	9000 - Prior Year Surplus/Deficit	-	-	(3,499,264)	-	-	0 %
-	Debt Service	2,363,891	2,737,000	2,736,828	2,523,000	(214,000)	-8 %
-	8011 - Interest on Debentures	581,398	559,000	558,894	474,000	(85,000)	-15 %
-	8012 - Principal on Debentures	1,782,493	2,178,000	2,177,934	2,049,000	(129,000)	-6 %
-	Revenue	(3,552,617)	(3,826,086)	(4,289,271)	(3,181,100)	644,986	-17 %
-	Tax Revenue	(2,363,891)	(2,737,000)	(3,247,565)	(2,523,000)	214,000	-8 %
-	4101 - Capital Charges	(2,363,891)	(2,737,000)	(3,247,565)	(2,523,000)	214,000	-8 %
-	Area Rate Revenue	(1,188,726)	(1,089,086)	(1,041,706)	(658,100)	430,986	-40 %
-	4201 - Area Rate LIC Residential	(933,796)	(784,892)	(755,285)	(562,700)	222,192	-28 %
-	4202 - Area Rate LIC Commercial	(254,930)	(304,194)	(286,421)	(95,400)	208,794	-69 %
-	Net	7,105,234	7,652,172	18,388,335	6,362,200	(1,289,972)	-17 %
-	M110 - Debt & Interest Chg	45,372,554	47,294,000	39,729,623	46,723,000	(571,000)	-1 %
-	Expense	45,372,554	47,294,000	39,729,619	46,723,000	(571,000)	-1 %

-	Debt Service	44,790,266	46,624,000	39,060,971	46,094,000	(530,000)	-1 %
-	8010 - Other Interest	-	-	14,374	-	-	0 %
-	8011 - Interest on Debentures	10,304,495	10,062,000	2,555,066	9,282,000	(780,000)	-8 %
-	8012 - Principal on Debentures	34,485,771	36,562,000	36,491,531	36,812,000	250,000	1 %
-	Other Fiscal	582,288	670,000	668,648	629,000	(41,000)	-6 %
-	8015 - Debenture Discount	280,288	340,000	338,589	299,000	(41,000)	-12 %
-	8017 - Bank Charges	302,000	330,000	330,059	330,000	-	0 %
-	Revenue	-	-	4	-	-	0 %
-	Interest Revenue	-	-	-	-	-	0 %
-	4860 - Investment Income	-	-	-	-	-	0 %
-	Other Revenue	-	-	4	-	-	0 %
-	5508 - Recoveries from External Parties	-	-	-	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	4	-	-	0 %
-	Net	45,372,554	47,294,000	101,979,999	46,723,000	(571,000)	-1 %
-	M122 - HRWC Debt Charges	-	-	-	-	-	0 %
-	Expense	1,335,506	1,017,000	12,126,664	11,675,000	10,658,000	1,048 %
-	Debt Service	1,335,506	1,017,000	12,126,664	11,675,000	10,658,000	1,048 %
-	8011 - Interest on Debentures	209,485	154,000	4,764,077	4,413,000	4,259,000	2,766 %
-	8012 - Principal on Debentures	1,126,021	863,000	7,362,587	7,262,000	6,399,000	741 %
-	Revenue	(1,335,506)	(1,017,000)	(12,126,664)	(11,675,000)	(10,658,000)	1,048 %
-	Other Revenue	(1,335,506)	(1,017,000)	(12,126,664)	(11,675,000)	(10,658,000)	1,048 %
-	5508 - Recoveries from External Parties	(1,335,506)	(1,017,000)	(12,126,664)	(11,675,000)	(10,658,000)	1,048 %
-	Net	2,671,012	2,034,000	54,886,680	23,350,000	21,316,000	1,048 %
-	M112 - Allocation of Debt Charges to B.	(11,766,138)	(11,923,000)	(11,917,643)	(12,064,000)	(141,000)	1 %
-	Expense	(11,766,138)	(11,923,000)	(11,917,643)	(12,064,000)	(141,000)	1 %
-	Debt Service	(11,766,138)	(11,923,000)	(11,917,643)	(12,064,000)	(141,000)	1 %
-	8011 - Interest on Debentures	(2,697,027)	(2,530,000)	(2,524,634)	(2,339,000)	191,000	-8 %
-	8012 - Principal on Debentures	(9,069,111)	(9,393,000)	(9,393,009)	(9,725,000)	(332,000)	4 %
-	Net	11,766,138	11,923,000	13,352,303	12,064,000	141,000	1 %
-	M113 - Interest payments-General Governm	-	-	358,581	-	-	0 %
-	Expense	-	-	358,581	-	-	0 %
-	Debt Service	-	-	358,581	-	-	0 %
-	8011 - Interest on Debentures	-	-	358,581	-	-	0 %
-	Net	-	-	358,581	-	-	0 %
-	M114 - Interest payments-Protective Serv	-	-	497,908	-	-	0 %
-	Expense	-	-	497,908	-	-	0 %
-	Debt Service	-	-	497,908	-	-	0 %
-	8011 - Interest on Debentures	-	-	497,908	-	-	0 %
-	Net	-	-	497,908	-	-	0 %
-	M115 - Interest payments-Transportation	-	-	4,162,723	-	-	0 %
-	Expense	-	-	4,162,723	-	-	0 %
-	Debt Service	-	-	4,162,723	-	-	0 %
-	8011 - Interest on Debentures	-	-	4,162,723	-	-	0 %
-	Net	-	-	4,162,723	-	-	0 %
-	M116 - Interest payments-Environ.Mgmt	-	-	129,958	-	-	0 %
-	Expense	-	-	129,958	-	-	0 %
-	Debt Service	-	-	129,958	-	-	0 %
-	8011 - Interest on Debentures	-	-	129,958	-	-	0 %
-	Net	-	-	129,958	-	-	0 %
-	M118 - Interest payments-Comm.Dev. (Plan	-	-	90,898	-	-	0 %
-	Expense	-	-	90,898	-	-	0 %
-	Debt Service	-	-	90,898	-	-	0 %
-	8011 - Interest on Debentures	-	-	90,898	-	-	0 %
-	Net	-	-	90,898	-	-	0 %
-	M119 - Interest payments-Comm.Dev. (Recr	-	-	2,048,399	-	-	0 %
-	Expense	-	-	2,048,399	-	-	0 %
-	Debt Service	-	-	2,048,399	-	-	0 %
-	8011 - Interest on Debentures	-	-	2,048,399	-	-	0 %
-	Net	-	-	2,048,399	-	-	0 %
-	C100 - Area Rate Services	-	-	7	-	-	0 %
-	C105 - Sackville Heights Elementary School	-	-	-	-	-	0 %
-	Expense	189,100	201,100	201,254	216,800	15,700	8 %
-	Office	38,400	37,500	2,244	4,300	(33,200)	-89 %
-	6201 - Telephone	-	-	2,010	2,000	2,000	100 %
-	6202 - Courier/Postage	-	-	234	300	300	100 %
-	6299 - Other Office Expenses	38,400	37,500	-	2,000	(35,500)	-95 %
-	External Services	104,200	107,200	133,879	155,200	48,000	45 %
-	6308 - Snow Removal	10,000	10,000	6,205	8,000	(2,000)	-20 %
-	6311 - Security	1,900	2,200	-	1,200	(1,000)	-45 %
-	6312 - Refuse Collection	-	-	2,854	6,000	6,000	100 %
-	6399 - Contract Services	92,300	95,000	124,820	140,000	45,000	47 %
-	Supplies	-	-	5,454	3,000	3,000	100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	5,454	3,000	3,000	100 %
-	Building Costs	24,700	136,025	47,519	82,300	(53,725)	-39 %
-	6602 - Electrical	-	-	683	-	-	0 %
-	6606 - Heating Fuel	-	-	20,869	21,000	21,000	100 %

-	6607 - Electricity	-	-	22,276	22,000	22,000	100 %
-	6608 - Water	-	-	2,051	2,300	2,300	100 %
-	6611 - Building - Interior	24,700	136,025	-	-	(136,025)	-100 %
-	6612 - Safety Systems	-	-	1,127	-	-	0 %
-	6699 - Other Building Cost	-	-	513	37,000	37,000	100 %
-	Equipment & Communications	-	-	1,989	1,000	1,000	100 %
-	6704 - Equipment Rental	-	-	478	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	1,173	1,000	1,000	100 %
-	6708 - Mechanical Equipment	-	-	338	-	-	0 %
-	Other Goods & Services	4,500	2,200	5,893	-	(2,200)	-100 %
-	6905 - Training & Education	3,000	1,700	-	-	(1,700)	-100 %
-	6911 - Facilities Rental	1,500	500	-	-	(500)	-100 %
-	6999 - Other Goods and Services	-	-	5,893	-	-	0 %
-	Interdepartmental	-	-	3,760	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	3,276	-	-	0 %
-	7009 - Internal Transfers Other	-	-	250	-	-	0 %
-	9911 - PM Labour-Reg	-	-	234	-	-	0 %
-	Debt Service	17,300	16,590	16,590	15,900	(690)	-4 %
-	8011 - Interest on Debentures	3,300	2,590	2,590	1,900	(690)	-27 %
-	8012 - Principal on Debentures	14,000	14,000	14,000	14,000	-	0 %
-	Other Fiscal	-	(111,465)	(17,659)	(46,900)	64,565	-58 %
-	8024 - Transf to/fr Capital	-	-	46,877	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	-	(111,465)	(64,536)	(46,900)	64,565	-58 %
-	Compensation and Benefits	-	13,050	1,585	2,000	(11,050)	-85 %
-	9200 - HR CATS Wage/Ben	-	13,050	1,585	2,000	(11,050)	-85 %
-	Revenue	(189,100)	(201,100)	(201,254)	(216,800)	(15,700)	8 %
-	Area Rate Revenue	(189,100)	(201,100)	(201,254)	(216,800)	(15,700)	8 %
-	4200 - Area Rate Revenue	(189,100)	(201,100)	(201,254)	(216,800)	(15,700)	8 %
-	Net	378,200	625,130	633,040	527,400	(97,730)	-16 %
-	C106 - Prospect Road Recreation Centre	-	-	1	-	-	0 %
-	Expense	230,000	231,400	230,849	245,900	14,500	6 %
-	Office	-	-	452	-	-	0 %
-	6202 - Courier/Postage	-	-	452	-	-	0 %
-	Supplies	-	-	1,280	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	1,280	-	-	0 %
-	Building Costs	-	-	31,890	-	-	0 %
-	6699 - Other Building Cost	-	-	31,890	-	-	0 %
-	Equipment & Communications	-	-	16,290	-	-	0 %
-	6701 - Equipment Purchase	-	-	16,290	-	-	0 %
-	Other Goods & Services	-	-	1,407	-	-	0 %
-	6999 - Other Goods and Services	-	-	1,407	-	-	0 %
-	Debt Service	230,000	226,550	226,550	224,100	(2,450)	-1 %
-	8011 - Interest on Debentures	108,100	104,650	104,650	102,200	(2,450)	-2 %
-	8012 - Principal on Debentures	121,900	121,900	121,900	121,900	-	0 %
-	Other Fiscal	-	4,850	(47,020)	21,800	16,950	349 %
-	8024 - Transf to/fr Capital	-	667,564	25,000	612,500	(55,064)	-8 %
-	9000 - Prior Year Surplus/Deficit	-	(662,714)	(72,020)	(590,700)	72,014	-11 %
-	Revenue	(230,000)	(231,400)	(230,848)	(245,900)	(14,500)	6 %
-	Area Rate Revenue	(216,800)	(231,400)	(230,848)	(245,900)	(14,500)	6 %
-	4200 - Area Rate Revenue	(216,800)	(231,400)	(230,848)	(245,900)	(14,500)	6 %
-	Other Revenue	(13,200)	-	-	-	-	0 %
-	5803 - Transfer - General Rate	(13,200)	-	-	-	-	0 %
-	Net	460,000	1,788,228	1,788,017	1,673,200	(115,028)	-6 %
-	C107 - Glen Arbor Home Owners Association	-	-	-	-	-	0 %
-	Expense	19,045	21,385	21,385	21,400	15	0 %
-	Office	2,150	1,000	103	1,300	300	30 %
-	6205 - Printing & Reproduction	650	-	94	300	300	100 %
-	6207 - Office Supplies	1,500	-	9	-	-	0 %
-	6299 - Other Office Expenses	-	1,000	-	1,000	-	0 %
-	External Services	-	-	4,732	-	-	0 %
-	6303 - Consulting Fees	-	-	521	-	-	0 %
-	6310 - Outside Personnel	-	-	4,211	-	-	0 %
-	Materials	-	-	3,541	-	-	0 %
-	6513 - Seeds & Plants	-	-	3,210	-	-	0 %
-	6515 - Stone and Gravel	-	-	331	-	-	0 %
-	Building Costs	5,893	7,500	8,052	5,500	(2,000)	-27 %
-	6603 - Grounds and Landscaping	5,893	7,500	8,052	5,500	(2,000)	-27 %
-	Equipment & Communications	-	-	574	-	-	0 %
-	6704 - Equipment Rental	-	-	574	-	-	0 %
-	Other Goods & Services	15,375	15,585	28	21,700	6,115	39 %
-	6912 - Advertising and Promotion	-	450	-	-	(450)	-100 %
-	6933 - Community Events	2,375	200	28	1,700	1,500	750 %
-	6941 - Playground Equipment	13,000	-	-	-	-	0 %
-	6943 - Health and Wellness Initiat	-	14,935	-	20,000	5,065	34 %
-	Other Fiscal	(4,373)	(2,700)	4,355	(7,100)	(4,400)	163 %
-	9000 - Prior Year Surplus/Deficit	(4,373)	(2,700)	4,355	(7,100)	(4,400)	163 %

-	Revenue	(19,045)	(21,385)	(21,385)	(21,400)	(15)	0 %
-	Area Rate Revenue	(19,045)	(21,385)	(21,385)	(21,400)	(15)	0 %
-	4200 - Area Rate Revenue	(19,045)	(21,385)	(21,385)	(21,400)	(15)	0 %
-	Net	46,836	48,170	55,726	57,000	8,830	18 %
-	C108 - White Hills Residents Association	-	-	-	-	-	0 %
-	Expense	29,150	27,550	27,550	27,600	50	0 %
-	Office	500	500	-	500	-	0 %
-	6207 - Office Supplies	500	500	-	500	-	0 %
-	External Services	26,150	11,000	-	11,000	-	0 %
-	6399 - Contract Services	26,150	11,000	-	11,000	-	0 %
-	Other Goods & Services	2,500	75,800	-	103,400	27,600	36 %
-	6933 - Community Events	2,500	2,500	-	2,500	-	0 %
-	6999 - Other Goods and Services	-	73,300	-	100,900	27,600	38 %
-	Other Fiscal	-	(59,750)	27,550	(87,300)	(27,550)	46 %
-	9000 - Prior Year Surplus/Deficit	-	(59,750)	27,550	(87,300)	(27,550)	46 %
-	Revenue	(29,150)	(27,550)	(27,550)	(27,600)	(50)	0 %
-	Area Rate Revenue	(29,150)	(27,550)	(27,550)	(27,600)	(50)	0 %
-	4200 - Area Rate Revenue	(29,150)	(27,550)	(27,550)	(27,600)	(50)	0 %
-	Net	58,300	174,600	175,110	229,800	55,200	32 %
-	C110 - East Preston Rec Ctr	-	-	-	-	-	0 %
-	Expense	28,100	29,400	29,437	31,100	1,700	6 %
-	Office	1,100	600	510	1,000	400	67 %
-	6201 - Telephone	1,100	600	510	1,000	400	67 %
-	External Services	-	-	-	4,500	4,500	100 %
-	6308 - Snow Removal	-	-	-	3,500	3,500	100 %
-	6312 - Refuse Collection	-	-	-	1,000	1,000	100 %
-	Building Costs	27,000	50,700	19,544	54,000	3,300	7 %
-	6606 - Heating Fuel	16,800	13,000	11,011	11,500	(1,500)	-12 %
-	6607 - Electricity	10,200	9,000	8,533	11,000	2,000	22 %
-	6699 - Other Building Cost	-	28,700	-	31,500	2,800	10 %
-	Other Goods & Services	-	-	430	-	-	0 %
-	6903 - Travel - Local	-	-	430	-	-	0 %
-	Other Fiscal	-	(21,900)	8,953	(28,400)	(6,500)	30 %
-	8003 - Insurance Policies and Prem	-	-	-	2,500	2,500	100 %
-	9000 - Prior Year Surplus/Deficit	-	(21,900)	8,953	(30,900)	(9,000)	41 %
-	Revenue	(28,100)	(29,400)	(29,437)	(31,100)	(1,700)	6 %
-	Area Rate Revenue	(28,100)	(29,400)	(29,437)	(31,100)	(1,700)	6 %
-	4200 - Area Rate Revenue	(28,100)	(29,400)	(29,437)	(31,100)	(1,700)	6 %
-	Net	56,200	102,600	102,748	124,000	21,400	21 %
-	C111 - Lost Creek Community Association	-	-	-	-	-	0 %
-	Expense	-	7,300	7,300	7,300	-	0 %
-	External Services	-	7,000	-	7,000	-	0 %
-	6399 - Contract Services	-	7,000	-	7,000	-	0 %
-	Other Goods & Services	-	300	-	600	300	100 %
-	6933 - Community Events	-	300	-	600	300	100 %
-	Other Fiscal	-	-	7,300	(300)	(300)	100 %
-	8024 - Transf to/fr Capital	-	-	7,000	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	-	-	300	(300)	(300)	100 %
-	Revenue	-	(7,300)	(7,300)	(7,300)	-	0 %
-	Area Rate Revenue	-	(7,300)	(7,300)	(7,300)	-	0 %
-	4200 - Area Rate Revenue	-	(7,300)	(7,300)	(7,300)	-	0 %
-	Net	-	14,600	28,700	15,200	600	4 %
-	C113 - Bedford Hammond Plains Community	-	-	-	-	-	0 %
-	Expense	-	437,300	437,137	480,100	42,800	10 %
-	Other Fiscal	-	437,300	437,137	480,100	42,800	10 %
-	8001 - Transfer to Outside Agencie	-	437,300	-	917,200	479,900	110 %
-	9000 - Prior Year Surplus/Deficit	-	-	437,137	(437,100)	(437,100)	100 %
-	Revenue	-	(437,300)	(437,137)	(480,100)	(42,800)	10 %
-	Area Rate Revenue	-	(437,300)	(437,137)	(480,100)	(42,800)	10 %
-	4200 - Area Rate Revenue	-	(437,300)	(437,137)	(480,100)	(42,800)	10 %
-	Net	-	874,600	876,098	1,834,400	959,800	110 %
-	C114 - Ketch Harbour Residents Association	-	-	-	-	-	0 %
-	Expense	-	10,000	9,534	10,100	100	1 %
-	Office	-	500	-	500	-	0 %
-	6299 - Other Office Expenses	-	500	-	500	-	0 %
-	Equipment & Communications	-	5,930	-	5,900	(30)	-1 %
-	6705 - Equipment - Repair and Main	-	5,930	-	5,900	(30)	-1 %
-	Other Goods & Services	-	1,100	-	10,700	9,600	873 %
-	6933 - Community Events	-	1,100	-	10,700	9,600	873 %
-	Other Fiscal	-	2,470	9,534	(7,000)	(9,470)	-383 %
-	8003 - Insurance Policies and Prem	-	2,400	-	2,400	-	0 %
-	8017 - Bank Charges	-	70	-	100	30	43 %
-	9000 - Prior Year Surplus/Deficit	-	-	9,534	(9,500)	(9,500)	100 %
-	Revenue	-	(10,000)	(9,534)	(10,100)	(100)	1 %
-	Area Rate Revenue	-	(10,000)	(9,534)	(10,100)	(100)	1 %
-	4200 - Area Rate Revenue	-	(10,000)	(9,534)	(10,100)	(100)	1 %

-	Net	-	20,000	19,068	39,200	19,200	96 %
-	C115 - Mineville Community Association	-	-	(1)	-	-	0 %
-	Expense	10,380	10,320	10,319	10,300	(20)	0 %
-	Office	-	-	156	1,200	1,200	100 %
-	6204 - Computer Software and License	-	-	156	-	-	0 %
-	6205 - Printing & Reproduction	-	-	-	1,200	1,200	100 %
-	External Services	-	25,786	469	17,100	(8,686)	-34 %
-	6303 - Consulting Fees	-	-	469	-	-	0 %
-	6399 - Contract Services	-	25,786	-	17,100	(8,686)	-34 %
-	Materials	-	-	939	-	-	0 %
-	6504 - Hardware	-	-	501	-	-	0 %
-	6506 - Lumber	-	-	51	-	-	0 %
-	6513 - Seeds & Plants	-	-	96	-	-	0 %
-	6516 - Topsoil	-	-	291	-	-	0 %
-	Building Costs	26,500	9,100	1,189	22,000	12,900	142 %
-	6603 - Grounds and Landscaping	25,300	8,000	-	20,500	12,500	156 %
-	6607 - Electricity	1,200	1,100	1,189	1,500	400	36 %
-	Equipment & Communications	4,266	5,000	-	3,500	(1,500)	-30 %
-	6705 - Equipment - Repair and Main	4,266	5,000	-	3,500	(1,500)	-30 %
-	Other Goods & Services	2,410	3,150	1,777	3,500	350	11 %
-	6901 - Membership Dues	-	-	200	-	-	0 %
-	6906 - Licenses & Agreements	-	-	56	-	-	0 %
-	6910 - Signage	-	-	375	-	-	0 %
-	6933 - Community Events	2,410	3,150	1,146	3,500	350	11 %
-	Other Fiscal	(22,796)	(32,716)	5,789	(37,000)	(4,284)	13 %
-	8003 - Insurance Policies and Prem	1,400	1,700	1,470	1,700	-	0 %
-	9000 - Prior Year Surplus/Deficit	(24,196)	(34,416)	4,319	(38,700)	(4,284)	12 %
-	Revenue	(10,380)	(10,320)	(10,320)	(10,300)	20	0 %
-	Area Rate Revenue	(10,380)	(10,320)	(10,320)	(10,300)	20	0 %
-	4200 - Area Rate Revenue	(10,380)	(10,320)	(10,320)	(10,300)	20	0 %
-	Net	69,152	89,472	89,471	98,000	8,528	10 %
-	C120 - Haliburton Hills	-	-	1	-	-	0 %
-	Expense	41,600	43,700	43,698	46,000	2,300	5 %
-	Office	4,270	4,270	1,559	3,800	(470)	-11 %
-	6202 - Courier/Postage	-	-	383	-	-	0 %
-	6204 - Computer Software and License	-	-	424	-	-	0 %
-	6205 - Printing & Reproduction	-	-	509	-	-	0 %
-	6207 - Office Supplies	4,270	4,270	-	3,800	(470)	-11 %
-	6299 - Other Office Expenses	-	-	243	-	-	0 %
-	External Services	97,916	97,916	39,717	139,300	41,384	42 %
-	6399 - Contract Services	97,916	97,916	39,717	139,300	41,384	42 %
-	Building Costs	7,000	7,000	4,064	5,000	(2,000)	-29 %
-	6603 - Grounds and Landscaping	7,000	7,000	4,064	5,000	(2,000)	-29 %
-	Other Goods & Services	4,050	48,087	3,715	4,200	(43,887)	-91 %
-	6911 - Facilities Rental	-	-	327	-	-	0 %
-	6912 - Advertising and Promotion	-	-	178	-	-	0 %
-	6933 - Community Events	4,050	4,050	2,950	4,200	150	4 %
-	6999 - Other Goods and Services	-	44,037	260	-	(44,037)	-100 %
-	Other Fiscal	(71,636)	(113,573)	(5,357)	(106,300)	7,273	-6 %
-	8003 - Insurance Policies and Prem	-	-	1,812	-	-	0 %
-	8017 - Bank Charges	-	-	82	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	(71,636)	(113,573)	(7,251)	(106,300)	7,273	-6 %
-	Revenue	(41,600)	(43,700)	(43,697)	(46,000)	(2,300)	5 %
-	Area Rate Revenue	(41,600)	(43,700)	(43,697)	(46,000)	(2,300)	5 %
-	4200 - Area Rate Revenue	(41,600)	(43,700)	(43,697)	(46,000)	(2,300)	5 %
-	Net	226,472	314,546	314,953	304,600	(9,946)	-3 %
-	C125 - Beaver Bank Rec Centre	-	-	1	-	-	0 %
-	Expense	198,200	200,700	200,577	209,500	8,800	4 %
-	Building Costs	54,846	401,600	-	475,500	73,900	18 %
-	6699 - Other Building Cost	54,846	401,600	-	475,500	73,900	18 %
-	Debt Service	143,354	139,500	139,503	135,500	(4,000)	-3 %
-	8011 - Interest on Debentures	59,542	55,700	55,691	51,700	(4,000)	-7 %
-	8012 - Principal on Debentures	83,812	83,800	83,812	83,800	-	0 %
-	Other Fiscal	-	(340,400)	61,074	(401,500)	(61,100)	18 %
-	9000 - Prior Year Surplus/Deficit	-	(340,400)	61,074	(401,500)	(61,100)	18 %
-	Revenue	(198,200)	(200,700)	(200,576)	(209,500)	(8,800)	4 %
-	Area Rate Revenue	(42,800)	(45,300)	(45,176)	(47,500)	(2,200)	5 %
-	4200 - Area Rate Revenue	(42,800)	(45,300)	(45,176)	(47,500)	(2,200)	5 %
-	Other Revenue	(155,400)	(155,400)	(155,400)	(162,000)	(6,600)	4 %
-	5804 - Transfer - Urban Rate	(155,400)	(155,400)	(155,400)	(162,000)	(6,600)	4 %
-	Net	396,400	1,082,200	1,082,343	1,222,000	139,800	13 %
-	C130 - Highland Park	-	-	-	-	-	0 %
-	Expense	6,800	7,300	7,275	7,900	600	8 %
-	Office	100	350	-	400	50	14 %
-	6202 - Courier/Postage	100	120	-	200	80	67 %
-	6299 - Other Office Expenses	-	230	-	200	(30)	-13 %

-	External Services	750	-	-	-	-	0 %
-	6399 - Contract Services	750	-	-	-	-	0 %
-	Building Costs	4,100	14,600	-	14,100	(500)	-3 %
-	6603 - Grounds and Landscaping	4,100	14,600	-	14,100	(500)	-3 %
-	Other Goods & Services	4,210	750	8,364	700	(50)	-7 %
-	6910 - Signage	-	-	8,364	-	-	0 %
-	6911 - Facilities Rental	100	140	-	100	(40)	-29 %
-	6912 - Advertising and Promotion	300	300	-	200	(100)	-33 %
-	6933 - Community Events	3,500	-	-	-	-	0 %
-	6999 - Other Goods and Services	310	310	-	400	90	29 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Other Fiscal	(2,360)	(8,400)	(1,089)	(7,300)	1,100	-13 %
-	8017 - Bank Charges	100	110	-	100	(10)	-9 %
-	9000 - Prior Year Surplus/Deficit	(2,460)	(8,510)	(1,089)	(7,400)	1,110	-13 %
-	Revenue	(6,800)	(7,300)	(7,275)	(7,900)	(600)	8 %
-	Area Rate Revenue	(6,800)	(7,300)	(7,275)	(7,900)	(600)	8 %
-	4200 - Area Rate Revenue	(6,800)	(7,300)	(7,275)	(7,900)	(600)	8 %
-	Net	18,520	31,620	31,776	30,600	(1,020)	-3 %
-	C132 - Birch Bear Run Homeowner's Assoc	-	-	-	-	-	0 %
-	Expense	6,540	6,660	6,660	6,700	40	1 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Other Fiscal	6,540	6,660	6,660	6,700	40	1 %
-	8024 - Transf to/fr Capital	6,540	13,140	13,080	6,800	(6,340)	-48 %
-	9000 - Prior Year Surplus/Deficit	-	(6,480)	(6,420)	(100)	6,380	-98 %
-	Revenue	(6,540)	(6,660)	(6,660)	(6,700)	(40)	1 %
-	Area Rate Revenue	(6,540)	(6,660)	(6,660)	(6,700)	(40)	1 %
-	4200 - Area Rate Revenue	(6,540)	(6,660)	(6,660)	(6,700)	(40)	1 %
-	Net	13,080	26,280	52,440	13,600	(12,680)	-48 %
-	C135 - Kingswood Ratepayers	-	-	-	-	-	0 %
-	Expense	52,550	52,450	52,450	52,500	50	0 %
-	Office	5,000	4,000	-	4,000	-	0 %
-	6299 - Other Office Expenses	5,000	4,000	-	4,000	-	0 %
-	External Services	-	-	26,527	-	-	0 %
-	6399 - Contract Services	-	-	26,527	-	-	0 %
-	Building Costs	34,050	-	-	-	-	0 %
-	6603 - Grounds and Landscaping	34,050	-	-	-	-	0 %
-	Other Goods & Services	10,000	337,550	2,350	359,300	21,750	6 %
-	6933 - Community Events	10,000	5,000	2,350	5,000	-	0 %
-	6941 - Playground Equipment	-	332,550	-	354,300	21,750	7 %
-	Other Fiscal	3,500	(289,100)	23,573	(310,800)	(21,700)	8 %
-	8001 - Transfer to Outside Agencies	2,000	2,000	-	2,000	-	0 %
-	8003 - Insurance Policies and Prem	1,500	2,100	1,905	2,100	-	0 %
-	9000 - Prior Year Surplus/Deficit	-	(293,200)	21,668	(314,900)	(21,700)	7 %
-	Revenue	(52,550)	(52,450)	(52,450)	(52,500)	(50)	0 %
-	Area Rate Revenue	(52,550)	(52,450)	(52,450)	(52,500)	(50)	0 %
-	4200 - Area Rate Revenue	(52,550)	(52,450)	(52,450)	(52,500)	(50)	0 %
-	Net	105,100	691,300	691,284	734,800	43,500	6 %
-	C140 - Prospect	-	-	1	-	-	0 %
-	Expense	68,400	73,100	72,900	77,700	4,600	6 %
-	Office	10,000	-	-	-	-	0 %
-	6299 - Other Office Expenses	10,000	-	-	-	-	0 %
-	External Services	4,500	-	1,043	-	-	0 %
-	6399 - Contract Services	4,500	-	1,043	-	-	0 %
-	Building Costs	-	-	892	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	146	-	-	0 %
-	6607 - Electricity	-	-	746	-	-	0 %
-	Equipment & Communications	-	-	1,708	-	-	0 %
-	6701 - Equipment Purchase	-	-	1,708	-	-	0 %
-	Other Goods & Services	-	73,100	8,890	-	(73,100)	-100 %
-	6933 - Community Events	-	73,100	2,720	-	(73,100)	-100 %
-	6999 - Other Goods and Services	-	-	6,170	-	-	0 %
-	Other Fiscal	53,900	-	60,367	77,700	77,700	100 %
-	8001 - Transfer to Outside Agencies	78,100	71,500	34,247	105,600	34,100	48 %
-	8004 - Grants	-	-	49,708	-	-	0 %
-	8024 - Transf to/fr Capital	10,000	-	20,000	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	(34,200)	(71,500)	(43,588)	(27,900)	43,600	-61 %
-	Revenue	(68,400)	(73,100)	(72,899)	(77,700)	(4,600)	6 %
-	Area Rate Revenue	(68,400)	(73,100)	(72,899)	(77,700)	(4,600)	6 %
-	4200 - Area Rate Revenue	(68,400)	(73,100)	(72,899)	(77,700)	(4,600)	6 %
-	Net	205,200	289,200	291,631	211,200	(78,000)	-27 %
-	C145 - Westwood Hills Residents Association	-	-	(1)	-	-	0 %
-	Expense	31,800	32,650	32,649	33,400	750	2 %
-	Office	200	700	713	1,100	400	57 %
-	6204 - Computer Software and Licen	-	-	549	-	-	0 %

-	6205 - Printing & Reproduction	-	-	25	-	-	0 %
-	6299 - Other Office Expenses	200	700	139	1,100	400	57 %
-	External Services	2,000	2,000	26	76,500	74,500	3,725 %
-	6312 - Refuse Collection	-	-	26	-	-	0 %
-	6399 - Contract Services	2,000	2,000	-	76,500	74,500	3,725 %
-	Building Costs	12,600	68,525	495	10,800	(57,725)	-84 %
-	6603 - Grounds and Landscaping	12,600	68,525	324	10,800	(57,725)	-84 %
-	6699 - Other Building Cost	-	-	171	-	-	0 %
-	Equipment & Communications	-	-	1,086	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	1,086	-	-	0 %
-	Other Goods & Services	15,500	18,025	14,790	15,300	(2,725)	-15 %
-	6910 - Signage	-	-	78	-	-	0 %
-	6911 - Facilities Rental	100	125	484	100	(25)	-20 %
-	6928 - Committee Expenses	300	300	10	200	(100)	-33 %
-	6933 - Community Events	15,100	17,600	14,218	15,000	(2,600)	-15 %
-	Other Fiscal	1,500	(56,600)	15,539	(70,300)	(13,700)	24 %
-	8003 - Insurance Policies and Prem	1,500	1,500	1,651	1,700	200	13 %
-	9000 - Prior Year Surplus/Deficit	-	(58,100)	13,888	(72,000)	(13,900)	24 %
-	Revenue	(31,800)	(32,650)	(32,650)	(33,400)	(750)	2 %
-	Area Rate Revenue	(31,800)	(32,650)	(32,650)	(33,400)	(750)	2 %
-	4200 - Area Rate Revenue	(31,800)	(32,650)	(32,650)	(33,400)	(750)	2 %
-	Net	63,600	181,500	181,605	210,800	29,300	16 %
-	C150 - Up. Hammonds Plains	-	-	1	-	-	0 %
-	Expense	37,600	39,200	39,191	39,200	-	0 %
-	Office	2,600	2,800	3,990	3,600	800	29 %
-	6201 - Telephone	2,600	2,800	2,716	3,600	800	29 %
-	6299 - Other Office Expenses	-	-	1,274	-	-	0 %
-	External Services	8,400	10,600	7,165	11,800	1,200	11 %
-	6304 - Janitorial Services	3,600	4,800	4,800	4,800	-	0 %
-	6308 - Snow Removal	3,500	4,400	1,220	5,000	600	14 %
-	6311 - Security	300	400	263	500	100	25 %
-	6312 - Refuse Collection	1,000	1,000	882	1,500	500	50 %
-	Supplies	1,000	400	749	1,500	1,100	275 %
-	6407 - Cleaning/Sanitary Supplies	1,000	400	668	1,500	1,100	275 %
-	6499 - Other Supplies	-	-	81	-	-	0 %
-	Materials	-	-	126	-	-	0 %
-	6504 - Hardware	-	-	126	-	-	0 %
-	Building Costs	18,300	20,500	18,147	21,600	1,100	5 %
-	6602 - Electrical	-	-	233	-	-	0 %
-	6603 - Grounds and Landscaping	1,500	400	3,135	2,500	2,100	525 %
-	6606 - Heating Fuel	5,700	6,500	7,317	7,000	500	8 %
-	6607 - Electricity	5,000	6,000	4,791	5,700	(300)	-5 %
-	6608 - Water	600	600	383	500	(100)	-17 %
-	6611 - Building - Interior	-	-	913	-	-	0 %
-	6612 - Safety Systems	1,000	1,000	738	900	(100)	-10 %
-	6699 - Other Building Cost	4,500	6,000	637	5,000	(1,000)	-17 %
-	Equipment & Communications	-	-	2,034	2,000	2,000	100 %
-	6701 - Equipment Purchase	-	-	-	2,000	2,000	100 %
-	6705 - Equipment - Repair and Main	-	-	428	-	-	0 %
-	6707 - Plumbing & Heating	-	-	1,606	-	-	0 %
-	Other Fiscal	7,300	4,900	6,711	(1,300)	(6,200)	-127 %
-	8003 - Insurance Policies and Prem	3,500	3,500	580	3,500	-	0 %
-	9000 - Prior Year Surplus/Deficit	3,800	1,400	6,131	(4,800)	(6,200)	-443 %
-	Compensation and Benefits	-	-	269	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	269	-	-	0 %
-	Revenue	(37,600)	(39,200)	(39,190)	(39,200)	-	0 %
-	Area Rate Revenue	(28,000)	(29,600)	(29,590)	(31,300)	(1,700)	6 %
-	4200 - Area Rate Revenue	(28,000)	(29,600)	(29,590)	(31,300)	(1,700)	6 %
-	Other Revenue	(9,600)	(9,600)	(9,600)	(7,900)	1,700	-18 %
-	5803 - Transfer - General Rate	(9,600)	(9,600)	(9,600)	(7,900)	1,700	-18 %
-	Net	75,200	78,400	85,207	88,000	9,600	12 %
-	C155 - Harrietsfield Rec Ct	-	-	(1)	-	-	0 %
-	Expense	28,800	27,800	27,737	29,200	1,400	5 %
-	Office	1,000	1,500	858	2,600	1,100	73 %
-	6201 - Telephone	-	-	554	600	600	100 %
-	6202 - Courier/Postage	-	-	26	-	-	0 %
-	6207 - Office Supplies	1,000	1,500	278	2,000	500	33 %
-	External Services	250	300	-	-	(300)	-100 %
-	6311 - Security	250	300	-	-	(300)	-100 %
-	Supplies	6,031	8,300	1,452	9,400	1,100	13 %
-	6404 - Recreation Programming Supp	5,231	7,500	1,185	8,500	1,000	13 %
-	6407 - Cleaning/Sanitary Supplies	800	800	208	900	100	13 %
-	6499 - Other Supplies	-	-	59	-	-	0 %
-	Building Costs	15,425	13,300	10,840	24,200	10,900	82 %
-	6606 - Heating Fuel	5,000	7,200	7,285	7,200	-	0 %
-	6607 - Electricity	3,000	3,300	3,112	4,000	700	21 %

-	6610 - Building - Exterior	-	-	177	-	-	0 %
-	6612 - Safety Systems	425	500	68	500	-	0 %
-	6699 - Other Building Cost	7,000	2,300	198	12,500	10,200	443 %
-	Equipment & Communications	3,300	4,200	554	2,000	(2,200)	-52 %
-	6703 - Computer Equipment/Rentals	1,400	1,200	-	-	(1,200)	-100 %
-	6705 - Equipment - Repair and Main	-	-	554	-	-	0 %
-	6707 - Plumbing & Heating	1,500	2,500	-	2,000	(500)	-20 %
-	6708 - Mechanical Equipment	400	500	-	-	(500)	-100 %
-	Other Goods & Services	-	-	4,900	-	-	0 %
-	6999 - Other Goods and Services	-	-	4,900	-	-	0 %
-	Interdepartmental	-	400	18	-	(400)	-100 %
-	7002 - Other Interdepartmental Cha	-	400	-	-	(400)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	2,794	(1,200)	8,830	(10,000)	(8,800)	733 %
-	9000 - Prior Year Surplus/Deficit	2,794	(1,200)	8,830	(10,000)	(8,800)	733 %
-	Compensation and Benefits	-	1,000	285	1,000	-	0 %
-	9200 - HR CATS Wage/Ben	-	1,000	285	1,000	-	0 %
-	Revenue	(28,800)	(27,800)	(27,738)	(29,200)	(1,400)	5 %
-	Area Rate Revenue	(26,200)	(27,800)	(27,738)	(29,200)	(1,400)	5 %
-	4200 - Area Rate Revenue	(26,200)	(27,800)	(27,738)	(29,200)	(1,400)	5 %
-	Other Revenue	(2,600)	-	-	-	-	0 %
-	5803 - Transfer - General Rate	(2,600)	-	-	-	-	0 %
-	Net	57,600	58,000	58,003	78,400	20,400	35 %
-	C160 - Musquodoboit Harbour	-	-	(1)	-	-	0 %
-	Expense	8,500	8,500	8,423	8,800	300	4 %
-	Other Goods & Services	-	-	7,975	-	-	0 %
-	6953 - Special Projects	-	-	3,000	-	-	0 %
-	6999 - Other Goods and Services	-	-	4,975	-	-	0 %
-	Other Fiscal	8,500	8,500	448	8,800	300	4 %
-	8001 - Transfer to Outside Agencie	8,500	9,605	-	10,400	795	8 %
-	9000 - Prior Year Surplus/Deficit	-	(1,105)	448	(1,600)	(495)	45 %
-	Revenue	(8,500)	(8,500)	(8,424)	(8,800)	(300)	4 %
-	Area Rate Revenue	(7,700)	(8,300)	(8,224)	(8,800)	(500)	6 %
-	4200 - Area Rate Revenue	(7,700)	(8,300)	(8,224)	(8,800)	(500)	6 %
-	Other Revenue	(800)	(200)	(200)	-	200	-100 %
-	5803 - Transfer - General Rate	(800)	(200)	(200)	-	200	-100 %
-	Net	17,000	19,210	19,057	20,800	1,590	8 %
-	C165 - Dutch Settlement	-	-	-	-	-	0 %
-	Expense	9,400	10,100	10,100	11,000	900	9 %
-	Office	500	400	220	400	-	0 %
-	6201 - Telephone	500	400	220	400	-	0 %
-	External Services	4,000	4,000	-	3,000	(1,000)	-25 %
-	6304 - Janitorial Services	2,000	2,000	-	2,000	-	0 %
-	6308 - Snow Removal	2,000	2,000	-	1,000	(1,000)	-50 %
-	Building Costs	18,000	13,400	7,878	17,300	3,900	29 %
-	6606 - Heating Fuel	5,000	4,000	5,223	4,000	-	0 %
-	6607 - Electricity	3,000	1,500	2,655	2,000	500	33 %
-	6608 - Water	1,000	500	-	500	-	0 %
-	6699 - Other Building Cost	9,000	7,400	-	10,800	3,400	46 %
-	Other Fiscal	(13,100)	(7,700)	2,002	(9,700)	(2,000)	26 %
-	9000 - Prior Year Surplus/Deficit	(13,100)	(7,700)	2,002	(9,700)	(2,000)	26 %
-	Revenue	(9,400)	(10,100)	(10,100)	(11,000)	(900)	9 %
-	Area Rate Revenue	(9,400)	(10,100)	(10,100)	(11,000)	(900)	9 %
-	4200 - Area Rate Revenue	(9,400)	(10,100)	(10,100)	(11,000)	(900)	9 %
-	Net	45,000	35,600	35,640	41,400	5,800	16 %
-	C170 - Hammonds Plns Com.RT	-	-	-	-	-	0 %
-	Expense	56,600	57,000	56,615	60,200	3,200	6 %
-	Other Fiscal	56,600	57,000	56,615	60,200	3,200	6 %
-	8001 - Transfer to Outside Agencie	56,600	176,925	-	236,700	59,775	34 %
-	9000 - Prior Year Surplus/Deficit	-	(119,925)	56,615	(176,500)	(56,575)	47 %
-	Revenue	(56,600)	(57,000)	(56,615)	(60,200)	(3,200)	6 %
-	Area Rate Revenue	(56,600)	(57,000)	(56,615)	(60,200)	(3,200)	6 %
-	4200 - Area Rate Revenue	(56,600)	(57,000)	(56,615)	(60,200)	(3,200)	6 %
-	Net	113,200	353,850	355,268	473,400	119,550	34 %
-	C175 - Hubbards Rec. Centre	-	-	-	-	-	0 %
-	Expense	34,600	36,900	36,764	40,200	3,300	9 %
-	Office	500	500	691	800	300	60 %
-	6201 - Telephone	500	500	493	500	-	0 %
-	6202 - Courier/Postage	-	-	198	300	300	100 %
-	External Services	9,300	9,000	2,123	14,000	5,000	56 %
-	6304 - Janitorial Services	-	-	-	4,000	4,000	100 %
-	6308 - Snow Removal	1,000	1,000	931	1,500	500	50 %
-	6399 - Contract Services	8,300	8,000	1,192	8,500	500	6 %
-	Supplies	2,500	2,500	1,857	3,000	500	20 %
-	6404 - Recreation Programming Supp	1,500	1,500	1,857	2,500	1,000	67 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	-	500	(500)	-50 %

-	Materials	-	-	47	-	-	0 %
-	6504 - Hardware	-	-	47	-	-	0 %
-	Building Costs	17,500	64,400	7,820	9,500	(54,900)	-85 %
-	6607 - Electricity	2,500	2,500	3,382	4,000	1,500	60 %
-	6614 - Environmental Assessment/CI	-	-	4,177	-	-	0 %
-	6617 - Pest Management	-	-	261	500	500	100 %
-	6699 - Other Building Cost	15,000	61,900	-	5,000	(56,900)	-92 %
-	Equipment & Communications	-	-	2,280	3,000	3,000	100 %
-	6701 - Equipment Purchase	-	-	64	-	-	0 %
-	6707 - Plumbing & Heating	-	-	2,216	3,000	3,000	100 %
-	Other Goods & Services	1,000	1,000	-	71,000	70,000	7,000 %
-	6903 - Travel - Local	1,000	1,000	-	500	(500)	-50 %
-	6919 - Special Projects	-	-	-	70,500	70,500	100 %
-	Other Fiscal	-	(44,300)	20,359	(64,600)	(20,300)	46 %
-	9000 - Prior Year Surplus/Deficit	-	(44,300)	20,359	(64,600)	(20,300)	46 %
-	Compensation and Benefits	3,800	3,800	1,533	3,500	(300)	-8 %
-	9200 - HR CATS Wage/Ben	3,800	3,800	1,533	3,500	(300)	-8 %
-	Interdepartmental	-	-	54	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(34,600)	(36,900)	(36,764)	(40,200)	(3,300)	9 %
-	Area Rate Revenue	(34,600)	(36,900)	(36,764)	(40,200)	(3,300)	9 %
-	4200 - Area Rate Revenue	(34,600)	(36,900)	(36,764)	(40,200)	(3,300)	9 %
-	Net	69,200	162,400	164,754	209,600	47,200	29 %
-	C180 - Grand Lake Com. Ctr	-	-	1	-	-	0 %
-	Expense	16,200	17,800	17,713	19,300	1,500	8 %
-	External Services	12,800	9,000	6,071	-	(9,000)	-100 %
-	6304 - Janitorial Services	-	-	648	-	-	0 %
-	6399 - Contract Services	12,800	9,000	5,423	-	(9,000)	-100 %
-	Supplies	-	-	393	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	393	-	-	0 %
-	Materials	-	-	1,382	-	-	0 %
-	6504 - Hardware	-	-	78	-	-	0 %
-	6508 - Ready Mix Concrete	-	-	-	-	-	0 %
-	6515 - Stone and Gravel	-	-	1,304	-	-	0 %
-	Building Costs	-	-	563	14,000	14,000	100 %
-	6603 - Grounds and Landscaping	-	-	-	6,000	6,000	100 %
-	6699 - Other Building Cost	-	-	563	8,000	8,000	100 %
-	Equipment & Communications	-	-	4,445	-	-	0 %
-	6701 - Equipment Purchase	-	-	4,445	-	-	0 %
-	Other Goods & Services	-	46,000	34,039	10,000	(36,000)	-78 %
-	6910 - Signage	-	-	5,750	-	-	0 %
-	6940 - Fencing	-	-	1,147	-	-	0 %
-	6941 - Playground Equipment	-	46,000	27,142	10,000	(36,000)	-78 %
-	Debt Service	3,400	3,100	3,310	3,200	100	3 %
-	8010 - Other Interest	1,000	700	876	800	100	14 %
-	8013 - Loan Principal Repayment	2,400	2,400	2,434	2,400	-	0 %
-	Other Fiscal	-	(40,300)	(32,490)	(7,900)	32,400	-80 %
-	9000 - Prior Year Surplus/Deficit	-	(40,300)	(32,490)	(7,900)	32,400	-80 %
-	Revenue	(16,200)	(17,800)	(17,712)	(19,300)	(1,500)	8 %
-	Area Rate Revenue	(16,200)	(17,800)	(17,712)	(19,300)	(1,500)	8 %
-	4200 - Area Rate Revenue	(16,200)	(17,800)	(17,712)	(19,300)	(1,500)	8 %
-	Net	32,400	116,200	121,949	54,400	(61,800)	-53 %
-	C190 - Maplewood Subdivisio	-	-	1	-	-	0 %
-	Expense	18,600	18,350	18,351	18,400	50	0 %
-	External Services	37,340	54,750	-	72,900	18,150	33 %
-	6399 - Contract Services	37,340	54,750	-	72,900	18,150	33 %
-	Other Goods & Services	-	-	288	-	-	0 %
-	6901 - Membership Dues	-	-	100	-	-	0 %
-	6933 - Community Events	-	-	188	-	-	0 %
-	Other Fiscal	(18,740)	(36,400)	18,063	(54,500)	(18,100)	50 %
-	9000 - Prior Year Surplus/Deficit	(18,740)	(36,400)	18,063	(54,500)	(18,100)	50 %
-	Revenue	(18,600)	(18,350)	(18,350)	(18,400)	(50)	0 %
-	Area Rate Revenue	(18,600)	(18,350)	(18,350)	(18,400)	(50)	0 %
-	4200 - Area Rate Revenue	(18,600)	(18,350)	(18,350)	(18,400)	(50)	0 %
-	Net	74,680	109,500	109,623	145,800	36,300	33 %
-	C194 - Fall River Recreation Centre	-	-	1	-	-	0 %
-	Expense	706,700	768,000	765,772	829,000	61,000	8 %
-	External Services	215,600	-	-	-	-	0 %
-	6399 - Contract Services	215,600	-	-	-	-	0 %
-	Debt Service	491,100	483,775	483,775	475,100	(8,675)	-2 %
-	8011 - Interest on Debentures	191,700	184,400	184,400	175,700	(8,700)	-5 %
-	8012 - Principal on Debentures	299,400	299,375	299,375	299,400	25	0 %
-	Other Fiscal	-	284,225	281,997	353,900	69,675	25 %
-	8024 - Transf to/fr Capital	-	1,902,884	-	2,254,600	351,716	18 %
-	9000 - Prior Year Surplus/Deficit	-	(1,618,659)	281,997	(1,900,700)	(282,041)	17 %
-	Revenue	(706,700)	(768,000)	(765,771)	(829,000)	(61,000)	8 %

-	Area Rate Revenue	(706,700)	(768,000)	(765,771)	(829,000)	(61,000)	8 %
-	4200 - Area Rate Revenue	(706,700)	(768,000)	(765,771)	(829,000)	(61,000)	8 %
-	Net	1,413,400	4,773,318	4,770,267	5,459,400	686,082	14 %
-	C196 - Silversides Residents Association	-	-	-	-	-	0 %
-	Expense	16,300	16,300	16,300	16,300	-	0 %
-	External Services	10,500	11,000	10,934	12,000	1,000	9 %
-	6310 - Outside Personnel	9,000	9,000	10,278	10,000	1,000	11 %
-	6399 - Contract Services	1,500	2,000	656	2,000	-	0 %
-	Supplies	-	-	1,435	-	-	0 %
-	6499 - Other Supplies	-	-	1,435	-	-	0 %
-	Building Costs	8,600	9,250	3,631	6,900	(2,350)	-25 %
-	6603 - Grounds and Landscaping	8,600	9,250	2,451	6,900	(2,350)	-25 %
-	6615 - Vandalism Clean-up/Repair	-	-	1,180	-	-	0 %
-	Equipment & Communications	-	-	800	-	-	0 %
-	6704 - Equipment Rental	-	-	800	-	-	0 %
-	Other Goods & Services	-	-	29	-	-	0 %
-	6906 - Licenses & Agreements	-	-	29	-	-	0 %
-	Other Fiscal	(2,800)	(3,950)	(529)	(2,600)	1,350	-34 %
-	8003 - Insurance Policies and Prem	750	750	797	800	50	7 %
-	9000 - Prior Year Surplus/Deficit	(3,550)	(4,700)	(1,326)	(3,400)	1,300	-28 %
-	Revenue	(16,300)	(16,300)	(16,300)	(16,300)	-	0 %
-	Area Rate Revenue	(16,300)	(16,300)	(16,300)	(16,300)	-	0 %
-	4200 - Area Rate Revenue	(16,300)	(16,300)	(16,300)	(16,300)	-	0 %
-	Net	39,700	42,000	42,090	39,400	(2,600)	-6 %
-	C198 - St. Margaret's/Fox Hollow	-	-	1	-	-	0 %
-	Expense	6,240	6,180	6,181	6,200	20	0 %
-	Office	825	75	-	100	25	33 %
-	6299 - Other Office Expenses	825	75	-	100	25	33 %
-	External Services	26,715	-	-	9,900	9,900	100 %
-	6399 - Contract Services	26,715	-	-	9,900	9,900	100 %
-	Building Costs	600	600	-	-	(600)	-100 %
-	6603 - Grounds and Landscaping	600	600	-	-	(600)	-100 %
-	Other Goods & Services	600	8,777	327	1,200	(7,577)	-86 %
-	6906 - Licenses & Agreements	-	-	29	-	-	0 %
-	6910 - Signage	-	750	-	-	(750)	-100 %
-	6911 - Facilities Rental	-	-	26	-	-	0 %
-	6933 - Community Events	600	600	272	1,200	600	100 %
-	6941 - Playground Equipment	-	7,427	-	-	(7,427)	-100 %
-	Other Fiscal	(22,500)	(3,272)	5,854	(5,000)	(1,728)	53 %
-	8024 - Transf to/fr Capital	-	-	4,155	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	(22,500)	(3,272)	1,699	(5,000)	(1,728)	53 %
-	Revenue	(6,240)	(6,180)	(6,180)	(6,200)	(20)	0 %
-	Area Rate Revenue	(6,240)	(6,180)	(6,180)	(6,200)	(20)	0 %
-	4200 - Area Rate Revenue	(6,240)	(6,180)	(6,180)	(6,200)	(20)	0 %
-	Net	57,480	18,904	27,215	22,400	3,496	18 %
-	C199 - St. Margaret's Bay Centre (Loan)	-	-	-	-	-	0 %
-	Expense	280,200	260,400	260,212	282,700	22,300	9 %
-	Supplies	-	-	-	-	-	0 %
-	6406 - Bridge Tolls	-	-	-	-	-	0 %
-	Debt Service	253,300	247,300	247,299	241,100	(6,200)	-3 %
-	8011 - Interest on Debentures	105,100	99,100	99,074	92,900	(6,200)	-6 %
-	8012 - Principal on Debentures	148,200	148,200	148,225	148,200	-	0 %
-	Other Fiscal	26,900	13,100	12,913	41,600	28,500	218 %
-	8024 - Transf to/fr Capital	24,400	37,700	-	57,000	19,300	51 %
-	9000 - Prior Year Surplus/Deficit	2,500	(24,600)	12,913	(15,400)	9,200	-37 %
-	Revenue	(280,200)	(260,400)	(260,212)	(282,700)	(22,300)	9 %
-	Area Rate Revenue	(280,200)	(260,400)	(260,212)	(282,700)	(22,300)	9 %
-	4200 - Area Rate Revenue	(280,200)	(260,400)	(260,212)	(282,700)	(22,300)	9 %
-	Net	560,400	570,000	574,228	596,200	26,200	5 %
-	C210 - LWF Recreation Ctr	-	-	1	-	-	0 %
-	Expense	156,800	165,900	165,973	177,600	11,700	7 %
-	Office	1,700	1,700	2,191	1,700	-	0 %
-	6201 - Telephone	-	-	776	-	-	0 %
-	6202 - Courier/Postage	-	-	477	-	-	0 %
-	6204 - Computer Software and Licen	-	-	297	-	-	0 %
-	6205 - Printing & Reproduction	-	700	-	700	-	0 %
-	6207 - Office Supplies	1,700	1,000	641	1,000	-	0 %
-	External Services	13,200	13,200	169	5,000	(8,200)	-62 %
-	6310 - Outside Personnel	4,000	4,000	-	-	(4,000)	-100 %
-	6311 - Security	6,000	6,000	-	-	(6,000)	-100 %
-	6312 - Refuse Collection	3,200	3,200	169	5,000	1,800	56 %
-	Supplies	-	58,500	4,904	84,500	26,000	44 %
-	6404 - Recreation Programming Supp	-	58,500	4,431	84,500	26,000	44 %
-	6499 - Other Supplies	-	-	473	-	-	0 %
-	Materials	-	-	137	-	-	0 %
-	6517 - Paint	-	-	137	-	-	0 %

-	Building Costs	38,548	42,400	21,480	86,700	44,300	104 %
-	6603 - Grounds and Landscaping	6,000	6,000	18,764	8,500	2,500	42 %
-	6607 - Electricity	5,900	5,900	2,480	5,900	-	0 %
-	6608 - Water	100	100	236	100	-	0 %
-	6699 - Other Building Cost	26,548	30,400	-	72,200	41,800	138 %
-	Equipment & Communications	500	500	646	500	-	0 %
-	6705 - Equipment - Repair and Main	500	500	371	500	-	0 %
-	6707 - Plumbing & Heating	-	-	275	-	-	0 %
-	Other Goods & Services	107,700	51,400	127,424	3,000	(48,400)	-94 %
-	6912 - Advertising and Promotion	-	-	69	-	-	0 %
-	6932 - Youth Programming Services	104,700	-	122,565	-	-	0 %
-	6933 - Community Events	3,000	3,000	2,786	3,000	-	0 %
-	6941 - Playground Equipment	-	48,400	1,503	-	(48,400)	-100 %
-	6999 - Other Goods and Services	-	-	501	-	-	0 %
-	Other Fiscal	(4,848)	(1,800)	9,022	(3,800)	(2,000)	111 %
-	8003 - Insurance Policies and Prem	5,000	7,000	7,073	7,000	-	0 %
-	9000 - Prior Year Surplus/Deficit	(9,848)	(8,800)	1,949	(10,800)	(2,000)	23 %
-	Revenue	(156,800)	(165,900)	(165,972)	(177,600)	(11,700)	7 %
-	Area Rate Revenue	(156,800)	(165,900)	(165,972)	(177,600)	(11,700)	7 %
-	4200 - Area Rate Revenue	(156,800)	(165,900)	(165,972)	(177,600)	(11,700)	7 %
-	Net	333,296	349,400	353,481	376,800	27,400	8 %
-	C215 - Porters Lake Comm Ctr School Part	-	-	-	-	-	0 %
-	Expense	-	-	247,457	283,600	283,600	100 %
-	Other Fiscal	-	-	247,457	283,600	283,600	100 %
-	8001 - Transfer to Outside Agencie	-	-	-	781,800	781,800	100 %
-	9000 - Prior Year Surplus/Deficit	-	-	247,457	(498,200)	(498,200)	100 %
-	Revenue	-	-	(247,457)	(283,600)	(283,600)	100 %
-	Area Rate Revenue	-	-	(247,457)	(283,600)	(283,600)	100 %
-	4200 - Area Rate Revenue	-	-	(247,457)	(283,600)	(283,600)	100 %
-	Net	-	-	997,138	1,563,600	1,563,600	100 %
-	C112 - Waterstone Neighbourhood Associat	-	-	-	-	-	0 %
-	Expense	14,625	14,175	14,175	-	(14,175)	-100 %
-	Building Costs	14,625	40,161	-	40,200	39	0 %
-	6603 - Grounds and Landscaping	14,625	40,161	-	40,200	39	0 %
-	Other Fiscal	-	(25,986)	14,175	(40,200)	(14,214)	55 %
-	9000 - Prior Year Surplus/Deficit	-	(25,986)	14,175	(40,200)	(14,214)	55 %
-	Revenue	(14,625)	(14,175)	(14,175)	-	14,175	-100 %
-	Area Rate Revenue	(14,625)	(14,175)	(14,175)	-	14,175	-100 %
-	4200 - Area Rate Revenue	(14,625)	(14,175)	(14,175)	-	14,175	-100 %
-	Net	29,250	80,322	80,922	80,400	78	0 %
-	C142 - Glengarry Estates Home Owner's As	-	-	-	-	-	0 %
-	Expense	25,200	-	-	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Other Fiscal	25,200	-	-	-	-	0 %
-	8024 - Transf to/fr Capital	25,200	50,295	50,190	100	(50,195)	-100 %
-	9000 - Prior Year Surplus/Deficit	-	(50,295)	(50,190)	(100)	50,195	-100 %
-	Revenue	(25,200)	-	-	-	-	0 %
-	Area Rate Revenue	(25,200)	-	-	-	-	0 %
-	4200 - Area Rate Revenue	(25,200)	-	-	-	-	0 %
-	Net	50,400	100,590	200,970	200	(100,390)	-100 %
-	C185 - District 3 Cap. Fund	-	-	1	-	-	0 %
-	Expense	250,600	266,400	18,863	-	(266,400)	-100 %
-	Other Fiscal	231,030	247,832	839	(6,700)	(254,532)	-103 %
-	8001 - Transfer to Outside Agencie	250,600	531,584	-	-	(531,584)	-100 %
-	9000 - Prior Year Surplus/Deficit	(19,570)	(283,752)	839	(6,700)	277,052	-98 %
-	Debt Service	19,570	18,568	18,024	6,700	(11,868)	-64 %
-	8011 - Interest on Debentures	2,330	1,330	1,285	400	(930)	-70 %
-	8012 - Principal on Debentures	17,240	17,238	16,739	6,300	(10,938)	-63 %
-	Revenue	(250,600)	(266,400)	(18,862)	-	266,400	-100 %
-	Area Rate Revenue	(250,600)	(266,400)	(18,862)	-	266,400	-100 %
-	4200 - Area Rate Revenue	(250,600)	(266,400)	(18,862)	-	266,400	-100 %
-	Net	540,340	1,100,304	605,229	13,400	(1,086,904)	-99 %
-	P300 - Support Division	4,179,888	4,830,300	4,574,334	4,733,600	(96,700)	-2 %
-	P460 - Sch. Crossing Guard - Contracted	1,495,300	1,679,100	1,589,717	1,712,500	33,400	2 %
-	Expense	1,509,000	1,693,700	1,604,069	1,727,100	33,400	2 %
-	Compensation and Benefits	1,499,000	1,683,700	1,597,188	1,717,400	33,700	2 %
-	6001 - Salaries - Regular	1,318,100	1,510,600	1,465,284	1,542,900	32,300	2 %
-	6002 - Salaries - Overtime	-	-	(5,820)	-	-	0 %
-	6053 - Extra Duty	-	-	1,370	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	6,664	-	-	0 %
-	6099 - Other Allowances	17,000	17,000	6,432	17,000	-	0 %
-	6100 - Benefits - Salaries	104,200	92,600	73,121	95,300	2,700	3 %
-	6152 - Retirement Incentives	800	700	593	700	-	0 %
-	6154 - Workers' Compensation	24,600	28,500	26,905	27,200	(1,300)	-5 %
-	6156 - Clothing Allowance	34,300	34,300	24,250	34,300	-	0 %

-	9200 - HR CATS Wage/Ben	-	-	(1,370)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(241)	-	-	0 %
-	Office	1,700	1,700	358	1,700	-	0 %
-	6201 - Telephone	1,100	1,100	270	1,100	-	0 %
-	6207 - Office Supplies	600	600	88	600	-	0 %
-	Supplies	1,800	1,800	1,513	1,800	-	0 %
-	6401 - Uniforms & Clothing	1,800	1,800	1,513	1,800	-	0 %
-	Other Goods & Services	6,500	6,500	4,933	6,200	(300)	-5 %
-	6903 - Travel - Local	4,500	4,500	4,692	4,500	-	0 %
-	6911 - Facilities Rental	1,000	1,000	40	1,000	-	0 %
-	6918 - Meals	1,000	1,000	201	700	(300)	-30 %
-	Interdepartmental	-	-	77	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	77	-	-	0 %
-	Revenue	(13,700)	(14,600)	(14,352)	(14,600)	-	0 %
-	Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)	-	0 %
-	4200 - Area Rate Revenue	(13,500)	(14,400)	(14,352)	(14,400)	-	0 %
-	Other Revenue	(200)	(200)	-	(200)	-	0 %
-	5508 - Recoveries from External Pa	(200)	(200)	-	(200)	-	0 %
-	Net	1,522,700	1,708,300	2,029,739	1,741,700	33,400	2 %
-	P265 - Records	340,200	402,000	91,234	264,300	(137,700)	-34 %
-	Expense	611,200	659,000	621,079	664,300	5,300	1 %
-	Compensation and Benefits	553,200	601,400	602,250	610,200	8,800	1 %
-	6001 - Salaries - Regular	445,000	493,800	490,797	496,000	2,200	0 %
-	6002 - Salaries - Overtime	5,500	500	(271)	500	-	0 %
-	6005 - PDP Increases	-	-	(1,632)	-	-	0 %
-	6100 - Benefits - Salaries	91,500	95,800	99,922	102,600	6,800	7 %
-	6110 - Vacancy Management	-	-	2,254	-	-	0 %
-	6152 - Retirement Incentives	2,400	2,600	2,951	3,000	400	15 %
-	6154 - Workers' Compensation	8,800	8,700	7,929	8,100	(600)	-7 %
-	6156 - Clothing Allowance	-	-	300	-	-	0 %
-	Office	21,800	21,400	24,035	18,900	(2,500)	-12 %
-	6201 - Telephone	2,300	1,900	7,805	1,900	-	0 %
-	6202 - Courier/Postage	100	100	205	100	-	0 %
-	6203 - Office Furniture and Equipm	6,500	10,000	10,635	8,000	(2,000)	-20 %
-	6204 - Computer Software and Licen	7,900	4,400	-	3,900	(500)	-11 %
-	6207 - Office Supplies	5,000	5,000	5,390	5,000	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6390 - External Services TCA Trans	-	-	-	-	-	0 %
-	Supplies	-	-	160	-	-	0 %
-	6499 - Other Supplies	-	-	160	-	-	0 %
-	Equipment & Communications	36,000	36,000	1,286	35,000	(1,000)	-3 %
-	6701 - Equipment Purchase	1,000	1,000	181	-	(1,000)	-100 %
-	6705 - Equipment - Repair and Main	8,000	8,000	1,105	8,000	-	0 %
-	6711 - Communication System	27,000	27,000	-	27,000	-	0 %
-	Other Goods & Services	200	200	-	200	-	0 %
-	6917 - Books and Periodicals	200	200	-	200	-	0 %
-	Interdepartmental	-	-	(7,452)	-	-	0 %
-	7011 - Internal Transfer Record Ch	-	-	(7,470)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	-	-	800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	800	-	-	0 %
-	Revenue	(271,000)	(257,000)	(529,845)	(400,000)	(143,000)	56 %
-	Fee Revenues	(257,000)	(257,000)	(530,115)	(400,000)	(143,000)	56 %
-	5250 - Sales of Services Other	(257,000)	(257,000)	(530,115)	(400,000)	(143,000)	56 %
-	Other Revenue	(14,000)	-	270	-	-	0 %
-	5508 - Recoveries from External Pa	(14,000)	-	270	-	-	0 %
-	Net	882,200	916,000	1,480,522	1,064,300	148,300	16 %
-	P225 - Training	743,288	1,004,100	942,944	946,200	(57,900)	-6 %
-	Expense	743,288	1,111,400	1,059,904	1,053,300	(58,100)	-5 %
-	Compensation and Benefits	443,200	811,500	751,771	751,600	(59,900)	-7 %
-	6001 - Salaries - Regular	366,000	667,900	622,388	614,000	(53,900)	-8 %
-	6002 - Salaries - Overtime	2,500	16,700	8,097	16,700	-	0 %
-	6005 - PDP Increases	-	-	(5,530)	-	-	0 %
-	6050 - Court Time	-	-	496	-	-	0 %
-	6052 - Shift Differentials	1,700	1,700	-	1,700	-	0 %
-	6053 - Extra Duty	-	-	6,213	-	-	0 %
-	6100 - Benefits - Salaries	66,000	114,300	120,572	109,200	(5,100)	-4 %
-	6152 - Retirement Incentives	2,900	4,700	4,540	4,400	(300)	-6 %
-	6154 - Workers' Compensation	2,900	5,000	2,515	4,400	(600)	-12 %
-	6156 - Clothing Allowance	1,200	1,200	6,300	1,200	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(5,980)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(7,840)	-	-	0 %
-	Office	7,600	7,400	9,992	6,600	(800)	-11 %
-	6201 - Telephone	2,800	2,600	4,932	2,600	-	0 %
-	6202 - Courier/Postage	600	600	443	300	(300)	-50 %
-	6203 - Office Furniture and Equipm	2,500	2,500	1,750	2,000	(500)	-20 %

-	6207 - Office Supplies	1,700	1,700	2,867	1,700	-	0 %
-	External Services	-	-	329	-	-	0 %
-	6399 - Contract Services	-	-	329	-	-	0 %
-	Supplies	15,800	15,800	5,125	15,800	-	0 %
-	6401 - Uniforms & Clothing	1,800	1,800	333	1,800	-	0 %
-	6403 - Patrol Equip Supplies	14,000	14,000	4,792	14,000	-	0 %
-	Building Costs	1,800	1,800	475	1,800	-	0 %
-	6699 - Other Building Cost	1,800	1,800	475	1,800	-	0 %
-	Equipment & Communications	300	300	74	300	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	27	-	-	0 %
-	6705 - Equipment - Repair and Main	300	300	47	300	-	0 %
-	Vehicle Expense	-	-	501	-	-	0 %
-	6805 - Tires and Tubes	-	-	501	-	-	0 %
-	Other Goods & Services	274,588	274,600	288,437	277,200	2,600	1 %
-	6901 - Membership Dues	400	400	353	400	-	0 %
-	6902 - Conferences and Workshops	1,100	1,100	7,764	3,100	2,000	182 %
-	6904 - Travel - Out of Town	35,688	35,700	68,808	35,700	-	0 %
-	6905 - Training & Education	234,700	234,700	208,548	234,700	-	0 %
-	6917 - Books and Periodicals	1,500	1,500	287	1,500	-	0 %
-	6918 - Meals	1,200	1,200	367	1,800	600	50 %
-	6937 - Corporate Training	-	-	2,310	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	700	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	700	-	-	0 %
-	Other Fiscal	-	-	2,500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	2,500	-	-	0 %
-	Revenue	-	(107,300)	(116,960)	(107,100)	200	0 %
-	Other Revenue	-	(107,300)	(116,960)	(107,100)	200	0 %
-	5508 - Recoveries from External Pa	-	(107,300)	(115,400)	(107,100)	200	0 %
-	5600 - Miscellaneous Revenue	-	-	(1,560)	-	-	0 %
-	Net	743,288	1,218,700	1,523,126	1,160,400	(58,300)	-5 %
-	P370 - Booking	521,900	523,500	643,727	696,700	173,200	33 %
-	Expense	624,900	637,900	764,154	816,900	179,000	28 %
-	Compensation and Benefits	590,200	603,200	735,884	790,000	186,800	31 %
-	6001 - Salaries - Regular	465,300	459,100	537,074	622,400	163,300	36 %
-	6002 - Salaries - Overtime	12,100	31,800	15,731	31,800	-	0 %
-	6050 - Court Time	600	600	6,999	600	-	0 %
-	6052 - Shift Differentials	6,700	6,700	7,477	6,700	-	0 %
-	6053 - Extra Duty	-	-	511	-	-	0 %
-	6100 - Benefits - Salaries	91,200	91,100	144,978	112,100	21,000	23 %
-	6110 - Vacancy Management	-	-	10,021	-	-	0 %
-	6152 - Retirement Incentives	3,900	3,400	3,468	3,700	300	9 %
-	6154 - Workers' Compensation	8,000	8,100	7,911	10,300	2,200	27 %
-	6156 - Clothing Allowance	2,400	2,400	3,900	2,400	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(511)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,675)	-	-	0 %
-	Office	3,700	1,600	3,408	1,300	(300)	-19 %
-	6201 - Telephone	700	600	1,208	600	-	0 %
-	6202 - Courier/Postage	-	500	486	200	(300)	-60 %
-	6203 - Office Furniture and Equipm	1,000	-	-	-	-	0 %
-	6207 - Office Supplies	2,000	500	1,714	500	-	0 %
-	External Services	500	500	1,890	500	-	0 %
-	6312 - Refuse Collection	-	-	744	-	-	0 %
-	6399 - Contract Services	500	500	1,146	500	-	0 %
-	Supplies	11,000	1,300	4,571	1,300	-	0 %
-	6402 - Medical & First Aid Supplie	1,000	300	-	300	-	0 %
-	6403 - Patrol Equip Supplies	10,000	1,000	4,581	1,000	-	0 %
-	6499 - Other Supplies	-	-	(10)	-	-	0 %
-	Building Costs	-	6,800	3,040	6,800	-	0 %
-	6699 - Other Building Cost	-	6,800	3,040	6,800	-	0 %
-	Equipment & Communications	12,500	7,000	1,820	2,000	(5,000)	-71 %
-	6701 - Equipment Purchase	8,500	5,000	699	-	(5,000)	-100 %
-	6705 - Equipment - Repair and Main	4,000	2,000	1,121	2,000	-	0 %
-	Other Goods & Services	7,000	17,500	13,541	15,000	(2,500)	-14 %
-	6918 - Meals	6,500	17,500	13,541	15,000	(2,500)	-14 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Revenue	(103,000)	(114,400)	(120,427)	(120,200)	(5,800)	5 %
-	Other Revenue	(103,000)	(114,400)	(120,427)	(120,200)	(5,800)	5 %
-	5508 - Recoveries from External Pa	(103,000)	(114,400)	(120,427)	(120,200)	(5,800)	5 %
-	Net	727,900	752,300	986,371	937,100	184,800	25 %
-	P505 - Police Science Training	-	-	2	-	-	0 %
-	Expense	-	-	843	-	-	0 %
-	Supplies	-	-	229	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	229	-	-	0 %
-	Equipment & Communications	-	-	21	-	-	0 %
-	6701 - Equipment Purchase	-	-	21	-	-	0 %

-	Other Goods & Services	-	-	593	-	-	0 %
-	6911 - Facilities Rental	-	-	452	-	-	0 %
-	6918 - Meals	-	-	106	-	-	0 %
-	6938 - Rewarding Excellence	-	-	35	-	-	0 %
-	Revenue	-	-	(841)	-	-	0 %
-	Other Revenue	-	-	(841)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(841)	-	-	0 %
-	Net	-	-	2,002	-	-	0 %
-	P235 - Extra Duty	38,300	39,400	(8,536)	(11,900)	(51,300)	-130 %
-	Expense	450,700	451,800	479,830	400,500	(51,300)	-11 %
-	Compensation and Benefits	450,100	451,200	523,284	399,900	(51,300)	-11 %
-	6001 - Salaries - Regular	40,300	40,800	-	40,600	(200)	0 %
-	6002 - Salaries - Overtime	400	-	-	-	-	0 %
-	6053 - Extra Duty	400,000	400,000	-	400,000	-	0 %
-	6100 - Benefits - Salaries	8,400	9,400	-	9,500	100	1 %
-	6110 - Vacancy Management	-	-	45,950	(51,100)	(51,100)	100 %
-	6152 - Retirement Incentives	200	200	-	200	-	0 %
-	6154 - Workers' Compensation	800	800	-	700	(100)	-13 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	476,870	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	464	-	-	0 %
-	Office	600	600	539	600	-	0 %
-	6201 - Telephone	300	300	539	300	-	0 %
-	6207 - Office Supplies	300	300	-	300	-	0 %
-	Interdepartmental	-	-	(43,993)	-	-	0 %
-	7013 - Internal Transfer Extra Dut	-	-	(43,993)	-	-	0 %
-	Revenue	(412,400)	(412,400)	(488,366)	(412,400)	-	0 %
-	Other Revenue	(412,400)	(412,400)	(488,366)	(412,400)	-	0 %
-	5508 - Recoveries from External Pa	-	-	(129,931)	-	-	0 %
-	5600 - Miscellaneous Revenue	(412,400)	(412,400)	(358,435)	(412,400)	-	0 %
-	Net	863,100	864,200	1,571,102	915,100	50,900	6 %
-	P245 - Court Officers	1,024,800	1,156,500	1,249,579	1,097,600	(58,900)	-5 %
-	Expense	1,024,800	1,156,500	1,252,435	1,097,600	(58,900)	-5 %
-	Compensation and Benefits	1,002,600	1,134,700	1,224,494	1,077,000	(57,700)	-5 %
-	6001 - Salaries - Regular	827,900	935,900	1,013,351	983,200	47,300	5 %
-	6002 - Salaries - Overtime	1,100	6,200	6,640	6,200	-	0 %
-	6050 - Court Time	-	-	-	-	-	0 %
-	6052 - Shift Differentials	900	900	25	900	-	0 %
-	6100 - Benefits - Salaries	154,300	172,600	186,531	185,100	12,500	7 %
-	6110 - Vacancy Management	-	-	-	(118,200)	(118,200)	100 %
-	6152 - Retirement Incentives	6,700	6,700	7,557	7,300	600	9 %
-	6154 - Workers' Compensation	10,500	11,200	8,498	11,300	100	1 %
-	6156 - Clothing Allowance	1,200	1,200	2,400	1,200	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(508)	-	-	0 %
-	Office	17,500	21,400	24,588	20,200	(1,200)	-6 %
-	6201 - Telephone	3,500	3,100	5,258	3,100	-	0 %
-	6202 - Courier/Postage	500	300	72	100	(200)	-67 %
-	6203 - Office Furniture and Equipm	3,500	6,000	4,984	5,000	(1,000)	-17 %
-	6207 - Office Supplies	10,000	12,000	14,274	12,000	-	0 %
-	Equipment & Communications	-	400	653	400	-	0 %
-	6705 - Equipment - Repair and Main	-	400	653	400	-	0 %
-	Vehicle Expense	3,100	-	-	-	-	0 %
-	6806 - Long Term Fleet Rentals	3,100	-	-	-	-	0 %
-	Other Goods & Services	1,600	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,600	-	-	-	-	0 %
-	Other Fiscal	-	-	2,700	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	2,700	-	-	0 %
-	Revenue	-	-	(2,856)	-	-	0 %
-	Other Revenue	-	-	(2,856)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(2,856)	-	-	0 %
-	Net	1,024,800	1,156,500	1,525,209	1,334,000	177,500	15 %
-	P440 - ERT	16,100	25,700	65,667	28,200	2,500	10 %
-	Expense	16,100	25,700	65,667	28,200	2,500	10 %
-	Office	700	700	2,982	700	-	0 %
-	6201 - Telephone	700	700	2,882	700	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	Supplies	15,400	25,000	16,106	25,000	-	0 %
-	6401 - Uniforms & Clothing	10,000	10,000	952	10,000	-	0 %
-	6403 - Patrol Equip Supplies	5,400	15,000	15,154	15,000	-	0 %
-	Equipment & Communications	-	-	46,579	2,500	2,500	100 %
-	6701 - Equipment Purchase	-	-	46,579	2,500	2,500	100 %
-	Net	16,100	25,700	70,157	28,200	2,500	10 %
-	R755 - Private Roads	-	-	-	-	-	0 %
-	R756 - Petpeswick Drive	-	-	-	-	-	0 %
-	Expense	3,600	3,600	3,600	3,600	-	0 %
-	Other Fiscal	3,600	3,600	3,600	3,600	-	0 %

-	8001 - Transfer to Outside Agency	3,600	3,600	3,600	3,600	-	0 %
-	Revenue	(3,600)	(3,600)	(3,600)	(3,600)	-	0 %
-	Area Rate Revenue	(3,600)	(3,600)	(3,600)	(3,600)	-	0 %
-	4200 - Area Rate Revenue	(3,600)	(3,600)	(3,600)	(3,600)	-	0 %
-	Net	7,200	7,200	7,200	7,200	-	0 %
-	R757 - Three Brooks Home Owner's Associa	-	-	-	-	-	0 %
-	Expense	41,400	41,400	41,400	41,400	-	0 %
-	Other Fiscal	41,400	41,400	41,400	41,400	-	0 %
-	8001 - Transfer to Outside Agency	41,400	41,400	41,400	41,400	-	0 %
-	Revenue	(41,400)	(41,400)	(41,400)	(41,400)	-	0 %
-	Area Rate Revenue	(41,400)	(41,400)	(41,400)	(41,400)	-	0 %
-	4200 - Area Rate Revenue	(41,400)	(41,400)	(41,400)	(41,400)	-	0 %
-	Net	82,800	82,800	82,800	82,800	-	0 %
-	R758 - Shag End Lot Owner's Association	-	-	-	-	-	0 %
-	Expense	39,600	39,600	39,600	39,600	-	0 %
-	External Services	-	600	600	-	(600)	-100 %
-	6399 - Contract Services	-	600	600	-	(600)	-100 %
-	Other Fiscal	39,600	39,000	39,000	39,600	600	2 %
-	8001 - Transfer to Outside Agency	39,600	39,000	39,000	39,600	600	2 %
-	Revenue	(39,600)	(39,600)	(39,600)	(39,600)	-	0 %
-	Area Rate Revenue	(39,600)	(39,600)	(39,600)	(39,600)	-	0 %
-	4200 - Area Rate Revenue	(39,600)	(39,600)	(39,600)	(39,600)	-	0 %
-	Net	79,200	79,200	79,200	79,200	-	0 %
-	R759 - SW Grand Lake Prop Owner's Associ	-	-	-	-	-	0 %
-	Expense	30,445	30,445	30,445	30,450	5	0 %
-	Other Fiscal	30,445	30,445	30,445	30,450	5	0 %
-	8001 - Transfer to Outside Agency	30,445	30,445	30,445	30,450	5	0 %
-	Revenue	(30,445)	(30,445)	(30,445)	(30,450)	(5)	0 %
-	Area Rate Revenue	(30,445)	(30,445)	(30,445)	(30,450)	(5)	0 %
-	4200 - Area Rate Revenue	(30,445)	(30,445)	(30,445)	(30,450)	(5)	0 %
-	Net	60,890	60,890	61,190	60,900	10	0 %
-	R769 - River Bend Rd RiverCrt Home Owner	-	-	-	-	-	0 %
-	Expense	7,550	7,550	7,550	7,550	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Other Fiscal	7,550	7,550	7,550	7,550	-	0 %
-	8001 - Transfer to Outside Agency	7,550	7,550	7,550	7,550	-	0 %
-	Revenue	(7,550)	(7,550)	(7,550)	(7,550)	-	0 %
-	Area Rate Revenue	(7,550)	(7,550)	(7,550)	(7,550)	-	0 %
-	4200 - Area Rate Revenue	(7,550)	(7,550)	(7,550)	(7,550)	-	0 %
-	Net	15,100	15,100	15,500	15,100	-	0 %
-	R786 - Bald Rock Road Maintenance Fee	-	-	-	-	-	0 %
-	Expense	-	-	-	5,800	5,800	100 %
-	Other Fiscal	-	-	-	5,800	5,800	100 %
-	8001 - Transfer to Outside Agency	-	-	-	5,800	5,800	100 %
-	Revenue	-	-	-	(5,800)	(5,800)	100 %
-	Area Rate Revenue	-	-	-	(5,800)	(5,800)	100 %
-	4200 - Area Rate Revenue	-	-	-	(5,800)	(5,800)	100 %
-	Net	-	-	-	11,600	11,600	100 %
-	R787 - St. Margaret's CommuRoad Maintena	-	-	-	-	-	0 %
-	Expense	-	-	-	43,200	43,200	100 %
-	Other Fiscal	-	-	-	43,200	43,200	100 %
-	8001 - Transfer to Outside Agency	-	-	-	43,200	43,200	100 %
-	Revenue	-	-	-	(43,200)	(43,200)	100 %
-	Area Rate Revenue	-	-	-	(43,200)	(43,200)	100 %
-	4200 - Area Rate Revenue	-	-	-	(43,200)	(43,200)	100 %
-	Net	-	-	-	86,400	86,400	100 %
-	SPIC - Sidewalk Plowing/Ice Control (E,	2,469,010	2,499,131	2,477,876	2,893,300	394,169	16 %
-	R780 - East - Sidewalk Plowing / Ice Con	996,195	969,933	(864,925)	1,080,400	110,467	11 %
-	Expense	2,046,235	2,092,648	1,983,507	2,135,200	42,552	2 %
-	Compensation and Benefits	633,740	680,424	326,846	690,900	10,476	2 %
-	6001 - Salaries - Regular	474,583	494,776	750,237	508,100	13,324	3 %
-	6002 - Salaries - Overtime	20,808	78,496	57,715	78,500	4	0 %
-	6005 - PDP Increases	-	-	(90)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	569	-	-	0 %
-	6100 - Benefits - Salaries	81,929	94,405	117,750	101,100	6,695	7 %
-	6110 - Vacancy Management	-	-	201,853	(9,300)	(9,300)	100 %
-	6152 - Retirement Incentives	2,900	2,950	2,319	3,300	350	12 %
-	6154 - Workers' Compensation	9,287	9,797	15,521	9,200	(597)	-6 %
-	6155 - Overtime Meals	-	-	1,551	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(815,038)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	44,233	-	(5,541)	-	-	0 %
-	Office	1,050	1,050	1,230	400	(650)	-62 %
-	6201 - Telephone	600	600	-	-	(600)	-100 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6207 - Office Supplies	360	360	1,230	400	40	11 %

-	External Services	1,058,300	1,058,300	1,485,917	1,383,100	324,800	31 %
-	6310 - Outside Personnel	2,000	2,000	-	-	(2,000)	-100 %
-	6399 - Contract Services	1,056,300	1,056,300	1,485,917	1,383,100	326,800	31 %
-	Supplies	16,750	16,750	6,129	16,600	(150)	-1 %
-	6401 - Uniforms & Clothing	4,000	4,000	5,156	4,000	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	-	-	(100)	-100 %
-	6405 - Photography Supplies & Equi	90	90	-	-	(90)	-100 %
-	6407 - Cleaning/Sanitary Supplies	100	100	835	100	-	0 %
-	6409 - Personal Protective Equipme	400	400	135	400	-	0 %
-	6499 - Other Supplies	12,060	12,060	3	12,100	40	0 %
-	Materials	35,500	35,500	519	25,300	(10,200)	-29 %
-	6501 - Asphalt	4,000	4,000	-	-	(4,000)	-100 %
-	6503 - Fertilizer	400	400	-	-	(400)	-100 %
-	6504 - Hardware	2,000	2,000	329	2,000	-	0 %
-	6505 - Lubricants	400	400	190	400	-	0 %
-	6508 - Ready Mix Concrete	200	200	-	-	(200)	-100 %
-	6511 - Salt	21,000	21,000	-	21,000	-	0 %
-	6512 - Sand	1,500	1,500	-	1,500	-	0 %
-	6513 - Seeds & Plants	800	800	-	-	(800)	-100 %
-	6514 - Sods	4,000	4,000	-	-	(4,000)	-100 %
-	6516 - Topsoil	800	800	-	-	(800)	-100 %
-	6599 - Other Materials	400	400	-	400	-	0 %
-	Equipment & Communications	17,800	17,800	11,405	13,600	(4,200)	-24 %
-	6701 - Equipment Purchase	1,600	1,600	8,239	1,600	-	0 %
-	6702 - Small Tools	2,000	2,000	2,436	2,000	-	0 %
-	6704 - Equipment Rental	10,000	10,000	-	10,000	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6711 - Communication System	4,000	4,000	730	-	(4,000)	-100 %
-	Vehicle Expense	1,200	1,200	69	400	(800)	-67 %
-	6802 - Vehicle Repair and Maintena	800	800	-	-	(800)	-100 %
-	6803 - Vehicle Fuel - Diesel	-	-	69	-	-	0 %
-	6899 - Other Vehicle Expense	400	400	-	400	-	0 %
-	Other Goods & Services	37,008	29,469	5,244	20,700	(8,769)	-30 %
-	6903 - Travel - Local	360	360	4,302	400	40	11 %
-	6904 - Travel - Out of Town	568	568	-	500	(68)	-12 %
-	6905 - Training & Education	4,000	2,296	-	2,300	4	0 %
-	6910 - Signage	400	400	55	400	-	0 %
-	6912 - Advertising and Promotion	13,500	8,663	-	-	(8,663)	-100 %
-	6913 - Awards	4,000	3,214	-	3,200	(14)	0 %
-	6918 - Meals	400	291	10	200	(91)	-31 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6940 - Fencing	10,000	10,000	-	10,000	-	0 %
-	6999 - Other Goods and Services	3,600	3,600	877	3,600	-	0 %
-	Interdepartmental	254,447	200,000	69,319	-	(200,000)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	254,447	200,000	62,539	-	(200,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	6,780	-	-	0 %
-	Other Fiscal	(9,560)	52,155	76,829	(15,800)	(67,955)	-130 %
-	9000 - Prior Year Surplus/Deficit	(9,560)	52,155	76,829	(15,800)	(67,955)	-130 %
-	Revenue	(1,050,040)	(1,122,715)	(2,848,432)	(1,054,800)	67,915	-6 %
-	Area Rate Revenue	(1,050,040)	(1,122,715)	(2,848,432)	(1,054,800)	67,915	-6 %
-	4200 - Area Rate Revenue	(1,050,040)	(1,122,715)	(2,848,432)	(1,054,800)	67,915	-6 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	3,115,395	3,215,363	7,973,511	3,240,200	24,837	1 %
-	R781 - West - Sidewalk Plowing / Ice Con	1,496,927	1,564,734	2,093,739	1,740,000	175,266	11 %
-	Expense	2,415,712	2,547,110	2,093,739	2,663,000	115,890	5 %
-	Compensation and Benefits	771,076	808,758	412,235	734,100	(74,658)	-9 %
-	6001 - Salaries - Regular	579,574	584,548	547,812	546,100	(38,448)	-7 %
-	6002 - Salaries - Overtime	20,808	78,496	65,829	78,500	4	0 %
-	6005 - PDP Increases	-	-	(114)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,463	-	-	0 %
-	6100 - Benefits - Salaries	110,814	129,836	126,096	106,200	(23,636)	-18 %
-	6110 - Vacancy Management	-	-	5,107	(10,000)	(10,000)	100 %
-	6152 - Retirement Incentives	4,370	4,304	4,283	3,400	(904)	-21 %
-	6154 - Workers' Compensation	11,277	11,574	10,464	9,900	(1,674)	-14 %
-	6155 - Overtime Meals	-	-	1,961	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(5,498)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(348,611)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	44,233	-	3,443	-	-	0 %
-	Office	860	860	221	300	(560)	-65 %
-	6201 - Telephone	500	500	-	-	(500)	-100 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6207 - Office Supplies	270	270	221	300	30	11 %
-	External Services	1,520,500	1,520,500	1,545,243	1,876,400	355,900	23 %
-	6310 - Outside Personnel	1,700	1,700	-	-	(1,700)	-100 %

-	6399 - Contract Services	1,518,800	1,518,800	1,545,243	1,876,400	357,600	24 %
-	Supplies	4,360	4,360	3,798	3,900	(460)	-11 %
-	6401 - Uniforms & Clothing	3,500	3,500	2,344	3,500	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	-	-	(100)	-100 %
-	6405 - Photography Supplies & Equi	90	90	-	-	(90)	-100 %
-	6407 - Cleaning/Sanitary Supplies	100	100	1,426	100	-	0 %
-	6409 - Personal Protective Equipme	300	300	28	-	(300)	-100 %
-	6499 - Other Supplies	270	270	-	300	30	11 %
-	Materials	40,700	40,700	10,779	35,000	(5,700)	-14 %
-	6501 - Asphalt	3,500	3,500	1,241	3,500	-	0 %
-	6503 - Fertilizer	300	300	-	-	(300)	-100 %
-	6504 - Hardware	1,700	1,700	1,788	1,700	-	0 %
-	6505 - Lubricants	300	300	142	-	(300)	-100 %
-	6506 - Lumber	-	-	247	-	-	0 %
-	6508 - Ready Mix Concrete	200	200	-	-	(200)	-100 %
-	6510 - Road Oils	-	-	129	-	-	0 %
-	6511 - Salt	28,000	28,000	60	28,000	-	0 %
-	6512 - Sand	1,500	1,500	-	1,500	-	0 %
-	6513 - Seeds & Plants	700	700	-	-	(700)	-100 %
-	6514 - Sods	3,500	3,500	6,944	-	(3,500)	-100 %
-	6515 - Stone and Gravel	-	-	228	-	-	0 %
-	6516 - Topsoil	700	700	-	-	(700)	-100 %
-	6599 - Other Materials	300	300	-	300	-	0 %
-	Equipment & Communications	16,800	16,800	1,741	11,700	(5,100)	-30 %
-	6701 - Equipment Purchase	1,400	1,400	-	-	(1,400)	-100 %
-	6702 - Small Tools	1,700	1,700	787	1,700	-	0 %
-	6704 - Equipment Rental	10,000	10,000	954	10,000	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6711 - Communication System	3,500	3,500	-	-	(3,500)	-100 %
-	Vehicle Expense	1,100	1,100	628	-	(1,100)	-100 %
-	6802 - Vehicle Repair and Maintena	700	700	160	-	(700)	-100 %
-	6803 - Vehicle Fuel - Diesel	-	-	468	-	-	0 %
-	6899 - Other Vehicle Expense	400	400	-	-	(400)	-100 %
-	Other Goods & Services	20,787	18,396	8,054	15,400	(2,996)	-16 %
-	6903 - Travel - Local	360	360	6,226	300	(60)	-17 %
-	6904 - Travel - Out of Town	497	497	-	-	(497)	-100 %
-	6905 - Training & Education	3,500	2,009	-	-	(2,009)	-100 %
-	6910 - Signage	400	400	-	-	(400)	-100 %
-	6912 - Advertising and Promotion	-	-	635	-	-	0 %
-	6913 - Awards	3,500	2,812	-	2,800	(12)	0 %
-	6918 - Meals	400	291	-	300	9	3 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6940 - Fencing	8,800	8,800	-	8,800	-	0 %
-	6999 - Other Goods and Services	3,150	3,150	1,193	3,100	(50)	-2 %
-	Interdepartmental	47,894	90,000	65,404	-	(90,000)	-100 %
-	7099 - Interdepartmental Chargebac	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	47,894	90,000	51,180	-	(90,000)	-100 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	14,170	-	-	0 %
-	Other Fiscal	(8,365)	45,636	45,636	(13,800)	(59,436)	-130 %
-	9000 - Prior Year Surplus/Deficit	(8,365)	45,636	45,636	(13,800)	(59,436)	-130 %
-	Revenue	(918,785)	(982,376)	-	(923,000)	59,376	-6 %
-	Area Rate Revenue	(918,785)	(982,376)	-	(923,000)	59,376	-6 %
-	4200 - Area Rate Revenue	(918,785)	(982,376)	-	(923,000)	59,376	-6 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	3,351,227	3,529,486	3,883,833	3,633,600	104,114	3 %
-	R782 - Central - Sidewalk Plowing / Ice	(24,112)	(35,536)	1,249,062	72,900	108,436	-305 %
-	Expense	659,563	666,161	1,249,062	732,200	66,039	10 %
-	Compensation and Benefits	32,623	9,339	46,511	27,700	18,361	197 %
-	6001 - Salaries - Regular	-	-	18,433	17,000	17,000	100 %
-	6002 - Salaries - Overtime	10,506	9,339	2,777	9,300	(39)	0 %
-	6054 - Vactation Payout for Staff	-	-	317	-	-	0 %
-	6100 - Benefits - Salaries	-	-	4,351	1,400	1,400	100 %
-	6110 - Vacancy Management	-	-	-	(300)	(300)	100 %
-	6152 - Retirement Incentives	-	-	133	-	-	0 %
-	6154 - Workers' Compensation	-	-	360	300	300	100 %
-	6155 - Overtime Meals	-	-	69	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	8,058	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	22,117	-	12,013	-	-	0 %
-	Office	670	670	-	200	(470)	-70 %
-	6201 - Telephone	400	400	-	-	(400)	-100 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6207 - Office Supplies	180	180	-	200	20	11 %
-	External Services	561,200	561,200	1,154,384	683,600	122,400	22 %
-	6310 - Outside Personnel	1,200	1,200	-	-	(1,200)	-100 %

-	6399 - Contract Services	560,000	560,000	1,154,384	683,600	123,600	22 %
-	Supplies	3,170	3,170	-	2,700	(470)	-15 %
-	6401 - Uniforms & Clothing	2,500	2,500	-	2,500	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	-	-	(100)	-100 %
-	6405 - Photography Supplies & Equi	90	90	-	-	(90)	-100 %
-	6407 - Cleaning/Sanitary Supplies	100	100	-	-	(100)	-100 %
-	6409 - Personal Protective Equipme	200	200	-	-	(200)	-100 %
-	6499 - Other Supplies	180	180	-	200	20	11 %
-	Materials	20,400	20,400	124	14,500	(5,900)	-29 %
-	6501 - Asphalt	2,500	2,500	-	-	(2,500)	-100 %
-	6503 - Fertilizer	200	200	-	-	(200)	-100 %
-	6504 - Hardware	1,200	1,200	124	1,200	-	0 %
-	6505 - Lubricants	200	200	-	-	(200)	-100 %
-	6508 - Ready Mix Concrete	100	100	-	100	-	0 %
-	6511 - Salt	11,000	11,000	-	11,000	-	0 %
-	6512 - Sand	1,500	1,500	-	1,500	-	0 %
-	6513 - Seeds & Plants	500	500	-	-	(500)	-100 %
-	6514 - Sods	2,500	2,500	-	-	(2,500)	-100 %
-	6516 - Topsoil	500	500	-	500	-	0 %
-	6599 - Other Materials	200	200	-	200	-	0 %
-	Equipment & Communications	15,000	15,000	5,556	11,000	(4,000)	-27 %
-	6701 - Equipment Purchase	1,000	1,000	-	1,000	-	0 %
-	6702 - Small Tools	1,300	1,300	-	-	(1,300)	-100 %
-	6704 - Equipment Rental	10,000	10,000	5,556	10,000	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6711 - Communication System	2,500	2,500	-	-	(2,500)	-100 %
-	Vehicle Expense	700	700	-	-	(700)	-100 %
-	6802 - Vehicle Repair and Maintena	500	500	-	-	(500)	-100 %
-	6899 - Other Vehicle Expense	200	200	-	-	(200)	-100 %
-	Other Goods & Services	14,775	13,085	-	2,300	(10,785)	-82 %
-	6903 - Travel - Local	180	180	-	-	(180)	-100 %
-	6904 - Travel - Out of Town	355	355	-	-	(355)	-100 %
-	6905 - Training & Education	2,500	1,435	-	-	(1,435)	-100 %
-	6910 - Signage	300	300	-	-	(300)	-100 %
-	6913 - Awards	2,500	2,008	-	-	(2,008)	-100 %
-	6918 - Meals	300	218	-	-	(218)	-100 %
-	6938 - Rewarding Excellence	90	39	-	-	(39)	-100 %
-	6940 - Fencing	6,300	6,300	-	-	(6,300)	-100 %
-	6999 - Other Goods and Services	2,250	2,250	-	2,300	50	2 %
-	Other Fiscal	(5,975)	32,597	32,597	(9,800)	(42,397)	-130 %
-	9000 - Prior Year Surplus/Deficit	(5,975)	32,597	32,597	(9,800)	(42,397)	-130 %
-	Interdepartmental	17,000	10,000	9,890	-	(10,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	17,000	10,000	1,804	-	(10,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	8,086	-	-	0 %
-	Revenue	(683,675)	(701,697)	-	(659,300)	42,397	-6 %
-	Area Rate Revenue	(683,675)	(701,697)	-	(659,300)	42,397	-6 %
-	4200 - Area Rate Revenue	(683,675)	(701,697)	-	(659,300)	42,397	-6 %
-	Net	1,355,188	1,367,858	1,552,596	1,411,700	43,842	3 %
-	MADM - Municipal Operations Admin	299,734	297,684	2,370,361	493,100	195,416	66 %
-	W944 - Sheet Harbour Streetscape Program	-	-	1	-	-	0 %
-	Expense	38,800	39,400	39,712	39,900	500	1 %
-	External Services	-	-	-	-	-	0 %
-	6308 - Snow Removal	-	-	-	-	-	0 %
-	Other Fiscal	27,800	28,400	37,941	21,700	(6,700)	-24 %
-	8001 - Transfer to Outside Agencie	27,800	28,400	26,426	26,800	(1,600)	-6 %
-	9000 - Prior Year Surplus/Deficit	-	-	11,515	(5,100)	(5,100)	100 %
-	Debt Service	11,000	11,000	1,771	18,200	7,200	65 %
-	8011 - Interest on Debentures	4,200	4,200	1,771	4,500	300	7 %
-	8012 - Principal on Debentures	6,800	6,800	-	13,700	6,900	101 %
-	Revenue	(38,800)	(39,400)	(39,711)	(39,900)	(500)	1 %
-	Area Rate Revenue	(38,800)	(39,400)	(39,711)	(39,900)	(500)	1 %
-	4200 - Area Rate Revenue	(38,800)	(39,400)	(39,711)	(39,900)	(500)	1 %
-	Net	77,600	78,800	119,889	90,000	11,200	14 %
-	W120 - Operations Admin	299,734	297,684	213,345	493,100	195,416	66 %
-	Expense	299,734	297,684	213,345	493,100	195,416	66 %
-	Compensation and Benefits	175,114	179,909	182,698	184,600	4,691	3 %
-	6001 - Salaries - Regular	147,857	152,064	153,972	157,400	5,336	4 %
-	6005 - PDP Increases	-	-	(6,800)	-	-	0 %
-	6100 - Benefits - Salaries	24,471	24,966	31,512	27,200	2,234	9 %
-	6110 - Vacancy Management	-	-	-	(2,900)	(2,900)	100 %
-	6152 - Retirement Incentives	858	897	980	1,000	103	11 %
-	6154 - Workers' Compensation	1,928	1,982	1,975	1,900	(82)	-4 %
-	9200 - HR CATS Wage/Ben	-	-	1,059	-	-	0 %
-	Office	12,130	29,898	7,059	21,000	(8,898)	-30 %
-	6201 - Telephone	4,300	5,598	5,307	6,000	402	7 %
-	6202 - Courier/Postage	360	300	220	1,000	700	233 %

-	6203 - Office Furniture and Equipm	3,600	20,000	516	10,000	(10,000)	-50 %
-	6207 - Office Supplies	3,870	4,000	1,016	4,000	-	0 %
-	External Services	13,000	28,400	26,217	140,000	111,600	393 %
-	6301 - Professional Fees	10,000	10,000	20,471	30,000	20,000	200 %
-	6399 - Contract Services	3,000	18,400	5,746	110,000	91,600	498 %
-	Supplies	1,000	1,000	-	1,000	-	0 %
-	6406 - Bridge Tolls	1,000	1,000	-	1,000	-	0 %
-	Building Costs	-	-	(15,652)	-	-	0 %
-	6612 - Safety Systems	-	-	(5,272)	-	-	0 %
-	6616 - Natural Gas-Buildings	-	-	(10,380)	-	-	0 %
-	Equipment & Communications	7,000	7,000	4,658	7,000	-	0 %
-	6704 - Equipment Rental	7,000	7,000	4,658	7,000	-	0 %
-	Other Goods & Services	87,890	51,477	7,859	139,500	88,023	171 %
-	6901 - Membership Dues	-	-	258	2,000	2,000	100 %
-	6902 - Conferences and Workshops	9,000	(835)	919	2,000	2,835	-340 %
-	6903 - Travel - Local	4,500	6,000	1,035	6,000	-	0 %
-	6904 - Travel - Out of Town	7,100	3,000	-	3,000	-	0 %
-	6905 - Training & Education	29,000	10,375	3,799	20,000	9,625	93 %
-	6911 - Facilities Rental	-	-	24	500	500	100 %
-	6912 - Advertising and Promotion	900	378	-	1,000	622	165 %
-	6913 - Awards	5,000	5,017	-	5,000	(17)	0 %
-	6918 - Meals	5,000	4,638	1,747	5,000	362	8 %
-	6919 - Special Projects	-	-	-	85,000	85,000	100 %
-	6929 - Visa Purchases	-	-	77	-	-	0 %
-	6938 - Rewarding Excellence	8,940	2,904	-	5,000	2,096	72 %
-	6999 - Other Goods and Services	18,450	20,000	-	5,000	(15,000)	-75 %
-	Interdepartmental	3,600	-	506	-	-	0 %
-	7001 - Interdepartmental Equipment	3,600	-	506	-	-	0 %
-	Net	299,734	299,354	319,813	498,900	199,546	67 %
-	M672 - VIK - Special Events - Operations	-	-	(17)	-	-	0 %
-	Expense	-	-	(17)	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6310 - Outside Personnel	-	-	-	-	-	0 %
-	6312 - Refuse Collection	-	-	-	-	-	0 %
-	Supplies	-	-	(13)	-	-	0 %
-	6406 - Bridge Tolls	-	-	(13)	-	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6514 - Sods	-	-	-	-	-	0 %
-	Building Costs	-	-	-	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	-	-	-	0 %
-	Vehicle Expense	-	-	(627)	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	(127)	-	-	0 %
-	6807 - Vehicle Leases	-	-	(500)	-	-	0 %
-	Other Goods & Services	-	-	(18)	-	-	0 %
-	6940 - Fencing	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	(18)	-	-	0 %
-	Interdepartmental	-	-	641	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	641	-	-	0 %
-	Net	-	-	45,113	-	-	0 %
-	W199 - Fleet Maintenance	-	-	2,157,032	-	-	0 %
-	Expense	-	-	2,157,032	-	-	0 %
-	Supplies	-	-	25,874	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	69	-	-	0 %
-	6406 - Bridge Tolls	-	-	25,805	-	-	0 %
-	Vehicle Expense	-	-	103,388	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	45	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	15	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	2,000	-	-	0 %
-	6807 - Vehicle Leases	-	-	100,298	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	150	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	880	-	-	0 %
-	Other Goods & Services	-	-	3,112	-	-	0 %
-	6902 - Conferences and Workshops	-	-	876	-	-	0 %
-	6906 - Licenses & Agreements	-	-	4,940	-	-	0 %
-	6909 - Cost of Sales	-	-	(4,735)	-	-	0 %
-	6999 - Other Goods and Services	-	-	2,031	-	-	0 %
-	Interdepartmental	-	-	2,024,658	-	-	0 %
-	7001 - Interdepartmental Equipment	-	4,707,456	4,962,629	-	(4,707,456)	-100 %
-	7009 - Internal Transfers Other	-	-	47,000	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	(4,707,456)	(2,665,262)	-	4,707,456	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	(319,709)	-	-	0 %
-	Net	-	9,414,912	8,243,276	-	(9,414,912)	-100 %
-	R750 - Streets & Roads	8,541,070	8,741,007	8,171,763	9,750,500	1,009,493	12 %
-	R738 - Locked Waverley Sidewalks	-	-	-	-	-	0 %
-	Expense	6,700	-	-	-	-	0 %
-	External Services	6,700	-	-	-	-	0 %

-	6399 - Contract Services	6,700	-	-	-	-	0 %
-	Revenue	(6,700)	-	-	-	-	0 %
-	Area Rate Revenue	(5,500)	-	-	-	-	0 %
-	4200 - Area Rate Revenue	(5,500)	-	-	-	-	0 %
-	Other Revenue	(1,200)	-	-	-	-	0 %
-	5803 - Transfer - General Rate	(1,200)	-	-	-	-	0 %
-	Net	13,400	-	-	-	-	0 %
-	R720 - Street Cleaning/Graffiti-all regi	1,062,826	1,077,842	1,267,855	810,100	(267,742)	-25 %
-	Expense	1,062,826	1,077,842	1,270,901	810,100	(267,742)	-25 %
-	Compensation and Benefits	572,831	482,004	540,964	603,400	121,396	25 %
-	6001 - Salaries - Regular	446,991	382,971	352,909	488,400	105,429	28 %
-	6002 - Salaries - Overtime	-	6,000	(3,179)	6,000	-	0 %
-	6051 - Shift Agreements	-	-	5,700	-	-	0 %
-	6100 - Benefits - Salaries	91,699	82,578	83,443	104,800	22,222	27 %
-	6110 - Vacancy Management	-	-	80,702	(8,600)	(8,600)	100 %
-	6152 - Retirement Incentives	3,092	2,872	2,658	3,800	928	32 %
-	6154 - Workers' Compensation	8,805	7,583	7,361	9,000	1,417	19 %
-	6155 - Overtime Meals	-	-	(129)	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(452)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	10,811	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	22,244	-	1,140	-	-	0 %
-	Office	-	1,200	1,262	800	(400)	-33 %
-	6203 - Office Furniture and Equipm	-	400	-	-	(400)	-100 %
-	6205 - Printing & Reproduction	-	100	842	100	-	0 %
-	6207 - Office Supplies	-	700	420	700	-	0 %
-	External Services	125,000	128,970	394,187	136,300	7,330	6 %
-	6312 - Refuse Collection	-	2,300	-	-	(2,300)	-100 %
-	6399 - Contract Services	125,000	126,670	394,187	136,300	9,630	8 %
-	Supplies	12,740	9,700	8,637	7,500	(2,200)	-23 %
-	6401 - Uniforms & Clothing	4,000	4,000	1,653	2,000	(2,000)	-50 %
-	6402 - Medical & First Aid Supplie	200	100	-	-	(100)	-100 %
-	6404 - Recreation Programming Supp	-	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	-	600	642	600	-	0 %
-	6406 - Bridge Tolls	-	100	-	-	(100)	-100 %
-	6407 - Cleaning/Sanitary Supplies	2,000	3,100	2,342	3,100	-	0 %
-	6409 - Personal Protective Equipme	1,500	1,700	3,167	1,700	-	0 %
-	6499 - Other Supplies	5,040	100	833	100	-	0 %
-	Materials	22,200	13,200	20,250	13,200	-	0 %
-	6501 - Asphalt	-	600	1,557	600	-	0 %
-	6502 - Chemicals	14,800	7,000	14,617	7,500	500	7 %
-	6504 - Hardware	4,000	3,300	2,672	3,300	-	0 %
-	6505 - Lubricants	100	300	298	300	-	0 %
-	6506 - Lumber	200	-	-	-	-	0 %
-	6510 - Road Oils	100	-	-	-	-	0 %
-	6517 - Paint	2,500	1,500	1,106	1,500	-	0 %
-	6599 - Other Materials	500	500	-	-	(500)	-100 %
-	Building Costs	3,600	1,000	1,188	1,000	-	0 %
-	6608 - Water	3,600	1,000	1,151	1,000	-	0 %
-	6699 - Other Building Cost	-	-	37	-	-	0 %
-	Equipment & Communications	13,000	47,800	58,345	47,800	-	0 %
-	6701 - Equipment Purchase	1,500	-	200	-	-	0 %
-	6702 - Small Tools	2,000	300	-	300	-	0 %
-	6704 - Equipment Rental	8,000	47,500	57,696	47,500	-	0 %
-	6705 - Equipment - Repair and Main	-	-	449	-	-	0 %
-	6711 - Communication System	1,500	-	-	-	-	0 %
-	Vehicle Expense	3,000	100	246	-	(100)	-100 %
-	6802 - Vehicle Repair and Maintena	1,000	100	8	-	(100)	-100 %
-	6899 - Other Vehicle Expense	2,000	-	238	-	-	0 %
-	Other Goods & Services	6,455	2,700	140	100	(2,600)	-96 %
-	6902 - Conferences and Workshops	-	600	-	-	(600)	-100 %
-	6903 - Travel - Local	-	100	-	100	-	0 %
-	6904 - Travel - Out of Town	355	800	-	-	(800)	-100 %
-	6905 - Training & Education	2,500	-	-	-	-	0 %
-	6906 - Licenses & Agreements	-	400	80	-	(400)	-100 %
-	6908 - Medical Examinations	-	100	60	-	(100)	-100 %
-	6910 - Signage	200	300	-	-	(300)	-100 %
-	6912 - Advertising and Promotion	900	-	-	-	-	0 %
-	6918 - Meals	-	400	-	-	(400)	-100 %
-	6938 - Rewarding Excellence	250	-	-	-	-	0 %
-	6999 - Other Goods and Services	2,250	-	-	-	-	0 %
-	Interdepartmental	304,000	391,168	247,682	-	(391,168)	-100 %
-	7099 - Interdepartmental Chargebac	-	-	(4,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	304,000	391,168	226,703	-	(391,168)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	24,961	-	-	0 %
-	Other Fiscal	-	-	(2,000)	-	-	0 %

-	8008 - Transfer to/from Reserves	-	-	(2,000)	-	-	0 %
-	Revenue	-	-	(3,046)	-	-	0 %
-	Other Revenue	-	-	(3,046)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,046)	-	-	0 %
-	Net	1,062,826	1,077,842	2,245,355	827,300	(250,542)	-23 %
-	R723 - Service Trucks/Litter	1,104,182	1,337,303	1,347,761	1,102,600	(234,703)	-18 %
-	Expense	1,104,182	1,337,303	1,347,789	1,102,600	(234,703)	-18 %
-	Compensation and Benefits	795,877	870,794	1,087,526	905,400	34,606	4 %
-	6001 - Salaries - Regular	561,754	659,544	126,188	701,100	41,556	6 %
-	6002 - Salaries - Overtime	-	60,000	19,627	60,000	-	0 %
-	6051 - Shift Agreements	-	-	19,142	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	370	-	-	0 %
-	6100 - Benefits - Salaries	118,731	133,592	69,375	139,600	6,008	4 %
-	6110 - Vacancy Management	-	-	107,691	(12,900)	(12,900)	100 %
-	6152 - Retirement Incentives	4,325	4,599	4,202	4,800	201	4 %
-	6154 - Workers' Compensation	11,067	13,059	2,371	12,800	(259)	-2 %
-	9200 - HR CATS Wage/Ben	-	-	717,997	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	100,000	-	20,563	-	-	0 %
-	Office	-	1,600	464	1,600	-	0 %
-	6201 - Telephone	-	900	-	900	-	0 %
-	6203 - Office Furniture and Equipm	-	200	-	200	-	0 %
-	6207 - Office Supplies	-	500	464	500	-	0 %
-	External Services	100,000	84,000	58,463	121,000	37,000	44 %
-	6312 - Refuse Collection	100,000	16,000	35,193	73,000	57,000	356 %
-	6399 - Contract Services	-	68,000	23,270	48,000	(20,000)	-29 %
-	Supplies	24,300	18,000	12,647	18,000	-	0 %
-	6401 - Uniforms & Clothing	10,000	10,700	11,124	10,700	-	0 %
-	6402 - Medical & First Aid Supplie	300	1,000	-	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	8,000	5,400	1,483	5,400	-	0 %
-	6409 - Personal Protective Equipme	1,500	500	-	500	-	0 %
-	6499 - Other Supplies	4,500	400	40	400	-	0 %
-	Materials	5,400	52,621	602	52,600	(21)	0 %
-	6504 - Hardware	4,000	42,821	41	42,800	(21)	0 %
-	6505 - Lubricants	100	100	-	100	-	0 %
-	6506 - Lumber	300	-	-	-	-	0 %
-	6510 - Road Oils	-	200	-	200	-	0 %
-	6517 - Paint	500	100	263	100	-	0 %
-	6518 - Metal	-	9,400	-	9,400	-	0 %
-	6599 - Other Materials	500	-	298	-	-	0 %
-	Building Costs	-	400	2,978	400	-	0 %
-	6614 - Environmental Assessment/CI	-	400	2,978	400	-	0 %
-	Equipment & Communications	6,000	1,900	1,069	1,900	-	0 %
-	6701 - Equipment Purchase	1,500	-	-	-	-	0 %
-	6702 - Small Tools	1,000	1,600	1,069	1,600	-	0 %
-	6704 - Equipment Rental	2,000	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	-	200	-	200	-	0 %
-	6711 - Communication System	1,500	100	-	100	-	0 %
-	Vehicle Expense	3,000	800	1,223	800	-	0 %
-	6802 - Vehicle Repair and Maintena	1,000	200	325	200	-	0 %
-	6899 - Other Vehicle Expense	2,000	600	898	600	-	0 %
-	Other Goods & Services	5,605	900	427	900	-	0 %
-	6901 - Membership Dues	-	-	138	-	-	0 %
-	6903 - Travel - Local	-	600	2	600	-	0 %
-	6904 - Travel - Out of Town	355	-	-	-	-	0 %
-	6905 - Training & Education	2,500	-	-	-	-	0 %
-	6910 - Signage	300	100	-	100	-	0 %
-	6938 - Rewarding Excellence	200	-	45	-	-	0 %
-	6939 - Duty to Accomodate	-	200	-	200	-	0 %
-	6943 - Health and Wellness Initiat	-	-	188	-	-	0 %
-	6999 - Other Goods and Services	2,250	-	54	-	-	0 %
-	Interdepartmental	164,000	306,288	182,390	-	(306,288)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(37,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	164,000	306,288	217,978	-	(306,288)	-100 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,376	-	-	0 %
-	Revenue	-	-	(28)	-	-	0 %
-	Other Revenue	-	-	(28)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(28)	-	-	0 %
-	Net	1,104,182	1,337,303	1,625,657	1,128,400	(208,903)	-16 %
-	R715 - Administration - Streets & Roads	2,107,157	1,333,131	1,419,586	1,495,800	162,669	12 %
-	Expense	2,107,157	1,333,131	1,419,586	1,495,800	162,669	12 %
-	Compensation and Benefits	664,697	995,179	971,731	1,141,800	146,621	15 %
-	6001 - Salaries - Regular	514,506	790,637	728,516	934,200	143,563	18 %
-	6002 - Salaries - Overtime	52,428	46,603	6,938	46,600	(3)	0 %
-	6005 - PDP Increases	-	-	(20,793)	-	-	0 %

-	6054 - Vactation Payout for Staff	-	-	2,503	-	-	0 %
-	6100 - Benefits - Salaries	87,025	140,335	127,146	155,900	15,565	11 %
-	6110 - Vacancy Management	-	-	136,644	(14,000)	(14,000)	100 %
-	6152 - Retirement Incentives	2,782	4,453	3,567	5,400	947	21 %
-	6154 - Workers' Compensation	7,956	13,151	10,126	13,700	549	4 %
-	6156 - Clothing Allowance	-	-	21	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(15,928)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(7,009)	-	-	0 %
-	Office	48,430	30,806	20,561	23,700	(7,106)	-23 %
-	6201 - Telephone	29,800	13,210	13,346	13,200	(10)	0 %
-	6202 - Courier/Postage	1,710	415	203	400	(15)	-4 %
-	6203 - Office Furniture and Equipm	3,150	3,784	2,074	3,800	16	0 %
-	6204 - Computer Software and Licen	1,800	1,716	-	1,700	(16)	-1 %
-	6205 - Printing & Reproduction	2,520	2,016	800	600	(1,416)	-70 %
-	6207 - Office Supplies	9,450	9,665	4,138	4,000	(5,665)	-59 %
-	External Services	31,704	47,695	116,413	156,500	108,805	228 %
-	6303 - Consulting Fees	11,704	6,856	-	-	(6,856)	-100 %
-	6311 - Security	-	400	675	400	-	0 %
-	6312 - Refuse Collection	-	10,000	25,461	30,000	20,000	200 %
-	6399 - Contract Services	20,000	30,439	90,277	126,100	95,661	314 %
-	Supplies	19,110	13,770	3,091	2,300	(11,470)	-83 %
-	6401 - Uniforms & Clothing	1,500	1,600	303	1,600	-	0 %
-	6402 - Medical & First Aid Supplie	-	200	2,338	200	-	0 %
-	6405 - Photography Supplies & Equi	450	171	-	-	(171)	-100 %
-	6406 - Bridge Tolls	15,000	10,771	84	200	(10,571)	-98 %
-	6407 - Cleaning/Sanitary Supplies	-	100	-	-	(100)	-100 %
-	6409 - Personal Protective Equipme	-	100	121	100	-	0 %
-	6499 - Other Supplies	2,160	828	245	200	(628)	-76 %
-	Materials	-	372	94	300	(72)	-19 %
-	6504 - Hardware	-	272	84	300	28	10 %
-	6505 - Lubricants	-	100	-	-	(100)	-100 %
-	6517 - Paint	-	-	10	-	-	0 %
-	Building Costs	1,500	100	130	100	-	0 %
-	6607 - Electricity	-	100	130	100	-	0 %
-	6699 - Other Building Cost	1,500	-	-	-	-	0 %
-	Equipment & Communications	8,700	33,528	11,904	5,800	(27,728)	-83 %
-	6701 - Equipment Purchase	-	30,000	3,214	5,000	(25,000)	-83 %
-	6702 - Small Tools	-	-	8,459	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	456	35	400	(56)	-12 %
-	6704 - Equipment Rental	8,700	900	132	-	(900)	-100 %
-	6705 - Equipment - Repair and Main	-	400	64	400	-	0 %
-	6706 - Computer Repair and Mainten	-	772	-	-	(772)	-100 %
-	6711 - Communication System	-	1,000	-	-	(1,000)	-100 %
-	Vehicle Expense	52,400	98,000	21,440	39,000	(59,000)	-60 %
-	6801 - Vehicle Purchase	33,000	20,000	-	-	(20,000)	-100 %
-	6802 - Vehicle Repair and Maintena	5,400	2,500	-	2,500	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	100	-	100	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	600	1,000	1,000	100 %
-	6807 - Vehicle Leases	14,000	75,000	20,840	35,000	(40,000)	-53 %
-	6899 - Other Vehicle Expense	-	400	-	400	-	0 %
-	Other Goods & Services	181,024	113,681	188,837	126,300	12,619	11 %
-	6901 - Membership Dues	1,000	-	581	600	600	100 %
-	6902 - Conferences and Workshops	7,020	3,900	346	3,500	(400)	-10 %
-	6903 - Travel - Local	34,650	22,114	38,863	51,000	28,886	131 %
-	6904 - Travel - Out of Town	1,704	6,428	939	1,000	(5,428)	-84 %
-	6905 - Training & Education	9,200	19,593	2,214	2,000	(17,593)	-90 %
-	6906 - Licenses & Agreements	110,000	45,000	121,007	45,000	-	0 %
-	6908 - Medical Examinations	4,900	1,500	3,468	3,500	2,000	133 %
-	6911 - Facilities Rental	-	-	17,723	15,000	15,000	100 %
-	6912 - Advertising and Promotion	2,160	8,776	1,679	4,000	(4,776)	-54 %
-	6917 - Books and Periodicals	800	1,144	85	-	(1,144)	-100 %
-	6918 - Meals	-	400	567	400	-	0 %
-	6936 - Staff Relations	-	-	189	-	-	0 %
-	6938 - Rewarding Excellence	5,180	268	954	300	32	12 %
-	6999 - Other Goods and Services	4,410	4,558	222	-	(4,558)	-100 %
-	Interdepartmental	1,099,592	-	85,385	-	-	0 %
-	7001 - Interdepartmental Equipment	3,883,933	-	88,257	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	(2,784,341)	-	(2,890)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	7,675,839	1,333,131	2,353,958	1,523,800	190,669	14 %
-	R735 - Street Maintenance-East Region	432,228	573,412	464,681	957,300	383,888	67 %
-	Expense	432,228	573,412	464,681	957,300	383,888	67 %
-	Compensation and Benefits	255,478	314,122	287,399	678,400	364,278	116 %
-	6001 - Salaries - Regular	199,258	249,598	217,241	542,600	293,002	117 %
-	6002 - Salaries - Overtime	-	12,000	(12,048)	20,000	8,000	67 %

-	6100 - Benefits - Salaries	44,528	46,058	44,455	112,500	66,442	144 %
-	6110 - Vacancy Management	-	-	53,912	(10,500)	(10,500)	100 %
-	6152 - Retirement Incentives	1,534	1,524	1,333	3,800	2,276	149 %
-	6154 - Workers' Compensation	3,925	4,942	4,534	10,000	5,058	102 %
-	9200 - HR CATS Wage/Ben	-	-	(26,026)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	6,233	-	3,998	-	-	0 %
-	Office	450	300	-	400	100	33 %
-	6207 - Office Supplies	450	300	-	400	100	33 %
-	External Services	51,400	71,000	37,389	181,700	110,700	156 %
-	6399 - Contract Services	51,400	71,000	37,389	181,700	110,700	156 %
-	Supplies	4,820	3,700	1,176	3,900	200	5 %
-	6401 - Uniforms & Clothing	4,000	1,200	1,176	3,600	2,400	200 %
-	6405 - Photography Supplies & Equi	-	100	-	-	(100)	-100 %
-	6407 - Cleaning/Sanitary Supplies	100	800	-	-	(800)	-100 %
-	6409 - Personal Protective Equipme	-	1,600	-	300	(1,300)	-81 %
-	6499 - Other Supplies	720	-	-	-	-	0 %
-	Materials	25,500	45,800	393	22,800	(23,000)	-50 %
-	6501 - Asphalt	6,500	32,800	-	-	(32,800)	-100 %
-	6502 - Chemicals	5,000	4,600	-	18,300	13,700	298 %
-	6504 - Hardware	2,000	1,000	-	1,700	700	70 %
-	6505 - Lubricants	100	-	-	-	-	0 %
-	6506 - Lumber	4,000	1,000	-	800	(200)	-20 %
-	6508 - Ready Mix Concrete	-	200	-	-	(200)	-100 %
-	6510 - Road Oils	-	5,700	-	-	(5,700)	-100 %
-	6515 - Stone and Gravel	6,000	-	393	1,000	1,000	100 %
-	6516 - Topsoil	200	-	-	-	-	0 %
-	6517 - Paint	400	100	-	-	(100)	-100 %
-	6518 - Metal	1,000	400	-	1,000	600	150 %
-	6599 - Other Materials	300	-	-	-	-	0 %
-	Building Costs	400	-	-	-	-	0 %
-	6608 - Water	400	-	-	-	-	0 %
-	Equipment & Communications	18,600	10,700	7,194	69,000	58,300	545 %
-	6701 - Equipment Purchase	1,100	1,300	-	-	(1,300)	-100 %
-	6702 - Small Tools	1,000	300	-	500	200	67 %
-	6703 - Computer Equipment/Rentals	-	100	-	-	(100)	-100 %
-	6704 - Equipment Rental	16,500	9,000	6,862	64,800	55,800	620 %
-	6705 - Equipment - Repair and Main	-	-	-	3,700	3,700	100 %
-	6707 - Plumbing & Heating	-	-	29	-	-	0 %
-	6708 - Mechanical Equipment	-	-	303	-	-	0 %
-	Vehicle Expense	100	100	14	100	-	0 %
-	6802 - Vehicle Repair and Maintena	100	-	14	-	-	0 %
-	6899 - Other Vehicle Expense	-	100	-	100	-	0 %
-	Other Goods & Services	3,480	2,690	659	1,000	(1,690)	-63 %
-	6902 - Conferences and Workshops	900	-	-	-	-	0 %
-	6903 - Travel - Local	-	100	-	100	-	0 %
-	6905 - Training & Education	1,000	-	157	-	-	0 %
-	6906 - Licenses & Agreements	-	100	-	-	(100)	-100 %
-	6910 - Signage	900	200	-	-	(200)	-100 %
-	6913 - Awards	-	100	-	-	(100)	-100 %
-	6929 - Visa Purchases	-	1,190	-	-	(1,190)	-100 %
-	6936 - Staff Relations	-	100	-	-	(100)	-100 %
-	6940 - Fencing	500	800	502	800	-	0 %
-	6999 - Other Goods and Services	180	100	-	100	-	0 %
-	Interdepartmental	72,000	125,000	130,457	-	(125,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	72,000	125,000	128,745	-	(125,000)	-100 %
-	9911 - PM Labour-Reg	-	-	9	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,703	-	-	0 %
-	Net	432,228	573,412	1,115,457	978,300	404,888	71 %
-	R740 - Concrete Sidewalks-West & Bedford	724,462	754,370	763,501	1,059,800	305,430	40 %
-	Expense	724,462	754,370	763,501	1,059,800	305,430	40 %
-	Compensation and Benefits	537,092	486,496	493,072	708,300	221,804	46 %
-	6001 - Salaries - Regular	355,755	380,183	295,646	525,800	145,617	38 %
-	6002 - Salaries - Overtime	-	20,000	(12,741)	60,000	40,000	200 %
-	6100 - Benefits - Salaries	74,610	76,379	69,620	120,700	44,321	58 %
-	6110 - Vacancy Management	-	-	116,283	(11,700)	(11,700)	100 %
-	6152 - Retirement Incentives	2,506	2,406	2,170	3,900	1,494	62 %
-	6154 - Workers' Compensation	7,008	7,528	5,942	9,600	2,072	28 %
-	9200 - HR CATS Wage/Ben	-	-	15,933	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	97,213	-	219	-	-	0 %
-	Office	-	-	315	100	100	100 %
-	6207 - Office Supplies	-	-	315	100	100	100 %
-	External Services	190,600	121,100	106,414	230,900	109,800	91 %
-	6399 - Contract Services	190,600	121,100	106,414	230,900	109,800	91 %
-	Supplies	7,400	20,800	18,962	26,200	5,400	26 %
-	6401 - Uniforms & Clothing	4,700	6,300	6,066	8,300	2,000	32 %
-	6406 - Bridge Tolls	-	100	-	-	(100)	-100 %

-	6407 - Cleaning/Sanitary Supplies	-	-	70	1,000	1,000	100 %
-	6409 - Personal Protective Equipme	-	1,400	1,816	3,400	2,000	143 %
-	6499 - Other Supplies	2,700	13,000	11,010	13,500	500	4 %
-	Materials	46,000	39,400	71,917	83,800	44,400	113 %
-	6501 - Asphalt	14,100	13,600	15,350	15,000	1,400	10 %
-	6502 - Chemicals	3,000	900	-	900	-	0 %
-	6504 - Hardware	2,400	2,400	824	5,700	3,300	138 %
-	6505 - Lubricants	-	-	527	200	200	100 %
-	6506 - Lumber	3,200	3,600	3,889	6,000	2,400	67 %
-	6508 - Ready Mix Concrete	18,400	15,000	44,699	45,000	30,000	200 %
-	6509 - Reagents	500	-	-	-	-	0 %
-	6510 - Road Oils	200	-	1,285	200	200	100 %
-	6512 - Sand	-	-	-	200	200	100 %
-	6514 - Sods	1,300	1,600	1,669	1,700	100	6 %
-	6515 - Stone and Gravel	1,400	700	1,425	6,000	5,300	757 %
-	6516 - Topsoil	1,300	500	1,952	200	(300)	-60 %
-	6517 - Paint	200	100	297	1,000	900	900 %
-	6518 - Metal	-	1,000	-	1,600	600	60 %
-	6599 - Other Materials	-	-	-	100	100	100 %
-	Equipment & Communications	2,300	3,500	1,306	7,400	3,900	111 %
-	6701 - Equipment Purchase	1,800	-	-	3,200	3,200	100 %
-	6702 - Small Tools	500	2,000	1,243	2,200	200	10 %
-	6704 - Equipment Rental	-	1,500	63	2,000	500	33 %
-	Vehicle Expense	-	-	603	100	100	100 %
-	6802 - Vehicle Repair and Maintena	-	-	603	100	100	100 %
-	Other Goods & Services	7,570	3,074	1,494	3,000	(74)	-2 %
-	6905 - Training & Education	1,000	-	255	1,000	1,000	100 %
-	6908 - Medical Examinations	-	500	-	500	-	0 %
-	6910 - Signage	-	200	837	800	600	300 %
-	6929 - Visa Purchases	-	1,800	230	-	(1,800)	-100 %
-	6938 - Rewarding Excellence	-	-	-	100	100	100 %
-	6999 - Other Goods and Services	6,570	574	172	600	26	5 %
-	Other Fiscal	(121,500)	-	-	-	-	0 %
-	8024 - Transf to/fr Capital	(121,500)	-	-	-	-	0 %
-	Interdepartmental	55,000	80,000	69,418	-	(80,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	55,000	80,000	64,458	-	(80,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	4,960	-	-	0 %
-	Net	967,462	754,370	1,459,937	1,083,200	328,830	44 %
-	R741 - Asphalt Curb/Walkways Patch - Eas	417,240	552,068	490,951	400,200	(151,868)	-28 %
-	Expense	417,240	552,068	490,951	400,200	(151,868)	-28 %
-	Compensation and Benefits	335,380	361,364	353,798	309,400	(51,964)	-14 %
-	6001 - Salaries - Regular	265,574	288,820	257,839	251,500	(37,320)	-13 %
-	6002 - Salaries - Overtime	-	-	(13,369)	-	-	0 %
-	6100 - Benefits - Salaries	59,614	64,659	58,428	56,100	(8,559)	-13 %
-	6110 - Vacancy Management	-	-	41,639	(4,700)	(4,700)	100 %
-	6152 - Retirement Incentives	2,045	2,166	2,101	1,900	(266)	-12 %
-	6154 - Workers' Compensation	5,232	5,719	5,119	4,600	(1,119)	-20 %
-	9200 - HR CATS Wage/Ben	-	-	2,517	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	2,915	-	(476)	-	-	0 %
-	Office	720	700	191	300	(400)	-57 %
-	6201 - Telephone	-	400	-	-	(400)	-100 %
-	6207 - Office Supplies	720	300	191	300	-	0 %
-	External Services	1,200	24,200	12,956	24,200	-	0 %
-	6399 - Contract Services	1,200	24,200	12,956	24,200	-	0 %
-	Supplies	5,840	11,489	11,025	6,800	(4,689)	-41 %
-	6401 - Uniforms & Clothing	5,000	5,000	9,345	5,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	44	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	100	5,289	579	600	(4,689)	-89 %
-	6409 - Personal Protective Equipme	200	200	94	200	-	0 %
-	6499 - Other Supplies	540	1,000	963	1,000	-	0 %
-	Materials	39,800	53,000	55,026	58,600	5,600	11 %
-	6501 - Asphalt	32,000	44,000	45,159	50,000	6,000	14 %
-	6504 - Hardware	1,200	5,600	2,122	5,600	-	0 %
-	6505 - Lubricants	400	100	870	-	(100)	-100 %
-	6506 - Lumber	200	200	28	-	(200)	-100 %
-	6507 - Propane	-	-	119	-	-	0 %
-	6508 - Ready Mix Concrete	-	500	4,794	500	-	0 %
-	6510 - Road Oils	2,500	2,500	1,856	2,500	-	0 %
-	6514 - Sods	500	100	-	-	(100)	-100 %
-	6516 - Topsoil	3,000	-	-	-	-	0 %
-	6599 - Other Materials	-	-	78	-	-	0 %
-	Building Costs	200	-	-	-	-	0 %
-	6608 - Water	200	-	-	-	-	0 %
-	Equipment & Communications	4,500	-	1,426	-	-	0 %
-	6701 - Equipment Purchase	-	-	515	-	-	0 %
-	6702 - Small Tools	3,000	-	879	-	-	0 %

-	6704 - Equipment Rental	1,500	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	32	-	-	0 %
-	Vehicle Expense	100	100	15	100	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	-	-	-	0 %
-	6899 - Other Vehicle Expense	100	100	15	100	-	0 %
-	Other Goods & Services	3,500	1,215	1,230	800	(415)	-34 %
-	6903 - Travel - Local	-	300	589	300	-	0 %
-	6905 - Training & Education	1,200	-	-	-	-	0 %
-	6906 - Licenses & Agreements	400	500	-	-	(500)	-100 %
-	6910 - Signage	500	-	-	-	-	0 %
-	6918 - Meals	-	100	-	100	-	0 %
-	6929 - Visa Purchases	-	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	500	215	-	300	85	40 %
-	6999 - Other Goods and Services	900	-	641	100	100	100 %
-	Interdepartmental	26,000	100,000	55,284	-	(100,000)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	26,000	100,000	46,220	-	(100,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	9,064	-	-	0 %
-	Net	417,240	552,068	1,136,089	409,600	(142,468)	-26 %
-	R742 - Concrete Sidewalks-East	631,022	781,012	591,882	478,100	(302,912)	-39 %
-	Expense	631,022	781,012	591,882	478,100	(302,912)	-39 %
-	Compensation and Benefits	495,822	587,068	398,371	397,500	(189,568)	-32 %
-	6001 - Salaries - Regular	398,289	474,808	336,596	329,300	(145,508)	-31 %
-	6002 - Salaries - Overtime	-	-	(18,386)	-	-	0 %
-	6051 - Shift Agreements	-	-	11	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,986	-	-	0 %
-	6100 - Benefits - Salaries	81,542	99,729	70,190	67,000	(32,729)	-33 %
-	6110 - Vacancy Management	-	-	134,657	(6,900)	(6,900)	100 %
-	6152 - Retirement Incentives	2,716	3,130	2,089	2,100	(1,030)	-33 %
-	6154 - Workers' Compensation	7,846	9,401	6,944	6,000	(3,401)	-36 %
-	6155 - Overtime Meals	-	-	315	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(134,722)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	5,429	-	(2,309)	-	-	0 %
-	Office	-	-	60	-	-	0 %
-	6299 - Other Office Expenses	-	-	60	-	-	0 %
-	External Services	170,700	102,400	114,936	41,600	(60,800)	-59 %
-	6399 - Contract Services	170,700	102,400	114,936	41,600	(60,800)	-59 %
-	Supplies	6,440	7,500	7,653	7,500	-	0 %
-	6401 - Uniforms & Clothing	5,000	5,000	5,998	5,000	-	0 %
-	6409 - Personal Protective Equipme	-	-	648	-	-	0 %
-	6499 - Other Supplies	1,440	2,500	1,007	2,500	-	0 %
-	Materials	33,800	28,400	21,731	28,300	(100)	0 %
-	6501 - Asphalt	7,600	5,600	3,483	5,600	-	0 %
-	6504 - Hardware	1,400	1,400	53	1,400	-	0 %
-	6506 - Lumber	3,000	3,000	446	3,000	-	0 %
-	6508 - Ready Mix Concrete	15,000	9,000	10,610	9,000	-	0 %
-	6509 - Reagents	1,000	1,000	-	-	(1,000)	-100 %
-	6510 - Road Oils	500	500	288	1,500	1,000	200 %
-	6513 - Seeds & Plants	-	100	-	-	(100)	-100 %
-	6514 - Sods	900	900	207	900	-	0 %
-	6515 - Stone and Gravel	2,000	2,000	2,961	2,000	-	0 %
-	6516 - Topsoil	900	1,400	-	1,400	-	0 %
-	6517 - Paint	500	500	212	500	-	0 %
-	6518 - Metal	-	-	13	-	-	0 %
-	6599 - Other Materials	1,000	3,000	3,458	3,000	-	0 %
-	Building Costs	-	100	9	-	(100)	-100 %
-	6611 - Building - Interior	-	100	-	-	(100)	-100 %
-	6699 - Other Building Cost	-	-	9	-	-	0 %
-	Equipment & Communications	8,500	10,000	1,038	1,000	(9,000)	-90 %
-	6701 - Equipment Purchase	4,500	4,500	-	-	(4,500)	-100 %
-	6702 - Small Tools	1,000	1,000	725	1,000	-	0 %
-	6704 - Equipment Rental	3,000	4,500	-	-	(4,500)	-100 %
-	6711 - Communication System	-	-	313	-	-	0 %
-	Other Goods & Services	5,760	5,544	1,860	2,200	(3,344)	-60 %
-	6903 - Travel - Local	-	-	1,860	-	-	0 %
-	6905 - Training & Education	600	344	-	-	(344)	-100 %
-	6910 - Signage	2,000	2,000	-	-	(2,000)	-100 %
-	6936 - Staff Relations	1,000	1,000	-	-	(1,000)	-100 %
-	6999 - Other Goods and Services	2,160	2,200	-	2,200	-	0 %
-	Interdepartmental	50,000	40,000	46,224	-	(40,000)	-100 %
-	7001 - Interdepartmental Equipment	-	-	180	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	50,000	40,000	41,058	-	(40,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	4,986	-	-	0 %
-	Other Fiscal	(140,000)	-	-	-	-	0 %
-	8024 - Transf to/fr Capital	(140,000)	-	-	-	-	0 %
-	Net	911,022	781,012	1,560,174	491,900	(289,112)	-37 %

-	R743 - Asphalt Patching-all regions	789,343	744,707	539,982	856,600	111,893	15 %
-	Expense	789,343	744,707	539,982	856,600	111,893	15 %
-	Compensation and Benefits	421,563	417,707	347,720	592,600	174,893	42 %
-	6001 - Salaries - Regular	339,348	345,016	270,376	491,000	145,984	42 %
-	6002 - Salaries - Overtime	-	-	(18,682)	-	-	0 %
-	6100 - Benefits - Salaries	63,046	63,855	53,696	95,700	31,845	50 %
-	6110 - Vacancy Management	-	-	92,739	(6,400)	(6,400)	100 %
-	6152 - Retirement Incentives	2,028	2,007	1,914	3,200	1,193	59 %
-	6154 - Workers' Compensation	6,686	6,829	5,504	9,100	2,271	33 %
-	9200 - HR CATS Wage/Ben	-	-	(56,359)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	10,455	-	(1,468)	-	-	0 %
-	Office	-	-	206	-	-	0 %
-	6207 - Office Supplies	-	-	206	-	-	0 %
-	External Services	164,600	113,100	69,474	113,100	-	0 %
-	6312 - Refuse Collection	-	-	317	-	-	0 %
-	6399 - Contract Services	164,600	113,100	69,157	113,100	-	0 %
-	Supplies	15,030	12,000	8,866	8,500	(3,500)	-29 %
-	6401 - Uniforms & Clothing	12,500	2,500	3,024	3,000	500	20 %
-	6405 - Photography Supplies & Equi	-	-	42	-	-	0 %
-	6406 - Bridge Tolls	500	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	500	500	826	1,000	500	100 %
-	6409 - Personal Protective Equipme	-	7,500	3,320	3,000	(4,500)	-60 %
-	6499 - Other Supplies	1,530	1,500	1,654	1,500	-	0 %
-	Materials	100,300	96,800	75,783	137,300	40,500	42 %
-	6501 - Asphalt	90,000	90,000	66,125	123,200	33,200	37 %
-	6502 - Chemicals	-	1,000	1,901	3,000	2,000	200 %
-	6504 - Hardware	3,500	200	1,409	2,000	1,800	900 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	6507 - Propane	500	-	1,932	2,000	2,000	100 %
-	6508 - Ready Mix Concrete	3,000	-	-	-	-	0 %
-	6510 - Road Oils	3,000	5,500	4,416	7,000	1,500	27 %
-	6517 - Paint	300	100	-	100	-	0 %
-	6599 - Other Materials	-	-	-	-	-	0 %
-	Equipment & Communications	14,600	2,600	147	2,600	-	0 %
-	6701 - Equipment Purchase	3,000	-	-	-	-	0 %
-	6702 - Small Tools	1,500	100	-	100	-	0 %
-	6704 - Equipment Rental	10,100	2,500	147	2,500	-	0 %
-	Other Goods & Services	4,250	2,500	1,497	2,500	-	0 %
-	6902 - Conferences and Workshops	-	-	55	-	-	0 %
-	6905 - Training & Education	-	100	-	1,000	900	900 %
-	6910 - Signage	2,000	-	-	-	-	0 %
-	6929 - Visa Purchases	-	100	-	-	(100)	-100 %
-	6999 - Other Goods and Services	2,250	2,300	1,442	1,500	(800)	-35 %
-	Interdepartmental	69,000	100,000	36,289	-	(100,000)	-100 %
-	7001 - Interdepartmental Equipment	-	-	570	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	69,000	100,000	35,407	-	(100,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	312	-	-	0 %
-	Net	789,343	744,707	1,338,508	869,400	124,693	17 %
-	R721 - Street Maintenance-West Region	477,889	649,491	600,035	-	(649,491)	-100 %
-	Expense	477,889	649,491	600,035	-	(649,491)	-100 %
-	Compensation and Benefits	312,259	416,645	372,812	-	(416,645)	-100 %
-	6001 - Salaries - Regular	246,350	302,480	215,700	-	(302,480)	-100 %
-	6002 - Salaries - Overtime	-	40,000	(1,773)	-	(40,000)	-100 %
-	6051 - Shift Agreements	-	-	284	-	-	0 %
-	6100 - Benefits - Salaries	55,138	65,907	48,737	-	(65,907)	-100 %
-	6110 - Vacancy Management	-	-	61,190	-	-	0 %
-	6152 - Retirement Incentives	1,897	2,269	1,595	-	(2,269)	-100 %
-	6154 - Workers' Compensation	4,853	5,989	4,423	-	(5,989)	-100 %
-	9200 - HR CATS Wage/Ben	-	-	46,582	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	4,021	-	(3,926)	-	-	0 %
-	Office	-	200	8	-	(200)	-100 %
-	6201 - Telephone	-	100	-	-	(100)	-100 %
-	6207 - Office Supplies	-	100	8	-	(100)	-100 %
-	External Services	72,000	55,000	93,872	-	(55,000)	-100 %
-	6301 - Professional Fees	-	-	16	-	-	0 %
-	6399 - Contract Services	72,000	55,000	93,856	-	(55,000)	-100 %
-	Supplies	6,700	33,646	35,381	-	(33,646)	-100 %
-	6401 - Uniforms & Clothing	1,800	2,000	2,672	-	(2,000)	-100 %
-	6406 - Bridge Tolls	-	-	70	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	1,500	1,000	265	-	(1,000)	-100 %
-	6409 - Personal Protective Equipme	700	1,700	1,909	-	(1,700)	-100 %
-	6499 - Other Supplies	2,700	28,946	30,465	-	(28,946)	-100 %
-	Materials	32,300	9,900	7,715	-	(9,900)	-100 %
-	6501 - Asphalt	1,000	-	554	-	-	0 %
-	6502 - Chemicals	5,000	1,000	-	-	(1,000)	-100 %

-	6504 - Hardware	2,000	3,300	3,996	-	(3,300)	-100 %
-	6505 - Lubricants	-	200	13	-	(200)	-100 %
-	6506 - Lumber	3,500	2,000	1,294	-	(2,000)	-100 %
-	6508 - Ready Mix Concrete	800	-	-	-	-	0 %
-	6510 - Road Oils	-	200	13	-	(200)	-100 %
-	6512 - Sand	-	100	-	-	(100)	-100 %
-	6513 - Seeds & Plants	500	-	-	-	-	0 %
-	6514 - Sods	-	300	-	-	(300)	-100 %
-	6515 - Stone and Gravel	10,000	1,000	590	-	(1,000)	-100 %
-	6516 - Topsoil	-	400	-	-	(400)	-100 %
-	6517 - Paint	500	700	209	-	(700)	-100 %
-	6518 - Metal	7,000	600	814	-	(600)	-100 %
-	6549 - Non-Stock Items	1,000	100	-	-	(100)	-100 %
-	6599 - Other Materials	1,000	-	232	-	-	0 %
-	Building Costs	900	100	-	-	(100)	-100 %
-	6603 - Grounds and Landscaping	800	-	-	-	-	0 %
-	6604 - Bus Gates/Shelters - Repair	-	100	-	-	(100)	-100 %
-	6608 - Water	100	-	-	-	-	0 %
-	Equipment & Communications	1,600	4,000	8,355	-	(4,000)	-100 %
-	6701 - Equipment Purchase	900	3,200	-	-	(3,200)	-100 %
-	6702 - Small Tools	700	200	124	-	(200)	-100 %
-	6704 - Equipment Rental	-	500	8,231	-	(500)	-100 %
-	6711 - Communication System	-	100	-	-	(100)	-100 %
-	Vehicle Expense	400	1,800	284	-	(1,800)	-100 %
-	6802 - Vehicle Repair and Maintena	400	100	284	-	(100)	-100 %
-	6806 - Long Term Fleet Rentals	-	1,700	-	-	(1,700)	-100 %
-	Other Goods & Services	1,730	3,200	4,311	-	(3,200)	-100 %
-	6902 - Conferences and Workshops	-	-	100	-	-	0 %
-	6906 - Licenses & Agreements	-	100	-	-	(100)	-100 %
-	6910 - Signage	-	3,000	-	-	(3,000)	-100 %
-	6918 - Meals	200	-	-	-	-	0 %
-	6938 - Rewarding Excellence	-	100	-	-	(100)	-100 %
-	6940 - Fencing	-	-	3,024	-	-	0 %
-	6999 - Other Goods and Services	1,530	-	1,187	-	-	0 %
-	Interdepartmental	50,000	125,000	77,297	-	(125,000)	-100 %
-	7001 - Interdepartmental Equipment	-	-	1,140	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	50,000	125,000	69,367	-	(125,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	6,790	-	-	0 %
-	Net	477,889	649,491	1,174,723	-	(649,491)	-100 %
-	R732 - Street Maintenance-Central Region	794,721	789,571	685,936	-	(789,571)	-100 %
-	Expense	794,721	789,571	685,936	-	(789,571)	-100 %
-	Compensation and Benefits	414,071	394,917	331,239	-	(394,917)	-100 %
-	6001 - Salaries - Regular	319,260	311,365	312,427	-	(311,365)	-100 %
-	6002 - Salaries - Overtime	-	8,000	(13,412)	-	(8,000)	-100 %
-	6051 - Shift Agreements	-	-	212	-	-	0 %
-	6100 - Benefits - Salaries	69,879	67,052	67,017	-	(67,052)	-100 %
-	6152 - Retirement Incentives	2,458	2,335	2,276	-	(2,335)	-100 %
-	6154 - Workers' Compensation	6,289	6,165	6,313	-	(6,165)	-100 %
-	9200 - HR CATS Wage/Ben	-	-	(44,052)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	16,185	-	458	-	-	0 %
-	Office	-	100	21	-	(100)	-100 %
-	6201 - Telephone	-	-	21	-	-	0 %
-	6207 - Office Supplies	-	100	-	-	(100)	-100 %
-	External Services	122,000	115,200	139,738	-	(115,200)	-100 %
-	6399 - Contract Services	122,000	115,200	139,738	-	(115,200)	-100 %
-	Supplies	7,060	2,700	3,724	-	(2,700)	-100 %
-	6401 - Uniforms & Clothing	3,800	2,400	3,381	-	(2,400)	-100 %
-	6407 - Cleaning/Sanitary Supplies	1,500	-	127	-	-	0 %
-	6409 - Personal Protective Equipme	500	300	216	-	(300)	-100 %
-	6499 - Other Supplies	1,260	-	-	-	-	0 %
-	Materials	51,500	59,954	22,047	-	(59,954)	-100 %
-	6501 - Asphalt	-	-	294	-	-	0 %
-	6502 - Chemicals	35,000	38,354	14,581	-	(38,354)	-100 %
-	6504 - Hardware	3,500	1,700	4,825	-	(1,700)	-100 %
-	6505 - Lubricants	1,500	-	84	-	-	0 %
-	6506 - Lumber	1,000	800	1,374	-	(800)	-100 %
-	6512 - Sand	-	-	250	-	-	0 %
-	6515 - Stone and Gravel	10,000	18,000	639	-	(18,000)	-100 %
-	6517 - Paint	500	100	-	-	(100)	-100 %
-	6518 - Metal	-	1,000	-	-	(1,000)	-100 %
-	Building Costs	1,500	-	-	-	-	0 %
-	6608 - Water	1,500	-	-	-	-	0 %
-	Equipment & Communications	90,500	41,700	55,648	-	(41,700)	-100 %
-	6701 - Equipment Purchase	1,000	-	-	-	-	0 %
-	6702 - Small Tools	2,500	500	1,154	-	(500)	-100 %

-	6704 - Equipment Rental	85,000	37,500	53,206	-	(37,500)	-100 %
-	6705 - Equipment - Repair and Main	2,000	3,700	1,288	-	(3,700)	-100 %
-	Vehicle Expense	1,000	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	1,000	-	-	-	-	0 %
-	Other Goods & Services	5,090	-	9,597	-	-	0 %
-	6903 - Travel - Local	-	-	3,641	-	-	0 %
-	6905 - Training & Education	1,500	-	-	-	-	0 %
-	6906 - Licenses & Agreements	-	-	60	-	-	0 %
-	6908 - Medical Examinations	-	-	110	-	-	0 %
-	6938 - Rewarding Excellence	890	-	-	-	-	0 %
-	6940 - Fencing	-	-	5,786	-	-	0 %
-	6999 - Other Goods and Services	2,700	-	-	-	-	0 %
-	Interdepartmental	102,000	175,000	123,922	-	(175,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	102,000	175,000	112,486	-	(175,000)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	11,418	-	-	0 %
-	Net	794,721	789,571	1,446,456	-	(789,571)	-100 %
-	R899 - Streets Job Costing Clearing	-	-	(408)	-	-	0 %
-	Expense	-	-	(408)	-	-	0 %
-	Compensation and Benefits	-	-	(408)	-	-	0 %
-	6001 - Salaries - Regular	-	-	1,950	-	-	0 %
-	6002 - Salaries - Overtime	-	-	(519)	-	-	0 %
-	6100 - Benefits - Salaries	-	-	223	-	-	0 %
-	6154 - Workers' Compensation	-	-	40	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(2,102)	-	-	0 %
-	Net	-	-	67,876	-	-	0 %
-	R745 - Locked Sidewalks - West	-	110,000	-	-	(110,000)	-100 %
-	Expense	-	110,000	-	-	(110,000)	-100 %
-	Compensation and Benefits	-	-	-	-	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	Interdepartmental	-	110,000	-	-	(110,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	-	110,000	-	-	(110,000)	-100 %
-	Net	-	110,000	12,896	-	(110,000)	-100 %
-	R744 - Locked Sidewalks - East	-	70,000	1	-	(70,000)	-100 %
-	Expense	-	70,000	1	-	(70,000)	-100 %
-	Compensation and Benefits	-	-	-	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(45,804)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	44,485	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,319	-	-	0 %
-	Materials	-	-	1	-	-	0 %
-	6501 - Asphalt	-	-	1,820	-	-	0 %
-	6504 - Hardware	-	-	16	-	-	0 %
-	6508 - Ready Mix Concrete	-	-	8,486	-	-	0 %
-	6514 - Sods	-	-	324	-	-	0 %
-	6515 - Stone and Gravel	-	-	1,458	-	-	0 %
-	6516 - Topsoil	-	-	732	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	(12,835)	-	-	0 %
-	Equipment & Communications	-	-	-	-	-	0 %
-	6704 - Equipment Rental	-	-	939	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	(939)	-	-	0 %
-	Other Goods & Services	-	-	(7,445)	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	(7,445)	-	-	0 %
-	Interdepartmental	-	70,000	7,445	-	(70,000)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	70,000	6,715	-	(70,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	730	-	-	0 %
-	9990 - Interdepartmental Vehicle T	-	-	-	-	-	0 %
-	Net	-	70,000	174,591	-	(70,000)	-100 %
-	R716 - Contracts - Concrete East	-	-	-	600,000	600,000	100 %
-	Expense	-	-	-	600,000	600,000	100 %
-	External Services	-	-	-	600,000	600,000	100 %
-	6399 - Contract Services	-	-	-	600,000	600,000	100 %
-	Net	-	-	-	600,000	600,000	100 %
-	R718 - Contracts - Asphalt East	-	-	-	757,500	757,500	100 %
-	Expense	-	-	-	757,500	757,500	100 %
-	External Services	-	-	-	290,000	290,000	100 %
-	6399 - Contract Services	-	-	-	290,000	290,000	100 %
-	Materials	-	-	-	467,500	467,500	100 %
-	6501 - Asphalt	-	-	-	467,500	467,500	100 %
-	Net	-	-	-	757,500	757,500	100 %
-	R719 - Contracts - Asphalt West	-	-	-	732,500	732,500	100 %
-	Expense	-	-	-	732,500	732,500	100 %
-	External Services	-	-	-	265,000	265,000	100 %
-	6399 - Contract Services	-	-	-	265,000	265,000	100 %
-	Materials	-	-	-	467,500	467,500	100 %

-	6501 - Asphalt	-	-	-	467,500	467,500	100 %
-	Net	-	-	-	732,500	732,500	100 %
-	R717 - Contracts - Concrete West	-	-	-	500,000	500,000	100 %
-	Expense	-	-	-	500,000	500,000	100 %
-	Other Goods & Services	-	-	-	500,000	500,000	100 %
-	6925 - Sidewalks	-	-	-	500,000	500,000	100 %
-	Net	-	-	-	500,000	500,000	100 %
-	R739 - Fall River Sidewalks	-	(31,900)	-	-	31,900	-100 %
-	Expense	-	(31,900)	-	-	31,900	-100 %
-	Debt Service	47,700	15,800	15,805	-	(15,800)	-100 %
-	8011 - Interest on Debentures	2,500	500	523	-	(500)	-100 %
-	8012 - Principal on Debentures	45,200	15,300	15,282	-	(15,300)	-100 %
-	Other Fiscal	(47,700)	(47,700)	(15,805)	-	47,700	-100 %
-	9000 - Prior Year Surplus/Deficit	(47,700)	(47,700)	(15,805)	-	47,700	-100 %
-	Net	95,400	63,500	31,610	-	(63,500)	-100 %
-	LICENSE - License	(6,545,740)	(4,536,381)	(4,207,584)	(4,060,850)	475,531	-10 %
-	A315 - Ticket Office	(7,406,040)	(5,423,081)	(4,895,301)	(5,072,400)	350,681	-6 %
-	Expense	1,013,960	1,076,919	1,035,684	1,127,600	50,681	5 %
-	Compensation and Benefits	373,400	382,828	386,538	383,100	272	0 %
-	6001 - Salaries - Regular	302,400	313,006	308,790	314,000	994	0 %
-	6002 - Salaries - Overtime	1,200	833	(53)	1,000	167	20 %
-	6005 - PDP Increases	-	-	(1,501)	-	-	0 %
-	6100 - Benefits - Salaries	62,100	61,251	71,655	66,000	4,749	8 %
-	6110 - Vacancy Management	-	-	-	(6,000)	(6,000)	100 %
-	6152 - Retirement Incentives	1,600	1,490	1,702	2,000	510	34 %
-	6154 - Workers' Compensation	6,000	6,148	5,945	6,000	(148)	-2 %
-	6155 - Overtime Meals	100	100	-	100	-	0 %
-	Office	93,610	93,410	104,397	99,500	6,090	7 %
-	6201 - Telephone	73,000	73,000	81,389	73,000	-	0 %
-	6202 - Courier/Postage	450	450	108	500	50	11 %
-	6203 - Office Furniture and Equipm	810	810	1,504	800	(10)	-1 %
-	6205 - Printing & Reproduction	16,200	16,000	18,671	22,000	6,000	38 %
-	6207 - Office Supplies	3,150	3,150	2,522	3,200	50	2 %
-	6299 - Other Office Expenses	-	-	203	-	-	0 %
-	External Services	512,000	570,772	495,420	564,000	(6,772)	-1 %
-	6399 - Contract Services	512,000	570,772	495,420	564,000	(6,772)	-1 %
-	Equipment & Communications	33,600	29,000	25,211	79,000	50,000	172 %
-	6701 - Equipment Purchase	-	-	-	50,000	50,000	100 %
-	6711 - Communication System	33,600	29,000	25,211	29,000	-	0 %
-	Vehicle Expense	-	-	137	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	137	-	-	0 %
-	Other Goods & Services	1,350	909	1,242	2,000	1,091	120 %
-	6903 - Travel - Local	450	450	931	500	50	11 %
-	6905 - Training & Education	500	287	172	1,500	1,213	423 %
-	6918 - Meals	-	-	89	-	-	0 %
-	6938 - Rewarding Excellence	400	172	50	-	(172)	-100 %
-	Interdepartmental	-	-	3,474	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	240	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	2,121	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,095	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	-	-	19,265	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	19,265	-	-	0 %
-	Revenue	(8,420,000)	(6,500,000)	(5,930,985)	(6,200,000)	300,000	-5 %
-	Area Rate Revenue	-	-	-	-	-	0 %
-	4202 - Area Rate LIC Commercial	-	-	-	-	-	0 %
-	Fee Revenues	(8,420,000)	(6,500,000)	(5,930,967)	(6,200,000)	300,000	-5 %
-	4902 - Fines Fees	(3,300,000)	(3,500,000)	(3,728,999)	(3,500,000)	-	0 %
-	5256 - SOT Revenue	(5,120,000)	(3,000,000)	(2,201,968)	(2,700,000)	300,000	-10 %
-	Other Revenue	-	-	(18)	-	-	0 %
-	5507 - Overages and Shortages	-	-	(18)	-	-	0 %
-	Net	9,433,960	7,576,919	11,853,581	7,339,600	(237,319)	-3 %
-	S330 - Taxi & Limousine	20,000	23,000	17,508	(193,500)	(216,500)	-941 %
-	Expense	185,000	188,000	165,073	251,500	63,500	34 %
-	Compensation and Benefits	127,800	131,000	126,936	192,000	61,000	47 %
-	6001 - Salaries - Regular	106,800	108,800	109,313	160,500	51,700	48 %
-	6005 - PDP Increases	-	-	(2,052)	-	-	0 %
-	6100 - Benefits - Salaries	18,500	19,600	17,085	29,300	9,700	49 %
-	6110 - Vacancy Management	-	-	-	(2,000)	(2,000)	100 %
-	6152 - Retirement Incentives	600	600	657	1,300	700	117 %
-	6154 - Workers' Compensation	1,900	2,000	1,933	2,900	900	45 %
-	Office	5,200	5,000	5,265	5,000	-	0 %
-	6201 - Telephone	1,700	1,500	2,472	1,500	-	0 %
-	6202 - Courier/Postage	500	500	26	500	-	0 %
-	6207 - Office Supplies	3,000	3,000	2,767	3,000	-	0 %
-	External Services	50,000	50,000	32,872	50,000	-	0 %

-	6399 - Contract Services	50,000	50,000	32,872	50,000	-	0 %
-	Equipment & Communications	1,000	1,500	-	1,500	-	0 %
-	6706 - Computer Repair and Mainten	1,000	1,500	-	1,500	-	0 %
-	Other Goods & Services	1,000	500	-	3,000	2,500	500 %
-	6903 - Travel - Local	500	500	-	500	-	0 %
-	6912 - Advertising and Promotion	-	-	-	2,500	2,500	100 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Revenue	(165,000)	(165,000)	(147,565)	(445,000)	(280,000)	170 %
-	Fee Revenues	(165,000)	(165,000)	(147,565)	(445,000)	(280,000)	170 %
-	4907 - Taxi Licenses	(165,000)	(165,000)	(147,565)	(165,000)	-	0 %
-	4916 - Vending Licenses	-	-	-	(40,000)	(40,000)	100 %
-	5101 - Parking Rentals	-	-	-	(20,000)	(20,000)	100 %
-	5204 - Administration Fees	-	-	-	(190,000)	(190,000)	100 %
-	5250 - Sales of Services Other	-	-	-	(30,000)	(30,000)	100 %
-	Net	350,000	353,000	344,248	700,500	347,500	98 %
-	S320 - Animal control	840,300	863,700	670,209	946,050	82,350	10 %
-	Expense	990,300	1,013,700	981,749	1,096,050	82,350	8 %
-	Compensation and Benefits	527,400	529,200	500,631	602,200	73,000	14 %
-	6001 - Salaries - Regular	378,800	383,900	349,985	457,100	73,200	19 %
-	6002 - Salaries - Overtime	60,000	55,900	59,251	55,900	-	0 %
-	6005 - PDP Increases	-	-	(1,746)	-	-	0 %
-	6051 - Shift Agreements	2,000	2,000	1,135	2,000	-	0 %
-	6054 - Vacation Payout for Staff	-	-	1,660	-	-	0 %
-	6100 - Benefits - Salaries	77,100	77,700	69,456	85,000	7,300	9 %
-	6110 - Vacancy Management	-	-	11,936	(8,300)	(8,300)	100 %
-	6152 - Retirement Incentives	2,000	2,100	1,360	2,500	400	19 %
-	6154 - Workers' Compensation	7,500	7,600	7,594	8,000	400	5 %
-	Office	6,500	6,300	3,186	7,400	1,100	17 %
-	6201 - Telephone	4,000	3,800	2,406	4,100	300	8 %
-	6202 - Courier/Postage	500	500	89	500	-	0 %
-	6205 - Printing & Reproduction	-	-	62	300	300	100 %
-	6207 - Office Supplies	2,000	2,000	629	2,500	500	25 %
-	External Services	439,200	461,000	460,864	461,000	-	0 %
-	6399 - Contract Services	439,200	461,000	460,864	461,000	-	0 %
-	Supplies	9,000	9,000	2,166	14,500	5,500	61 %
-	6401 - Uniforms & Clothing	9,000	9,000	2,166	8,500	(500)	-6 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	2,000	2,000	100 %
-	6499 - Other Supplies	-	-	-	4,000	4,000	100 %
-	Equipment & Communications	5,000	7,500	1,173	6,000	(1,500)	-20 %
-	6701 - Equipment Purchase	3,500	3,500	1,173	3,500	-	0 %
-	6706 - Computer Repair and Mainten	1,500	4,000	-	2,500	(1,500)	-38 %
-	Other Goods & Services	3,200	700	394	4,950	4,250	607 %
-	6903 - Travel - Local	700	700	224	1,450	750	107 %
-	6905 - Training & Education	-	-	-	3,500	3,500	100 %
-	6999 - Other Goods and Services	2,500	-	170	-	-	0 %
-	Interdepartmental	-	-	13,335	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	13,335	-	-	0 %
-	Revenue	(150,000)	(150,000)	(311,540)	(150,000)	-	0 %
-	Fee Revenues	(150,000)	(150,000)	(311,540)	(150,000)	-	0 %
-	4908 - Animal Licenses	(150,000)	(150,000)	(311,540)	(150,000)	-	0 %
-	Net	1,140,300	1,163,700	1,355,567	1,262,650	98,950	9 %
-	P463 - Park Patrol	-	-	-	259,000	259,000	100 %
-	Expense	-	-	-	259,000	259,000	100 %
-	External Services	-	-	-	259,000	259,000	100 %
-	6399 - Contract Services	-	-	-	259,000	259,000	100 %
-	Net	-	-	-	259,000	259,000	100 %
-	MTADM - Metro Transit Administration	7,073,166	6,944,740	(29,003,750)	(58,702,000)	(65,646,740)	-945 %
-	R631 - Revenue	280,017	332,141	(36,013,239)	(68,809,000)	(69,141,141)	-20,817 %
-	Expense	280,017	332,141	366,542	-	(332,141)	-100 %
-	Compensation and Benefits	203,753	301,953	213,308	-	(301,953)	-100 %
-	6001 - Salaries - Regular	172,334	253,720	177,593	-	(253,720)	-100 %
-	6002 - Salaries - Overtime	-	-	55	-	-	0 %
-	6005 - PDP Increases	-	-	(6,673)	-	-	0 %
-	6100 - Benefits - Salaries	25,443	38,690	36,002	-	(38,690)	-100 %
-	6152 - Retirement Incentives	1,000	1,497	1,102	-	(1,497)	-100 %
-	6154 - Workers' Compensation	4,976	8,046	5,229	-	(8,046)	-100 %
-	Office	11,250	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	3,600	-	-	-	-	0 %
-	6205 - Printing & Reproduction	900	-	-	-	-	0 %
-	6207 - Office Supplies	6,750	-	-	-	-	0 %
-	External Services	15,000	15,000	21,877	-	(15,000)	-100 %
-	6301 - Professional Fees	15,000	15,000	7,300	-	(15,000)	-100 %
-	6303 - Consulting Fees	-	-	14,577	-	-	0 %
-	Supplies	600	-	78	-	-	0 %
-	6406 - Bridge Tolls	600	-	78	-	-	0 %

-	Equipment & Communications	400	1,200	-	-	(1,200)	-100 %
-	6703 - Computer Equipment/Rentals	400	1,200	-	-	(1,200)	-100 %
-	6704 - Equipment Rental	-	-	-	-	-	0 %
-	Vehicle Expense	4,900	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	100	-	-	-	-	0 %
-	6807 - Vehicle Leases	4,800	-	-	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Other Goods & Services	44,114	13,988	54,325	-	(13,988)	-100 %
-	6901 - Membership Dues	25,000	-	19,604	-	-	0 %
-	6902 - Conferences and Workshops	9,414	988	2,708	-	(988)	-100 %
-	6903 - Travel - Local	1,080	3,000	4,092	-	(3,000)	-100 %
-	6904 - Travel - Out of Town	8,520	9,000	3,926	-	(9,000)	-100 %
-	6913 - Awards	-	-	23,100	-	-	0 %
-	6917 - Books and Periodicals	-	-	-	-	-	0 %
-	6918 - Meals	-	1,000	731	-	(1,000)	-100 %
-	6936 - Staff Relations	100	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	164	-	-	0 %
-	Interdepartmental	-	-	76,954	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	73,754	-	-	0 %
-	7009 - Internal Transfers Other	-	-	3,200	-	-	0 %
-	Revenue	-	-	(36,379,781)	(68,809,000)	(68,809,000)	100 %
-	Area Rate Revenue	-	-	(35,871,848)	(38,368,000)	(38,368,000)	100 %
-	4204 - Area Rate Local Transit	-	-	(21,941,772)	(23,445,000)	(23,445,000)	100 %
-	4205 - Area Rate Regional Transpor	-	-	(13,930,076)	(14,923,000)	(14,923,000)	100 %
-	Fee Revenues	-	-	(507,969)	(29,680,000)	(29,680,000)	100 %
-	5101 - Parking Rentals	-	-	(1,800)	-	-	0 %
-	5201 - Bus Fare Revenue	-	-	(506,239)	(29,680,000)	(29,680,000)	100 %
-	5450 - Other Sales Revenue	-	-	70	-	-	0 %
-	Other Revenue	-	-	36	(761,000)	(761,000)	100 %
-	5503 - Advertising Revenue	-	-	-	(681,000)	(681,000)	100 %
-	5507 - Overages and Shortages	-	-	36	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	-	(80,000)	(80,000)	100 %
-	Net	280,017	332,141	37,241,065	68,809,000	68,476,859	20,617 %
-	R624 - Metro Transit Service Director	98,469	76,966	152,028	2,622,000	2,545,034	3,307 %
-	Expense	178,069	156,566	188,995	2,622,000	2,465,434	1,575 %
-	Compensation and Benefits	114,349	117,466	179,663	(55,000)	(172,466)	-147 %
-	6001 - Salaries - Regular	92,312	94,616	146,932	649,000	554,384	586 %
-	6002 - Salaries - Overtime	-	-	125	-	-	0 %
-	6005 - PDP Increases	-	-	(2,779)	-	-	0 %
-	6100 - Benefits - Salaries	17,245	17,795	28,607	79,000	61,205	344 %
-	6110 - Vacancy Management	-	-	-	(800,000)	(800,000)	100 %
-	6152 - Retirement Incentives	519	538	844	3,000	2,462	458 %
-	6154 - Workers' Compensation	4,273	4,517	5,705	14,000	9,483	210 %
-	9200 - HR CATS Wage/Ben	-	-	229	-	-	0 %
-	Office	45,550	37,700	30,469	132,000	94,300	250 %
-	6201 - Telephone	28,000	-	-	-	-	0 %
-	6202 - Courier/Postage	5,400	5,400	1,849	14,000	8,600	159 %
-	6203 - Office Furniture and Equipm	5,400	18,000	11,724	18,000	-	0 %
-	6205 - Printing & Reproduction	-	-	-	86,000	86,000	100 %
-	6207 - Office Supplies	6,750	14,300	16,896	14,000	(300)	-2 %
-	External Services	1,500	-	-	30,000	30,000	100 %
-	6301 - Professional Fees	-	-	-	15,000	15,000	100 %
-	6302 - Legal Fees	-	-	-	15,000	15,000	100 %
-	6399 - Contract Services	1,500	-	-	-	-	0 %
-	Materials	100	-	218	-	-	0 %
-	6504 - Hardware	-	-	218	-	-	0 %
-	6513 - Seeds & Plants	100	-	-	-	-	0 %
-	Building Costs	15,000	-	-	28,000	28,000	100 %
-	6605 - Municipal Taxes	-	-	-	3,000	3,000	100 %
-	6699 - Other Building Cost	15,000	-	-	25,000	25,000	100 %
-	Equipment & Communications	1,200	1,200	50	36,000	34,800	2,900 %
-	6703 - Computer Equipment/Rentals	1,200	1,200	50	4,000	2,800	233 %
-	6704 - Equipment Rental	-	-	-	32,000	32,000	100 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	370	200	41	482,000	481,800	240,900 %
-	6901 - Membership Dues	-	-	-	25,000	25,000	100 %
-	6902 - Conferences and Workshops	-	-	-	2,000	2,000	100 %
-	6903 - Travel - Local	270	100	41	3,000	2,900	2,900 %
-	6904 - Travel - Out of Town	-	-	-	9,000	9,000	100 %
-	6907 - Commission Fees	-	-	-	260,000	260,000	100 %
-	6912 - Advertising and Promotion	-	-	-	113,000	113,000	100 %
-	6913 - Awards	-	-	-	20,000	20,000	100 %
-	6918 - Meals	-	100	-	1,000	900	900 %
-	6936 - Staff Relations	100	-	-	49,000	49,000	100 %
-	Interdepartmental	-	-	(21,446)	1,969,000	1,969,000	100 %

-	7005 - Interdepartmental Expenditu	-	-	-	1,969,000	1,969,000	100 %
-	7099 - Interdepartmental Chargebac	-	-	(21,500)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(79,600)	(79,600)	(36,967)	-	79,600	-100 %
-	Fee Revenues	-	-	(1,509)	-	-	0 %
-	5101 - Parking Rentals	-	-	(1,509)	-	-	0 %
-	Other Revenue	(79,600)	(79,600)	(35,458)	-	79,600	-100 %
-	5600 - Miscellaneous Revenue	(79,600)	(79,600)	(35,458)	-	79,600	-100 %
-	Net	257,669	236,166	309,262	4,222,000	3,985,834	1,688 %
-	R622 - Marketing & Communication	(298,686)	(450,036)	(401,099)	-	450,036	-100 %
-	Expense	382,014	230,664	237,876	-	(230,664)	-100 %
-	Compensation and Benefits	159,274	50,111	42,985	-	(50,111)	-100 %
-	6001 - Salaries - Regular	130,070	40,762	34,670	-	(40,762)	-100 %
-	6002 - Salaries - Overtime	-	-	(837)	-	-	0 %
-	6005 - PDP Increases	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	23,346	8,288	7,340	-	(8,288)	-100 %
-	6152 - Retirement Incentives	729	205	844	-	(205)	-100 %
-	6154 - Workers' Compensation	5,129	856	968	-	(856)	-100 %
-	Office	106,830	92,500	121,554	-	(92,500)	-100 %
-	6202 - Courier/Postage	6,300	6,300	5,593	-	(6,300)	-100 %
-	6203 - Office Furniture and Equipm	14,310	-	-	-	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	86,220	86,200	115,861	-	(86,200)	-100 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	5,000	1,200	-	-	(1,200)	-100 %
-	6703 - Computer Equipment/Rentals	5,000	1,200	-	-	(1,200)	-100 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	110,910	86,853	69,652	-	(86,853)	-100 %
-	6902 - Conferences and Workshops	2,880	-	-	-	-	0 %
-	6903 - Travel - Local	450	-	916	-	-	0 %
-	6904 - Travel - Out of Town	5,680	-	491	-	-	0 %
-	6912 - Advertising and Promotion	101,700	86,853	68,222	-	(86,853)	-100 %
-	6918 - Meals	-	-	9	-	-	0 %
-	6919 - Special Projects	-	-	-	-	-	0 %
-	6936 - Staff Relations	200	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	14	-	-	0 %
-	Interdepartmental	-	-	3,685	-	-	0 %
-	7009 - Internal Transfers Other	-	-	3,640	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	45	-	-	0 %
-	Revenue	(680,700)	(680,700)	(638,975)	-	680,700	-100 %
-	Other Revenue	(680,700)	(680,700)	(638,975)	-	680,700	-100 %
-	5503 - Advertising Revenue	(680,700)	(680,700)	(638,975)	-	680,700	-100 %
-	Net	1,062,714	911,364	1,423,343	-	(911,364)	-100 %
-	R637 - Service Development	910,716	903,019	784,156	894,000	(9,019)	-1 %
-	Expense	910,716	903,019	784,156	894,000	(9,019)	-1 %
-	Compensation and Benefits	658,336	824,377	767,770	812,000	(12,377)	-2 %
-	6001 - Salaries - Regular	532,608	668,646	632,164	659,000	(9,646)	-1 %
-	6002 - Salaries - Overtime	-	-	(1,444)	2,000	2,000	100 %
-	6005 - PDP Increases	-	-	(6,448)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	891	-	-	0 %
-	6099 - Other Allowances	-	-	4,000	-	-	0 %
-	6100 - Benefits - Salaries	102,150	128,863	112,158	124,000	(4,863)	-4 %
-	6152 - Retirement Incentives	2,966	3,787	2,986	4,000	213	6 %
-	6154 - Workers' Compensation	20,612	23,081	24,169	23,000	(81)	0 %
-	6156 - Clothing Allowance	-	-	150	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(193)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(663)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	-	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	-	-	-	0 %
-	Office	157,760	3,000	593	3,000	-	0 %
-	6201 - Telephone	500	-	-	-	-	0 %
-	6202 - Courier/Postage	90	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	2,970	-	-	-	-	0 %
-	6204 - Computer Software and Licen	154,200	3,000	551	3,000	-	0 %
-	6207 - Office Supplies	-	-	42	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6311 - Security	-	-	-	-	-	0 %
-	Supplies	500	500	782	1,000	500	100 %
-	6401 - Uniforms & Clothing	500	500	782	1,000	500	100 %
-	Materials	3,400	500	304	-	(500)	-100 %
-	6511 - Salt	-	-	304	-	-	0 %
-	6519 - Welding Supplies	500	500	-	-	(500)	-100 %
-	6599 - Other Materials	2,900	-	-	-	-	0 %
-	Building Costs	10,000	12,900	3,288	10,000	(2,900)	-22 %
-	6604 - Bus Gates/Shelters - Repair	10,000	12,900	3,288	10,000	(2,900)	-22 %

-	Equipment & Communications	2,300	2,300	609	2,000	(300)	-13 %
-	6702 - Small Tools	1,500	1,500	609	1,000	(500)	-33 %
-	6703 - Computer Equipment/Rentals	800	800	-	1,000	200	25 %
-	Other Goods & Services	78,420	59,442	5,205	66,000	6,558	11 %
-	6901 - Membership Dues	800	700	777	1,000	300	43 %
-	6902 - Conferences and Workshops	3,600	1,466	1,143	2,000	534	36 %
-	6903 - Travel - Local	1,800	1,800	2,040	2,000	200	11 %
-	6904 - Travel - Out of Town	8,520	8,500	866	6,000	(2,500)	-29 %
-	6905 - Training & Education	9,200	5,282	240	5,000	(282)	-5 %
-	6906 - Licenses & Agreements	-	-	46	-	-	0 %
-	6918 - Meals	-	400	93	-	(400)	-100 %
-	6919 - Special Projects	54,000	41,294	-	50,000	8,706	21 %
-	6936 - Staff Relations	500	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	5,605	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	3,006	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,224	-	-	0 %
-	7009 - Internal Transfers Other	-	-	6,375	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(5,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	-	-	-	0 %
-	Net	910,716	903,019	982,248	894,000	(9,019)	-1 %
-	R671 - Metro Transit Debt Charges	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8 %
-	Expense	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8 %
-	Debt Service	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8 %
-	8011 - Interest on Debentures	1,189,350	1,189,350	1,130,014	1,014,000	(175,350)	-15 %
-	8012 - Principal on Debentures	4,893,300	4,893,300	5,344,390	5,577,000	683,700	14 %
-	Net	6,082,650	6,082,650	6,474,404	6,591,000	508,350	8 %
-	MTSDL - Metro Transit - Service Delivery	(30,299,275)	(19,031,263)	22,110,816	52,451,000	71,482,263	-376 %
-	R635 - Burnside Transit Centre Operators	(33,555,245)	(29,827,007)	3,326,750	23,159,000	52,986,007	-178 %
-	Expense	31,221,055	26,527,993	27,478,055	23,159,000	(3,368,993)	-13 %
-	Compensation and Benefits	29,968,515	20,481,219	21,213,161	23,159,000	2,677,781	13 %
-	6001 - Salaries - Regular	23,113,750	16,222,048	13,916,588	15,823,000	(399,048)	-2 %
-	6002 - Salaries - Overtime	2,231,761	1,320,311	1,818,617	2,946,000	1,625,689	123 %
-	6005 - PDP Increases	-	-	(937)	-	-	0 %
-	6052 - Shift Differentials	12,089	8,000	5,745	8,000	-	0 %
-	6054 - Vactation Payout for Staff	-	-	90,218	-	-	0 %
-	6099 - Other Allowances	-	-	1,370,284	-	-	0 %
-	6100 - Benefits - Salaries	4,614,518	3,315,832	3,273,647	3,367,500	51,668	2 %
-	6110 - Vacancy Management	(1,400,000)	(1,400,000)	-	-	1,400,000	-100 %
-	6152 - Retirement Incentives	185,902	132,199	120,379	139,700	7,501	6 %
-	6154 - Workers' Compensation	1,168,568	854,729	817,076	845,800	(8,929)	-1 %
-	6155 - Overtime Meals	2,313	1,500	570	2,000	500	33 %
-	6156 - Clothing Allowance	57,614	38,600	44,811	39,000	400	1 %
-	6158 - WCB Recoverable Earnings	(18,000)	(12,000)	(16,465)	(12,000)	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(226,593)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(779)	-	-	0 %
-	Office	143,800	155,800	118,724	-	(155,800)	-100 %
-	6201 - Telephone	400	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	4,710	-	-	0 %
-	6203 - Office Furniture and Equipm	7,200	28,800	3,606	-	(28,800)	-100 %
-	6204 - Computer Software and Licen	1,200	-	-	-	-	0 %
-	6205 - Printing & Reproduction	135,000	115,000	102,126	-	(115,000)	-100 %
-	6207 - Office Supplies	-	12,000	8,282	-	(12,000)	-100 %
-	External Services	10,000	15,000	174,524	-	(15,000)	-100 %
-	6302 - Legal Fees	10,000	15,000	4,119	-	(15,000)	-100 %
-	6304 - Janitorial Services	-	-	2,583	-	-	0 %
-	6311 - Security	-	-	147,856	-	-	0 %
-	6399 - Contract Services	-	-	19,966	-	-	0 %
-	Supplies	680,300	514,000	467,788	-	(514,000)	-100 %
-	6401 - Uniforms & Clothing	242,500	190,000	176,251	-	(190,000)	-100 %
-	6402 - Medical & First Aid Supplie	-	2,000	247	-	(2,000)	-100 %
-	6406 - Bridge Tolls	435,100	320,000	291,039	-	(320,000)	-100 %
-	6407 - Cleaning/Sanitary Supplies	2,700	2,000	90	-	(2,000)	-100 %
-	6499 - Other Supplies	-	-	161	-	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	Building Costs	2,500	18,000	16,029	-	(18,000)	-100 %
-	6605 - Municipal Taxes	2,500	3,000	7,426	-	(3,000)	-100 %
-	6699 - Other Building Cost	-	15,000	8,603	-	(15,000)	-100 %
-	Equipment & Communications	1,200	17,200	885	-	(17,200)	-100 %
-	6701 - Equipment Purchase	-	-	56	-	-	0 %
-	6702 - Small Tools	-	-	74	-	-	0 %
-	6703 - Computer Equipment/Rentals	1,200	1,200	755	-	(1,200)	-100 %
-	6704 - Equipment Rental	-	16,000	-	-	(16,000)	-100 %
-	6706 - Computer Repair and Mainten	-	-	-	-	-	0 %
-	Vehicle Expense	-	4,915,426	5,057,409	-	(4,915,426)	-100 %

-	6802 - Vehicle Repair and Maintena	-	-	2,612	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	4,913,426	5,041,154	-	(4,913,426)	-100 %
-	6804 - Vehicle Fuel - Gasoline	-	-	3,541	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	6,205	-	-	0 %
-	6899 - Other Vehicle Expense	-	2,000	3,897	-	(2,000)	-100 %
-	Other Goods & Services	414,740	411,348	453,371	-	(411,348)	-100 %
-	6901 - Membership Dues	-	25,000	-	-	(25,000)	-100 %
-	6902 - Conferences and Workshops	3,240	852	5,812	-	(852)	-100 %
-	6903 - Travel - Local	450	1,000	1,728	-	(1,000)	-100 %
-	6904 - Travel - Out of Town	3,550	2,000	1,440	-	(2,000)	-100 %
-	6905 - Training & Education	30,000	22,949	17,461	-	(22,949)	-100 %
-	6906 - Licenses & Agreements	25,000	14,800	6,181	-	(14,800)	-100 %
-	6907 - Commission Fees	260,000	260,000	299,558	-	(260,000)	-100 %
-	6908 - Medical Examinations	13,000	8,000	5,852	-	(8,000)	-100 %
-	6911 - Facilities Rental	23,000	21,000	27,045	-	(21,000)	-100 %
-	6912 - Advertising and Promotion	-	-	46,560	-	-	0 %
-	6913 - Awards	30,000	23,119	-	-	(23,119)	-100 %
-	6914 - Recruiting	1,500	1,500	5,535	-	(1,500)	-100 %
-	6918 - Meals	-	428	2,790	-	(428)	-100 %
-	6934 - Refunds	1,500	1,500	539	-	(1,500)	-100 %
-	6936 - Staff Relations	23,500	29,200	14,697	-	(29,200)	-100 %
-	6999 - Other Goods and Services	-	-	18,173	-	-	0 %
-	Interdepartmental	-	-	(23,836)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(23,890)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(64,776,300)	(56,355,000)	(24,151,305)	-	56,355,000	-100 %
-	Area Rate Revenue	(33,670,000)	(35,855,000)	-	-	35,855,000	-100 %
-	4204 - Area Rate Local Transit	(20,673,000)	(21,922,000)	-	-	21,922,000	-100 %
-	4205 - Area Rate Regional Transpor	(12,997,000)	(13,933,000)	-	-	13,933,000	-100 %
-	Fee Revenues	(31,106,300)	(20,500,000)	(24,052,988)	-	20,500,000	-100 %
-	5201 - Bus Fare Revenue	(31,106,300)	(20,500,000)	(24,126,819)	-	20,500,000	-100 %
-	5202 - Charter Revenue	-	-	(300)	-	-	0 %
-	5450 - Other Sales Revenue	-	-	74,131	-	-	0 %
-	Other Revenue	-	-	(98,317)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(98,317)	-	-	0 %
-	Net	98,833,355	85,706,993	65,483,670	23,183,000	(62,523,993)	-73 %
-	R670 - Ragged Lake Transit Centre Operat	-	5,580,370	13,485,318	12,917,000	7,336,630	131 %
-	Expense	-	14,318,070	13,485,318	12,917,000	(1,401,070)	-10 %
-	Compensation and Benefits	-	10,898,353	10,495,135	12,917,000	2,018,647	19 %
-	6001 - Salaries - Regular	-	8,017,920	6,985,922	9,036,000	1,018,080	13 %
-	6002 - Salaries - Overtime	-	731,761	1,132,311	1,385,000	653,239	89 %
-	6052 - Shift Differentials	-	4,089	3,997	4,000	(89)	-2 %
-	6054 - Vactation Payout for Staff	-	-	42,478	-	-	0 %
-	6099 - Other Allowances	-	-	717,008	-	-	0 %
-	6100 - Benefits - Salaries	-	1,641,663	1,630,882	1,909,000	267,337	16 %
-	6152 - Retirement Incentives	-	65,747	60,738	80,000	14,253	22 %
-	6154 - Workers' Compensation	-	423,346	416,640	489,000	65,654	16 %
-	6155 - Overtime Meals	-	813	410	1,000	187	23 %
-	6156 - Clothing Allowance	-	19,014	24,097	19,000	(14)	0 %
-	6158 - WCB Recoverable Earnings	-	(6,000)	(13,319)	(6,000)	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(506,105)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	76	-	-	0 %
-	Office	-	66,000	27,285	-	(66,000)	-100 %
-	6201 - Telephone	-	-	1	-	-	0 %
-	6202 - Courier/Postage	-	500	256	-	(500)	-100 %
-	6203 - Office Furniture and Equipm	-	3,500	6,486	-	(3,500)	-100 %
-	6204 - Computer Software and Licen	-	-	-	-	-	0 %
-	6205 - Printing & Reproduction	-	55,000	18,299	-	(55,000)	-100 %
-	6207 - Office Supplies	-	7,000	2,243	-	(7,000)	-100 %
-	6299 - Other Office Expenses	-	-	-	-	-	0 %
-	Supplies	-	249,000	76,963	-	(249,000)	-100 %
-	6401 - Uniforms & Clothing	-	90,000	53,335	-	(90,000)	-100 %
-	6402 - Medical & First Aid Supplie	-	2,000	23,413	-	(2,000)	-100 %
-	6406 - Bridge Tolls	-	155,000	-	-	(155,000)	-100 %
-	6407 - Cleaning/Sanitary Supplies	-	2,000	215	-	(2,000)	-100 %
-	Materials	-	-	-	-	-	0 %
-	6517 - Paint	-	-	-	-	-	0 %
-	Building Costs	-	10,000	13,626	-	(10,000)	-100 %
-	6613 - Overhead Doors	-	-	4,749	-	-	0 %
-	6699 - Other Building Cost	-	10,000	8,877	-	(10,000)	-100 %
-	Equipment & Communications	-	16,000	14,578	-	(16,000)	-100 %
-	6703 - Computer Equipment/Rentals	-	-	-	-	-	0 %
-	6704 - Equipment Rental	-	16,000	14,578	-	(16,000)	-100 %
-	Vehicle Expense	-	3,037,441	2,935,467	-	(3,037,441)	-100 %
-	6803 - Vehicle Fuel - Diesel	-	3,037,441	2,935,467	-	(3,037,441)	-100 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %

-	Other Goods & Services	-	41,276	25,203	-	(41,276)	-100 %
-	6902 - Conferences and Workshops	-	-	-	-	-	0 %
-	6903 - Travel - Local	-	500	3,537	-	(500)	-100 %
-	6905 - Training & Education	-	9,200	208	-	(9,200)	-100 %
-	6906 - Licenses & Agreements	-	10,000	3,147	-	(10,000)	-100 %
-	6908 - Medical Examinations	-	5,000	2,270	-	(5,000)	-100 %
-	6911 - Facilities Rental	-	9,000	14,659	-	(9,000)	-100 %
-	6918 - Meals	-	500	-	-	(500)	-100 %
-	6936 - Staff Relations	-	7,076	1,382	-	(7,076)	-100 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	(102,939)	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	78	-	-	0 %
-	7009 - Internal Transfers Other	-	-	24	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(103,275)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	234	-	-	0 %
-	Revenue	-	(8,737,700)	-	-	8,737,700	-100 %
-	Fee Revenues	-	(8,737,700)	-	-	8,737,700	-100 %
-	5201 - Bus Fare Revenue	-	(8,737,700)	-	-	8,737,700	-100 %
-	Net	-	23,067,770	18,417,134	12,929,000	(10,138,770)	-44 %
-	R634 - Burnside Transit Centre Operation	-	510,478	1,875,241	2,155,000	1,644,522	322 %
-	Expense	-	510,478	1,875,241	2,155,000	1,644,522	322 %
-	Compensation and Benefits	-	510,478	1,825,413	2,139,000	1,628,522	319 %
-	6001 - Salaries - Regular	-	420,573	1,385,447	1,643,000	1,222,427	291 %
-	6002 - Salaries - Overtime	-	-	159,864	103,000	103,000	100 %
-	6005 - PDP Increases	-	-	(39,444)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	201	-	-	0 %
-	6100 - Benefits - Salaries	-	73,469	262,905	318,000	244,531	333 %
-	6152 - Retirement Incentives	-	2,249	8,563	10,000	7,751	345 %
-	6154 - Workers' Compensation	-	14,187	47,834	63,000	48,813	344 %
-	6156 - Clothing Allowance	-	-	43	2,000	2,000	100 %
-	Office	-	-	19	-	-	0 %
-	6207 - Office Supplies	-	-	19	-	-	0 %
-	6299 - Other Office Expenses	-	-	-	-	-	0 %
-	Supplies	-	-	3,996	1,000	1,000	100 %
-	6401 - Uniforms & Clothing	-	-	3,961	-	-	0 %
-	6403 - Patrol Equip Supplies	-	-	-	1,000	1,000	100 %
-	6406 - Bridge Tolls	-	-	35	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	-	-	-	0 %
-	6499 - Other Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	-	1,000	1,000	100 %
-	6703 - Computer Equipment/Rentals	-	-	-	1,000	1,000	100 %
-	Vehicle Expense	-	-	3,306	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	3,306	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Other Goods & Services	-	-	6,896	14,000	14,000	100 %
-	6902 - Conferences and Workshops	-	-	108	1,000	1,000	100 %
-	6903 - Travel - Local	-	-	521	1,000	1,000	100 %
-	6904 - Travel - Out of Town	-	-	-	2,000	2,000	100 %
-	6905 - Training & Education	-	-	5,995	9,000	9,000	100 %
-	6906 - Licenses & Agreements	-	-	272	1,000	1,000	100 %
-	6936 - Staff Relations	-	-	-	-	-	0 %
-	Interdepartmental	-	-	35,611	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	32,611	-	-	0 %
-	7009 - Internal Transfers Other	-	-	3,000	-	-	0 %
-	Net	-	510,478	2,290,835	2,155,000	1,644,522	322 %
-	R638 - Service Delivery	321,276	181,013	174,630	11,199,000	11,017,987	6,087 %
-	Expense	321,276	181,013	174,630	11,199,000	11,017,987	6,087 %
-	Compensation and Benefits	309,426	167,768	160,782	213,000	45,232	27 %
-	6001 - Salaries - Regular	252,737	139,406	136,561	177,000	37,594	27 %
-	6002 - Salaries - Overtime	1,020	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(4,779)	-	-	0 %
-	6100 - Benefits - Salaries	44,321	23,938	24,562	31,000	7,062	30 %
-	6152 - Retirement Incentives	1,243	823	869	1,000	177	22 %
-	6154 - Workers' Compensation	9,703	3,601	3,569	4,000	399	11 %
-	6156 - Clothing Allowance	402	-	-	-	-	0 %
-	Office	5,150	-	-	205,000	205,000	100 %
-	6201 - Telephone	200	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	-	1,000	1,000	100 %
-	6203 - Office Furniture and Equipm	4,500	-	-	15,000	15,000	100 %
-	6205 - Printing & Reproduction	-	-	-	170,000	170,000	100 %
-	6207 - Office Supplies	450	-	-	19,000	19,000	100 %
-	External Services	-	-	-	2,000	2,000	100 %
-	6304 - Janitorial Services	-	-	-	2,000	2,000	100 %
-	Supplies	-	-	-	827,000	827,000	100 %
-	6401 - Uniforms & Clothing	-	-	-	316,000	316,000	100 %
-	6402 - Medical & First Aid Supplie	-	-	-	4,000	4,000	100 %

-	6406 - Bridge Tolls	-	-	-	503,000	503,000	100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	4,000	4,000	100 %
-	Equipment & Communications	-	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	-	-	-	0 %
-	Vehicle Expense	-	1,159	-	9,818,000	9,816,841	847,010 %
-	6802 - Vehicle Repair and Maintena	-	-	-	4,000	4,000	100 %
-	6803 - Vehicle Fuel - Diesel	-	-	-	9,814,000	9,814,000	100 %
-	6804 - Vehicle Fuel - Gasoline	-	1,159	-	-	(1,159)	-100 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Other Goods & Services	6,700	12,086	13,848	134,000	121,914	1,009 %
-	6902 - Conferences and Workshops	1,440	2,386	2,270	2,000	(386)	-16 %
-	6903 - Travel - Local	900	500	2,201	1,000	500	100 %
-	6904 - Travel - Out of Town	4,260	9,000	932	6,000	(3,000)	-33 %
-	6905 - Training & Education	-	-	-	33,000	33,000	100 %
-	6906 - Licenses & Agreements	-	-	-	26,000	26,000	100 %
-	6908 - Medical Examinations	-	-	-	13,000	13,000	100 %
-	6911 - Facilities Rental	-	-	5,006	30,000	30,000	100 %
-	6914 - Recruiting	-	-	3,248	23,000	23,000	100 %
-	6918 - Meals	-	200	65	-	(200)	-100 %
-	6936 - Staff Relations	100	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	126	-	-	0 %
-	Net	321,276	181,013	219,986	11,199,000	11,017,987	6,087 %
-	R640 - Communications and Systems	504,165	776,012	969,771	1,108,000	331,988	43 %
-	Expense	504,165	776,012	969,771	1,108,000	331,988	43 %
-	Compensation and Benefits	76,277	82,367	430,008	372,000	289,633	352 %
-	6001 - Salaries - Regular	63,233	68,472	301,312	286,000	217,528	318 %
-	6002 - Salaries - Overtime	-	-	63,735	17,000	17,000	100 %
-	6005 - PDP Increases	-	-	(9,311)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	443	-	-	0 %
-	6100 - Benefits - Salaries	11,670	12,461	60,243	56,000	43,539	349 %
-	6152 - Retirement Incentives	367	404	1,820	2,000	1,596	395 %
-	6154 - Workers' Compensation	1,007	1,030	11,246	10,000	8,970	871 %
-	6156 - Clothing Allowance	-	-	520	1,000	1,000	100 %
-	Office	101,200	307,100	207,384	341,000	33,900	11 %
-	6201 - Telephone	26,800	60,900	95,666	62,000	1,100	2 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6204 - Computer Software and Licen	74,400	246,200	111,718	279,000	32,800	13 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	316,688	319,500	349,372	320,000	500	0 %
-	6701 - Equipment Purchase	-	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	3,000	2,070	3,000	-	0 %
-	6706 - Computer Repair and Mainten	-	-	-	-	-	0 %
-	6711 - Communication System	10,000	12,500	3,426	13,000	500	4 %
-	6731 - Airtime	177,688	175,000	86,111	175,000	-	0 %
-	6732 - Mobile Data	129,000	129,000	257,765	129,000	-	0 %
-	Vehicle Expense	-	-	3,045	-	-	0 %
-	6807 - Vehicle Leases	-	-	3,045	-	-	0 %
-	Other Goods & Services	10,000	67,045	17,644	75,000	7,955	12 %
-	6902 - Conferences and Workshops	-	-	742	1,000	1,000	100 %
-	6903 - Travel - Local	-	500	1,844	1,000	500	100 %
-	6904 - Travel - Out of Town	-	-	2,109	3,000	3,000	100 %
-	6905 - Training & Education	-	3,445	35	6,000	2,555	74 %
-	6906 - Licenses & Agreements	10,000	63,100	12,914	64,000	900	1 %
-	6911 - Facilities Rental	-	-	-	-	-	0 %
-	Interdepartmental	-	-	(37,682)	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	818	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(38,500)	-	-	0 %
-	Net	504,165	776,012	1,395,861	1,108,000	331,988	43 %
-	R656 - Safety and Training	307,927	617,056	617,546	613,000	(4,056)	-1 %
-	Expense	307,927	617,056	617,546	613,000	(4,056)	-1 %
-	Compensation and Benefits	277,487	598,529	611,767	610,000	11,471	2 %
-	6001 - Salaries - Regular	224,329	489,893	500,253	498,000	8,107	2 %
-	6002 - Salaries - Overtime	-	-	17,729	-	-	0 %
-	6005 - PDP Increases	-	-	(17,910)	-	-	0 %
-	6100 - Benefits - Salaries	41,494	88,929	92,440	91,000	2,071	2 %
-	6152 - Retirement Incentives	1,301	2,890	3,119	3,000	110	4 %
-	6154 - Workers' Compensation	10,363	16,817	16,136	17,000	183	1 %
-	6156 - Clothing Allowance	-	-	-	1,000	1,000	100 %
-	Office	9,340	3,000	483	-	(3,000)	-100 %
-	6201 - Telephone	400	-	-	-	-	0 %
-	6202 - Courier/Postage	90	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	4,500	-	-	-	-	0 %
-	6204 - Computer Software and Licen	1,200	1,200	47	-	(1,200)	-100 %
-	6205 - Printing & Reproduction	1,800	1,800	360	-	(1,800)	-100 %
-	6207 - Office Supplies	1,350	-	76	-	-	0 %
-	External Services	-	-	-	-	-	0 %

-	6311 - Security	-	-	-	-	-	0 %
-	Supplies	2,000	2,000	43	-	(2,000)	-100 %
-	6401 - Uniforms & Clothing	2,000	2,000	43	-	(2,000)	-100 %
-	Equipment & Communications	2,300	2,300	-	-	(2,300)	-100 %
-	6703 - Computer Equipment/Rentals	2,300	2,300	-	-	(2,300)	-100 %
-	Other Goods & Services	16,800	11,227	5,133	3,000	(8,227)	-73 %
-	6901 - Membership Dues	300	300	-	-	(300)	-100 %
-	6902 - Conferences and Workshops	1,440	386	-	-	(386)	-100 %
-	6903 - Travel - Local	-	900	1,532	1,000	100	11 %
-	6904 - Travel - Out of Town	4,260	3,000	-	-	(3,000)	-100 %
-	6905 - Training & Education	10,000	5,741	2,752	2,000	(3,741)	-65 %
-	6906 - Licenses & Agreements	100	100	439	-	(100)	-100 %
-	6908 - Medical Examinations	300	300	201	-	(300)	-100 %
-	6918 - Meals	-	500	-	-	(500)	-100 %
-	6936 - Staff Relations	400	-	209	-	-	0 %
-	Interdepartmental	-	-	120	-	-	0 %
-	7009 - Internal Transfers Other	-	-	120	-	-	0 %
-	Net	307,927	617,056	782,566	613,000	(4,056)	-1 %
-	R657 - Security	339,174	375,097	320,121	412,000	36,903	10 %
-	Expense	339,174	375,097	320,121	412,000	36,903	10 %
-	Compensation and Benefits	152,184	158,697	169,604	164,000	5,303	3 %
-	6001 - Salaries - Regular	123,738	130,480	135,556	134,000	3,520	3 %
-	6002 - Salaries - Overtime	-	-	6,801	-	-	0 %
-	6005 - PDP Increases	-	-	(4,866)	-	-	0 %
-	6100 - Benefits - Salaries	22,549	23,672	25,521	25,000	1,328	6 %
-	6152 - Retirement Incentives	715	770	836	1,000	230	30 %
-	6154 - Workers' Compensation	5,182	3,775	4,233	4,000	225	6 %
-	9200 - HR CATS Wage/Ben	-	-	1,523	-	-	0 %
-	Office	7,990	1,200	-	-	(1,200)	-100 %
-	6201 - Telephone	400	-	-	-	-	0 %
-	6202 - Courier/Postage	90	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	4,500	-	-	-	-	0 %
-	6204 - Computer Software and Licen	1,200	1,200	-	-	(1,200)	-100 %
-	6205 - Printing & Reproduction	900	-	-	-	-	0 %
-	6207 - Office Supplies	900	-	-	-	-	0 %
-	External Services	175,200	214,300	167,308	242,000	27,700	13 %
-	6304 - Janitorial Services	-	-	-	-	-	0 %
-	6311 - Security	174,000	214,300	167,308	242,000	27,700	13 %
-	6399 - Contract Services	1,200	-	-	-	-	0 %
-	Supplies	500	500	247	1,000	500	100 %
-	6401 - Uniforms & Clothing	500	500	247	1,000	500	100 %
-	Materials	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	Vehicle Expense	-	-	3,045	-	-	0 %
-	6807 - Vehicle Leases	-	-	3,045	-	-	0 %
-	Other Goods & Services	3,300	400	3,145	5,000	4,600	1,150 %
-	6901 - Membership Dues	200	200	-	-	(200)	-100 %
-	6902 - Conferences and Workshops	-	-	-	2,000	2,000	100 %
-	6904 - Travel - Out of Town	-	-	3,145	3,000	3,000	100 %
-	6905 - Training & Education	3,000	-	-	-	-	0 %
-	6906 - Licenses & Agreements	-	200	-	-	(200)	-100 %
-	6918 - Meals	-	-	-	-	-	0 %
-	6936 - Staff Relations	100	-	-	-	-	0 %
-	Interdepartmental	-	-	(23,228)	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	1,980	-	-	0 %
-	7009 - Internal Transfers Other	-	-	2,000	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(28,000)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	792	-	-	0 %
-	Net	339,174	375,097	468,817	412,000	36,903	10 %
-	R659 - Ragged Lake Transit Centre Operat	-	210,564	846,931	888,000	677,436	322 %
-	Expense	-	210,564	846,931	888,000	677,436	322 %
-	Compensation and Benefits	-	210,564	812,369	868,000	657,436	312 %
-	6001 - Salaries - Regular	-	173,184	640,383	632,000	458,816	265 %
-	6002 - Salaries - Overtime	-	-	50,342	89,000	89,000	100 %
-	6005 - PDP Increases	-	-	(21,276)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	206	-	-	0 %
-	6100 - Benefits - Salaries	-	33,566	120,033	120,000	86,434	258 %
-	6152 - Retirement Incentives	-	999	3,912	4,000	3,001	300 %
-	6154 - Workers' Compensation	-	2,815	18,769	21,000	18,185	646 %
-	6156 - Clothing Allowance	-	-	-	2,000	2,000	100 %
-	Office	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	Supplies	-	-	194	7,000	7,000	100 %
-	6401 - Uniforms & Clothing	-	-	194	7,000	7,000	100 %
-	Other Goods & Services	-	-	6,009	13,000	13,000	100 %

-	6903 - Travel - Local	-	-	-	4,000	4,000	100 %
-	6905 - Training & Education	-	-	6,009	9,000	9,000	100 %
-	6906 - Licenses & Agreements	-	-	-	-	-	0 %
-	Interdepartmental	-	-	28,359	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	28,359	-	-	0 %
-	Net	-	210,564	1,049,379	888,000	677,436	322 %
-	R636 - Locked Service Supervisors	1,783,428	2,545,154	494,508	-	(2,545,154)	-100 %
-	Expense	1,783,428	2,545,154	494,508	-	(2,545,154)	-100 %
-	Compensation and Benefits	1,718,428	2,501,771	487,418	-	(2,501,771)	-100 %
-	6001 - Salaries - Regular	1,337,942	1,913,047	348,861	-	(1,913,047)	-100 %
-	6002 - Salaries - Overtime	42,024	127,708	41,184	-	(127,708)	-100 %
-	6005 - PDP Increases	-	-	(10,439)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	50	-	-	0 %
-	6100 - Benefits - Salaries	264,357	370,344	83,599	-	(370,344)	-100 %
-	6152 - Retirement Incentives	10,351	11,287	2,195	-	(11,287)	-100 %
-	6154 - Workers' Compensation	60,134	75,363	18,198	-	(75,363)	-100 %
-	6156 - Clothing Allowance	3,620	4,022	3,770	-	(4,022)	-100 %
-	Office	9,310	-	939	-	-	0 %
-	6201 - Telephone	2,000	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	18	-	-	0 %
-	6203 - Office Furniture and Equipm	4,500	-	34	-	-	0 %
-	6204 - Computer Software and Licen	1,100	-	600	-	-	0 %
-	6207 - Office Supplies	1,710	-	287	-	-	0 %
-	Supplies	27,790	28,000	6,151	-	(28,000)	-100 %
-	6401 - Uniforms & Clothing	18,000	18,000	1,885	-	(18,000)	-100 %
-	6402 - Medical & First Aid Supplie	-	-	-	-	-	0 %
-	6403 - Patrol Equip Supplies	700	1,000	52	-	(1,000)	-100 %
-	6405 - Photography Supplies & Equi	90	-	-	-	-	0 %
-	6406 - Bridge Tolls	9,000	9,000	4,214	-	(9,000)	-100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	-	-	0 %
-	6499 - Other Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	4,000	2,000	-	-	(2,000)	-100 %
-	6703 - Computer Equipment/Rentals	2,000	2,000	-	-	(2,000)	-100 %
-	6706 - Computer Repair and Mainten	2,000	-	-	-	-	0 %
-	Vehicle Expense	13,400	9,500	-	-	(9,500)	-100 %
-	6802 - Vehicle Repair and Maintena	-	3,900	-	-	-	0 %
-	6807 - Vehicle Leases	9,500	9,500	-	-	(9,500)	-100 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Other Goods & Services	10,500	3,883	-	-	(3,883)	-100 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6902 - Conferences and Workshops	1,800	-	-	-	-	0 %
-	6903 - Travel - Local	90	100	-	-	(100)	-100 %
-	6904 - Travel - Out of Town	710	-	-	-	-	0 %
-	6905 - Training & Education	4,500	2,583	-	-	(2,583)	-100 %
-	6906 - Licenses & Agreements	1,000	1,000	-	-	(1,000)	-100 %
-	6908 - Medical Examinations	200	200	-	-	(200)	-100 %
-	6936 - Staff Relations	1,700	-	-	-	-	0 %
-	Net	1,783,428	2,545,154	995,310	-	(2,545,154)	-100 %
-	A640 - Locked Vehicle Tracking & Communi	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	-	-	-	0 %
-	6732 - Mobile Data	-	-	-	-	-	0 %
-	Net	-	-	241,992	-	-	0 %
-	D110 - Recreation Services	1,390,757	1,807,033	1,351,303	1,558,300	(248,733)	-14 %
-	C762 - Youth Advocate Program	(26,638)	504,166	42,333	504,400	234	0 %
-	Expense	675,262	674,416	545,385	504,400	(170,016)	-25 %
-	Compensation and Benefits	500,460	500,460	467,587	428,600	(71,860)	-14 %
-	6001 - Salaries - Regular	440,950	440,950	407,092	380,500	(60,450)	-14 %
-	6002 - Salaries - Overtime	-	-	462	-	-	0 %
-	6005 - PDP Increases	-	-	(3,886)	-	-	0 %
-	6100 - Benefits - Salaries	50,550	50,550	55,419	46,500	(4,050)	-8 %
-	6110 - Vacancy Management	-	-	-	(6,400)	(6,400)	100 %
-	6152 - Retirement Incentives	640	640	973	1,000	360	56 %
-	6154 - Workers' Compensation	8,320	8,320	7,431	7,000	(1,320)	-16 %
-	9200 - HR CATS Wage/Ben	-	-	96	-	-	0 %
-	Office	6,200	6,063	9,542	5,500	(563)	-9 %
-	6201 - Telephone	4,400	4,263	6,192	3,300	(963)	-23 %
-	6202 - Courier/Postage	-	-	49	-	-	0 %
-	6204 - Computer Software and Licen	-	-	300	-	-	0 %
-	6207 - Office Supplies	1,800	1,800	3,001	2,200	400	22 %
-	External Services	131,562	137,437	32,320	41,000	(96,437)	-70 %
-	6303 - Consulting Fees	76,562	82,437	27,320	41,000	(41,437)	-50 %
-	6399 - Contract Services	55,000	55,000	5,000	-	(55,000)	-100 %
-	Supplies	-	-	498	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	498	-	-	0 %
-	Materials	-	-	54	-	-	0 %

-	6519 - Welding Supplies	-	-	54	-	-	0 %
-	Building Costs	2,500	2,500	792	-	(2,500)	-100 %
-	6699 - Other Building Cost	2,500	2,500	792	-	(2,500)	-100 %
-	Equipment & Communications	6,200	6,200	20	700	(5,500)	-89 %
-	6701 - Equipment Purchase	5,500	5,500	-	-	(5,500)	-100 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	6705 - Equipment - Repair and Main	700	700	-	700	-	0 %
-	Other Goods & Services	28,340	21,756	34,500	28,600	6,844	31 %
-	6903 - Travel - Local	6,840	6,840	15,271	13,000	6,160	90 %
-	6904 - Travel - Out of Town	-	-	1,357	-	-	0 %
-	6905 - Training & Education	8,000	4,593	5,330	4,600	7	0 %
-	6919 - Special Projects	13,500	10,323	12,542	11,000	677	7 %
-	Interdepartmental	-	-	72	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Revenue	(701,900)	(170,250)	(503,052)	-	170,250	-100 %
-	Transfers from other Gov'ts	(701,900)	(170,250)	(500,786)	-	170,250	-100 %
-	4702 - Conditional Grants (Infrast	(701,900)	(170,250)	(264,957)	-	170,250	-100 %
-	4704 - Conditnl Grnts Other	-	-	(235,829)	-	-	0 %
-	Other Revenue	-	-	(2,266)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,266)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	-	-	-	0 %
-	Net	1,377,162	844,666	3,979,325	517,200	(327,466)	-39 %
-	C910 - Facility Transfers	326,900	136,900	140,000	136,900	-	0 %
-	Expense	405,700	286,900	283,882	286,900	-	0 %
-	Other Goods & Services	75,700	146,900	143,882	146,900	-	0 %
-	6942 - Management Fees	75,700	146,900	143,882	146,900	-	0 %
-	Other Fiscal	330,000	140,000	140,000	140,000	-	0 %
-	8001 - Transfer to Outside Agencie	330,000	140,000	140,000	140,000	-	0 %
-	Revenue	(78,800)	(150,000)	(143,882)	(150,000)	-	0 %
-	Fee Revenues	(78,800)	(150,000)	(143,882)	(150,000)	-	0 %
-	5101 - Parking Rentals	(78,800)	(150,000)	(143,882)	(150,000)	-	0 %
-	Net	484,500	436,900	427,764	436,900	-	0 %
-	D101 - Rec. Prog. Admin.	916,830	917,877	864,268	679,900	(237,977)	-26 %
-	Expense	916,830	917,877	880,077	679,900	(237,977)	-26 %
-	Compensation and Benefits	519,300	614,502	579,168	415,100	(199,402)	-32 %
-	6001 - Salaries - Regular	422,250	502,174	390,074	337,300	(164,874)	-33 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(10,463)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,915	-	-	0 %
-	6100 - Benefits - Salaries	75,950	89,582	80,825	55,800	(33,782)	-38 %
-	6110 - Vacancy Management	-	-	90,505	(6,800)	(6,800)	100 %
-	6152 - Retirement Incentives	2,430	2,905	2,280	2,000	(905)	-31 %
-	6154 - Workers' Compensation	6,500	7,722	6,450	7,700	(22)	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(242)	-	-	0 %
-	9200 - HR CATS Wage/Ben	12,170	12,119	16,824	19,100	6,981	58 %
-	Office	65,640	67,615	66,214	67,300	(315)	0 %
-	6201 - Telephone	12,000	8,305	7,564	8,000	(305)	-4 %
-	6202 - Courier/Postage	40,500	48,000	51,772	49,000	1,000	2 %
-	6203 - Office Furniture and Equipm	2,340	3,000	2,644	3,000	-	0 %
-	6204 - Computer Software and Licen	-	60	100	100	40	67 %
-	6205 - Printing & Reproduction	3,600	1,000	25	1,000	-	0 %
-	6207 - Office Supplies	7,200	7,250	4,109	6,200	(1,050)	-14 %
-	External Services	54,900	54,240	42,616	59,100	4,860	9 %
-	6303 - Consulting Fees	-	-	102	-	-	0 %
-	6304 - Janitorial Services	19,900	19,240	-	-	(19,240)	-100 %
-	6308 - Snow Removal	-	-	10,606	-	-	0 %
-	6390 - External Services TCA Trans	-	-	-	-	-	0 %
-	6399 - Contract Services	35,000	35,000	31,908	59,100	24,100	69 %
-	Supplies	6,600	7,100	6,959	8,100	1,000	14 %
-	6404 - Recreation Programming Supp	2,500	3,000	4,099	8,100	5,100	170 %
-	6408 - Pre School Nutrition Suppli	4,100	4,100	2,860	-	(4,100)	-100 %
-	Equipment & Communications	63,840	63,840	51,807	63,800	(40)	0 %
-	6701 - Equipment Purchase	51,340	51,340	51,702	51,300	(40)	0 %
-	6705 - Equipment - Repair and Main	12,500	12,500	105	12,500	-	0 %
-	Other Goods & Services	170,950	75,180	75,775	58,700	(16,480)	-22 %
-	6901 - Membership Dues	-	1,300	1,441	1,300	-	0 %
-	6903 - Travel - Local	4,050	4,700	4,054	4,700	-	0 %
-	6904 - Travel - Out of Town	-	-	328	-	-	0 %
-	6905 - Training & Education	18,500	7,921	8,808	9,000	1,079	14 %
-	6907 - Commission Fees	-	100	-	-	(100)	-100 %
-	6912 - Advertising and Promotion	-	-	809	-	-	0 %
-	6917 - Books and Periodicals	300	300	231	300	-	0 %
-	6918 - Meals	-	-	710	-	-	0 %
-	6919 - Special Projects	143,100	55,359	50,011	37,900	(17,459)	-32 %
-	6929 - Visa Purchases	-	-	748	-	-	0 %

-	6933 - Community Events	5,000	5,000	8,568	5,000	-	0 %
-	6938 - Rewarding Excellence	-	500	67	500	-	0 %
-	Interdepartmental	27,600	27,600	49,738	-	(27,600)	-100 %
-	7001 - Interdepartmental Equipment	-	-	50	-	-	0 %
-	7005 - Interdepartmental Expenditu	27,600	27,600	27,600	-	(27,600)	-100 %
-	7007 - Interdepartmental Transfer	-	-	16,441	-	-	0 %
-	7009 - Internal Transfers Other	-	-	122	-	-	0 %
-	7011 - Internal Transfer Record Ch	-	-	5,525	-	-	0 %
-	Other Fiscal	8,000	7,800	7,800	7,800	-	0 %
-	8001 - Transfer to Outside Agencie	-	-	-	7,800	7,800	100 %
-	8004 - Grants	8,000	7,800	7,800	-	(7,800)	-100 %
-	Revenue	-	-	(15,809)	-	-	0 %
-	Other Revenue	-	-	(15,809)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(15,463)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(346)	-	-	0 %
-	Net	916,830	917,877	1,153,212	693,500	(224,377)	-24 %
-	C726 - Marketing & Promotions	117,600	142,025	114,576	91,000	(51,025)	-36 %
-	Expense	117,600	142,025	114,576	91,000	(51,025)	-36 %
-	Compensation and Benefits	30,000	30,000	12,219	-	(30,000)	-100 %
-	6154 - Workers' Compensation	-	-	1	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(600)	-	-	0 %
-	9200 - HR CATS Wage/Ben	30,000	30,000	12,818	-	(30,000)	-100 %
-	Office	38,550	74,000	50,382	53,000	(21,000)	-28 %
-	6202 - Courier/Postage	-	3,000	3,956	3,000	-	0 %
-	6205 - Printing & Reproduction	35,550	71,000	46,426	50,000	(21,000)	-30 %
-	Other Goods & Services	49,050	38,025	51,975	38,000	(25)	0 %
-	6903 - Travel - Local	-	-	123	-	-	0 %
-	6912 - Advertising and Promotion	49,050	32,025	50,822	32,000	(25)	0 %
-	6915 - Research Data Acquisition	-	6,000	1,032	6,000	-	0 %
-	6919 - Special Projects	-	-	(2)	-	-	0 %
-	Net	117,600	142,025	165,742	91,000	(51,025)	-36 %
-	D104 - LEED's Facilities	56,065	106,065	189,889	146,100	40,035	38 %
-	Expense	56,065	106,065	189,889	146,100	40,035	38 %
-	Office	-	-	5	-	-	0 %
-	6207 - Office Supplies	-	-	5	-	-	0 %
-	External Services	-	-	28,866	-	-	0 %
-	6304 - Janitorial Services	-	-	22,798	-	-	0 %
-	6308 - Snow Removal	-	-	6,068	-	-	0 %
-	Supplies	-	-	3,317	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	3,317	-	-	0 %
-	Building Costs	-	-	27,701	-	-	0 %
-	6606 - Heating Fuel	-	-	15,468	-	-	0 %
-	6607 - Electricity	-	-	7,620	-	-	0 %
-	6608 - Water	-	-	1,025	-	-	0 %
-	6699 - Other Building Cost	-	-	3,588	-	-	0 %
-	Other Fiscal	56,065	106,065	130,000	146,100	40,035	38 %
-	8001 - Transfer to Outside Agencie	56,065	106,065	140,000	146,100	40,035	38 %
-	8008 - Transfer to/from Reserves	-	-	(10,000)	-	-	0 %
-	Net	56,065	106,065	209,889	146,100	40,035	38 %
-	D103 - Recreation Equipment	-	-	237	-	-	0 %
-	Expense	-	-	237	-	-	0 %
-	Equipment & Communications	-	-	237	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	237	-	-	0 %
-	Net	-	-	237	-	-	0 %
-	FIOS - Operations Support	13,583,536	13,473,541	13,490,261	10,779,100	(2,694,441)	-20 %
-	F160 - Buildings & Logistic	2,032,100	1,969,400	2,026,508	1,449,800	(519,600)	-26 %
-	Expense	2,032,100	1,969,400	2,038,998	1,454,800	(514,600)	-26 %
-	Compensation and Benefits	730,300	757,600	768,968	781,400	23,800	3 %
-	6001 - Salaries - Regular	584,000	579,500	581,078	599,000	19,500	3 %
-	6002 - Salaries - Overtime	4,400	36,000	51,643	36,000	-	0 %
-	6099 - Other Allowances	20,000	20,000	-	20,000	-	0 %
-	6100 - Benefits - Salaries	105,000	104,800	111,741	108,000	3,200	3 %
-	6110 - Vacancy Management	-	-	44,086	-	-	0 %
-	6150 - Honorariums	-	-	-	-	-	0 %
-	6152 - Retirement Incentives	4,300	4,500	4,703	5,000	500	11 %
-	6154 - Workers' Compensation	11,200	11,400	11,528	12,000	600	5 %
-	6156 - Clothing Allowance	1,400	1,400	1,438	1,400	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(24,869)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(12,380)	-	-	0 %
-	Office	108,900	108,900	81,233	108,900	-	0 %
-	6202 - Courier/Postage	-	-	147	-	-	0 %
-	6203 - Office Furniture and Equipm	108,900	108,900	78,270	108,900	-	0 %
-	6205 - Printing & Reproduction	-	-	197	-	-	0 %
-	6207 - Office Supplies	-	-	2,619	-	-	0 %
-	External Services	53,000	53,000	2,296	-	(53,000)	-100 %
-	6307 - Design Services	-	-	54	-	-	0 %

-	6308 - Snow Removal	-	-	2,198	-	-	0 %
-	6311 - Security	-	-	44	-	-	0 %
-	6399 - Contract Services	53,000	53,000	-	-	(53,000)	-100 %
-	Supplies	539,900	389,900	431,210	368,000	(21,900)	-6 %
-	6401 - Uniforms & Clothing	492,900	342,900	343,950	293,000	(49,900)	-15 %
-	6407 - Cleaning/Sanitary Supplies	47,000	47,000	87,260	75,000	28,000	60 %
-	Materials	-	-	9,899	-	-	0 %
-	6504 - Hardware	-	-	8	-	-	0 %
-	6505 - Lubricants	-	-	42	-	-	0 %
-	6510 - Road Oils	-	-	33	-	-	0 %
-	6511 - Salt	-	-	9,792	-	-	0 %
-	6517 - Paint	-	-	24	-	-	0 %
-	Building Costs	-	-	11,964	11,500	11,500	100 %
-	6602 - Electrical	-	-	8	-	-	0 %
-	6607 - Electricity	-	-	651	-	-	0 %
-	6608 - Water	-	-	7,389	7,000	7,000	100 %
-	6616 - Natural Gas-Buildings	-	-	1,860	-	-	0 %
-	6699 - Other Building Cost	-	-	2,056	4,500	4,500	100 %
-	Equipment & Communications	106,600	106,600	181,752	125,000	18,400	17 %
-	6701 - Equipment Purchase	-	-	28,727	-	-	0 %
-	6702 - Small Tools	16,600	16,600	26,625	25,000	8,400	51 %
-	6704 - Equipment Rental	-	-	65	-	-	0 %
-	6705 - Equipment - Repair and Main	90,000	90,000	125,709	100,000	10,000	11 %
-	6707 - Plumbing & Heating	-	-	456	-	-	0 %
-	6708 - Mechanical Equipment	-	-	170	-	-	0 %
-	Vehicle Expense	-	-	20	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	20	-	-	0 %
-	Other Goods & Services	-	60,000	58,238	60,000	-	0 %
-	6904 - Travel - Out of Town	-	-	-	-	-	0 %
-	6905 - Training & Education	-	-	209	-	-	0 %
-	6908 - Medical Examinations	-	-	225	-	-	0 %
-	6911 - Facilities Rental	-	60,000	52,020	60,000	-	0 %
-	6999 - Other Goods and Services	-	-	5,784	-	-	0 %
-	Interdepartmental	493,400	493,400	493,418	-	(493,400)	-100 %
-	7005 - Interdepartmental Expenditu	493,400	493,400	493,400	-	(493,400)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(12,490)	(5,000)	(5,000)	100 %
-	Transfers from other Gov'ts	-	-	-	-	-	0 %
-	4702 - Conditional Grants (Infrast	-	-	-	-	-	0 %
-	Fee Revenues	-	-	(3,910)	-	-	0 %
-	5102 - Facilities Rentals	-	-	(3,910)	-	-	0 %
-	Other Revenue	-	-	(8,580)	(5,000)	(5,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(8,580)	(5,000)	(5,000)	100 %
-	Net	2,032,100	1,969,400	2,581,922	1,459,800	(509,600)	-26 %
-	F120 - Training	1,306,300	1,489,649	1,570,589	1,646,900	157,251	11 %
-	Expense	1,306,300	1,489,649	1,575,361	1,649,900	160,251	11 %
-	Compensation and Benefits	1,004,200	1,186,600	1,330,340	1,340,900	154,300	13 %
-	6001 - Salaries - Regular	823,800	835,900	886,978	965,000	129,100	15 %
-	6002 - Salaries - Overtime	22,100	190,100	132,242	190,100	-	0 %
-	6054 - Vactation Payout for Staff	-	-	3,493	-	-	0 %
-	6100 - Benefits - Salaries	137,800	139,500	153,911	161,000	21,500	15 %
-	6110 - Vacancy Management	-	-	29,379	-	-	0 %
-	6152 - Retirement Incentives	6,100	6,500	7,250	8,000	1,500	23 %
-	6154 - Workers' Compensation	12,600	12,800	13,935	15,000	2,200	17 %
-	6156 - Clothing Allowance	1,800	1,800	1,800	1,800	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	5,385	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	95,967	-	-	0 %
-	Office	-	-	1,442	-	-	0 %
-	6205 - Printing & Reproduction	-	-	935	-	-	0 %
-	6207 - Office Supplies	-	-	507	-	-	0 %
-	Supplies	-	-	20,713	30,000	30,000	100 %
-	6401 - Uniforms & Clothing	-	-	1,460	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	17,962	30,000	30,000	100 %
-	6405 - Photography Supplies & Equi	-	-	704	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	50	-	-	0 %
-	6499 - Other Supplies	-	-	537	-	-	0 %
-	Building Costs	-	-	15,426	-	-	0 %
-	6605 - Municipal Taxes	-	-	43	-	-	0 %
-	6607 - Electricity	-	-	2,045	-	-	0 %
-	6608 - Water	-	-	1,677	-	-	0 %
-	6616 - Natural Gas-Buildings	-	-	6,097	-	-	0 %
-	6699 - Other Building Cost	-	-	5,564	-	-	0 %
-	Equipment & Communications	-	30,000	34,784	35,000	5,000	17 %
-	6701 - Equipment Purchase	-	15,000	9,406	15,000	-	0 %
-	6702 - Small Tools	-	15,000	21,934	20,000	5,000	33 %
-	6703 - Computer Equipment/Rentals	-	-	3,332	-	-	0 %

-	6705 - Equipment - Repair and Main	-	-	112	-	-	0 %
-	Other Goods & Services	302,100	273,049	172,638	244,000	(29,049)	-11 %
-	6901 - Membership Dues	-	5,000	104	5,000	-	0 %
-	6904 - Travel - Out of Town	-	-	5,324	-	-	0 %
-	6905 - Training & Education	302,100	200,859	134,687	175,000	(25,859)	-13 %
-	6906 - Licenses & Agreements	-	4,000	1,180	4,000	-	0 %
-	6908 - Medical Examinations	-	5,000	-	-	(5,000)	-100 %
-	6917 - Books and Periodicals	-	30,000	5,530	30,000	-	0 %
-	6918 - Meals	-	18,190	18,282	20,000	1,810	10 %
-	6998 - Transfer to General Rate	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	10,000	7,531	10,000	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(4,772)	(3,000)	(3,000)	100 %
-	Other Revenue	-	-	(4,772)	(3,000)	(3,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(4,772)	(3,000)	(3,000)	100 %
-	Net	1,306,300	1,489,649	2,264,095	1,652,900	163,251	11 %
-	F130 - Prevention	1,826,700	1,893,220	1,796,104	1,948,200	54,980	3 %
-	Expense	1,826,700	1,893,220	1,803,933	1,958,700	65,480	3 %
-	Compensation and Benefits	1,721,300	1,790,400	1,702,014	1,855,900	65,500	4 %
-	6001 - Salaries - Regular	1,420,400	1,462,700	1,256,583	1,519,000	56,300	4 %
-	6002 - Salaries - Overtime	27,700	47,700	76,367	47,700	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,620	-	-	0 %
-	6100 - Benefits - Salaries	237,600	243,200	215,470	251,000	7,800	3 %
-	6110 - Vacancy Management	-	-	117,055	-	-	0 %
-	6152 - Retirement Incentives	10,600	11,500	10,251	12,000	500	4 %
-	6154 - Workers' Compensation	21,800	22,100	19,300	23,000	900	4 %
-	6156 - Clothing Allowance	3,200	3,200	2,800	3,200	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	-	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,568	-	-	0 %
-	Office	-	-	1,008	-	-	0 %
-	6202 - Courier/Postage	-	-	1,008	-	-	0 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	External Services	4,800	4,800	6,376	5,000	200	4 %
-	6311 - Security	4,800	4,800	6,376	5,000	200	4 %
-	Supplies	68,400	68,400	11,357	8,000	(60,400)	-88 %
-	6401 - Uniforms & Clothing	-	-	1,104	-	-	0 %
-	6405 - Photography Supplies & Equi	3,600	3,600	2,660	3,000	(600)	-17 %
-	6499 - Other Supplies	64,800	64,800	7,593	5,000	(59,800)	-92 %
-	Building Costs	-	-	167	-	-	0 %
-	6608 - Water	-	-	75	-	-	0 %
-	6699 - Other Building Cost	-	-	92	-	-	0 %
-	Equipment & Communications	-	-	285	-	-	0 %
-	6701 - Equipment Purchase	-	-	285	-	-	0 %
-	Other Goods & Services	32,200	29,620	82,805	89,800	60,180	203 %
-	6903 - Travel - Local	-	-	83	-	-	0 %
-	6904 - Travel - Out of Town	-	-	4,795	5,000	5,000	100 %
-	6905 - Training & Education	-	-	8,017	10,000	10,000	100 %
-	6907 - Commission Fees	-	-	313	-	-	0 %
-	6910 - Signage	-	-	100	-	-	0 %
-	6912 - Advertising and Promotion	7,200	4,620	939	3,000	(1,620)	-35 %
-	6916 - Public Education	25,000	25,000	64,878	71,800	46,800	187 %
-	6917 - Books and Periodicals	-	-	103	-	-	0 %
-	6918 - Meals	-	-	215	-	-	0 %
-	6919 - Special Projects	-	-	2,848	-	-	0 %
-	6999 - Other Goods and Services	-	-	514	-	-	0 %
-	Interdepartmental	-	-	(79)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(79)	-	-	0 %
-	Revenue	-	-	(7,829)	(10,500)	(10,500)	100 %
-	Other Revenue	-	-	(7,829)	(10,500)	(10,500)	100 %
-	5508 - Recoveries from External Pa	-	-	(816)	(3,000)	(3,000)	100 %
-	5600 - Miscellaneous Revenue	-	-	(7,013)	(7,500)	(7,500)	100 %
-	Net	1,826,700	1,893,220	2,553,806	1,969,200	75,980	4 %
-	F140 - Administration	5,255,880	4,883,046	4,886,631	4,828,900	(54,146)	-1 %
-	Expense	5,255,880	4,883,046	4,888,315	4,831,900	(51,146)	-1 %
-	Compensation and Benefits	4,822,700	4,431,600	4,445,280	4,380,500	(51,100)	-1 %
-	6001 - Salaries - Regular	4,122,800	3,796,800	3,557,732	3,871,000	74,200	2 %
-	6002 - Salaries - Overtime	3,900	5,000	4,830	5,000	-	0 %
-	6005 - PDP Increases	-	-	(111,944)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	30,276	-	-	0 %
-	6100 - Benefits - Salaries	625,800	565,800	828,450	643,000	77,200	14 %
-	6110 - Vacancy Management	-	-	71,655	(202,500)	(202,500)	100 %
-	6152 - Retirement Incentives	23,700	22,200	24,136	24,000	1,800	8 %
-	6154 - Workers' Compensation	46,500	41,800	40,038	40,000	(1,800)	-4 %
-	9210 - HR CATS OT Wage/Ben	-	-	107	-	-	0 %

-	Office	107,080	106,200	94,280	114,400	8,200	8 %
-	6201 - Telephone	-	-	42	-	-	0 %
-	6202 - Courier/Postage	11,250	11,300	10,217	11,300	-	0 %
-	6203 - Office Furniture and Equipm	-	-	4,437	-	-	0 %
-	6204 - Computer Software and Licen	6,100	6,100	6,077	6,100	-	0 %
-	6205 - Printing & Reproduction	1,800	1,800	9,506	10,000	8,200	456 %
-	6207 - Office Supplies	87,930	87,000	64,001	87,000	-	0 %
-	External Services	65,200	125,200	123,256	113,300	(11,900)	-10 %
-	6301 - Professional Fees	5,000	65,000	82,577	60,000	(5,000)	-8 %
-	6302 - Legal Fees	25,000	25,000	5,883	20,000	(5,000)	-20 %
-	6307 - Design Services	-	-	177	-	-	0 %
-	6399 - Contract Services	35,200	35,200	34,619	33,300	(1,900)	-5 %
-	Supplies	-	-	1,298	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	232	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	31	-	-	0 %
-	6499 - Other Supplies	-	-	1,035	-	-	0 %
-	Building Costs	-	-	3,443	-	-	0 %
-	6608 - Water	-	-	2,829	-	-	0 %
-	6699 - Other Building Cost	-	-	614	-	-	0 %
-	Equipment & Communications	10,200	9,700	6,122	9,700	-	0 %
-	6701 - Equipment Purchase	-	-	277	-	-	0 %
-	6702 - Small Tools	-	-	887	-	-	0 %
-	6703 - Computer Equipment/Rentals	6,500	6,000	3,148	6,000	-	0 %
-	6705 - Equipment - Repair and Main	-	-	640	-	-	0 %
-	6706 - Computer Repair and Mainten	3,700	3,700	1,170	3,700	-	0 %
-	Other Goods & Services	190,700	210,346	192,464	214,000	3,654	2 %
-	6901 - Membership Dues	7,200	7,200	9,469	10,000	2,800	39 %
-	6903 - Travel - Local	37,800	37,800	55,782	47,000	9,200	24 %
-	6904 - Travel - Out of Town	-	-	530	-	-	0 %
-	6908 - Medical Examinations	-	-	71	-	-	0 %
-	6914 - Recruiting	25,000	65,000	13,799	40,000	(25,000)	-38 %
-	6917 - Books and Periodicals	12,000	12,000	12,331	12,000	-	0 %
-	6918 - Meals	30,000	21,828	10,887	15,000	(6,828)	-31 %
-	6928 - Committee Expenses	10,000	7,500	-	5,000	(2,500)	-33 %
-	6933 - Community Events	-	-	1,130	-	-	0 %
-	6938 - Rewarding Excellence	-	-	17	-	-	0 %
-	6943 - Health and Wellness Initiat	55,200	45,518	82,369	75,000	29,482	65 %
-	6999 - Other Goods and Services	13,500	13,500	6,079	10,000	(3,500)	-26 %
-	Interdepartmental	-	-	22,172	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	21,231	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	387	-	-	0 %
-	7009 - Internal Transfers Other	-	-	500	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Other Fiscal	60,000	-	-	-	-	0 %
-	8003 - Insurance Policies and Prem	60,000	-	-	-	-	0 %
-	Revenue	-	-	(1,684)	(3,000)	(3,000)	100 %
-	Other Revenue	-	-	(1,684)	(3,000)	(3,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(1,684)	(3,000)	(3,000)	100 %
-	Net	5,255,880	4,883,046	7,866,407	5,239,900	356,854	7 %
-	F180 - Safety & Strategic Initiatives	192,650	137,422	58,042	107,400	(30,022)	-22 %
-	Expense	192,650	137,422	88,042	137,400	(22)	0 %
-	External Services	-	-	2,540	-	-	0 %
-	6301 - Professional Fees	-	-	2,478	-	-	0 %
-	6399 - Contract Services	-	-	62	-	-	0 %
-	Supplies	4,050	4,100	3,276	2,600	(1,500)	-37 %
-	6405 - Photography Supplies & Equi	-	-	3,276	2,600	2,600	100 %
-	6499 - Other Supplies	4,050	4,100	-	-	(4,100)	-100 %
-	Equipment & Communications	90,000	45,000	22,784	45,000	-	0 %
-	6701 - Equipment Purchase	90,000	45,000	19,523	45,000	-	0 %
-	6702 - Small Tools	-	-	719	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	2,542	-	-	0 %
-	Other Goods & Services	98,600	88,322	59,424	89,800	1,478	2 %
-	6905 - Training & Education	-	-	74	-	-	0 %
-	6906 - Licenses & Agreements	-	-	375	-	-	0 %
-	6908 - Medical Examinations	40,000	40,000	3,518	34,800	(5,200)	-13 %
-	6917 - Books and Periodicals	-	-	476	-	-	0 %
-	6943 - Health and Wellness Initiat	58,600	48,322	53,501	55,000	6,678	14 %
-	6999 - Other Goods and Services	-	-	1,480	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(30,000)	(30,000)	(30,000)	100 %
-	Other Revenue	-	-	(30,000)	(30,000)	(30,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(30,000)	(30,000)	(30,000)	100 %
-	Net	192,650	137,422	190,518	167,400	29,978	22 %
-	F181 - USAR Project	100,000	100,000	5,673	-	(100,000)	-100 %
-	Expense	400,000	400,000	18,745	-	(400,000)	-100 %

-	Building Costs	-	-	1,045	-	-	0 %
-	6699 - Other Building Cost	-	-	1,045	-	-	0 %
-	Equipment & Communications	400,000	400,000	224	-	(400,000)	-100 %
-	6701 - Equipment Purchase	400,000	400,000	224	-	(400,000)	-100 %
-	Other Goods & Services	-	-	17,458	-	-	0 %
-	6904 - Travel - Out of Town	-	-	17,428	-	-	0 %
-	6999 - Other Goods and Services	-	-	30	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(300,000)	(300,000)	(13,072)	-	300,000	-100 %
-	Other Revenue	(300,000)	(300,000)	(13,072)	-	300,000	-100 %
-	5508 - Recoveries from External Pa	(300,000)	(300,000)	(13,072)	-	300,000	-100 %
-	Net	700,000	700,000	31,921	-	(700,000)	-100 %
-	F121 - Career Development	154,545	103,620	137,710	127,600	23,980	23 %
-	Expense	154,545	103,620	140,649	127,600	23,980	23 %
-	Office	-	-	2,645	-	-	0 %
-	6207 - Office Supplies	-	-	2,645	-	-	0 %
-	Supplies	-	-	118	-	-	0 %
-	6499 - Other Supplies	-	-	118	-	-	0 %
-	Other Goods & Services	154,545	103,620	137,310	127,600	23,980	23 %
-	6902 - Conferences and Workshops	-	-	10,933	-	-	0 %
-	6904 - Travel - Out of Town	64,345	64,400	75,331	75,000	10,600	16 %
-	6905 - Training & Education	63,700	36,570	45,663	45,000	8,430	23 %
-	6908 - Medical Examinations	-	-	485	-	-	0 %
-	6915 - Research Data Acquisition	26,500	2,650	1,238	2,600	(50)	-2 %
-	6917 - Books and Periodicals	-	-	3,660	5,000	5,000	100 %
-	Interdepartmental	-	-	576	-	-	0 %
-	7009 - Internal Transfers Other	-	-	576	-	-	0 %
-	Revenue	-	-	(2,939)	-	-	0 %
-	Other Revenue	-	-	(2,939)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,939)	-	-	0 %
-	Net	154,545	103,620	155,174	127,600	23,980	23 %
-	F141 - Community Relations	134,500	94,984	117,796	96,000	1,016	1 %
-	Expense	134,500	94,984	119,057	96,000	1,016	1 %
-	Office	-	-	47	-	-	0 %
-	6202 - Courier/Postage	-	-	47	-	-	0 %
-	External Services	-	-	934	-	-	0 %
-	6399 - Contract Services	-	-	934	-	-	0 %
-	Other Goods & Services	134,500	94,984	117,610	96,000	1,016	1 %
-	6904 - Travel - Out of Town	-	-	28	-	-	0 %
-	6905 - Training & Education	-	-	52	-	-	0 %
-	6912 - Advertising and Promotion	10,800	6,930	8,831	8,000	1,070	15 %
-	6913 - Awards	60,000	48,204	41,332	50,000	1,796	4 %
-	6918 - Meals	-	-	269	-	-	0 %
-	6929 - Visa Purchases	-	-	-	-	-	0 %
-	6933 - Community Events	10,200	10,200	9,352	10,000	(200)	-2 %
-	6938 - Rewarding Excellence	40,000	17,200	49,683	20,000	2,800	16 %
-	6999 - Other Goods and Services	13,500	12,450	8,063	8,000	(4,450)	-36 %
-	Interdepartmental	-	-	466	-	-	0 %
-	7009 - Internal Transfers Other	-	-	466	-	-	0 %
-	Revenue	-	-	(1,261)	-	-	0 %
-	Other Revenue	-	-	(1,261)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,261)	-	-	0 %
-	Net	134,500	94,984	153,206	96,000	1,016	1 %
-	C801 - Emergency Measures Administration	122,530	140,600	147,891	215,300	74,700	53 %
-	Expense	122,530	140,600	147,969	215,300	74,700	53 %
-	Compensation and Benefits	45,700	46,300	48,894	46,000	(300)	-1 %
-	6001 - Salaries - Regular	37,700	38,200	38,156	38,000	(200)	-1 %
-	6002 - Salaries - Overtime	-	-	1,317	-	-	0 %
-	6100 - Benefits - Salaries	7,000	7,100	7,118	7,000	(100)	-1 %
-	6152 - Retirement Incentives	200	200	214	-	(200)	-100 %
-	6154 - Workers' Compensation	800	800	749	1,000	200	25 %
-	9200 - HR CATS Wage/Ben	-	-	1,233	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	107	-	-	0 %
-	Office	-	-	8,100	-	-	0 %
-	6201 - Telephone	-	-	5,468	-	-	0 %
-	6202 - Courier/Postage	-	-	23	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	708	-	-	0 %
-	6204 - Computer Software and Licen	-	-	4	-	-	0 %
-	6207 - Office Supplies	-	-	1,897	-	-	0 %
-	External Services	-	-	100	75,000	75,000	100 %
-	6311 - Security	-	-	100	-	-	0 %
-	6399 - Contract Services	-	-	-	75,000	75,000	100 %
-	Supplies	-	-	6	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	6	-	-	0 %
-	Materials	-	-	91	-	-	0 %

-	6504 - Hardware	-	-	77	-	-	0 %
-	6517 - Paint	-	-	14	-	-	0 %
-	Building Costs	-	-	2,417	-	-	0 %
-	6602 - Electrical	-	-	715	-	-	0 %
-	6607 - Electricity	-	-	893	-	-	0 %
-	6608 - Water	-	-	-	-	-	0 %
-	6611 - Building - Interior	-	-	740	-	-	0 %
-	6699 - Other Building Cost	-	-	69	-	-	0 %
-	Equipment & Communications	16,800	16,800	15,513	16,800	-	0 %
-	6701 - Equipment Purchase	15,000	15,000	14,440	15,000	-	0 %
-	6702 - Small Tools	-	-	317	-	-	0 %
-	6705 - Equipment - Repair and Main	1,800	1,800	670	1,800	-	0 %
-	6711 - Communication System	-	-	86	-	-	0 %
-	Other Goods & Services	19,030	19,000	13,905	19,000	-	0 %
-	6906 - Licenses & Agreements	5,300	5,300	14	5,300	-	0 %
-	6911 - Facilities Rental	5,000	5,000	9,568	5,000	-	0 %
-	6918 - Meals	-	-	214	-	-	0 %
-	6999 - Other Goods and Services	8,730	8,700	4,109	8,700	-	0 %
-	Other Fiscal	41,000	58,500	58,817	58,500	-	0 %
-	8003 - Insurance Policies and Prem	-	-	2,875	-	-	0 %
-	8004 - Grants	31,000	48,500	45,942	48,500	-	0 %
-	8008 - Transfer to/from Reserves	10,000	10,000	10,000	10,000	-	0 %
-	Interdepartmental	-	-	126	-	-	0 %
-	9911 - PM Labour-Reg	-	-	126	-	-	0 %
-	Revenue	-	-	(78)	-	-	0 %
-	Other Revenue	-	-	(78)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(78)	-	-	0 %
-	Net	122,530	140,600	169,635	215,300	74,700	53 %
-	F190 - Communications	248,300	243,300	364,853	334,000	90,700	37 %
-	Expense	248,300	243,300	364,853	334,000	90,700	37 %
-	Compensation and Benefits	78,000	80,600	63,602	83,000	2,400	3 %
-	6001 - Salaries - Regular	64,500	66,600	66,626	69,000	2,400	4 %
-	6002 - Salaries - Overtime	-	-	4,178	-	-	0 %
-	6100 - Benefits - Salaries	11,700	12,200	12,424	12,000	(200)	-2 %
-	6152 - Retirement Incentives	500	500	546	1,000	500	100 %
-	6154 - Workers' Compensation	1,300	1,300	1,433	1,000	(300)	-23 %
-	6156 - Clothing Allowance	-	-	200	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(21,581)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(224)	-	-	0 %
-	Office	105,300	97,700	212,845	191,000	93,300	95 %
-	6201 - Telephone	105,300	97,700	210,593	191,000	93,300	95 %
-	6202 - Courier/Postage	-	-	968	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	1,109	-	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	-	-	75	-	-	0 %
-	External Services	-	-	2,664	-	-	0 %
-	6399 - Contract Services	-	-	2,664	-	-	0 %
-	Building Costs	-	-	768	-	-	0 %
-	6607 - Electricity	-	-	-	-	-	0 %
-	6699 - Other Building Cost	-	-	768	-	-	0 %
-	Equipment & Communications	65,000	65,000	80,439	60,000	(5,000)	-8 %
-	6711 - Communication System	65,000	65,000	80,439	60,000	(5,000)	-8 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	-	-	-	0 %
-	Other Goods & Services	-	-	494	-	-	0 %
-	6915 - Research Data Acquisition	-	-	467	-	-	0 %
-	6999 - Other Goods and Services	-	-	27	-	-	0 %
-	Interdepartmental	-	-	4,041	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	4,041	-	-	0 %
-	Net	248,300	243,300	649,747	334,000	90,700	37 %
-	F150 - Mechanical Maint.	2,210,031	2,393,300	2,353,464	-	(2,393,300)	-100 %
-	Expense	2,210,031	2,393,300	2,353,464	-	(2,393,300)	-100 %
-	Equipment & Communications	-	-	598	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	598	-	-	0 %
-	Interdepartmental	2,210,031	2,393,300	2,352,866	-	(2,393,300)	-100 %
-	7001 - Interdepartmental Equipment	2,210,031	2,393,300	2,337,866	-	(2,393,300)	-100 %
-	7009 - Internal Transfers Other	-	-	15,000	-	-	0 %
-	Net	2,210,031	2,393,300	2,353,464	-	(2,393,300)	-100 %
-	A451 - Emergency Measures Recoveries	-	25,000	25,000	25,000	-	0 %
-	Expense	-	25,000	25,000	25,000	-	0 %
-	Other Fiscal	-	25,000	25,000	25,000	-	0 %
-	8008 - Transfer to/from Reserves	-	25,000	25,000	25,000	-	0 %
-	Net	-	25,000	25,000	25,000	-	0 %
-	E001 - CAO Office	696,733	800,300	576,620	662,600	(137,700)	-17 %
-	E130 - FCM Conference 2011	(17,250)	(22,087)	(77,891)	-	22,087	-100 %
-	Expense	(17,250)	(22,087)	175,053	-	22,087	-100 %

-	Office	18,000	18,000	131	-	(18,000)	-100 %
-	6202 - Courier/Postage	-	-	95	-	-	0 %
-	6205 - Printing & Reproduction	9,000	9,000	-	-	(9,000)	-100 %
-	6207 - Office Supplies	9,000	9,000	36	-	(9,000)	-100 %
-	External Services	100,000	100,000	531,441	-	(100,000)	-100 %
-	6399 - Contract Services	100,000	100,000	531,441	-	(100,000)	-100 %
-	Vehicle Expense	-	-	36	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	36	-	-	0 %
-	Other Goods & Services	89,750	84,913	35,822	-	(84,913)	-100 %
-	6902 - Conferences and Workshops	-	-	8,688	-	-	0 %
-	6903 - Travel - Local	-	-	515	-	-	0 %
-	6904 - Travel - Out of Town	17,750	17,750	-	-	(17,750)	-100 %
-	6912 - Advertising and Promotion	13,500	8,663	19,027	-	(8,663)	-100 %
-	6918 - Meals	-	-	23	-	-	0 %
-	6999 - Other Goods and Services	58,500	58,500	7,569	-	(58,500)	-100 %
-	Interdepartmental	-	-	21,594	-	-	0 %
-	7009 - Internal Transfers Other	-	-	21,594	-	-	0 %
-	Other Fiscal	(225,000)	(225,000)	(413,971)	-	225,000	-100 %
-	8008 - Transfer to/from Reserves	(225,000)	(225,000)	(413,971)	-	225,000	-100 %
-	Revenue	-	-	(252,944)	-	-	0 %
-	Transfers from other Gov'ts	-	-	(252,944)	-	-	0 %
-	4704 - Conditnl Grnts Other	-	-	(252,944)	-	-	0 %
-	Net	432,750	427,913	1,320,761	-	(427,913)	-100 %
-	M616 - VIK - Special Events Communicatio	-	-	3,820	-	-	0 %
-	Expense	-	-	3,680	-	-	0 %
-	Office	-	-	3,617	-	-	0 %
-	6202 - Courier/Postage	-	-	3,617	-	-	0 %
-	6205 - Printing & Reproduction	-	-	-	-	-	0 %
-	Interdepartmental	-	-	63	-	-	0 %
-	7009 - Internal Transfers Other	-	-	63	-	-	0 %
-	Revenue	-	-	140	-	-	0 %
-	Other Revenue	-	-	140	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	140	-	-	0 %
-	Net	-	-	4,412	-	-	0 %
-	E110 - CAO Office	437,635	540,576	557,750	662,600	122,024	23 %
-	Expense	437,635	540,576	557,750	662,600	122,024	23 %
-	Compensation and Benefits	347,450	457,034	515,553	585,900	128,866	28 %
-	6001 - Salaries - Regular	293,920	402,400	637,787	515,000	112,600	28 %
-	6002 - Salaries - Overtime	-	-	31	-	-	0 %
-	6005 - PDP Increases	-	-	(1,777)	-	-	0 %
-	6100 - Benefits - Salaries	47,110	48,109	84,462	61,200	13,091	27 %
-	6110 - Vacancy Management	-	-	16,878	-	-	0 %
-	6151 - Vehicle Allowance	2,900	2,900	-	2,900	-	0 %
-	6152 - Retirement Incentives	600	628	2,460	3,000	2,372	378 %
-	6154 - Workers' Compensation	2,920	2,997	5,189	3,800	803	27 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(229,477)	-	-	0 %
-	Office	12,420	15,420	20,658	15,300	(120)	-1 %
-	6201 - Telephone	4,500	5,500	7,694	5,500	-	0 %
-	6202 - Courier/Postage	900	900	455	900	-	0 %
-	6203 - Office Furniture and Equipm	2,250	2,250	5,367	2,200	(50)	-2 %
-	6204 - Computer Software and Licen	-	-	200	-	-	0 %
-	6205 - Printing & Reproduction	1,620	1,620	660	1,600	(20)	-1 %
-	6207 - Office Supplies	3,150	5,150	6,282	5,100	(50)	-1 %
-	External Services	27,360	35,665	6,868	30,000	(5,665)	-16 %
-	6303 - Consulting Fees	27,360	35,665	6,868	30,000	(5,665)	-16 %
-	Equipment & Communications	-	-	422	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	422	-	-	0 %
-	Other Goods & Services	50,405	32,457	12,215	31,400	(1,057)	-3 %
-	6901 - Membership Dues	2,500	4,500	1,877	3,500	(1,000)	-22 %
-	6902 - Conferences and Workshops	9,000	5,165	2,921	5,200	35	1 %
-	6903 - Travel - Local	450	450	487	400	(50)	-11 %
-	6904 - Travel - Out of Town	3,550	3,550	111	3,500	(50)	-1 %
-	6905 - Training & Education	2,500	1,435	1,663	1,400	(35)	-2 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6913 - Awards	4,000	5,214	-	5,200	(14)	0 %
-	6917 - Books and Periodicals	1,000	1,000	230	1,000	-	0 %
-	6918 - Meals	-	-	71	-	-	0 %
-	6919 - Special Projects	2,700	2,065	3,200	2,100	35	2 %
-	6936 - Staff Relations	4,500	8,500	-	-	(8,500)	-100 %
-	6938 - Rewarding Excellence	-	-	-	8,500	8,500	100 %
-	6999 - Other Goods and Services	19,305	-	1,655	-	-	0 %
-	Interdepartmental	-	-	2,034	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	2,034	-	-	0 %
-	Net	437,635	540,576	1,124,830	662,600	122,024	23 %
-	E124 - DCAO - Corp.Services & Strategy	276,348	281,811	92,941	-	(281,811)	-100 %
-	Expense	276,348	281,811	92,941	-	(281,811)	-100 %

-	Compensation and Benefits	269,080	275,472	88,863	-	(275,472)	-100 %
-	6001 - Salaries - Regular	235,860	241,478	(23,166)	-	(241,478)	-100 %
-	6005 - PDP Increases	-	-	(933)	-	-	0 %
-	6100 - Benefits - Salaries	26,950	27,610	10,936	-	(27,610)	-100 %
-	6110 - Vacancy Management	-	-	101,843	-	-	0 %
-	6151 - Vehicle Allowance	2,900	2,900	-	-	(2,900)	-100 %
-	6152 - Retirement Incentives	1,360	1,425	170	-	(1,425)	-100 %
-	6154 - Workers' Compensation	2,010	2,059	13	-	(2,059)	-100 %
-	Office	2,210	2,210	2,601	-	(2,210)	-100 %
-	6201 - Telephone	1,400	1,400	1,764	-	(1,400)	-100 %
-	6202 - Courier/Postage	90	90	10	-	(90)	-100 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6207 - Office Supplies	630	630	827	-	(630)	-100 %
-	Equipment & Communications	900	900	-	-	(900)	-100 %
-	6711 - Communication System	900	900	-	-	(900)	-100 %
-	Other Goods & Services	4,158	3,229	1,477	-	(3,229)	-100 %
-	6902 - Conferences and Workshops	1,080	620	611	-	(620)	-100 %
-	6903 - Travel - Local	90	90	44	-	(90)	-100 %
-	6904 - Travel - Out of Town	568	953	-	-	(953)	-100 %
-	6905 - Training & Education	300	172	-	-	(172)	-100 %
-	6917 - Books and Periodicals	-	375	-	-	(375)	-100 %
-	6918 - Meals	500	864	-	-	(864)	-100 %
-	6938 - Rewarding Excellence	360	155	-	-	(155)	-100 %
-	6999 - Other Goods and Services	1,260	-	822	-	-	0 %
-	Net	276,348	281,811	251,537	-	(281,811)	-100 %
-	R339 - Admin WR	(9,605,707)	(8,756,715)	(9,235,830)	(9,013,700)	(256,985)	3 %
-	R321 - Administration - Waste Resources	(9,605,707)	(8,756,715)	(9,235,830)	(9,013,700)	(256,985)	3 %
-	Expense	1,134,308	1,199,685	877,565	1,095,000	(104,685)	-9 %
-	Compensation and Benefits	902,101	970,737	722,741	858,600	(112,137)	-12 %
-	6001 - Salaries - Regular	740,341	670,199	560,927	712,400	42,201	6 %
-	6002 - Salaries - Overtime	10,200	10,667	(253)	11,600	933	9 %
-	6005 - PDP Increases	-	-	(14,049)	-	-	0 %
-	6100 - Benefits - Salaries	134,977	272,278	116,256	135,600	(136,678)	-50 %
-	6110 - Vacancy Management	-	-	47,370	(16,600)	(16,600)	100 %
-	6152 - Retirement Incentives	4,112	4,406	3,878	4,400	(6)	0 %
-	6154 - Workers' Compensation	12,471	13,187	8,612	11,200	(1,987)	-15 %
-	Office	27,260	33,793	21,413	35,200	1,407	4 %
-	6201 - Telephone	13,800	12,343	7,730	13,000	657	5 %
-	6202 - Courier/Postage	4,590	4,590	2,160	4,600	10	0 %
-	6203 - Office Furniture and Equipm	1,800	10,800	6,800	10,800	-	0 %
-	6204 - Computer Software and Licen	500	500	-	500	-	0 %
-	6207 - Office Supplies	6,570	5,560	4,723	6,300	740	13 %
-	External Services	160,600	160,600	84,271	160,600	-	0 %
-	6301 - Professional Fees	77,200	77,200	62,525	77,200	-	0 %
-	6302 - Legal Fees	4,900	4,900	-	4,900	-	0 %
-	6399 - Contract Services	78,500	78,500	21,746	78,500	-	0 %
-	Supplies	800	800	227	2,200	1,400	175 %
-	6401 - Uniforms & Clothing	800	800	-	1,800	1,000	125 %
-	6406 - Bridge Tolls	-	-	227	400	400	100 %
-	Equipment & Communications	2,000	1,692	-	1,900	208	12 %
-	6703 - Computer Equipment/Rentals	2,000	1,692	-	1,900	208	12 %
-	Vehicle Expense	1,000	1,082	-	11,000	9,918	917 %
-	6804 - Vehicle Fuel - Gasoline	1,000	1,082	-	500	(582)	-54 %
-	6807 - Vehicle Leases	-	-	-	10,500	10,500	100 %
-	Other Goods & Services	25,800	19,751	21,747	25,500	5,749	29 %
-	6901 - Membership Dues	1,500	1,500	1,464	1,500	-	0 %
-	6902 - Conferences and Workshops	1,530	878	3,041	1,500	622	71 %
-	6903 - Travel - Local	10,170	8,606	8,441	10,300	1,694	20 %
-	6904 - Travel - Out of Town	2,840	2,840	5,666	5,000	2,160	76 %
-	6905 - Training & Education	9,000	5,167	280	5,200	33	1 %
-	6906 - Licenses & Agreements	-	-	1,903	-	-	0 %
-	6909 - Cost of Sales	-	-	(1,398)	-	-	0 %
-	6914 - Recruiting	200	200	-	-	(200)	-100 %
-	6916 - Public Education	-	-	976	-	-	0 %
-	6917 - Books and Periodicals	200	200	713	600	400	200 %
-	6918 - Meals	-	-	661	800	800	100 %
-	6938 - Rewarding Excellence	-	-	-	600	600	100 %
-	6999 - Other Goods and Services	360	360	-	-	(360)	-100 %
-	Interdepartmental	14,747	11,230	27,166	-	(11,230)	-100 %
-	7001 - Interdepartmental Equipment	14,747	11,230	23,444	-	(11,230)	-100 %
-	7007 - Interdepartmental Transfer	-	-	1,449	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	2,273	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Revenue	(10,740,015)	(9,956,400)	(10,113,395)	(10,108,700)	(152,300)	2 %
-	Transfers from other Gov'ts	-	-	-	(63,000)	(63,000)	100 %
-	4750 - Other Grants	-	-	-	(63,000)	(63,000)	100 %

-	Fee Revenues	(10,620,815)	(9,844,600)	(9,990,613)	(9,933,900)	(89,300)	1 %
-	5225 - Tipping Fees - Waste Resour	(10,620,815)	(9,844,600)	(9,990,613)	(9,933,900)	(89,300)	1 %
-	Other Revenue	(119,200)	(111,800)	(122,782)	(111,800)	-	0 %
-	5508 - Recoveries from External Pa	(81,200)	(71,800)	(69,254)	(71,800)	-	0 %
-	5600 - Miscellaneous Revenue	(38,000)	(40,000)	(53,528)	(40,000)	-	0 %
-	Net	11,874,323	11,156,085	13,155,076	11,236,900	80,815	1 %
-	R359 - SW Other	18,687,106	19,554,224	18,445,579	20,637,500	1,083,276	6 %
-	R322 - Collection & RRFB	9,703,400	10,756,337	10,185,862	11,096,000	339,663	3 %
-	Expense	12,427,400	13,443,337	13,022,774	14,001,900	558,563	4 %
-	External Services	12,427,400	13,443,337	13,086,136	14,001,900	558,563	4 %
-	6301 - Professional Fees	-	-	59,339	-	-	0 %
-	6399 - Contract Services	12,427,400	13,443,337	13,026,797	14,001,900	558,563	4 %
-	Interdepartmental	-	-	1,638	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	1,638	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Other Fiscal	-	-	(65,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(65,000)	-	-	0 %
-	Revenue	(2,724,000)	(2,687,000)	(2,836,912)	(2,905,900)	(218,900)	8 %
-	Transfers from other Gov'ts	(2,724,000)	(2,687,000)	(2,836,912)	(2,905,900)	(218,900)	8 %
-	4750 - Other Grants	(2,724,000)	(2,687,000)	(2,836,912)	(2,905,900)	(218,900)	8 %
-	Net	15,151,400	16,130,337	17,849,586	16,907,800	777,463	5 %
-	R331 - RRFB Contract	(2,335)	(369,951)	(751,024)	(364,500)	5,451	-1 %
-	Expense	285,301	356,813	295,974	425,500	68,687	19 %
-	Compensation and Benefits	185,516	253,990	248,045	317,300	63,310	25 %
-	6001 - Salaries - Regular	150,212	202,578	201,303	252,800	50,222	25 %
-	6002 - Salaries - Overtime	7,140	5,047	(886)	5,400	353	7 %
-	6100 - Benefits - Salaries	24,328	41,300	42,435	52,900	11,600	28 %
-	6152 - Retirement Incentives	531	1,074	1,295	1,200	126	12 %
-	6154 - Workers' Compensation	3,305	3,991	3,898	5,000	1,009	25 %
-	Office	5,580	5,580	8,839	9,600	4,020	72 %
-	6201 - Telephone	-	-	-	300	300	100 %
-	6202 - Courier/Postage	-	-	11	-	-	0 %
-	6203 - Office Furniture and Equipm	180	180	2,873	3,000	2,820	1,567 %
-	6207 - Office Supplies	5,400	5,400	5,955	6,300	900	17 %
-	External Services	79,620	79,620	9,442	15,000	(64,620)	-81 %
-	6399 - Contract Services	79,620	79,620	9,442	15,000	(64,620)	-81 %
-	Supplies	1,000	800	873	900	100	13 %
-	6401 - Uniforms & Clothing	1,000	800	421	-	(800)	-100 %
-	6406 - Bridge Tolls	-	-	452	400	400	100 %
-	6409 - Personal Protective Equipme	-	-	-	500	500	100 %
-	Vehicle Expense	-	5,848	7,384	6,800	952	16 %
-	6807 - Vehicle Leases	-	5,848	7,342	6,800	952	16 %
-	6899 - Other Vehicle Expense	-	-	42	-	-	0 %
-	Other Goods & Services	13,585	9,612	16,638	75,900	66,288	690 %
-	6902 - Conferences and Workshops	4,500	2,582	6,397	3,000	418	16 %
-	6903 - Travel - Local	4,500	3,600	4,695	4,800	1,200	33 %
-	6904 - Travel - Out of Town	1,065	1,065	2,623	2,000	935	88 %
-	6905 - Training & Education	500	287	-	500	213	74 %
-	6906 - Licenses & Agreements	-	-	66	-	-	0 %
-	6912 - Advertising and Promotion	2,250	1,444	2,457	2,500	1,056	73 %
-	6916 - Public Education	-	-	4	61,100	61,100	100 %
-	6918 - Meals	500	364	309	1,800	1,436	395 %
-	6938 - Rewarding Excellence	-	-	26	200	200	100 %
-	6999 - Other Goods and Services	270	270	61	-	(270)	-100 %
-	Interdepartmental	-	1,363	4,753	-	(1,363)	-100 %
-	7001 - Interdepartmental Equipment	-	1,363	4,753	-	(1,363)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Revenue	(287,636)	(726,764)	(1,046,998)	(790,000)	(63,236)	9 %
-	Transfers from other Gov'ts	(287,636)	(226,764)	(479,237)	(290,000)	(63,236)	28 %
-	4750 - Other Grants	(287,636)	(226,764)	(479,237)	(290,000)	(63,236)	28 %
-	Other Revenue	-	(500,000)	(567,761)	(500,000)	-	0 %
-	5508 - Recoveries from External Pa	-	(500,000)	(566,886)	(500,000)	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(875)	-	-	0 %
-	Net	572,937	1,083,577	1,701,650	1,215,500	131,923	12 %
-	R334 - Household Hazardous Waste	408,200	405,000	302,748	388,400	(16,600)	-4 %
-	Expense	416,200	428,000	328,007	411,400	(16,600)	-4 %
-	External Services	416,200	428,000	325,170	411,400	(16,600)	-4 %
-	6399 - Contract Services	416,200	428,000	325,170	411,400	(16,600)	-4 %
-	Other Goods & Services	-	-	2,837	-	-	0 %
-	6912 - Advertising and Promotion	-	-	2,837	-	-	0 %
-	Revenue	(8,000)	(23,000)	(25,259)	(23,000)	-	0 %
-	Transfers from other Gov'ts	(8,000)	(23,000)	(25,259)	(23,000)	-	0 %
-	4750 - Other Grants	(8,000)	(23,000)	(25,259)	(23,000)	-	0 %
-	Net	424,200	451,000	355,722	434,400	(16,600)	-4 %
-	R324 - Compost Fac.Burnside	2,804,000	2,972,500	3,083,646	3,191,900	219,400	7 %
-	Expense	3,583,000	3,739,000	3,784,576	3,939,600	200,600	5 %

-	Office	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	External Services	3,583,000	3,739,000	3,784,576	3,939,600	200,600	5 %
-	6399 - Contract Services	3,583,000	3,739,000	3,784,576	3,939,600	200,600	5 %
-	Revenue	(779,000)	(766,500)	(700,930)	(747,700)	18,800	-2 %
-	Fee Revenues	(779,000)	(766,500)	(700,930)	(747,700)	18,800	-2 %
-	5225 - Tipping Fees - Waste Resour	(779,000)	(766,500)	(700,930)	(747,700)	18,800	-2 %
-	Net	4,362,000	4,505,500	4,681,954	4,687,300	181,800	4 %
-	R325 - Compost Fac.Ragged Lake	3,551,000	3,796,700	4,321,512	4,520,000	723,300	19 %
-	Expense	3,975,000	4,336,600	4,870,289	5,093,300	756,700	17 %
-	External Services	3,975,000	4,336,600	4,870,289	5,093,300	756,700	17 %
-	6399 - Contract Services	3,975,000	4,336,600	4,870,289	5,093,300	756,700	17 %
-	Other Goods & Services	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Revenue	(424,000)	(539,900)	(548,777)	(573,300)	(33,400)	6 %
-	Fee Revenues	(424,000)	(539,900)	(548,777)	(573,300)	(33,400)	6 %
-	5225 - Tipping Fees - Waste Resour	(424,000)	(539,900)	(548,777)	(573,300)	(33,400)	6 %
-	Net	4,399,000	4,876,500	7,195,738	5,666,600	790,100	16 %
-	R330 - Material Recovery Facility	1,276,931	1,040,300	376,932	1,026,900	(13,400)	-1 %
-	Expense	2,522,700	3,051,000	2,806,584	3,138,100	87,100	3 %
-	Office	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	-	-	-	0 %
-	External Services	2,522,700	3,051,000	2,806,584	3,138,100	87,100	3 %
-	6399 - Contract Services	2,522,700	3,051,000	2,806,584	3,138,100	87,100	3 %
-	Revenue	(1,245,769)	(2,010,700)	(2,429,652)	(2,111,200)	(100,500)	5 %
-	Fee Revenues	(1,045,769)	(1,810,700)	(2,128,259)	(1,901,200)	(90,500)	5 %
-	5403 - Sales of Other Recyclables	(1,045,769)	(1,810,700)	(2,128,259)	(1,901,200)	(90,500)	5 %
-	Other Revenue	(200,000)	(200,000)	(301,393)	(210,000)	(10,000)	5 %
-	5600 - Miscellaneous Revenue	(200,000)	(200,000)	(301,393)	(210,000)	(10,000)	5 %
-	Net	3,768,469	5,061,700	5,812,036	5,249,300	187,600	4 %
-	R333 - C & E Progrms HRM	295,110	302,262	279,996	454,500	152,238	50 %
-	Expense	295,110	344,262	335,399	496,900	152,638	44 %
-	Office	-	110,000	65,351	107,000	(3,000)	-3 %
-	6202 - Courier/Postage	-	63,000	54,429	60,000	(3,000)	-5 %
-	6205 - Printing & Reproduction	-	45,000	10,440	45,000	-	0 %
-	6207 - Office Supplies	-	2,000	482	2,000	-	0 %
-	External Services	-	10,000	(1,375)	100,000	90,000	900 %
-	6301 - Professional Fees	-	10,000	-	10,000	-	0 %
-	6303 - Consulting Fees	-	-	-	90,000	90,000	100 %
-	6399 - Contract Services	-	-	(1,375)	-	-	0 %
-	Supplies	-	-	1,486	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	1,439	-	-	0 %
-	6499 - Other Supplies	-	-	47	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	295,110	224,262	269,937	289,900	65,638	29 %
-	6902 - Conferences and Workshops	-	5,000	-	-	(5,000)	-100 %
-	6903 - Travel - Local	-	-	247	-	-	0 %
-	6912 - Advertising and Promotion	295,110	209,262	262,329	209,300	38	0 %
-	6916 - Public Education	-	10,000	7,352	80,600	70,600	706 %
-	6918 - Meals	-	-	9	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Revenue	-	(42,000)	(55,403)	(42,400)	(400)	1 %
-	Other Revenue	-	(42,000)	(55,403)	(42,400)	(400)	1 %
-	5508 - Recoveries from External Pa	-	-	(11,000)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	(42,000)	(44,403)	(42,400)	(400)	1 %
-	Net	295,110	386,262	608,740	539,300	153,038	40 %
-	R328 - Rural Depots	154,400	161,476	156,261	160,500	(976)	-1 %
-	Expense	154,400	161,476	156,261	160,500	(976)	-1 %
-	Office	2,800	2,771	501	2,800	29	1 %
-	6201 - Telephone	2,800	2,771	495	2,800	29	1 %
-	6202 - Courier/Postage	-	-	6	-	-	0 %
-	External Services	149,100	156,000	155,760	157,700	1,700	1 %
-	6301 - Professional Fees	-	-	-	-	-	0 %
-	6399 - Contract Services	149,100	156,000	155,760	157,700	1,700	1 %
-	Vehicle Expense	2,500	2,705	-	-	(2,705)	-100 %
-	6804 - Vehicle Fuel - Gasoline	2,500	2,705	-	-	(2,705)	-100 %
-	Net	154,400	161,476	366,927	160,500	(976)	-1 %
-	R332 - Operating Reserve	300,000	300,000	300,000	-	(300,000)	-100 %
-	Expense	300,000	300,000	300,000	-	(300,000)	-100 %
-	Other Fiscal	300,000	300,000	300,000	-	(300,000)	-100 %
-	8008 - Transfer to/from Reserves	300,000	300,000	300,000	-	(300,000)	-100 %
-	Net	300,000	300,000	300,000	-	(300,000)	-100 %
-	R323 - Waste Resources System-Debt Charg	196,400	189,600	189,646	163,800	(25,800)	-14 %
-	Expense	196,400	189,600	189,646	163,800	(25,800)	-14 %

- Debt Service	196,400	189,600	189,646	163,800	(25,800)	-14 %
- 8011 - Interest on Debentures	46,200	40,600	40,642	34,700	(5,900)	-15 %
- 8012 - Principal on Debentures	150,200	149,000	149,004	129,100	(19,900)	-13 %
- Net	196,400	189,600	189,646	163,800	(25,800)	-14 %
- BYLAW - Bylaw	1,478,300	1,647,120	1,659,579	1,833,102	185,982	11 %
- C431 - Solid Waste Enforcement	-	140,820	224,889	-	(140,820)	-100 %
- Expense	-	203,756	224,889	-	(203,756)	-100 %
- Compensation and Benefits	-	188,290	210,779	-	(188,290)	-100 %
- 6001 - Salaries - Regular	-	151,932	166,010	-	(151,932)	-100 %
- 6002 - Salaries - Overtime	-	1,300	1,846	-	(1,300)	-100 %
- 6100 - Benefits - Salaries	-	31,245	39,476	-	(31,245)	-100 %
- 6152 - Retirement Incentives	-	804	375	-	(804)	-100 %
- 6154 - Workers' Compensation	-	3,009	3,072	-	(3,009)	-100 %
- Office	-	2,042	4	-	(2,042)	-100 %
- 6201 - Telephone	-	1,032	-	-	(1,032)	-100 %
- 6207 - Office Supplies	-	1,010	4	-	(1,010)	-100 %
- Supplies	-	200	346	-	(200)	-100 %
- 6401 - Uniforms & Clothing	-	200	298	-	(200)	-100 %
- 6406 - Bridge Tolls	-	-	48	-	-	0 %
- Equipment & Communications	-	308	-	-	(308)	-100 %
- 6703 - Computer Equipment/Rentals	-	308	-	-	(308)	-100 %
- Vehicle Expense	-	10,452	8,695	-	(10,452)	-100 %
- 6807 - Vehicle Leases	-	10,452	8,695	-	(10,452)	-100 %
- Other Goods & Services	-	2,464	4,797	-	(2,464)	-100 %
- 6903 - Travel - Local	-	2,464	4,797	-	(2,464)	-100 %
- Interdepartmental	-	-	268	-	-	0 %
- 7001 - Interdepartmental Equipment	-	-	268	-	-	0 %
- Revenue	-	(62,936)	-	-	62,936	-100 %
- Transfers from other Gov'ts	-	(62,936)	-	-	62,936	-100 %
- 4750 - Other Grants	-	(62,936)	-	-	62,936	-100 %
- Net	-	266,692	261,121	-	(266,692)	-100 %
- S310 - Contractual Services Administrati	296,900	333,000	327,538	181,450	(151,550)	-46 %
- Expense	296,900	333,000	376,745	181,450	(151,550)	-46 %
- Compensation and Benefits	290,800	303,900	347,998	146,700	(157,200)	-52 %
- 6001 - Salaries - Regular	238,600	247,600	282,121	121,900	(125,700)	-51 %
- 6002 - Salaries - Overtime	-	300	(53)	300	-	0 %
- 6005 - PDP Increases	-	-	(5,562)	-	-	0 %
- 6100 - Benefits - Salaries	46,600	50,100	56,419	24,000	(26,100)	-52 %
- 6110 - Vacancy Management	-	-	8,363	(3,000)	(3,000)	100 %
- 6152 - Retirement Incentives	1,300	1,400	1,703	500	(900)	-64 %
- 6154 - Workers' Compensation	4,300	4,500	5,007	3,000	(1,500)	-33 %
- Office	3,100	3,100	611	3,000	(100)	-3 %
- 6201 - Telephone	1,400	1,400	-	1,100	(300)	-21 %
- 6202 - Courier/Postage	500	500	42	500	-	0 %
- 6205 - Printing & Reproduction	-	-	-	700	700	100 %
- 6207 - Office Supplies	1,200	1,200	569	700	(500)	-42 %
- External Services	-	23,000	27,414	23,000	-	0 %
- 6399 - Contract Services	-	23,000	27,414	23,000	-	0 %
- Supplies	-	-	-	7,000	7,000	100 %
- 6499 - Other Supplies	-	-	-	7,000	7,000	100 %
- Equipment & Communications	1,500	2,000	505	1,500	(500)	-25 %
- 6706 - Computer Repair and Mainten	1,500	2,000	505	1,500	(500)	-25 %
- Other Goods & Services	1,500	1,000	217	250	(750)	-75 %
- 6903 - Travel - Local	1,000	1,000	217	250	(750)	-75 %
- 6999 - Other Goods and Services	500	-	-	-	-	0 %
- Revenue	-	-	(49,207)	-	-	0 %
- Fee Revenues	-	-	35	-	-	0 %
- 4908 - Animal Licenses	-	-	35	-	-	0 %
- Other Revenue	-	-	(49,242)	-	-	0 %
- 5508 - Recoveries from External Pa	-	-	(49,242)	-	-	0 %
- Net	296,900	333,000	514,422	187,450	(145,550)	-44 %
- S410 - By Law Services Administration	449,700	456,400	398,062	518,100	61,700	14 %
- Expense	449,700	474,900	398,015	536,600	61,700	13 %
- Compensation and Benefits	416,700	423,600	415,058	485,300	61,700	15 %
- 6001 - Salaries - Regular	339,000	344,800	287,578	397,000	52,200	15 %
- 6002 - Salaries - Overtime	-	-	-	-	-	0 %
- 6005 - PDP Increases	-	-	(2,716)	-	-	0 %
- 6051 - Shift Agreements	-	-	-	-	-	0 %
- 6100 - Benefits - Salaries	69,400	70,500	59,286	82,000	11,500	16 %
- 6110 - Vacancy Management	-	-	63,990	(5,700)	(5,700)	100 %
- 6152 - Retirement Incentives	1,900	1,900	1,717	3,000	1,100	58 %
- 6154 - Workers' Compensation	6,400	6,400	5,203	9,000	2,600	41 %
- Office	17,500	17,300	6,779	17,300	-	0 %
- 6201 - Telephone	4,500	4,300	2,491	4,300	-	0 %
- 6202 - Courier/Postage	10,000	10,000	2,297	7,500	(2,500)	-25 %
- 6205 - Printing & Reproduction	-	-	-	2,500	2,500	100 %

-	6207 - Office Supplies	3,000	3,000	1,991	3,000	-	0 %
-	External Services	30,000	30,000	895	30,000	-	0 %
-	6399 - Contract Services	30,000	30,000	895	30,000	-	0 %
-	Equipment & Communications	2,000	3,000	1,515	3,000	-	0 %
-	6706 - Computer Repair and Mainten	2,000	3,000	1,515	3,000	-	0 %
-	Other Goods & Services	2,000	1,000	922	1,000	-	0 %
-	6903 - Travel - Local	1,000	-	734	-	-	0 %
-	6938 - Rewarding Excellence	-	-	38	-	-	0 %
-	6999 - Other Goods and Services	1,000	1,000	150	1,000	-	0 %
-	Interdepartmental	(18,500)	-	(27,154)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	33	-	-	0 %
-	9981 - Labour/Adm	-	-	(16,376)	-	-	0 %
-	9983 - YL Overhead	(18,500)	-	-	-	-	0 %
-	9985 - Direct/Overhead Charges	-	-	(10,811)	-	-	0 %
-	Revenue	-	(18,500)	47	(18,500)	-	0 %
-	Other Revenue	-	(18,500)	47	(18,500)	-	0 %
-	5508 - Recoveries from External Pa	-	(18,500)	47	(18,500)	-	0 %
-	Net	486,700	493,400	493,602	566,500	73,100	15 %
-	S420 - By-Law Services Enforcement	731,700	716,900	709,090	1,133,552	416,652	58 %
-	Expense	731,700	716,900	709,090	1,133,552	416,652	58 %
-	Compensation and Benefits	712,000	697,600	688,971	1,098,252	400,652	57 %
-	6001 - Salaries - Regular	556,300	563,500	466,644	911,002	347,502	62 %
-	6002 - Salaries - Overtime	30,000	3,000	-	3,650	650	22 %
-	6005 - PDP Increases	-	-	(39)	-	-	0 %
-	6051 - Shift Agreements	700	700	-	700	-	0 %
-	6100 - Benefits - Salaries	111,100	116,300	95,769	174,200	57,900	50 %
-	6110 - Vacancy Management	-	-	115,099	(16,600)	(16,600)	100 %
-	6152 - Retirement Incentives	3,000	3,000	2,606	8,800	5,800	193 %
-	6154 - Workers' Compensation	10,900	11,100	8,892	16,500	5,400	49 %
-	Office	4,800	4,400	5,185	12,400	8,000	182 %
-	6201 - Telephone	1,800	1,400	4,571	3,700	2,300	164 %
-	6202 - Courier/Postage	-	-	43	700	700	100 %
-	6203 - Office Furniture and Equipm	-	-	-	1,800	1,800	100 %
-	6204 - Computer Software and Licen	-	-	-	100	100	100 %
-	6205 - Printing & Reproduction	-	-	-	800	800	100 %
-	6207 - Office Supplies	3,000	3,000	571	5,300	2,300	77 %
-	External Services	-	-	9	700	700	100 %
-	6301 - Professional Fees	-	-	-	200	200	100 %
-	6302 - Legal Fees	-	-	-	500	500	100 %
-	6399 - Contract Services	-	-	9	-	-	0 %
-	Supplies	8,000	8,000	1,921	8,800	800	10 %
-	6401 - Uniforms & Clothing	8,000	8,000	1,921	8,800	800	10 %
-	Equipment & Communications	5,000	6,000	940	3,300	(2,700)	-45 %
-	6701 - Equipment Purchase	3,000	3,000	403	3,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	-	100	100	100 %
-	6706 - Computer Repair and Mainten	2,000	3,000	537	200	(2,800)	-93 %
-	Vehicle Expense	-	-	154	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	154	-	-	0 %
-	Other Goods & Services	1,900	900	83	10,100	9,200	1,022 %
-	6901 - Membership Dues	400	400	-	2,000	1,600	400 %
-	6902 - Conferences and Workshops	-	-	-	200	200	100 %
-	6903 - Travel - Local	500	500	83	1,300	800	160 %
-	6904 - Travel - Out of Town	-	-	-	100	100	100 %
-	6905 - Training & Education	-	-	-	6,300	6,300	100 %
-	6917 - Books and Periodicals	-	-	-	100	100	100 %
-	6918 - Meals	-	-	-	100	100	100 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Interdepartmental	-	-	11,827	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	11,732	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	95	-	-	0 %
-	Net	731,700	716,900	774,714	1,166,752	449,852	63 %
-	M300 - Other Fiscal Services	14,280,125	10,570,408	4,770,345	8,892,000	(1,678,408)	-16 %
-	M310 - Other Fiscal Serv.	3,538,655	(784,592)	(4,309,955)	3,919,000	4,703,592	-599 %
-	Expense	3,949,120	(284,592)	(2,830,585)	4,709,000	4,993,592	-1,755 %
-	Compensation and Benefits	(543,529)	(1,462,422)	(4,798,519)	3,592,000	5,054,422	-346 %
-	6001 - Salaries - Regular	2,956,471	3,037,578	2,434,713	3,592,000	554,422	18 %
-	6005 - PDP Increases	-	-	1,420,726	-	-	0 %
-	6110 - Vacancy Management	(3,500,000)	(4,500,000)	(9,629,375)	-	4,500,000	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	975,417	-	-	0 %
-	External Services	34,550	35,000	5,388	35,000	-	0 %
-	6399 - Contract Services	34,550	35,000	5,388	35,000	-	0 %
-	Building Costs	-	-	1,116,974	448,000	448,000	100 %
-	6607 - Electricity	-	-	-	448,000	448,000	100 %
-	6699 - Other Building Cost	-	-	1,116,974	-	-	0 %
-	Vehicle Expense	-	-	-	13,000	13,000	100 %
-	6803 - Vehicle Fuel - Diesel	-	-	-	13,000	13,000	100 %

-	Other Goods & Services	3,077,499	80,830	246,638	-	(80,830)	-100 %
-	6999 - Other Goods and Services	3,077,499	80,830	246,638	-	(80,830)	-100 %
-	Interdepartmental	87,700	288,000	86,085	-	(288,000)	-100 %
-	7001 - Interdepartmental Equipment	-	-	(50)	-	-	0 %
-	7006 - Interdepartmental Revenues	87,700	88,000	87,700	-	(88,000)	-100 %
-	7011 - Internal Transfer Record Ch	-	-	(1,565)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	200,000	-	-	(200,000)	-100 %
-	Other Fiscal	1,292,900	774,000	229,484	621,000	(153,000)	-20 %
-	8001 - Transfer to Outside Agencie	721,800	103,000	(116,827)	-	(103,000)	-100 %
-	8007 - Tax Concessions - Commercia	571,100	671,000	345,546	621,000	(50,000)	-7 %
-	8015 - Debenture Discount	-	-	765	-	-	0 %
-	Debt Service	-	-	283,365	-	-	0 %
-	8011 - Interest on Debentures	-	-	60,865	-	-	0 %
-	8012 - Principal on Debentures	-	-	222,500	-	-	0 %
-	Revenue	(410,465)	(500,000)	(1,479,370)	(790,000)	(290,000)	58 %
-	Interest Revenue	-	-	-	-	-	0 %
-	4860 - Investment Income	-	-	-	-	-	0 %
-	Fee Revenues	-	-	(2,632,419)	-	-	0 %
-	5210 - Sport and Fitness Revenue	-	-	(1,199,542)	-	-	0 %
-	5216 - Aquatics Revenue - Recreati	-	-	(845,620)	-	-	0 %
-	5219 - Ice Rentals	-	-	(587,257)	-	-	0 %
-	Other Revenue	(410,465)	(500,000)	1,153,049	(790,000)	(290,000)	58 %
-	5508 - Recoveries from External Pa	-	-	765	-	-	0 %
-	5600 - Miscellaneous Revenue	(410,465)	(500,000)	1,152,284	(790,000)	(290,000)	58 %
-	Net	11,359,585	9,215,408	30,157,945	5,499,000	(3,716,408)	-40 %
-	M311 - Grants & Tax Concessions	4,813,800	5,065,000	4,522,842	5,065,000	-	0 %
-	Expense	4,813,800	5,065,000	4,527,323	5,065,000	-	0 %
-	Other Goods & Services	-	-	24	-	-	0 %
-	6903 - Travel - Local	-	-	11	-	-	0 %
-	6918 - Meals	-	-	13	-	-	0 %
-	Other Fiscal	4,813,800	5,065,000	4,527,299	5,065,000	-	0 %
-	8004 - Grants	503,700	504,000	470,321	500,000	(4,000)	-1 %
-	8005 - Tax Exemptions	1,486,400	1,487,000	1,156,928	1,485,000	(2,000)	0 %
-	8006 - Tax Concessions - Non Profi	2,726,700	2,977,000	2,812,491	2,985,000	8,000	0 %
-	8007 - Tax Concessions - Commercia	97,000	97,000	87,559	95,000	(2,000)	-2 %
-	Revenue	-	-	(4,481)	-	-	0 %
-	Other Revenue	-	-	(4,481)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,481)	-	-	0 %
-	Net	4,813,800	5,065,000	4,773,718	5,065,000	-	0 %
-	M270 - Compensation PPP	2,258,670	2,621,000	3,280,469	2,139,000	(482,000)	-18 %
-	Expense	2,258,670	2,621,000	3,280,469	2,139,000	(482,000)	-18 %
-	Compensation and Benefits	2,250,670	2,613,000	3,275,656	2,131,000	(482,000)	-18 %
-	6001 - Salaries - Regular	115,670	230,000	93,732	296,000	66,000	29 %
-	6002 - Salaries - Overtime	-	-	72	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	3,970	-	-	0 %
-	6099 - Other Allowances	-	200,000	-	-	(200,000)	-100 %
-	6100 - Benefits - Salaries	-	-	303,657	-	-	0 %
-	6152 - Retirement Incentives	2,135,000	2,183,000	2,873,609	1,835,000	(348,000)	-16 %
-	6154 - Workers' Compensation	-	-	616	-	-	0 %
-	Other Goods & Services	8,000	8,000	4,813	8,000	-	0 %
-	6999 - Other Goods and Services	8,000	8,000	4,813	8,000	-	0 %
-	Net	2,258,670	2,621,000	3,483,041	2,139,000	(482,000)	-18 %
-	M361 - Councillors Discretionary Fund	69,000	69,000	65,176	69,000	-	0 %
-	Expense	69,000	69,000	65,176	69,000	-	0 %
-	Office	-	-	64,676	-	-	0 %
-	6299 - Other Office Expenses	-	-	64,676	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Other Goods & Services	-	-	500	-	-	0 %
-	6912 - Advertising and Promotion	-	-	500	-	-	0 %
-	Other Fiscal	69,000	69,000	-	69,000	-	0 %
-	8004 - Grants	69,000	69,000	-	69,000	-	0 %
-	Net	69,000	69,000	71,834	69,000	-	0 %
-	M351 - Managers Contingency	100,000	100,000	109,285	100,000	-	0 %
-	Expense	100,000	100,000	109,285	100,000	-	0 %
-	External Services	-	-	11,415	-	-	0 %
-	6303 - Consulting Fees	-	-	11,415	-	-	0 %
-	Building Costs	-	-	205	-	-	0 %
-	6607 - Electricity	-	-	205	-	-	0 %
-	Other Goods & Services	100,000	100,000	97,665	100,000	-	0 %
-	6999 - Other Goods and Services	100,000	100,000	97,665	100,000	-	0 %
-	Net	100,000	100,000	266,693	100,000	-	0 %
-	M451 - Valuation Allowance	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	-29 %
-	Expense	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	-29 %
-	Other Fiscal	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	-29 %
-	8016 - Provision for Allowance	3,500,000	3,500,000	3,636,028	2,500,000	(1,000,000)	-29 %

-	Net	3,500,000	3,500,000	3,963,972	2,500,000	(1,000,000)	-29 %
-	M341 - Surplus/Deficit	-	-	(2,533,500)	(4,900,000)	(4,900,000)	100 %
-	Expense	-	-	(2,533,500)	(4,900,000)	(4,900,000)	100 %
-	Other Fiscal	-	-	(2,533,500)	(4,900,000)	(4,900,000)	100 %
-	9000 - Prior Year Surplus/Deficit	-	-	(2,533,500)	(4,900,000)	(4,900,000)	100 %
-	Net	-	-	2,533,500	4,900,000	4,900,000	100 %
-	A305 - Admin - Finance & IT	1,363,984	1,292,872	1,244,266	1,284,400	(8,472)	-1 %
-	A301 - Administration - Finance & Comm T	398,620	401,795	430,529	764,000	362,205	90 %
-	Expense	404,245	401,795	430,529	898,000	496,205	123 %
-	Compensation and Benefits	305,600	319,180	337,085	805,000	485,820	152 %
-	6001 - Salaries - Regular	261,800	275,976	249,536	680,000	404,024	146 %
-	6002 - Salaries - Overtime	3,000	889	758	-	(889)	-100 %
-	6005 - PDP Increases	-	-	(4,710)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	18,673	-	-	0 %
-	6100 - Benefits - Salaries	36,300	37,631	66,388	114,000	76,369	203 %
-	6152 - Retirement Incentives	1,500	1,628	1,609	4,000	2,372	146 %
-	6154 - Workers' Compensation	3,000	3,056	4,831	7,000	3,944	129 %
-	Office	30,440	34,604	29,921	34,300	(304)	-1 %
-	6201 - Telephone	3,300	3,134	3,496	5,600	2,466	79 %
-	6202 - Courier/Postage	3,060	4,060	3,482	2,200	(1,860)	-46 %
-	6203 - Office Furniture and Equipm	6,300	9,630	7,672	7,500	(2,130)	-22 %
-	6204 - Computer Software and Licen	500	500	200	800	300	60 %
-	6205 - Printing & Reproduction	180	180	25	2,000	1,820	1,011 %
-	6207 - Office Supplies	17,100	17,100	14,565	15,900	(1,200)	-7 %
-	6299 - Other Office Expenses	-	-	481	300	300	100 %
-	External Services	21,660	21,660	56,105	20,100	(1,560)	-7 %
-	6301 - Professional Fees	-	-	-	2,500	2,500	100 %
-	6303 - Consulting Fees	760	760	56,105	5,000	4,240	558 %
-	6399 - Contract Services	20,900	20,900	-	12,600	(8,300)	-40 %
-	Supplies	-	-	262	300	300	100 %
-	6402 - Medical & First Aid Supplie	-	-	262	300	300	100 %
-	Equipment & Communications	-	-	-	1,000	1,000	100 %
-	6703 - Computer Equipment/Rentals	-	-	-	1,000	1,000	100 %
-	Other Goods & Services	46,545	26,351	7,156	37,300	10,949	42 %
-	6901 - Membership Dues	2,500	2,500	1,680	4,700	2,200	88 %
-	6902 - Conferences and Workshops	2,700	1,549	1,409	3,800	2,251	145 %
-	6903 - Travel - Local	1,800	2,957	1,397	5,800	2,843	96 %
-	6904 - Travel - Out of Town	1,775	1,775	1,446	3,400	1,625	92 %
-	6905 - Training & Education	12,100	6,947	-	5,800	(1,147)	-17 %
-	6912 - Advertising and Promotion	540	347	-	1,200	853	246 %
-	6913 - Awards	-	-	-	1,000	1,000	100 %
-	6917 - Books and Periodicals	800	800	66	1,000	200	25 %
-	6918 - Meals	1,500	1,091	804	1,400	309	28 %
-	6938 - Rewarding Excellence	19,500	8,385	354	9,200	815	10 %
-	6999 - Other Goods and Services	3,330	-	-	-	-	0 %
-	Revenue	(5,625)	-	-	(134,000)	(134,000)	100 %
-	Fee Revenues	(5,625)	-	-	-	-	0 %
-	4902 - Fines Fees	(5,625)	-	-	-	-	0 %
-	Other Revenue	-	-	-	(134,000)	(134,000)	100 %
-	5508 - Recoveries from External Pa	-	-	-	(134,000)	(134,000)	100 %
-	Net	409,870	401,795	640,637	1,032,000	630,205	157 %
-	A610 - Director of Business Planning & I	677,457	311,825	273,646	-	(311,825)	-100 %
-	Expense	811,057	445,425	409,629	-	(445,425)	-100 %
-	Compensation and Benefits	689,955	401,159	379,001	-	(401,159)	-100 %
-	6001 - Salaries - Regular	587,655	342,959	159,928	-	(342,959)	-100 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(9,477)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	51	-	-	0 %
-	6100 - Benefits - Salaries	91,887	52,087	32,583	-	(52,087)	-100 %
-	6110 - Vacancy Management	-	-	192,966	-	-	0 %
-	6152 - Retirement Incentives	3,408	2,023	1,147	-	(2,023)	-100 %
-	6154 - Workers' Compensation	7,005	4,090	1,803	-	(4,090)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
-	Office	10,459	7,459	7,339	-	(7,459)	-100 %
-	6201 - Telephone	2,066	1,066	3,551	-	(1,066)	-100 %
-	6202 - Courier/Postage	450	450	77	-	(450)	-100 %
-	6203 - Office Furniture and Equipm	-	-	183	-	-	0 %
-	6204 - Computer Software and Licen	500	-	-	-	-	0 %
-	6205 - Printing & Reproduction	1,800	1,800	-	-	(1,800)	-100 %
-	6207 - Office Supplies	5,643	4,143	3,528	-	(4,143)	-100 %
-	External Services	42,302	17,302	19,272	-	(17,302)	-100 %
-	6303 - Consulting Fees	28,880	3,880	-	-	(3,880)	-100 %
-	6399 - Contract Services	13,422	13,422	19,272	-	(13,422)	-100 %
-	Building Costs	500	500	-	-	(500)	-100 %
-	6603 - Grounds and Landscaping	500	500	-	-	(500)	-100 %
-	Equipment & Communications	1,000	1,000	63	-	(1,000)	-100 %

-	6702 - Small Tools	-	-	63	-	-	0 %
-	6703 - Computer Equipment/Rentals	1,000	1,000	-	-	(1,000)	-100 %
-	Other Goods & Services	66,841	18,005	3,629	-	(18,005)	-100 %
-	6901 - Membership Dues	300	300	129	-	(300)	-100 %
-	6902 - Conferences and Workshops	2,745	1,575	993	-	(1,575)	-100 %
-	6903 - Travel - Local	6,521	6,521	1,095	-	(6,521)	-100 %
-	6904 - Travel - Out of Town	710	710	808	-	(710)	-100 %
-	6905 - Training & Education	5,110	934	-	-	(934)	-100 %
-	6912 - Advertising and Promotion	5,400	3,465	-	-	(3,465)	-100 %
-	6913 - Awards	1,000	803	-	-	(803)	-100 %
-	6917 - Books and Periodicals	200	200	-	-	(200)	-100 %
-	6918 - Meals	-	-	233	-	-	0 %
-	6938 - Rewarding Excellence	2,060	686	136	-	(686)	-100 %
-	6999 - Other Goods and Services	42,795	2,811	235	-	(2,811)	-100 %
-	Interdepartmental	-	-	325	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	325	-	-	0 %
-	Revenue	(133,600)	(133,600)	(135,983)	-	133,600	-100 %
-	Other Revenue	(133,600)	(133,600)	(135,983)	-	133,600	-100 %
-	5508 - Recoveries from External Pa	(133,600)	(133,600)	(135,983)	-	133,600	-100 %
-	Net	944,657	579,025	837,084	-	(579,025)	-100 %
-	A302 - Service Review	183,145	579,252	523,823	520,400	(58,852)	-10 %
-	Expense	183,145	579,252	523,823	520,400	(58,852)	-10 %
-	Compensation and Benefits	171,700	479,611	479,337	356,100	(123,511)	-26 %
-	6001 - Salaries - Regular	145,300	405,683	249,610	414,000	8,317	2 %
-	6005 - PDP Increases	-	-	(8,273)	-	-	0 %
-	6100 - Benefits - Salaries	23,800	66,606	52,406	71,000	4,394	7 %
-	6110 - Vacancy Management	-	-	180,747	(136,900)	(136,900)	100 %
-	6152 - Retirement Incentives	800	2,394	1,594	3,000	606	25 %
-	6154 - Workers' Compensation	1,800	4,928	3,253	5,000	72	1 %
-	Office	5,430	46,850	9,082	45,000	(1,850)	-4 %
-	6201 - Telephone	1,600	1,500	486	1,500	-	0 %
-	6202 - Courier/Postage	180	33,000	8,035	33,000	-	0 %
-	6203 - Office Furniture and Equipm	1,350	1,350	125	-	(1,350)	-100 %
-	6204 - Computer Software and Licen	1,000	-	-	-	-	0 %
-	6205 - Printing & Reproduction	-	10,000	334	10,000	-	0 %
-	6207 - Office Supplies	900	1,000	102	500	(500)	-50 %
-	6299 - Other Office Expenses	400	-	-	-	-	0 %
-	External Services	-	42,000	26,635	112,000	70,000	167 %
-	6303 - Consulting Fees	-	42,000	26,635	112,000	70,000	167 %
-	Other Goods & Services	6,015	10,791	8,769	7,300	(3,491)	-32 %
-	6901 - Membership Dues	900	900	-	-	(900)	-100 %
-	6902 - Conferences and Workshops	1,600	1,418	-	1,400	(18)	-1 %
-	6903 - Travel - Local	450	950	438	900	(50)	-5 %
-	6904 - Travel - Out of Town	1,065	1,065	-	-	(1,065)	-100 %
-	6905 - Training & Education	1,600	2,919	-	2,900	(19)	-1 %
-	6911 - Facilities Rental	-	1,280	-	-	(1,280)	-100 %
-	6912 - Advertising and Promotion	-	1,800	2,329	1,800	-	0 %
-	6915 - Research Data Acquisition	-	-	5,913	-	-	0 %
-	6917 - Books and Periodicals	100	100	-	-	(100)	-100 %
-	6918 - Meals	100	73	89	-	(73)	-100 %
-	6938 - Rewarding Excellence	200	286	-	300	14	5 %
-	Net	183,145	579,252	616,523	794,200	214,948	37 %
-	E125 - Locked ICT Transformation (James	104,762	-	-	-	-	0 %
-	Expense	104,762	-	-	-	-	0 %
-	Compensation and Benefits	103,810	-	-	-	-	0 %
-	6001 - Salaries - Regular	87,627	-	-	-	-	0 %
-	6100 - Benefits - Salaries	14,668	-	-	-	-	0 %
-	6152 - Retirement Incentives	508	-	-	-	-	0 %
-	6154 - Workers' Compensation	1,007	-	-	-	-	0 %
-	Office	952	-	-	-	-	0 %
-	6201 - Telephone	952	-	-	-	-	0 %
-	Net	104,762	-	-	-	-	0 %
-	M621 - VIK - Special Events (Finance)	-	-	663	-	-	0 %
-	Expense	-	-	663	-	-	0 %
-	Compensation and Benefits	-	-	663	-	-	0 %
-	6001 - Salaries - Regular	-	-	663	-	-	0 %
-	Net	-	-	663	-	-	0 %
-	M636 - VIK - Special Events (IT)	-	-	15,605	-	-	0 %
-	Expense	-	-	15,605	-	-	0 %
-	Office	-	-	15,605	-	-	0 %
-	6201 - Telephone	-	-	15,605	-	-	0 %
-	Net	-	-	16,335	-	-	0 %
-	A310 - Revenue	424,117	429,300	278,919	22,400	(406,900)	-95 %
-	A325 - Collections	111,302	123,244	46,415	64,000	(59,244)	-48 %
-	Expense	261,927	283,244	280,793	284,000	756	0 %
-	Compensation and Benefits	248,992	271,543	271,523	273,000	1,457	1 %

-	6001 - Salaries - Regular	200,445	218,769	221,415	220,000	1,231	1 %
-	6002 - Salaries - Overtime	1,500	711	(521)	300	(411)	-58 %
-	6005 - PDP Increases	-	-	(2,302)	-	-	0 %
-	6100 - Benefits - Salaries	41,962	46,562	47,487	47,300	738	2 %
-	6152 - Retirement Incentives	1,086	1,193	1,272	1,300	107	9 %
-	6154 - Workers' Compensation	3,949	4,258	4,172	4,000	(258)	-6 %
-	6155 - Overtime Meals	50	50	-	100	50	100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
-	Office	2,230	2,230	2,751	2,000	(230)	-10 %
-	6202 - Courier/Postage	135	135	72	100	(35)	-26 %
-	6203 - Office Furniture and Equipm	360	360	418	400	40	11 %
-	6204 - Computer Software and Licen	250	250	-	-	(250)	-100 %
-	6205 - Printing & Reproduction	135	135	-	100	(35)	-26 %
-	6207 - Office Supplies	1,350	1,350	2,261	1,400	50	4 %
-	External Services	7,000	4,000	1,429	5,000	1,000	25 %
-	6399 - Contract Services	7,000	4,000	1,429	5,000	1,000	25 %
-	Other Goods & Services	3,705	5,471	2,939	4,000	(1,471)	-27 %
-	6901 - Membership Dues	200	200	75	200	-	0 %
-	6902 - Conferences and Workshops	630	362	275	300	(62)	-17 %
-	6903 - Travel - Local	675	675	36	400	(275)	-41 %
-	6904 - Travel - Out of Town	-	-	201	-	-	0 %
-	6905 - Training & Education	2,000	4,148	1,668	3,000	(1,148)	-28 %
-	6911 - Facilities Rental	-	-	448	-	-	0 %
-	6938 - Rewarding Excellence	200	86	236	100	14	16 %
-	Interdepartmental	-	-	2,151	-	-	0 %
-	7013 - Internal Transfer Extra Dut	-	-	1,913	-	-	0 %
-	7014 - Internal Transfer Extra Dut	-	-	238	-	-	0 %
-	Revenue	(150,625)	(160,000)	(234,378)	(220,000)	(60,000)	38 %
-	Fee Revenues	(150,625)	(145,000)	(149,825)	(145,000)	-	0 %
-	4902 - Fines Fees	(5,625)	-	-	-	-	0 %
-	5229 - Tax Sale Administration F	(145,000)	(145,000)	(149,825)	(145,000)	-	0 %
-	Other Revenue	-	(15,000)	(84,553)	(75,000)	(60,000)	400 %
-	5508 - Recoveries from External Pa	-	(15,000)	(84,553)	(75,000)	(60,000)	400 %
-	Net	412,552	443,244	1,091,211	504,000	60,756	14 %
-	A314 - General Revenue	329,450	318,637	311,397	174,000	(144,637)	-45 %
-	Expense	484,650	476,637	452,449	332,000	(144,637)	-30 %
-	Compensation and Benefits	447,600	466,347	444,874	323,500	(142,847)	-31 %
-	6001 - Salaries - Regular	365,500	381,392	294,332	265,200	(116,192)	-30 %
-	6002 - Salaries - Overtime	2,000	833	38	600	(233)	-28 %
-	6005 - PDP Increases	-	-	(2,085)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,406	-	-	0 %
-	6100 - Benefits - Salaries	71,100	74,798	54,813	51,600	(23,198)	-31 %
-	6110 - Vacancy Management	-	-	89,974	-	-	0 %
-	6152 - Retirement Incentives	1,700	1,842	1,466	1,300	(542)	-29 %
-	6154 - Workers' Compensation	7,200	7,382	5,548	4,700	(2,682)	-36 %
-	6155 - Overtime Meals	100	100	-	100	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(618)	-	-	0 %
-	Office	8,330	6,150	4,197	4,900	(1,250)	-20 %
-	6202 - Courier/Postage	1,350	1,350	749	1,400	50	4 %
-	6203 - Office Furniture and Equipm	630	800	990	800	-	0 %
-	6204 - Computer Software and Licen	500	500	-	-	(500)	-100 %
-	6207 - Office Supplies	5,850	3,500	2,458	2,700	(800)	-23 %
-	External Services	26,000	2,500	3,160	2,000	(500)	-20 %
-	6399 - Contract Services	26,000	2,500	3,160	2,000	(500)	-20 %
-	Other Goods & Services	2,720	1,640	218	1,600	(40)	-2 %
-	6901 - Membership Dues	50	50	-	-	(50)	-100 %
-	6903 - Travel - Local	270	270	52	300	30	11 %
-	6905 - Training & Education	2,000	1,148	-	1,100	(48)	-4 %
-	6918 - Meals	-	-	100	-	-	0 %
-	6938 - Rewarding Excellence	400	172	66	200	28	16 %
-	Revenue	(155,200)	(158,000)	(141,052)	(158,000)	-	0 %
-	Fee Revenues	(125,000)	(125,000)	(111,034)	(125,000)	-	0 %
-	4909 - False Alarm Recovery	(125,000)	(125,000)	(111,034)	(125,000)	-	0 %
-	Other Revenue	(30,200)	(33,000)	(30,018)	(33,000)	-	0 %
-	5508 - Recoveries from External Pa	(30,200)	(33,000)	(30,018)	(33,000)	-	0 %
-	Net	639,850	634,637	1,183,223	490,000	(144,637)	-23 %
-	A316 - Taxation	(1,489,616)	(1,520,644)	(1,547,688)	(1,604,000)	(83,356)	5 %
-	Expense	587,517	589,356	576,424	496,000	(93,356)	-16 %
-	Compensation and Benefits	518,632	525,105	515,288	432,200	(92,905)	-18 %
-	6001 - Salaries - Regular	418,255	423,088	384,204	347,500	(75,588)	-18 %
-	6002 - Salaries - Overtime	2,500	1,494	(101)	1,000	(494)	-33 %
-	6005 - PDP Increases	-	-	(2,298)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	227	-	-	0 %
-	6100 - Benefits - Salaries	87,338	90,005	85,758	75,400	(14,605)	-16 %
-	6110 - Vacancy Management	-	-	37,740	-	-	0 %
-	6152 - Retirement Incentives	2,292	2,279	2,253	2,000	(279)	-12 %

-	6154 - Workers' Compensation	8,197	8,189	7,505	6,200	(1,989)	-24 %
-	6155 - Overtime Meals	50	50	-	100	50	100 %
-	Office	4,210	4,210	3,968	4,000	(210)	-5 %
-	6201 - Telephone	-	-	365	-	-	0 %
-	6202 - Courier/Postage	315	315	190	300	(15)	-5 %
-	6203 - Office Furniture and Equipm	900	900	1,911	900	-	0 %
-	6204 - Computer Software and Licen	250	250	100	-	(250)	-100 %
-	6205 - Printing & Reproduction	315	315	-	300	(15)	-5 %
-	6207 - Office Supplies	2,430	2,430	1,350	2,500	70	3 %
-	6299 - Other Office Expenses	-	-	52	-	-	0 %
-	External Services	60,000	57,000	54,717	57,000	-	0 %
-	6399 - Contract Services	60,000	57,000	54,717	57,000	-	0 %
-	Equipment & Communications	-	-	91	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	91	-	-	0 %
-	Other Goods & Services	4,675	3,041	1,852	2,800	(241)	-8 %
-	6901 - Membership Dues	300	300	75	200	(100)	-33 %
-	6902 - Conferences and Workshops	900	516	289	400	(116)	-22 %
-	6903 - Travel - Local	675	675	343	700	25	4 %
-	6904 - Travel - Out of Town	-	-	376	-	-	0 %
-	6905 - Training & Education	2,400	1,378	725	1,300	(78)	-6 %
-	6938 - Rewarding Excellence	400	172	44	200	28	16 %
-	Interdepartmental	-	-	508	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	508	-	-	0 %
-	Revenue	(2,077,133)	(2,110,000)	(2,124,112)	(2,100,000)	10,000	0 %
-	Fee Revenues	(2,077,133)	(2,110,000)	(2,124,112)	(2,100,000)	10,000	0 %
-	4951 - By-Law F300 Revenue	(1,359,633)	(1,785,000)	(1,813,550)	(1,785,000)	-	0 %
-	5205 - Tax Certificates	(350,000)	(325,000)	(310,562)	(315,000)	10,000	-3 %
-	5229 - Tax Sale Administration F	(367,500)	-	-	-	-	0 %
-	Net	2,664,650	2,699,356	3,568,676	2,596,000	(103,356)	-4 %
-	A312 - Coin Room	247,500	287,903	271,214	286,900	(1,003)	0 %
-	Expense	247,500	287,903	287,260	296,900	8,997	3 %
-	Compensation and Benefits	176,300	178,702	168,750	179,700	998	1 %
-	6001 - Salaries - Regular	139,600	141,329	120,908	142,400	1,071	1 %
-	6002 - Salaries - Overtime	1,000	389	12	200	(189)	-49 %
-	6054 - Vacation Payout for Staff	-	-	156	-	-	0 %
-	6099 - Other Allowances	-	-	16,000	-	-	0 %
-	6100 - Benefits - Salaries	27,500	28,385	26,526	28,700	315	1 %
-	6152 - Retirement Incentives	1,100	1,159	992	1,200	41	4 %
-	6154 - Workers' Compensation	6,400	6,740	6,553	6,700	(40)	-1 %
-	6155 - Overtime Meals	200	200	-	-	(200)	-100 %
-	6156 - Clothing Allowance	500	500	600	500	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(347)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,650)	-	-	0 %
-	Office	14,400	14,500	13,641	17,000	2,500	17 %
-	6201 - Telephone	-	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	120	-	-	0 %
-	6203 - Office Furniture and Equipm	360	-	-	-	-	0 %
-	6204 - Computer Software and Licen	-	-	32	-	-	0 %
-	6207 - Office Supplies	14,040	14,500	12,699	17,000	2,500	17 %
-	6299 - Other Office Expenses	-	-	790	-	-	0 %
-	External Services	50,100	88,743	96,016	92,900	4,157	5 %
-	6399 - Contract Services	50,100	88,743	96,016	92,900	4,157	5 %
-	Supplies	2,000	2,000	1,153	2,000	-	0 %
-	6401 - Uniforms & Clothing	2,000	2,000	1,153	2,000	-	0 %
-	Equipment & Communications	3,700	3,700	6,603	5,000	1,300	35 %
-	6701 - Equipment Purchase	-	-	328	-	-	0 %
-	6705 - Equipment - Repair and Main	3,700	3,700	6,275	5,000	1,300	35 %
-	Vehicle Expense	-	-	(23)	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	(23)	-	-	0 %
-	Other Goods & Services	500	258	774	300	42	16 %
-	6903 - Travel - Local	-	-	26	-	-	0 %
-	6905 - Training & Education	300	172	501	200	28	16 %
-	6906 - Licenses & Agreements	-	-	190	-	-	0 %
-	6938 - Rewarding Excellence	200	86	57	100	14	16 %
-	Interdepartmental	500	-	346	-	-	0 %
-	7001 - Interdepartmental Equipment	500	-	46	-	-	0 %
-	7009 - Internal Transfers Other	-	-	300	-	-	0 %
-	Revenue	-	-	(16,046)	(10,000)	(10,000)	100 %
-	Other Revenue	-	-	(16,046)	(10,000)	(10,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(16,046)	(10,000)	(10,000)	100 %
-	Net	247,500	287,903	469,672	306,900	18,997	7 %
-	A360 - Admin. & Mtce of Parking Meters	239,330	228,775	220,342	215,500	(13,275)	-6 %
-	Expense	239,330	228,775	224,713	215,500	(13,275)	-6 %
-	Compensation and Benefits	153,800	170,059	165,712	172,000	1,941	1 %
-	6001 - Salaries - Regular	124,500	137,785	138,138	139,400	1,615	1 %
-	6002 - Salaries - Overtime	1,000	1,222	-	1,200	(22)	-2 %

-	6005 - PDP Increases	-	-	(2,387)	-	-	0 %
-	6100 - Benefits - Salaries	24,900	27,543	26,742	28,000	457	2 %
-	6152 - Retirement Incentives	700	767	823	800	33	4 %
-	6154 - Workers' Compensation	2,500	2,542	2,396	2,400	(142)	-6 %
-	6155 - Overtime Meals	200	200	-	200	-	0 %
-	Office	630	630	23	700	70	11 %
-	6203 - Office Furniture and Equipm	270	270	-	300	30	11 %
-	6207 - Office Supplies	360	360	23	400	40	11 %
-	External Services	16,100	18,000	13,080	15,000	(3,000)	-17 %
-	6399 - Contract Services	16,100	18,000	13,080	15,000	(3,000)	-17 %
-	Supplies	1,500	1,500	610	1,500	-	0 %
-	6401 - Uniforms & Clothing	1,000	1,000	405	1,000	-	0 %
-	6406 - Bridge Tolls	500	500	205	500	-	0 %
-	Materials	55,000	30,000	35,529	24,000	(6,000)	-20 %
-	6504 - Hardware	55,000	30,000	35,529	24,000	(6,000)	-20 %
-	Equipment & Communications	-	-	39	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	39	-	-	0 %
-	Vehicle Expense	-	-	(42)	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	(42)	-	-	0 %
-	Other Goods & Services	2,900	2,246	1,884	2,300	54	2 %
-	6901 - Membership Dues	500	500	493	500	-	0 %
-	6902 - Conferences and Workshops	900	516	-	500	(16)	-3 %
-	6903 - Travel - Local	900	900	559	900	-	0 %
-	6905 - Training & Education	500	287	-	300	13	5 %
-	6918 - Meals	-	-	29	-	-	0 %
-	6938 - Rewarding Excellence	100	43	19	100	57	133 %
-	6999 - Other Goods and Services	-	-	784	-	-	0 %
-	Interdepartmental	9,400	6,340	7,878	-	(6,340)	-100 %
-	7001 - Interdepartmental Equipment	9,400	6,340	7,878	-	(6,340)	-100 %
-	Revenue	-	-	(4,371)	-	-	0 %
-	Other Revenue	-	-	(4,371)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,371)	-	-	0 %
-	Net	239,330	228,775	280,264	215,500	(13,275)	-6 %
-	A311 - Revenue - Administration	332,436	363,680	369,141	378,000	14,320	4 %
-	Expense	332,436	363,680	369,430	378,000	14,320	4 %
-	Compensation and Benefits	293,576	305,947	308,143	313,800	7,853	3 %
-	6001 - Salaries - Regular	244,600	256,211	261,894	260,700	4,489	2 %
-	6005 - PDP Increases	-	-	(6,138)	-	-	0 %
-	6100 - Benefits - Salaries	43,700	44,435	46,995	47,800	3,365	8 %
-	6152 - Retirement Incentives	1,422	1,456	1,569	1,600	144	10 %
-	6154 - Workers' Compensation	3,854	3,845	3,747	3,700	(145)	-4 %
-	9200 - HR CATS Wage/Ben	-	-	76	-	-	0 %
-	Office	27,725	26,537	32,597	32,400	5,863	22 %
-	6201 - Telephone	24,000	22,812	22,171	22,800	(12)	0 %
-	6202 - Courier/Postage	-	-	274	300	300	100 %
-	6203 - Office Furniture and Equipm	180	180	924	500	320	178 %
-	6205 - Printing & Reproduction	180	180	6,132	5,500	5,320	2,956 %
-	6207 - Office Supplies	2,565	2,565	2,349	2,500	(65)	-3 %
-	6299 - Other Office Expenses	800	800	747	800	-	0 %
-	External Services	-	25,000	21,934	25,000	-	0 %
-	6301 - Professional Fees	-	25,000	21,934	25,000	-	0 %
-	Supplies	-	-	29	-	-	0 %
-	6499 - Other Supplies	-	-	29	-	-	0 %
-	Materials	-	-	57	-	-	0 %
-	6506 - Lumber	-	-	57	-	-	0 %
-	Other Goods & Services	11,135	6,196	6,652	6,800	604	10 %
-	6901 - Membership Dues	1,000	1,000	876	1,000	-	0 %
-	6902 - Conferences and Workshops	1,620	930	809	900	(30)	-3 %
-	6903 - Travel - Local	2,250	1,800	1,238	1,800	-	0 %
-	6904 - Travel - Out of Town	1,065	1,065	1,990	1,100	35	3 %
-	6905 - Training & Education	4,000	796	1,350	1,500	704	88 %
-	6918 - Meals	300	218	198	200	(18)	-8 %
-	6938 - Rewarding Excellence	900	387	191	300	(87)	-22 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(289)	-	-	0 %
-	Other Revenue	-	-	(289)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(289)	-	-	0 %
-	Net	332,436	363,680	512,821	378,000	14,320	4 %
-	A304 - Treasury & Investments	353,685	312,744	305,285	193,000	(119,744)	-38 %
-	Expense	353,685	312,744	305,285	193,000	(119,744)	-38 %
-	Compensation and Benefits	336,000	297,552	300,601	185,300	(112,252)	-38 %
-	6001 - Salaries - Regular	281,900	250,990	258,621	155,000	(95,990)	-38 %
-	6005 - PDP Increases	-	-	(9,054)	-	-	0 %
-	6100 - Benefits - Salaries	48,700	41,992	46,392	27,300	(14,692)	-35 %
-	6152 - Retirement Incentives	1,600	1,481	1,607	1,000	(481)	-32 %

-	6154 - Workers' Compensation	3,800	3,089	3,035	2,000	(1,089)	-35 %
-	Office	3,550	3,444	1,387	2,400	(1,044)	-30 %
-	6201 - Telephone	1,200	1,114	824	800	(314)	-28 %
-	6202 - Courier/Postage	180	100	94	100	-	0 %
-	6203 - Office Furniture and Equipm	540	600	(60)	400	(200)	-33 %
-	6204 - Computer Software and Licen	1,000	1,000	200	700	(300)	-30 %
-	6207 - Office Supplies	630	630	329	400	(230)	-37 %
-	External Services	2,300	2,500	-	-	(2,500)	-100 %
-	6301 - Professional Fees	2,300	2,500	-	-	(2,500)	-100 %
-	Other Goods & Services	11,835	9,248	3,297	5,300	(3,948)	-43 %
-	6901 - Membership Dues	3,300	3,000	2,201	1,200	(1,800)	-60 %
-	6902 - Conferences and Workshops	3,150	1,758	253	1,200	(558)	-32 %
-	6903 - Travel - Local	450	455	334	300	(155)	-34 %
-	6904 - Travel - Out of Town	1,775	2,000	-	1,300	(700)	-35 %
-	6905 - Training & Education	2,500	1,435	65	700	(735)	-51 %
-	6917 - Books and Periodicals	300	200	175	200	-	0 %
-	6918 - Meals	-	200	269	200	-	0 %
-	6938 - Rewarding Excellence	-	200	-	200	-	0 %
-	6999 - Other Goods and Services	360	-	-	-	-	0 %
-	Net	353,685	312,744	394,527	193,000	(119,744)	-38 %
-	A313 - Cash Management	300,030	314,961	302,813	315,000	39	0 %
-	Expense	300,030	314,961	302,813	315,000	39	0 %
-	Compensation and Benefits	258,100	271,684	266,726	271,900	216	0 %
-	6001 - Salaries - Regular	209,200	220,354	219,170	221,400	1,046	0 %
-	6002 - Salaries - Overtime	1,500	778	(1,271)	400	(378)	-49 %
-	6005 - PDP Increases	-	-	(2,141)	-	-	0 %
-	6100 - Benefits - Salaries	42,100	44,992	44,480	44,700	(292)	-1 %
-	6110 - Vacancy Management	-	-	1,078	-	-	0 %
-	6152 - Retirement Incentives	1,100	1,202	1,272	1,300	98	8 %
-	6154 - Workers' Compensation	4,100	4,258	4,138	4,000	(258)	-6 %
-	6155 - Overtime Meals	100	100	-	100	-	0 %
-	Office	2,480	2,480	2,887	1,900	(580)	-23 %
-	6202 - Courier/Postage	180	180	118	100	(80)	-44 %
-	6203 - Office Furniture and Equipm	360	360	592	300	(60)	-17 %
-	6204 - Computer Software and Licen	500	500	-	-	(500)	-100 %
-	6207 - Office Supplies	1,440	1,440	2,177	1,500	60	4 %
-	External Services	35,750	39,202	30,061	39,600	398	1 %
-	6399 - Contract Services	35,750	39,202	30,061	39,600	398	1 %
-	Other Goods & Services	3,700	1,595	3,139	1,600	5	0 %
-	6903 - Travel - Local	-	-	36	-	-	0 %
-	6905 - Training & Education	3,500	1,509	3,059	1,500	(9)	-1 %
-	6938 - Rewarding Excellence	200	86	44	100	14	16 %
-	Net	300,030	314,961	377,729	315,000	39	0 %
-	P700 - RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4 %
-	P710 - RCMP	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4 %
-	Expense	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4 %
-	External Services	20,621,300	21,714,200	21,591,400	22,671,000	956,800	4 %
-	6315 - Outside Policing	-	-	-	22,671,000	22,671,000	100 %
-	6399 - Contract Services	20,621,300	21,714,200	21,591,400	-	(21,714,200)	-100 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7011 - Internal Transfer Record Ch	-	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Fee Revenues	-	-	-	-	-	0 %
-	4902 - Fines Fees	-	-	-	-	-	0 %
-	Net	20,621,300	21,714,200	32,451,060	22,671,000	956,800	4 %
-	PERMITS - Building Standards	(167,539)	(981,908)	(1,090,747)	(1,419,500)	(437,592)	45 %
-	C430 - Permits & Inspection	(167,539)	(981,908)	(1,090,747)	(1,419,500)	(437,592)	45 %
-	Expense	3,129,861	3,191,450	3,193,324	2,991,500	(199,950)	-6 %
-	Compensation and Benefits	2,871,700	2,900,672	2,933,919	2,771,200	(129,472)	-4 %
-	6001 - Salaries - Regular	2,351,970	2,383,661	2,065,876	2,305,100	(78,561)	-3 %
-	6002 - Salaries - Overtime	10,500	4,444	(137)	4,400	(44)	-1 %
-	6005 - PDP Increases	-	-	(11,216)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	3,992	-	-	0 %
-	6100 - Benefits - Salaries	443,820	457,638	405,839	447,800	(9,838)	-2 %
-	6110 - Vacancy Management	-	-	422,584	(40,400)	(40,400)	100 %
-	6151 - Vehicle Allowance	11,600	-	-	-	-	0 %
-	6152 - Retirement Incentives	12,310	12,544	11,261	14,000	1,456	12 %
-	6154 - Workers' Compensation	41,500	42,385	36,916	40,300	(2,085)	-5 %
-	6158 - WCB Recoverable Earnings	-	-	(1,196)	-	-	0 %
-	Office	47,000	46,604	34,571	46,700	96	0 %
-	6201 - Telephone	22,600	22,204	8,634	22,200	(4)	0 %
-	6202 - Courier/Postage	3,150	3,150	4,543	3,200	50	2 %
-	6203 - Office Furniture and Equipm	7,200	7,200	4,112	7,200	-	0 %
-	6204 - Computer Software and Licen	1,000	1,000	4,688	1,000	-	0 %
-	6205 - Printing & Reproduction	1,350	1,350	2,605	1,400	50	4 %
-	6207 - Office Supplies	11,700	11,700	9,989	11,700	-	0 %

-	External Services	2,000	2,000	1,770	2,000	-	0 %
-	6301 - Professional Fees	2,000	2,000	794	2,000	-	0 %
-	6302 - Legal Fees	-	-	976	-	-	0 %
-	Supplies	1,400	1,400	4,135	1,400	-	0 %
-	6401 - Uniforms & Clothing	900	900	3,089	900	-	0 %
-	6406 - Bridge Tolls	500	500	643	500	-	0 %
-	6409 - Personal Protective Equipme	-	-	137	-	-	0 %
-	6499 - Other Supplies	-	-	266	-	-	0 %
-	Building Costs	1,800	1,800	-	1,800	-	0 %
-	6602 - Electrical	100	100	-	100	-	0 %
-	6603 - Grounds and Landscaping	1,700	1,700	-	1,700	-	0 %
-	Equipment & Communications	400	400	565	400	-	0 %
-	6701 - Equipment Purchase	100	100	-	100	-	0 %
-	6702 - Small Tools	300	300	28	300	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	30	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	507	-	-	0 %
-	Vehicle Expense	124,900	124,900	71,192	124,900	-	0 %
-	6802 - Vehicle Repair and Maintena	1,000	1,000	51	1,000	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	8	-	-	0 %
-	6807 - Vehicle Leases	123,900	123,900	70,040	123,900	-	0 %
-	6899 - Other Vehicle Expense	-	-	1,093	-	-	0 %
-	Other Goods & Services	44,340	43,079	41,156	43,100	21	0 %
-	6901 - Membership Dues	7,000	7,000	8,466	7,000	-	0 %
-	6902 - Conferences and Workshops	450	258	-	300	42	16 %
-	6903 - Travel - Local	3,510	3,510	3,061	3,500	(10)	0 %
-	6905 - Training & Education	18,500	10,621	15,570	10,600	(21)	0 %
-	6906 - Licenses & Agreements	-	-	1	-	-	0 %
-	6912 - Advertising and Promotion	9,360	6,006	-	6,000	(6)	0 %
-	6917 - Books and Periodicals	3,000	14,600	13,252	14,600	-	0 %
-	6918 - Meals	-	-	806	-	-	0 %
-	6938 - Rewarding Excellence	2,520	1,084	-	1,100	16	1 %
-	Interdepartmental	36,321	70,595	106,016	-	(70,595)	-100 %
-	7001 - Interdepartmental Equipment	36,321	70,595	103,589	-	(70,595)	-100 %
-	7007 - Interdepartmental Transfer	-	-	2,427	-	-	0 %
-	Revenue	(3,297,400)	(4,173,358)	(4,284,071)	(4,411,000)	(237,642)	6 %
-	Fee Revenues	(3,297,400)	(4,173,358)	(4,281,636)	(4,411,000)	(237,642)	6 %
-	4903 - Building Permits	(3,076,400)	(3,952,358)	(3,866,318)	(4,190,000)	(237,642)	6 %
-	4904 - Plumbing Permits	(128,000)	(128,000)	(132,915)	(128,000)	-	0 %
-	4905 - Street opening Permits	-	-	2,475	-	-	0 %
-	4909 - False Alarm Recovery	-	-	19	-	-	0 %
-	4912 - Signs & Encroachments	(90,000)	(90,000)	(286,526)	(90,000)	-	0 %
-	4913 - Occupancy Permits	(2,000)	(2,000)	-	(2,000)	-	0 %
-	4914 - Grade Alterations	-	-	75	-	-	0 %
-	4915 - Minor Variance	-	-	1,554	-	-	0 %
-	4950 - Other Licenses & Permits	(1,000)	(1,000)	-	(1,000)	-	0 %
-	Other Revenue	-	-	(2,435)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,435)	-	-	0 %
-	Net	6,427,261	7,364,808	8,246,985	7,483,300	118,492	2 %
-	C400 - Development Approvals	5,675,692	5,510,790	4,853,296	4,456,448	(1,054,342)	-19 %
-	C450 - Development Engineering	934,161	958,520	890,206	744,500	(214,020)	-22 %
-	Expense	1,188,861	1,208,975	1,098,570	995,200	(213,775)	-18 %
-	Compensation and Benefits	1,130,610	1,143,423	1,065,939	940,500	(202,923)	-18 %
-	6001 - Salaries - Regular	929,870	946,000	869,852	785,700	(160,300)	-17 %
-	6002 - Salaries - Overtime	5,500	444	3	500	56	13 %
-	6005 - PDP Increases	-	-	(11,581)	-	-	0 %
-	6100 - Benefits - Salaries	171,570	175,741	166,895	149,300	(26,441)	-15 %
-	6110 - Vacancy Management	-	-	20,681	(14,000)	(14,000)	100 %
-	6151 - Vehicle Allowance	2,900	-	-	-	-	0 %
-	6152 - Retirement Incentives	5,090	5,209	5,229	5,000	(209)	-4 %
-	6154 - Workers' Compensation	15,680	16,029	14,860	14,000	(2,029)	-13 %
-	Office	30,500	30,205	9,955	30,200	(5)	0 %
-	6201 - Telephone	5,000	4,705	4,098	4,700	(5)	0 %
-	6202 - Courier/Postage	2,700	2,700	100	2,700	-	0 %
-	6203 - Office Furniture and Equipm	5,400	5,400	1,284	5,400	-	0 %
-	6204 - Computer Software and Licen	300	300	100	300	-	0 %
-	6205 - Printing & Reproduction	3,600	3,600	429	3,600	-	0 %
-	6207 - Office Supplies	13,500	13,500	3,944	13,500	-	0 %
-	External Services	-	-	132	-	-	0 %
-	6301 - Professional Fees	-	-	132	-	-	0 %
-	Supplies	1,200	1,200	209	1,200	-	0 %
-	6401 - Uniforms & Clothing	1,000	1,000	115	1,000	-	0 %
-	6406 - Bridge Tolls	200	200	94	200	-	0 %
-	Building Costs	3,000	3,000	-	3,000	-	0 %
-	6603 - Grounds and Landscaping	3,000	3,000	-	3,000	-	0 %
-	Equipment & Communications	500	500	-	500	-	0 %
-	6702 - Small Tools	500	500	-	500	-	0 %

-	Vehicle Expense	-	-	112	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	112	-	-	0 %
-	Other Goods & Services	23,051	19,707	6,793	19,800	93	0 %
-	6901 - Membership Dues	2,700	2,700	1,822	2,700	-	0 %
-	6902 - Conferences and Workshops	3,600	2,066	206	2,100	34	2 %
-	6903 - Travel - Local	3,600	3,600	4,547	3,600	-	0 %
-	6905 - Training & Education	7,600	7,263	168	7,300	37	1 %
-	6912 - Advertising and Promotion	2,700	1,733	-	1,800	67	4 %
-	6917 - Books and Periodicals	700	700	-	700	-	0 %
-	6919 - Special Projects	2,151	1,645	-	1,600	(45)	-3 %
-	6938 - Rewarding Excellence	-	-	50	-	-	0 %
-	Interdepartmental	-	10,940	15,430	-	(10,940)	-100 %
-	7001 - Interdepartmental Equipment	-	10,940	13,373	-	(10,940)	-100 %
-	7007 - Interdepartmental Transfer	-	-	2,057	-	-	0 %
-	Revenue	(254,700)	(250,455)	(208,364)	(250,700)	(245)	0 %
-	Fee Revenues	(254,700)	(250,455)	(207,785)	(250,700)	(245)	0 %
-	4905 - Street opening Permits	(115,000)	(110,755)	(90,625)	(111,000)	(245)	0 %
-	4914 - Grade Alterations	(49,700)	(49,700)	(44,280)	(49,700)	-	0 %
-	4950 - Other Licenses & Permits	(50,000)	(50,000)	(33,051)	(50,000)	-	0 %
-	5253 - Subdivision Inspection Fees	(40,000)	(40,000)	(39,829)	(40,000)	-	0 %
-	Other Revenue	-	-	(579)	-	-	0 %
-	5504 - Waste Water Levies	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(579)	-	-	0 %
-	Net	1,443,561	1,459,430	1,614,886	1,273,900	(185,530)	-13 %
-	C420 - Subdivision & Development	2,169,730	2,196,249	1,833,566	1,465,448	(730,801)	-33 %
-	Expense	2,462,430	2,492,903	2,431,153	2,028,148	(464,755)	-19 %
-	Compensation and Benefits	2,338,890	2,366,701	2,331,974	1,926,248	(440,453)	-19 %
-	6001 - Salaries - Regular	1,929,890	1,962,559	1,837,002	1,610,298	(352,261)	-18 %
-	6002 - Salaries - Overtime	10,500	1,244	(583)	1,050	(194)	-16 %
-	6005 - PDP Increases	-	-	(20,665)	-	-	0 %
-	6100 - Benefits - Salaries	351,920	355,716	349,147	309,500	(46,216)	-13 %
-	6110 - Vacancy Management	-	-	125,721	(28,500)	(28,500)	100 %
-	6151 - Vehicle Allowance	2,900	2,900	-	2,900	-	0 %
-	6152 - Retirement Incentives	9,460	9,422	9,525	4,500	(4,922)	-52 %
-	6154 - Workers' Compensation	34,220	34,860	31,827	26,500	(8,360)	-24 %
-	Office	50,350	49,328	41,398	41,900	(7,428)	-15 %
-	6201 - Telephone	16,200	15,178	15,972	13,200	(1,978)	-13 %
-	6202 - Courier/Postage	4,500	4,500	1,188	3,800	(700)	-16 %
-	6203 - Office Furniture and Equipm	10,800	10,800	5,648	9,000	(1,800)	-17 %
-	6204 - Computer Software and Licen	400	400	200	300	(100)	-25 %
-	6205 - Printing & Reproduction	5,310	5,310	4,575	4,500	(810)	-15 %
-	6207 - Office Supplies	13,140	13,140	13,795	11,100	(2,040)	-16 %
-	6299 - Other Office Expenses	-	-	20	-	-	0 %
-	External Services	2,200	2,200	567	1,500	(700)	-32 %
-	6301 - Professional Fees	700	700	-	500	(200)	-29 %
-	6302 - Legal Fees	1,500	1,500	459	1,000	(500)	-33 %
-	6303 - Consulting Fees	-	-	108	-	-	0 %
-	Supplies	2,900	2,900	1,137	900	(2,000)	-69 %
-	6401 - Uniforms & Clothing	2,900	2,900	326	900	(2,000)	-69 %
-	6406 - Bridge Tolls	-	-	811	-	-	0 %
-	Equipment & Communications	1,200	1,200	(36)	1,000	(200)	-17 %
-	6701 - Equipment Purchase	-	-	(36)	-	-	0 %
-	6706 - Computer Repair and Mainten	1,200	1,200	-	1,000	(200)	-17 %
-	Vehicle Expense	30,700	30,700	20,826	30,700	-	0 %
-	6807 - Vehicle Leases	30,700	30,700	20,625	30,700	-	0 %
-	6899 - Other Vehicle Expense	-	-	201	-	-	0 %
-	Other Goods & Services	32,050	27,286	12,416	25,900	(1,386)	-5 %
-	6901 - Membership Dues	3,510	3,510	1,569	3,500	(10)	0 %
-	6902 - Conferences and Workshops	1,890	1,085	1,018	900	(185)	-17 %
-	6903 - Travel - Local	12,420	12,420	8,957	12,400	(20)	0 %
-	6904 - Travel - Out of Town	710	710	-	600	(110)	-15 %
-	6905 - Training & Education	7,900	4,535	474	3,700	(835)	-18 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6916 - Public Education	3,420	3,420	-	3,400	(20)	-1 %
-	6917 - Books and Periodicals	300	300	375	200	(100)	-33 %
-	6918 - Meals	1,000	728	23	600	(128)	-18 %
-	Interdepartmental	4,140	12,588	22,871	-	(12,588)	-100 %
-	7001 - Interdepartmental Equipment	4,140	12,588	22,510	-	(12,588)	-100 %
-	7009 - Internal Transfers Other	-	-	61	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	300	-	-	0 %
-	Revenue	(292,700)	(296,654)	(597,587)	(562,700)	(266,046)	90 %
-	Fee Revenues	(292,700)	(296,654)	(593,331)	(562,700)	(266,046)	90 %
-	4906 - Subdivision Application	(120,000)	(110,000)	(91,943)	(110,000)	-	0 %
-	4911 - Zoning Fees	(60,000)	(70,000)	(102,910)	(70,000)	-	0 %
-	4912 - Signs & Encroachments	(80,800)	(53,954)	(20,345)	(20,000)	33,954	-63 %
-	4915 - Minor Variance	(11,900)	(10,000)	(19,500)	(10,000)	-	0 %

-	4920 - Development Permits	(20,000)	(52,700)	(356,653)	(352,700)	(300,000)	569 %
-	4950 - Other Licenses & Permits	-	-	(1,980)	-	-	0 %
-	Other Revenue	-	-	(4,256)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,922)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(334)	-	-	0 %
-	Net	2,755,130	2,789,557	3,580,364	2,647,848	(141,709)	-5 %
-	C310 - Planning & Applic.	2,374,919	2,160,100	1,975,195	2,057,000	(103,100)	-5 %
-	Expense	2,432,519	2,190,800	2,052,782	2,114,600	(76,200)	-3 %
-	Compensation and Benefits	1,981,800	1,766,400	1,737,603	1,719,600	(46,800)	-3 %
-	6001 - Salaries - Regular	1,622,610	1,456,900	1,380,435	1,427,900	(29,000)	-2 %
-	6002 - Salaries - Overtime	17,300	9,400	11,062	9,000	(400)	-4 %
-	6005 - PDP Increases	-	-	(11,379)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	306,200	267,400	267,971	277,900	10,500	4 %
-	6110 - Vacancy Management	-	-	60,370	(26,100)	(26,100)	100 %
-	6151 - Vehicle Allowance	-	1,500	-	-	(1,500)	-100 %
-	6152 - Retirement Incentives	8,440	7,700	7,535	8,200	500	6 %
-	6154 - Workers' Compensation	27,250	23,500	21,609	22,700	(800)	-3 %
-	Office	49,660	39,300	30,106	34,100	(5,200)	-13 %
-	6201 - Telephone	13,900	12,000	9,074	11,300	(700)	-6 %
-	6202 - Courier/Postage	1,980	2,000	795	1,900	(100)	-5 %
-	6203 - Office Furniture and Equipm	7,290	5,000	3,233	4,200	(800)	-16 %
-	6204 - Computer Software and Licen	3,000	2,800	1,176	2,100	(700)	-23 %
-	6205 - Printing & Reproduction	8,190	5,200	4,175	4,000	(1,200)	-25 %
-	6207 - Office Supplies	15,300	12,300	11,653	10,600	(1,700)	-14 %
-	6299 - Other Office Expenses	-	-	-	-	-	0 %
-	External Services	28,736	26,100	30,175	12,500	(13,600)	-52 %
-	6301 - Professional Fees	5,100	2,700	-	2,500	(200)	-7 %
-	6303 - Consulting Fees	23,636	23,400	29,748	10,000	(13,400)	-57 %
-	6310 - Outside Personnel	-	-	427	-	-	0 %
-	6311 - Security	-	-	-	-	-	0 %
-	Supplies	-	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	-	-	-	0 %
-	Other Goods & Services	66,523	53,200	47,029	42,600	(10,600)	-20 %
-	6901 - Membership Dues	6,500	6,800	5,810	6,400	(400)	-6 %
-	6902 - Conferences and Workshops	4,950	3,000	2,244	2,800	(200)	-7 %
-	6903 - Travel - Local	10,530	8,900	8,677	8,300	(600)	-7 %
-	6904 - Travel - Out of Town	1,633	4,500	1,619	4,200	(300)	-7 %
-	6905 - Training & Education	6,000	2,700	542	2,500	(200)	-7 %
-	6911 - Facilities Rental	2,100	4,100	1,734	3,500	(600)	-15 %
-	6912 - Advertising and Promotion	30,800	17,400	23,220	11,000	(6,400)	-37 %
-	6917 - Books and Periodicals	500	600	448	600	-	0 %
-	6918 - Meals	-	400	2,735	300	(100)	-25 %
-	6919 - Special Projects	3,510	4,800	-	3,000	(1,800)	-38 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	200	-	-	0 %
-	7009 - Internal Transfers Other	-	-	200	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	-	-	-	0 %
-	Other Fiscal	305,800	305,800	207,669	305,800	-	0 %
-	8004 - Grants	305,800	305,800	110,669	305,800	-	0 %
-	8008 - Transfer to/from Reserves	-	-	97,000	-	-	0 %
-	Revenue	(57,600)	(30,700)	(77,587)	(57,600)	(26,900)	88 %
-	Fee Revenues	(57,600)	(30,700)	(73,460)	(57,600)	(26,900)	88 %
-	4916 - Vending Licenses	-	-	(750)	-	-	0 %
-	5250 - Sales of Services Other	(57,600)	(30,700)	(72,710)	(57,600)	(26,900)	88 %
-	Other Revenue	-	-	(4,127)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,470)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(657)	-	-	0 %
-	Net	2,490,119	2,221,500	6,774,243	2,224,400	2,900	0 %
-	C330 - Civic Addressing	196,882	195,921	154,329	189,500	(6,421)	-3 %
-	Expense	303,582	307,533	277,334	301,500	(6,033)	-2 %
-	Compensation and Benefits	247,857	253,069	247,364	246,700	(6,369)	-3 %
-	6001 - Salaries - Regular	203,535	205,885	155,292	205,000	(885)	0 %
-	6002 - Salaries - Overtime	-	444	(336)	400	(44)	-10 %
-	6100 - Benefits - Salaries	39,277	41,611	30,201	40,000	(1,611)	-4 %
-	6110 - Vacancy Management	-	-	58,241	(3,700)	(3,700)	100 %
-	6152 - Retirement Incentives	1,079	1,091	870	1,000	(91)	-8 %
-	6154 - Workers' Compensation	3,966	4,038	2,984	4,000	(38)	-1 %
-	9200 - HR CATS Wage/Ben	-	-	112	-	-	0 %
-	Office	7,340	7,174	3,210	7,300	126	2 %
-	6201 - Telephone	3,000	2,834	2,965	2,800	(34)	-1 %
-	6202 - Courier/Postage	450	450	29	500	50	11 %
-	6203 - Office Furniture and Equipm	450	450	216	500	50	11 %
-	6204 - Computer Software and Licen	470	470	-	500	30	6 %
-	6205 - Printing & Reproduction	720	720	-	700	(20)	-3 %
-	6207 - Office Supplies	2,250	2,250	-	2,300	50	2 %

-	External Services	36,500	-	849	-	-	0 %
-	6399 - Contract Services	36,500	-	849	-	-	0 %
-	Materials	-	-	336	-	-	0 %
-	6506 - Lumber	-	-	336	-	-	0 %
-	Equipment & Communications	300	300	91	300	-	0 %
-	6705 - Equipment - Repair and Main	300	300	91	300	-	0 %
-	Other Goods & Services	11,585	46,990	16,113	47,200	210	0 %
-	6901 - Membership Dues	-	-	50	-	-	0 %
-	6902 - Conferences and Workshops	450	258	120	300	42	16 %
-	6903 - Travel - Local	3,600	3,600	1,884	3,600	-	0 %
-	6904 - Travel - Out of Town	355	355	565	400	45	13 %
-	6905 - Training & Education	1,500	861	-	900	39	5 %
-	6910 - Signage	-	36,500	12,822	36,500	-	0 %
-	6912 - Advertising and Promotion	450	289	227	300	11	4 %
-	6916 - Public Education	4,500	4,500	360	4,500	-	0 %
-	6917 - Books and Periodicals	100	100	-	100	-	0 %
-	6918 - Meals	-	-	35	-	-	0 %
-	6919 - Special Projects	-	450	-	500	50	11 %
-	6938 - Rewarding Excellence	180	77	50	100	23	30 %
-	6999 - Other Goods and Services	450	-	-	-	-	0 %
-	Interdepartmental	-	-	9,371	-	-	0 %
-	7009 - Internal Transfers Other	-	-	9,035	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	300	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	(106,700)	(111,612)	(123,005)	(112,000)	(388)	0 %
-	Other Revenue	(106,700)	(111,612)	(123,005)	(112,000)	(388)	0 %
-	5508 - Recoveries from External Pa	(106,700)	(111,612)	(123,005)	(112,000)	(388)	0 %
-	Net	410,282	419,145	421,819	420,900	1,755	0 %
-	ROWA - Right of Way Services	(48,420)	(43,527)	1,260	72,300	115,827	-266 %
-	R112 - Rights of Way Approval	(48,420)	(43,527)	1,260	72,300	115,827	-266 %
-	Expense	461,180	466,073	575,138	592,300	126,227	27 %
-	Compensation and Benefits	425,244	431,626	539,675	556,200	124,574	29 %
-	6001 - Salaries - Regular	338,432	344,090	426,760	455,000	110,910	32 %
-	6002 - Salaries - Overtime	15,300	13,600	18,147	13,600	-	0 %
-	6005 - PDP Increases	-	-	(5,327)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,860	-	-	0 %
-	6100 - Benefits - Salaries	63,951	66,222	82,116	86,100	19,878	30 %
-	6110 - Vacancy Management	-	-	6,725	(8,300)	(8,300)	100 %
-	6152 - Retirement Incentives	1,868	1,916	2,067	2,400	484	25 %
-	6154 - Workers' Compensation	5,693	5,798	7,327	7,400	1,602	28 %
-	Office	4,310	5,892	8,069	7,800	1,908	32 %
-	6201 - Telephone	2,100	2,892	3,974	2,800	(92)	-3 %
-	6202 - Courier/Postage	90	300	128	300	-	0 %
-	6203 - Office Furniture and Equipm	540	1,000	575	3,000	2,000	200 %
-	6204 - Computer Software and Licen	500	500	-	500	-	0 %
-	6205 - Printing & Reproduction	180	200	89	200	-	0 %
-	6207 - Office Supplies	900	1,000	3,303	1,000	-	0 %
-	Supplies	600	900	340	800	(100)	-11 %
-	6401 - Uniforms & Clothing	500	800	340	800	-	0 %
-	6406 - Bridge Tolls	100	100	-	-	(100)	-100 %
-	Materials	-	-	70	200	200	100 %
-	6517 - Paint	-	-	70	200	200	100 %
-	Equipment & Communications	5,100	-	52	200	200	100 %
-	6702 - Small Tools	-	-	52	200	200	100 %
-	6704 - Equipment Rental	5,000	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	100	-	-	-	-	0 %
-	Other Goods & Services	25,926	27,655	26,932	27,100	(555)	-2 %
-	6901 - Membership Dues	700	700	632	700	-	0 %
-	6902 - Conferences and Workshops	-	1,000	-	1,000	-	0 %
-	6903 - Travel - Local	19,800	21,336	24,681	20,800	(536)	-3 %
-	6904 - Travel - Out of Town	1,420	1,500	66	1,500	-	0 %
-	6905 - Training & Education	306	870	-	900	30	3 %
-	6912 - Advertising and Promotion	2,700	1,533	1,384	1,500	(33)	-2 %
-	6918 - Meals	100	173	169	200	27	16 %
-	6938 - Rewarding Excellence	450	543	-	500	(43)	-8 %
-	6999 - Other Goods and Services	450	-	-	-	-	0 %
-	Revenue	(509,600)	(509,600)	(573,878)	(520,000)	(10,400)	2 %
-	Fee Revenues	(369,000)	(369,000)	(370,158)	(370,000)	(1,000)	0 %
-	4905 - Street opening Permits	(180,000)	(180,000)	(159,536)	(180,000)	-	0 %
-	4912 - Signs & Encroachments	(189,000)	(189,000)	(210,622)	(190,000)	(1,000)	1 %
-	Other Revenue	(140,600)	(140,600)	(203,720)	(150,000)	(9,400)	7 %
-	5508 - Recoveries from External Pa	(140,600)	(140,600)	(203,720)	(150,000)	(9,400)	7 %
-	Net	970,780	975,673	1,297,256	1,128,900	153,227	16 %
-	FIOP - Operations	41,770,760	44,189,300	44,118,779	44,276,800	87,500	0 %
-	F110 - Operations	38,496,700	41,073,800	41,095,610	41,321,200	247,400	1 %
-	Expense	38,825,700	41,402,800	41,356,671	41,579,100	176,300	0 %

-	Compensation and Benefits	38,507,700	41,084,800	40,989,528	41,259,100	174,300	0 %
-	6001 - Salaries - Regular	30,812,200	31,568,000	30,985,026	32,732,000	1,164,000	4 %
-	6002 - Salaries - Overtime	195,600	1,432,600	1,532,314	1,059,000	(373,600)	-26 %
-	6054 - Vacation Payout for Staff	-	-	67,153	-	-	0 %
-	6099 - Other Allowances	60,000	60,000	-	60,000	-	0 %
-	6100 - Benefits - Salaries	5,288,200	5,446,000	5,593,373	5,620,000	174,000	3 %
-	6101 - Benefits - Wages	-	-	122	-	-	0 %
-	6110 - Vacancy Management	-	-	332,785	(826,000)	(826,000)	100 %
-	6150 - Honorariums	1,304,300	1,704,300	1,702,634	1,704,300	-	0 %
-	6151 - Vehicle Allowance	-	-	3,724	-	-	0 %
-	6152 - Retirement Incentives	231,200	249,400	251,869	268,000	18,600	7 %
-	6154 - Workers' Compensation	534,400	542,700	550,534	560,000	17,300	3 %
-	6156 - Clothing Allowance	81,800	81,800	79,582	81,800	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(23,948)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(85,640)	-	-	0 %
-	Office	-	-	797	-	-	0 %
-	6202 - Courier/Postage	-	-	16	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	623	-	-	0 %
-	6207 - Office Supplies	-	-	158	-	-	0 %
-	External Services	-	-	2,257	-	-	0 %
-	6301 - Professional Fees	-	-	730	-	-	0 %
-	6311 - Security	-	-	1,527	-	-	0 %
-	Supplies	-	-	3,420	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	936	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	1,104	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,380	-	-	0 %
-	Materials	-	-	207	-	-	0 %
-	6504 - Hardware	-	-	207	-	-	0 %
-	Building Costs	-	-	3,834	-	-	0 %
-	6607 - Electricity	-	-	3,547	-	-	0 %
-	6608 - Water	-	-	287	-	-	0 %
-	Equipment & Communications	320,000	320,000	347,918	320,000	-	0 %
-	6701 - Equipment Purchase	320,000	320,000	339,095	315,000	(5,000)	-2 %
-	6702 - Small Tools	-	-	1,294	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	7,516	5,000	5,000	100 %
-	6708 - Mechanical Equipment	-	-	13	-	-	0 %
-	Vehicle Expense	-	-	211	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	211	-	-	0 %
-	Other Goods & Services	-	-	5,214	-	-	0 %
-	6903 - Travel - Local	-	-	272	-	-	0 %
-	6904 - Travel - Out of Town	-	-	3,029	-	-	0 %
-	6905 - Training & Education	-	-	(3,409)	-	-	0 %
-	6908 - Medical Examinations	-	-	-	-	-	0 %
-	6913 - Awards	-	-	350	-	-	0 %
-	6915 - Research Data Acquisition	-	-	150	-	-	0 %
-	6918 - Meals	-	-	1,876	-	-	0 %
-	6933 - Community Events	-	-	1,208	-	-	0 %
-	6999 - Other Goods and Services	-	-	1,738	-	-	0 %
-	Interdepartmental	(2,000)	(2,000)	3,285	-	2,000	-100 %
-	7004 - Other Interdepartmental cha	(2,000)	(2,000)	-	-	2,000	-100 %
-	7008 - Internal Transfer of IT, So	-	-	3,285	-	-	0 %
-	Revenue	(329,000)	(329,000)	(261,061)	(257,900)	71,100	-22 %
-	Fee Revenues	(70,000)	(70,000)	(61,453)	(60,000)	10,000	-14 %
-	4909 - False Alarm Recovery	(70,000)	(70,000)	(61,453)	(60,000)	10,000	-14 %
-	Other Revenue	(259,000)	(259,000)	(199,608)	(197,900)	61,100	-24 %
-	5508 - Recoveries from External Pa	(259,000)	(259,000)	(199,608)	(197,900)	61,100	-24 %
-	Net	39,158,700	41,735,800	53,784,740	43,489,000	1,753,200	4 %
-	F793 - Rural Fire - Rural Operations	2,416,500	2,256,300	2,169,986	1,854,200	(402,100)	-18 %
-	Expense	2,441,000	2,280,800	2,206,097	1,900,300	(380,500)	-17 %
-	Compensation and Benefits	-	-	49,786	-	-	0 %
-	6001 - Salaries - Regular	-	-	103	-	-	0 %
-	6100 - Benefits - Salaries	-	-	6	-	-	0 %
-	6150 - Honorariums	-	-	-	-	-	0 %
-	6154 - Workers' Compensation	-	-	2	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	48,701	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	974	-	-	0 %
-	Office	-	-	9,296	-	-	0 %
-	6201 - Telephone	-	-	17	-	-	0 %
-	6202 - Courier/Postage	-	-	342	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	5,985	-	-	0 %
-	6204 - Computer Software and Licen	-	-	63	-	-	0 %
-	6205 - Printing & Reproduction	-	-	347	-	-	0 %
-	6207 - Office Supplies	-	-	2,542	-	-	0 %
-	External Services	185,900	108,400	80,124	86,000	(22,400)	-21 %
-	6308 - Snow Removal	50,000	50,000	3,118	25,000	(25,000)	-50 %
-	6311 - Security	5,000	5,000	1,236	1,000	(4,000)	-80 %

-	6312 - Refuse Collection	-	-	4,883	-	-	0 %
-	6399 - Contract Services	130,900	53,400	70,887	60,000	6,600	12 %
-	Supplies	220,800	220,800	180,678	177,000	(43,800)	-20 %
-	6401 - Uniforms & Clothing	177,400	177,400	155,009	150,000	(27,400)	-15 %
-	6402 - Medical & First Aid Supplie	16,800	16,800	18	-	(16,800)	-100 %
-	6404 - Recreation Programming Supp	-	-	602	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	26,600	26,600	24,807	27,000	400	2 %
-	6499 - Other Supplies	-	-	242	-	-	0 %
-	Materials	-	-	7,216	-	-	0 %
-	6504 - Hardware	-	-	9	-	-	0 %
-	6506 - Lumber	-	-	106	-	-	0 %
-	6507 - Propane	-	-	7,045	-	-	0 %
-	6517 - Paint	-	-	56	-	-	0 %
-	Building Costs	1,121,600	1,038,900	907,527	937,600	(101,300)	-10 %
-	6602 - Electrical	-	-	4,631	-	-	0 %
-	6606 - Heating Fuel	214,300	231,900	229,792	255,900	24,000	10 %
-	6607 - Electricity	180,000	180,000	180,817	225,200	45,200	25 %
-	6608 - Water	18,500	18,500	25,884	18,500	-	0 %
-	6609 - Elevator & Escalator	-	-	607	-	-	0 %
-	6611 - Building - Interior	70,500	70,500	4,231	20,500	(50,000)	-71 %
-	6612 - Safety Systems	-	-	2,600	-	-	0 %
-	6613 - Overhead Doors	-	-	2,670	-	-	0 %
-	6617 - Pest Management	-	-	261	-	-	0 %
-	6699 - Other Building Cost	638,300	538,000	456,034	417,500	(120,500)	-22 %
-	Equipment & Communications	657,700	657,700	683,259	554,700	(103,000)	-16 %
-	6701 - Equipment Purchase	554,700	554,700	594,334	494,700	(60,000)	-11 %
-	6702 - Small Tools	18,000	18,000	6,671	10,000	(8,000)	-44 %
-	6704 - Equipment Rental	-	-	4,401	-	-	0 %
-	6705 - Equipment - Repair and Main	55,000	55,000	26,077	30,000	(25,000)	-45 %
-	6707 - Plumbing & Heating	15,000	15,000	4,091	10,000	(5,000)	-33 %
-	6708 - Mechanical Equipment	15,000	15,000	2,671	10,000	(5,000)	-33 %
-	6711 - Communication System	-	-	45,014	-	-	0 %
-	Vehicle Expense	-	-	1,524	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	1,524	-	-	0 %
-	Other Goods & Services	5,000	5,000	29,739	20,000	15,000	300 %
-	6901 - Membership Dues	-	-	576	-	-	0 %
-	6905 - Training & Education	-	-	92	-	-	0 %
-	6908 - Medical Examinations	-	-	47	-	-	0 %
-	6910 - Signage	-	-	2,915	-	-	0 %
-	6911 - Facilities Rental	5,000	5,000	4,128	5,000	-	0 %
-	6912 - Advertising and Promotion	-	-	396	-	-	0 %
-	6913 - Awards	-	-	166	-	-	0 %
-	6914 - Recruiting	-	-	2,370	-	-	0 %
-	6917 - Books and Periodicals	-	-	344	-	-	0 %
-	6918 - Meals	-	-	150	-	-	0 %
-	6929 - Visa Purchases	-	-	4,243	-	-	0 %
-	6999 - Other Goods and Services	-	-	14,312	15,000	15,000	100 %
-	Interdepartmental	-	-	6,948	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	1,512	-	-	0 %
-	9911 - PM Labour-Reg	-	-	5,436	-	-	0 %
-	Other Fiscal	250,000	250,000	250,000	125,000	(125,000)	-50 %
-	8002 - Insurance Claims	-	-	-	-	-	0 %
-	8008 - Transfer to/from Reserves	250,000	250,000	250,000	125,000	(125,000)	-50 %
-	Revenue	(24,500)	(24,500)	(36,111)	(46,100)	(21,600)	88 %
-	Fee Revenues	-	-	(21,146)	(21,100)	(21,100)	100 %
-	5102 - Facilities Rentals	-	-	(21,146)	(21,100)	(21,100)	100 %
-	Other Revenue	(24,500)	(24,500)	(14,965)	(25,000)	(500)	2 %
-	5508 - Recoveries from External Pa	-	-	(14,965)	(25,000)	(25,000)	100 %
-	5600 - Miscellaneous Revenue	(24,500)	(24,500)	-	-	24,500	-100 %
-	Net	2,465,500	2,305,300	2,734,654	1,946,400	(358,900)	-16 %
-	F724 - Enfield	40,000	40,000	40,000	40,000	-	0 %
-	Expense	40,000	40,000	40,000	40,000	-	0 %
-	Other Goods & Services	40,000	40,000	40,000	40,000	-	0 %
-	6906 - Licenses & Agreements	40,000	40,000	40,000	40,000	-	0 %
-	Net	40,000	40,000	40,000	40,000	-	0 %
-	F727 - Milford Station	2,400	2,400	2,400	2,400	-	0 %
-	Expense	2,400	2,400	2,400	2,400	-	0 %
-	Other Goods & Services	2,400	2,400	2,400	2,400	-	0 %
-	6906 - Licenses & Agreements	2,400	2,400	2,400	2,400	-	0 %
-	Net	2,400	2,400	2,400	2,400	-	0 %
-	F791 - Rural Fire Debt Payments	815,160	816,800	810,783	1,059,000	242,200	30 %
-	Expense	815,160	816,800	810,783	1,059,000	242,200	30 %
-	Debt Service	815,160	816,800	810,783	1,059,000	242,200	30 %
-	8011 - Interest on Debentures	181,960	176,700	170,687	210,000	33,300	19 %
-	8012 - Principal on Debentures	633,200	640,100	640,096	849,000	208,900	33 %
-	Net	815,160	816,800	842,393	1,059,000	242,200	30 %

- P160 - Deputy Operational Support	455,800	632,200	388,163	360,500	(271,700)	-43 %
- P205 - Superintendent's Office	322,800	201,400	356,302	298,900	97,500	48 %
- Expense	490,000	418,600	487,798	422,200	3,600	1 %
- Compensation and Benefits	474,600	403,500	481,347	408,100	4,600	1 %
- 6001 - Salaries - Regular	392,800	337,800	330,138	338,600	800	0 %
- 6002 - Salaries - Overtime	2,000	-	(54,698)	-	-	0 %
- 6005 - PDP Increases	-	-	(8,052)	-	-	0 %
- 6052 - Shift Differentials	-	-	855	-	-	0 %
- 6054 - Vactation Payout for Staff	-	-	76,577	-	-	0 %
- 6099 - Other Allowances	-	-	52,590	-	-	0 %
- 6100 - Benefits - Salaries	69,400	56,900	76,777	61,000	4,100	7 %
- 6152 - Retirement Incentives	2,600	2,200	2,314	2,300	100	5 %
- 6154 - Workers' Compensation	6,200	5,000	4,846	4,600	(400)	-8 %
- 6156 - Clothing Allowance	1,600	1,600	-	1,600	-	0 %
- Office	9,300	9,000	5,973	9,000	-	0 %
- 6201 - Telephone	7,400	7,100	5,829	7,100	-	0 %
- 6204 - Computer Software and Licen	200	200	-	200	-	0 %
- 6207 - Office Supplies	1,700	1,700	144	1,700	-	0 %
- External Services	2,000	2,000	-	2,000	-	0 %
- 6399 - Contract Services	2,000	2,000	-	2,000	-	0 %
- Equipment & Communications	700	700	-	300	(400)	-57 %
- 6701 - Equipment Purchase	400	400	-	-	(400)	-100 %
- 6705 - Equipment - Repair and Main	300	300	-	300	-	0 %
- Other Goods & Services	3,400	3,400	478	2,800	(600)	-18 %
- 6901 - Membership Dues	100	100	48	100	-	0 %
- 6902 - Conferences and Workshops	200	200	-	200	-	0 %
- 6904 - Travel - Out of Town	2,500	2,500	430	2,500	-	0 %
- 6912 - Advertising and Promotion	500	500	-	-	(500)	-100 %
- 6918 - Meals	100	100	-	-	(100)	-100 %
- Revenue	(167,200)	(217,200)	(131,496)	(123,300)	93,900	-43 %
- Fee Revenues	(164,900)	(214,900)	(131,496)	(121,000)	93,900	-44 %
- 4909 - False Alarm Recovery	(150,900)	(200,900)	(118,048)	(105,000)	95,900	-48 %
- 4910 - NSLC Offences	(14,000)	(14,000)	(13,448)	(16,000)	(2,000)	14 %
- Other Revenue	(2,300)	(2,300)	-	(2,300)	-	0 %
- 5600 - Miscellaneous Revenue	(2,300)	(2,300)	-	(2,300)	-	0 %
- Net	657,200	635,800	902,122	545,500	(90,300)	-14 %
- P208 - Back Check	(2,000)	254,400	(77,584)	(114,800)	(369,200)	-145 %
- Expense	306,400	254,400	248,733	209,400	(45,000)	-18 %
- Compensation and Benefits	43,400	-	-	-	-	0 %
- 6001 - Salaries - Regular	43,400	-	-	-	-	0 %
- External Services	197,600	197,600	197,600	151,700	(45,900)	-23 %
- 6399 - Contract Services	197,600	197,600	197,600	151,700	(45,900)	-23 %
- Building Costs	-	-	34	-	-	0 %
- 6699 - Other Building Cost	-	-	34	-	-	0 %
- Equipment & Communications	-	13,000	12,976	13,000	-	0 %
- 6705 - Equipment - Repair and Main	-	13,000	12,976	13,000	-	0 %
- Other Goods & Services	65,400	43,800	38,123	44,700	900	2 %
- 6911 - Facilities Rental	59,900	43,800	38,123	44,700	900	2 %
- 6999 - Other Goods and Services	5,500	-	-	-	-	0 %
- Revenue	(308,400)	-	(326,317)	(324,200)	(324,200)	100 %
- Other Revenue	(308,400)	-	(326,317)	(324,200)	(324,200)	100 %
- 5508 - Recoveries from External Pa	(308,400)	-	(326,317)	(324,200)	(324,200)	100 %
- Net	614,800	254,400	861,568	533,600	279,200	110 %
- P115 - Legal	135,000	176,400	109,445	176,400	-	0 %
- Expense	135,000	176,400	109,445	176,400	-	0 %
- External Services	135,000	176,400	109,445	176,400	-	0 %
- 6302 - Legal Fees	135,000	176,400	109,445	176,400	-	0 %
- Net	135,000	176,400	151,427	176,400	-	0 %
- A660 - Customer Service Centres	713,749	626,263	570,396	606,350	(19,913)	-3 %
- A661 - Admin. & Storefont	100,854	8,748	(7,656)	-	(8,748)	-100 %
- Expense	380,854	288,748	280,229	-	(288,748)	-100 %
- Compensation and Benefits	324,535	263,198	265,047	-	(263,198)	-100 %
- 6001 - Salaries - Regular	266,411	217,888	199,013	-	(217,888)	-100 %
- 6002 - Salaries - Overtime	5,150	1,422	444	-	(1,422)	-100 %
- 6005 - PDP Increases	-	-	(4,954)	-	-	0 %
- 6100 - Benefits - Salaries	47,033	39,151	35,079	-	(39,151)	-100 %
- 6110 - Vacancy Management	-	-	31,032	-	-	0 %
- 6152 - Retirement Incentives	1,509	1,242	1,213	-	(1,242)	-100 %
- 6154 - Workers' Compensation	4,432	3,495	3,016	-	(3,495)	-100 %
- 6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
- 9200 - HR CATS Wage/Ben	-	-	204	-	-	0 %
- Office	9,340	9,340	5,791	-	(9,340)	-100 %
- 6201 - Telephone	1,600	1,600	-	-	(1,600)	-100 %
- 6202 - Courier/Postage	450	450	102	-	(450)	-100 %
- 6203 - Office Furniture and Equipm	3,690	3,690	-	-	(3,690)	-100 %
- 6205 - Printing & Reproduction	900	900	1,352	-	(900)	-100 %

-	6207 - Office Supplies	2,700	2,700	4,337	-	(2,700)	-100 %
-	External Services	2,569	2,569	641	-	(2,569)	-100 %
-	6399 - Contract Services	2,569	2,569	641	-	(2,569)	-100 %
-	Building Costs	500	500	-	-	(500)	-100 %
-	6603 - Grounds and Landscaping	500	500	-	-	(500)	-100 %
-	Equipment & Communications	-	-	2,935	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	6711 - Communication System	-	-	2,915	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	-	-	-	0 %
-	Other Goods & Services	43,910	13,141	3,489	-	(13,141)	-100 %
-	6903 - Travel - Local	3,600	3,600	1,141	-	(3,600)	-100 %
-	6905 - Training & Education	4,000	2,296	341	-	(2,296)	-100 %
-	6912 - Advertising and Promotion	33,120	5,211	2,007	-	(5,211)	-100 %
-	6918 - Meals	500	364	-	-	(364)	-100 %
-	6938 - Rewarding Excellence	1,790	770	-	-	(770)	-100 %
-	6999 - Other Goods and Services	900	900	-	-	(900)	-100 %
-	Interdepartmental	-	-	2,326	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	646	-	-	0 %
-	7009 - Internal Transfers Other	-	-	61	-	-	0 %
-	7013 - Internal Transfer Extra Dut	-	-	1,443	-	-	0 %
-	7014 - Internal Transfer Extra Dut	-	-	158	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(280,000)	(280,000)	(287,885)	-	280,000	-100 %
-	Fee Revenues	(280,000)	(280,000)	(288,675)	-	280,000	-100 %
-	4916 - Vending Licenses	(50,000)	(50,000)	(33,305)	-	50,000	-100 %
-	5101 - Parking Rentals	(10,000)	(10,000)	(19,285)	-	10,000	-100 %
-	5204 - Administration Fees	(190,000)	(190,000)	(200,343)	-	190,000	-100 %
-	5250 - Sales of Services Other	(30,000)	(30,000)	(35,742)	-	30,000	-100 %
-	Other Revenue	-	-	790	-	-	0 %
-	5507 - Overages and Shortages	-	-	1,310	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(520)	-	-	0 %
-	Net	660,854	568,748	638,436	-	(568,748)	-100 %
-	A663 - Citizen Contact Centres - Alderne	108,630	217,117	205,517	211,000	(6,117)	-3 %
-	Expense	108,630	217,117	205,517	211,000	(6,117)	-3 %
-	Compensation and Benefits	102,490	210,977	200,844	204,700	(6,277)	-3 %
-	6001 - Salaries - Regular	80,593	168,864	165,840	168,000	(864)	-1 %
-	6002 - Salaries - Overtime	2,575	692	1,006	700	8	1 %
-	6100 - Benefits - Salaries	17,307	37,182	29,044	35,000	(2,182)	-6 %
-	6110 - Vacancy Management	-	-	970	(3,000)	(3,000)	100 %
-	6152 - Retirement Incentives	427	895	654	1,000	105	12 %
-	6154 - Workers' Compensation	1,588	3,344	3,162	3,000	(344)	-10 %
-	9200 - HR CATS Wage/Ben	-	-	168	-	-	0 %
-	Office	5,290	5,290	4,269	5,400	110	2 %
-	6201 - Telephone	2,500	2,500	2,252	2,500	-	0 %
-	6202 - Courier/Postage	180	180	652	200	20	11 %
-	6203 - Office Furniture and Equipm	1,260	1,260	590	1,300	40	3 %
-	6207 - Office Supplies	1,350	1,350	775	1,400	50	4 %
-	External Services	-	-	198	-	-	0 %
-	6311 - Security	-	-	198	-	-	0 %
-	Materials	-	-	188	-	-	0 %
-	6504 - Hardware	-	-	18	-	-	0 %
-	6506 - Lumber	-	-	137	-	-	0 %
-	6517 - Paint	-	-	33	-	-	0 %
-	Equipment & Communications	200	200	-	200	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	200	-	0 %
-	Other Goods & Services	650	650	-	700	50	8 %
-	6910 - Signage	200	200	-	200	-	0 %
-	6999 - Other Goods and Services	450	450	-	500	50	11 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	108,630	217,117	236,965	217,000	(117)	0 %
-	A664 - Citizen Contact Centres - West En	108,698	108,309	107,551	108,500	191	0 %
-	Expense	108,698	108,309	107,551	108,500	191	0 %
-	Compensation and Benefits	101,829	101,440	102,269	101,500	60	0 %
-	6001 - Salaries - Regular	80,593	81,521	81,078	82,000	479	1 %
-	6002 - Salaries - Overtime	2,575	947	(31)	1,000	53	6 %
-	6100 - Benefits - Salaries	16,646	16,926	19,182	19,000	2,074	12 %
-	6110 - Vacancy Management	-	-	-	(1,500)	(1,500)	100 %
-	6152 - Retirement Incentives	427	432	457	-	(432)	-100 %
-	6154 - Workers' Compensation	1,588	1,614	1,583	1,000	(614)	-38 %
-	Office	6,019	6,019	4,878	6,100	81	1 %
-	6201 - Telephone	2,500	2,500	2,411	2,500	-	0 %
-	6202 - Courier/Postage	189	189	178	200	11	6 %
-	6203 - Office Furniture and Equipm	1,350	1,350	718	1,400	50	4 %
-	6205 - Printing & Reproduction	180	180	-	200	20	11 %

-	6207 - Office Supplies	1,800	1,800	1,571	1,800	-	0 %
-	External Services	-	-	198	-	-	0 %
-	6399 - Contract Services	-	-	198	-	-	0 %
-	Equipment & Communications	200	200	206	200	-	0 %
-	6705 - Equipment - Repair and Main	200	200	206	200	-	0 %
-	Other Goods & Services	650	650	-	700	50	8 %
-	6910 - Signage	200	200	-	200	-	0 %
-	6999 - Other Goods and Services	450	450	-	500	50	11 %
-	Net	108,698	108,309	141,829	111,500	3,191	3 %
-	A665 - Citizen Contact Centres - Scotia	162,820	161,690	142,513	158,200	(3,490)	-2 %
-	Expense	162,820	161,690	142,513	158,200	(3,490)	-2 %
-	Compensation and Benefits	154,350	153,220	137,955	149,600	(3,620)	-2 %
-	6001 - Salaries - Regular	120,890	122,281	110,834	122,000	(281)	0 %
-	6002 - Salaries - Overtime	3,811	800	(82)	800	-	0 %
-	6100 - Benefits - Salaries	26,626	27,070	24,410	26,000	(1,070)	-4 %
-	6110 - Vacancy Management	-	-	-	(2,200)	(2,200)	100 %
-	6152 - Retirement Incentives	641	648	607	1,000	352	54 %
-	6154 - Workers' Compensation	2,382	2,421	2,186	2,000	(421)	-17 %
-	Office	7,120	7,120	4,315	7,200	80	1 %
-	6201 - Telephone	2,800	2,800	2,201	2,800	-	0 %
-	6202 - Courier/Postage	270	270	828	300	30	11 %
-	6203 - Office Furniture and Equipm	1,350	1,350	349	1,400	50	4 %
-	6207 - Office Supplies	2,700	2,700	937	2,700	-	0 %
-	External Services	500	500	-	500	-	0 %
-	6399 - Contract Services	500	500	-	500	-	0 %
-	Materials	-	-	225	-	-	0 %
-	6504 - Hardware	-	-	225	-	-	0 %
-	Equipment & Communications	200	200	-	200	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	200	-	0 %
-	Other Goods & Services	650	650	-	700	50	8 %
-	6910 - Signage	200	200	-	200	-	0 %
-	6999 - Other Goods and Services	450	450	-	500	50	11 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	162,820	161,690	171,101	162,600	910	1 %
-	A667 - Citizen Contact Centres - Acadia	110,811	110,399	104,821	108,650	(1,749)	-2 %
-	Expense	110,811	110,399	104,821	108,650	(1,749)	-2 %
-	Compensation and Benefits	103,631	103,219	102,083	101,400	(1,819)	-2 %
-	6001 - Salaries - Regular	80,593	81,521	80,658	82,000	479	1 %
-	6002 - Salaries - Overtime	2,575	911	61	900	(11)	-1 %
-	6100 - Benefits - Salaries	18,448	18,741	19,156	19,000	259	1 %
-	6110 - Vacancy Management	-	-	-	(1,500)	(1,500)	100 %
-	6152 - Retirement Incentives	427	432	457	-	(432)	-100 %
-	6154 - Workers' Compensation	1,588	1,614	1,582	1,000	(614)	-38 %
-	9200 - HR CATS Wage/Ben	-	-	169	-	-	0 %
-	Office	5,130	5,130	2,738	5,150	20	0 %
-	6201 - Telephone	1,800	1,800	1,427	1,800	-	0 %
-	6202 - Courier/Postage	180	180	183	200	20	11 %
-	6203 - Office Furniture and Equipm	1,350	1,350	408	1,350	-	0 %
-	6207 - Office Supplies	1,800	1,800	720	1,800	-	0 %
-	External Services	1,200	1,200	-	1,200	-	0 %
-	6399 - Contract Services	1,200	1,200	-	1,200	-	0 %
-	Equipment & Communications	200	200	-	200	-	0 %
-	6705 - Equipment - Repair and Main	200	200	-	200	-	0 %
-	Other Goods & Services	650	650	-	700	50	8 %
-	6910 - Signage	200	200	-	200	-	0 %
-	6999 - Other Goods and Services	450	450	-	500	50	11 %
-	Net	110,811	110,399	120,517	111,650	1,251	1 %
-	A666 - Cole Harbour Place	101,936	-	(2,350)	-	-	0 %
-	Expense	101,936	-	(2,350)	-	-	0 %
-	Compensation and Benefits	101,936	-	(2,350)	-	-	0 %
-	6001 - Salaries - Regular	80,593	-	(2,344)	-	-	0 %
-	6002 - Salaries - Overtime	2,575	-	5	-	-	0 %
-	6100 - Benefits - Salaries	16,753	-	(19)	-	-	0 %
-	6152 - Retirement Incentives	427	-	(2)	-	-	0 %
-	6154 - Workers' Compensation	1,588	-	10	-	-	0 %
-	Net	101,936	-	5,286	-	-	0 %
-	A668 - Citizen Contact Ctr Musquodoboit	20,000	20,000	20,000	20,000	-	0 %
-	Expense	20,000	20,000	20,000	20,000	-	0 %
-	External Services	20,000	20,000	20,000	20,000	-	0 %
-	6399 - Contract Services	20,000	20,000	20,000	20,000	-	0 %
-	Net	20,000	20,000	20,000	20,000	-	0 %
-	D-P - Regional Recreation	4,274,156	3,633,665	4,106,570	3,747,580	113,915	3 %
-	C771 - BID's Contributions Fund	100,000	100,000	111,400	100,000	-	0 %
-	Expense	200,000	100,000	113,650	100,000	-	0 %
-	Compensation and Benefits	-	-	-	-	-	0 %

-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	Office	-	-	355	-	-	0 %
-	6201 - Telephone	-	-	355	-	-	0 %
-	Other Goods & Services	200,000	100,000	112,988	100,000	-	0 %
-	6903 - Travel - Local	-	-	98	-	-	0 %
-	6919 - Special Projects	200,000	100,000	112,890	100,000	-	0 %
-	Interdepartmental	-	-	307	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	307	-	-	0 %
-	Revenue	(100,000)	-	(2,250)	-	-	0 %
-	Fee Revenues	-	-	(2,250)	-	-	0 %
-	4916 - Vending Licenses	-	-	(2,250)	-	-	0 %
-	4950 - Other Licenses & Permits	-	-	-	-	-	0 %
-	Other Revenue	(100,000)	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	(100,000)	-	-	-	-	0 %
-	Net	300,000	100,000	131,726	100,000	-	0 %
-	C705 - Facility Management	1,317,302	1,228,296	1,476,298	1,730,980	502,684	41 %
-	Expense	1,399,202	1,310,196	1,556,291	1,812,980	502,784	38 %
-	Compensation and Benefits	486,240	400,414	500,500	592,480	192,066	48 %
-	6001 - Salaries - Regular	406,850	334,408	242,485	498,600	164,192	49 %
-	6002 - Salaries - Overtime	-	-	618	-	-	0 %
-	6005 - PDP Increases	-	-	(10,562)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	10,201	-	-	0 %
-	6100 - Benefits - Salaries	71,270	59,182	46,647	83,500	24,318	41 %
-	6110 - Vacancy Management	-	-	101,670	(2,500)	(2,500)	100 %
-	6152 - Retirement Incentives	2,340	1,950	1,799	3,900	1,950	100 %
-	6153 - Severence	-	-	103,176	-	-	0 %
-	6154 - Workers' Compensation	5,780	4,874	4,310	8,980	4,106	84 %
-	9200 - HR CATS Wage/Ben	-	-	156	-	-	0 %
-	Office	6,556	5,726	8,107	6,700	974	17 %
-	6201 - Telephone	2,500	1,970	2,374	2,400	430	22 %
-	6202 - Courier/Postage	90	90	42	100	10	11 %
-	6203 - Office Furniture and Equipm	900	900	2,476	900	-	0 %
-	6205 - Printing & Reproduction	90	90	-	100	10	11 %
-	6207 - Office Supplies	2,016	1,716	2,249	2,200	484	28 %
-	6299 - Other Office Expenses	960	960	966	1,000	40	4 %
-	External Services	119,479	87,796	60,981	247,800	160,004	182 %
-	6301 - Professional Fees	4,500	4,500	-	4,500	-	0 %
-	6302 - Legal Fees	-	-	469	-	-	0 %
-	6303 - Consulting Fees	24,079	-	21,535	-	-	0 %
-	6399 - Contract Services	90,900	83,296	38,977	243,300	160,004	192 %
-	Materials	-	-	459	-	-	0 %
-	6504 - Hardware	-	-	459	-	-	0 %
-	Building Costs	-	-	2,274	-	-	0 %
-	6610 - Building - Exterior	-	-	1,306	-	-	0 %
-	6612 - Safety Systems	-	-	462	-	-	0 %
-	6699 - Other Building Cost	-	-	506	-	-	0 %
-	Other Goods & Services	10,610	8,260	8,207	8,000	(260)	-3 %
-	6901 - Membership Dues	520	520	(23)	500	(20)	-4 %
-	6902 - Conferences and Workshops	450	258	-	300	42	16 %
-	6903 - Travel - Local	5,850	4,850	5,529	5,500	650	13 %
-	6905 - Training & Education	200	115	47	100	(15)	-13 %
-	6906 - Licenses & Agreements	-	-	57	-	-	0 %
-	6912 - Advertising and Promotion	1,620	1,040	-	100	(940)	-90 %
-	6916 - Public Education	-	-	71	-	-	0 %
-	6918 - Meals	800	582	6	600	18	3 %
-	6919 - Special Projects	1,170	895	-	900	5	1 %
-	6999 - Other Goods and Services	-	-	2,520	-	-	0 %
-	Interdepartmental	-	-	(54,349)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	10,400	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(65,073)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	324	-	-	0 %
-	Other Fiscal	776,317	808,000	1,030,112	958,000	150,000	19 %
-	8001 - Transfer to Outside Agencie	375,000	375,000	843,146	958,000	583,000	155 %
-	8004 - Grants	433,000	433,000	436,893	-	(433,000)	-100 %
-	8008 - Transfer to/from Reserves	(31,683)	-	(249,927)	-	-	0 %
-	Revenue	(81,900)	(81,900)	(79,993)	(82,000)	(100)	0 %
-	Fee Revenues	(81,900)	(81,900)	(79,397)	(82,000)	(100)	0 %
-	5102 - Facilities Rentals	(81,900)	(81,900)	(79,397)	(82,000)	(100)	0 %
-	Other Revenue	-	-	(596)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(596)	-	-	0 %
-	Net	1,544,468	1,392,096	2,759,824	1,899,980	507,884	36 %
-	C760 - Community/CivicEvent	997,110	936,020	963,512	1,191,700	255,680	27 %
-	Expense	1,251,210	1,190,120	1,305,752	1,470,800	280,680	24 %
-	Compensation and Benefits	428,360	432,537	464,811	559,300	126,763	29 %
-	6001 - Salaries - Regular	338,260	349,231	319,122	458,000	108,769	31 %
-	6002 - Salaries - Overtime	25,000	15,765	16,460	16,700	935	6 %

-	6005 - PDP Increases	-	-	(1,985)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	270	-	-	0 %
-	6100 - Benefits - Salaries	57,460	59,546	53,499	82,300	22,754	38 %
-	6110 - Vacancy Management	-	-	-	(7,900)	(7,900)	100 %
-	6152 - Retirement Incentives	1,530	1,575	1,341	2,300	725	46 %
-	6154 - Workers' Compensation	6,110	6,420	5,752	7,900	1,480	23 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	18,606	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	51,746	-	-	0 %
-	Office	15,790	15,588	12,942	19,200	3,612	23 %
-	6201 - Telephone	7,500	7,298	7,894	7,700	402	6 %
-	6202 - Courier/Postage	1,350	1,350	805	1,850	500	37 %
-	6203 - Office Furniture and Equipm	900	900	-	1,200	300	33 %
-	6204 - Computer Software and Licen	1,000	1,000	90	1,200	200	20 %
-	6205 - Printing & Reproduction	-	-	-	450	450	100 %
-	6207 - Office Supplies	5,040	5,040	4,153	5,700	660	13 %
-	6299 - Other Office Expenses	-	-	-	1,100	1,100	100 %
-	External Services	-	-	12,589	-	-	0 %
-	6310 - Outside Personnel	-	-	6,977	-	-	0 %
-	6399 - Contract Services	-	-	5,612	-	-	0 %
-	Supplies	2,000	2,000	1,797	2,000	-	0 %
-	6401 - Uniforms & Clothing	2,000	2,000	628	2,000	-	0 %
-	6406 - Bridge Tolls	-	-	348	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	821	-	-	0 %
-	Materials	-	-	596	-	-	0 %
-	6504 - Hardware	-	-	453	-	-	0 %
-	6599 - Other Materials	-	-	143	-	-	0 %
-	Building Costs	-	-	5,072	-	-	0 %
-	6602 - Electrical	-	-	3,382	-	-	0 %
-	6607 - Electricity	-	-	863	-	-	0 %
-	6699 - Other Building Cost	-	-	827	-	-	0 %
-	Equipment & Communications	-	-	2,868	-	-	0 %
-	6702 - Small Tools	-	-	169	-	-	0 %
-	6704 - Equipment Rental	-	-	2,699	-	-	0 %
-	Vehicle Expense	-	-	25	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	25	-	-	0 %
-	Other Goods & Services	797,960	732,380	835,355	820,300	87,920	12 %
-	6901 - Membership Dues	-	-	-	1,500	1,500	100 %
-	6902 - Conferences and Workshops	-	-	-	650	650	100 %
-	6903 - Travel - Local	8,550	8,550	10,625	9,550	1,000	12 %
-	6904 - Travel - Out of Town	-	-	796	600	600	100 %
-	6905 - Training & Education	-	-	300	350	350	100 %
-	6906 - Licenses & Agreements	-	-	5,000	-	-	0 %
-	6912 - Advertising and Promotion	-	-	78	850	850	100 %
-	6913 - Awards	-	-	-	10,550	10,550	100 %
-	6916 - Public Education	-	-	-	7,500	7,500	100 %
-	6918 - Meals	-	-	1,334	100	100	100 %
-	6933 - Community Events	788,060	723,250	816,966	787,800	64,550	9 %
-	6938 - Rewarding Excellence	1,350	580	-	850	270	47 %
-	6999 - Other Goods and Services	-	-	256	-	-	0 %
-	Interdepartmental	7,100	7,615	1,197	-	(7,615)	-100 %
-	7001 - Interdepartmental Equipment	7,100	7,615	8,004	-	(7,615)	-100 %
-	7009 - Internal Transfers Other	-	-	(52,896)	-	-	0 %
-	7013 - Internal Transfer Extra Dut	-	-	40,636	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	4,953	-	-	0 %
-	9911 - PM Labour-Reg	-	-	198	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	302	-	-	0 %
-	Other Fiscal	-	-	(31,500)	70,000	70,000	100 %
-	8001 - Transfer to Outside Agencie	-	-	-	50,000	50,000	100 %
-	8004 - Grants	-	-	3,500	20,000	20,000	100 %
-	8008 - Transfer to/from Reserves	-	-	(35,000)	-	-	0 %
-	Revenue	(254,100)	(254,100)	(342,240)	(279,100)	(25,000)	10 %
-	Fee Revenues	(254,100)	(254,100)	(342,240)	(254,100)	-	0 %
-	5209 - Community Events Revenue	(254,100)	(254,100)	(342,240)	(254,100)	-	0 %
-	Other Revenue	-	-	-	(25,000)	(25,000)	100 %
-	5508 - Recoveries from External Pa	-	-	-	(25,000)	(25,000)	100 %
-	Net	1,505,310	1,444,220	2,002,870	1,765,700	321,480	22 %
-	D710 - Community Developers	1,218,854	681,700	763,014	618,100	(63,600)	-9 %
-	Expense	1,341,554	716,865	795,744	653,100	(63,765)	-9 %
-	Compensation and Benefits	1,172,690	578,874	718,765	515,000	(63,874)	-11 %
-	6001 - Salaries - Regular	988,970	479,325	402,877	429,000	(50,325)	-10 %
-	6002 - Salaries - Overtime	-	-	(262)	-	-	0 %
-	6005 - PDP Increases	-	-	(4,829)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	9,642	-	-	0 %
-	6100 - Benefits - Salaries	157,290	83,837	83,440	76,000	(7,837)	-9 %
-	6110 - Vacancy Management	-	-	129,955	(5,800)	(5,800)	100 %

-	6151 - Vehicle Allowance	5,800	5,800	-	5,800	-	0 %
-	6152 - Retirement Incentives	4,640	2,643	2,851	3,000	357	14 %
-	6153 - Severance	-	-	88,559	-	-	0 %
-	6154 - Workers' Compensation	15,990	7,269	6,443	7,000	(269)	-4 %
-	9200 - HR CATS Wage/Ben	-	-	89	-	-	0 %
-	Office	23,900	19,231	19,978	19,300	69	0 %
-	6201 - Telephone	8,500	6,261	6,719	6,300	39	1 %
-	6202 - Courier/Postage	900	900	253	900	-	0 %
-	6203 - Office Furniture and Equipm	4,500	4,500	6,970	4,500	-	0 %
-	6204 - Computer Software and Licen	1,000	820	-	800	(20)	-2 %
-	6207 - Office Supplies	9,000	6,750	5,861	6,800	50	1 %
-	6299 - Other Office Expenses	-	-	175	-	-	0 %
-	Equipment & Communications	-	-	75	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	75	-	-	0 %
-	Other Goods & Services	144,964	118,760	54,354	118,800	40	0 %
-	6901 - Membership Dues	-	-	184	-	-	0 %
-	6903 - Travel - Local	6,300	5,700	5,507	5,700	-	0 %
-	6904 - Travel - Out of Town	1,065	765	42	800	35	5 %
-	6905 - Training & Education	1,000	424	45	400	(24)	-6 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6913 - Awards	12,000	9,641	6,985	9,600	(41)	0 %
-	6916 - Public Education	30,000	30,000	27,193	30,000	-	0 %
-	6917 - Books and Periodicals	-	-	375	-	-	0 %
-	6918 - Meals	-	-	126	-	-	0 %
-	6919 - Special Projects	93,699	71,652	13,306	71,700	48	0 %
-	6933 - Community Events	-	-	159	-	-	0 %
-	6935 - Inventory Re-stock Charge	-	-	432	-	-	0 %
-	Interdepartmental	-	-	2,572	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	758	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,643	-	-	0 %
-	7009 - Internal Transfers Other	-	-	86	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	67	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(122,700)	(35,165)	(32,730)	(35,000)	165	0 %
-	Fee Revenues	-	-	(200)	-	-	0 %
-	5211 - Program Facilitation Revenu	-	-	(200)	-	-	0 %
-	Other Revenue	(122,700)	(35,165)	(32,530)	(35,000)	165	0 %
-	5508 - Recoveries from External Pa	(122,700)	(35,165)	(32,530)	(35,000)	165	0 %
-	Net	1,464,254	752,030	1,252,312	699,700	(52,330)	-7 %
-	C706 - BMO Centre	-	-	51,877	-	-	0 %
-	Expense	-	-	1,912,407	-	-	0 %
-	Compensation and Benefits	-	-	647,270	-	-	0 %
-	6001 - Salaries - Regular	-	-	647,270	-	-	0 %
-	Office	-	-	307,911	-	-	0 %
-	6299 - Other Office Expenses	-	-	307,911	-	-	0 %
-	Building Costs	-	-	507,226	-	-	0 %
-	6607 - Electricity	-	-	507,226	-	-	0 %
-	Other Goods & Services	-	-	200,000	-	-	0 %
-	6942 - Management Fees	-	-	200,000	-	-	0 %
-	Other Fiscal	-	-	250,000	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	250,000	-	-	0 %
-	Revenue	-	-	(1,860,530)	-	-	0 %
-	Fee Revenues	-	-	(1,616,177)	-	-	0 %
-	5219 - Ice Rentals	-	-	(1,616,177)	-	-	0 %
-	Other Revenue	-	-	(244,353)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(244,353)	-	-	0 %
-	Net	-	-	4,272,791	-	-	0 %
-	C730 - Locked Cultural Affairs	560,920	583,861	591,331	-	(583,861)	-100 %
-	Expense	585,920	608,861	605,181	-	(608,861)	-100 %
-	Compensation and Benefits	373,380	405,420	422,954	-	(405,420)	-100 %
-	6001 - Salaries - Regular	303,510	336,255	331,819	-	(336,255)	-100 %
-	6002 - Salaries - Overtime	6,000	1,778	(138)	-	(1,778)	-100 %
-	6005 - PDP Increases	-	-	(1,961)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	44	-	-	0 %
-	6100 - Benefits - Salaries	57,220	59,995	60,114	-	(59,995)	-100 %
-	6110 - Vacancy Management	-	-	25,420	-	-	0 %
-	6152 - Retirement Incentives	1,640	1,718	2,068	-	(1,718)	-100 %
-	6154 - Workers' Compensation	5,010	5,674	5,588	-	(5,674)	-100 %
-	Office	7,970	7,174	4,629	-	(7,174)	-100 %
-	6201 - Telephone	1,000	724	3,381	-	(724)	-100 %
-	6202 - Courier/Postage	900	900	351	-	(900)	-100 %
-	6203 - Office Furniture and Equipm	630	630	413	-	(630)	-100 %
-	6204 - Computer Software and Licen	500	380	100	-	(380)	-100 %
-	6205 - Printing & Reproduction	900	900	-	-	(900)	-100 %
-	6207 - Office Supplies	1,800	1,400	347	-	(1,400)	-100 %
-	6299 - Other Office Expenses	2,240	2,240	37	-	(2,240)	-100 %

-	Other Goods & Services	134,570	126,267	109,630	-	(126,267)	-100 %
-	6901 - Membership Dues	3,000	3,000	415	-	(3,000)	-100 %
-	6902 - Conferences and Workshops	2,250	1,291	100	-	(1,291)	-100 %
-	6903 - Travel - Local	2,250	1,850	2,949	-	(1,850)	-100 %
-	6904 - Travel - Out of Town	1,420	1,220	4,435	-	(1,220)	-100 %
-	6905 - Training & Education	1,500	661	1,226	-	(661)	-100 %
-	6911 - Facilities Rental	-	-	173	-	-	0 %
-	6912 - Advertising and Promotion	2,700	1,733	787	-	(1,733)	-100 %
-	6913 - Awards	20,000	21,068	7,363	-	(21,068)	-100 %
-	6916 - Public Education	15,000	15,000	12,433	-	(15,000)	-100 %
-	6918 - Meals	220	160	168	-	(160)	-100 %
-	6919 - Special Projects	65,150	-	16,488	-	-	0 %
-	6933 - Community Events	20,000	79,820	63,024	-	(79,820)	-100 %
-	6938 - Rewarding Excellence	1,080	464	69	-	(464)	-100 %
-	Interdepartmental	-	-	168	-	-	0 %
-	7009 - Internal Transfers Other	-	-	150	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	70,000	70,000	67,800	-	(70,000)	-100 %
-	8001 - Transfer to Outside Agencie	50,000	50,000	50,000	-	(50,000)	-100 %
-	8004 - Grants	20,000	20,000	17,800	-	(20,000)	-100 %
-	Revenue	(25,000)	(25,000)	(13,850)	-	25,000	-100 %
-	Other Revenue	(25,000)	(25,000)	(13,850)	-	25,000	-100 %
-	5508 - Recoveries from External Pa	(25,000)	(25,000)	(13,850)	-	25,000	-100 %
-	Net	610,920	633,861	846,743	-	(633,861)	-100 %
-	C770 - Buildings/Operations	103,470	103,788	123,867	106,800	3,012	3 %
-	Expense	103,470	103,788	123,867	106,800	3,012	3 %
-	Office	-	-	733	-	-	0 %
-	6201 - Telephone	-	-	710	-	-	0 %
-	6202 - Courier/Postage	-	-	23	-	-	0 %
-	External Services	3,500	3,500	5,737	3,500	-	0 %
-	6308 - Snow Removal	-	-	4,902	-	-	0 %
-	6311 - Security	1,500	1,500	437	1,500	-	0 %
-	6399 - Contract Services	2,000	2,000	398	2,000	-	0 %
-	Materials	-	-	218	-	-	0 %
-	6504 - Hardware	-	-	48	-	-	0 %
-	6506 - Lumber	-	-	170	-	-	0 %
-	Building Costs	33,100	34,752	37,625	37,800	3,048	9 %
-	6602 - Electrical	-	-	152	-	-	0 %
-	6606 - Heating Fuel	20,100	21,752	13,288	24,100	2,348	11 %
-	6607 - Electricity	10,000	10,000	14,236	10,700	700	7 %
-	6608 - Water	2,000	2,000	1,341	2,000	-	0 %
-	6610 - Building - Exterior	-	-	5,233	-	-	0 %
-	6611 - Building - Interior	-	-	507	-	-	0 %
-	6612 - Safety Systems	1,000	1,000	1,669	1,000	-	0 %
-	6699 - Other Building Cost	-	-	1,199	-	-	0 %
-	Equipment & Communications	-	-	1,364	-	-	0 %
-	6707 - Plumbing & Heating	-	-	292	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,072	-	-	0 %
-	Other Goods & Services	66,870	65,536	73,871	65,500	(36)	0 %
-	6910 - Signage	-	-	609	-	-	0 %
-	6911 - Facilities Rental	61,200	61,200	70,687	61,200	-	0 %
-	6919 - Special Projects	5,670	4,336	2,575	4,300	(36)	-1 %
-	Interdepartmental	-	-	438	-	-	0 %
-	7009 - Internal Transfers Other	-	-	60	-	-	0 %
-	9911 - PM Labour-Reg	-	-	378	-	-	0 %
-	Compensation and Benefits	-	-	3,881	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	3,766	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	115	-	-	0 %
-	Net	103,470	103,788	135,707	106,800	3,012	3 %
-	C764 - Cultural Development	(23,500)	-	-	-	-	0 %
-	Expense	(23,500)	-	-	-	-	0 %
-	External Services	-	-	1,819	-	-	0 %
-	6399 - Contract Services	-	-	1,819	-	-	0 %
-	Other Goods & Services	211,500	120,000	96,558	175,000	55,000	46 %
-	6911 - Facilities Rental	-	-	896	-	-	0 %
-	6916 - Public Education	-	25,000	27,594	25,000	-	0 %
-	6918 - Meals	-	-	298	-	-	0 %
-	6919 - Special Projects	211,500	95,000	67,770	150,000	55,000	58 %
-	Other Fiscal	(235,000)	(120,000)	(98,377)	(175,000)	(55,000)	46 %
-	8004 - Grants	-	858,622	-	326,000	(532,622)	-62 %
-	8008 - Transfer to/from Reserves	(235,000)	(978,622)	(98,377)	(1,616,134)	(637,512)	65 %
-	8034 - Appropriations for Forecast	-	-	-	1,115,134	1,115,134	100 %
-	Net	446,500	1,957,244	196,836	3,232,268	1,275,024	65 %
-	W204 - Spencer House 5594-95 Morris Stre	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Building Costs	30,000	30,000	-	30,000	-	0 %

-	6699 - Other Building Cost	30,000	30,000	-	30,000	-	0 %
-	Other Fiscal	(30,000)	(30,000)	-	(30,000)	-	0 %
-	8008 - Transfer to/from Reserves	(30,000)	(30,000)	-	(30,000)	-	0 %
-	Net	60,000	60,000	-	60,000	-	0 %
-	C772 - Regional Events & Culture	-	-	25,271	-	-	0 %
-	Expense	-	-	25,271	-	-	0 %
-	Other Goods & Services	-	-	10,871	-	-	0 %
-	6919 - Special Projects	-	-	6,783	-	-	0 %
-	6933 - Community Events	-	-	4,088	-	-	0 %
-	Interdepartmental	-	-	60,000	-	-	0 %
-	7009 - Internal Transfers Other	-	-	60,000	-	-	0 %
-	Other Fiscal	-	-	(45,600)	-	-	0 %
-	8004 - Grants	-	1,294,972	896,150	1,654,000	359,028	28 %
-	8008 - Transfer to/from Reserves	-	(1,294,972)	(941,750)	(2,316,600)	(1,021,628)	79 %
-	8034 - Appropriations for Forecast	-	-	-	662,600	662,600	100 %
-	Net	-	2,589,944	1,949,131	4,633,200	2,043,256	79 %
-	C300 - Planning Services	1,607,448	2,138,521	2,071,490	2,203,800	65,279	3 %
-	C779 - Capital District	-	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Fee Revenues	-	-	-	-	-	0 %
-	4916 - Vending Licenses	-	-	-	-	-	0 %
-	Net	-	-	1,500	-	-	0 %
-	C320 - Planning	1,138,057	1,622,812	1,646,168	1,799,500	176,688	11 %
-	Expense	1,138,057	1,649,712	1,646,168	1,799,500	149,788	9 %
-	Compensation and Benefits	1,015,940	1,545,659	1,522,686	1,675,300	129,641	8 %
-	6001 - Salaries - Regular	838,010	1,274,879	1,207,881	1,405,500	130,621	10 %
-	6002 - Salaries - Overtime	11,500	8,266	9,679	8,700	434	5 %
-	6005 - PDP Increases	-	-	(9,957)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	130	-	-	0 %
-	6100 - Benefits - Salaries	146,890	233,926	236,629	256,800	22,874	10 %
-	6110 - Vacancy Management	-	-	52,824	(24,300)	(24,300)	100 %
-	6151 - Vehicle Allowance	2,900	1,400	-	-	(1,400)	-100 %
-	6152 - Retirement Incentives	4,580	6,705	6,593	8,000	1,295	19 %
-	6154 - Workers' Compensation	12,060	20,483	18,907	20,600	117	1 %
-	Office	21,620	34,704	26,407	34,900	196	1 %
-	6201 - Telephone	8,100	10,584	7,940	11,300	716	7 %
-	6202 - Courier/Postage	1,800	1,780	696	1,900	120	7 %
-	6203 - Office Furniture and Equipm	2,160	4,450	2,829	4,300	(150)	-3 %
-	6204 - Computer Software and Licens	2,000	2,440	1,029	2,100	(340)	-14 %
-	6205 - Printing & Reproduction	1,620	4,610	3,653	4,800	190	4 %
-	6207 - Office Supplies	5,940	10,840	10,197	10,500	(340)	-3 %
-	6299 - Other Office Expenses	-	-	63	-	-	0 %
-	External Services	20,186	22,822	29,726	32,400	9,578	42 %
-	6301 - Professional Fees	-	2,400	341	2,600	200	8 %
-	6303 - Consulting Fees	20,186	20,422	28,958	29,800	9,378	46 %
-	6310 - Outside Personnel	-	-	373	-	-	0 %
-	6311 - Security	-	-	54	-	-	0 %
-	Supplies	-	-	19	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	19	-	-	0 %
-	Other Goods & Services	80,311	46,527	67,330	56,900	10,373	22 %
-	6901 - Membership Dues	6,200	5,900	5,084	6,300	400	7 %
-	6902 - Conferences and Workshops	4,860	2,630	1,963	2,800	170	6 %
-	6903 - Travel - Local	5,310	7,740	6,942	8,300	560	7 %
-	6904 - Travel - Out of Town	6,461	3,994	1,416	4,300	306	8 %
-	6905 - Training & Education	2,300	2,365	474	2,500	135	6 %
-	6911 - Facilities Rental	5,500	3,500	1,518	4,100	600	17 %
-	6912 - Advertising and Promotion	20,070	15,243	21,345	21,600	6,357	42 %
-	6917 - Books and Periodicals	700	600	393	600	-	0 %
-	6918 - Meals	1,000	328	2,369	400	72	22 %
-	6919 - Special Projects	27,910	4,227	25,447	6,000	1,773	42 %
-	6999 - Other Goods and Services	-	-	379	-	-	0 %
-	Revenue	-	(26,900)	-	-	26,900	-100 %
-	Other Revenue	-	(26,900)	-	-	26,900	-100 %
-	5508 - Recoveries from External Pa	-	(26,900)	-	-	26,900	-100 %
-	Net	1,138,057	1,676,612	1,812,646	1,848,100	171,488	10 %
-	R951 - Regional Transportation Planning	469,391	515,709	425,322	404,300	(111,409)	-22 %
-	Expense	469,391	515,709	425,297	404,300	(111,409)	-22 %
-	Compensation and Benefits	380,628	562,032	331,331	364,300	(197,732)	-35 %
-	6001 - Salaries - Regular	321,415	467,382	235,697	310,500	(156,882)	-34 %
-	6002 - Salaries - Overtime	2,036	388	318	400	12	3 %
-	6005 - PDP Increases	-	-	(3,371)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	155	-	-	0 %
-	6100 - Benefits - Salaries	51,348	84,226	42,723	53,000	(31,226)	-37 %
-	6110 - Vacancy Management	-	-	103,388	(5,500)	(5,500)	100 %
-	6152 - Retirement Incentives	1,795	2,574	1,089	1,800	(774)	-30 %
-	6154 - Workers' Compensation	4,034	7,462	3,480	4,100	(3,362)	-45 %

-	9200 - HR CATS Wage/Ben	-	-	(52,148)	-	-	0 %
-	Office	8,921	6,978	4,686	7,000	22	0 %
-	6201 - Telephone	4,655	2,878	1,922	2,900	22	1 %
-	6202 - Courier/Postage	634	500	97	500	-	0 %
-	6203 - Office Furniture and Equipm	162	500	74	500	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	275	200	92	200	-	0 %
-	6207 - Office Supplies	3,195	2,900	2,312	2,900	-	0 %
-	6299 - Other Office Expenses	-	-	89	-	-	0 %
-	External Services	1,872	-	34,100	-	-	0 %
-	6312 - Refuse Collection	1,872	-	-	-	-	0 %
-	6399 - Contract Services	-	-	34,100	-	-	0 %
-	Supplies	-	-	502	-	-	0 %
-	6406 - Bridge Tolls	-	-	502	-	-	0 %
-	Vehicle Expense	-	-	70	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	17	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	47	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	6	-	-	0 %
-	Other Goods & Services	76,970	(8,359)	42,514	33,000	41,359	-495 %
-	6901 - Membership Dues	2,011	2,400	204	2,400	-	0 %
-	6902 - Conferences and Workshops	3,442	433	1,967	2,400	1,967	454 %
-	6903 - Travel - Local	2,624	1,800	3,632	3,800	2,000	111 %
-	6904 - Travel - Out of Town	11,924	9,800	6,475	8,800	(1,000)	-10 %
-	6905 - Training & Education	1,864	1,406	632	1,400	(6)	0 %
-	6906 - Licenses & Agreements	14,577	14,500	10,622	8,500	(6,000)	-41 %
-	6912 - Advertising and Promotion	5,511	2,425	3,141	4,400	1,975	81 %
-	6916 - Public Education	-	-	340	1,000	1,000	100 %
-	6918 - Meals	-	-	733	-	-	0 %
-	6919 - Special Projects	34,835	(41,385)	44,999	-	41,385	-100 %
-	6938 - Rewarding Excellence	-	-	218	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	(32,412)	-	-	0 %
-	6999 - Other Goods and Services	182	262	1,963	300	38	15 %
-	Interdepartmental	1,000	353	12,094	-	(353)	-100 %
-	7001 - Interdepartmental Equipment	1,000	353	11,844	-	(353)	-100 %
-	7009 - Internal Transfers Other	-	-	250	-	-	0 %
-	Other Fiscal	-	(45,295)	-	-	45,295	-100 %
-	8024 - Transf to/fr Capital	-	(45,295)	-	-	45,295	-100 %
-	Revenue	-	-	25	-	-	0 %
-	Other Revenue	-	-	25	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	25	-	-	0 %
-	Net	469,391	689,069	723,164	415,300	(273,769)	-40 %
-	E002 - Municipal Clerks	1,796,948	2,028,989	1,971,852	2,038,900	9,911	0 %
-	A725 - Information Management	-	548,699	466,250	557,300	8,601	2 %
-	Expense	-	552,199	483,489	560,800	8,601	2 %
-	Compensation and Benefits	-	409,671	388,766	418,200	8,529	2 %
-	6001 - Salaries - Regular	-	335,045	267,906	337,000	1,955	1 %
-	6002 - Salaries - Overtime	-	-	(1,326)	-	-	0 %
-	6005 - PDP Increases	-	-	(1,682)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	3,161	-	-	0 %
-	6100 - Benefits - Salaries	-	67,060	49,690	66,000	(1,060)	-2 %
-	6110 - Vacancy Management	-	-	64,490	8,200	8,200	100 %
-	6152 - Retirement Incentives	-	1,860	1,337	2,000	140	8 %
-	6154 - Workers' Compensation	-	5,706	5,093	5,000	(706)	-12 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	97	-	-	0 %
-	Office	-	15,720	14,649	15,700	(20)	0 %
-	6201 - Telephone	-	4,000	4,303	4,000	-	0 %
-	6202 - Courier/Postage	-	-	26	-	-	0 %
-	6203 - Office Furniture and Equipm	-	1,990	2,263	2,000	10	1 %
-	6204 - Computer Software and Licen	-	-	4,858	-	-	0 %
-	6205 - Printing & Reproduction	-	5,130	302	5,100	(30)	-1 %
-	6206 - Microfilms	-	1,900	1,160	-	(1,900)	-100 %
-	6207 - Office Supplies	-	2,700	1,737	4,600	1,900	70 %
-	External Services	-	33,300	20,726	33,300	-	0 %
-	6301 - Professional Fees	-	12,300	5,127	12,300	-	0 %
-	6311 - Security	-	-	71	-	-	0 %
-	6399 - Contract Services	-	21,000	15,528	21,000	-	0 %
-	Supplies	-	9,000	3,616	9,000	-	0 %
-	6401 - Uniforms & Clothing	-	-	214	-	-	0 %
-	6499 - Other Supplies	-	9,000	3,402	9,000	-	0 %
-	Materials	-	-	75	-	-	0 %
-	6504 - Hardware	-	-	75	-	-	0 %
-	Equipment & Communications	-	2,600	813	2,600	-	0 %
-	6701 - Equipment Purchase	-	-	813	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	2,600	-	2,600	-	0 %
-	Other Goods & Services	-	81,908	53,657	82,000	92	0 %

-	6901 - Membership Dues	-	2,555	721	2,600	45	2 %
-	6902 - Conferences and Workshops	-	775	(525)	800	25	3 %
-	6903 - Travel - Local	-	2,770	557	2,800	30	1 %
-	6905 - Training & Education	-	10,533	1,424	10,500	(33)	0 %
-	6906 - Licenses & Agreements	-	7,000	-	7,000	-	0 %
-	6911 - Facilities Rental	-	55,965	51,365	56,000	35	0 %
-	6912 - Advertising and Promotion	-	2,310	115	2,300	(10)	0 %
-	Interdepartmental	-	-	1,187	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	882	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	251	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	-	(3,500)	(17,239)	(3,500)	-	0 %
-	Fee Revenues	-	(1,500)	(751)	(1,500)	-	0 %
-	4950 - Other Licenses & Permits	-	(1,500)	(826)	(1,500)	-	0 %
-	5227 - Photocopier Revenue	-	-	75	-	-	0 %
-	Other Revenue	-	(2,000)	(16,488)	(2,000)	-	0 %
-	5508 - Recoveries from External Pa	-	(2,000)	(16,488)	(2,000)	-	0 %
-	Net	-	555,699	633,246	564,300	8,601	2 %
-	A722 - Access & Privacy	-	180,059	168,027	182,000	1,941	1 %
-	Expense	-	180,259	169,354	182,200	1,941	1 %
-	Compensation and Benefits	-	164,044	159,927	166,000	1,956	1 %
-	6001 - Salaries - Regular	-	136,333	137,682	138,000	1,667	1 %
-	6002 - Salaries - Overtime	-	-	(25)	-	-	0 %
-	6005 - PDP Increases	-	-	(4,588)	-	-	0 %
-	6100 - Benefits - Salaries	-	24,848	23,959	25,000	152	1 %
-	6152 - Retirement Incentives	-	804	863	1,000	196	24 %
-	6154 - Workers' Compensation	-	2,059	2,036	2,000	(59)	-3 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	6,640	3,952	6,600	(40)	-1 %
-	6201 - Telephone	-	1,410	-	1,400	(10)	-1 %
-	6202 - Courier/Postage	-	-	159	-	-	0 %
-	6203 - Office Furniture and Equipm	-	330	623	300	(30)	-9 %
-	6204 - Computer Software and Licen	-	-	-	-	-	0 %
-	6205 - Printing & Reproduction	-	1,200	144	1,200	-	0 %
-	6206 - Microfilms	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	3,700	3,026	3,700	-	0 %
-	External Services	-	3,000	1,689	4,600	1,600	53 %
-	6301 - Professional Fees	-	3,000	1,554	4,600	1,600	53 %
-	6399 - Contract Services	-	-	135	-	-	0 %
-	Materials	-	-	47	-	-	0 %
-	6504 - Hardware	-	-	47	-	-	0 %
-	Equipment & Communications	-	-	30	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	30	-	-	0 %
-	Other Goods & Services	-	6,575	3,709	5,000	(1,575)	-24 %
-	6901 - Membership Dues	-	2,000	558	800	(1,200)	-60 %
-	6903 - Travel - Local	-	775	274	400	(375)	-48 %
-	6904 - Travel - Out of Town	-	-	1,143	-	-	0 %
-	6905 - Training & Education	-	3,000	1,533	3,000	-	0 %
-	6912 - Advertising and Promotion	-	800	-	800	-	0 %
-	6917 - Books and Periodicals	-	-	195	-	-	0 %
-	6938 - Rewarding Excellence	-	-	6	-	-	0 %
-	Revenue	-	(200)	(1,327)	(200)	-	0 %
-	Fee Revenues	-	(200)	(190)	(200)	-	0 %
-	5227 - Photocopier Revenue	-	(200)	(190)	(200)	-	0 %
-	Other Revenue	-	-	(1,137)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,137)	-	-	0 %
-	Net	-	180,459	205,583	182,400	1,941	1 %
-	A122 - Information Resource Management	607,418	-	280	-	-	0 %
-	Expense	608,118	-	380	-	-	0 %
-	Compensation and Benefits	452,523	-	-	-	-	0 %
-	6001 - Salaries - Regular	371,027	-	-	-	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	72,839	-	-	-	-	0 %
-	6152 - Retirement Incentives	2,056	-	-	-	-	0 %
-	6154 - Workers' Compensation	6,601	-	-	-	-	0 %
-	Office	30,750	-	380	-	-	0 %
-	6201 - Telephone	5,000	-	380	-	-	0 %
-	6202 - Courier/Postage	450	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	5,400	-	-	-	-	0 %
-	6204 - Computer Software and Licen	6,300	-	-	-	-	0 %
-	6205 - Printing & Reproduction	4,500	-	-	-	-	0 %
-	6206 - Microfilms	1,900	-	-	-	-	0 %
-	6207 - Office Supplies	7,200	-	-	-	-	0 %
-	External Services	30,800	-	-	-	-	0 %
-	6301 - Professional Fees	15,300	-	-	-	-	0 %
-	6311 - Security	1,000	-	-	-	-	0 %

-	6312 - Refuse Collection	1,500	-	-	-	-	0 %
-	6399 - Contract Services	13,000	-	-	-	-	0 %
-	Supplies	10,100	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	1,100	-	-	-	-	0 %
-	6499 - Other Supplies	9,000	-	-	-	-	0 %
-	Building Costs	8,000	-	-	-	-	0 %
-	6605 - Municipal Taxes	8,000	-	-	-	-	0 %
-	Equipment & Communications	2,600	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	2,600	-	-	-	-	0 %
-	Other Goods & Services	73,345	-	-	-	-	0 %
-	6901 - Membership Dues	2,000	-	-	-	-	0 %
-	6902 - Conferences and Workshops	1,350	-	-	-	-	0 %
-	6903 - Travel - Local	1,800	-	-	-	-	0 %
-	6904 - Travel - Out of Town	355	-	-	-	-	0 %
-	6905 - Training & Education	1,500	-	-	-	-	0 %
-	6906 - Licenses & Agreements	7,000	-	-	-	-	0 %
-	6911 - Facilities Rental	53,300	-	-	-	-	0 %
-	6912 - Advertising and Promotion	3,600	-	-	-	-	0 %
-	6917 - Books and Periodicals	1,500	-	-	-	-	0 %
-	6938 - Rewarding Excellence	220	-	-	-	-	0 %
-	6999 - Other Goods and Services	720	-	-	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	-	-	-	0 %
-	Revenue	(700)	-	(100)	-	-	0 %
-	Fee Revenues	(200)	-	(60)	-	-	0 %
-	5227 - Photocopier Revenue	(200)	-	(60)	-	-	0 %
-	Other Revenue	(500)	-	(40)	-	-	0 %
-	5508 - Recoveries from External Pa	(500)	-	(40)	-	-	0 %
-	Net	608,818	-	51,948	-	-	0 %
-	A121 - Municipal Clerk	986,430	1,097,131	1,087,459	1,096,400	(731)	0 %
-	Expense	986,430	1,097,131	1,087,484	1,096,400	(731)	0 %
-	Compensation and Benefits	747,140	851,773	835,790	851,000	(773)	0 %
-	6001 - Salaries - Regular	598,200	687,946	697,904	692,000	4,054	1 %
-	6002 - Salaries - Overtime	26,000	22,500	8,826	15,000	(7,500)	-33 %
-	6005 - PDP Increases	-	-	(19,981)	-	-	0 %
-	6100 - Benefits - Salaries	109,140	125,515	133,017	129,000	3,485	3 %
-	6152 - Retirement Incentives	3,240	3,926	4,156	4,000	74	2 %
-	6154 - Workers' Compensation	10,560	11,886	11,868	11,000	(886)	-7 %
-	9200 - HR CATS Wage/Ben	-	-	-	-	-	0 %
-	Office	43,690	46,258	39,334	46,300	42	0 %
-	6201 - Telephone	13,000	12,568	14,393	12,600	32	0 %
-	6202 - Courier/Postage	9,000	12,000	3,966	12,000	-	0 %
-	6203 - Office Furniture and Equipm	1,890	1,890	6,358	1,900	10	1 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	8,100	8,100	2,267	8,100	-	0 %
-	6207 - Office Supplies	11,700	11,700	12,187	11,700	-	0 %
-	6299 - Other Office Expenses	-	-	63	-	-	0 %
-	External Services	40,000	40,000	51,644	40,000	-	0 %
-	6399 - Contract Services	40,000	40,000	51,644	40,000	-	0 %
-	Equipment & Communications	2,400	2,400	3,708	2,400	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	151	-	-	0 %
-	6704 - Equipment Rental	-	-	37	-	-	0 %
-	6705 - Equipment - Repair and Main	2,400	2,400	3,520	2,400	-	0 %
-	Other Goods & Services	153,200	156,700	156,765	156,700	-	0 %
-	6901 - Membership Dues	115,000	118,500	120,079	118,500	-	0 %
-	6902 - Conferences and Workshops	1,710	1,710	-	1,700	(10)	-1 %
-	6903 - Travel - Local	5,400	5,400	2,700	5,400	-	0 %
-	6905 - Training & Education	8,000	8,000	261	8,000	-	0 %
-	6911 - Facilities Rental	600	600	1,306	600	-	0 %
-	6912 - Advertising and Promotion	18,630	18,630	30,370	18,600	(30)	0 %
-	6918 - Meals	3,500	3,500	1,958	3,500	-	0 %
-	6922 - Grading	-	-	91	-	-	0 %
-	6938 - Rewarding Excellence	360	360	-	400	40	11 %
-	Interdepartmental	-	-	243	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	243	-	-	0 %
-	Revenue	-	-	(25)	-	-	0 %
-	Other Revenue	-	-	(25)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(25)	-	-	0 %
-	Net	986,430	1,097,131	1,318,725	1,096,400	(731)	0 %
-	A125 - Elections	203,100	203,100	249,836	203,200	100	0 %
-	Expense	203,100	203,100	249,836	203,200	100	0 %
-	Compensation and Benefits	-	-	-	224,700	224,700	100 %
-	6001 - Salaries - Regular	-	-	-	151,200	151,200	100 %
-	6003 - Wages - Regular	-	-	-	53,300	53,300	100 %
-	6100 - Benefits - Salaries	-	-	-	16,600	16,600	100 %
-	6101 - Benefits - Wages	-	-	-	100	100	100 %

-	6152 - Retirement Incentives	-	-	-	400	400	100 %
-	6154 - Workers' Compensation	-	-	-	3,100	3,100	100 %
-	Office	-	-	4,277	409,700	409,700	100 %
-	6201 - Telephone	-	-	-	47,000	47,000	100 %
-	6202 - Courier/Postage	-	-	-	199,900	199,900	100 %
-	6203 - Office Furniture and Equipm	-	-	-	20,700	20,700	100 %
-	6205 - Printing & Reproduction	-	-	3,239	132,100	132,100	100 %
-	6207 - Office Supplies	-	-	1,038	10,000	10,000	100 %
-	External Services	-	-	35,249	758,600	758,600	100 %
-	6310 - Outside Personnel	-	-	-	231,200	231,200	100 %
-	6399 - Contract Services	-	-	35,249	527,400	527,400	100 %
-	Other Goods & Services	-	-	7,210	154,300	154,300	100 %
-	6903 - Travel - Local	-	-	-	13,300	13,300	100 %
-	6911 - Facilities Rental	-	-	-	42,500	42,500	100 %
-	6912 - Advertising and Promotion	-	-	7,210	95,000	95,000	100 %
-	6918 - Meals	-	-	-	3,500	3,500	100 %
-	Other Fiscal	203,100	203,100	203,100	(1,344,100)	(1,547,200)	-762 %
-	8008 - Transfer to/from Reserves	203,100	203,100	203,100	(1,344,100)	(1,547,200)	-762 %
-	Net	203,100	203,100	249,836	2,891,400	2,688,300	1,324 %
-	A720 - ICT Planning & CRM	1,923,908	2,102,496	2,375,441	2,459,000	356,504	17 %
-	A635 - GIS	609,482	-	-	-	-	0 %
-	Expense	612,482	-	-	-	-	0 %
-	Compensation and Benefits	546,759	-	-	-	-	0 %
-	6001 - Salaries - Regular	454,972	-	-	-	-	0 %
-	6100 - Benefits - Salaries	82,306	-	-	-	-	0 %
-	6152 - Retirement Incentives	2,495	-	-	-	-	0 %
-	6154 - Workers' Compensation	6,986	-	-	-	-	0 %
-	Office	19,931	-	-	-	-	0 %
-	6201 - Telephone	2,800	-	-	-	-	0 %
-	6202 - Courier/Postage	450	-	-	-	-	0 %
-	6204 - Computer Software and Licen	3,600	-	-	-	-	0 %
-	6205 - Printing & Reproduction	10,800	-	-	-	-	0 %
-	6207 - Office Supplies	2,281	-	-	-	-	0 %
-	External Services	36,800	-	-	-	-	0 %
-	6399 - Contract Services	36,800	-	-	-	-	0 %
-	Other Goods & Services	8,992	-	-	-	-	0 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6902 - Conferences and Workshops	720	-	-	-	-	0 %
-	6903 - Travel - Local	1,350	-	-	-	-	0 %
-	6904 - Travel - Out of Town	852	-	-	-	-	0 %
-	6905 - Training & Education	3,500	-	-	-	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	6918 - Meals	700	-	-	-	-	0 %
-	6938 - Rewarding Excellence	270	-	-	-	-	0 %
-	6999 - Other Goods and Services	900	-	-	-	-	0 %
-	Revenue	(3,000)	-	-	-	-	0 %
-	Fee Revenues	(1,500)	-	-	-	-	0 %
-	4950 - Other Licenses & Permits	(1,500)	-	-	-	-	0 %
-	Other Revenue	(1,500)	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	(1,500)	-	-	-	-	0 %
-	Net	615,482	-	30,980	-	-	0 %
-	A723 - CRM	-	1,437,796	1,429,403	1,458,700	20,904	1 %
-	Expense	-	1,437,796	1,429,403	1,458,700	20,904	1 %
-	Compensation and Benefits	-	1,324,179	1,301,981	1,330,200	6,021	0 %
-	6001 - Salaries - Regular	-	1,092,319	978,668	1,093,000	681	0 %
-	6002 - Salaries - Overtime	-	14,732	20,653	15,000	268	2 %
-	6005 - PDP Increases	-	-	(1,997)	-	-	0 %
-	6054 - Vaction Payout for Staff	-	-	1,646	-	-	0 %
-	6100 - Benefits - Salaries	-	194,765	178,727	200,100	5,335	3 %
-	6110 - Vacancy Management	-	-	104,122	-	-	0 %
-	6152 - Retirement Incentives	-	5,889	5,242	6,300	411	7 %
-	6154 - Workers' Compensation	-	16,474	14,921	15,800	(674)	-4 %
-	6155 - Overtime Meals	-	-	(1)	-	-	0 %
-	Office	-	19,575	38,525	42,100	22,525	115 %
-	6201 - Telephone	-	11,000	31,178	32,000	21,000	191 %
-	6202 - Courier/Postage	-	-	869	500	500	100 %
-	6203 - Office Furniture and Equipm	-	4,900	2,603	4,900	-	0 %
-	6204 - Computer Software and Licen	-	-	1,591	1,000	1,000	100 %
-	6207 - Office Supplies	-	3,675	2,284	3,700	25	1 %
-	External Services	-	-	17,262	15,200	15,200	100 %
-	6399 - Contract Services	-	-	17,262	15,200	15,200	100 %
-	Equipment & Communications	-	37,085	12,908	21,600	(15,485)	-42 %
-	6703 - Computer Equipment/Rentals	-	12,990	3,591	10,000	(2,990)	-23 %
-	6706 - Computer Repair and Mainten	-	-	1,843	1,600	1,600	100 %
-	6711 - Communication System	-	24,095	7,474	10,000	(14,095)	-58 %
-	Other Goods & Services	-	56,957	58,727	49,600	(7,357)	-13 %

-	6901 - Membership Dues	-	1,130	1,074	1,000	(130)	-12 %
-	6902 - Conferences and Workshops	-	4,100	2,898	4,100	-	0 %
-	6903 - Travel - Local	-	18,052	10,997	10,000	(8,052)	-45 %
-	6905 - Training & Education	-	33,535	44,140	34,000	465	1 %
-	6918 - Meals	-	-	127	-	-	0 %
-	6938 - Rewarding Excellence	-	140	-	500	360	257 %
-	6999 - Other Goods and Services	-	-	(509)	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	-	1,437,796	1,690,369	1,458,700	20,904	1 %
-	A642 - Portfolio Management	497,141	-	-	137,600	137,600	100 %
-	Expense	497,141	-	-	137,600	137,600	100 %
-	Compensation and Benefits	424,672	-	-	122,100	122,100	100 %
-	6001 - Salaries - Regular	355,880	-	-	100,000	100,000	100 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	61,868	-	-	18,200	18,200	100 %
-	6152 - Retirement Incentives	1,968	-	-	1,700	1,700	100 %
-	6154 - Workers' Compensation	4,956	-	-	2,200	2,200	100 %
-	Office	6,430	-	-	3,000	3,000	100 %
-	6201 - Telephone	2,500	-	-	1,400	1,400	100 %
-	6202 - Courier/Postage	180	-	-	100	100	100 %
-	6203 - Office Furniture and Equipm	900	-	-	500	500	100 %
-	6204 - Computer Software and Licen	1,500	-	-	500	500	100 %
-	6207 - Office Supplies	1,350	-	-	500	500	100 %
-	External Services	16,084	-	-	-	-	0 %
-	6303 - Consulting Fees	16,084	-	-	-	-	0 %
-	Other Goods & Services	49,955	-	-	12,500	12,500	100 %
-	6901 - Membership Dues	500	-	-	1,000	1,000	100 %
-	6902 - Conferences and Workshops	450	-	-	4,000	4,000	100 %
-	6903 - Travel - Local	2,700	-	-	2,500	2,500	100 %
-	6904 - Travel - Out of Town	355	-	-	-	-	0 %
-	6905 - Training & Education	2,000	-	-	5,000	5,000	100 %
-	6917 - Books and Periodicals	300	-	-	-	-	0 %
-	6938 - Rewarding Excellence	450	-	-	-	-	0 %
-	6999 - Other Goods and Services	43,200	-	-	-	-	0 %
-	Net	497,141	-	85,826	137,600	137,600	100 %
-	A721 - ICT Planning & CRM Admin	-	273,902	506,551	301,400	27,498	10 %
-	Expense	-	273,902	506,551	301,400	27,498	10 %
-	Compensation and Benefits	-	205,838	198,944	246,500	40,662	20 %
-	6001 - Salaries - Regular	-	168,401	164,260	207,000	38,599	23 %
-	6002 - Salaries - Overtime	-	9,222	88	-	(9,222)	-100 %
-	6005 - PDP Increases	-	-	(6,681)	-	-	0 %
-	6100 - Benefits - Salaries	-	25,204	38,178	36,000	10,796	43 %
-	6152 - Retirement Incentives	-	994	1,087	1,000	6	1 %
-	6154 - Workers' Compensation	-	2,017	2,012	2,500	483	24 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	15,990	7,381	3,700	(12,290)	-77 %
-	6201 - Telephone	-	9,020	3,209	1,500	(7,520)	-83 %
-	6202 - Courier/Postage	-	100	79	100	-	0 %
-	6203 - Office Furniture and Equipm	-	170	2,304	500	330	194 %
-	6204 - Computer Software and Licen	-	-	-	500	500	100 %
-	6205 - Printing & Reproduction	-	5,000	86	100	(4,900)	-98 %
-	6207 - Office Supplies	-	1,700	1,703	1,000	(700)	-41 %
-	External Services	-	26,325	286,395	40,000	13,675	52 %
-	6301 - Professional Fees	-	5,000	1,173	-	(5,000)	-100 %
-	6303 - Consulting Fees	-	11,625	282,210	40,000	28,375	244 %
-	6399 - Contract Services	-	9,700	3,012	-	(9,700)	-100 %
-	Materials	-	-	23	-	-	0 %
-	6504 - Hardware	-	-	23	-	-	0 %
-	Equipment & Communications	-	-	599	-	-	0 %
-	6701 - Equipment Purchase	-	-	599	-	-	0 %
-	Other Goods & Services	-	25,749	13,209	11,200	(14,549)	-57 %
-	6901 - Membership Dues	-	-	480	600	600	100 %
-	6902 - Conferences and Workshops	-	5,728	-	2,000	(3,728)	-65 %
-	6903 - Travel - Local	-	4,000	1,294	1,500	(2,500)	-63 %
-	6904 - Travel - Out of Town	-	-	2,192	-	-	0 %
-	6905 - Training & Education	-	5,148	5,849	4,000	(1,148)	-22 %
-	6911 - Facilities Rental	-	-	185	-	-	0 %
-	6912 - Advertising and Promotion	-	5,000	908	1,000	(4,000)	-80 %
-	6913 - Awards	-	630	-	-	(630)	-100 %
-	6917 - Books and Periodicals	-	1,500	151	500	(1,000)	-67 %
-	6918 - Meals	-	-	1,624	500	500	100 %
-	6938 - Rewarding Excellence	-	2,743	334	600	(2,143)	-78 %
-	6999 - Other Goods and Services	-	1,000	192	500	(500)	-50 %

-	Interdepartmental	-	-	-	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	-	-	-	0 %
-	Net	-	273,902	634,185	301,400	27,498	10 %
-	A724 - Enterprise Architecture	-	390,798	439,487	561,300	170,502	44 %
-	Expense	-	390,798	439,487	561,300	170,502	44 %
-	Compensation and Benefits	-	372,743	422,698	410,100	37,357	10 %
-	6001 - Salaries - Regular	-	312,769	295,955	345,000	32,231	10 %
-	6002 - Salaries - Overtime	-	-	311	-	-	0 %
-	6100 - Benefits - Salaries	-	54,094	56,404	59,000	4,906	9 %
-	6110 - Vacancy Management	-	-	63,339	-	-	0 %
-	6152 - Retirement Incentives	-	1,762	1,743	2,100	338	19 %
-	6154 - Workers' Compensation	-	4,118	4,946	4,000	(118)	-3 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	6,055	4,096	5,600	(455)	-8 %
-	6201 - Telephone	-	2,000	413	1,500	(500)	-25 %
-	6202 - Courier/Postage	-	-	31	100	100	100 %
-	6203 - Office Furniture and Equipm	-	655	606	-	(655)	-100 %
-	6204 - Computer Software and Licen	-	-	-	3,000	3,000	100 %
-	6207 - Office Supplies	-	3,400	3,046	1,000	(2,400)	-71 %
-	External Services	-	-	-	130,000	130,000	100 %
-	6303 - Consulting Fees	-	-	-	85,000	85,000	100 %
-	6399 - Contract Services	-	-	-	45,000	45,000	100 %
-	Equipment & Communications	-	-	476	-	-	0 %
-	6701 - Equipment Purchase	-	-	521	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	(45)	-	-	0 %
-	6711 - Communication System	-	-	-	-	-	0 %
-	Other Goods & Services	-	12,000	12,217	15,600	3,600	30 %
-	6901 - Membership Dues	-	2,000	-	1,000	(1,000)	-50 %
-	6902 - Conferences and Workshops	-	-	-	6,000	6,000	100 %
-	6903 - Travel - Local	-	4,000	3,491	2,000	(2,000)	-50 %
-	6904 - Travel - Out of Town	-	-	2,434	-	-	0 %
-	6905 - Training & Education	-	6,000	6,247	6,000	-	0 %
-	6917 - Books and Periodicals	-	-	-	400	400	100 %
-	6999 - Other Goods and Services	-	-	45	200	200	100 %
-	Net	-	390,798	477,111	561,300	170,502	44 %
-	A645 - Data Management Group	817,285	-	-	-	-	0 %
-	Expense	817,285	-	-	-	-	0 %
-	Compensation and Benefits	682,190	-	-	-	-	0 %
-	6001 - Salaries - Regular	569,796	-	-	-	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	100,353	-	-	-	-	0 %
-	6152 - Retirement Incentives	3,062	-	-	-	-	0 %
-	6154 - Workers' Compensation	8,979	-	-	-	-	0 %
-	Office	58,422	-	-	-	-	0 %
-	6201 - Telephone	3,500	-	-	-	-	0 %
-	6202 - Courier/Postage	252	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	900	-	-	-	-	0 %
-	6204 - Computer Software and Licen	49,300	-	-	-	-	0 %
-	6205 - Printing & Reproduction	270	-	-	-	-	0 %
-	6207 - Office Supplies	1,800	-	-	-	-	0 %
-	6299 - Other Office Expenses	2,400	-	-	-	-	0 %
-	External Services	31,000	-	-	-	-	0 %
-	6399 - Contract Services	31,000	-	-	-	-	0 %
-	Equipment & Communications	1,300	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	300	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	1,000	-	-	-	-	0 %
-	Other Goods & Services	50,373	-	-	-	-	0 %
-	6901 - Membership Dues	1,000	-	-	-	-	0 %
-	6902 - Conferences and Workshops	450	-	-	-	-	0 %
-	6903 - Travel - Local	4,950	-	-	-	-	0 %
-	6904 - Travel - Out of Town	355	-	-	-	-	0 %
-	6905 - Training & Education	6,000	-	-	-	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	6938 - Rewarding Excellence	450	-	-	-	-	0 %
-	6999 - Other Goods and Services	36,968	-	-	-	-	0 %
-	Other Fiscal	(6,000)	-	-	-	-	0 %
-	8024 - Transf to/fr Capital	(6,000)	-	-	-	-	0 %
-	Net	829,285	-	56,416	-	-	0 %
-	A730 - ICT Delivery	5,303,718	4,508,306	4,477,539	5,151,000	642,694	14 %
-	A733 - Enterprise Applications	-	1,369,999	1,218,941	1,146,600	(223,399)	-16 %
-	Expense	-	1,369,999	1,218,994	1,146,600	(223,399)	-16 %
-	Compensation and Benefits	-	1,287,638	1,156,662	1,088,200	(199,438)	-15 %
-	6001 - Salaries - Regular	-	1,067,477	762,878	910,000	(157,477)	-15 %
-	6002 - Salaries - Overtime	-	7,930	(4,517)	3,000	(4,930)	-62 %
-	6005 - PDP Increases	-	-	(13,856)	-	-	0 %
-	6100 - Benefits - Salaries	-	190,791	147,213	156,000	(34,791)	-18 %

-	6110 - Vacancy Management	-	-	249,433	-	-	0 %
-	6152 - Retirement Incentives	-	6,077	4,644	5,200	(877)	-14 %
-	6154 - Workers' Compensation	-	15,363	10,868	14,000	(1,363)	-9 %
-	6155 - Overtime Meals	-	-	(1)	-	-	0 %
-	Office	-	20,979	13,237	13,500	(7,479)	-36 %
-	6201 - Telephone	-	6,000	2,973	3,400	(2,600)	-43 %
-	6202 - Courier/Postage	-	-	234	600	600	100 %
-	6203 - Office Furniture and Equipm	-	2,479	146	1,000	(1,479)	-60 %
-	6205 - Printing & Reproduction	-	10,800	9,564	8,000	(2,800)	-26 %
-	6207 - Office Supplies	-	1,700	320	250	(1,450)	-85 %
-	6299 - Other Office Expenses	-	-	-	250	250	100 %
-	External Services	-	46,800	35,477	18,000	(28,800)	-62 %
-	6303 - Consulting Fees	-	10,000	-	8,000	(2,000)	-20 %
-	6399 - Contract Services	-	36,800	35,477	10,000	(26,800)	-73 %
-	Materials	-	-	-	-	-	0 %
-	6502 - Chemicals	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	804	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	804	-	-	0 %
-	Other Goods & Services	-	14,582	12,814	26,900	12,318	84 %
-	6901 - Membership Dues	-	1,590	-	600	(990)	-62 %
-	6902 - Conferences and Workshops	-	4,993	-	2,000	(2,993)	-60 %
-	6903 - Travel - Local	-	3,159	1,278	800	(2,359)	-75 %
-	6904 - Travel - Out of Town	-	-	1,912	2,000	2,000	100 %
-	6905 - Training & Education	-	3,888	8,550	20,000	16,112	414 %
-	6913 - Awards	-	-	-	200	200	100 %
-	6917 - Books and Periodicals	-	-	705	500	500	100 %
-	6918 - Meals	-	509	123	400	(109)	-21 %
-	6938 - Rewarding Excellence	-	443	227	400	(43)	-10 %
-	6999 - Other Goods and Services	-	-	19	-	-	0 %
-	Revenue	-	-	(53)	-	-	0 %
-	Fee Revenues	-	-	(53)	-	-	0 %
-	4950 - Other Licenses & Permits	-	-	(53)	-	-	0 %
-	Net	-	1,369,999	1,417,301	1,146,600	(223,399)	-16 %
-	A461 - Client Services	188,163	-	-	-	-	0 %
-	Expense	188,163	-	-	-	-	0 %
-	Compensation and Benefits	175,017	-	-	-	-	0 %
-	6001 - Salaries - Regular	148,211	-	-	-	-	0 %
-	6100 - Benefits - Salaries	24,071	-	-	-	-	0 %
-	6152 - Retirement Incentives	860	-	-	-	-	0 %
-	6154 - Workers' Compensation	1,875	-	-	-	-	0 %
-	Office	1,650	-	-	-	-	0 %
-	6201 - Telephone	1,200	-	-	-	-	0 %
-	6207 - Office Supplies	450	-	-	-	-	0 %
-	External Services	5,000	-	-	-	-	0 %
-	6399 - Contract Services	5,000	-	-	-	-	0 %
-	Other Goods & Services	6,496	-	-	-	-	0 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6903 - Travel - Local	5,562	-	-	-	-	0 %
-	6905 - Training & Education	321	-	-	-	-	0 %
-	6999 - Other Goods and Services	113	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	188,163	-	21,498	-	-	0 %
-	A735 - Systems Development	-	1,493,818	1,477,113	1,476,400	(17,418)	-1 %
-	Expense	-	1,493,818	1,478,867	1,476,400	(17,418)	-1 %
-	Compensation and Benefits	-	1,414,601	1,490,982	1,430,800	16,199	1 %
-	6001 - Salaries - Regular	-	1,174,791	1,200,107	1,200,000	25,209	2 %
-	6002 - Salaries - Overtime	-	1,053	1,840	2,000	947	90 %
-	6005 - PDP Increases	-	-	(2,665)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,697	-	-	0 %
-	6100 - Benefits - Salaries	-	214,077	213,931	204,000	(10,077)	-5 %
-	6110 - Vacancy Management	-	-	50,210	-	-	0 %
-	6152 - Retirement Incentives	-	6,281	6,363	6,800	519	8 %
-	6154 - Workers' Compensation	-	18,399	18,500	18,000	(399)	-2 %
-	6155 - Overtime Meals	-	-	(1)	-	-	0 %
-	Office	-	20,983	36,148	7,800	(13,183)	-63 %
-	6201 - Telephone	-	12,000	26,973	4,700	(7,300)	-61 %
-	6202 - Courier/Postage	-	-	450	1,000	1,000	100 %
-	6203 - Office Furniture and Equipm	-	4,225	2,202	1,000	(3,225)	-76 %
-	6204 - Computer Software and Licen	-	-	5,453	-	-	0 %
-	6205 - Printing & Reproduction	-	-	85	600	600	100 %
-	6207 - Office Supplies	-	2,358	410	250	(2,108)	-89 %
-	6299 - Other Office Expenses	-	2,400	575	250	(2,150)	-90 %
-	External Services	-	41,000	33,693	10,000	(31,000)	-76 %
-	6303 - Consulting Fees	-	10,000	-	-	(10,000)	-100 %

-	6399 - Contract Services	-	31,000	33,693	10,000	(21,000)	-68 %
-	Equipment & Communications	-	639	-	-	(639)	-100 %
-	6703 - Computer Equipment/Rentals	-	639	-	-	(639)	-100 %
-	Other Goods & Services	-	16,595	36,654	27,800	11,205	68 %
-	6901 - Membership Dues	-	1,500	50	600	(900)	-60 %
-	6902 - Conferences and Workshops	-	978	120	2,000	1,022	104 %
-	6903 - Travel - Local	-	563	3,439	500	(63)	-11 %
-	6904 - Travel - Out of Town	-	-	4,004	2,000	2,000	100 %
-	6905 - Training & Education	-	12,530	28,720	21,400	8,870	71 %
-	6913 - Awards	-	-	-	200	200	100 %
-	6917 - Books and Periodicals	-	-	-	300	300	100 %
-	6918 - Meals	-	485	7	400	(85)	-18 %
-	6938 - Rewarding Excellence	-	539	314	400	(139)	-26 %
-	Other Fiscal	-	-	(118,610)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(118,610)	-	-	0 %
-	Revenue	-	-	(1,754)	-	-	0 %
-	Other Revenue	-	-	(1,754)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,754)	-	-	0 %
-	Net	-	1,493,818	1,949,775	1,476,400	(17,418)	-1 %
-	A732 - Business Applications	-	886,100	904,348	1,273,200	387,100	44 %
-	Expense	-	886,100	904,735	1,273,200	387,100	44 %
-	Compensation and Benefits	-	855,678	970,456	1,218,600	362,922	42 %
-	6001 - Salaries - Regular	-	689,449	758,239	980,000	290,551	42 %
-	6002 - Salaries - Overtime	-	26,843	30,733	17,000	(9,843)	-37 %
-	6005 - PDP Increases	-	-	(3,342)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,023	-	-	0 %
-	6100 - Benefits - Salaries	-	125,382	143,523	201,000	75,618	60 %
-	6110 - Vacancy Management	-	-	23,528	-	-	0 %
-	6152 - Retirement Incentives	-	3,708	4,344	5,600	1,892	51 %
-	6154 - Workers' Compensation	-	10,296	11,408	15,000	4,704	46 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	7,718	8,759	5,500	(2,218)	-29 %
-	6201 - Telephone	-	4,200	5,971	3,400	(800)	-19 %
-	6202 - Courier/Postage	-	-	5	100	100	100 %
-	6203 - Office Furniture and Equipm	-	1,818	762	1,000	(818)	-45 %
-	6204 - Computer Software and Licen	-	-	1,743	500	500	100 %
-	6207 - Office Supplies	-	1,700	278	250	(1,450)	-85 %
-	6299 - Other Office Expenses	-	-	-	250	250	100 %
-	External Services	-	10,000	581	18,000	8,000	80 %
-	6303 - Consulting Fees	-	10,000	581	8,000	(2,000)	-20 %
-	6399 - Contract Services	-	-	-	10,000	10,000	100 %
-	Building Costs	-	-	11,475	-	-	0 %
-	6699 - Other Building Cost	-	-	11,475	-	-	0 %
-	Equipment & Communications	-	3,000	2,009	4,000	1,000	33 %
-	6703 - Computer Equipment/Rentals	-	3,000	42	-	(3,000)	-100 %
-	6706 - Computer Repair and Mainten	-	-	-	-	-	0 %
-	6711 - Communication System	-	-	1,967	4,000	4,000	100 %
-	Other Goods & Services	-	9,704	15,015	27,100	17,396	179 %
-	6902 - Conferences and Workshops	-	-	-	2,000	2,000	100 %
-	6903 - Travel - Local	-	1,800	1,640	1,800	-	0 %
-	6904 - Travel - Out of Town	-	-	1,585	2,000	2,000	100 %
-	6905 - Training & Education	-	7,779	11,529	20,000	12,221	157 %
-	6913 - Awards	-	-	-	200	200	100 %
-	6917 - Books and Periodicals	-	-	-	300	300	100 %
-	6918 - Meals	-	-	-	400	400	100 %
-	6938 - Rewarding Excellence	-	125	261	400	275	220 %
-	Interdepartmental	-	-	(1,200)	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	(600)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(600)	-	-	0 %
-	Other Fiscal	-	-	(102,360)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(102,360)	-	-	0 %
-	Revenue	-	-	(387)	-	-	0 %
-	Other Revenue	-	-	(387)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(387)	-	-	0 %
-	Net	-	886,100	1,276,920	1,273,200	387,100	44 %
-	A731 - ICT Delivery Admin.	-	251,343	272,170	240,800	(10,543)	-4 %
-	Expense	-	251,343	272,170	240,800	(10,543)	-4 %
-	Compensation and Benefits	-	193,367	192,216	188,000	(5,367)	-3 %
-	6001 - Salaries - Regular	-	160,041	158,131	162,000	1,959	1 %
-	6002 - Salaries - Overtime	-	5,807	-	-	(5,807)	-100 %
-	6005 - PDP Increases	-	-	(4,025)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,705	-	-	0 %
-	6100 - Benefits - Salaries	-	24,654	27,170	24,000	(654)	-3 %
-	6110 - Vacancy Management	-	-	6,460	-	-	0 %
-	6152 - Retirement Incentives	-	944	1,005	1,000	56	6 %
-	6154 - Workers' Compensation	-	1,921	1,770	1,000	(921)	-48 %

-	Office	-	6,831	9,061	9,100	2,269	33 %
-	6201 - Telephone	-	2,500	1,430	500	(2,000)	-80 %
-	6202 - Courier/Postage	-	1,000	777	200	(800)	-80 %
-	6203 - Office Furniture and Equipm	-	331	529	3,000	2,669	806 %
-	6204 - Computer Software and Licen	-	1,000	2,636	1,000	-	0 %
-	6205 - Printing & Reproduction	-	-	119	400	400	100 %
-	6207 - Office Supplies	-	2,000	3,570	3,000	1,000	50 %
-	6299 - Other Office Expenses	-	-	-	1,000	1,000	100 %
-	External Services	-	24,400	63,036	18,000	(6,400)	-26 %
-	6303 - Consulting Fees	-	21,000	2,753	8,000	(13,000)	-62 %
-	6399 - Contract Services	-	3,400	60,283	10,000	6,600	194 %
-	Equipment & Communications	-	-	68	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	68	-	-	0 %
-	Other Goods & Services	-	26,745	7,789	25,700	(1,045)	-4 %
-	6901 - Membership Dues	-	500	395	700	200	40 %
-	6902 - Conferences and Workshops	-	815	833	2,000	1,185	145 %
-	6903 - Travel - Local	-	7,711	440	1,000	(6,711)	-87 %
-	6904 - Travel - Out of Town	-	4,000	1,385	2,000	(2,000)	-50 %
-	6905 - Training & Education	-	8,758	3,184	17,000	8,242	94 %
-	6911 - Facilities Rental	-	1,500	-	1,400	(100)	-7 %
-	6913 - Awards	-	548	-	400	(148)	-27 %
-	6917 - Books and Periodicals	-	1,000	133	400	(600)	-60 %
-	6918 - Meals	-	1,000	1,188	400	(600)	-60 %
-	6938 - Rewarding Excellence	-	-	231	400	400	100 %
-	6999 - Other Goods and Services	-	913	-	-	(913)	-100 %
-	Net	-	251,343	339,416	240,800	(10,543)	-4 %
-	A734 - ICT Project Management Office (PM	-	505,346	604,967	1,014,000	508,654	101 %
-	Expense	-	505,346	604,967	1,014,000	508,654	101 %
-	Compensation and Benefits	-	462,238	487,041	918,400	456,162	99 %
-	6001 - Salaries - Regular	-	388,614	381,458	770,000	381,386	98 %
-	6002 - Salaries - Overtime	-	-	220	-	-	0 %
-	6005 - PDP Increases	-	-	(10,761)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,435	-	-	0 %
-	6100 - Benefits - Salaries	-	66,183	67,015	132,000	65,817	99 %
-	6110 - Vacancy Management	-	-	37,238	-	-	0 %
-	6152 - Retirement Incentives	-	2,293	2,433	4,400	2,107	92 %
-	6154 - Workers' Compensation	-	5,148	5,003	12,000	6,852	133 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	8,022	11,195	8,600	578	7 %
-	6201 - Telephone	-	5,000	7,734	4,000	(1,000)	-20 %
-	6202 - Courier/Postage	-	-	589	100	100	100 %
-	6203 - Office Furniture and Equipm	-	1,322	1,986	1,000	(322)	-24 %
-	6204 - Computer Software and Licen	-	-	400	3,000	3,000	100 %
-	6207 - Office Supplies	-	1,700	486	250	(1,450)	-85 %
-	6299 - Other Office Expenses	-	-	-	250	250	100 %
-	External Services	-	10,000	99,064	58,000	48,000	480 %
-	6303 - Consulting Fees	-	10,000	99,064	8,000	(2,000)	-20 %
-	6399 - Contract Services	-	-	-	50,000	50,000	100 %
-	Equipment & Communications	-	-	150	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	93	-	-	0 %
-	6711 - Communication System	-	-	57	-	-	0 %
-	Other Goods & Services	-	25,086	31,936	29,000	3,914	16 %
-	6901 - Membership Dues	-	1,800	776	1,500	(300)	-17 %
-	6902 - Conferences and Workshops	-	600	939	2,000	1,400	233 %
-	6903 - Travel - Local	-	1,135	2,664	2,000	865	76 %
-	6904 - Travel - Out of Town	-	-	-	2,000	2,000	100 %
-	6905 - Training & Education	-	20,101	26,667	20,000	(101)	-1 %
-	6913 - Awards	-	-	-	200	200	100 %
-	6917 - Books and Periodicals	-	1,000	201	500	(500)	-50 %
-	6918 - Meals	-	-	391	400	400	100 %
-	6938 - Rewarding Excellence	-	450	273	400	(50)	-11 %
-	6999 - Other Goods and Services	-	-	25	-	-	0 %
-	Interdepartmental	-	-	172	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	172	-	-	0 %
-	Other Fiscal	-	-	(24,591)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(24,591)	-	-	0 %
-	Net	-	505,346	776,101	1,014,000	508,654	101 %
-	A420 - Customer Care	1,401,255	-	-	-	-	0 %
-	Expense	1,401,255	-	-	-	-	0 %
-	Compensation and Benefits	1,210,352	-	-	-	-	0 %
-	6001 - Salaries - Regular	977,312	-	-	-	-	0 %
-	6002 - Salaries - Overtime	32,445	-	-	-	-	0 %
-	6100 - Benefits - Salaries	179,581	-	-	-	-	0 %
-	6152 - Retirement Incentives	5,260	-	-	-	-	0 %
-	6154 - Workers' Compensation	15,754	-	-	-	-	0 %
-	Office	40,300	-	-	-	-	0 %

-	6201 - Telephone	25,000	-	-	-	-	0 %
-	6202 - Courier/Postage	9,000	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	4,500	-	-	-	-	0 %
-	6207 - Office Supplies	1,800	-	-	-	-	0 %
-	External Services	24,560	-	-	-	-	0 %
-	6303 - Consulting Fees	4,560	-	-	-	-	0 %
-	6399 - Contract Services	20,000	-	-	-	-	0 %
-	Equipment & Communications	47,273	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	11,073	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	33,700	-	-	-	-	0 %
-	6711 - Communication System	2,500	-	-	-	-	0 %
-	Other Goods & Services	78,770	-	-	-	-	0 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6902 - Conferences and Workshops	2,160	-	-	-	-	0 %
-	6903 - Travel - Local	27,000	-	-	-	-	0 %
-	6904 - Travel - Out of Town	1,420	-	-	-	-	0 %
-	6905 - Training & Education	32,100	-	-	-	-	0 %
-	6917 - Books and Periodicals	14,000	-	-	-	-	0 %
-	6918 - Meals	700	-	-	-	-	0 %
-	6938 - Rewarding Excellence	890	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Net	1,401,255	-	89,952	-	-	0 %
-	A430 - Business Solutions	1,906,196	-	-	-	-	0 %
-	Expense	1,906,196	-	-	-	-	0 %
-	Compensation and Benefits	1,781,087	-	-	-	-	0 %
-	6001 - Salaries - Regular	1,437,504	-	-	-	-	0 %
-	6002 - Salaries - Overtime	61,545	-	-	-	-	0 %
-	6100 - Benefits - Salaries	253,983	-	-	-	-	0 %
-	6152 - Retirement Incentives	7,922	-	-	-	-	0 %
-	6154 - Workers' Compensation	20,133	-	-	-	-	0 %
-	Office	32,114	-	-	-	-	0 %
-	6201 - Telephone	9,000	-	-	-	-	0 %
-	6202 - Courier/Postage	54	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	1,080	-	-	-	-	0 %
-	6204 - Computer Software and Licen	20,000	-	-	-	-	0 %
-	6205 - Printing & Reproduction	90	-	-	-	-	0 %
-	6207 - Office Supplies	1,890	-	-	-	-	0 %
-	External Services	30,852	-	-	-	-	0 %
-	6303 - Consulting Fees	30,852	-	-	-	-	0 %
-	Equipment & Communications	3,000	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	3,000	-	-	-	-	0 %
-	Other Goods & Services	59,143	-	-	-	-	0 %
-	6901 - Membership Dues	1,090	-	-	-	-	0 %
-	6902 - Conferences and Workshops	6,300	-	-	-	-	0 %
-	6903 - Travel - Local	6,755	-	-	-	-	0 %
-	6904 - Travel - Out of Town	2,009	-	-	-	-	0 %
-	6905 - Training & Education	39,261	-	-	-	-	0 %
-	6913 - Awards	1,235	-	-	-	-	0 %
-	6917 - Books and Periodicals	1,000	-	-	-	-	0 %
-	6918 - Meals	485	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,008	-	-	-	-	0 %
-	Net	1,906,196	-	87,514	-	-	0 %
-	A435 - IT Professional Services	1,192,048	-	-	-	-	0 %
-	Expense	1,192,048	-	-	-	-	0 %
-	Compensation and Benefits	1,036,700	-	-	-	-	0 %
-	6001 - Salaries - Regular	865,402	-	-	-	-	0 %
-	6002 - Salaries - Overtime	4,635	-	-	-	-	0 %
-	6100 - Benefits - Salaries	149,804	-	-	-	-	0 %
-	6152 - Retirement Incentives	4,779	-	-	-	-	0 %
-	6154 - Workers' Compensation	12,080	-	-	-	-	0 %
-	Office	7,617	-	-	-	-	0 %
-	6201 - Telephone	5,025	-	-	-	-	0 %
-	6202 - Courier/Postage	162	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	540	-	-	-	-	0 %
-	6205 - Printing & Reproduction	270	-	-	-	-	0 %
-	6207 - Office Supplies	1,620	-	-	-	-	0 %
-	External Services	96,567	-	-	-	-	0 %
-	6303 - Consulting Fees	96,567	-	-	-	-	0 %
-	Other Goods & Services	51,164	-	-	-	-	0 %
-	6901 - Membership Dues	360	-	-	-	-	0 %
-	6902 - Conferences and Workshops	4,104	-	-	-	-	0 %
-	6903 - Travel - Local	4,860	-	-	-	-	0 %
-	6904 - Travel - Out of Town	710	-	-	-	-	0 %
-	6905 - Training & Education	40,200	-	-	-	-	0 %
-	6913 - Awards	525	-	-	-	-	0 %
-	6918 - Meals	-	-	-	-	-	0 %

-	6938 - Rewarding Excellence	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	405	-	-	-	-	0 %
-	Net	1,192,048	-	61,868	-	-	0 %
-	A438 - Project Managers IT CAPITAL	-	1,700	-	-	(1,700)	-100 %
-	Expense	-	1,700	-	-	(1,700)	-100 %
-	Compensation and Benefits	179,789	274,659	-	-	(274,659)	-100 %
-	6001 - Salaries - Regular	151,000	230,234	221,604	-	(230,234)	-100 %
-	6005 - PDP Increases	-	-	(6,616)	-	-	0 %
-	6100 - Benefits - Salaries	25,900	39,978	39,537	-	(39,978)	-100 %
-	6152 - Retirement Incentives	876	1,358	1,351	-	(1,358)	-100 %
-	6154 - Workers' Compensation	2,013	3,089	3,154	-	(3,089)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(259,030)	-	-	0 %
-	Office	-	1,700	-	-	(1,700)	-100 %
-	6207 - Office Supplies	-	1,700	-	-	(1,700)	-100 %
-	Other Fiscal	(179,789)	(274,659)	-	-	274,659	-100 %
-	8024 - Transf to/fr Capital	(179,789)	(274,659)	-	-	274,659	-100 %
-	Net	359,578	551,018	556,574	-	(551,018)	-100 %
-	A681 - E-Access & Services	616,056	-	-	-	-	0 %
-	Expense	616,056	-	-	-	-	0 %
-	Compensation and Benefits	550,638	-	-	-	-	0 %
-	6001 - Salaries - Regular	462,465	-	-	-	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	78,630	-	-	-	-	0 %
-	6152 - Retirement Incentives	2,496	-	-	-	-	0 %
-	6154 - Workers' Compensation	7,047	-	-	-	-	0 %
-	Office	24,328	-	-	-	-	0 %
-	6201 - Telephone	8,322	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	4,342	-	-	-	-	0 %
-	6204 - Computer Software and Licen	9,031	-	-	-	-	0 %
-	6207 - Office Supplies	2,633	-	-	-	-	0 %
-	Equipment & Communications	26,654	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	2,558	-	-	-	-	0 %
-	6711 - Communication System	24,096	-	-	-	-	0 %
-	Other Goods & Services	14,436	-	-	-	-	0 %
-	6901 - Membership Dues	512	-	-	-	-	0 %
-	6903 - Travel - Local	1,027	-	-	-	-	0 %
-	6905 - Training & Education	12,714	-	-	-	-	0 %
-	6938 - Rewarding Excellence	183	-	-	-	-	0 %
-	Net	616,056	-	59,248	-	-	0 %
-	D500 - Peninsula	1,148,890	1,135,077	1,088,651	701,800	(433,277)	-38 %
-	D585 - Bloomfield Prog. & Maint.	19,130	17,585	13,871	(44,600)	(62,185)	-354 %
-	Expense	116,130	114,585	122,296	57,300	(57,285)	-50 %
-	Compensation and Benefits	85,470	84,449	99,295	36,400	(48,049)	-57 %
-	6001 - Salaries - Regular	37,740	38,184	(1,319)	-	(38,184)	-100 %
-	6002 - Salaries - Overtime	-	-	(460)	-	-	0 %
-	6100 - Benefits - Salaries	7,760	8,946	(229)	-	(8,946)	-100 %
-	6110 - Vacancy Management	-	-	43,912	-	-	0 %
-	6152 - Retirement Incentives	200	202	(3)	-	(202)	-100 %
-	6154 - Workers' Compensation	770	764	(12)	-	(764)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(727)	-	-	0 %
-	9200 - HR CATS Wage/Ben	39,000	36,353	58,133	36,400	47	0 %
-	Office	10,010	10,010	4,666	7,700	(2,310)	-23 %
-	6201 - Telephone	2,500	2,500	329	2,500	-	0 %
-	6202 - Courier/Postage	270	270	34	300	30	11 %
-	6203 - Office Furniture and Equipm	3,690	3,690	194	2,000	(1,690)	-46 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	450	450	-	500	50	11 %
-	6207 - Office Supplies	2,700	2,700	3,796	2,000	(700)	-26 %
-	6299 - Other Office Expenses	400	400	213	400	-	0 %
-	External Services	7,000	7,000	9,472	4,000	(3,000)	-43 %
-	6311 - Security	1,000	1,000	767	1,000	-	0 %
-	6399 - Contract Services	6,000	6,000	8,705	3,000	(3,000)	-50 %
-	Supplies	5,000	5,000	3,738	4,000	(1,000)	-20 %
-	6401 - Uniforms & Clothing	1,000	1,000	-	1,000	-	0 %
-	6402 - Medical & First Aid Supplie	500	500	-	500	-	0 %
-	6404 - Recreation Programming Supp	2,000	2,000	2,076	2,500	500	25 %
-	6408 - Pre School Nutrition Suppli	1,500	1,500	1,662	-	(1,500)	-100 %
-	Materials	-	-	47	-	-	0 %
-	6504 - Hardware	-	-	47	-	-	0 %
-	Equipment & Communications	4,000	4,000	2,568	2,000	(2,000)	-50 %
-	6701 - Equipment Purchase	2,000	2,000	321	1,000	(1,000)	-50 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	6704 - Equipment Rental	2,000	2,000	2,227	1,000	(1,000)	-50 %
-	Other Goods & Services	4,650	4,126	1,514	3,200	(926)	-22 %
-	6903 - Travel - Local	3,150	3,150	1,374	2,200	(950)	-30 %
-	6905 - Training & Education	1,000	574	140	600	26	5 %

-	6913 - Awards	500	402	-	400	(2)	0 %
-	Interdepartmental	-	-	996	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,643	-	-	0 %
-	7009 - Internal Transfers Other	-	-	400	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(1,155)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	108	-	-	0 %
-	Revenue	(97,000)	(97,000)	(108,425)	(101,900)	(4,900)	5 %
-	Fee Revenues	(80,000)	(97,000)	(102,368)	(101,900)	(4,900)	5 %
-	5101 - Parking Rentals	-	(17,000)	(15,646)	(17,000)	-	0 %
-	5102 - Facilities Rentals	(80,000)	(80,000)	(86,722)	(84,900)	(4,900)	6 %
-	Other Revenue	(17,000)	-	(6,057)	-	-	0 %
-	5508 - Recoveries from External Pa	(17,000)	-	(6,057)	-	-	0 %
-	Net	213,130	211,585	266,527	159,200	(52,385)	-25 %
-	D510 - Area Prog. & Maint.	292,870	315,242	296,836	292,310	(22,932)	-7 %
-	Expense	378,070	400,442	412,814	400,500	58	0 %
-	Compensation and Benefits	340,160	363,994	372,298	371,600	7,606	2 %
-	6001 - Salaries - Regular	163,280	166,234	163,708	166,000	(234)	0 %
-	6002 - Salaries - Overtime	500	277	-	300	23	8 %
-	6100 - Benefits - Salaries	32,630	33,418	33,892	34,000	582	2 %
-	6110 - Vacancy Management	-	-	-	(3,000)	(3,000)	100 %
-	6150 - Honorariums	1,000	1,000	1,465	1,000	-	0 %
-	6152 - Retirement Incentives	900	923	976	1,000	77	8 %
-	6154 - Workers' Compensation	2,850	2,844	2,833	3,000	156	5 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(3,186)	-	-	0 %
-	9200 - HR CATS Wage/Ben	139,000	159,298	170,587	169,300	10,002	6 %
-	9210 - HR CATS OT Wage/Ben	-	-	2,023	-	-	0 %
-	Office	8,410	7,259	5,967	7,200	(59)	-1 %
-	6201 - Telephone	4,000	2,849	3,084	2,900	51	2 %
-	6202 - Courier/Postage	270	270	72	100	(170)	-63 %
-	6203 - Office Furniture and Equipm	2,340	2,340	386	2,400	60	3 %
-	6207 - Office Supplies	1,800	1,800	2,425	1,800	-	0 %
-	External Services	3,700	3,700	7,574	4,700	1,000	27 %
-	6390 - External Services TCA Trans	-	-	(620)	-	-	0 %
-	6399 - Contract Services	3,700	3,700	8,194	4,700	1,000	27 %
-	Supplies	10,000	10,000	10,341	10,000	-	0 %
-	6401 - Uniforms & Clothing	1,000	1,000	1,678	1,000	-	0 %
-	6402 - Medical & First Aid Supplie	300	300	336	300	-	0 %
-	6404 - Recreation Programming Supp	6,200	6,200	6,560	8,700	2,500	40 %
-	6408 - Pre School Nutrition Suppli	2,500	2,500	1,767	-	(2,500)	-100 %
-	Materials	-	-	238	-	-	0 %
-	6504 - Hardware	-	-	66	-	-	0 %
-	6505 - Lubricants	-	-	172	-	-	0 %
-	Building Costs	-	-	797	-	-	0 %
-	6611 - Building - Interior	-	-	797	-	-	0 %
-	Equipment & Communications	2,700	2,700	2,859	2,700	-	0 %
-	6701 - Equipment Purchase	1,200	1,200	235	1,200	-	0 %
-	6704 - Equipment Rental	1,500	1,500	2,624	1,500	-	0 %
-	Other Goods & Services	4,600	4,289	4,078	4,300	11	0 %
-	6903 - Travel - Local	3,600	3,600	3,745	3,600	-	0 %
-	6905 - Training & Education	500	287	63	300	13	5 %
-	6913 - Awards	500	402	270	400	(2)	0 %
-	Interdepartmental	8,500	8,500	8,662	-	(8,500)	-100 %
-	7005 - Interdepartmental Expenditu	8,500	8,500	8,500	-	(8,500)	-100 %
-	9911 - PM Labour-Reg	-	-	162	-	-	0 %
-	Revenue	(85,200)	(85,200)	(115,978)	(108,190)	(22,990)	27 %
-	Fee Revenues	(71,200)	(71,200)	(98,973)	(94,190)	(22,990)	32 %
-	5102 - Facilities Rentals	(17,000)	(17,000)	(20,725)	(18,200)	(1,200)	7 %
-	5207 - Arts & Crafts Revenue	(8,400)	(8,400)	(8,079)	(8,450)	(50)	1 %
-	5208 - Dance & Drama Revenue	(1,800)	(1,800)	(2,425)	(1,800)	-	0 %
-	5210 - Sport and Fitness Revenue	(14,000)	(14,000)	(13,245)	(14,240)	(240)	2 %
-	5212 - Leisure Skills Revenue	(11,000)	(11,000)	(11,164)	(11,100)	(100)	1 %
-	5213 - Playgrounds and Camps Reven	(15,000)	(15,000)	(36,864)	(36,300)	(21,300)	142 %
-	5216 - Aquatics Revenue - Recreati	(4,000)	(4,000)	(6,471)	(4,100)	(100)	3 %
-	Other Revenue	(14,000)	(14,000)	(17,005)	(14,000)	-	0 %
-	5508 - Recoveries from External Pa	(14,000)	(14,000)	(17,004)	(14,000)	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(1)	-	-	0 %
-	Net	463,270	485,642	626,962	514,690	29,048	6 %
-	D550 - Dixon Program	268,730	261,671	259,772	262,390	719	0 %
-	Expense	363,230	356,171	365,829	352,100	(4,071)	-1 %
-	Compensation and Benefits	295,910	289,527	287,104	283,500	(6,027)	-2 %
-	6001 - Salaries - Regular	94,950	96,064	95,932	96,000	(64)	0 %
-	6054 - Vactation Payout for Staff	-	-	1,512	-	-	0 %
-	6100 - Benefits - Salaries	18,530	18,933	15,328	15,000	(3,933)	-21 %
-	6110 - Vacancy Management	-	-	-	(1,700)	(1,700)	100 %
-	6150 - Honorariums	1,000	1,000	2,200	1,000	-	0 %
-	6151 - Vehicle Allowance	-	-	-	-	-	0 %

-	6152 - Retirement Incentives	500	509	325	-	(509)	-100 %
-	6154 - Workers' Compensation	1,810	1,796	1,820	2,000	204	11 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(3,425)	-	-	0 %
-	9200 - HR CATS Wage/Ben	179,120	171,225	171,258	171,200	(25)	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	2,154	-	-	0 %
-	Office	16,320	16,054	19,741	16,000	(54)	0 %
-	6201 - Telephone	11,500	11,234	14,856	11,200	(34)	0 %
-	6202 - Courier/Postage	180	180	30	200	20	11 %
-	6203 - Office Furniture and Equipm	2,700	2,700	1,999	2,700	-	0 %
-	6207 - Office Supplies	1,620	1,620	2,543	1,600	(20)	-1 %
-	6299 - Other Office Expenses	320	320	313	300	(20)	-6 %
-	External Services	3,000	3,000	2,685	5,000	2,000	67 %
-	6399 - Contract Services	3,000	3,000	2,685	5,000	2,000	67 %
-	Supplies	9,900	9,900	10,203	9,900	-	0 %
-	6401 - Uniforms & Clothing	1,000	1,000	1,274	1,000	-	0 %
-	6402 - Medical & First Aid Supplie	300	300	87	300	-	0 %
-	6404 - Recreation Programming Supp	6,100	6,100	5,954	8,600	2,500	41 %
-	6408 - Pre School Nutrition Suppli	2,500	2,500	2,872	-	(2,500)	-100 %
-	6499 - Other Supplies	-	-	16	-	-	0 %
-	Materials	-	-	730	-	-	0 %
-	6504 - Hardware	-	-	106	-	-	0 %
-	6506 - Lumber	-	-	286	-	-	0 %
-	6507 - Propane	-	-	34	-	-	0 %
-	6517 - Paint	-	-	304	-	-	0 %
-	Equipment & Communications	3,000	3,000	5,962	3,000	-	0 %
-	6701 - Equipment Purchase	1,500	1,500	1,362	1,500	-	0 %
-	6704 - Equipment Rental	1,500	1,500	4,600	1,500	-	0 %
-	Other Goods & Services	35,100	34,690	39,350	34,700	10	0 %
-	6903 - Travel - Local	3,600	3,600	2,189	3,600	-	0 %
-	6905 - Training & Education	500	287	-	300	13	5 %
-	6911 - Facilities Rental	30,000	30,000	36,989	30,000	-	0 %
-	6913 - Awards	1,000	803	172	800	(3)	0 %
-	Interdepartmental	-	-	54	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(94,500)	(94,500)	(106,057)	(89,710)	4,790	-5 %
-	Fee Revenues	(94,400)	(94,400)	(106,057)	(89,610)	4,790	-5 %
-	5102 - Facilities Rentals	(13,000)	(14,000)	(19,466)	(15,000)	(1,000)	7 %
-	5207 - Arts & Crafts Revenue	(4,400)	(4,400)	(6,546)	(4,610)	(210)	5 %
-	5208 - Dance & Drama Revenue	-	-	(394)	-	-	0 %
-	5210 - Sport and Fitness Revenue	(61,000)	(63,000)	(67,228)	(56,600)	6,400	-10 %
-	5213 - Playgrounds and Camps Reven	(16,000)	(13,000)	(12,243)	(13,400)	(400)	3 %
-	5214 - Wellness Revenue	-	-	(180)	-	-	0 %
-	Other Revenue	(100)	(100)	-	(100)	-	0 %
-	5600 - Miscellaneous Revenue	(100)	(100)	-	(100)	-	0 %
-	Net	457,730	450,671	528,266	445,210	(5,461)	-1 %
-	D590 - Citadel Prog & Maint.	321,460	293,879	271,472	191,700	(102,179)	-35 %
-	Expense	449,960	427,379	464,855	376,000	(51,379)	-12 %
-	Compensation and Benefits	236,600	243,321	259,379	265,600	22,279	9 %
-	6001 - Salaries - Regular	94,960	96,064	96,277	96,000	(64)	0 %
-	6002 - Salaries - Overtime	-	-	74	-	-	0 %
-	6100 - Benefits - Salaries	20,330	19,707	20,053	20,000	293	1 %
-	6110 - Vacancy Management	-	-	-	(1,700)	(1,700)	100 %
-	6150 - Honorariums	-	-	2,210	-	-	0 %
-	6152 - Retirement Incentives	500	509	542	1,000	491	96 %
-	6154 - Workers' Compensation	1,810	1,804	1,799	2,000	196	11 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,505)	-	-	0 %
-	9200 - HR CATS Wage/Ben	119,000	125,237	140,758	148,300	23,063	18 %
-	9210 - HR CATS OT Wage/Ben	-	-	171	-	-	0 %
-	Office	11,880	12,772	11,376	10,700	(2,072)	-16 %
-	6201 - Telephone	2,500	3,392	3,124	3,400	8	0 %
-	6202 - Courier/Postage	180	180	99	100	(80)	-44 %
-	6203 - Office Furniture and Equipm	5,600	4,600	3,649	3,600	(1,000)	-22 %
-	6205 - Printing & Reproduction	900	900	498	900	-	0 %
-	6207 - Office Supplies	2,700	3,700	4,006	2,700	(1,000)	-27 %
-	External Services	13,000	13,000	14,634	11,000	(2,000)	-15 %
-	6311 - Security	5,000	5,000	5,417	5,000	-	0 %
-	6399 - Contract Services	8,000	8,000	9,217	6,000	(2,000)	-25 %
-	Supplies	17,000	18,000	12,773	15,200	(2,800)	-16 %
-	6401 - Uniforms & Clothing	1,500	1,500	1,496	1,500	-	0 %
-	6402 - Medical & First Aid Supplie	500	500	-	500	-	0 %
-	6404 - Recreation Programming Supp	8,000	8,000	6,046	9,000	1,000	13 %
-	6407 - Cleaning/Sanitary Supplies	5,000	5,000	3,264	4,200	(800)	-16 %
-	6408 - Pre School Nutrition Suppli	2,000	3,000	1,850	-	(3,000)	-100 %
-	6499 - Other Supplies	-	-	117	-	-	0 %
-	Materials	-	-	2,304	-	-	0 %
-	6504 - Hardware	-	-	417	-	-	0 %

-	6505 - Lubricants	-	-	836	-	-	0 %
-	6506 - Lumber	-	-	1,051	-	-	0 %
-	Building Costs	-	-	123	-	-	0 %
-	6602 - Electrical	-	-	59	-	-	0 %
-	6699 - Other Building Cost	-	-	64	-	-	0 %
-	Equipment & Communications	3,500	4,500	5,890	4,500	-	0 %
-	6701 - Equipment Purchase	1,500	1,500	1,475	1,500	-	0 %
-	6704 - Equipment Rental	2,000	3,000	4,332	3,000	-	0 %
-	6710 - Sewer Pipe	-	-	83	-	-	0 %
-	Other Goods & Services	61,180	28,986	51,396	69,000	40,014	138 %
-	6903 - Travel - Local	1,350	1,350	1,370	1,400	50	4 %
-	6905 - Training & Education	500	287	-	300	13	5 %
-	6912 - Advertising and Promotion	900	578	543	600	22	4 %
-	6913 - Awards	500	402	393	400	(2)	0 %
-	6919 - Special Projects	57,930	26,369	49,090	66,300	39,931	151 %
-	Interdepartmental	106,800	106,800	106,980	-	(106,800)	-100 %
-	7005 - Interdepartmental Expenditu	106,800	106,800	106,800	-	(106,800)	-100 %
-	9911 - PM Labour-Reg	-	-	180	-	-	0 %
-	Revenue	(128,500)	(133,500)	(193,383)	(184,300)	(50,800)	38 %
-	Fee Revenues	(128,500)	(133,500)	(134,762)	(144,300)	(10,800)	8 %
-	5102 - Facilities Rentals	(55,000)	(55,000)	(57,435)	(63,700)	(8,700)	16 %
-	5208 - Dance & Drama Revenue	(6,000)	(7,000)	(5,323)	(7,100)	(100)	1 %
-	5210 - Sport and Fitness Revenue	(32,500)	(34,500)	(32,916)	(35,400)	(900)	3 %
-	5213 - Playgrounds and Camps Reven	(32,000)	(34,000)	(37,175)	(35,100)	(1,100)	3 %
-	5214 - Wellness Revenue	(3,000)	(3,000)	(1,913)	(3,000)	-	0 %
-	Other Revenue	-	-	(58,621)	(40,000)	(40,000)	100 %
-	5600 - Miscellaneous Revenue	-	-	(58,621)	(40,000)	(40,000)	100 %
-	Net	578,460	560,879	831,200	563,700	2,821	1 %
-	D520 - Dixon Maintenance	85,100	85,100	85,100	-	(85,100)	-100 %
-	Expense	85,100	85,100	85,100	-	(85,100)	-100 %
-	Interdepartmental	85,100	85,100	85,100	-	(85,100)	-100 %
-	7005 - Interdepartmental Expenditu	85,100	85,100	85,100	-	(85,100)	-100 %
-	Net	85,100	85,100	85,100	-	(85,100)	-100 %
-	D560 - Needham Maint.	161,600	161,600	161,600	-	(161,600)	-100 %
-	Expense	161,600	161,600	161,600	-	(161,600)	-100 %
-	Interdepartmental	161,600	161,600	161,600	-	(161,600)	-100 %
-	7005 - Interdepartmental Expenditu	161,600	161,600	161,600	-	(161,600)	-100 %
-	Net	161,600	161,600	161,600	-	(161,600)	-100 %
-	W961 - Real Estate	1,474,751	774,815	916,332	2,436,100	1,661,285	214 %
-	W202 - Commercial Leasing	1,382,764	1,238,937	1,991,541	2,261,500	1,022,563	83 %
-	Expense	3,941,864	3,798,037	3,736,493	3,823,000	24,963	1 %
-	Compensation and Benefits	-	206,610	222,294	139,100	(67,510)	-33 %
-	6001 - Salaries - Regular	-	170,363	183,647	116,900	(53,463)	-31 %
-	6100 - Benefits - Salaries	-	32,273	34,841	23,000	(9,273)	-29 %
-	6110 - Vacancy Management	-	-	-	(3,200)	(3,200)	100 %
-	6152 - Retirement Incentives	-	976	516	600	(376)	-39 %
-	6154 - Workers' Compensation	-	2,998	2,989	1,800	(1,198)	-40 %
-	9200 - HR CATS Wage/Ben	-	-	301	-	-	0 %
-	Office	4,800	4,800	268	2,000	(2,800)	-58 %
-	6201 - Telephone	-	-	14	-	-	0 %
-	6202 - Courier/Postage	-	-	41	-	-	0 %
-	6203 - Office Furniture and Equipm	1,800	1,800	42	1,000	(800)	-44 %
-	6204 - Computer Software and Licen	3,000	3,000	100	1,000	(2,000)	-67 %
-	6207 - Office Supplies	-	-	71	-	-	0 %
-	External Services	31,500	31,000	73,519	31,400	400	1 %
-	6304 - Janitorial Services	11,000	11,000	10,235	11,400	400	4 %
-	6311 - Security	500	-	-	-	-	0 %
-	6399 - Contract Services	20,000	20,000	63,284	20,000	-	0 %
-	Supplies	-	-	73	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	27	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	46	-	-	0 %
-	Materials	-	-	200	-	-	0 %
-	6504 - Hardware	-	-	200	-	-	0 %
-	Building Costs	557,500	563,000	538,533	602,300	39,300	7 %
-	6605 - Municipal Taxes	468,000	468,000	435,715	482,000	14,000	3 %
-	6607 - Electricity	70,000	73,000	91,061	93,300	20,300	28 %
-	6608 - Water	500	500	543	1,000	500	100 %
-	6611 - Building - Interior	10,000	10,000	-	10,000	-	0 %
-	6612 - Safety Systems	1,000	1,500	-	1,000	(500)	-33 %
-	6616 - Natural Gas-Buildings	8,000	10,000	11,214	15,000	5,000	50 %
-	Equipment & Communications	-	-	(867)	-	-	0 %
-	6707 - Plumbing & Heating	-	-	104	-	-	0 %
-	6708 - Mechanical Equipment	-	-	(1,628)	-	-	0 %
-	6711 - Communication System	-	-	657	-	-	0 %
-	Vehicle Expense	-	-	24	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	24	-	-	0 %

-	Other Goods & Services	3,310,800	2,955,363	3,034,189	3,048,200	92,837	3 %
-	6903 - Travel - Local	4,500	4,500	4,481	2,000	(2,500)	-56 %
-	6911 - Facilities Rental	3,300,800	2,950,499	3,028,210	3,046,000	95,501	3 %
-	6912 - Advertising and Promotion	-	-	198	-	-	0 %
-	6918 - Meals	500	364	-	200	(164)	-45 %
-	6942 - Management Fees	-	-	738	-	-	0 %
-	6999 - Other Goods and Services	5,000	-	562	-	-	0 %
-	Interdepartmental	-	-	(160,234)	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	10,080	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,285	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(173,635)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Other Fiscal	37,264	37,264	28,317	-	(37,264)	-100 %
-	8008 - Transfer to/from Reserves	37,264	37,264	28,317	-	(37,264)	-100 %
-	Debt Service	-	-	177	-	-	0 %
-	8010 - Other Interest	-	-	177	-	-	0 %
-	Revenue	(2,559,100)	(2,559,100)	(1,744,952)	(1,561,500)	997,600	-39 %
-	Fee Revenues	(2,508,600)	(2,508,600)	(1,673,913)	(1,511,000)	997,600	-40 %
-	5101 - Parking Rentals	(598,900)	(598,900)	(352,173)	(25,000)	573,900	-96 %
-	5102 - Facilities Rentals	(1,909,700)	(1,909,700)	(1,321,740)	(1,486,000)	423,700	-22 %
-	Other Revenue	(50,500)	(50,500)	(71,039)	(50,500)	-	0 %
-	5508 - Recoveries from External Pa	(50,500)	(50,500)	(71,039)	(50,500)	-	0 %
-	Net	6,500,964	6,357,137	7,284,657	5,390,900	(966,237)	-15 %
-	W500 - Business Parks	(327,316)	(673,495)	(1,138,467)	(344,300)	329,195	-49 %
-	Expense	406,484	410,305	468,500	405,700	(4,605)	-1 %
-	Compensation and Benefits	311,574	328,395	327,778	326,000	(2,395)	-1 %
-	6001 - Salaries - Regular	258,317	272,576	275,182	274,600	2,024	1 %
-	6005 - PDP Increases	-	-	(3,433)	-	-	0 %
-	6100 - Benefits - Salaries	47,840	50,230	50,119	50,900	670	1 %
-	6110 - Vacancy Management	-	-	-	(5,000)	(5,000)	100 %
-	6152 - Retirement Incentives	1,411	1,497	1,599	1,600	103	7 %
-	6154 - Workers' Compensation	4,006	4,092	3,997	3,900	(192)	-5 %
-	9200 - HR CATS Wage/Ben	-	-	314	-	-	0 %
-	Office	4,310	4,209	2,618	3,300	(909)	-22 %
-	6201 - Telephone	2,600	2,499	1,870	2,000	(499)	-20 %
-	6202 - Courier/Postage	360	360	425	400	40	11 %
-	6203 - Office Furniture and Equipm	450	450	-	400	(50)	-11 %
-	6207 - Office Supplies	900	900	323	500	(400)	-44 %
-	External Services	50,000	50,000	121,145	50,000	-	0 %
-	6302 - Legal Fees	35,000	35,000	42,244	35,000	-	0 %
-	6303 - Consulting Fees	-	-	74,354	-	-	0 %
-	6305 - Property Appraisal	15,000	15,000	4,547	15,000	-	0 %
-	Building Costs	700	700	1,127	800	100	14 %
-	6607 - Electricity	700	700	1,127	800	100	14 %
-	Other Goods & Services	39,900	27,001	14,429	25,600	(1,401)	-5 %
-	6901 - Membership Dues	1,200	1,200	-	500	(700)	-58 %
-	6903 - Travel - Local	2,700	2,700	1,605	2,000	(700)	-26 %
-	6912 - Advertising and Promotion	36,000	23,101	15,162	23,100	(1)	0 %
-	6999 - Other Goods and Services	-	-	(2,338)	-	-	0 %
-	Interdepartmental	-	-	1,403	-	-	0 %
-	7009 - Internal Transfers Other	-	-	1,385	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(733,800)	(1,083,800)	(1,606,967)	(750,000)	333,800	-31 %
-	Fee Revenues	(733,800)	(1,083,800)	(1,525,549)	(750,000)	333,800	-31 %
-	5151 - Lease Revenue	-	-	-	-	-	0 %
-	5250 - Sales of Services Other	(250,000)	(250,000)	(486,344)	(250,000)	-	0 %
-	5450 - Other Sales Revenue	(483,800)	(833,800)	(1,039,205)	(500,000)	333,800	-40 %
-	Other Revenue	-	-	(81,418)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(81,418)	-	-	0 %
-	Net	1,140,284	1,494,105	2,368,641	1,165,700	(328,405)	-22 %
-	W400 - Acquisitions & Disposals	172,468	(73,980)	(185,482)	(405,700)	(331,720)	448 %
-	Expense	475,868	479,420	494,185	488,300	8,880	2 %
-	Compensation and Benefits	369,298	375,208	369,599	371,700	(3,508)	-1 %
-	6001 - Salaries - Regular	304,166	308,610	244,843	309,800	1,190	0 %
-	6002 - Salaries - Overtime	1,020	907	(114)	1,000	93	10 %
-	6005 - PDP Increases	-	-	(2,677)	-	-	0 %
-	6100 - Benefits - Salaries	57,451	58,890	46,773	59,900	1,010	2 %
-	6110 - Vacancy Management	-	-	75,200	(5,600)	(5,600)	100 %
-	6152 - Retirement Incentives	1,648	1,680	1,414	1,800	120	7 %
-	6154 - Workers' Compensation	5,013	5,121	4,024	4,800	(321)	-6 %
-	9200 - HR CATS Wage/Ben	-	-	136	-	-	0 %
-	Office	5,470	5,369	3,868	3,600	(1,769)	-33 %
-	6201 - Telephone	2,500	2,399	2,357	1,900	(499)	-21 %
-	6202 - Courier/Postage	900	900	345	500	(400)	-44 %
-	6203 - Office Furniture and Equipm	-	-	-	-	-	0 %

-	6205 - Printing & Reproduction	-	-	285	-	-	0 %
-	6207 - Office Supplies	2,070	2,070	881	1,200	(870)	-42 %
-	External Services	84,600	84,600	109,427	99,000	14,400	17 %
-	6302 - Legal Fees	32,000	32,000	49,651	48,000	16,000	50 %
-	6303 - Consulting Fees	7,600	7,600	368	-	(7,600)	-100 %
-	6305 - Property Appraisal	45,000	45,000	51,710	51,000	6,000	13 %
-	6306 - Property Survey	-	-	7,698	-	-	0 %
-	Other Goods & Services	16,500	14,243	11,243	14,000	(243)	-2 %
-	6901 - Membership Dues	6,600	6,600	7,519	6,600	-	0 %
-	6903 - Travel - Local	3,600	3,600	988	1,500	(2,100)	-58 %
-	6912 - Advertising and Promotion	6,300	4,043	2,736	5,900	1,857	46 %
-	Interdepartmental	-	-	48	-	-	0 %
-	7009 - Internal Transfers Other	-	-	30	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(303,400)	(553,400)	(679,667)	(894,000)	(340,600)	62 %
-	Fee Revenues	(303,400)	(553,400)	(679,667)	(894,000)	(340,600)	62 %
-	5250 - Sales of Services Other	(103,400)	(103,400)	(257,663)	(298,000)	(194,600)	188 %
-	5450 - Other Sales Revenue	(200,000)	(450,000)	(422,004)	(596,000)	(146,000)	32 %
-	Net	779,268	1,032,820	4,191,766	1,393,500	360,680	35 %
-	W100 - Real Estate & Land Mgt Administra	246,835	283,353	248,740	256,200	(27,153)	-10 %
-	Expense	246,835	283,353	248,740	256,200	(27,153)	-10 %
-	Compensation and Benefits	188,265	234,260	228,638	235,100	840	0 %
-	6001 - Salaries - Regular	157,550	195,886	191,748	200,400	4,514	2 %
-	6005 - PDP Increases	-	-	(5,895)	-	-	0 %
-	6100 - Benefits - Salaries	24,913	31,631	39,114	34,500	2,869	9 %
-	6110 - Vacancy Management	-	-	-	(3,500)	(3,500)	100 %
-	6151 - Vehicle Allowance	2,916	2,916	-	-	(2,916)	-100 %
-	6152 - Retirement Incentives	914	1,136	1,100	1,200	64	6 %
-	6154 - Workers' Compensation	1,972	2,691	2,571	2,500	(191)	-7 %
-	Office	15,460	16,866	9,376	12,900	(3,966)	-24 %
-	6201 - Telephone	4,000	3,906	1,862	2,500	(1,406)	-36 %
-	6202 - Courier/Postage	1,170	1,170	200	300	(870)	-74 %
-	6203 - Office Furniture and Equipm	1,350	1,350	-	1,000	(350)	-26 %
-	6204 - Computer Software and Licens	1,200	1,200	284	500	(700)	-58 %
-	6205 - Printing & Reproduction	5,130	6,630	5,251	6,600	(30)	0 %
-	6207 - Office Supplies	2,610	2,610	1,779	2,000	(610)	-23 %
-	External Services	13,500	12,000	-	-	(12,000)	-100 %
-	6399 - Contract Services	13,500	12,000	-	-	(12,000)	-100 %
-	Supplies	500	500	-	-	(500)	-100 %
-	6406 - Bridge Tolls	500	500	-	-	(500)	-100 %
-	Equipment & Communications	-	-	101	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	75	-	-	0 %
-	6711 - Communication System	-	-	26	-	-	0 %
-	Other Goods & Services	29,110	19,727	12,037	8,200	(11,527)	-58 %
-	6901 - Membership Dues	1,500	1,500	-	1,500	-	0 %
-	6903 - Travel - Local	3,960	3,960	2,863	2,500	(1,460)	-37 %
-	6905 - Training & Education	20,000	11,482	8,558	2,500	(8,982)	-78 %
-	6912 - Advertising and Promotion	450	289	-	300	11	4 %
-	6913 - Awards	1,500	1,205	564	700	(505)	-42 %
-	6917 - Books and Periodicals	200	200	-	200	-	0 %
-	6918 - Meals	1,500	1,091	52	500	(591)	-54 %
-	Interdepartmental	-	-	(1,412)	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	(1,412)	-	-	0 %
-	Net	246,835	283,353	326,830	263,200	(20,153)	-7 %
-	W700 - Land Management	-	-	-	668,400	668,400	100 %
-	Expense	-	-	-	668,400	668,400	100 %
-	Compensation and Benefits	-	-	-	501,500	501,500	100 %
-	6001 - Salaries - Regular	-	-	-	422,800	422,800	100 %
-	6002 - Salaries - Overtime	-	-	-	800	800	100 %
-	6100 - Benefits - Salaries	-	-	-	76,700	76,700	100 %
-	6110 - Vacancy Management	-	-	-	(7,100)	(7,100)	100 %
-	6152 - Retirement Incentives	-	-	-	2,500	2,500	100 %
-	6154 - Workers' Compensation	-	-	-	5,800	5,800	100 %
-	Office	-	-	-	9,700	9,700	100 %
-	6201 - Telephone	-	-	-	3,000	3,000	100 %
-	6202 - Courier/Postage	-	-	-	100	100	100 %
-	6203 - Office Furniture and Equipm	-	-	-	300	300	100 %
-	6204 - Computer Software and Licens	-	-	-	1,500	1,500	100 %
-	6205 - Printing & Reproduction	-	-	-	1,200	1,200	100 %
-	6207 - Office Supplies	-	-	-	3,600	3,600	100 %
-	External Services	-	-	-	114,500	114,500	100 %
-	6305 - Property Appraisal	-	-	-	8,500	8,500	100 %
-	6399 - Contract Services	-	-	-	106,000	106,000	100 %
-	Equipment & Communications	-	-	-	500	500	100 %
-	6706 - Computer Repair and Mainten	-	-	-	500	500	100 %
-	Other Goods & Services	-	-	-	42,200	42,200	100 %

-	6901 - Membership Dues	-	-	-	2,000	2,000	100 %
-	6902 - Conferences and Workshops	-	-	-	500	500	100 %
-	6903 - Travel - Local	-	-	-	4,600	4,600	100 %
-	6904 - Travel - Out of Town	-	-	-	500	500	100 %
-	6905 - Training & Education	-	-	-	300	300	100 %
-	6906 - Licenses & Agreements	-	-	-	25,000	25,000	100 %
-	6911 - Facilities Rental	-	-	-	8,000	8,000	100 %
-	6912 - Advertising and Promotion	-	-	-	1,300	1,300	100 %
-	Net	-	-	-	682,600	682,600	100 %
-	W926 - Operations	12,379,050	14,686,269	14,343,387	17,525,200	2,838,931	19 %
-	W203 - Alderney Gate Facilities Mgmt	858,108	1,554,407	908,833	1,554,400	(7)	0 %
-	Expense	2,163,208	2,859,507	1,937,821	2,859,500	(7)	0 %
-	Office	15,440	15,440	14,975	15,500	60	0 %
-	6299 - Other Office Expenses	15,440	15,440	14,975	15,500	60	0 %
-	External Services	512,168	777,068	533,176	777,000	(68)	0 %
-	6303 - Consulting Fees	7,068	7,068	5,000	7,000	(68)	-1 %
-	6304 - Janitorial Services	200,000	280,000	239,862	280,000	-	0 %
-	6308 - Snow Removal	5,100	10,000	12,801	10,000	-	0 %
-	6311 - Security	140,000	170,000	148,953	170,000	-	0 %
-	6312 - Refuse Collection	-	50,000	5,000	50,000	-	0 %
-	6399 - Contract Services	160,000	260,000	121,560	260,000	-	0 %
-	Building Costs	864,800	1,081,999	811,035	1,082,000	1	0 %
-	6602 - Electrical	-	-	221	-	-	0 %
-	6603 - Grounds and Landscaping	7,000	10,000	17,837	10,000	-	0 %
-	6605 - Municipal Taxes	320,000	320,000	260,136	320,000	-	0 %
-	6607 - Electricity	350,000	410,000	392,715	410,000	-	0 %
-	6608 - Water	20,000	36,999	35,044	37,000	1	0 %
-	6611 - Building - Interior	82,800	200,000	74,668	200,000	-	0 %
-	6616 - Natural Gas-Buildings	85,000	105,000	34,102	105,000	-	0 %
-	6617 - Pest Management	-	-	600	-	-	0 %
-	6699 - Other Building Cost	-	-	(4,288)	-	-	0 %
-	Equipment & Communications	164,900	339,100	(77,223)	339,100	-	0 %
-	6705 - Equipment - Repair and Main	95,800	200,000	(81,207)	200,000	-	0 %
-	6708 - Mechanical Equipment	69,100	139,100	3,984	139,100	-	0 %
-	Other Goods & Services	60,000	100,000	68,898	100,000	-	0 %
-	6942 - Management Fees	60,000	100,000	63,227	100,000	-	0 %
-	6999 - Other Goods and Services	-	-	5,671	-	-	0 %
-	Interdepartmental	-	-	1,593	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	1,575	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	525,500	525,500	569,497	525,500	-	0 %
-	8003 - Insurance Policies and Prem	20,300	20,300	16,500	20,300	-	0 %
-	8008 - Transfer to/from Reserves	505,200	505,200	552,997	505,200	-	0 %
-	Debt Service	20,400	20,400	15,870	20,400	-	0 %
-	8010 - Other Interest	20,400	20,400	15,870	20,400	-	0 %
-	Revenue	(1,305,100)	(1,305,100)	(1,028,988)	(1,305,100)	-	0 %
-	Fee Revenues	(796,900)	(796,900)	(624,883)	(796,900)	-	0 %
-	5101 - Parking Rentals	(201,900)	(201,900)	(211,316)	(201,900)	-	0 %
-	5151 - Lease Revenue	(595,000)	(595,000)	(413,567)	(595,000)	-	0 %
-	Other Revenue	(508,200)	(508,200)	(404,105)	(508,200)	-	0 %
-	5508 - Recoveries from External Pa	(508,200)	(508,200)	(404,105)	(508,200)	-	0 %
-	Net	3,468,308	4,164,607	4,724,279	4,164,600	(7)	0 %
-	W200 - Facility Operations	3,138,626	3,835,450	4,322,199	6,473,000	2,637,550	69 %
-	Expense	3,138,626	3,835,450	4,313,263	6,473,000	2,637,550	69 %
-	Compensation and Benefits	-	-	(438)	-	-	0 %
-	6001 - Salaries - Regular	-	-	(96)	-	-	0 %
-	6002 - Salaries - Overtime	-	-	(547)	-	-	0 %
-	6100 - Benefits - Salaries	-	-	(23)	-	-	0 %
-	6154 - Workers' Compensation	-	-	(4)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	232	-	-	0 %
-	Office	90,860	88,563	98,760	95,900	7,337	8 %
-	6201 - Telephone	55,000	52,703	73,684	60,000	7,297	14 %
-	6202 - Courier/Postage	3,780	3,780	3,780	3,800	20	1 %
-	6203 - Office Furniture and Equipm	13,500	13,500	11,427	13,500	-	0 %
-	6204 - Computer Software and Licen	1,300	1,300	100	1,300	-	0 %
-	6205 - Printing & Reproduction	1,080	1,080	-	1,100	20	2 %
-	6207 - Office Supplies	16,200	16,200	9,933	13,200	(3,000)	-19 %
-	6299 - Other Office Expenses	-	-	1,247	3,000	3,000	100 %
-	External Services	1,724,000	1,910,800	1,304,074	1,364,300	(546,500)	-29 %
-	6301 - Professional Fees	4,000	4,000	-	-	(4,000)	-100 %
-	6303 - Consulting Fees	3,800	3,800	2,775	3,800	-	0 %
-	6304 - Janitorial Services	-	-	22,689	-	-	0 %
-	6305 - Property Appraisal	50,000	-	-	-	-	0 %
-	6308 - Snow Removal	1,196,200	1,423,000	736,114	888,000	(535,000)	-38 %
-	6311 - Security	-	-	59	-	-	0 %
-	6312 - Refuse Collection	430,000	440,000	399,119	462,700	22,700	5 %

-	6399 - Contract Services	40,000	40,000	143,318	9,800	(30,200)	-76 %
-	Supplies	32,900	32,900	1,722	2,900	(30,000)	-91 %
-	6401 - Uniforms & Clothing	30,000	30,000	562	-	(30,000)	-100 %
-	6406 - Bridge Tolls	2,000	2,000	55	2,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	101	-	-	0 %
-	6499 - Other Supplies	900	900	1,004	900	-	0 %
-	Materials	49,700	49,700	73,589	60,700	11,000	22 %
-	6502 - Chemicals	-	-	524	-	-	0 %
-	6504 - Hardware	-	-	245	-	-	0 %
-	6507 - Propane	49,700	49,700	70,379	59,700	10,000	20 %
-	6510 - Road Oils	-	-	1,932	-	-	0 %
-	6511 - Salt	-	-	347	1,000	1,000	100 %
-	6517 - Paint	-	-	162	-	-	0 %
-	Building Costs	4,302,100	4,646,523	5,838,789	6,294,760	1,648,237	35 %
-	6602 - Electrical	-	-	92	-	-	0 %
-	6603 - Grounds and Landscaping	42,000	35,400	42,419	59,000	23,600	67 %
-	6606 - Heating Fuel	1,565,500	1,694,180	1,711,846	2,056,500	362,320	21 %
-	6607 - Electricity	2,200,000	2,138,540	3,188,978	3,365,460	1,226,920	57 %
-	6608 - Water	100,000	369,603	415,309	429,600	59,997	16 %
-	6610 - Building - Exterior	24,600	38,800	31	7,200	(31,600)	-81 %
-	6611 - Building - Interior	-	-	3,539	7,000	7,000	100 %
-	6612 - Safety Systems	-	-	1,757	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	8,696	-	-	0 %
-	6616 - Natural Gas-Buildings	370,000	370,000	463,441	370,000	-	0 %
-	6617 - Pest Management	-	-	541	-	-	0 %
-	6699 - Other Building Cost	-	-	2,140	-	-	0 %
-	Equipment & Communications	27,000	12,800	20,817	12,800	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	147	-	-	0 %
-	6704 - Equipment Rental	8,000	8,000	7,077	8,000	-	0 %
-	6705 - Equipment - Repair and Main	-	-	6,103	-	-	0 %
-	6707 - Plumbing & Heating	-	-	257	-	-	0 %
-	6708 - Mechanical Equipment	14,200	-	52	-	-	0 %
-	6711 - Communication System	4,800	4,800	7,181	4,800	-	0 %
-	Vehicle Expense	18,000	18,000	19,205	18,000	-	0 %
-	6802 - Vehicle Repair and Maintena	4,000	4,000	-	4,000	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	17,850	-	-	0 %
-	6806 - Long Term Fleet Rentals	4,000	4,000	-	4,000	-	0 %
-	6807 - Vehicle Leases	10,000	10,000	1,355	10,000	-	0 %
-	Other Goods & Services	62,840	61,923	31,130	89,300	27,377	44 %
-	6901 - Membership Dues	700	700	631	700	-	0 %
-	6902 - Conferences and Workshops	-	-	103	-	-	0 %
-	6903 - Travel - Local	2,700	2,700	9,071	7,000	4,300	159 %
-	6904 - Travel - Out of Town	-	-	1,643	-	-	0 %
-	6905 - Training & Education	-	-	46	9,000	9,000	100 %
-	6906 - Licenses & Agreements	3,000	3,000	125	700	(2,300)	-77 %
-	6911 - Facilities Rental	-	-	7,567	60,000	60,000	100 %
-	6912 - Advertising and Promotion	1,800	1,155	1,584	1,200	45	4 %
-	6918 - Meals	1,000	728	872	700	(28)	-4 %
-	6999 - Other Goods and Services	53,640	53,640	9,488	10,000	(43,640)	-81 %
-	Interdepartmental	(3,545,150)	(3,552,135)	(3,523,052)	(1,969,000)	1,583,135	-45 %
-	7001 - Interdepartmental Equipment	19,300	12,315	3,212	-	(12,315)	-100 %
-	7004 - Other Interdepartmental cha	(219,600)	(219,600)	(219,600)	-	219,600	-100 %
-	7006 - Interdepartmental Revenues	(3,344,850)	(3,344,850)	(3,199,000)	(1,969,000)	1,375,850	-41 %
-	7007 - Interdepartmental Transfer	-	-	71,001	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(158,000)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	(20,664)	-	-	0 %
-	9920 - Revenue Billing	-	-	(1)	-	-	0 %
-	Other Fiscal	376,376	566,376	432,797	503,340	(63,036)	-11 %
-	8008 - Transfer to/from Reserves	376,376	566,376	432,797	503,340	(63,036)	-11 %
-	Debt Service	-	-	15,870	-	-	0 %
-	8010 - Other Interest	-	-	15,870	-	-	0 %
-	Revenue	-	-	8,936	-	-	0 %
-	Other Revenue	-	-	8,936	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	8,936	-	-	0 %
-	Net	10,267,526	10,964,350	13,085,465	10,411,000	(553,350)	-5 %
-	W211 - Cleaning and Tenant Services	2,972,102	3,147,275	2,908,282	3,447,900	300,625	10 %
-	Expense	2,972,102	3,147,275	2,910,088	3,447,900	300,625	10 %
-	Compensation and Benefits	1,889,032	1,838,680	1,604,193	1,798,000	(40,680)	-2 %
-	6001 - Salaries - Regular	1,451,109	1,403,881	1,067,694	1,385,000	(18,881)	-1 %
-	6002 - Salaries - Overtime	76,500	81,880	43,403	81,900	20	0 %
-	6051 - Shift Agreements	10,054	10,054	18,552	10,100	46	0 %
-	6054 - Vacation Payout for Staff	-	-	13,604	-	-	0 %
-	6100 - Benefits - Salaries	316,031	304,241	252,505	308,000	3,759	1 %
-	6110 - Vacancy Management	-	-	230,713	(23,600)	(23,600)	100 %
-	6152 - Retirement Incentives	11,174	10,224	8,368	11,000	776	8 %

-	6154 - Workers' Compensation	28,587	27,797	22,283	25,000	(2,797)	-10 %
-	6155 - Overtime Meals	603	603	-	600	(3)	0 %
-	6158 - WCB Recoverable Earnings	-	-	(208)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(47,197)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	(5,026)	-	(5,524)	-	-	0 %
-	Office	810	810	1,393	800	(10)	-1 %
-	6202 - Courier/Postage	-	-	1,160	-	-	0 %
-	6207 - Office Supplies	810	810	181	800	(10)	-1 %
-	6299 - Other Office Expenses	-	-	52	-	-	0 %
-	External Services	769,510	1,017,200	1,179,597	1,376,500	359,300	35 %
-	6304 - Janitorial Services	748,810	996,500	1,158,478	1,355,800	359,300	36 %
-	6305 - Property Appraisal	-	-	-	-	-	0 %
-	6312 - Refuse Collection	-	-	144	-	-	0 %
-	6399 - Contract Services	20,700	20,700	20,975	20,700	-	0 %
-	Supplies	207,950	207,950	172,073	208,000	50	0 %
-	6401 - Uniforms & Clothing	4,000	4,000	22	4,000	-	0 %
-	6402 - Medical & First Aid Supplie	500	500	128	500	-	0 %
-	6405 - Photography Supplies & Equi	-	-	82	-	-	0 %
-	6406 - Bridge Tolls	1,000	1,000	543	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	201,500	201,500	166,887	201,500	-	0 %
-	6409 - Personal Protective Equipme	500	500	1,519	500	-	0 %
-	6499 - Other Supplies	450	450	2,892	500	50	11 %
-	Materials	-	-	176	-	-	0 %
-	6504 - Hardware	-	-	74	-	-	0 %
-	6506 - Lumber	-	-	28	-	-	0 %
-	6511 - Salt	-	-	74	-	-	0 %
-	Building Costs	9,000	9,000	7,136	9,000	-	0 %
-	6602 - Electrical	3,000	3,000	2,631	3,000	-	0 %
-	6610 - Building - Exterior	-	-	643	-	-	0 %
-	6611 - Building - Interior	1,000	1,000	50	1,000	-	0 %
-	6612 - Safety Systems	-	-	2,850	-	-	0 %
-	6617 - Pest Management	-	-	962	-	-	0 %
-	6699 - Other Building Cost	5,000	5,000	-	5,000	-	0 %
-	Equipment & Communications	26,000	26,000	53,845	26,000	-	0 %
-	6701 - Equipment Purchase	10,000	10,000	4,968	10,000	-	0 %
-	6702 - Small Tools	7,000	7,000	105	7,000	-	0 %
-	6704 - Equipment Rental	8,000	8,000	46,372	8,000	-	0 %
-	6705 - Equipment - Repair and Main	-	-	953	-	-	0 %
-	6708 - Mechanical Equipment	1,000	1,000	1,447	1,000	-	0 %
-	Vehicle Expense	5,000	5,000	1,168	5,000	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	7	-	-	0 %
-	6807 - Vehicle Leases	5,000	5,000	1,136	5,000	-	0 %
-	6899 - Other Vehicle Expense	-	-	25	-	-	0 %
-	Other Goods & Services	26,200	24,588	8,158	24,600	12	0 %
-	6903 - Travel - Local	2,700	2,700	4,894	2,700	-	0 %
-	6905 - Training & Education	-	-	1,842	-	-	0 %
-	6908 - Medical Examinations	-	-	208	-	-	0 %
-	6910 - Signage	1,000	1,000	337	1,000	-	0 %
-	6912 - Advertising and Promotion	4,500	2,888	-	2,900	12	0 %
-	6999 - Other Goods and Services	18,000	18,000	877	18,000	-	0 %
-	Interdepartmental	38,600	18,047	17,349	-	(18,047)	-100 %
-	7001 - Interdepartmental Equipment	38,600	18,047	17,295	-	(18,047)	-100 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Other Fiscal	-	-	(135,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(135,000)	-	-	0 %
-	Revenue	-	-	(1,806)	-	-	0 %
-	Other Revenue	-	-	(1,806)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,806)	-	-	0 %
-	Net	2,982,154	3,147,275	6,355,912	3,495,100	347,825	11 %
-	W213 - Mechanical and PM Services	2,879,174	3,373,346	3,362,136	3,218,000	(155,346)	-5 %
-	Expense	2,879,174	3,373,346	3,364,273	3,218,000	(155,346)	-5 %
-	Compensation and Benefits	1,127,424	1,303,577	1,114,649	1,379,400	75,823	6 %
-	6001 - Salaries - Regular	852,763	890,041	809,129	964,500	74,459	8 %
-	6002 - Salaries - Overtime	137,700	203,410	50,018	203,400	(10)	0 %
-	6051 - Shift Agreements	-	-	253	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,111	-	-	0 %
-	6100 - Benefits - Salaries	173,798	185,628	173,603	202,500	16,872	9 %
-	6110 - Vacancy Management	-	-	129,132	(15,900)	(15,900)	100 %
-	6151 - Vehicle Allowance	905	905	-	900	(5)	-1 %
-	6152 - Retirement Incentives	6,078	6,230	5,854	7,000	770	12 %
-	6154 - Workers' Compensation	16,498	17,363	15,477	17,000	(363)	-2 %
-	6155 - Overtime Meals	-	-	190	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(6,944)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(39,625)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	(60,318)	-	(26,549)	-	-	0 %
-	Office	-	-	3,311	-	-	0 %

-	6201 - Telephone	-	-	689	-	-	0 %
-	6202 - Courier/Postage	-	-	5	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	591	-	-	0 %
-	6207 - Office Supplies	-	-	1,093	-	-	0 %
-	6299 - Other Office Expenses	-	-	933	-	-	0 %
-	External Services	363,800	583,800	664,324	422,800	(161,000)	-28 %
-	6301 - Professional Fees	-	-	10,257	-	-	0 %
-	6302 - Legal Fees	2,000	2,000	886	2,000	-	0 %
-	6303 - Consulting Fees	3,800	3,800	-	3,800	-	0 %
-	6304 - Janitorial Services	60,000	-	-	-	-	0 %
-	6309 - Litigation Disbursements	-	-	(2,049)	-	-	0 %
-	6310 - Outside Personnel	-	-	-	5,000	5,000	100 %
-	6311 - Security	120,000	120,000	43,979	-	(120,000)	-100 %
-	6312 - Refuse Collection	-	-	551	-	-	0 %
-	6399 - Contract Services	178,000	458,000	610,700	412,000	(46,000)	-10 %
-	Supplies	17,350	17,350	10,623	20,500	3,150	18 %
-	6401 - Uniforms & Clothing	10,000	10,000	2,560	12,200	2,200	22 %
-	6402 - Medical & First Aid Supplie	-	-	145	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	55	-	-	0 %
-	6406 - Bridge Tolls	4,000	4,000	3,079	4,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,681	-	-	0 %
-	6409 - Personal Protective Equipme	2,000	2,000	2,779	2,000	-	0 %
-	6499 - Other Supplies	1,350	1,350	324	2,300	950	70 %
-	Materials	70,900	90,900	51,503	90,900	-	0 %
-	6502 - Chemicals	65,000	85,000	42,976	85,000	-	0 %
-	6504 - Hardware	2,000	2,000	3,642	2,000	-	0 %
-	6505 - Lubricants	1,000	1,000	132	1,000	-	0 %
-	6506 - Lumber	1,000	1,000	961	1,000	-	0 %
-	6507 - Propane	-	-	255	-	-	0 %
-	6510 - Road Oils	200	200	-	200	-	0 %
-	6511 - Salt	200	200	-	200	-	0 %
-	6512 - Sand	-	-	399	-	-	0 %
-	6517 - Paint	-	-	2,335	-	-	0 %
-	6599 - Other Materials	1,500	1,500	803	1,500	-	0 %
-	Building Costs	570,000	587,035	648,416	655,000	67,965	12 %
-	6602 - Electrical	304,000	305,035	198,248	305,000	(35)	0 %
-	6603 - Grounds and Landscaping	-	-	558	-	-	0 %
-	6606 - Heating Fuel	-	-	236	-	-	0 %
-	6609 - Elevator & Escalator	100,000	100,000	64,755	100,000	-	0 %
-	6610 - Building - Exterior	1,000	1,000	11,551	1,000	-	0 %
-	6611 - Building - Interior	1,000	1,000	8,617	1,000	-	0 %
-	6612 - Safety Systems	137,000	152,000	288,546	200,000	48,000	32 %
-	6613 - Overhead Doors	-	-	142	-	-	0 %
-	6614 - Environmental Assessment/CI	7,000	7,000	15,737	27,000	20,000	286 %
-	6617 - Pest Management	15,000	16,000	19,339	16,000	-	0 %
-	6699 - Other Building Cost	5,000	5,000	40,687	5,000	-	0 %
-	Equipment & Communications	573,300	603,300	571,666	556,200	(47,100)	-8 %
-	6701 - Equipment Purchase	5,000	5,000	5,382	5,000	-	0 %
-	6702 - Small Tools	15,000	15,000	10,209	15,000	-	0 %
-	6704 - Equipment Rental	15,000	15,000	1,087	22,900	7,900	53 %
-	6705 - Equipment - Repair and Main	10,000	10,000	1,284	5,000	(5,000)	-50 %
-	6707 - Plumbing & Heating	124,000	154,000	140,348	154,000	-	0 %
-	6708 - Mechanical Equipment	404,300	404,300	413,356	354,300	(50,000)	-12 %
-	Vehicle Expense	61,000	61,000	10,967	37,000	(24,000)	-39 %
-	6801 - Vehicle Purchase	20,000	20,000	-	-	(20,000)	-100 %
-	6802 - Vehicle Repair and Maintena	20,000	20,000	6,409	20,000	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	3,294	-	-	0 %
-	6806 - Long Term Fleet Rentals	6,000	6,000	-	6,000	-	0 %
-	6807 - Vehicle Leases	10,000	10,000	1,264	6,000	(4,000)	-40 %
-	6899 - Other Vehicle Expense	5,000	5,000	-	5,000	-	0 %
-	Other Goods & Services	6,700	6,700	145,160	56,200	49,500	739 %
-	6901 - Membership Dues	-	-	140	500	500	100 %
-	6902 - Conferences and Workshops	-	-	120	-	-	0 %
-	6903 - Travel - Local	5,400	5,400	24,585	40,000	34,600	641 %
-	6905 - Training & Education	-	-	3,794	-	-	0 %
-	6906 - Licenses & Agreements	-	-	472	600	600	100 %
-	6908 - Medical Examinations	300	300	-	300	-	0 %
-	6912 - Advertising and Promotion	-	-	594	-	-	0 %
-	6918 - Meals	-	-	249	700	700	100 %
-	6919 - Special Projects	-	-	108,049	-	-	0 %
-	6940 - Fencing	-	-	1,601	-	-	0 %
-	6999 - Other Goods and Services	1,000	1,000	5,556	14,100	13,100	1,310 %
-	Interdepartmental	88,700	119,684	143,654	-	(119,684)	-100 %
-	7001 - Interdepartmental Equipment	88,700	119,684	137,886	-	(119,684)	-100 %
-	7009 - Internal Transfers Other	-	-	5,000	-	-	0 %

-	7099 - Interdepartmental Chargebac	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	5	-	-	0 %
-	9910 - PM Shop Expenses	-	-	25	-	-	0 %
-	9911 - PM Labour-Reg	-	-	483	-	-	0 %
-	9970 - Materials Chargeback RPS	-	-	255	-	-	0 %
-	Revenue	-	-	(2,137)	-	-	0 %
-	Other Revenue	-	-	(2,137)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,137)	-	-	0 %
-	Net	2,999,810	3,373,346	6,194,444	3,249,800	(123,546)	-4 %
-	R102 - Integrated Security Management	353,524	488,637	472,737	502,100	13,463	3 %
-	Expense	353,524	488,637	472,737	502,100	13,463	3 %
-	Compensation and Benefits	188,050	308,509	276,141	201,900	(106,609)	-35 %
-	6001 - Salaries - Regular	154,930	257,994	131,127	168,000	(89,994)	-35 %
-	6002 - Salaries - Overtime	-	-	(226)	-	-	0 %
-	6005 - PDP Increases	-	-	(2,339)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	356	-	-	0 %
-	6100 - Benefits - Salaries	29,442	45,142	25,297	33,000	(12,142)	-27 %
-	6110 - Vacancy Management	-	-	41,162	(3,100)	(3,100)	100 %
-	6152 - Retirement Incentives	966	1,573	820	1,000	(573)	-36 %
-	6154 - Workers' Compensation	2,712	3,800	2,251	3,000	(800)	-21 %
-	6199 - Comp & Benefits - Inter Dep	-	-	112,652	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(35,754)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	795	-	-	0 %
-	Office	5,100	5,800	1,929	5,800	-	0 %
-	6201 - Telephone	2,000	2,000	365	2,000	-	0 %
-	6202 - Courier/Postage	-	400	26	400	-	0 %
-	6204 - Computer Software and Licen	-	500	-	500	-	0 %
-	6207 - Office Supplies	2,700	2,500	1,444	2,500	-	0 %
-	6299 - Other Office Expenses	400	400	94	400	-	0 %
-	External Services	12,087	57,000	109,065	177,000	120,000	211 %
-	6301 - Professional Fees	12,087	12,000	-	12,000	-	0 %
-	6311 - Security	-	5,000	14,640	125,000	120,000	2,400 %
-	6399 - Contract Services	-	40,000	94,425	40,000	-	0 %
-	Supplies	-	-	3,155	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	3,139	-	-	0 %
-	6406 - Bridge Tolls	-	-	16	-	-	0 %
-	Materials	-	40,200	38,675	40,200	-	0 %
-	6504 - Hardware	-	40,000	35,879	40,000	-	0 %
-	6505 - Lubricants	-	-	2,555	-	-	0 %
-	6599 - Other Materials	-	200	241	200	-	0 %
-	Equipment & Communications	21,600	21,600	13,679	21,600	-	0 %
-	6701 - Equipment Purchase	21,600	21,600	12,771	21,600	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	110	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	798	-	-	0 %
-	Vehicle Expense	5,000	5,000	155	5,000	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	155	-	-	0 %
-	6807 - Vehicle Leases	5,000	5,000	-	5,000	-	0 %
-	Other Goods & Services	121,687	50,528	27,336	50,600	72	0 %
-	6901 - Membership Dues	500	500	262	500	-	0 %
-	6903 - Travel - Local	2,700	2,700	2,614	2,700	-	0 %
-	6904 - Travel - Out of Town	-	3,000	-	3,000	-	0 %
-	6905 - Training & Education	3,400	1,552	1,570	1,600	48	3 %
-	6919 - Special Projects	108,787	36,476	23,421	36,500	24	0 %
-	6999 - Other Goods and Services	6,300	6,300	(531)	6,300	-	0 %
-	Interdepartmental	-	-	2,602	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	155	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,043	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	1,404	-	-	0 %
-	Net	353,524	488,637	621,237	508,300	19,663	4 %
-	W212 - Structural and Arenas	2,177,516	2,287,154	2,369,200	2,329,800	42,646	2 %
-	Expense	2,177,516	2,287,154	2,369,200	2,329,800	42,646	2 %
-	Compensation and Benefits	1,303,569	1,332,390	1,217,563	1,273,700	(58,690)	-4 %
-	6001 - Salaries - Regular	988,510	956,880	890,863	912,800	(44,080)	-5 %
-	6002 - Salaries - Overtime	92,004	135,780	95,465	135,800	20	0 %
-	6051 - Shift Agreements	12,065	12,065	9,127	12,100	35	0 %
-	6054 - Vactation Payout for Staff	-	-	19,077	-	-	0 %
-	6100 - Benefits - Salaries	203,935	201,251	205,196	205,200	3,949	2 %
-	6110 - Vacancy Management	-	-	133,926	(16,400)	(16,400)	100 %
-	6152 - Retirement Incentives	7,255	6,823	6,694	6,900	77	1 %
-	6154 - Workers' Compensation	19,202	18,686	18,385	16,400	(2,286)	-12 %
-	6155 - Overtime Meals	905	905	-	900	(5)	-1 %
-	9200 - HR CATS Wage/Ben	-	-	(157,791)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	(20,307)	-	(3,379)	-	-	0 %
-	Office	-	-	692	-	-	0 %
-	6202 - Courier/Postage	-	-	21	-	-	0 %

-	6207 - Office Supplies	-	-	635	-	-	0 %
-	6299 - Other Office Expenses	-	-	36	-	-	0 %
-	External Services	192,000	190,000	271,585	240,000	50,000	26 %
-	6304 - Janitorial Services	-	-	1,011	-	-	0 %
-	6308 - Snow Removal	-	-	939	-	-	0 %
-	6311 - Security	(3,000)	-	1,289	-	-	0 %
-	6399 - Contract Services	195,000	190,000	268,346	240,000	50,000	26 %
-	Supplies	33,500	33,500	25,714	33,500	-	0 %
-	6401 - Uniforms & Clothing	21,000	21,000	4,826	21,000	-	0 %
-	6402 - Medical & First Aid Supplie	500	500	663	500	-	0 %
-	6404 - Recreation Programming Supp	-	-	1	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	142	-	-	0 %
-	6406 - Bridge Tolls	1,000	1,000	1,129	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	10,000	10,000	13,145	10,000	-	0 %
-	6409 - Personal Protective Equipme	1,000	1,000	1,508	1,000	-	0 %
-	6499 - Other Supplies	-	-	4,300	-	-	0 %
-	Materials	152,000	189,800	214,636	189,800	-	0 %
-	6501 - Asphalt	29,000	39,000	44,371	39,000	-	0 %
-	6502 - Chemicals	-	-	207	-	-	0 %
-	6504 - Hardware	60,000	35,800	36,031	35,800	-	0 %
-	6505 - Lubricants	-	-	225	-	-	0 %
-	6506 - Lumber	15,000	15,000	12,872	15,000	-	0 %
-	6507 - Propane	10,000	10,000	9,471	10,000	-	0 %
-	6510 - Road Oils	-	-	129	-	-	0 %
-	6511 - Salt	-	-	15	-	-	0 %
-	6515 - Stone and Gravel	10,000	10,000	16,562	10,000	-	0 %
-	6517 - Paint	25,000	75,000	92,340	75,000	-	0 %
-	6519 - Welding Supplies	5,000	5,000	2,200	-	(5,000)	-100 %
-	6599 - Other Materials	(2,000)	-	213	5,000	5,000	100 %
-	Building Costs	226,000	256,000	301,424	356,000	100,000	39 %
-	6602 - Electrical	20,000	10,000	5,678	10,000	-	0 %
-	6607 - Electricity	-	-	110	-	-	0 %
-	6610 - Building - Exterior	20,000	40,000	67,131	140,000	100,000	250 %
-	6611 - Building - Interior	70,000	110,000	99,663	110,000	-	0 %
-	6612 - Safety Systems	1,000	1,000	6,586	1,000	-	0 %
-	6613 - Overhead Doors	100,000	80,000	93,412	80,000	-	0 %
-	6617 - Pest Management	-	-	209	-	-	0 %
-	6699 - Other Building Cost	15,000	15,000	28,635	15,000	-	0 %
-	Equipment & Communications	184,000	184,000	239,691	184,000	-	0 %
-	6701 - Equipment Purchase	5,000	5,000	-	5,000	-	0 %
-	6702 - Small Tools	7,000	7,000	12,046	7,000	-	0 %
-	6704 - Equipment Rental	12,000	12,000	3,562	12,000	-	0 %
-	6707 - Plumbing & Heating	-	-	553	-	-	0 %
-	6708 - Mechanical Equipment	160,000	160,000	223,530	160,000	-	0 %
-	Vehicle Expense	8,000	8,000	5,557	8,000	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	825	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	114	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	(364)	-	-	0 %
-	6807 - Vehicle Leases	8,000	8,000	4,967	8,000	-	0 %
-	6899 - Other Vehicle Expense	-	-	15	-	-	0 %
-	Other Goods & Services	34,800	44,800	44,453	44,800	-	0 %
-	6903 - Travel - Local	6,300	6,300	12,944	6,300	-	0 %
-	6905 - Training & Education	-	-	1,396	-	-	0 %
-	6906 - Licenses & Agreements	-	-	2,282	-	-	0 %
-	6910 - Signage	5,000	5,000	4,689	5,000	-	0 %
-	6940 - Fencing	10,000	20,000	18,193	20,000	-	0 %
-	6999 - Other Goods and Services	13,500	13,500	4,949	13,500	-	0 %
-	Interdepartmental	43,647	48,664	47,885	-	(48,664)	-100 %
-	7001 - Interdepartmental Equipment	43,647	48,664	47,705	-	(48,664)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	180	-	-	0 %
-	Net	2,228,130	2,287,154	5,304,830	2,362,600	75,446	3 %
-	D150 - Mainland South & Area	611,435	629,245	607,257	501,910	(127,335)	-20 %
-	D155 - Area Prog. & Maint.	306,085	321,161	323,631	315,990	(5,171)	-2 %
-	Expense	551,585	566,661	579,804	569,400	2,739	0 %
-	Compensation and Benefits	479,010	494,862	489,254	493,500	(1,362)	0 %
-	6001 - Salaries - Regular	220,240	223,854	217,859	226,000	2,146	1 %
-	6002 - Salaries - Overtime	1,000	1,277	(1,607)	1,300	23	2 %
-	6005 - PDP Increases	-	-	(2,853)	-	-	0 %
-	6100 - Benefits - Salaries	41,060	42,395	42,812	43,000	605	1 %
-	6110 - Vacancy Management	-	-	-	(4,000)	(4,000)	100 %
-	6152 - Retirement Incentives	1,200	1,228	1,312	1,000	(228)	-19 %
-	6154 - Workers' Compensation	3,900	3,884	3,879	4,000	116	3 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(4,444)	-	-	0 %
-	9200 - HR CATS Wage/Ben	211,610	222,224	230,087	222,200	(24)	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	2,209	-	-	0 %

-	Office	8,280	8,006	10,714	8,700	694	9 %
-	6201 - Telephone	4,500	4,226	5,884	4,300	74	2 %
-	6202 - Courier/Postage	180	180	160	200	20	11 %
-	6203 - Office Furniture and Equipm	1,350	1,350	2,138	1,900	550	41 %
-	6204 - Computer Software and Licens	-	-	100	-	-	0 %
-	6207 - Office Supplies	2,250	2,250	2,432	2,300	50	2 %
-	External Services	12,250	12,250	11,710	12,300	50	0 %
-	6399 - Contract Services	12,250	12,250	11,710	12,300	50	0 %
-	Supplies	22,700	22,700	23,413	22,700	-	0 %
-	6401 - Uniforms & Clothing	2,500	2,500	1,672	2,500	-	0 %
-	6402 - Medical & First Aid Supplie	200	200	112	200	-	0 %
-	6404 - Recreation Programming Supp	18,000	18,000	21,307	20,000	2,000	11 %
-	6408 - Pre School Nutrition Suppli	2,000	2,000	322	-	(2,000)	-100 %
-	Materials	-	-	230	-	-	0 %
-	6504 - Hardware	-	-	106	-	-	0 %
-	6506 - Lumber	-	-	108	-	-	0 %
-	6517 - Paint	-	-	16	-	-	0 %
-	Building Costs	-	-	58	-	-	0 %
-	6602 - Electrical	-	-	58	-	-	0 %
-	Equipment & Communications	13,500	13,500	21,616	13,500	-	0 %
-	6701 - Equipment Purchase	10,000	10,000	20,179	10,000	-	0 %
-	6704 - Equipment Rental	500	500	-	500	-	0 %
-	6705 - Equipment - Repair and Main	3,000	3,000	1,437	3,000	-	0 %
-	Other Goods & Services	15,845	15,343	22,653	18,700	3,357	22 %
-	6902 - Conferences and Workshops	540	310	-	300	(10)	-3 %
-	6903 - Travel - Local	4,050	4,050	4,740	4,100	50	1 %
-	6904 - Travel - Out of Town	355	355	-	400	45	13 %
-	6905 - Training & Education	500	287	-	300	13	5 %
-	6911 - Facilities Rental	10,000	10,000	8,498	12,000	2,000	20 %
-	6912 - Advertising and Promotion	-	-	-	-	-	0 %
-	6913 - Awards	300	241	-	1,500	1,259	522 %
-	6917 - Books and Periodicals	100	100	-	100	-	0 %
-	6999 - Other Goods and Services	-	-	9,415	-	-	0 %
-	Interdepartmental	-	-	156	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	120	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	(245,500)	(245,500)	(256,173)	(253,410)	(7,910)	3 %
-	Fee Revenues	(245,500)	(245,500)	(256,173)	(253,410)	(7,910)	3 %
-	5102 - Facilities Rentals	(49,000)	(49,000)	(50,276)	(49,000)	-	0 %
-	5207 - Arts & Crafts Revenue	(3,000)	(3,000)	(5,212)	(4,830)	(1,830)	61 %
-	5208 - Dance & Drama Revenue	(4,500)	(4,500)	(4,448)	(4,270)	230	-5 %
-	5210 - Sport and Fitness Revenue	-	-	(7,782)	(6,600)	(6,600)	100 %
-	5211 - Program Facilitation Revenue	(65,000)	(65,000)	(58,510)	(61,600)	3,400	-5 %
-	5212 - Leisure Skills Revenue	(23,000)	(23,000)	(23,015)	(23,260)	(260)	1 %
-	5213 - Playgrounds and Camps Reven	(64,000)	(64,000)	(72,067)	(67,850)	(3,850)	6 %
-	5228 - Membership Revenue	(37,000)	(37,000)	(34,863)	(36,000)	1,000	-3 %
-	Net	797,085	812,161	1,041,805	830,810	18,649	2 %
-	D160 - SMBC Prog. & Maint.	49,545	52,126	58,204	44,500	(7,626)	-15 %
-	Expense	137,545	140,126	158,055	137,900	(2,226)	-2 %
-	Compensation and Benefits	74,140	77,283	84,311	100,900	23,617	31 %
-	6001 - Salaries - Regular	-	-	-	22,000	22,000	100 %
-	6100 - Benefits - Salaries	-	-	-	2,000	2,000	100 %
-	6110 - Vacancy Management	-	-	-	(400)	(400)	100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,546)	-	-	0 %
-	9200 - HR CATS Wage/Ben	74,140	77,283	85,651	77,300	17	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	206	-	-	0 %
-	Office	5,045	4,901	6,008	5,600	699	14 %
-	6201 - Telephone	3,200	3,056	3,369	3,100	44	1 %
-	6202 - Courier/Postage	45	45	17	100	55	122 %
-	6203 - Office Furniture and Equipm	540	540	1,672	500	(40)	-7 %
-	6205 - Printing & Reproduction	180	180	-	200	20	11 %
-	6207 - Office Supplies	1,080	1,080	950	1,700	620	57 %
-	External Services	7,250	7,250	7,017	7,300	50	1 %
-	6399 - Contract Services	7,250	7,250	7,017	7,300	50	1 %
-	Supplies	8,400	8,400	12,324	8,900	500	6 %
-	6401 - Uniforms & Clothing	800	800	1,057	1,500	700	88 %
-	6402 - Medical & First Aid Supplie	400	400	-	400	-	0 %
-	6404 - Recreation Programming Supp	5,000	5,000	10,163	7,000	2,000	40 %
-	6408 - Pre School Nutrition Suppli	2,200	2,200	1,104	-	(2,200)	-100 %
-	Materials	-	-	264	-	-	0 %
-	6504 - Hardware	-	-	264	-	-	0 %
-	Equipment & Communications	7,100	7,100	13,473	10,100	3,000	42 %
-	6701 - Equipment Purchase	6,000	6,000	12,529	9,000	3,000	50 %
-	6704 - Equipment Rental	100	100	-	100	-	0 %
-	6705 - Equipment - Repair and Main	1,000	1,000	944	1,000	-	0 %
-	Vehicle Expense	400	435	311	500	65	15 %

-	6804 - Vehicle Fuel - Gasoline	400	435	311	500	65	15 %
-	Other Goods & Services	3,110	2,657	1,975	4,600	1,943	73 %
-	6901 - Membership Dues	150	150	200	200	50	33 %
-	6903 - Travel - Local	810	810	282	800	(10)	-1 %
-	6905 - Training & Education	500	287	1,052	1,500	1,213	423 %
-	6912 - Advertising and Promotion	450	289	-	300	11	4 %
-	6913 - Awards	400	321	308	1,000	679	212 %
-	6917 - Books and Periodicals	800	800	-	800	-	0 %
-	6999 - Other Goods and Services	-	-	133	-	-	0 %
-	Interdepartmental	32,100	32,100	32,372	-	(32,100)	-100 %
-	7005 - Interdepartmental Expenditu	32,100	32,100	32,100	-	(32,100)	-100 %
-	7009 - Internal Transfers Other	-	-	110	-	-	0 %
-	9911 - PM Labour-Reg	-	-	162	-	-	0 %
-	Revenue	(88,000)	(88,000)	(99,851)	(93,400)	(5,400)	6 %
-	Fee Revenues	(81,500)	(81,500)	(90,729)	(86,900)	(5,400)	7 %
-	5102 - Facilities Rentals	(54,000)	(54,000)	(61,988)	(59,000)	(5,000)	9 %
-	5208 - Dance & Drama Revenue	(1,500)	(1,500)	-	-	1,500	-100 %
-	5210 - Sport and Fitness Revenue	(2,500)	(2,500)	(1,814)	(1,900)	600	-24 %
-	5212 - Leisure Skills Revenue	(2,500)	(2,500)	(791)	(1,000)	1,500	-60 %
-	5213 - Playgrounds and Camps Reven	(21,000)	(21,000)	(26,136)	(25,000)	(4,000)	19 %
-	Other Revenue	(6,500)	(6,500)	(9,122)	(6,500)	-	0 %
-	5600 - Miscellaneous Revenue	(6,500)	(6,500)	(9,122)	(6,500)	-	0 %
-	Net	225,545	228,126	292,070	232,100	3,974	2 %
-	D180 - Herring Cv. AreaProg	146,105	146,258	115,722	141,420	(4,838)	-3 %
-	Expense	181,855	189,008	177,443	196,200	7,192	4 %
-	Compensation and Benefits	159,780	167,368	155,052	166,200	(1,168)	-1 %
-	6001 - Salaries - Regular	57,210	57,879	57,084	58,000	121	0 %
-	6002 - Salaries - Overtime	200	178	(8)	200	22	12 %
-	6100 - Benefits - Salaries	10,930	11,866	11,368	12,000	134	1 %
-	6110 - Vacancy Management	-	-	-	(1,100)	(1,100)	100 %
-	6152 - Retirement Incentives	300	307	325	-	(307)	-100 %
-	6154 - Workers' Compensation	1,040	1,040	1,034	1,000	(40)	-4 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,922)	-	-	0 %
-	9200 - HR CATS Wage/Ben	90,100	96,098	87,112	96,100	2	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	59	-	-	0 %
-	Office	1,220	1,220	1,213	2,500	1,280	105 %
-	6201 - Telephone	500	500	592	900	400	80 %
-	6202 - Courier/Postage	90	90	19	100	10	11 %
-	6207 - Office Supplies	630	630	602	1,500	870	138 %
-	External Services	2,900	2,900	1,817	4,300	1,400	48 %
-	6399 - Contract Services	2,900	2,900	1,817	4,300	1,400	48 %
-	Supplies	9,800	9,800	9,806	11,100	1,300	13 %
-	6401 - Uniforms & Clothing	700	700	1,056	2,000	1,300	186 %
-	6402 - Medical & First Aid Supplie	200	200	107	200	-	0 %
-	6404 - Recreation Programming Supp	6,500	6,500	6,222	8,900	2,400	37 %
-	6408 - Pre School Nutrition Suppli	2,400	2,400	2,421	-	(2,400)	-100 %
-	Equipment & Communications	3,000	3,000	6,014	5,000	2,000	67 %
-	6701 - Equipment Purchase	3,000	3,000	6,014	5,000	2,000	67 %
-	Other Goods & Services	5,155	4,720	3,541	7,100	2,380	50 %
-	6902 - Conferences and Workshops	675	387	-	400	13	3 %
-	6903 - Travel - Local	2,430	2,430	2,342	2,400	(30)	-1 %
-	6904 - Travel - Out of Town	-	-	165	-	-	0 %
-	6905 - Training & Education	-	-	34	-	-	0 %
-	6911 - Facilities Rental	1,000	1,000	1,000	1,500	500	50 %
-	6913 - Awards	750	603	-	2,500	1,897	315 %
-	6917 - Books and Periodicals	300	300	-	300	-	0 %
-	Revenue	(35,750)	(42,750)	(61,721)	(54,780)	(12,030)	28 %
-	Fee Revenues	(35,750)	(42,750)	(59,258)	(54,780)	(12,030)	28 %
-	5207 - Arts & Crafts Revenue	(1,000)	(1,000)	(258)	(300)	700	-70 %
-	5208 - Dance & Drama Revenue	(2,750)	(2,750)	(4,416)	(3,850)	(1,100)	40 %
-	5210 - Sport and Fitness Revenue	(9,000)	(9,000)	(24,642)	(23,700)	(14,700)	163 %
-	5212 - Leisure Skills Revenue	(6,000)	(6,000)	(6,924)	(6,080)	(80)	1 %
-	5213 - Playgrounds and Camps Reven	(17,000)	(17,000)	(23,018)	(20,850)	(3,850)	23 %
-	5214 - Wellness Revenue	-	(7,000)	-	-	7,000	-100 %
-	Other Revenue	-	-	(2,463)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,463)	-	-	0 %
-	Net	217,605	231,758	271,992	253,180	21,422	9 %
-	D165 - CLCC Maint.	109,700	109,700	109,700	-	(109,700)	-100 %
-	Expense	109,700	109,700	109,700	-	(109,700)	-100 %
-	Interdepartmental	109,700	109,700	109,700	-	(109,700)	-100 %
-	7005 - Interdepartmental Expenditu	109,700	109,700	109,700	-	(109,700)	-100 %
-	Net	109,700	109,700	109,700	-	(109,700)	-100 %
-	D720 - Aquatic Services	935,665	1,004,929	987,568	489,500	(515,429)	-51 %
-	D170 - CWSCC Prog. & Maint.	367,035	398,592	377,572	(30,500)	(429,092)	-108 %
-	Expense	569,535	575,092	397,157	(21,000)	(596,092)	-104 %
-	Compensation and Benefits	119,850	126,123	122,349	125,200	(923)	-1 %

-	6001 - Salaries - Regular	37,750	38,184	43,482	38,000	(184)	0 %
-	6100 - Benefits - Salaries	6,930	7,067	8,182	7,000	(67)	-1 %
-	6110 - Vacancy Management	-	-	-	(700)	(700)	100 %
-	6152 - Retirement Incentives	200	202	249	-	(202)	-100 %
-	6154 - Workers' Compensation	770	764	889	1,000	236	31 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,598)	-	-	0 %
-	9200 - HR CATS Wage/Ben	74,200	79,906	71,145	79,900	(6)	0 %
-	Office	16,910	16,435	14,534	16,500	65	0 %
-	6201 - Telephone	9,800	9,325	11,071	9,300	(25)	0 %
-	6202 - Courier/Postage	270	270	49	300	30	11 %
-	6203 - Office Furniture and Equipm	630	630	-	600	(30)	-5 %
-	6205 - Printing & Reproduction	3,960	3,960	368	4,000	40	1 %
-	6207 - Office Supplies	2,250	2,250	3,046	2,300	50	2 %
-	Supplies	1,000	1,000	-	1,000	-	0 %
-	6401 - Uniforms & Clothing	300	300	-	300	-	0 %
-	6404 - Recreation Programming Supp	700	700	-	700	-	0 %
-	Equipment & Communications	1,500	1,500	515	1,500	-	0 %
-	6701 - Equipment Purchase	1,500	1,500	400	1,500	-	0 %
-	6705 - Equipment - Repair and Main	-	-	115	-	-	0 %
-	Other Goods & Services	2,775	2,534	(41)	2,500	(34)	-1 %
-	6903 - Travel - Local	900	900	59	900	-	0 %
-	6905 - Training & Education	250	144	-	100	(44)	-31 %
-	6912 - Advertising and Promotion	225	144	-	100	(44)	-31 %
-	6918 - Meals	200	146	-	200	54	37 %
-	6933 - Community Events	1,200	1,200	-	1,200	-	0 %
-	6999 - Other Goods and Services	-	-	(100)	-	-	0 %
-	Interdepartmental	427,500	427,500	259,800	(167,700)	(595,200)	-139 %
-	7005 - Interdepartmental Expenditu	427,500	427,500	427,500	-	(427,500)	-100 %
-	7015 - Internal Transfer Facility	-	-	(167,700)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	-	(167,700)	(167,700)	100 %
-	Revenue	(202,500)	(176,500)	(19,585)	(9,500)	167,000	-95 %
-	Fee Revenues	(176,500)	(176,500)	(16,149)	(9,500)	167,000	-95 %
-	5102 - Facilities Rentals	(169,500)	(169,500)	(230)	(1,800)	167,700	-99 %
-	5211 - Program Facilitation Revenu	(7,000)	(7,000)	(15,919)	(7,700)	(700)	10 %
-	Other Revenue	(26,000)	-	(3,436)	-	-	0 %
-	5600 - Miscellaneous Revenue	(26,000)	-	(3,436)	-	-	0 %
-	Net	772,035	751,592	1,028,508	325,300	(426,292)	-57 %
-	D175 - Capt. Will Spry Aquatics	73,360	83,137	64,216	36,200	(46,937)	-56 %
-	Expense	361,860	371,637	490,165	451,700	80,063	22 %
-	Compensation and Benefits	287,760	300,001	324,635	385,900	85,899	29 %
-	6001 - Salaries - Regular	50,070	50,644	50,026	124,000	73,356	145 %
-	6003 - Wages - Regular	-	-	61	-	-	0 %
-	6100 - Benefits - Salaries	10,770	11,020	11,193	24,000	12,980	118 %
-	6101 - Benefits - Wages	-	-	4	-	-	0 %
-	6110 - Vacancy Management	-	-	-	(2,200)	(2,200)	100 %
-	6152 - Retirement Incentives	270	268	284	1,000	732	273 %
-	6154 - Workers' Compensation	1,020	1,013	1,007	2,000	987	97 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(4,741)	-	-	0 %
-	9200 - HR CATS Wage/Ben	225,630	237,056	266,590	237,100	44	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	211	-	-	0 %
-	Office	540	540	309	600	60	11 %
-	6202 - Courier/Postage	-	-	45	-	-	0 %
-	6207 - Office Supplies	540	540	264	600	60	11 %
-	External Services	6,600	6,600	8,185	6,600	-	0 %
-	6308 - Snow Removal	-	-	-	-	-	0 %
-	6399 - Contract Services	6,600	6,600	8,185	6,600	-	0 %
-	Supplies	2,700	2,700	426	1,700	(1,000)	-37 %
-	6401 - Uniforms & Clothing	500	500	-	500	-	0 %
-	6402 - Medical & First Aid Supplie	800	800	135	800	-	0 %
-	6404 - Recreation Programming Supp	400	400	-	400	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	30	-	-	0 %
-	6408 - Pre School Nutrition Suppli	1,000	1,000	261	-	(1,000)	-100 %
-	Materials	-	-	186	-	-	0 %
-	6504 - Hardware	-	-	152	-	-	0 %
-	6517 - Paint	-	-	34	-	-	0 %
-	Building Costs	-	-	614	-	-	0 %
-	6611 - Building - Interior	-	-	614	-	-	0 %
-	Equipment & Communications	18,770	18,770	92,050	34,300	15,530	83 %
-	6701 - Equipment Purchase	17,770	17,770	90,823	33,300	15,530	87 %
-	6705 - Equipment - Repair and Main	1,000	1,000	389	1,000	-	0 %
-	6708 - Mechanical Equipment	-	-	212	-	-	0 %
-	6711 - Communication System	-	-	626	-	-	0 %
-	Other Goods & Services	9,490	7,026	31,707	22,600	15,574	222 %
-	6901 - Membership Dues	500	500	151	500	-	0 %
-	6903 - Travel - Local	900	900	3,361	3,100	2,200	244 %
-	6905 - Training & Education	1,000	574	-	600	26	5 %

-	6912 - Advertising and Promotion	4,590	2,945	2,737	2,900	(45)	-2 %
-	6913 - Awards	2,000	1,607	25,458	15,000	13,393	833 %
-	6917 - Books and Periodicals	500	500	-	500	-	0 %
-	Interdepartmental	36,000	36,000	32,053	-	(36,000)	-100 %
-	7005 - Interdepartmental Expenditu	36,000	36,000	36,000	-	(36,000)	-100 %
-	7009 - Internal Transfers Other	-	-	(3,327)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(674)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(288,500)	(288,500)	(425,949)	(415,500)	(127,000)	44 %
-	Fee Revenues	(286,000)	(286,000)	(425,886)	(413,000)	(127,000)	44 %
-	5102 - Facilities Rentals	(20,500)	(20,500)	(27,497)	(26,000)	(5,500)	27 %
-	5213 - Playgrounds and Camps Reven	-	-	(348)	-	-	0 %
-	5215 - Aquatics Revenue - Instruct	(200,500)	(200,500)	(327,649)	(320,000)	(119,500)	60 %
-	5216 - Aquatics Revenue - Recreati	(42,000)	(42,000)	(40,165)	(40,000)	2,000	-5 %
-	5228 - Membership Revenue	(23,000)	(23,000)	(30,227)	(27,000)	(4,000)	17 %
-	Other Revenue	(2,500)	(2,500)	(63)	(2,500)	-	0 %
-	5600 - Miscellaneous Revenue	(2,500)	(2,500)	(63)	(2,500)	-	0 %
-	Net	650,360	660,137	1,050,902	871,600	211,463	32 %
-	D320 - Bedford Outdoor Pool	23,680	25,064	(3,833)	12,400	(12,664)	-51 %
-	Expense	74,580	75,964	60,989	74,400	(1,564)	-2 %
-	Compensation and Benefits	50,340	52,484	44,716	52,500	16	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,050)	-	-	0 %
-	9200 - HR CATS Wage/Ben	50,340	52,484	45,606	52,500	16	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	160	-	-	0 %
-	Office	780	780	300	800	20	3 %
-	6201 - Telephone	600	600	-	600	-	0 %
-	6204 - Computer Software and Licen	-	-	300	-	-	0 %
-	6207 - Office Supplies	180	180	-	200	20	11 %
-	Supplies	1,500	1,500	-	1,500	-	0 %
-	6404 - Recreation Programming Supp	1,500	1,500	-	1,500	-	0 %
-	Equipment & Communications	7,600	7,600	1,230	14,900	7,300	96 %
-	6701 - Equipment Purchase	7,600	7,600	1,230	14,900	7,300	96 %
-	Other Goods & Services	3,760	3,000	4,143	4,700	1,700	57 %
-	6903 - Travel - Local	360	360	252	400	40	11 %
-	6905 - Training & Education	400	230	-	300	70	30 %
-	6913 - Awards	3,000	2,410	3,891	4,000	1,590	66 %
-	Interdepartmental	10,600	10,600	10,600	-	(10,600)	-100 %
-	7005 - Interdepartmental Expenditu	10,600	10,600	10,600	-	(10,600)	-100 %
-	Revenue	(50,900)	(50,900)	(64,822)	(62,000)	(11,100)	22 %
-	Fee Revenues	(45,300)	(45,300)	(59,822)	(57,000)	(11,700)	26 %
-	5102 - Facilities Rentals	(5,000)	(5,000)	(5,742)	(5,000)	-	0 %
-	5215 - Aquatics Revenue - Instruct	(35,300)	(35,300)	(45,310)	(44,000)	(8,700)	25 %
-	5216 - Aquatics Revenue - Recreati	(5,000)	(5,000)	(8,770)	(8,000)	(3,000)	60 %
-	Other Revenue	(5,600)	(5,600)	(5,000)	(5,000)	600	-11 %
-	5600 - Miscellaneous Revenue	(5,600)	(5,600)	(5,000)	(5,000)	600	-11 %
-	Net	125,480	126,864	140,461	136,400	9,536	8 %
-	D220 - Northcliffe Aquatics	(31,450)	(12,881)	99,687	-	12,881	-100 %
-	Expense	429,950	448,519	98,977	-	(448,519)	-100 %
-	Compensation and Benefits	412,760	433,901	97,665	-	(433,901)	-100 %
-	6001 - Salaries - Regular	114,980	121,764	75,184	-	(121,764)	-100 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(3,248)	-	-	0 %
-	6100 - Benefits - Salaries	20,830	21,992	13,251	-	(21,992)	-100 %
-	6110 - Vacancy Management	-	-	4,686	-	-	0 %
-	6152 - Retirement Incentives	640	688	460	-	(688)	-100 %
-	6153 - Severance	-	-	12,030	-	-	0 %
-	6154 - Workers' Compensation	2,060	2,053	1,050	-	(2,053)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(5,748)	-	-	0 %
-	9200 - HR CATS Wage/Ben	274,250	287,404	-	-	(287,404)	-100 %
-	Office	-	-	6	-	-	0 %
-	6202 - Courier/Postage	-	-	6	-	-	0 %
-	External Services	450	450	-	-	(450)	-100 %
-	6399 - Contract Services	450	450	-	-	(450)	-100 %
-	Supplies	400	400	-	-	(400)	-100 %
-	6404 - Recreation Programming Supp	400	400	-	-	(400)	-100 %
-	Equipment & Communications	690	690	-	-	(690)	-100 %
-	6701 - Equipment Purchase	690	690	-	-	(690)	-100 %
-	Other Goods & Services	15,650	13,078	1,306	-	(13,078)	-100 %
-	6903 - Travel - Local	3,150	3,150	1,306	-	(3,150)	-100 %
-	6905 - Training & Education	500	287	-	-	(287)	-100 %
-	6913 - Awards	12,000	9,641	-	-	(9,641)	-100 %
-	Revenue	(461,400)	(461,400)	710	-	461,400	-100 %
-	Fee Revenues	(461,400)	(461,400)	710	-	461,400	-100 %
-	5102 - Facilities Rentals	(15,000)	(15,000)	291	-	15,000	-100 %
-	5215 - Aquatics Revenue - Instruct	(349,400)	(349,400)	(1)	-	349,400	-100 %
-	5216 - Aquatics Revenue - Recreati	(49,000)	(49,000)	420	-	49,000	-100 %

-	5228 - Membership Revenue	(48,000)	(48,000)	-	-	48,000	-100 %
-	Net	891,350	909,919	180,155	-	(909,919)	-100 %
-	D570 - Needham Aquatics	118,210	118,828	69,020	91,200	(27,628)	-23 %
-	Expense	158,610	159,228	147,069	158,200	(1,028)	-1 %
-	Compensation and Benefits	150,770	151,909	138,327	148,100	(3,809)	-3 %
-	6001 - Salaries - Regular	50,070	50,644	50,642	50,000	(644)	-1 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	8,950	11,020	9,196	9,000	(2,020)	-18 %
-	6110 - Vacancy Management	-	-	-	(900)	(900)	100 %
-	6152 - Retirement Incentives	270	268	284	-	(268)	-100 %
-	6154 - Workers' Compensation	1,020	1,013	1,019	1,000	(13)	-1 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,779)	-	-	0 %
-	9200 - HR CATS Wage/Ben	90,460	88,964	78,965	89,000	36	0 %
-	Office	450	450	37	500	50	11 %
-	6207 - Office Supplies	450	450	37	500	50	11 %
-	Supplies	750	750	115	500	(250)	-33 %
-	6402 - Medical & First Aid Supplie	300	300	115	300	-	0 %
-	6404 - Recreation Programming Supp	200	200	-	200	-	0 %
-	6408 - Pre School Nutrition Suppli	250	250	-	-	(250)	-100 %
-	Materials	-	-	151	-	-	0 %
-	6504 - Hardware	-	-	151	-	-	0 %
-	Equipment & Communications	3,090	3,090	4,353	4,700	1,610	52 %
-	6701 - Equipment Purchase	3,090	3,090	4,308	4,700	1,610	52 %
-	6702 - Small Tools	-	-	45	-	-	0 %
-	Other Goods & Services	3,550	3,029	4,050	4,400	1,371	45 %
-	6903 - Travel - Local	900	900	949	900	-	0 %
-	6913 - Awards	2,650	2,129	3,101	3,500	1,371	64 %
-	Interdepartmental	-	-	36	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	(40,400)	(40,400)	(78,049)	(67,000)	(26,600)	66 %
-	Fee Revenues	(30,700)	(30,700)	(64,230)	(55,500)	(24,800)	81 %
-	5102 - Facilities Rentals	-	-	(4,248)	-	-	0 %
-	5215 - Aquatics Revenue - Instruct	(25,200)	(25,200)	(46,964)	(45,000)	(19,800)	79 %
-	5228 - Membership Revenue	(5,500)	(5,500)	(13,018)	(10,500)	(5,000)	91 %
-	Other Revenue	(9,700)	(9,700)	(13,819)	(11,500)	(1,800)	19 %
-	5600 - Miscellaneous Revenue	(9,700)	(9,700)	(13,819)	(11,500)	(1,800)	19 %
-	Net	199,010	199,628	255,160	227,000	27,372	14 %
-	D176 - CWSCC Fitness Ctr	(36,260)	(31,184)	(30,818)	(32,300)	(1,116)	4 %
-	Expense	46,840	44,916	34,131	44,900	(16)	0 %
-	Compensation and Benefits	33,840	32,883	25,722	32,900	17	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(658)	-	-	0 %
-	9200 - HR CATS Wage/Ben	33,840	32,883	26,380	32,900	17	0 %
-	Office	-	-	532	-	-	0 %
-	6207 - Office Supplies	-	-	532	-	-	0 %
-	Supplies	1,500	1,500	-	1,500	-	0 %
-	6404 - Recreation Programming Supp	1,500	1,500	-	1,500	-	0 %
-	Equipment & Communications	8,800	8,800	7,212	8,800	-	0 %
-	6701 - Equipment Purchase	6,300	6,300	7,212	6,300	-	0 %
-	6705 - Equipment - Repair and Main	2,500	2,500	-	2,500	-	0 %
-	Other Goods & Services	2,700	1,733	662	1,700	(33)	-2 %
-	6912 - Advertising and Promotion	2,700	1,733	662	1,700	(33)	-2 %
-	Interdepartmental	-	-	3	-	-	0 %
-	9911 - PM Labour-Reg	-	-	3	-	-	0 %
-	Revenue	(83,100)	(76,100)	(64,949)	(77,200)	(1,100)	1 %
-	Fee Revenues	(83,100)	(76,100)	(64,949)	(77,200)	(1,100)	1 %
-	5210 - Sport and Fitness Revenue	(76,100)	(76,100)	(63,373)	(77,100)	(1,000)	1 %
-	5214 - Wellness Revenue	(7,000)	-	(1,576)	(100)	(100)	100 %
-	Net	129,940	121,016	102,776	122,100	1,084	1 %
-	D540 - Beaches/Common Pool	420,660	422,609	414,989	416,500	(6,109)	-1 %
-	Expense	473,960	475,909	465,967	470,600	(5,309)	-1 %
-	Compensation and Benefits	424,500	428,672	419,053	424,800	(3,872)	-1 %
-	6001 - Salaries - Regular	50,070	50,644	44,404	50,000	(644)	-1 %
-	6100 - Benefits - Salaries	9,020	11,021	8,365	9,000	(2,021)	-18 %
-	6110 - Vacancy Management	-	-	-	(900)	(900)	100 %
-	6152 - Retirement Incentives	270	268	255	-	(268)	-100 %
-	6154 - Workers' Compensation	1,020	1,003	844	1,000	(3)	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(7,315)	-	-	0 %
-	9200 - HR CATS Wage/Ben	364,120	365,736	371,585	365,700	(36)	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	915	-	-	0 %
-	Office	770	770	3,990	800	30	4 %
-	6201 - Telephone	500	500	3,980	500	-	0 %
-	6202 - Courier/Postage	-	-	10	-	-	0 %
-	6207 - Office Supplies	270	270	-	300	30	11 %
-	External Services	2,500	2,500	-	2,500	-	0 %
-	6399 - Contract Services	2,500	2,500	-	2,500	-	0 %
-	Supplies	7,800	7,800	1,357	7,300	(500)	-6 %

-	6401 - Uniforms & Clothing	4,300	4,300	283	4,300	-	0 %
-	6402 - Medical & First Aid Supplie	3,000	3,000	-	3,000	-	0 %
-	6406 - Bridge Tolls	-	-	167	-	-	0 %
-	6408 - Pre School Nutrition Suppli	500	500	907	-	(500)	-100 %
-	Materials	-	-	938	-	-	0 %
-	6502 - Chemicals	-	-	712	-	-	0 %
-	6504 - Hardware	-	-	226	-	-	0 %
-	Equipment & Communications	19,820	19,820	23,794	20,300	480	2 %
-	6701 - Equipment Purchase	19,820	19,820	23,794	20,300	480	2 %
-	Other Goods & Services	16,870	14,790	13,355	14,900	110	1 %
-	6903 - Travel - Local	11,070	11,070	11,256	11,100	30	0 %
-	6905 - Training & Education	4,100	2,354	1,285	2,400	46	2 %
-	6913 - Awards	1,700	1,366	814	1,400	34	2 %
-	Interdepartmental	1,700	1,557	3,480	-	(1,557)	-100 %
-	7001 - Interdepartmental Equipment	1,700	1,557	3,168	-	(1,557)	-100 %
-	7009 - Internal Transfers Other	-	-	240	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Revenue	(53,300)	(53,300)	(50,978)	(54,100)	(800)	2 %
-	Fee Revenues	(24,300)	(24,300)	(18,690)	(25,100)	(800)	3 %
-	5215 - Aquatics Revenue - Instruct	(24,300)	(24,300)	(18,690)	(25,100)	(800)	3 %
-	Other Revenue	(29,000)	(29,000)	(32,288)	(29,000)	-	0 %
-	5508 - Recoveries from External Pa	(29,000)	(29,000)	(29,779)	(29,000)	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(2,509)	-	-	0 %
-	Net	527,260	529,209	568,915	526,500	(2,709)	-1 %
-	D830 - NS Hospital Aquatics	430	764	(3,265)	(4,000)	(4,764)	-624 %
-	Expense	10,630	10,964	13,809	11,000	36	0 %
-	Compensation and Benefits	5,830	6,164	9,069	6,200	36	1 %
-	6001 - Salaries - Regular	-	-	979	-	-	0 %
-	6003 - Wages - Regular	-	-	349	-	-	0 %
-	6100 - Benefits - Salaries	-	-	32	-	-	0 %
-	6101 - Benefits - Wages	-	-	12	-	-	0 %
-	6154 - Workers' Compensation	-	-	27	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(123)	-	-	0 %
-	9200 - HR CATS Wage/Ben	5,830	6,164	7,793	6,200	36	1 %
-	Supplies	1,100	1,100	1,260	1,100	-	0 %
-	6404 - Recreation Programming Supp	1,100	1,100	1,260	1,100	-	0 %
-	Other Goods & Services	3,700	3,700	3,480	3,700	-	0 %
-	6911 - Facilities Rental	3,700	3,700	3,480	3,700	-	0 %
-	Revenue	(10,200)	(10,200)	(17,074)	(15,000)	(4,800)	47 %
-	Fee Revenues	(10,200)	(10,200)	(17,074)	(15,000)	(4,800)	47 %
-	5215 - Aquatics Revenue - Instruct	(10,200)	(10,200)	(17,074)	(15,000)	(4,800)	47 %
-	Net	20,830	21,164	38,705	26,000	4,836	23 %
-	D400 - Cole Hb/E Shore & Valley	1,416,777	1,414,867	1,430,291	1,271,910	(142,957)	-10 %
-	D172 - NPCC Prog. & Maint	457,250	456,054	476,360	339,700	(116,354)	-26 %
-	Expense	501,250	500,054	550,443	384,100	(115,954)	-23 %
-	Compensation and Benefits	314,060	313,851	328,057	313,000	(851)	0 %
-	6001 - Salaries - Regular	137,470	139,762	137,110	141,000	1,238	1 %
-	6002 - Salaries - Overtime	1,000	889	1,566	900	11	1 %
-	6005 - PDP Increases	-	-	(1,191)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,134	-	-	0 %
-	6100 - Benefits - Salaries	26,610	27,272	25,193	28,000	728	3 %
-	6110 - Vacancy Management	-	-	23,155	(2,500)	(2,500)	100 %
-	6152 - Retirement Incentives	760	777	782	1,000	223	29 %
-	6154 - Workers' Compensation	2,500	2,512	2,449	2,000	(512)	-20 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,853)	-	-	0 %
-	9200 - HR CATS Wage/Ben	145,720	142,639	140,499	142,600	(39)	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	213	-	-	0 %
-	Office	6,490	5,303	7,022	5,300	(3)	0 %
-	6201 - Telephone	4,600	4,413	5,174	4,400	(13)	0 %
-	6202 - Courier/Postage	90	90	74	100	10	11 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	1,800	800	1,674	800	-	0 %
-	External Services	43,000	44,000	67,335	47,000	3,000	7 %
-	6399 - Contract Services	43,000	44,000	67,335	47,000	3,000	7 %
-	Supplies	8,000	8,000	7,570	8,000	-	0 %
-	6404 - Recreation Programming Supp	8,000	8,000	7,570	8,000	-	0 %
-	Building Costs	-	-	643	-	-	0 %
-	6602 - Electrical	-	-	351	-	-	0 %
-	6699 - Other Building Cost	-	-	292	-	-	0 %
-	Equipment & Communications	5,000	5,000	14,972	5,000	-	0 %
-	6701 - Equipment Purchase	5,000	5,000	4,502	5,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	931	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	9,539	-	-	0 %
-	Vehicle Expense	-	-	150	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	150	-	-	0 %
-	Other Goods & Services	6,550	5,750	5,950	5,800	50	1 %

-	6903 - Travel - Local	3,600	3,600	5,233	3,600	-	0 %
-	6905 - Training & Education	1,500	861	717	900	39	5 %
-	6911 - Facilities Rental	1,000	1,000	-	1,000	-	0 %
-	6912 - Advertising and Promotion	450	289	-	300	11	4 %
-	Interdepartmental	118,150	118,150	118,744	-	(118,150)	-100 %
-	7005 - Interdepartmental Expenditu	118,150	118,150	118,150	-	(118,150)	-100 %
-	7009 - Internal Transfers Other	-	-	486	-	-	0 %
-	9911 - PM Labour-Reg	-	-	108	-	-	0 %
-	Revenue	(44,000)	(44,000)	(74,083)	(44,400)	(400)	1 %
-	Fee Revenues	(27,000)	(27,000)	(34,015)	(27,400)	(400)	1 %
-	5102 - Facilities Rentals	(12,000)	(12,000)	(10,664)	(12,200)	(200)	2 %
-	5210 - Sport and Fitness Revenue	-	-	276	-	-	0 %
-	5211 - Program Facilitation Revenu	(11,000)	(11,000)	(8,328)	(9,200)	1,800	-16 %
-	5228 - Membership Revenue	(2,000)	(2,000)	(2,786)	(2,000)	-	0 %
-	5404 - Canteen Revenue	(1,000)	(1,000)	(556)	-	1,000	-100 %
-	5405 - Bar Revenue	(1,000)	(1,000)	-	(4,000)	(3,000)	300 %
-	5450 - Other Sales Revenue	-	-	(11,957)	-	-	0 %
-	Other Revenue	(17,000)	(17,000)	(40,068)	(17,000)	-	0 %
-	5508 - Recoveries from External Pa	-	-	(32,220)	(8,000)	(8,000)	100 %
-	5600 - Miscellaneous Revenue	(17,000)	(17,000)	(7,848)	(9,000)	8,000	-47 %
-	Net	545,250	544,054	728,280	433,500	(110,554)	-20 %
-	D410 - Musq Harbour Program	288,230	293,336	296,148	220,370	(72,966)	-25 %
-	Expense	370,150	375,256	378,785	303,100	(72,156)	-19 %
-	Compensation and Benefits	307,000	312,361	320,133	245,400	(66,961)	-21 %
-	6001 - Salaries - Regular	154,720	156,519	156,288	98,000	(58,519)	-37 %
-	6002 - Salaries - Overtime	500	889	113	900	11	1 %
-	6100 - Benefits - Salaries	29,310	29,978	30,252	19,000	(10,978)	-37 %
-	6110 - Vacancy Management	-	-	-	(1,800)	(1,800)	100 %
-	6150 - Honorariums	250	250	50	300	50	20 %
-	6152 - Retirement Incentives	820	830	877	1,000	170	20 %
-	6154 - Workers' Compensation	2,910	2,895	2,884	2,000	(895)	-31 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,420)	-	-	0 %
-	9200 - HR CATS Wage/Ben	118,490	121,000	132,089	126,000	5,000	4 %
-	Office	13,500	12,791	11,144	12,900	109	1 %
-	6201 - Telephone	9,000	7,291	6,553	7,300	9	0 %
-	6202 - Courier/Postage	450	450	502	500	50	11 %
-	6203 - Office Furniture and Equipm	1,800	2,300	1,298	2,300	-	0 %
-	6207 - Office Supplies	2,250	2,750	2,702	2,800	50	2 %
-	6299 - Other Office Expenses	-	-	89	-	-	0 %
-	External Services	10,450	10,450	11,262	10,500	50	0 %
-	6399 - Contract Services	10,450	10,450	11,262	10,500	50	0 %
-	Supplies	14,500	14,500	16,647	14,500	-	0 %
-	6401 - Uniforms & Clothing	500	500	737	500	-	0 %
-	6404 - Recreation Programming Supp	14,000	14,000	15,910	14,000	-	0 %
-	Materials	-	-	104	-	-	0 %
-	6504 - Hardware	-	-	104	-	-	0 %
-	Building Costs	500	1,000	226	1,000	-	0 %
-	6608 - Water	500	1,000	226	1,000	-	0 %
-	Vehicle Expense	8,300	8,588	7,817	6,900	(1,688)	-20 %
-	6803 - Vehicle Fuel - Diesel	-	-	(7)	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	3,500	3,788	4,779	4,100	312	8 %
-	6807 - Vehicle Leases	4,800	4,800	3,045	2,800	(2,000)	-42 %
-	Other Goods & Services	12,100	13,887	11,434	11,900	(1,987)	-14 %
-	6903 - Travel - Local	3,600	3,600	863	1,600	(2,000)	-56 %
-	6905 - Training & Education	500	287	1,143	300	13	5 %
-	6911 - Facilities Rental	8,000	10,000	9,428	10,000	-	0 %
-	Interdepartmental	3,800	1,679	18	-	(1,679)	-100 %
-	7001 - Interdepartmental Equipment	3,800	1,679	-	-	(1,679)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(81,920)	(81,920)	(82,637)	(82,730)	(810)	1 %
-	Fee Revenues	(51,920)	(51,920)	(55,765)	(52,730)	(810)	2 %
-	5102 - Facilities Rentals	(2,000)	(2,000)	(4,608)	(2,000)	-	0 %
-	5207 - Arts & Crafts Revenue	(3,000)	(3,000)	(2,105)	(3,010)	(10)	0 %
-	5208 - Dance & Drama Revenue	(6,000)	(6,000)	(5,516)	(6,050)	(50)	1 %
-	5210 - Sport and Fitness Revenue	(24,000)	(24,000)	(26,230)	(24,150)	(150)	1 %
-	5213 - Playgrounds and Camps Reven	(16,920)	(16,920)	(17,306)	(17,520)	(600)	4 %
-	Other Revenue	(30,000)	(30,000)	(26,872)	(30,000)	-	0 %
-	5508 - Recoveries from External Pa	(24,000)	(24,000)	(23,188)	(24,000)	-	0 %
-	5600 - Miscellaneous Revenue	(6,000)	(6,000)	(3,684)	(6,000)	-	0 %
-	Net	452,070	457,176	519,164	389,430	(67,746)	-15 %
-	D440 - Sheet Hbr. Fitness Ctr	56,060	58,440	55,624	64,500	6,060	10 %
-	Expense	67,060	69,440	65,490	75,500	6,060	9 %
-	Compensation and Benefits	37,510	40,018	38,618	40,000	(18)	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(800)	-	-	0 %
-	9200 - HR CATS Wage/Ben	37,510	40,018	39,418	40,000	(18)	0 %
-	Office	450	450	687	500	50	11 %

-	6207 - Office Supplies	450	450	687	500	50	11 %
-	External Services	1,000	1,000	-	1,000	-	0 %
-	6399 - Contract Services	1,000	1,000	-	1,000	-	0 %
-	Supplies	1,500	1,500	1,943	1,500	-	0 %
-	6401 - Uniforms & Clothing	300	300	-	300	-	0 %
-	6404 - Recreation Programming Supp	1,000	1,000	1,943	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	200	200	-	200	-	0 %
-	Other Goods & Services	26,600	26,472	24,242	32,500	6,028	23 %
-	6903 - Travel - Local	-	-	51	-	-	0 %
-	6905 - Training & Education	300	172	-	200	28	16 %
-	6911 - Facilities Rental	26,300	26,300	24,191	32,300	6,000	23 %
-	Revenue	(11,000)	(11,000)	(9,866)	(11,000)	-	0 %
-	Fee Revenues	(11,000)	(11,000)	(9,866)	(11,000)	-	0 %
-	5102 - Facilities Rentals	-	-	22	-	-	0 %
-	5210 - Sport and Fitness Revenue	(1,000)	(1,000)	(211)	(1,000)	-	0 %
-	5228 - Membership Revenue	(10,000)	(10,000)	(9,677)	(10,000)	-	0 %
-	Net	78,060	80,440	79,122	86,500	6,060	8 %
-	D620 - Pres/LkEcho/LT Prog	49,600	48,118	59,170	44,720	(3,398)	-7 %
-	Expense	83,600	82,118	86,414	79,200	(2,918)	-4 %
-	Compensation and Benefits	55,030	56,761	44,481	56,800	39	0 %
-	6150 - Honorariums	300	300	-	300	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,129)	-	-	0 %
-	9200 - HR CATS Wage/Ben	54,730	56,461	45,610	56,500	39	0 %
-	Office	270	270	553	300	30	11 %
-	6201 - Telephone	-	-	429	-	-	0 %
-	6202 - Courier/Postage	-	-	24	-	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	270	270	-	300	30	11 %
-	External Services	11,000	7,000	12,070	7,000	-	0 %
-	6304 - Janitorial Services	-	-	2,868	-	-	0 %
-	6399 - Contract Services	11,000	7,000	9,202	7,000	-	0 %
-	Supplies	7,500	8,500	11,127	8,500	-	0 %
-	6401 - Uniforms & Clothing	500	500	-	500	-	0 %
-	6404 - Recreation Programming Supp	7,000	8,000	10,242	8,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	885	-	-	0 %
-	Building Costs	-	-	20,158	-	-	0 %
-	6606 - Heating Fuel	-	-	11,877	-	-	0 %
-	6607 - Electricity	-	-	8,281	-	-	0 %
-	Equipment & Communications	-	-	1,783	-	-	0 %
-	6704 - Equipment Rental	-	-	206	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,577	-	-	0 %
-	Other Goods & Services	9,800	9,587	6,152	6,600	(2,987)	-31 %
-	6903 - Travel - Local	1,800	1,800	2,429	1,800	-	0 %
-	6905 - Training & Education	500	287	-	300	13	5 %
-	6911 - Facilities Rental	7,500	7,500	2,761	4,500	(3,000)	-40 %
-	6919 - Special Projects	-	-	650	-	-	0 %
-	6999 - Other Goods and Services	-	-	312	-	-	0 %
-	Interdepartmental	-	-	(9,910)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(10,000)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	90	-	-	0 %
-	Revenue	(34,000)	(34,000)	(27,244)	(34,480)	(480)	1 %
-	Fee Revenues	(32,000)	(32,000)	(18,022)	(32,480)	(480)	2 %
-	5102 - Facilities Rentals	-	-	(463)	-	-	0 %
-	5208 - Dance & Drama Revenue	(500)	(500)	(663)	(480)	20	-4 %
-	5210 - Sport and Fitness Revenue	(24,000)	(24,000)	(9,558)	(24,200)	(200)	1 %
-	5212 - Leisure Skills Revenue	-	-	-	-	-	0 %
-	5213 - Playgrounds and Camps Reven	(7,500)	(7,500)	(6,308)	(7,800)	(300)	4 %
-	5216 - Aquatics Revenue - Recreati	-	-	(1,030)	-	-	0 %
-	Other Revenue	(2,000)	(2,000)	(9,222)	(2,000)	-	0 %
-	5508 - Recoveries from External Pa	(2,000)	(2,000)	(5,856)	(2,000)	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(3,366)	-	-	0 %
-	Net	117,600	116,118	171,044	113,680	(2,438)	-2 %
-	D430 - Sheet Hbr. Prog.	185,017	171,396	166,805	164,050	(7,346)	-4 %
-	Expense	210,517	196,896	194,383	189,800	(7,096)	-4 %
-	Compensation and Benefits	168,000	150,325	136,559	149,100	(1,225)	-1 %
-	6001 - Salaries - Regular	81,730	57,879	56,040	58,000	121	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	16,060	11,866	12,042	12,000	134	1 %
-	6110 - Vacancy Management	-	-	-	(1,100)	(1,100)	100 %
-	6150 - Honorariums	300	300	-	300	-	0 %
-	6152 - Retirement Incentives	440	307	325	-	(307)	-100 %
-	6154 - Workers' Compensation	1,500	1,030	1,008	1,000	(30)	-3 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,579)	-	-	0 %
-	9200 - HR CATS Wage/Ben	67,970	78,943	68,627	78,900	(43)	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	96	-	-	0 %
-	Office	6,070	5,412	5,354	5,500	88	2 %

-	6201 - Telephone	4,000	3,342	3,764	3,300	(42)	-1 %
-	6202 - Courier/Postage	270	270	-	300	30	11 %
-	6203 - Office Furniture and Equipm	1,350	1,350	1,590	1,400	50	4 %
-	6207 - Office Supplies	450	450	-	500	50	11 %
-	External Services	2,500	1,500	562	3,500	2,000	133 %
-	6399 - Contract Services	2,500	1,500	562	3,500	2,000	133 %
-	Supplies	14,950	14,950	23,518	12,900	(2,050)	-14 %
-	6401 - Uniforms & Clothing	500	500	716	500	-	0 %
-	6404 - Recreation Programming Supp	14,450	14,450	22,673	12,400	(2,050)	-14 %
-	6406 - Bridge Tolls	-	-	129	-	-	0 %
-	Vehicle Expense	600	650	-	900	250	38 %
-	6804 - Vehicle Fuel - Gasoline	600	650	-	900	250	38 %
-	Other Goods & Services	16,550	17,837	16,184	17,900	63	0 %
-	6903 - Travel - Local	4,050	4,550	6,384	4,600	50	1 %
-	6905 - Training & Education	500	287	1,999	1,300	1,013	353 %
-	6906 - Licenses & Agreements	-	-	-	-	-	0 %
-	6911 - Facilities Rental	12,000	13,000	7,801	12,000	(1,000)	-8 %
-	Interdepartmental	1,847	6,222	12,206	-	(6,222)	-100 %
-	7001 - Interdepartmental Equipment	1,847	6,222	12,206	-	(6,222)	-100 %
-	Revenue	(25,500)	(25,500)	(27,578)	(25,750)	(250)	1 %
-	Fee Revenues	(13,500)	(13,500)	(14,940)	(13,750)	(250)	2 %
-	5207 - Arts & Crafts Revenue	(500)	(500)	-	(500)	-	0 %
-	5208 - Dance & Drama Revenue	(500)	(500)	(176)	(500)	-	0 %
-	5210 - Sport and Fitness Revenue	(2,000)	(2,000)	(6,844)	(2,050)	(50)	3 %
-	5213 - Playgrounds and Camps Reven	(10,500)	(10,500)	(7,920)	(10,700)	(200)	2 %
-	Other Revenue	(12,000)	(12,000)	(12,638)	(12,000)	-	0 %
-	5508 - Recoveries from External Pa	(6,000)	(6,000)	(6,049)	(6,000)	-	0 %
-	5600 - Miscellaneous Revenue	(6,000)	(6,000)	(6,589)	(6,000)	-	0 %
-	Net	236,017	222,396	262,029	217,750	(4,646)	-2 %
-	D630 - Cole Harbour Program	319,190	322,517	309,224	371,020	48,503	15 %
-	Expense	424,190	427,517	419,783	477,200	49,683	12 %
-	Compensation and Benefits	325,870	330,392	325,674	398,700	68,308	21 %
-	6001 - Salaries - Regular	169,830	172,941	176,433	233,000	60,059	35 %
-	6002 - Salaries - Overtime	500	-	16	-	-	0 %
-	6005 - PDP Increases	-	-	(3,171)	-	-	0 %
-	6100 - Benefits - Salaries	31,860	33,786	33,220	45,000	11,214	33 %
-	6110 - Vacancy Management	-	-	-	(4,200)	(4,200)	100 %
-	6150 - Honorariums	500	500	220	500	-	0 %
-	6152 - Retirement Incentives	940	963	1,033	1,000	37	4 %
-	6154 - Workers' Compensation	2,860	2,844	2,834	4,000	1,156	41 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,387)	-	-	0 %
-	9200 - HR CATS Wage/Ben	119,380	119,358	117,476	119,400	42	0 %
-	Office	8,520	8,311	8,834	8,400	89	1 %
-	6201 - Telephone	4,200	3,991	3,532	4,000	9	0 %
-	6202 - Courier/Postage	270	270	112	300	30	11 %
-	6203 - Office Furniture and Equipm	1,800	1,800	2,073	1,800	-	0 %
-	6207 - Office Supplies	2,250	2,250	3,117	2,300	50	2 %
-	External Services	4,000	3,000	3,256	3,000	-	0 %
-	6399 - Contract Services	4,000	3,000	3,256	3,000	-	0 %
-	Supplies	16,150	14,150	13,580	16,100	1,950	14 %
-	6401 - Uniforms & Clothing	500	500	411	500	-	0 %
-	6404 - Recreation Programming Supp	15,650	13,650	13,169	15,600	1,950	14 %
-	Vehicle Expense	5,000	5,040	3,608	3,200	(1,840)	-37 %
-	6804 - Vehicle Fuel - Gasoline	500	540	563	700	160	30 %
-	6807 - Vehicle Leases	4,500	4,500	3,045	2,500	(2,000)	-44 %
-	Other Goods & Services	45,250	47,824	22,862	47,800	(24)	0 %
-	6903 - Travel - Local	4,050	4,050	3,832	4,000	(50)	-1 %
-	6905 - Training & Education	1,000	574	35	600	26	5 %
-	6911 - Facilities Rental	40,200	43,200	18,983	43,200	-	0 %
-	6999 - Other Goods and Services	-	-	12	-	-	0 %
-	Interdepartmental	19,400	18,800	41,969	-	(18,800)	-100 %
-	7001 - Interdepartmental Equipment	600	-	-	-	-	0 %
-	7005 - Interdepartmental Expenditu	18,800	18,800	-	-	(18,800)	-100 %
-	7009 - Internal Transfers Other	-	-	(31)	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	42,000	-	-	0 %
-	Revenue	(105,000)	(105,000)	(110,559)	(106,180)	(1,180)	1 %
-	Fee Revenues	(96,000)	(96,000)	(102,424)	(97,180)	(1,180)	1 %
-	5207 - Arts & Crafts Revenue	(5,000)	(5,000)	(2,560)	(5,000)	-	0 %
-	5208 - Dance & Drama Revenue	(6,000)	(6,000)	(3,557)	(6,080)	(80)	1 %
-	5209 - Community Events Revenue	-	-	(692)	-	-	0 %
-	5210 - Sport and Fitness Revenue	(64,000)	(64,000)	(75,459)	(64,300)	(300)	0 %
-	5213 - Playgrounds and Camps Reven	(20,000)	(20,000)	(19,836)	(20,800)	(800)	4 %
-	5216 - Aquatics Revenue - Recreati	(1,000)	(1,000)	(320)	(1,000)	-	0 %
-	Other Revenue	(9,000)	(9,000)	(8,135)	(9,000)	-	0 %
-	5507 - Overages and Shortages	-	-	(128)	-	-	0 %
-	5508 - Recoveries from External Pa	(5,000)	(5,000)	(4,039)	(5,000)	-	0 %

-	5600 - Miscellaneous Revenue	(4,000)	(4,000)	(3,968)	(4,000)	-	0 %
-	Net	529,190	532,517	701,730	591,780	59,263	11 %
-	D420 - MH Office & FitnessCtr	61,430	65,006	66,960	67,550	2,544	4 %
-	Expense	91,930	97,506	98,118	100,500	2,994	3 %
-	Compensation and Benefits	42,000	45,832	45,835	48,800	2,968	6 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(917)	-	-	0 %
-	9200 - HR CATS Wage/Ben	42,000	45,832	46,752	48,800	2,968	6 %
-	Office	500	478	489	700	222	46 %
-	6201 - Telephone	500	478	354	500	22	5 %
-	6203 - Office Furniture and Equipm	-	-	135	-	-	0 %
-	6207 - Office Supplies	-	-	-	200	200	100 %
-	External Services	1,000	1,000	1,423	1,000	-	0 %
-	6399 - Contract Services	1,000	1,000	1,423	1,000	-	0 %
-	Supplies	1,400	1,400	1,322	1,200	(200)	-14 %
-	6401 - Uniforms & Clothing	400	400	-	200	(200)	-50 %
-	6404 - Recreation Programming Supp	1,000	1,000	1,199	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	123	-	-	0 %
-	Equipment & Communications	450	450	-	500	50	11 %
-	6701 - Equipment Purchase	450	450	-	500	50	11 %
-	Other Goods & Services	46,580	48,346	291	48,300	(46)	0 %
-	6905 - Training & Education	400	230	190	200	(30)	-13 %
-	6911 - Facilities Rental	46,000	48,000	-	48,000	-	0 %
-	6912 - Advertising and Promotion	180	116	101	100	(16)	-14 %
-	Interdepartmental	-	-	48,758	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	48,758	-	-	0 %
-	Revenue	(30,500)	(32,500)	(31,158)	(32,950)	(450)	1 %
-	Fee Revenues	(28,000)	(29,000)	(27,852)	(29,450)	(450)	2 %
-	5210 - Sport and Fitness Revenue	(28,000)	(29,000)	(27,852)	(29,450)	(450)	2 %
-	Other Revenue	(2,500)	(3,500)	(3,306)	(3,500)	-	0 %
-	5600 - Miscellaneous Revenue	(2,500)	(3,500)	(3,306)	(3,500)	-	0 %
-	Net	122,430	130,006	230,310	133,450	3,444	3 %
-	D200 - Mainland N & Western	1,083,010	1,111,238	797,030	517,130	(594,108)	-53 %
-	D210 - Area Prog. & Maint.	461,290	480,961	413,710	329,350	(151,611)	-32 %
-	Expense	741,290	757,961	516,958	469,100	(288,861)	-38 %
-	Compensation and Benefits	643,330	663,652	452,267	415,900	(247,752)	-37 %
-	6001 - Salaries - Regular	319,150	323,783	247,961	229,000	(94,783)	-29 %
-	6002 - Salaries - Overtime	-	-	(127)	-	-	0 %
-	6003 - Wages - Regular	-	-	263	-	-	0 %
-	6005 - PDP Increases	-	-	(2,510)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	111	-	-	0 %
-	6100 - Benefits - Salaries	61,920	63,351	45,438	46,000	(17,351)	-27 %
-	6101 - Benefits - Wages	-	-	17	-	-	0 %
-	6110 - Vacancy Management	-	-	8,535	(4,100)	(4,100)	100 %
-	6152 - Retirement Incentives	1,730	1,760	1,332	1,000	(760)	-43 %
-	6153 - Severence	-	-	32,072	-	-	0 %
-	6154 - Workers' Compensation	5,710	5,687	3,872	4,000	(1,687)	-30 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(5,381)	-	-	0 %
-	9200 - HR CATS Wage/Ben	254,820	269,071	120,684	140,000	(129,071)	-48 %
-	Office	18,770	18,316	8,535	10,100	(8,216)	-45 %
-	6201 - Telephone	10,400	9,946	5,216	5,700	(4,246)	-43 %
-	6202 - Courier/Postage	450	450	55	500	50	11 %
-	6203 - Office Furniture and Equipm	900	900	-	1,000	100	11 %
-	6205 - Printing & Reproduction	900	900	153	400	(500)	-56 %
-	6207 - Office Supplies	6,120	6,120	3,111	2,500	(3,620)	-59 %
-	External Services	30,600	25,600	21,841	12,100	(13,500)	-53 %
-	6399 - Contract Services	30,600	25,600	21,841	12,100	(13,500)	-53 %
-	Supplies	23,100	21,600	15,080	14,100	(7,500)	-35 %
-	6401 - Uniforms & Clothing	2,200	2,200	1,150	2,000	(200)	-9 %
-	6404 - Recreation Programming Supp	19,900	18,400	13,140	12,100	(6,300)	-34 %
-	6408 - Pre School Nutrition Suppli	1,000	1,000	790	-	(1,000)	-100 %
-	Equipment & Communications	2,500	2,500	1,803	2,500	-	0 %
-	6701 - Equipment Purchase	2,500	2,500	1,803	2,500	-	0 %
-	Other Goods & Services	17,090	20,393	11,295	14,400	(5,993)	-29 %
-	6903 - Travel - Local	9,990	13,990	9,835	11,800	(2,190)	-16 %
-	6904 - Travel - Out of Town	-	-	284	-	-	0 %
-	6911 - Facilities Rental	6,100	6,100	1,176	2,100	(4,000)	-66 %
-	6913 - Awards	1,000	303	-	500	197	65 %
-	Interdepartmental	5,900	5,900	6,137	-	(5,900)	-100 %
-	7005 - Interdepartmental Expenditu	5,900	5,900	5,900	-	(5,900)	-100 %
-	7009 - Internal Transfers Other	-	-	183	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(280,000)	(277,000)	(103,248)	(139,750)	137,250	-50 %
-	Fee Revenues	(269,900)	(264,400)	(102,887)	(133,950)	130,450	-49 %
-	5102 - Facilities Rentals	(42,100)	(42,100)	(20,315)	(46,800)	(4,700)	11 %
-	5207 - Arts & Crafts Revenue	(12,500)	(13,500)	(4,329)	(4,990)	8,510	-63 %

-	5208 - Dance & Drama Revenue	(19,000)	(18,000)	(6,443)	(7,350)	10,650	-59 %
-	5209 - Community Events Revenue	(1,000)	(1,000)	-	-	1,000	-100 %
-	5210 - Sport and Fitness Revenue	(54,400)	(50,400)	(30,582)	(29,760)	20,640	-41 %
-	5212 - Leisure Skills Revenue	(52,000)	(53,000)	(9,897)	(11,500)	41,500	-78 %
-	5213 - Playgrounds and Camps Reven	(83,000)	(84,000)	(31,078)	(33,550)	50,450	-60 %
-	5214 - Wellness Revenue	(3,000)	-	(301)	-	-	0 %
-	5228 - Membership Revenue	(2,900)	(2,400)	-	-	2,400	-100 %
-	5404 - Canteen Revenue	-	-	58	-	-	0 %
-	Other Revenue	(10,100)	(12,600)	(361)	(5,800)	6,800	-54 %
-	5508 - Recoveries from External Pa	(10,100)	(12,600)	26	(5,800)	6,800	-54 %
-	5600 - Miscellaneous Revenue	-	-	(387)	-	-	0 %
-	Net	1,021,290	1,034,961	765,162	617,050	(417,911)	-40 %
-	D580 - St Andrews Prog & Maint.	277,620	286,177	272,821	187,780	(98,397)	-34 %
-	Expense	385,920	397,477	396,360	308,100	(89,377)	-22 %
-	Compensation and Benefits	261,060	269,739	267,295	268,800	(939)	0 %
-	6001 - Salaries - Regular	94,960	96,064	95,067	96,000	(64)	0 %
-	6002 - Salaries - Overtime	-	-	29	-	-	0 %
-	6100 - Benefits - Salaries	17,490	17,891	17,986	18,000	109	1 %
-	6110 - Vacancy Management	-	-	-	(1,700)	(1,700)	100 %
-	6150 - Honorariums	1,000	1,000	-	1,000	-	0 %
-	6152 - Retirement Incentives	500	509	538	1,000	491	96 %
-	6154 - Workers' Compensation	1,810	1,804	1,793	2,000	196	11 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(3,049)	-	-	0 %
-	9200 - HR CATS Wage/Ben	145,300	152,471	154,931	152,500	29	0 %
-	Office	8,520	9,298	11,806	11,900	2,602	28 %
-	6201 - Telephone	4,200	4,078	4,716	5,600	1,522	37 %
-	6202 - Courier/Postage	180	580	55	600	20	3 %
-	6203 - Office Furniture and Equipm	900	1,400	2,339	2,400	1,000	71 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	2,018	-	-	0 %
-	6207 - Office Supplies	3,240	3,240	2,578	3,300	60	2 %
-	External Services	8,260	6,760	7,926	8,300	1,540	23 %
-	6399 - Contract Services	8,260	6,760	7,926	8,300	1,540	23 %
-	Supplies	9,700	13,300	8,995	13,300	-	0 %
-	6401 - Uniforms & Clothing	1,000	1,600	781	1,600	-	0 %
-	6402 - Medical & First Aid Supplie	200	200	-	200	-	0 %
-	6404 - Recreation Programming Supp	7,500	10,500	7,248	11,500	1,000	10 %
-	6408 - Pre School Nutrition Suppli	1,000	1,000	966	-	(1,000)	-100 %
-	Materials	-	-	87	-	-	0 %
-	6504 - Hardware	-	-	87	-	-	0 %
-	Equipment & Communications	2,800	2,800	3,793	2,800	-	0 %
-	6701 - Equipment Purchase	2,800	2,800	3,436	2,800	-	0 %
-	6707 - Plumbing & Heating	-	-	357	-	-	0 %
-	Other Goods & Services	1,980	1,980	2,775	3,000	1,020	52 %
-	6903 - Travel - Local	1,980	1,980	2,775	3,000	1,020	52 %
-	Interdepartmental	93,600	93,600	93,683	-	(93,600)	-100 %
-	7005 - Interdepartmental Expenditu	93,600	93,600	93,600	-	(93,600)	-100 %
-	7009 - Internal Transfers Other	-	-	258	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(337)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	162	-	-	0 %
-	Revenue	(108,300)	(111,300)	(123,539)	(120,320)	(9,020)	8 %
-	Fee Revenues	(105,300)	(110,300)	(117,164)	(119,320)	(9,020)	8 %
-	5102 - Facilities Rentals	(33,000)	(40,000)	(44,889)	(45,500)	(5,500)	14 %
-	5207 - Arts & Crafts Revenue	(8,500)	(9,500)	(14,356)	(13,620)	(4,120)	43 %
-	5208 - Dance & Drama Revenue	(11,500)	(11,500)	(8,588)	(8,600)	2,900	-25 %
-	5210 - Sport and Fitness Revenue	(38,000)	(33,000)	(24,940)	(27,400)	5,600	-17 %
-	5213 - Playgrounds and Camps Reven	(14,300)	(16,300)	(24,391)	(24,200)	(7,900)	48 %
-	Other Revenue	(3,000)	(1,000)	(6,375)	(1,000)	-	0 %
-	5505 - Environmental Protection Le	-	-	1,951	-	-	0 %
-	5508 - Recoveries from External Pa	(3,000)	(1,000)	(5,428)	(1,000)	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(2,898)	-	-	0 %
-	Net	494,220	508,777	658,843	431,820	(76,957)	-15 %
-	D270 - Lakeside Maint.	84,600	84,600	50,496	-	(84,600)	-100 %
-	Expense	84,600	84,600	84,600	-	(84,600)	-100 %
-	Interdepartmental	84,600	84,600	84,600	-	(84,600)	-100 %
-	7005 - Interdepartmental Expenditu	84,600	84,600	84,600	-	(84,600)	-100 %
-	Revenue	-	-	(34,104)	-	-	0 %
-	Fee Revenues	-	-	(34,104)	-	-	0 %
-	5102 - Facilities Rentals	-	-	(34,104)	-	-	0 %
-	Net	84,600	84,600	119,608	-	(84,600)	-100 %
-	D230 - Northcliffe Maint.	259,500	259,500	60,003	-	(259,500)	-100 %
-	Expense	259,500	259,500	60,003	-	(259,500)	-100 %
-	Office	-	-	3	-	-	0 %
-	6201 - Telephone	-	-	3	-	-	0 %
-	Interdepartmental	259,500	259,500	60,000	-	(259,500)	-100 %
-	7005 - Interdepartmental Expenditu	259,500	259,500	60,000	-	(259,500)	-100 %

- Net	259,500	259,500	858,071	-	(259,500)	-100 %
- D300 - Bedford/Sack/Fall River	912,700	935,195	926,876	823,810	(111,385)	-12 %
- D310 - BSFR Prog. & Maint.	832,360	853,204	847,780	785,210	(67,994)	-8 %
- Expense	1,291,360	1,312,204	1,298,190	1,254,600	(57,604)	-4 %
- Compensation and Benefits	1,017,730	1,041,891	1,046,826	1,032,400	(9,491)	-1 %
- 6001 - Salaries - Regular	412,580	418,102	427,273	420,000	1,898	0 %
- 6002 - Salaries - Overtime	1,000	711	877	700	(11)	-2 %
- 6005 - PDP Increases	-	-	(2,729)	-	-	0 %
- 6100 - Benefits - Salaries	79,140	83,110	77,477	80,000	(3,110)	-4 %
- 6110 - Vacancy Management	-	-	-	(7,500)	(7,500)	100 %
- 6150 - Honorariums	2,000	2,000	395	2,000	-	0 %
- 6152 - Retirement Incentives	2,220	2,260	2,401	2,000	(260)	-12 %
- 6154 - Workers' Compensation	7,530	7,491	7,654	7,000	(491)	-7 %
- 6199 - Comp & Benefits - Inter Dep	-	-	(10,564)	-	-	0 %
- 9200 - HR CATS Wage/Ben	513,260	528,217	542,558	528,200	(17)	0 %
- 9210 - HR CATS OT Wage/Ben	-	-	1,484	-	-	0 %
- Office	35,850	35,454	21,483	35,500	46	0 %
- 6201 - Telephone	21,000	20,554	12,708	20,600	46	0 %
- 6202 - Courier/Postage	450	500	285	500	-	0 %
- 6203 - Office Furniture and Equipm	6,300	6,300	3,638	6,300	-	0 %
- 6207 - Office Supplies	8,100	8,100	4,852	8,100	-	0 %
- External Services	25,000	28,000	18,517	28,000	-	0 %
- 6309 - Litigation Disbursements	-	-	440	-	-	0 %
- 6390 - External Services TCA Trans	-	-	(10)	-	-	0 %
- 6399 - Contract Services	25,000	28,000	18,087	28,000	-	0 %
- Supplies	70,480	65,530	53,193	65,900	370	1 %
- 6401 - Uniforms & Clothing	6,400	2,450	1,574	2,500	50	2 %
- 6402 - Medical & First Aid Supplie	400	400	-	400	-	0 %
- 6404 - Recreation Programming Supp	63,680	62,680	51,619	63,000	320	1 %
- Materials	-	-	5,336	-	-	0 %
- 6504 - Hardware	-	-	1,277	-	-	0 %
- 6506 - Lumber	-	-	80	-	-	0 %
- 6517 - Paint	-	-	3,979	-	-	0 %
- Building Costs	2,000	600	-	600	-	0 %
- 6608 - Water	2,000	600	-	600	-	0 %
- Equipment & Communications	6,000	6,000	4,052	6,000	-	0 %
- 6701 - Equipment Purchase	1,000	1,000	1,366	1,000	-	0 %
- 6704 - Equipment Rental	3,000	3,000	-	3,000	-	0 %
- 6705 - Equipment - Repair and Main	2,000	2,000	2,488	2,000	-	0 %
- 6707 - Plumbing & Heating	-	-	198	-	-	0 %
- Vehicle Expense	1,500	1,623	-	2,100	477	29 %
- 6804 - Vehicle Fuel - Gasoline	1,500	1,623	-	2,100	477	29 %
- Other Goods & Services	82,550	84,025	98,606	84,100	75	0 %
- 6903 - Travel - Local	14,400	15,500	14,521	15,500	-	0 %
- 6904 - Travel - Out of Town	-	-	21	-	-	0 %
- 6905 - Training & Education	800	1,659	-	1,700	41	2 %
- 6911 - Facilities Rental	63,000	63,000	84,051	63,000	-	0 %
- 6912 - Advertising and Promotion	1,350	866	-	900	34	4 %
- 6933 - Community Events	3,000	3,000	-	3,000	-	0 %
- 6999 - Other Goods and Services	-	-	13	-	-	0 %
- Interdepartmental	50,250	49,081	50,177	-	(49,081)	-100 %
- 7001 - Interdepartmental Equipment	2,100	931	-	-	(931)	-100 %
- 7005 - Interdepartmental Expenditu	48,150	48,150	48,150	-	(48,150)	-100 %
- 7008 - Internal Transfer of IT, So	-	-	2,201	-	-	0 %
- 7009 - Internal Transfers Other	-	-	(30)	-	-	0 %
- 7015 - Internal Transfer Facility	-	-	(324)	-	-	0 %
- 9911 - PM Labour-Reg	-	-	180	-	-	0 %
- Revenue	(459,000)	(459,000)	(450,410)	(469,390)	(10,390)	2 %
- Fee Revenues	(443,500)	(443,500)	(439,486)	(453,890)	(10,390)	2 %
- 5102 - Facilities Rentals	(80,000)	(80,000)	(84,939)	(82,700)	(2,700)	3 %
- 5207 - Arts & Crafts Revenue	(19,000)	(19,000)	(14,752)	(19,260)	(260)	1 %
- 5208 - Dance & Drama Revenue	(37,000)	(37,000)	(25,962)	(37,350)	(350)	1 %
- 5209 - Community Events Revenue	(6,000)	(6,000)	(9,070)	(6,000)	-	0 %
- 5210 - Sport and Fitness Revenue	(140,000)	(140,000)	(137,993)	(141,850)	(1,850)	1 %
- 5211 - Program Facilitation Revenu	(5,000)	(5,000)	(2,835)	(5,050)	(50)	1 %
- 5212 - Leisure Skills Revenue	(56,000)	(56,000)	(54,138)	(56,800)	(800)	1 %
- 5213 - Playgrounds and Camps Reven	(100,000)	(100,000)	(108,136)	(104,380)	(4,380)	4 %
- 5214 - Wellness Revenue	(500)	(500)	(807)	(500)	-	0 %
- 5235 - GRS Drop In Program	-	-	(854)	-	-	0 %
- Other Revenue	(15,500)	(15,500)	(10,924)	(15,500)	-	0 %
- 5508 - Recoveries from External Pa	(14,000)	(14,000)	(10,099)	(14,000)	-	0 %
- 5600 - Miscellaneous Revenue	(1,500)	(1,500)	(825)	(1,500)	-	0 %
- Net	1,750,360	1,771,204	2,047,156	1,738,990	(32,214)	-2 %
- D330 - Mid. Musq. Program	37,240	38,891	30,290	38,600	(291)	-1 %
- Expense	54,240	53,891	43,470	53,800	(91)	0 %
- Compensation and Benefits	35,720	37,436	29,503	37,400	(36)	0 %

-	6199 - Comp & Benefits - Inter Dep	-	-	(749)	-	-	0 %
-	9200 - HR CATS Wage/Ben	35,720	37,436	30,252	37,400	(36)	0 %
-	Office	2,520	2,455	2,311	2,400	(55)	-2 %
-	6201 - Telephone	1,800	1,735	1,749	1,700	(35)	-2 %
-	6202 - Courier/Postage	180	180	-	200	20	11 %
-	6207 - Office Supplies	540	540	562	500	(40)	-7 %
-	External Services	7,000	6,250	2,131	6,300	50	1 %
-	6399 - Contract Services	7,000	6,250	2,131	6,300	50	1 %
-	Supplies	5,050	4,150	2,938	4,100	(50)	-1 %
-	6401 - Uniforms & Clothing	300	300	-	300	-	0 %
-	6404 - Recreation Programming Supp	4,750	3,850	2,938	3,800	(50)	-1 %
-	Equipment & Communications	-	-	3,812	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	3,812	-	-	0 %
-	Other Goods & Services	3,950	3,600	2,775	3,600	-	0 %
-	6903 - Travel - Local	3,150	2,100	2,035	2,100	-	0 %
-	6911 - Facilities Rental	800	1,500	740	1,500	-	0 %
-	Revenue	(17,000)	(15,000)	(13,180)	(15,200)	(200)	1 %
-	Fee Revenues	(12,300)	(12,300)	(10,390)	(12,500)	(200)	2 %
-	5207 - Arts & Crafts Revenue	(1,100)	(1,100)	(126)	(1,100)	-	0 %
-	5208 - Dance & Drama Revenue	-	(500)	(503)	(500)	-	0 %
-	5210 - Sport and Fitness Revenue	(9,200)	(8,200)	(8,123)	(8,300)	(100)	1 %
-	5212 - Leisure Skills Revenue	-	(500)	(335)	(500)	-	0 %
-	5213 - Playgrounds and Camps Reven	(2,000)	(2,000)	(1,303)	(2,100)	(100)	5 %
-	Other Revenue	(4,700)	(2,700)	(2,790)	(2,700)	-	0 %
-	5508 - Recoveries from External Pa	(3,200)	(1,200)	(1,951)	(1,200)	-	0 %
-	5600 - Miscellaneous Revenue	(1,500)	(1,500)	(839)	(1,500)	-	0 %
-	Net	71,240	68,891	59,974	69,000	109	0 %
-	D340 - Fall River Rec. Ctr.	43,100	43,100	47,997	-	(43,100)	-100 %
-	Expense	43,100	43,100	47,997	-	(43,100)	-100 %
-	Office	-	-	4,897	-	-	0 %
-	6201 - Telephone	-	-	4,897	-	-	0 %
-	Interdepartmental	43,100	43,100	43,100	-	(43,100)	-100 %
-	7005 - Interdepartmental Expenditu	43,100	43,100	43,100	-	(43,100)	-100 %
-	Net	43,100	43,100	47,997	-	(43,100)	-100 %
-	D975 - Bedford Leisure Club	-	-	809	-	-	0 %
-	Expense	-	-	809	-	-	0 %
-	Office	-	-	809	-	-	0 %
-	6201 - Telephone	-	-	809	-	-	0 %
-	Net	-	-	809	-	-	0 %
-	D800 - Dartmouth/Eastern Passage	824,150	1,042,612	948,677	977,790	(64,822)	-6 %
-	D810 - Area Prog. & Maint.	718,250	686,637	580,066	495,530	(191,107)	-28 %
-	Expense	1,084,720	1,068,607	920,541	886,200	(182,407)	-17 %
-	Compensation and Benefits	905,950	890,394	785,680	698,200	(192,194)	-22 %
-	6001 - Salaries - Regular	411,640	397,651	327,486	295,000	(102,651)	-26 %
-	6003 - Wages - Regular	-	-	420	-	-	0 %
-	6005 - PDP Increases	-	-	(4,305)	-	-	0 %
-	6100 - Benefits - Salaries	72,780	68,603	55,489	45,000	(23,603)	-34 %
-	6101 - Benefits - Wages	-	-	25	-	-	0 %
-	6110 - Vacancy Management	-	-	66,622	(5,100)	(5,100)	100 %
-	6151 - Vehicle Allowance	2,900	2,900	-	2,900	-	0 %
-	6152 - Retirement Incentives	2,020	818	1,419	2,000	1,182	144 %
-	6154 - Workers' Compensation	7,630	8,017	6,291	6,000	(2,017)	-25 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(8,248)	-	-	0 %
-	9200 - HR CATS Wage/Ben	408,980	412,405	339,998	352,400	(60,005)	-15 %
-	9210 - HR CATS OT Wage/Ben	-	-	483	-	-	0 %
-	Office	14,130	13,928	19,053	16,600	2,672	19 %
-	6201 - Telephone	4,500	4,298	8,076	7,000	2,702	63 %
-	6202 - Courier/Postage	-	-	171	-	-	0 %
-	6203 - Office Furniture and Equipm	5,130	5,130	5,652	5,100	(30)	-1 %
-	6204 - Computer Software and Licen	-	-	566	-	-	0 %
-	6207 - Office Supplies	4,500	4,500	4,588	4,500	-	0 %
-	External Services	47,600	47,600	44,228	50,900	3,300	7 %
-	6304 - Janitorial Services	37,300	37,300	27,642	37,300	-	0 %
-	6399 - Contract Services	10,300	10,300	16,586	13,600	3,300	32 %
-	Supplies	31,000	30,000	22,886	29,700	(300)	-1 %
-	6401 - Uniforms & Clothing	-	-	1,471	1,500	1,500	100 %
-	6404 - Recreation Programming Supp	30,000	29,000	21,190	28,200	(800)	-3 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	-	-	(1,000)	-100 %
-	6408 - Pre School Nutrition Suppli	-	-	85	-	-	0 %
-	6499 - Other Supplies	-	-	140	-	-	0 %
-	Materials	-	-	36	-	-	0 %
-	6504 - Hardware	-	-	36	-	-	0 %
-	Building Costs	55,600	56,890	38,757	61,900	5,010	9 %
-	6606 - Heating Fuel	15,700	16,990	7,353	18,800	1,810	11 %
-	6607 - Electricity	15,900	15,900	11,160	17,100	1,200	8 %
-	6608 - Water	2,700	2,700	3,899	4,700	2,000	74 %

-	6610 - Building - Exterior	-	-	397	-	-	0 %
-	6699 - Other Building Cost	21,300	21,300	15,948	21,300	-	0 %
-	Other Goods & Services	18,740	18,095	9,793	17,200	(895)	-5 %
-	6903 - Travel - Local	6,840	6,840	9,448	11,000	4,160	61 %
-	6911 - Facilities Rental	10,100	10,100	45	5,000	(5,100)	-50 %
-	6912 - Advertising and Promotion	1,800	1,155	300	1,200	45	4 %
-	Other Fiscal	11,700	11,700	-	11,700	-	0 %
-	8001 - Transfer to Outside Agencie	-	-	-	11,700	11,700	100 %
-	8004 - Grants	11,700	11,700	-	-	(11,700)	-100 %
-	Interdepartmental	-	-	108	-	-	0 %
-	9911 - PM Labour-Reg	-	-	108	-	-	0 %
-	Revenue	(366,470)	(381,970)	(340,475)	(390,670)	(8,700)	2 %
-	Fee Revenues	(260,970)	(260,970)	(222,385)	(266,670)	(5,700)	2 %
-	5102 - Facilities Rentals	(34,970)	(34,970)	(27,740)	(36,400)	(1,430)	4 %
-	5207 - Arts & Crafts Revenue	(4,500)	(4,500)	(2,718)	(4,500)	-	0 %
-	5208 - Dance & Drama Revenue	(12,000)	(12,000)	(8,771)	(12,200)	(200)	2 %
-	5209 - Community Events Revenue	(1,200)	(1,200)	(1,100)	(1,200)	-	0 %
-	5210 - Sport and Fitness Revenue	(54,000)	(54,000)	(45,414)	(54,540)	(540)	1 %
-	5211 - Program Facilitation Revenu	(500)	(500)	-	(500)	-	0 %
-	5212 - Leisure Skills Revenue	(53,800)	(53,800)	(63,472)	(60,600)	(6,800)	13 %
-	5213 - Playgrounds and Camps Reven	(84,000)	(84,000)	(67,229)	(86,670)	(2,670)	3 %
-	5214 - Wellness Revenue	(16,000)	(16,000)	(5,758)	(10,060)	5,940	-37 %
-	5215 - Aquatics Revenue - Instruct	-	-	(183)	-	-	0 %
-	Other Revenue	(105,500)	(121,000)	(118,090)	(124,000)	(3,000)	2 %
-	5508 - Recoveries from External Pa	(80,500)	(96,000)	(108,594)	(99,000)	(3,000)	3 %
-	5600 - Miscellaneous Revenue	(25,000)	(25,000)	(9,496)	(25,000)	-	0 %
-	Net	1,451,190	1,450,577	1,553,670	1,287,070	(163,507)	-11 %
-	D815 - Dartmouth North Community Centre	-	250,075	236,378	235,160	(14,915)	-6 %
-	Expense	-	283,075	287,129	272,000	(11,075)	-4 %
-	Compensation and Benefits	-	179,861	253,523	247,300	67,439	37 %
-	6001 - Salaries - Regular	-	96,427	96,972	96,000	(427)	0 %
-	6100 - Benefits - Salaries	-	8,120	17,312	17,000	8,880	109 %
-	6110 - Vacancy Management	-	-	-	(1,700)	(1,700)	100 %
-	6152 - Retirement Incentives	-	1,243	431	1,000	(243)	-20 %
-	6154 - Workers' Compensation	-	1,071	1,803	2,000	929	87 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,460)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	73,000	138,461	133,000	60,000	82 %
-	9210 - HR CATS OT Wage/Ben	-	-	4	-	-	0 %
-	Office	-	9,098	11,421	9,100	2	0 %
-	6201 - Telephone	-	2,998	4,423	3,000	2	0 %
-	6202 - Courier/Postage	-	-	56	-	-	0 %
-	6203 - Office Furniture and Equipm	-	4,000	6,129	4,000	-	0 %
-	6207 - Office Supplies	-	2,100	813	2,100	-	0 %
-	External Services	-	-	100	-	-	0 %
-	6399 - Contract Services	-	-	100	-	-	0 %
-	Supplies	-	9,116	9,002	9,100	(16)	0 %
-	6404 - Recreation Programming Supp	-	9,116	7,563	9,100	(16)	0 %
-	6408 - Pre School Nutrition Suppli	-	-	1,439	-	-	0 %
-	Materials	-	-	365	-	-	0 %
-	6517 - Paint	-	-	365	-	-	0 %
-	Equipment & Communications	-	10,000	3,349	5,000	(5,000)	-50 %
-	6701 - Equipment Purchase	-	10,000	3,199	5,000	(5,000)	-50 %
-	6703 - Computer Equipment/Rentals	-	-	150	-	-	0 %
-	Other Goods & Services	-	-	1,522	1,500	1,500	100 %
-	6902 - Conferences and Workshops	-	-	(19)	-	-	0 %
-	6903 - Travel - Local	-	-	1,541	1,500	1,500	100 %
-	Interdepartmental	-	75,000	(1,250)	-	(75,000)	-100 %
-	7005 - Interdepartmental Expenditu	-	75,000	-	-	(75,000)	-100 %
-	7012 - Internal Transfer Printing/	-	-	(1,254)	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(122)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	126	-	-	0 %
-	Other Fiscal	-	-	9,097	-	-	0 %
-	8001 - Transfer to Outside Agencie	-	-	9,097	-	-	0 %
-	Revenue	-	(33,000)	(50,751)	(36,840)	(3,840)	12 %
-	Fee Revenues	-	(33,000)	(50,751)	(36,840)	(3,840)	12 %
-	5102 - Facilities Rentals	-	(30,000)	(36,514)	(30,400)	(400)	1 %
-	5207 - Arts & Crafts Revenue	-	-	(70)	-	-	0 %
-	5208 - Dance & Drama Revenue	-	(300)	(1,757)	(1,940)	(1,640)	547 %
-	5210 - Sport and Fitness Revenue	-	-	(7,399)	(570)	(570)	100 %
-	5213 - Playgrounds and Camps Reven	-	(2,200)	(5,011)	(3,930)	(1,730)	79 %
-	5228 - Membership Revenue	-	(500)	-	-	500	-100 %
-	Net	-	316,075	363,710	312,240	(3,835)	-1 %
-	D840 - Grant Activities	-	-	23,083	-	-	0 %
-	Expense	-	-	36,463	-	-	0 %
-	Supplies	-	-	5,773	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	5,773	-	-	0 %

-	Other Goods & Services	-	-	5,409	-	-	0 %
-	6904 - Travel - Out of Town	-	-	951	-	-	0 %
-	6999 - Other Goods and Services	-	-	4,458	-	-	0 %
-	Other Fiscal	-	-	5,885	-	-	0 %
-	8004 - Grants	-	-	5,885	-	-	0 %
-	Compensation and Benefits	-	-	19,396	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	19,396	-	-	0 %
-	Revenue	-	-	(13,380)	-	-	0 %
-	Other Revenue	-	-	(13,380)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(13,380)	-	-	0 %
-	Net	-	-	49,843	-	-	0 %
-	D811 - Recreation Arts & Culture	-	-	-	247,100	247,100	100 %
-	Expense	-	-	-	247,100	247,100	100 %
-	Compensation and Benefits	-	-	-	220,200	220,200	100 %
-	6001 - Salaries - Regular	-	-	-	186,000	186,000	100 %
-	6002 - Salaries - Overtime	-	-	-	900	900	100 %
-	6100 - Benefits - Salaries	-	-	-	32,500	32,500	100 %
-	6110 - Vacancy Management	-	-	-	(3,200)	(3,200)	100 %
-	6152 - Retirement Incentives	-	-	-	1,000	1,000	100 %
-	6154 - Workers' Compensation	-	-	-	3,000	3,000	100 %
-	Office	-	-	-	3,600	3,600	100 %
-	6201 - Telephone	-	-	-	400	400	100 %
-	6202 - Courier/Postage	-	-	-	450	450	100 %
-	6203 - Office Furniture and Equipm	-	-	-	300	300	100 %
-	6204 - Computer Software and Licen	-	-	-	200	200	100 %
-	6205 - Printing & Reproduction	-	-	-	450	450	100 %
-	6207 - Office Supplies	-	-	-	700	700	100 %
-	6299 - Other Office Expenses	-	-	-	1,100	1,100	100 %
-	Other Goods & Services	-	-	-	23,300	23,300	100 %
-	6901 - Membership Dues	-	-	-	1,500	1,500	100 %
-	6902 - Conferences and Workshops	-	-	-	650	650	100 %
-	6903 - Travel - Local	-	-	-	950	950	100 %
-	6904 - Travel - Out of Town	-	-	-	600	600	100 %
-	6905 - Training & Education	-	-	-	350	350	100 %
-	6912 - Advertising and Promotion	-	-	-	850	850	100 %
-	6913 - Awards	-	-	-	10,550	10,550	100 %
-	6916 - Public Education	-	-	-	7,500	7,500	100 %
-	6918 - Meals	-	-	-	100	100	100 %
-	6938 - Rewarding Excellence	-	-	-	250	250	100 %
-	Net	-	-	-	253,500	253,500	100 %
-	D820 - Findlay Maintenance	105,900	105,900	109,150	-	(105,900)	-100 %
-	Expense	105,900	105,900	109,150	-	(105,900)	-100 %
-	Office	-	-	3,250	-	-	0 %
-	6201 - Telephone	-	-	3,250	-	-	0 %
-	Interdepartmental	105,900	105,900	105,900	-	(105,900)	-100 %
-	7005 - Interdepartmental Expenditu	105,900	105,900	105,900	-	(105,900)	-100 %
-	Net	105,900	105,900	109,150	-	(105,900)	-100 %
-	D910 - Facility Scheduling	337,750	341,027	330,776	336,400	(4,627)	-1 %
-	D912 - HRSB - Bookings	-	-	261	-	-	0 %
-	Expense	524,400	574,400	491,009	504,400	(70,000)	-12 %
-	Other Fiscal	524,400	574,400	491,009	504,400	(70,000)	-12 %
-	8001 - Transfer to Outside Agencie	524,400	574,400	491,009	504,400	(70,000)	-12 %
-	Revenue	(524,400)	(574,400)	(490,748)	(504,400)	70,000	-12 %
-	Fee Revenues	(524,400)	(574,400)	(490,748)	(504,400)	70,000	-12 %
-	5102 - Facilities Rentals	(524,400)	(574,400)	(490,748)	(504,400)	70,000	-12 %
-	Net	1,048,800	1,148,800	1,783,759	1,008,800	(140,000)	-12 %
-	D911 - Outdoor - Bookings	337,750	341,027	330,515	336,400	(4,627)	-1 %
-	Expense	366,950	372,227	365,635	370,600	(1,627)	0 %
-	Compensation and Benefits	336,820	341,736	335,625	337,100	(4,636)	-1 %
-	6001 - Salaries - Regular	258,700	261,681	257,518	261,000	(681)	0 %
-	6002 - Salaries - Overtime	-	-	(245)	-	-	0 %
-	6100 - Benefits - Salaries	52,730	53,779	55,333	55,000	1,221	2 %
-	6110 - Vacancy Management	-	-	-	(4,700)	(4,700)	100 %
-	6152 - Retirement Incentives	1,370	1,387	1,467	1,000	(387)	-28 %
-	6154 - Workers' Compensation	5,150	5,116	5,082	5,000	(116)	-2 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(395)	-	-	0 %
-	9200 - HR CATS Wage/Ben	18,870	19,773	16,865	19,800	27	0 %
-	Office	10,870	12,118	12,709	12,600	482	4 %
-	6201 - Telephone	6,100	6,498	6,853	6,700	202	3 %
-	6202 - Courier/Postage	450	500	230	500	-	0 %
-	6203 - Office Furniture and Equipm	-	500	312	500	-	0 %
-	6205 - Printing & Reproduction	1,620	1,620	1,746	1,900	280	17 %
-	6207 - Office Supplies	2,700	3,000	3,568	3,000	-	0 %
-	External Services	300	300	239	1,000	700	233 %
-	6399 - Contract Services	300	300	239	1,000	700	233 %
-	Supplies	50	50	31	100	50	100 %

-	6402 - Medical & First Aid Supplie	50	50	31	100	50	100 %
-	Equipment & Communications	270	270	134	400	130	48 %
-	6701 - Equipment Purchase	270	270	134	400	130	48 %
-	Other Goods & Services	18,640	17,753	17,005	19,400	1,647	9 %
-	6903 - Travel - Local	1,890	1,890	1,921	2,300	410	22 %
-	6911 - Facilities Rental	16,000	15,356	14,909	16,500	1,144	7 %
-	6912 - Advertising and Promotion	450	289	-	300	11	4 %
-	6918 - Meals	300	218	175	300	82	38 %
-	Interdepartmental	-	-	(108)	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(126)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(29,200)	(31,200)	(35,120)	(34,200)	(3,000)	10 %
-	Fee Revenues	(29,200)	(31,200)	(35,120)	(34,200)	(3,000)	10 %
-	5150 - Other Rental Revenue	(3,000)	(2,500)	(2,954)	(2,700)	(200)	8 %
-	5204 - Administration Fees	(8,000)	(13,000)	(15,704)	(15,200)	(2,200)	17 %
-	5209 - Community Events Revenue	(18,200)	(15,700)	(16,462)	(16,300)	(600)	4 %
-	Net	396,150	403,427	491,081	414,200	10,773	3 %
-	W925 - Sportsfields & Playgrounds	4,760,893	4,623,161	3,864,627	5,694,400	1,071,239	23 %
-	W182 - Sportsfields East	708,191	748,967	621,521	601,900	(147,067)	-20 %
-	Expense	788,891	849,667	752,357	702,600	(147,067)	-17 %
-	Compensation and Benefits	470,577	497,193	453,550	456,900	(40,293)	-8 %
-	6001 - Salaries - Regular	378,940	404,501	367,604	376,500	(28,001)	-7 %
-	6002 - Salaries - Overtime	7,140	6,347	(840)	6,300	(47)	-1 %
-	6005 - PDP Increases	-	-	(1,840)	-	-	0 %
-	6100 - Benefits - Salaries	74,104	75,276	73,096	71,200	(4,076)	-5 %
-	6110 - Vacancy Management	-	-	3,541	(6,900)	(6,900)	100 %
-	6152 - Retirement Incentives	2,430	2,557	2,299	2,400	(157)	-6 %
-	6154 - Workers' Compensation	7,460	8,009	7,674	6,900	(1,109)	-14 %
-	6155 - Overtime Meals	503	503	-	500	(3)	-1 %
-	9200 - HR CATS Wage/Ben	-	-	2,137	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(121)	-	-	0 %
-	Office	4,520	1,200	1,521	1,200	-	0 %
-	6201 - Telephone	2,000	-	-	-	-	0 %
-	6202 - Courier/Postage	-	100	-	100	-	0 %
-	6203 - Office Furniture and Equipm	1,530	-	-	-	-	0 %
-	6205 - Printing & Reproduction	90	400	856	400	-	0 %
-	6207 - Office Supplies	900	700	644	700	-	0 %
-	6299 - Other Office Expenses	-	-	21	-	-	0 %
-	External Services	28,876	24,500	23,219	31,600	7,100	29 %
-	6303 - Consulting Fees	76	-	-	-	-	0 %
-	6310 - Outside Personnel	20,200	22,900	13,539	20,000	(2,900)	-13 %
-	6311 - Security	5,300	-	-	-	-	0 %
-	6312 - Refuse Collection	100	1,600	6,216	7,600	6,000	375 %
-	6399 - Contract Services	3,200	-	3,464	4,000	4,000	100 %
-	Supplies	8,430	10,300	12,939	10,700	400	4 %
-	6401 - Uniforms & Clothing	2,500	4,500	3,072	4,500	-	0 %
-	6404 - Recreation Programming Supp	100	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	1,530	-	-	-	-	0 %
-	6406 - Bridge Tolls	100	100	33	100	-	0 %
-	6407 - Cleaning/Sanitary Supplies	3,300	4,600	3,264	5,600	1,000	22 %
-	6409 - Personal Protective Equipme	-	-	888	-	-	0 %
-	6499 - Other Supplies	900	1,100	5,682	500	(600)	-55 %
-	Materials	62,400	56,100	72,592	87,300	31,200	56 %
-	6501 - Asphalt	500	-	-	-	-	0 %
-	6502 - Chemicals	100	-	-	-	-	0 %
-	6503 - Fertilizer	11,000	11,000	10,124	15,000	4,000	36 %
-	6504 - Hardware	10,600	4,900	4,991	8,000	3,100	63 %
-	6505 - Lubricants	200	100	28	100	-	0 %
-	6506 - Lumber	3,300	2,700	5,132	5,000	2,300	85 %
-	6508 - Ready Mix Concrete	300	-	-	-	-	0 %
-	6512 - Sand	700	300	2,032	3,000	2,700	900 %
-	6513 - Seeds & Plants	700	1,200	610	1,200	-	0 %
-	6514 - Sods	1,300	1,100	4,425	5,000	3,900	355 %
-	6515 - Stone and Gravel	7,500	2,000	4,644	4,000	2,000	100 %
-	6516 - Topsoil	6,700	15,300	16,385	25,000	9,700	63 %
-	6517 - Paint	18,700	17,500	19,498	20,000	2,500	14 %
-	6519 - Welding Supplies	200	-	-	-	-	0 %
-	6599 - Other Materials	600	-	4,723	1,000	1,000	100 %
-	Building Costs	23,100	66,000	45,188	53,000	(13,000)	-20 %
-	6602 - Electrical	6,600	30,000	27,198	30,000	-	0 %
-	6603 - Grounds and Landscaping	600	-	-	-	-	0 %
-	6605 - Municipal Taxes	1,300	-	-	-	-	0 %
-	6607 - Electricity	10,300	24,000	13,155	15,000	(9,000)	-38 %
-	6608 - Water	3,700	12,000	4,835	8,000	(4,000)	-33 %
-	6699 - Other Building Cost	600	-	-	-	-	0 %
-	Equipment & Communications	14,400	28,300	20,868	29,200	900	3 %

-	6701 - Equipment Purchase	3,500	8,500	14,535	15,000	6,500	76 %
-	6702 - Small Tools	1,100	2,500	3,584	3,500	1,000	40 %
-	6704 - Equipment Rental	9,800	12,600	2,048	5,000	(7,600)	-60 %
-	6707 - Plumbing & Heating	-	1,100	701	2,100	1,000	91 %
-	6708 - Mechanical Equipment	-	3,600	-	3,600	-	0 %
-	Vehicle Expense	3,100	300	1,370	2,300	2,000	667 %
-	6801 - Vehicle Purchase	2,200	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	900	200	-	200	-	0 %
-	6807 - Vehicle Leases	-	-	1,355	2,000	2,000	100 %
-	6899 - Other Vehicle Expense	-	100	15	100	-	0 %
-	Other Goods & Services	34,488	55,774	50,604	30,400	(25,374)	-45 %
-	6903 - Travel - Local	-	1,900	3,677	7,000	5,100	268 %
-	6904 - Travel - Out of Town	142	-	-	-	-	0 %
-	6905 - Training & Education	1,000	-	1,014	-	-	0 %
-	6908 - Medical Examinations	300	300	100	300	-	0 %
-	6910 - Signage	1,000	2,000	268	5,600	3,600	180 %
-	6918 - Meals	-	100	-	100	-	0 %
-	6933 - Community Events	-	-	19	-	-	0 %
-	6940 - Fencing	17,800	19,700	14,810	16,900	(2,800)	-14 %
-	6941 - Playground Equipment	1,100	-	-	-	-	0 %
-	6999 - Other Goods and Services	13,146	31,774	30,716	500	(31,274)	-98 %
-	Interdepartmental	139,000	110,000	75,506	-	(110,000)	-100 %
-	7001 - Interdepartmental Equipment	139,000	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	(101)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(3,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	110,000	78,025	-	(110,000)	-100 %
-	9911 - PM Labour-Reg	-	-	582	-	-	0 %
-	Other Fiscal	-	-	(5,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(5,000)	-	-	0 %
-	Revenue	(80,700)	(100,700)	(130,836)	(100,700)	-	0 %
-	Fee Revenues	-	(100,700)	(127,046)	(100,700)	-	0 %
-	5102 - Facilities Rentals	-	(100,700)	(112,179)	(100,700)	-	0 %
-	5150 - Other Rental Revenue	-	-	(14,736)	-	-	0 %
-	5210 - Sport and Fitness Revenue	-	-	(131)	-	-	0 %
-	Other Revenue	(80,700)	-	(3,790)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,790)	-	-	0 %
-	5600 - Miscellaneous Revenue	(80,700)	-	-	-	-	0 %
-	Net	869,591	950,367	1,886,429	817,100	(133,267)	-14 %
-	W185 - Sportsfields - Central	592,056	654,774	609,239	571,300	(83,474)	-13 %
-	Expense	592,056	674,774	659,802	591,300	(83,474)	-12 %
-	Compensation and Benefits	396,837	489,514	424,635	469,500	(20,014)	-4 %
-	6001 - Salaries - Regular	320,482	388,765	369,874	377,500	(11,265)	-3 %
-	6002 - Salaries - Overtime	-	9,000	(36,166)	9,000	-	0 %
-	6005 - PDP Increases	-	-	(1,564)	-	-	0 %
-	6100 - Benefits - Salaries	67,797	81,305	80,301	80,400	(905)	-1 %
-	6110 - Vacancy Management	-	-	712	(7,000)	(7,000)	100 %
-	6152 - Retirement Incentives	2,289	2,746	2,624	2,700	(46)	-2 %
-	6154 - Workers' Compensation	6,269	7,698	7,459	6,900	(798)	-10 %
-	9200 - HR CATS Wage/Ben	-	-	830	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	565	-	-	0 %
-	Office	4,810	500	207	500	-	0 %
-	6201 - Telephone	2,100	-	53	-	-	0 %
-	6202 - Courier/Postage	-	100	-	100	-	0 %
-	6203 - Office Furniture and Equipm	1,620	-	-	-	-	0 %
-	6204 - Computer Software and Licen	100	-	-	-	-	0 %
-	6205 - Printing & Reproduction	90	-	-	-	-	0 %
-	6207 - Office Supplies	900	400	154	400	-	0 %
-	External Services	26,804	37,600	37,919	40,100	2,500	7 %
-	6301 - Professional Fees	500	-	-	-	-	0 %
-	6303 - Consulting Fees	304	-	-	-	-	0 %
-	6310 - Outside Personnel	18,800	36,900	34,606	39,400	2,500	7 %
-	6311 - Security	3,300	-	-	-	-	0 %
-	6312 - Refuse Collection	200	-	-	-	-	0 %
-	6399 - Contract Services	3,700	700	3,313	700	-	0 %
-	Supplies	9,920	4,500	4,019	4,500	-	0 %
-	6401 - Uniforms & Clothing	2,500	2,900	3,102	2,900	-	0 %
-	6404 - Recreation Programming Supp	200	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	1,260	-	16	-	-	0 %
-	6406 - Bridge Tolls	100	100	-	100	-	0 %
-	6407 - Cleaning/Sanitary Supplies	4,600	1,200	901	1,200	-	0 %
-	6409 - Personal Protective Equipme	-	200	-	200	-	0 %
-	6499 - Other Supplies	1,260	100	-	100	-	0 %
-	Materials	62,700	47,400	36,617	48,900	1,500	3 %
-	6501 - Asphalt	500	-	4	-	-	0 %
-	6502 - Chemicals	100	-	-	-	-	0 %

-	6503 - Fertilizer	10,000	12,100	-	12,100	-	0 %
-	6504 - Hardware	10,200	3,600	8,225	3,600	-	0 %
-	6505 - Lubricants	200	200	83	200	-	0 %
-	6506 - Lumber	3,200	1,200	854	1,200	-	0 %
-	6507 - Propane	-	-	61	-	-	0 %
-	6508 - Ready Mix Concrete	200	-	-	-	-	0 %
-	6512 - Sand	600	11,700	7,217	11,700	-	0 %
-	6513 - Seeds & Plants	1,100	400	939	400	-	0 %
-	6514 - Sodas	1,400	700	1,369	700	-	0 %
-	6515 - Stone and Gravel	7,700	500	-	500	-	0 %
-	6516 - Topsoil	6,500	5,400	1,638	5,400	-	0 %
-	6517 - Paint	18,400	11,600	16,128	11,600	-	0 %
-	6519 - Welding Supplies	500	-	-	-	-	0 %
-	6599 - Other Materials	2,100	-	99	1,500	1,500	100 %
-	Building Costs	24,700	3,600	32,941	6,100	2,500	69 %
-	6602 - Electrical	7,000	2,200	13,643	2,200	-	0 %
-	6603 - Grounds and Landscaping	500	-	-	-	-	0 %
-	6605 - Municipal Taxes	1,000	-	5,325	-	-	0 %
-	6607 - Electricity	10,900	1,400	6,493	1,900	500	36 %
-	6608 - Water	2,800	-	1,208	-	-	0 %
-	6611 - Building - Interior	-	-	4,498	-	-	0 %
-	6612 - Safety Systems	-	-	34	-	-	0 %
-	6699 - Other Building Cost	2,500	-	1,740	2,000	2,000	100 %
-	Equipment & Communications	16,300	6,300	26,722	6,300	-	0 %
-	6701 - Equipment Purchase	4,900	1,500	13,397	1,500	-	0 %
-	6702 - Small Tools	1,400	1,500	2,242	1,500	-	0 %
-	6704 - Equipment Rental	9,600	1,800	11,083	1,800	-	0 %
-	6705 - Equipment - Repair and Main	100	-	-	-	-	0 %
-	6707 - Plumbing & Heating	-	1,500	-	1,500	-	0 %
-	6711 - Communication System	300	-	-	-	-	0 %
-	Vehicle Expense	2,520	200	131	200	-	0 %
-	6801 - Vehicle Purchase	1,800	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	720	200	131	200	-	0 %
-	Other Goods & Services	25,465	15,160	23,818	15,200	40	0 %
-	6903 - Travel - Local	360	-	8,173	-	-	0 %
-	6904 - Travel - Out of Town	213	-	-	-	-	0 %
-	6905 - Training & Education	1,000	-	-	-	-	0 %
-	6908 - Medical Examinations	400	200	-	200	-	0 %
-	6910 - Signage	1,100	-	-	-	-	0 %
-	6918 - Meals	50	-	-	-	-	0 %
-	6940 - Fencing	16,100	14,500	12,271	14,500	-	0 %
-	6941 - Playground Equipment	900	-	-	-	-	0 %
-	6999 - Other Goods and Services	5,342	460	3,374	500	40	9 %
-	Interdepartmental	22,000	70,000	80,293	-	(70,000)	-100 %
-	7001 - Interdepartmental Equipment	22,000	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	70,000	59,287	-	(70,000)	-100 %
-	9911 - PM Labour-Reg	-	-	249	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	20,757	-	-	0 %
-	Other Fiscal	-	-	(7,500)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(7,500)	-	-	0 %
-	Revenue	-	(20,000)	(50,563)	(20,000)	-	0 %
-	Fee Revenues	-	(20,000)	(46,337)	(20,000)	-	0 %
-	5102 - Facilities Rentals	-	(20,000)	(46,337)	(20,000)	-	0 %
-	Other Revenue	-	-	(4,226)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,226)	-	-	0 %
-	Net	592,056	694,774	1,800,837	625,300	(69,474)	-10 %
-	W186 - Sportsfields West	948,240	899,149	717,113	741,700	(157,449)	-18 %
-	Expense	1,028,940	999,849	888,299	842,400	(157,449)	-16 %
-	Compensation and Benefits	635,874	615,374	596,045	585,300	(30,074)	-5 %
-	6001 - Salaries - Regular	515,341	484,460	417,682	467,300	(17,160)	-4 %
-	6002 - Salaries - Overtime	4,080	21,627	(11,627)	21,600	(27)	0 %
-	6005 - PDP Increases	-	-	(2,064)	-	-	0 %
-	6051 - Shift Agreements	-	-	2	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	3,333	-	-	0 %
-	6100 - Benefits - Salaries	103,251	96,467	83,946	93,300	(3,167)	-3 %
-	6110 - Vacancy Management	-	-	80,394	(8,600)	(8,600)	100 %
-	6152 - Retirement Incentives	3,435	3,228	2,930	3,200	(28)	-1 %
-	6154 - Workers' Compensation	9,767	9,592	8,522	8,500	(1,092)	-11 %
-	9200 - HR CATS Wage/Ben	-	-	14,880	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,953)	-	-	0 %
-	Office	6,630	5,678	2,267	3,000	(2,678)	-47 %
-	6201 - Telephone	3,700	778	271	800	22	3 %
-	6203 - Office Furniture and Equipm	810	800	-	-	(800)	-100 %
-	6204 - Computer Software and Licen	500	500	-	-	(500)	-100 %
-	6205 - Printing & Reproduction	-	200	63	200	-	0 %

-	6207 - Office Supplies	1,620	3,300	1,878	2,000	(1,300)	-39 %
-	6299 - Other Office Expenses	-	100	55	-	(100)	-100 %
-	External Services	38,352	31,300	36,408	39,000	7,700	25 %
-	6301 - Professional Fees	4,500	-	-	-	-	0 %
-	6303 - Consulting Fees	2,052	-	-	-	-	0 %
-	6304 - Janitorial Services	-	-	258	500	500	100 %
-	6310 - Outside Personnel	20,400	26,700	27,838	32,500	5,800	22 %
-	6311 - Security	100	-	-	-	-	0 %
-	6312 - Refuse Collection	1,800	-	-	-	-	0 %
-	6399 - Contract Services	9,500	4,600	8,312	6,000	1,400	30 %
-	Supplies	11,250	15,600	13,806	16,800	1,200	8 %
-	6401 - Uniforms & Clothing	3,800	6,200	4,982	6,200	-	0 %
-	6402 - Medical & First Aid Supplie	-	200	190	200	-	0 %
-	6404 - Recreation Programming Supp	1,400	-	-	2,000	2,000	100 %
-	6405 - Photography Supplies & Equi	-	200	10	200	-	0 %
-	6406 - Bridge Tolls	200	900	41	100	(800)	-89 %
-	6407 - Cleaning/Sanitary Supplies	3,600	6,600	4,624	6,600	-	0 %
-	6409 - Personal Protective Equipme	-	1,400	1,860	1,400	-	0 %
-	6499 - Other Supplies	2,250	100	2,099	100	-	0 %
-	Materials	109,700	81,900	60,035	81,900	-	0 %
-	6502 - Chemicals	500	-	123	-	-	0 %
-	6503 - Fertilizer	9,300	15,300	14,943	15,300	-	0 %
-	6504 - Hardware	14,000	6,700	2,795	6,700	-	0 %
-	6505 - Lubricants	500	300	436	300	-	0 %
-	6506 - Lumber	4,700	1,500	1,441	1,500	-	0 %
-	6510 - Road Oils	-	100	-	100	-	0 %
-	6512 - Sand	500	500	2,136	500	-	0 %
-	6513 - Seeds & Plants	4,700	6,700	1,361	6,700	-	0 %
-	6514 - Sods	2,700	-	128	-	-	0 %
-	6515 - Stone and Gravel	13,900	3,600	3,061	3,600	-	0 %
-	6516 - Topsoil	9,300	19,300	7,183	19,300	-	0 %
-	6517 - Paint	27,900	27,400	25,598	27,400	-	0 %
-	6519 - Welding Supplies	2,800	500	819	-	(500)	-100 %
-	6599 - Other Materials	18,900	-	11	500	500	100 %
-	Building Costs	42,400	62,000	53,944	55,100	(6,900)	-11 %
-	6602 - Electrical	13,900	26,900	11,292	20,000	(6,900)	-26 %
-	6607 - Electricity	19,000	20,800	25,322	20,800	-	0 %
-	6608 - Water	5,000	12,100	12,511	12,100	-	0 %
-	6610 - Building - Exterior	-	1,800	-	1,800	-	0 %
-	6699 - Other Building Cost	4,500	400	4,819	400	-	0 %
-	Equipment & Communications	60,800	48,900	23,235	31,200	(17,700)	-36 %
-	6701 - Equipment Purchase	38,500	23,100	15,965	23,100	-	0 %
-	6702 - Small Tools	4,700	5,200	5,409	5,200	-	0 %
-	6704 - Equipment Rental	14,000	19,400	102	2,700	(16,700)	-86 %
-	6705 - Equipment - Repair and Main	900	1,000	-	-	(1,000)	-100 %
-	6707 - Plumbing & Heating	-	-	57	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,608	-	-	0 %
-	6711 - Communication System	2,700	200	94	200	-	0 %
-	Vehicle Expense	-	9,900	8,607	9,900	-	0 %
-	6802 - Vehicle Repair and Maintena	-	400	272	400	-	0 %
-	6806 - Long Term Fleet Rentals	-	9,200	8,335	9,200	-	0 %
-	6899 - Other Vehicle Expense	-	300	-	300	-	0 %
-	Other Goods & Services	32,787	19,197	35,773	20,200	1,003	5 %
-	6901 - Membership Dues	-	-	91	-	-	0 %
-	6903 - Travel - Local	3,240	200	540	200	-	0 %
-	6904 - Travel - Out of Town	1,278	-	110	-	-	0 %
-	6905 - Training & Education	1,800	-	137	-	-	0 %
-	6908 - Medical Examinations	900	300	40	300	-	0 %
-	6910 - Signage	2,700	1,300	1,759	2,300	1,000	77 %
-	6918 - Meals	500	-	467	-	-	0 %
-	6929 - Visa Purchases	-	100	718	-	(100)	-100 %
-	6940 - Fencing	14,000	16,400	30,655	16,800	400	2 %
-	6999 - Other Goods and Services	8,369	897	1,256	600	(297)	-33 %
-	Interdepartmental	91,147	110,000	60,679	-	(110,000)	-100 %
-	7001 - Interdepartmental Equipment	91,147	-	(641)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	110,000	33,378	-	(110,000)	-100 %
-	9911 - PM Labour-Reg	-	-	276	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	27,666	-	-	0 %
-	Other Fiscal	-	-	(2,500)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(2,500)	-	-	0 %
-	Revenue	(80,700)	(100,700)	(171,186)	(100,700)	-	0 %
-	Fee Revenues	-	(100,700)	(170,866)	(100,700)	-	0 %
-	5102 - Facilities Rentals	-	(100,700)	(154,566)	(100,700)	-	0 %
-	5150 - Other Rental Revenue	-	-	(13,071)	-	-	0 %
-	5210 - Sport and Fitness Revenue	-	-	(3,229)	-	-	0 %

-	Other Revenue	(80,700)	-	(320)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(320)	-	-	0 %
-	5600 - Miscellaneous Revenue	(80,700)	-	-	-	-	0 %
-	Net	1,109,640	1,100,549	2,117,049	960,300	(140,249)	-13 %
-	W181 - Sports/Play - Admin	435,715	375,766	299,267	334,300	(41,466)	-11 %
-	Expense	486,715	375,766	355,596	334,300	(41,466)	-11 %
-	Compensation and Benefits	88,906	90,990	89,068	92,300	1,310	1 %
-	6001 - Salaries - Regular	71,711	73,701	75,845	76,000	2,299	3 %
-	6002 - Salaries - Overtime	3,060	2,720	(24)	2,700	(20)	-1 %
-	6005 - PDP Increases	-	-	(2,865)	-	-	0 %
-	6100 - Benefits - Salaries	12,712	13,104	13,101	13,500	396	3 %
-	6110 - Vacancy Management	-	-	-	(1,400)	(1,400)	100 %
-	6152 - Retirement Incentives	416	435	473	500	65	15 %
-	6154 - Workers' Compensation	1,007	1,030	1,002	1,000	(30)	-3 %
-	9200 - HR CATS Wage/Ben	-	-	1,061	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	475	-	-	0 %
-	Office	5,070	7,078	2,810	4,600	(2,478)	-35 %
-	6201 - Telephone	3,000	2,978	360	500	(2,478)	-83 %
-	6202 - Courier/Postage	90	100	9	100	-	0 %
-	6205 - Printing & Reproduction	450	500	-	500	-	0 %
-	6207 - Office Supplies	1,530	3,500	2,441	3,500	-	0 %
-	External Services	363,979	249,000	245,648	219,000	(30,000)	-12 %
-	6303 - Consulting Fees	6,080	6,100	5,915	6,100	-	0 %
-	6310 - Outside Personnel	304,000	214,000	182,645	190,000	(24,000)	-11 %
-	6311 - Security	-	-	-	9,000	9,000	100 %
-	6390 - External Services TCA Trans	-	-	620	-	-	0 %
-	6399 - Contract Services	53,899	28,900	56,468	13,900	(15,000)	-52 %
-	Supplies	460	500	-	100	(400)	-80 %
-	6405 - Photography Supplies & Equi	360	400	-	100	(300)	-75 %
-	6406 - Bridge Tolls	100	100	-	-	(100)	-100 %
-	Materials	-	-	393	4,600	4,600	100 %
-	6506 - Lumber	-	-	393	-	-	0 %
-	6599 - Other Materials	-	-	-	4,600	4,600	100 %
-	Vehicle Expense	-	-	154	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	145	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	9	-	-	0 %
-	Other Goods & Services	26,200	28,198	17,505	13,700	(14,498)	-51 %
-	6901 - Membership Dues	-	-	-	200	200	100 %
-	6902 - Conferences and Workshops	-	3,000	260	2,900	(100)	-3 %
-	6903 - Travel - Local	-	6,500	3,815	8,000	1,500	23 %
-	6904 - Travel - Out of Town	-	500	-	500	-	0 %
-	6905 - Training & Education	5,000	370	4,304	600	230	62 %
-	6918 - Meals	3,200	2,328	31	1,000	(1,328)	-57 %
-	6929 - Visa Purchases	-	-	(65)	-	-	0 %
-	6999 - Other Goods and Services	18,000	15,500	9,160	500	(15,000)	-97 %
-	Interdepartmental	2,100	-	18	-	-	0 %
-	7001 - Interdepartmental Equipment	2,100	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(51,000)	-	(56,329)	-	-	0 %
-	Fee Revenues	-	-	(6,329)	-	-	0 %
-	5102 - Facilities Rentals	-	-	(6,242)	-	-	0 %
-	5213 - Playgrounds and Camps Reven	-	-	(87)	-	-	0 %
-	Other Revenue	(51,000)	-	(50,000)	-	-	0 %
-	5508 - Recoveries from External Pa	(51,000)	-	(50,000)	-	-	0 %
-	Net	537,715	375,766	447,087	337,100	(38,666)	-10 %
-	W192 - Contracts - Grass & Horticulture	-	-	-	992,500	992,500	100 %
-	Expense	-	-	-	1,043,500	1,043,500	100 %
-	Compensation and Benefits	-	-	-	43,500	43,500	100 %
-	6001 - Salaries - Regular	-	-	-	35,900	35,900	100 %
-	6100 - Benefits - Salaries	-	-	-	6,800	6,800	100 %
-	6152 - Retirement Incentives	-	-	-	200	200	100 %
-	6154 - Workers' Compensation	-	-	-	600	600	100 %
-	Office	-	-	-	500	500	100 %
-	6207 - Office Supplies	-	-	-	500	500	100 %
-	Supplies	-	-	-	500	500	100 %
-	6499 - Other Supplies	-	-	-	500	500	100 %
-	Building Costs	-	-	-	992,500	992,500	100 %
-	6603 - Grounds and Landscaping	-	-	-	992,500	992,500	100 %
-	Other Goods & Services	-	-	-	6,500	6,500	100 %
-	6903 - Travel - Local	-	-	-	6,000	6,000	100 %
-	6999 - Other Goods and Services	-	-	-	500	500	100 %
-	Revenue	-	-	-	(51,000)	(51,000)	100 %
-	Other Revenue	-	-	-	(51,000)	(51,000)	100 %
-	5508 - Recoveries from External Pa	-	-	-	(51,000)	(51,000)	100 %
-	Net	-	-	-	1,094,500	1,094,500	100 %
-	W180 - Playgrounds East	617,394	597,823	487,536	494,200	(103,623)	-17 %

-	Expense	617,394	597,823	488,352	494,200	(103,623)	-17 %
-	Compensation and Benefits	341,160	416,241	370,879	393,600	(22,641)	-5 %
-	6001 - Salaries - Regular	272,856	325,580	279,972	314,600	(10,980)	-3 %
-	6002 - Salaries - Overtime	2,856	16,539	(5,682)	16,500	(39)	0 %
-	6005 - PDP Increases	-	-	(2,256)	-	-	0 %
-	6100 - Benefits - Salaries	56,117	65,517	60,112	60,500	(5,017)	-8 %
-	6110 - Vacancy Management	-	-	34,107	(5,700)	(5,700)	100 %
-	6152 - Retirement Incentives	1,915	2,158	1,842	2,000	(158)	-7 %
-	6154 - Workers' Compensation	7,416	6,447	5,624	5,700	(747)	-12 %
-	9200 - HR CATS Wage/Ben	-	-	(1,686)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,154)	-	-	0 %
-	Office	3,170	2,400	1,299	2,400	-	0 %
-	6201 - Telephone	2,200	2,200	1,121	2,200	-	0 %
-	6203 - Office Furniture and Equipm	450	-	-	-	-	0 %
-	6207 - Office Supplies	360	200	178	200	-	0 %
-	6299 - Other Office Expenses	160	-	-	-	-	0 %
-	External Services	39,900	13,200	25,387	30,200	17,000	129 %
-	6310 - Outside Personnel	33,100	13,200	25,387	15,200	2,000	15 %
-	6311 - Security	400	-	-	-	-	0 %
-	6312 - Refuse Collection	300	-	-	-	-	0 %
-	6399 - Contract Services	6,100	-	-	15,000	15,000	100 %
-	Supplies	11,080	6,000	9,338	8,000	2,000	33 %
-	6401 - Uniforms & Clothing	5,000	3,500	5,390	4,500	1,000	29 %
-	6402 - Medical & First Aid Supplie	200	-	-	-	-	0 %
-	6404 - Recreation Programming Supp	100	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	180	200	-	200	-	0 %
-	6406 - Bridge Tolls	120	300	-	300	-	0 %
-	6407 - Cleaning/Sanitary Supplies	5,300	1,500	3,643	2,500	1,000	67 %
-	6409 - Personal Protective Equipme	-	-	290	-	-	0 %
-	6499 - Other Supplies	180	500	15	500	-	0 %
-	Materials	32,500	23,182	21,250	24,200	1,018	4 %
-	6501 - Asphalt	1,500	-	-	-	-	0 %
-	6502 - Chemicals	800	-	-	-	-	0 %
-	6503 - Fertilizer	100	-	-	-	-	0 %
-	6504 - Hardware	2,400	8,282	8,151	6,300	(1,982)	-24 %
-	6505 - Lubricants	100	300	-	300	-	0 %
-	6506 - Lumber	3,500	3,900	2,596	4,900	1,000	26 %
-	6507 - Propane	-	-	344	-	-	0 %
-	6508 - Ready Mix Concrete	1,500	900	1,083	900	-	0 %
-	6512 - Sand	1,800	3,200	1,797	3,200	-	0 %
-	6513 - Seeds & Plants	500	-	16	-	-	0 %
-	6514 - Sods	800	200	-	200	-	0 %
-	6515 - Stone and Gravel	6,100	4,800	6,665	5,800	1,000	21 %
-	6516 - Topsoil	2,100	400	526	400	-	0 %
-	6517 - Paint	700	1,200	72	1,200	-	0 %
-	6519 - Welding Supplies	600	-	-	-	-	0 %
-	6599 - Other Materials	10,000	-	-	1,000	1,000	100 %
-	Building Costs	31,600	14,200	16,343	14,200	-	0 %
-	6602 - Electrical	11,900	200	-	200	-	0 %
-	6603 - Grounds and Landscaping	1,000	-	-	-	-	0 %
-	6607 - Electricity	15,300	10,400	14,015	10,400	-	0 %
-	6608 - Water	3,400	3,600	2,328	3,600	-	0 %
-	Equipment & Communications	14,600	11,200	5,161	9,200	(2,000)	-18 %
-	6701 - Equipment Purchase	3,300	-	1,731	-	-	0 %
-	6702 - Small Tools	2,600	3,100	3,430	3,100	-	0 %
-	6704 - Equipment Rental	6,900	8,000	-	6,000	(2,000)	-25 %
-	6705 - Equipment - Repair and Main	800	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	200	-	-	-	-	0 %
-	6707 - Plumbing & Heating	100	100	-	100	-	0 %
-	6710 - Sewer Pipe	200	-	-	-	-	0 %
-	6711 - Communication System	500	-	-	-	-	0 %
-	Vehicle Expense	1,600	400	-	400	-	0 %
-	6801 - Vehicle Purchase	1,100	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	500	400	-	400	-	0 %
-	Other Goods & Services	41,437	11,000	6,507	12,000	1,000	9 %
-	6903 - Travel - Local	3,780	-	3,236	6,000	6,000	100 %
-	6904 - Travel - Out of Town	213	-	-	-	-	0 %
-	6905 - Training & Education	3,500	-	1,064	-	-	0 %
-	6908 - Medical Examinations	500	-	-	-	-	0 %
-	6910 - Signage	2,600	400	-	400	-	0 %
-	6918 - Meals	100	-	-	-	-	0 %
-	6929 - Visa Purchases	-	-	-	-	-	0 %
-	6938 - Rewarding Excellence	-	100	-	100	-	0 %
-	6940 - Fencing	11,000	900	1,229	900	-	0 %
-	6941 - Playground Equipment	7,000	9,400	73	4,400	(5,000)	-53 %
-	6999 - Other Goods and Services	12,744	200	905	200	-	0 %

-	Interdepartmental	100,347	100,000	38,188	-	(100,000)	-100 %
-	7001 - Interdepartmental Equipment	100,347	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(30,700)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	100,000	42,546	-	(100,000)	-100 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	26,288	-	-	0 %
-	Other Fiscal	-	-	(6,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(6,000)	-	-	0 %
-	Revenue	-	-	(816)	-	-	0 %
-	Other Revenue	-	-	(816)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(816)	-	-	0 %
-	Net	617,394	597,823	1,243,842	505,600	(92,223)	-15 %
-	W184 - Playgrounds West	837,099	779,893	664,092	664,000	(115,893)	-15 %
-	Expense	837,099	779,893	667,244	664,000	(115,893)	-15 %
-	Compensation and Benefits	550,459	489,394	466,737	456,100	(33,294)	-7 %
-	6001 - Salaries - Regular	449,642	393,563	332,070	373,100	(20,463)	-5 %
-	6002 - Salaries - Overtime	6,120	5,440	(14,696)	5,400	(40)	-1 %
-	6100 - Benefits - Salaries	83,185	79,932	70,414	75,200	(4,732)	-6 %
-	6110 - Vacancy Management	-	-	55,793	(6,900)	(6,900)	100 %
-	6152 - Retirement Incentives	2,699	2,666	2,126	2,500	(166)	-6 %
-	6154 - Workers' Compensation	8,813	7,793	6,269	6,800	(993)	-13 %
-	9200 - HR CATS Wage/Ben	-	-	18,328	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(3,567)	-	-	0 %
-	Office	3,280	2,078	673	1,700	(378)	-18 %
-	6201 - Telephone	2,000	1,978	425	1,000	(978)	-49 %
-	6204 - Computer Software and Licen	200	-	-	-	-	0 %
-	6205 - Printing & Reproduction	180	-	-	300	300	100 %
-	6207 - Office Supplies	900	100	248	400	300	300 %
-	External Services	69,900	63,500	61,083	51,800	(11,700)	-18 %
-	6310 - Outside Personnel	60,000	37,600	48,121	33,000	(4,600)	-12 %
-	6311 - Security	5,500	6,800	6,506	6,800	-	0 %
-	6312 - Refuse Collection	1,000	2,000	965	2,000	-	0 %
-	6399 - Contract Services	3,400	17,100	5,491	10,000	(7,100)	-42 %
-	Supplies	9,860	12,800	8,044	10,700	(2,100)	-16 %
-	6401 - Uniforms & Clothing	2,000	1,100	490	1,100	-	0 %
-	6402 - Medical & First Aid Supplie	700	100	384	300	200	200 %
-	6405 - Photography Supplies & Equi	450	-	-	-	-	0 %
-	6406 - Bridge Tolls	900	700	-	200	(500)	-71 %
-	6407 - Cleaning/Sanitary Supplies	5,000	7,200	2,719	5,900	(1,300)	-18 %
-	6409 - Personal Protective Equipme	-	2,700	1,749	2,700	-	0 %
-	6499 - Other Supplies	810	1,000	2,702	500	(500)	-50 %
-	Materials	30,000	27,200	26,425	41,600	14,400	53 %
-	6501 - Asphalt	2,000	-	-	-	-	0 %
-	6502 - Chemicals	200	100	-	100	-	0 %
-	6503 - Fertilizer	400	-	-	-	-	0 %
-	6504 - Hardware	-	5,300	2,642	8,300	3,000	57 %
-	6505 - Lubricants	200	-	30	-	-	0 %
-	6506 - Lumber	4,400	3,300	5,413	10,000	6,700	203 %
-	6508 - Ready Mix Concrete	1,000	1,000	-	1,000	-	0 %
-	6510 - Road Oils	-	-	670	-	-	0 %
-	6512 - Sand	2,500	1,800	2,032	4,800	3,000	167 %
-	6513 - Seeds & Plants	400	-	-	-	-	0 %
-	6514 - Sods	1,700	900	-	1,100	200	22 %
-	6515 - Stone and Gravel	10,000	12,100	10,695	13,900	1,800	15 %
-	6516 - Topsoil	4,400	700	563	1,200	500	71 %
-	6517 - Paint	900	500	271	500	-	0 %
-	6518 - Metal	-	200	342	200	-	0 %
-	6519 - Welding Supplies	900	-	-	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	3,243	-	-	0 %
-	6599 - Other Materials	1,000	1,300	524	500	(800)	-62 %
-	Building Costs	41,200	41,100	36,438	39,100	(2,000)	-5 %
-	6602 - Electrical	1,200	-	-	1,000	1,000	100 %
-	6603 - Grounds and Landscaping	4,000	-	-	-	-	0 %
-	6607 - Electricity	6,000	6,000	12,519	7,000	1,000	17 %
-	6608 - Water	30,000	35,000	23,919	31,000	(4,000)	-11 %
-	6610 - Building - Exterior	-	100	-	100	-	0 %
-	Equipment & Communications	37,200	26,500	3,640	12,700	(13,800)	-52 %
-	6701 - Equipment Purchase	4,400	3,900	350	4,900	1,000	26 %
-	6702 - Small Tools	2,000	1,800	2,629	2,000	200	11 %
-	6704 - Equipment Rental	30,000	20,000	630	5,000	(15,000)	-75 %
-	6705 - Equipment - Repair and Main	400	400	-	400	-	0 %
-	6706 - Computer Repair and Mainten	-	-	31	-	-	0 %
-	6707 - Plumbing & Heating	400	400	-	400	-	0 %
-	Vehicle Expense	-	-	200	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	200	-	-	0 %

-	Other Goods & Services	27,453	27,321	26,228	50,300	22,979	84 %
-	6903 - Travel - Local	450	500	521	500	-	0 %
-	6904 - Travel - Out of Town	710	-	-	-	-	0 %
-	6905 - Training & Education	2,000	-	-	-	-	0 %
-	6908 - Medical Examinations	-	600	-	600	-	0 %
-	6910 - Signage	3,000	3,000	307	3,000	-	0 %
-	6918 - Meals	100	-	-	-	-	0 %
-	6940 - Fencing	8,000	6,700	10,770	19,700	13,000	194 %
-	6941 - Playground Equipment	6,600	13,600	6,107	24,000	10,400	76 %
-	6999 - Other Goods and Services	6,593	2,921	8,523	2,500	(421)	-14 %
-	Interdepartmental	67,747	90,000	37,776	-	(90,000)	-100 %
-	7001 - Interdepartmental Equipment	67,747	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(19,400)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	90,000	37,753	-	(90,000)	-100 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	19,387	-	-	0 %
-	Other Fiscal	-	-	-	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	-	-	-	0 %
-	Revenue	-	-	(3,152)	-	-	0 %
-	Other Revenue	-	-	(3,152)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,152)	-	-	0 %
-	Net	837,099	779,893	1,526,526	677,800	(102,093)	-13 %
-	W183 - Playgrounds Central	622,198	566,789	465,857	490,900	(75,889)	-13 %
-	Expense	622,198	566,789	465,857	490,900	(75,889)	-13 %
-	Compensation and Benefits	431,843	391,891	318,854	366,000	(25,891)	-7 %
-	6001 - Salaries - Regular	360,768	311,203	249,386	293,800	(17,403)	-6 %
-	6002 - Salaries - Overtime	-	9,000	(9,086)	9,000	-	0 %
-	6005 - PDP Increases	-	-	(1,491)	-	-	0 %
-	6100 - Benefits - Salaries	63,822	63,482	53,663	61,200	(2,282)	-4 %
-	6110 - Vacancy Management	-	-	21,441	(5,400)	(5,400)	100 %
-	6152 - Retirement Incentives	2,019	2,044	1,644	2,000	(44)	-2 %
-	6154 - Workers' Compensation	5,234	6,162	5,053	5,400	(762)	-12 %
-	6199 - Comp & Benefits - Inter Dep	-	-	43,107	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(44,863)	-	-	0 %
-	Office	3,830	2,600	1,355	2,600	-	0 %
-	6201 - Telephone	2,175	2,000	46	2,000	-	0 %
-	6203 - Office Furniture and Equipm	405	-	-	-	-	0 %
-	6204 - Computer Software and Licen	30	-	-	-	-	0 %
-	6205 - Printing & Reproduction	68	300	241	300	-	0 %
-	6207 - Office Supplies	1,008	300	1,068	300	-	0 %
-	6299 - Other Office Expenses	144	-	-	-	-	0 %
-	External Services	38,895	24,600	8,163	14,600	(10,000)	-41 %
-	6310 - Outside Personnel	33,060	24,600	7,746	14,600	(10,000)	-41 %
-	6311 - Security	390	-	-	-	-	0 %
-	6312 - Refuse Collection	345	-	-	-	-	0 %
-	6399 - Contract Services	5,100	-	417	-	-	0 %
-	Supplies	11,092	9,000	12,621	11,000	2,000	22 %
-	6401 - Uniforms & Clothing	5,010	2,800	2,686	2,800	-	0 %
-	6402 - Medical & First Aid Supplie	180	-	541	-	-	0 %
-	6404 - Recreation Programming Supp	135	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	203	200	121	200	-	0 %
-	6406 - Bridge Tolls	120	200	-	200	-	0 %
-	6407 - Cleaning/Sanitary Supplies	5,295	5,800	9,180	7,800	2,000	34 %
-	6499 - Other Supplies	149	-	93	-	-	0 %
-	Materials	22,485	28,900	39,329	48,400	19,500	67 %
-	6501 - Asphalt	1,500	-	-	-	-	0 %
-	6502 - Chemicals	750	-	-	-	-	0 %
-	6503 - Fertilizer	120	-	-	-	-	0 %
-	6504 - Hardware	2,430	4,800	5,597	6,300	1,500	31 %
-	6505 - Lubricants	105	100	413	100	-	0 %
-	6506 - Lumber	3,480	3,200	4,961	3,200	-	0 %
-	6508 - Ready Mix Concrete	1,530	1,900	1,439	1,900	-	0 %
-	6512 - Sand	1,725	-	874	-	-	0 %
-	6513 - Seeds & Plants	525	300	33	300	-	0 %
-	6514 - Sods	750	2,900	1,217	2,900	-	0 %
-	6515 - Stone and Gravel	6,075	10,000	22,860	29,500	19,500	195 %
-	6516 - Topsoil	2,130	3,400	1,802	3,400	-	0 %
-	6517 - Paint	690	300	70	300	-	0 %
-	6519 - Welding Supplies	600	-	-	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	63	-	-	0 %
-	6599 - Other Materials	75	2,000	-	500	(1,500)	-75 %
-	Building Costs	11,695	4,900	19,603	4,900	-	0 %
-	6602 - Electrical	1,900	-	-	-	-	0 %
-	6603 - Grounds and Landscaping	1,020	-	-	-	-	0 %
-	6607 - Electricity	5,400	300	9,961	300	-	0 %

-	6608 - Water	3,375	4,600	9,642	4,600	-	0 %
-	Equipment & Communications	13,605	12,600	15,834	12,600	-	0 %
-	6701 - Equipment Purchase	2,355	1,100	3,360	1,100	-	0 %
-	6702 - Small Tools	2,550	1,800	2,598	1,800	-	0 %
-	6704 - Equipment Rental	6,885	9,600	9,876	9,600	-	0 %
-	6705 - Equipment - Repair and Main	840	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	225	-	-	-	-	0 %
-	6707 - Plumbing & Heating	75	100	-	100	-	0 %
-	6710 - Sewer Pipe	225	-	-	-	-	0 %
-	6711 - Communication System	450	-	-	-	-	0 %
-	Vehicle Expense	1,575	-	2,848	-	-	0 %
-	6801 - Vehicle Purchase	1,125	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	450	-	-	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	2,833	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	15	-	-	0 %
-	Other Goods & Services	43,178	22,298	33,575	30,800	8,502	38 %
-	6903 - Travel - Local	3,740	300	87	300	-	0 %
-	6904 - Travel - Out of Town	213	200	-	200	-	0 %
-	6905 - Training & Education	3,480	-	2,027	-	-	0 %
-	6908 - Medical Examinations	450	800	96	800	-	0 %
-	6910 - Signage	2,550	2,300	66	2,300	-	0 %
-	6918 - Meals	75	-	54	-	-	0 %
-	6940 - Fencing	10,950	15,300	9,054	15,300	-	0 %
-	6941 - Playground Equipment	8,520	3,000	11,864	11,500	8,500	283 %
-	6999 - Other Goods and Services	13,200	398	10,327	400	2	1 %
-	Interdepartmental	44,000	70,000	33,675	-	(70,000)	-100 %
-	7001 - Interdepartmental Equipment	44,000	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(5,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	70,000	31,689	-	(70,000)	-100 %
-	9911 - PM Labour-Reg	-	-	45	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	6,941	-	-	0 %
-	Other Fiscal	-	-	(20,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(20,000)	-	-	0 %
-	Net	622,198	566,789	1,240,361	501,700	(65,089)	-11 %
-	W191 - Contracts - Grass & Horticulture	-	-	-	803,600	803,600	100 %
-	Expense	-	-	-	803,600	803,600	100 %
-	Compensation and Benefits	-	-	-	48,600	48,600	100 %
-	6001 - Salaries - Regular	-	-	-	39,000	39,000	100 %
-	6100 - Benefits - Salaries	-	-	-	8,200	8,200	100 %
-	6152 - Retirement Incentives	-	-	-	400	400	100 %
-	6154 - Workers' Compensation	-	-	-	1,000	1,000	100 %
-	Office	-	-	-	500	500	100 %
-	6207 - Office Supplies	-	-	-	500	500	100 %
-	Supplies	-	-	-	500	500	100 %
-	6499 - Other Supplies	-	-	-	500	500	100 %
-	Building Costs	-	-	-	747,500	747,500	100 %
-	6603 - Grounds and Landscaping	-	-	-	747,500	747,500	100 %
-	Other Goods & Services	-	-	-	6,500	6,500	100 %
-	6903 - Travel - Local	-	-	-	6,000	6,000	100 %
-	6999 - Other Goods and Services	-	-	-	500	500	100 %
-	Net	-	-	-	803,600	803,600	100 %
-	W189 - Sports/Play R&M-fromCptl	-	-	2	-	-	0 %
-	Expense	-	-	2	-	-	0 %
-	Compensation and Benefits	-	-	(117)	-	-	0 %
-	6001 - Salaries - Regular	-	-	(117)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(54,239)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	48,056	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	6,183	-	-	0 %
-	External Services	-	-	2,815	-	-	0 %
-	6310 - Outside Personnel	-	-	10,195	-	-	0 %
-	6311 - Security	-	-	27	-	-	0 %
-	6390 - External Services TCA Trans	-	-	(9,185)	-	-	0 %
-	6399 - Contract Services	-	-	1,778	-	-	0 %
-	Supplies	-	-	167	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	282	-	-	0 %
-	6490 - Supplies TCA Transfer	-	-	(282)	-	-	0 %
-	6499 - Other Supplies	-	-	167	-	-	0 %
-	Materials	-	-	(2,351)	-	-	0 %
-	6504 - Hardware	-	-	5,405	-	-	0 %
-	6505 - Lubricants	-	-	949	-	-	0 %
-	6506 - Lumber	-	-	18,672	-	-	0 %
-	6508 - Ready Mix Concrete	-	-	1,377	-	-	0 %
-	6512 - Sand	-	-	1,291	-	-	0 %
-	6513 - Seeds & Plants	-	-	6	-	-	0 %
-	6514 - Sods	-	-	7,763	-	-	0 %

-	6515 - Stone and Gravel	-	-	40,116	-	-	0 %
-	6516 - Topsoil	-	-	7,525	-	-	0 %
-	6517 - Paint	-	-	916	-	-	0 %
-	6522 - Greenhouse Materials	-	-	4,367	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	(90,930)	-	-	0 %
-	6599 - Other Materials	-	-	192	-	-	0 %
-	Building Costs	-	-	-	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	(32)	-	-	0 %
-	6699 - Other Building Cost	-	-	32	-	-	0 %
-	Equipment & Communications	-	-	369	-	-	0 %
-	6701 - Equipment Purchase	-	-	1,535	-	-	0 %
-	6702 - Small Tools	-	-	687	-	-	0 %
-	6704 - Equipment Rental	-	-	147	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	70	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	(2,070)	-	-	0 %
-	Other Goods & Services	-	-	(9,312)	-	-	0 %
-	6929 - Visa Purchases	-	-	355	-	-	0 %
-	6940 - Fencing	-	-	15,429	-	-	0 %
-	6941 - Playground Equipment	-	-	3,891	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	(26,174)	-	-	0 %
-	6999 - Other Goods and Services	-	-	(2,813)	-	-	0 %
-	Interdepartmental	-	-	8,431	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	6,188	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	2,243	-	-	0 %
-	Net	-	-	404,328	-	-	0 %
-	AWP - All Weather Program	80,344	108,694	45,980	56,200	(52,494)	-48 %
-	W187 - Halifax Artificial Sportsfield	79,044	108,766	55,973	74,400	(34,366)	-32 %
-	Expense	214,044	243,766	223,833	244,400	634	0 %
-	Compensation and Benefits	66,107	75,774	70,706	76,500	726	1 %
-	6001 - Salaries - Regular	51,777	59,959	59,647	61,500	1,541	3 %
-	6005 - PDP Increases	-	-	(2,035)	-	-	0 %
-	6100 - Benefits - Salaries	9,806	11,415	11,704	11,700	285	2 %
-	6110 - Vacancy Management	-	-	-	(1,100)	(1,100)	100 %
-	6151 - Vehicle Allowance	3,016	3,016	-	3,000	(16)	-1 %
-	6152 - Retirement Incentives	300	354	383	400	46	13 %
-	6154 - Workers' Compensation	1,007	1,030	1,007	1,000	(30)	-3 %
-	9210 - HR CATS OT Wage/Ben	201	-	-	-	-	0 %
-	Office	3,310	3,250	4,116	3,600	350	11 %
-	6201 - Telephone	2,500	2,050	2,219	2,000	(50)	-2 %
-	6202 - Courier/Postage	90	100	-	100	-	0 %
-	6203 - Office Furniture and Equipm	270	300	1,279	700	400	133 %
-	6207 - Office Supplies	450	800	618	800	-	0 %
-	External Services	104,567	126,800	113,840	113,800	(13,000)	-10 %
-	6308 - Snow Removal	1,000	1,000	10,663	1,000	-	0 %
-	6312 - Refuse Collection	-	-	193	-	-	0 %
-	6399 - Contract Services	103,567	125,800	102,984	112,800	(13,000)	-10 %
-	Supplies	1,580	1,400	3,203	1,900	500	36 %
-	6401 - Uniforms & Clothing	300	300	763	800	500	167 %
-	6402 - Medical & First Aid Supplie	100	100	1,940	100	-	0 %
-	6405 - Photography Supplies & Equi	180	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	500	1,000	-	0 %
-	Materials	1,500	1,300	1,270	1,300	-	0 %
-	6504 - Hardware	700	500	754	500	-	0 %
-	6517 - Paint	300	300	145	300	-	0 %
-	6599 - Other Materials	500	500	371	500	-	0 %
-	Building Costs	15,000	15,000	7,621	14,100	(900)	-6 %
-	6602 - Electrical	1,000	1,000	-	100	(900)	-90 %
-	6607 - Electricity	14,000	14,000	7,621	14,000	-	0 %
-	Equipment & Communications	13,100	13,300	14,262	26,200	12,900	97 %
-	6702 - Small Tools	-	200	200	200	-	0 %
-	6703 - Computer Equipment/Rentals	100	100	-	100	-	0 %
-	6704 - Equipment Rental	12,000	12,000	13,865	25,000	13,000	108 %
-	6705 - Equipment - Repair and Main	500	500	-	400	(100)	-20 %
-	6707 - Plumbing & Heating	500	500	197	500	-	0 %
-	Vehicle Expense	-	-	63	100	100	100 %
-	6804 - Vehicle Fuel - Gasoline	-	-	63	100	100	100 %
-	Other Goods & Services	8,880	6,942	8,680	6,900	(42)	-1 %
-	6903 - Travel - Local	2,340	1,500	3,112	3,000	1,500	100 %
-	6905 - Training & Education	-	4,000	-	2,500	(1,500)	-38 %
-	6911 - Facilities Rental	4,000	-	4,778	-	-	0 %
-	6912 - Advertising and Promotion	900	578	-	300	(278)	-48 %
-	6918 - Meals	500	-	139	200	200	100 %
-	6933 - Community Events	100	-	-	-	-	0 %
-	6938 - Rewarding Excellence	-	500	-	500	-	0 %
-	6999 - Other Goods and Services	1,040	364	651	400	36	10 %

-	Interdepartmental	-	-	72	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Revenue	(135,000)	(135,000)	(167,860)	(170,000)	(35,000)	26 %
-	Fee Revenues	(135,000)	(135,000)	(167,860)	(170,000)	(35,000)	26 %
-	5102 - Facilities Rentals	(135,000)	(135,000)	(122,759)	(170,000)	(35,000)	26 %
-	5150 - Other Rental Revenue	-	-	(45,101)	-	-	0 %
-	Net	349,044	378,766	448,193	416,600	37,834	10 %
-	W190 - Dartmouth Artificial Sportsfield	1,300	(72)	(9,993)	(18,200)	(18,128)	25,178 %
-	Expense	139,100	137,728	137,315	126,800	(10,928)	-8 %
-	Office	2,140	1,586	1,402	1,600	14	1 %
-	6201 - Telephone	1,600	786	911	800	14	2 %
-	6202 - Courier/Postage	90	100	-	100	-	0 %
-	6207 - Office Supplies	450	700	491	700	-	0 %
-	External Services	85,500	90,900	90,696	80,000	(10,900)	-12 %
-	6308 - Snow Removal	1,500	-	-	-	-	0 %
-	6310 - Outside Personnel	-	-	-	-	-	0 %
-	6311 - Security	26,000	-	-	-	-	0 %
-	6312 - Refuse Collection	-	-	108	-	-	0 %
-	6399 - Contract Services	58,000	90,900	90,588	80,000	(10,900)	-12 %
-	Supplies	1,580	1,300	2,388	1,300	-	0 %
-	6401 - Uniforms & Clothing	300	200	135	200	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	1,940	100	-	0 %
-	6405 - Photography Supplies & Equi	180	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	313	1,000	-	0 %
-	Materials	1,500	1,500	32	1,500	-	0 %
-	6504 - Hardware	700	700	-	700	-	0 %
-	6517 - Paint	300	300	-	300	-	0 %
-	6599 - Other Materials	500	500	32	500	-	0 %
-	Building Costs	26,000	24,000	25,205	24,000	-	0 %
-	6602 - Electrical	2,000	1,000	-	1,000	-	0 %
-	6607 - Electricity	22,000	22,000	24,215	22,000	-	0 %
-	6608 - Water	2,000	1,000	990	1,000	-	0 %
-	Equipment & Communications	13,100	13,300	15,489	13,200	(100)	-1 %
-	6702 - Small Tools	-	200	-	100	(100)	-50 %
-	6703 - Computer Equipment/Rentals	100	100	-	100	-	0 %
-	6704 - Equipment Rental	12,000	11,800	10,944	8,500	(3,300)	-28 %
-	6705 - Equipment - Repair and Main	500	500	700	500	-	0 %
-	6707 - Plumbing & Heating	500	700	3,845	4,000	3,300	471 %
-	Vehicle Expense	1,700	1,516	54	1,600	84	6 %
-	6802 - Vehicle Repair and Maintena	1,500	1,500	-	1,500	-	0 %
-	6804 - Vehicle Fuel - Gasoline	200	16	54	100	84	525 %
-	Other Goods & Services	7,380	3,626	1,953	3,600	(26)	-1 %
-	6904 - Travel - Out of Town	1,420	1,400	-	1,400	-	0 %
-	6905 - Training & Education	2,000	1,148	-	1,100	(48)	-4 %
-	6911 - Facilities Rental	2,800	-	1,810	-	-	0 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6933 - Community Events	100	-	-	-	-	0 %
-	6999 - Other Goods and Services	160	500	143	500	-	0 %
-	Interdepartmental	200	-	96	-	-	0 %
-	7001 - Interdepartmental Equipment	200	-	-	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	96	-	-	0 %
-	Revenue	(137,800)	(137,800)	(147,308)	(145,000)	(7,200)	5 %
-	Fee Revenues	(137,800)	(137,800)	(147,308)	(145,000)	(7,200)	5 %
-	5102 - Facilities Rentals	(137,800)	(137,800)	(147,308)	(145,000)	(7,200)	5 %
-	Net	276,900	275,528	347,239	271,800	(3,728)	-1 %
-	HRWC - HRWC	-	-	-	-	-	0 %
-	Z850 - HRWC	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Office	-	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Other Goods & Services	-	-	-	-	-	0 %
-	6903 - Travel - Local	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Fee Revenues	-	-	-	-	-	0 %
-	5102 - Facilities Rentals	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	-	-	-	0 %
-	Net	-	-	225,180	-	-	0 %
-	D950 - Arenas	(126,640)	(125,518)	(66,320)	(1,158,400)	(1,032,882)	823 %
-	D970 - Le Brun Centre	36,070	42,487	93,317	(296,750)	(339,237)	-798 %

-	Expense	397,520	353,850	354,214	2,300	(351,550)	-99 %
-	External Services	1,180	350	1,928	800	450	129 %
-	6399 - Contract Services	1,180	350	1,928	800	450	129 %
-	Building Costs	34,500	1,500	350	1,500	-	0 %
-	6699 - Other Building Cost	34,500	1,500	350	1,500	-	0 %
-	Other Goods & Services	270	100	-	-	(100)	-100 %
-	6903 - Travel - Local	90	100	-	-	(100)	-100 %
-	6912 - Advertising and Promotion	180	-	-	-	-	0 %
-	Interdepartmental	351,900	351,900	351,936	-	(351,900)	-100 %
-	7005 - Interdepartmental Expenditu	351,900	351,900	351,900	-	(351,900)	-100 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Compensation and Benefits	9,670	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	9,670	-	-	-	-	0 %
-	Revenue	(361,450)	(311,363)	(260,897)	(299,050)	12,313	-4 %
-	Fee Revenues	(361,450)	(307,663)	(259,940)	(295,650)	12,013	-4 %
-	5102 - Facilities Rentals	-	-	461	-	-	0 %
-	5219 - Ice Rentals	(358,450)	(306,963)	(259,101)	(295,150)	11,813	-4 %
-	5404 - Canteen Revenue	(3,000)	(700)	(1,300)	(500)	200	-29 %
-	Other Revenue	-	(3,700)	(957)	(3,400)	300	-8 %
-	5503 - Advertising Revenue	-	(1,200)	(957)	(900)	300	-25 %
-	5600 - Miscellaneous Revenue	-	(2,500)	-	(2,500)	-	0 %
-	Net	758,970	665,213	625,135	301,350	(363,863)	-55 %
-	D960 - Devonshire Arena	(71,240)	(77,516)	(50,256)	(205,950)	(128,434)	166 %
-	Expense	157,900	161,500	159,021	13,000	(148,500)	-92 %
-	External Services	7,300	10,900	8,421	13,000	2,100	19 %
-	6399 - Contract Services	7,300	10,900	8,421	13,000	2,100	19 %
-	Interdepartmental	150,600	150,600	150,600	-	(150,600)	-100 %
-	7005 - Interdepartmental Expenditu	150,600	150,600	150,600	-	(150,600)	-100 %
-	Revenue	(229,140)	(239,016)	(209,277)	(218,950)	20,066	-8 %
-	Fee Revenues	(229,140)	(237,716)	(209,277)	(217,650)	20,066	-8 %
-	5219 - Ice Rentals	(229,140)	(237,716)	(209,277)	(217,650)	20,066	-8 %
-	Other Revenue	-	(1,300)	-	(1,300)	-	0 %
-	5503 - Advertising Revenue	-	(300)	-	(300)	-	0 %
-	5600 - Miscellaneous Revenue	-	(1,000)	-	(1,000)	-	0 %
-	Net	387,040	400,516	399,150	231,950	(168,566)	-42 %
-	D980 - Gray Arena	(79,300)	(66,269)	(96,037)	(343,450)	(277,181)	418 %
-	Expense	277,060	289,042	241,290	17,100	(271,942)	-94 %
-	Compensation and Benefits	-	10,342	9,445	10,300	(42)	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(207)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	10,342	9,652	10,300	(42)	0 %
-	External Services	3,180	4,900	4,458	5,500	600	12 %
-	6399 - Contract Services	3,180	4,900	4,458	5,500	600	12 %
-	Building Costs	46,500	46,500	-	1,200	(45,300)	-97 %
-	6699 - Other Building Cost	46,500	46,500	-	1,200	(45,300)	-97 %
-	Other Goods & Services	180	100	187	100	-	0 %
-	6903 - Travel - Local	180	100	187	100	-	0 %
-	Interdepartmental	227,200	227,200	227,200	-	(227,200)	-100 %
-	7005 - Interdepartmental Expenditu	227,200	227,200	227,200	-	(227,200)	-100 %
-	Revenue	(356,360)	(355,311)	(337,327)	(360,550)	(5,239)	1 %
-	Fee Revenues	(356,360)	(353,511)	(334,971)	(359,250)	(5,739)	2 %
-	5219 - Ice Rentals	(353,360)	(352,911)	(334,314)	(358,650)	(5,739)	2 %
-	5404 - Canteen Revenue	(3,000)	(600)	(657)	(600)	-	0 %
-	Other Revenue	-	(1,800)	(2,356)	(1,300)	500	-28 %
-	5503 - Advertising Revenue	-	(300)	-	(300)	-	0 %
-	5600 - Miscellaneous Revenue	-	(1,500)	(2,356)	(1,000)	500	-33 %
-	Net	633,420	644,353	589,385	377,650	(266,703)	-41 %
-	D985 - Bowles Arena	(12,170)	(24,220)	(13,344)	(312,250)	(288,030)	1,189 %
-	Expense	301,380	295,700	294,420	10,200	(285,500)	-97 %
-	External Services	13,380	7,900	8,170	8,500	600	8 %
-	6399 - Contract Services	13,380	7,900	8,170	8,500	600	8 %
-	Building Costs	-	1,500	-	1,500	-	0 %
-	6699 - Other Building Cost	-	1,500	-	1,500	-	0 %
-	Other Goods & Services	1,800	100	50	200	100	100 %
-	6903 - Travel - Local	180	100	50	200	100	100 %
-	6912 - Advertising and Promotion	1,620	-	-	-	-	0 %
-	Interdepartmental	286,200	286,200	286,200	-	(286,200)	-100 %
-	7005 - Interdepartmental Expenditu	286,200	286,200	286,200	-	(286,200)	-100 %
-	Revenue	(313,550)	(319,920)	(307,764)	(322,450)	(2,530)	1 %
-	Fee Revenues	(313,550)	(318,620)	(307,393)	(321,350)	(2,730)	1 %
-	5219 - Ice Rentals	(310,550)	(317,620)	(306,120)	(320,750)	(3,130)	1 %
-	5404 - Canteen Revenue	(3,000)	(1,000)	(1,273)	(600)	400	-40 %
-	Other Revenue	-	(1,300)	(371)	(1,100)	200	-15 %
-	5503 - Advertising Revenue	-	(300)	-	(300)	-	0 %
-	5600 - Miscellaneous Revenue	-	(1,000)	(371)	(800)	200	-20 %
-	Net	614,930	615,620	614,788	332,650	(282,970)	-46 %
-	D750 - Outdoor Recreation	289,104	313,950	311,482	308,950	(5,000)	-2 %

-	D755 - Rec/Enviro Leadership	289,104	313,950	311,482	308,950	(5,000)	-2 %
-	Expense	425,104	439,950	441,168	368,600	(71,350)	-16 %
-	Compensation and Benefits	318,500	333,708	357,980	305,700	(28,008)	-8 %
-	6001 - Salaries - Regular	151,000	153,651	142,425	155,000	1,349	1 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(2,096)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	950	-	-	0 %
-	6100 - Benefits - Salaries	28,420	29,448	24,584	30,000	552	2 %
-	6110 - Vacancy Management	-	-	18,507	(2,800)	(2,800)	100 %
-	6150 - Honorariums	1,500	1,500	500	2,000	500	33 %
-	6152 - Retirement Incentives	830	852	724	1,000	148	17 %
-	6154 - Workers' Compensation	2,750	2,741	2,550	3,000	259	9 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(2,910)	-	-	0 %
-	9200 - HR CATS Wage/Ben	134,000	145,516	164,509	117,500	(28,016)	-19 %
-	9210 - HR CATS OT Wage/Ben	-	-	8,237	-	-	0 %
-	Office	4,804	3,802	2,783	4,000	198	5 %
-	6201 - Telephone	2,500	2,378	2,333	2,500	122	5 %
-	6202 - Courier/Postage	90	100	15	500	400	400 %
-	6203 - Office Furniture and Equipm	-	-	127	-	-	0 %
-	6205 - Printing & Reproduction	900	-	-	-	-	0 %
-	6207 - Office Supplies	1,314	1,324	308	1,000	(324)	-24 %
-	External Services	23,140	23,140	1,924	7,800	(15,340)	-66 %
-	6303 - Consulting Fees	1,140	1,140	-	1,100	(40)	-4 %
-	6399 - Contract Services	22,000	22,000	1,924	6,700	(15,300)	-70 %
-	Supplies	48,800	48,400	49,264	26,700	(21,700)	-45 %
-	6401 - Uniforms & Clothing	500	1,000	471	1,500	500	50 %
-	6402 - Medical & First Aid Supplie	400	400	555	400	-	0 %
-	6404 - Recreation Programming Supp	17,900	16,000	19,091	24,800	8,800	55 %
-	6408 - Pre School Nutrition Suppli	30,000	31,000	29,147	-	(31,000)	-100 %
-	Equipment & Communications	8,500	9,400	9,208	12,000	2,600	28 %
-	6701 - Equipment Purchase	1,500	1,500	2,364	10,000	8,500	567 %
-	6704 - Equipment Rental	7,000	7,900	6,844	2,000	(5,900)	-75 %
-	Vehicle Expense	1,000	1,082	689	900	(182)	-17 %
-	6804 - Vehicle Fuel - Gasoline	1,000	1,082	689	900	(182)	-17 %
-	6806 - Long Term Fleet Rentals	-	-	-	-	-	0 %
-	Other Goods & Services	20,360	20,418	19,120	11,500	(8,918)	-44 %
-	6903 - Travel - Local	2,700	2,000	1,668	2,500	500	25 %
-	6904 - Travel - Out of Town	4,260	5,340	5,527	3,500	(1,840)	-34 %
-	6911 - Facilities Rental	12,500	12,500	11,240	4,500	(8,000)	-64 %
-	6912 - Advertising and Promotion	900	578	685	1,000	422	73 %
-	Interdepartmental	-	-	200	-	-	0 %
-	7009 - Internal Transfers Other	-	-	200	-	-	0 %
-	Revenue	(136,000)	(126,000)	(129,686)	(59,650)	66,350	-53 %
-	Fee Revenues	(124,000)	(124,000)	(126,181)	(54,650)	69,350	-56 %
-	5102 - Facilities Rentals	-	-	(631)	-	-	0 %
-	5210 - Sport and Fitness Revenue	-	-	52	-	-	0 %
-	5212 - Leisure Skills Revenue	(124,000)	(124,000)	(125,602)	(54,650)	69,350	-56 %
-	Other Revenue	(12,000)	(2,000)	(3,505)	(5,000)	(3,000)	150 %
-	5508 - Recoveries from External Pa	(12,000)	(2,000)	(3,505)	(5,000)	(3,000)	150 %
-	Net	561,104	565,950	667,604	433,850	(132,100)	-23 %
-	MSUP - Municipal Operations Support	4,629,399	4,426,534	4,162,887	2,351,100	(2,075,434)	-47 %
-	R710 - Municipal Operations Support	4,629,399	4,426,534	4,162,887	2,351,100	(2,075,434)	-47 %
-	Expense	4,629,399	4,477,534	4,259,573	2,351,100	(2,126,434)	-47 %
-	Compensation and Benefits	1,676,492	1,814,823	1,842,663	1,622,600	(192,223)	-11 %
-	6001 - Salaries - Regular	1,365,656	1,425,134	1,465,417	1,293,300	(131,834)	-9 %
-	6002 - Salaries - Overtime	12,138	73,651	60,408	73,700	49	0 %
-	6005 - PDP Increases	-	-	(35,611)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,557	-	-	0 %
-	6100 - Benefits - Salaries	265,693	281,620	292,320	254,600	(27,020)	-10 %
-	6110 - Vacancy Management	-	-	58,616	(27,500)	(27,500)	100 %
-	6152 - Retirement Incentives	7,566	8,040	8,453	7,300	(740)	-9 %
-	6154 - Workers' Compensation	25,439	26,378	25,856	21,200	(5,178)	-20 %
-	6155 - Overtime Meals	-	-	470	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	504	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(35,327)	-	-	0 %
-	Office	12,650	42,541	32,455	34,300	(8,241)	-19 %
-	6201 - Telephone	9,000	8,741	5,794	7,500	(1,241)	-14 %
-	6202 - Courier/Postage	270	300	51	300	-	0 %
-	6203 - Office Furniture and Equipm	1,440	8,000	1,010	8,000	-	0 %
-	6204 - Computer Software and Licen	500	17,000	17,192	10,000	(7,000)	-41 %
-	6207 - Office Supplies	1,440	8,500	8,408	8,500	-	0 %
-	External Services	1,224,200	745,535	769,413	200	(745,335)	-100 %
-	6301 - Professional Fees	-	-	28	-	-	0 %
-	6304 - Janitorial Services	104,500	200,000	147,870	-	(200,000)	-100 %
-	6311 - Security	75,000	-	-	-	-	0 %
-	6312 - Refuse Collection	-	200	141	200	-	0 %

-	6399 - Contract Services	1,044,700	545,335	621,374	-	(545,335)	-100 %
-	Supplies	1,150	8,500	3,756	9,400	900	11 %
-	6401 - Uniforms & Clothing	200	5,000	2,540	5,000	-	0 %
-	6405 - Photography Supplies & Equi	450	900	-	900	-	0 %
-	6406 - Bridge Tolls	500	1,200	-	200	(1,000)	-83 %
-	6407 - Cleaning/Sanitary Supplies	-	200	49	200	-	0 %
-	6409 - Personal Protective Equipme	-	1,100	566	2,000	900	82 %
-	6499 - Other Supplies	-	100	601	1,100	1,000	1,000 %
-	Materials	7,500	10,000	54,684	11,000	1,000	10 %
-	6501 - Asphalt	5,000	5,000	20,761	5,000	-	0 %
-	6504 - Hardware	500	2,500	193	2,500	-	0 %
-	6514 - Sods	800	800	31,612	800	-	0 %
-	6517 - Paint	1,200	1,200	2,118	2,200	1,000	83 %
-	6599 - Other Materials	-	500	-	500	-	0 %
-	Building Costs	1,495,200	1,699,500	1,500,880	321,900	(1,377,600)	-81 %
-	6603 - Grounds and Landscaping	1,495,200	1,699,500	1,500,880	120,000	(1,579,500)	-93 %
-	6615 - Vandalism Clean-up/Repair	-	-	-	201,900	201,900	100 %
-	Equipment & Communications	1,700	14,700	9,501	14,500	(200)	-1 %
-	6701 - Equipment Purchase	-	-	253	-	-	0 %
-	6702 - Small Tools	-	300	249	300	-	0 %
-	6703 - Computer Equipment/Rentals	200	10,200	7,593	10,000	(200)	-2 %
-	6704 - Equipment Rental	500	500	-	500	-	0 %
-	6706 - Computer Repair and Mainten	500	500	-	500	-	0 %
-	6708 - Mechanical Equipment	-	-	4	-	-	0 %
-	6711 - Communication System	500	3,200	1,402	3,200	-	0 %
-	Vehicle Expense	7,000	37,082	423	2,500	(34,582)	-93 %
-	6802 - Vehicle Repair and Maintena	1,000	1,000	23	1,000	-	0 %
-	6804 - Vehicle Fuel - Gasoline	1,000	1,082	-	1,000	(82)	-8 %
-	6806 - Long Term Fleet Rentals	-	-	350	-	-	0 %
-	6807 - Vehicle Leases	5,000	30,000	-	-	(30,000)	-100 %
-	6899 - Other Vehicle Expense	-	5,000	50	500	(4,500)	-90 %
-	Other Goods & Services	160,160	44,853	28,886	334,700	289,847	646 %
-	6901 - Membership Dues	500	1,500	1,083	1,500	-	0 %
-	6902 - Conferences and Workshops	2,700	4,349	1,063	4,300	(49)	-1 %
-	6903 - Travel - Local	6,750	15,000	20,311	9,000	(6,000)	-40 %
-	6904 - Travel - Out of Town	4,260	8,000	993	8,000	-	0 %
-	6905 - Training & Education	5,000	7,870	1,852	7,800	(70)	-1 %
-	6909 - Cost of Sales	-	-	183	-	-	0 %
-	6912 - Advertising and Promotion	450	339	-	300	(39)	-12 %
-	6917 - Books and Periodicals	-	500	-	500	-	0 %
-	6918 - Meals	-	300	653	300	-	0 %
-	6919 - Special Projects	-	-	-	300,000	300,000	100 %
-	6929 - Visa Purchases	-	600	575	-	(600)	-100 %
-	6938 - Rewarding Excellence	360	395	112	400	5	1 %
-	6940 - Fencing	1,000	1,000	1,304	1,000	-	0 %
-	6999 - Other Goods and Services	139,140	5,000	757	1,600	(3,400)	-68 %
-	Interdepartmental	43,347	60,000	42,912	-	(60,000)	-100 %
-	7001 - Interdepartmental Equipment	43,347	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(2,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	60,000	44,660	-	(60,000)	-100 %
-	9911 - PM Labour-Reg	-	-	252	-	-	0 %
-	Other Fiscal	-	-	(26,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(26,000)	-	-	0 %
-	Revenue	-	(51,000)	(96,686)	-	51,000	-100 %
-	Fee Revenues	-	-	-	-	-	0 %
-	5103 - Facilities Rentals - Fire S	-	-	-	-	-	0 %
-	Other Revenue	-	(51,000)	(96,686)	-	51,000	-100 %
-	5508 - Recoveries from External Pa	-	(51,000)	(96,686)	-	51,000	-100 %
-	Net	4,629,399	4,528,534	5,190,879	2,406,100	(2,122,434)	-47 %
-	Z970 - Canada Games Centre	-	-	(1)	-	-	0 %
-	Z680 - Canada Games Centre	-	-	(1)	-	-	0 %
-	Expense	-	-	2,502,996	-	-	0 %
-	Compensation and Benefits	-	-	2,341,153	-	-	0 %
-	6001 - Salaries - Regular	-	-	2,134,278	-	-	0 %
-	6002 - Salaries - Overtime	-	-	10,829	-	-	0 %
-	6003 - Wages - Regular	-	-	4,329	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	16,309	-	-	0 %
-	6099 - Other Allowances	-	-	7,533	-	-	0 %
-	6100 - Benefits - Salaries	-	-	122,047	-	-	0 %
-	6101 - Benefits - Wages	-	-	209	-	-	0 %
-	6152 - Retirement Incentives	-	-	86	-	-	0 %
-	6153 - Severence	-	-	5,100	-	-	0 %
-	6154 - Workers' Compensation	-	-	40,433	-	-	0 %
-	6157 - stipends	-	-	-	-	-	0 %
-	Office	-	-	34,139	-	-	0 %

-	6201 - Telephone	-	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	104	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	(10,171)	-	-	0 %
-	6204 - Computer Software and Licen	-	-	35,958	-	-	0 %
-	6207 - Office Supplies	-	-	8,248	-	-	0 %
-	External Services	-	-	(35,630)	-	-	0 %
-	6399 - Contract Services	-	-	(35,630)	-	-	0 %
-	Supplies	-	-	1,580	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,580	-	-	0 %
-	Materials	-	-	655	-	-	0 %
-	6502 - Chemicals	-	-	655	-	-	0 %
-	Building Costs	-	-	(37)	-	-	0 %
-	6601 - Building Purchase	-	-	(37)	-	-	0 %
-	6602 - Electrical	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	165,138	-	-	0 %
-	6701 - Equipment Purchase	-	-	164,481	-	-	0 %
-	6711 - Communication System	-	-	657	-	-	0 %
-	Other Goods & Services	-	-	620	-	-	0 %
-	6901 - Membership Dues	-	-	(879)	-	-	0 %
-	6903 - Travel - Local	-	-	20	-	-	0 %
-	6911 - Facilities Rental	-	-	(212)	-	-	0 %
-	6912 - Advertising and Promotion	-	-	1,352	-	-	0 %
-	6914 - Recruiting	-	-	339	-	-	0 %
-	Interdepartmental	-	-	3,633	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	-	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,231	-	-	0 %
-	7009 - Internal Transfers Other	-	-	150	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	252	-	-	0 %
-	Other Fiscal	-	-	(8,255)	-	-	0 %
-	8017 - Bank Charges	-	-	(8,255)	-	-	0 %
-	Revenue	-	-	(2,502,997)	-	-	0 %
-	Fee Revenues	-	-	-	-	-	0 %
-	5150 - Other Rental Revenue	-	-	-	-	-	0 %
-	5228 - Membership Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	(2,502,997)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,502,997)	-	-	0 %
-	Net	-	-	6,168,515	-	-	0 %
-	S240 - Initiatives	371,563	386,500	355,514	326,000	(60,500)	-16 %
-	S242 - Enviro Depot	221,400	171,700	178,410	170,400	(1,300)	-1 %
-	Expense	796,400	746,700	687,058	592,900	(153,800)	-21 %
-	Compensation and Benefits	415,600	363,600	341,465	281,300	(82,300)	-23 %
-	6001 - Salaries - Regular	184,900	141,300	147,521	147,600	6,300	4 %
-	6002 - Salaries - Overtime	1,000	1,800	-	1,800	-	0 %
-	6005 - PDP Increases	-	-	(5,153)	-	-	0 %
-	6100 - Benefits - Salaries	47,700	39,500	27,762	29,300	(10,200)	-26 %
-	6110 - Vacancy Management	-	-	-	(5,400)	(5,400)	100 %
-	6152 - Retirement Incentives	1,100	800	870	900	100	13 %
-	6154 - Workers' Compensation	6,900	6,200	5,968	2,700	(3,500)	-56 %
-	6157 - stipends	174,000	174,000	164,497	104,400	(69,600)	-40 %
-	Office	2,100	2,100	6,731	6,200	4,100	195 %
-	6201 - Telephone	300	300	1,013	900	600	200 %
-	6202 - Courier/Postage	500	500	4,305	4,500	4,000	800 %
-	6207 - Office Supplies	1,300	1,300	1,413	800	(500)	-38 %
-	External Services	-	-	2,385	-	-	0 %
-	6312 - Refuse Collection	-	-	2,385	-	-	0 %
-	Supplies	7,000	7,000	6,738	4,000	(3,000)	-43 %
-	6401 - Uniforms & Clothing	-	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	7,000	7,000	6,469	4,000	(3,000)	-43 %
-	6499 - Other Supplies	-	-	269	-	-	0 %
-	Equipment & Communications	5,700	6,700	5,181	1,400	(5,300)	-79 %
-	6701 - Equipment Purchase	900	900	4,776	400	(500)	-56 %
-	6704 - Equipment Rental	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	2,800	3,800	-	500	(3,300)	-87 %
-	6706 - Computer Repair and Mainten	1,500	1,500	405	500	(1,000)	-67 %
-	Other Goods & Services	366,000	367,300	324,558	300,000	(67,300)	-18 %
-	6909 - Cost of Sales	310,000	310,000	267,739	300,000	(10,000)	-3 %
-	6911 - Facilities Rental	55,000	57,300	56,819	-	(57,300)	-100 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Revenue	(575,000)	(575,000)	(508,648)	(422,500)	152,500	-27 %
-	Fee Revenues	(575,000)	(575,000)	(508,849)	(422,500)	152,500	-27 %
-	5202 - Charter Revenue	-	-	-	-	-	0 %
-	5402 - Sale of Bottles	(105,000)	(105,000)	(68,672)	(95,000)	10,000	-10 %
-	5403 - Sales of Other Recyclables	(470,000)	(470,000)	(440,177)	(327,500)	142,500	-30 %
-	Other Revenue	-	-	201	-	-	0 %
-	5507 - Overages and Shortages	-	-	201	-	-	0 %

-	Net	1,371,400	1,321,700	1,254,598	1,026,200	(295,500)	-22 %
-	S241 - Paper Recycling	(24,637)	35,600	23,403	28,900	(6,700)	-19 %
-	Expense	210,363	270,600	70,527	78,900	(191,700)	-71 %
-	Compensation and Benefits	204,563	264,800	260,030	75,200	(189,600)	-72 %
-	6001 - Salaries - Regular	107,930	155,000	160,255	159,400	4,400	3 %
-	6002 - Salaries - Overtime	800	500	-	500	-	0 %
-	6005 - PDP Increases	-	-	(5,567)	-	-	0 %
-	6100 - Benefits - Salaries	21,033	34,400	30,712	30,800	(3,600)	-10 %
-	6110 - Vacancy Management	-	-	-	(4,000)	(4,000)	100 %
-	6152 - Retirement Incentives	900	900	993	1,000	100	11 %
-	6154 - Workers' Compensation	4,300	4,400	4,333	2,900	(1,500)	-34 %
-	6157 - stipends	69,600	69,600	69,304	69,600	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	(185,000)	(185,000)	100 %
-	Office	2,500	2,500	1,774	1,800	(700)	-28 %
-	6201 - Telephone	2,200	2,200	1,495	1,500	(700)	-32 %
-	6202 - Courier/Postage	-	-	6	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	230	-	-	0 %
-	6207 - Office Supplies	300	300	43	300	-	0 %
-	External Services	-	-	317	-	-	0 %
-	6312 - Refuse Collection	-	-	317	-	-	0 %
-	Supplies	-	-	347	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	119	-	-	0 %
-	6499 - Other Supplies	-	-	228	-	-	0 %
-	Equipment & Communications	2,800	3,300	2,129	1,900	(1,400)	-42 %
-	6701 - Equipment Purchase	2,100	2,600	2,129	1,500	(1,100)	-42 %
-	6705 - Equipment - Repair and Main	700	700	-	300	(400)	-57 %
-	6706 - Computer Repair and Mainten	-	-	-	100	100	100 %
-	Other Goods & Services	500	-	-	-	-	0 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Interdepartmental	-	-	(194,070)	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	(194,070)	-	-	0 %
-	Revenue	(235,000)	(235,000)	(47,124)	(50,000)	185,000	-79 %
-	Fee Revenues	(235,000)	(235,000)	(47,124)	(50,000)	185,000	-79 %
-	5250 - Sales of Services Other	(235,000)	(235,000)	(47,124)	(50,000)	185,000	-79 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	445,363	505,600	551,721	506,900	1,300	0 %
-	S245 - Commercial Depot Recycling Operat	-	-	-	(45,500)	(45,500)	100 %
-	Expense	-	-	-	72,000	72,000	100 %
-	Compensation and Benefits	-	-	-	69,600	69,600	100 %
-	6157 - stipends	-	-	-	69,600	69,600	100 %
-	Office	-	-	-	300	300	100 %
-	6201 - Telephone	-	-	-	100	100	100 %
-	6207 - Office Supplies	-	-	-	200	200	100 %
-	Supplies	-	-	-	2,000	2,000	100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	2,000	2,000	100 %
-	Equipment & Communications	-	-	-	100	100	100 %
-	6701 - Equipment Purchase	-	-	-	100	100	100 %
-	Revenue	-	-	-	(117,500)	(117,500)	100 %
-	Fee Revenues	-	-	-	(117,500)	(117,500)	100 %
-	5403 - Sales of Other Recyclables	-	-	-	(117,500)	(117,500)	100 %
-	Net	-	-	-	189,500	189,500	100 %
-	S244 - Organic Carts	81,900	85,400	89,716	97,200	11,800	14 %
-	Expense	151,900	155,400	101,812	109,700	(45,700)	-29 %
-	Compensation and Benefits	148,500	152,000	143,686	107,000	(45,000)	-30 %
-	6001 - Salaries - Regular	90,100	92,400	91,655	95,100	2,700	3 %
-	6002 - Salaries - Overtime	300	800	-	800	-	0 %
-	6005 - PDP Increases	-	-	(3,262)	-	-	0 %
-	6100 - Benefits - Salaries	20,400	21,000	18,367	19,300	(1,700)	-8 %
-	6110 - Vacancy Management	-	-	-	(2,300)	(2,300)	100 %
-	6152 - Retirement Incentives	500	500	564	600	100	20 %
-	6154 - Workers' Compensation	2,400	2,500	2,400	1,700	(800)	-32 %
-	6157 - stipends	34,800	34,800	33,962	34,800	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	(43,000)	(43,000)	100 %
-	Office	300	300	43	100	(200)	-67 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6207 - Office Supplies	300	300	43	100	(200)	-67 %
-	External Services	2,000	2,500	2,996	2,000	(500)	-20 %
-	6312 - Refuse Collection	2,000	2,500	2,996	2,000	(500)	-20 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Supplies	300	300	548	300	-	0 %
-	6407 - Cleaning/Sanitary Supplies	300	300	305	300	-	0 %
-	6499 - Other Supplies	-	-	243	-	-	0 %
-	Equipment & Communications	300	300	396	300	-	0 %
-	6701 - Equipment Purchase	-	-	27	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	76	100	100	100 %

-	6706 - Computer Repair and Mainten	300	300	293	200	(100)	-33 %
-	Other Goods & Services	500	-	-	-	-	0 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Interdepartmental	-	-	(45,857)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(45,857)	-	-	0 %
-	Revenue	(70,000)	(70,000)	(12,096)	(12,500)	57,500	-82 %
-	Other Revenue	(70,000)	(70,000)	(12,096)	(12,500)	57,500	-82 %
-	5508 - Recoveries from External Pa	-	-	-	(12,500)	(12,500)	100 %
-	5600 - Miscellaneous Revenue	(70,000)	(70,000)	(12,096)	-	70,000	-100 %
-	Net	221,900	225,400	227,316	212,800	(12,600)	-6 %
-	S243 - By Law Remedies	92,900	93,800	63,985	75,000	(18,800)	-20 %
-	Expense	93,400	114,300	63,985	95,500	(18,800)	-16 %
-	Compensation and Benefits	94,100	95,000	87,796	92,100	(2,900)	-3 %
-	6001 - Salaries - Regular	45,600	46,600	48,112	47,900	1,300	3 %
-	6002 - Salaries - Overtime	1,000	500	-	500	-	0 %
-	6005 - PDP Increases	-	-	(1,618)	-	-	0 %
-	6100 - Benefits - Salaries	10,800	11,200	9,191	9,100	(2,100)	-19 %
-	6110 - Vacancy Management	-	-	-	(1,400)	(1,400)	100 %
-	6152 - Retirement Incentives	300	300	298	300	-	0 %
-	6154 - Workers' Compensation	1,600	1,600	1,526	900	(700)	-44 %
-	6157 - stipends	34,800	34,800	30,287	34,800	-	0 %
-	Office	500	500	-	100	(400)	-80 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6207 - Office Supplies	500	500	-	100	(400)	-80 %
-	External Services	6,000	7,000	625	800	(6,200)	-89 %
-	6312 - Refuse Collection	2,000	3,000	625	800	(2,200)	-73 %
-	6399 - Contract Services	4,000	4,000	-	-	(4,000)	-100 %
-	Materials	7,000	7,000	-	1,500	(5,500)	-79 %
-	6504 - Hardware	2,000	2,000	-	500	(1,500)	-75 %
-	6506 - Lumber	3,000	3,000	-	500	(2,500)	-83 %
-	6517 - Paint	2,000	2,000	-	500	(1,500)	-75 %
-	Equipment & Communications	4,800	4,800	435	1,000	(3,800)	-79 %
-	6701 - Equipment Purchase	2,000	2,000	435	500	(1,500)	-75 %
-	6704 - Equipment Rental	1,500	1,500	-	-	(1,500)	-100 %
-	6705 - Equipment - Repair and Main	1,300	1,300	-	500	(800)	-62 %
-	Other Goods & Services	1,000	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Interdepartmental	(20,000)	-	(24,871)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	(3,922)	-	-	0 %
-	9981 - Labour/Adm	-	-	(18,565)	-	-	0 %
-	9983 - YL Overhead	(20,000)	-	-	-	-	0 %
-	9985 - Direct/Overhead Charges	-	-	(2,384)	-	-	0 %
-	Revenue	(500)	(20,500)	-	(20,500)	-	0 %
-	Other Revenue	(500)	(20,500)	-	(20,500)	-	0 %
-	5508 - Recoveries from External Pa	(500)	(20,500)	-	-	20,500	-100 %
-	5600 - Miscellaneous Revenue	-	-	-	(20,500)	(20,500)	100 %
-	Net	133,900	134,800	125,135	118,800	(16,000)	-12 %
-	RTRT - Transportation Services	1,417,616	1,244,119	1,118,046	1,083,500	(160,619)	-13 %
-	R170 - Transportation Serv.	1,417,616	1,244,119	1,111,481	1,083,500	(160,619)	-13 %
-	Expense	1,417,616	1,244,119	1,111,676	1,083,500	(160,619)	-13 %
-	Compensation and Benefits	1,172,909	1,005,441	953,803	1,004,200	(1,241)	0 %
-	6001 - Salaries - Regular	982,483	839,536	628,354	850,000	10,464	1 %
-	6002 - Salaries - Overtime	1,020	1,000	(3,993)	1,000	-	0 %
-	6005 - PDP Increases	-	-	(11,506)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,523	-	-	0 %
-	6100 - Benefits - Salaries	169,226	147,172	123,013	151,300	4,128	3 %
-	6110 - Vacancy Management	-	-	201,519	(15,300)	(15,300)	100 %
-	6152 - Retirement Incentives	5,187	4,429	3,832	4,700	271	6 %
-	6154 - Workers' Compensation	14,993	13,304	10,061	12,500	(804)	-6 %
-	Office	13,560	14,562	8,289	12,400	(2,162)	-15 %
-	6201 - Telephone	6,000	6,662	5,592	6,500	(162)	-2 %
-	6202 - Courier/Postage	540	1,500	268	1,500	-	0 %
-	6203 - Office Furniture and Equipm	3,780	3,000	590	1,000	(2,000)	-67 %
-	6205 - Printing & Reproduction	360	400	147	400	-	0 %
-	6207 - Office Supplies	2,880	3,000	1,556	3,000	-	0 %
-	6299 - Other Office Expenses	-	-	136	-	-	0 %
-	Supplies	6,500	6,800	6,253	6,800	-	0 %
-	6401 - Uniforms & Clothing	800	800	78	800	-	0 %
-	6406 - Bridge Tolls	5,700	6,000	6,175	6,000	-	0 %
-	Materials	-	-	(1,968)	100	100	100 %
-	6517 - Paint	-	-	32	100	100	100 %
-	6599 - Other Materials	-	-	(2,000)	-	-	0 %
-	Equipment & Communications	4,000	9,000	3,700	9,000	-	0 %
-	6701 - Equipment Purchase	4,000	9,000	3,249	9,000	-	0 %
-	6706 - Computer Repair and Mainten	-	-	451	-	-	0 %
-	Other Goods & Services	93,100	71,957	26,044	51,000	(20,957)	-29 %

-	6901 - Membership Dues	5,500	5,000	3,370	3,500	(1,500)	-30 %
-	6902 - Conferences and Workshops	-	4,000	1,114	3,000	(1,000)	-25 %
-	6903 - Travel - Local	39,960	30,000	12,458	25,000	(5,000)	-17 %
-	6904 - Travel - Out of Town	7,100	8,000	4,881	7,000	(1,000)	-13 %
-	6905 - Training & Education	11,000	2,315	158	2,300	(15)	-1 %
-	6906 - Licenses & Agreements	2,000	2,000	(674)	2,000	-	0 %
-	6912 - Advertising and Promotion	19,800	17,906	3,298	5,000	(12,906)	-72 %
-	6917 - Books and Periodicals	1,000	1,000	320	1,000	-	0 %
-	6918 - Meals	-	1,000	-	1,000	-	0 %
-	6938 - Rewarding Excellence	1,340	736	71	700	(36)	-5 %
-	6942 - Management Fees	-	-	10	-	-	0 %
-	6943 - Health and Wellness Initiat	-	-	1,038	500	500	100 %
-	6999 - Other Goods and Services	5,400	-	-	-	-	0 %
-	Interdepartmental	127,547	136,359	115,555	-	(136,359)	-100 %
-	7001 - Interdepartmental Equipment	127,547	136,359	198,376	-	(136,359)	-100 %
-	7008 - Internal Transfer of IT, So	-	-	1,137	-	-	0 %
-	7009 - Internal Transfers Other	-	-	7,000	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	(90,958)	-	-	0 %
-	Revenue	-	-	(195)	-	-	0 %
-	Fee Revenues	-	-	-	-	-	0 %
-	5203 - Sludge Tipping	-	-	-	-	-	0 %
-	Other Revenue	-	-	(195)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(195)	-	-	0 %
-	Net	1,417,616	1,244,119	1,618,741	1,114,100	(130,019)	-10 %
-	M674 - VIK Special Events Traffic & ROW	-	-	6,565	-	-	0 %
-	Expense	-	-	6,565	-	-	0 %
-	Other Goods & Services	-	-	6,565	-	-	0 %
-	6910 - Signage	-	-	6,565	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Net	-	-	7,135	-	-	0 %
-	E009 - Councillor Support	2,806,950	2,993,424	2,741,154	2,684,500	(308,924)	-10 %
-	E200 - Councillor's Support	2,806,950	2,993,424	2,741,154	2,684,500	(308,924)	-10 %
-	Expense	2,837,550	3,024,024	2,799,662	2,723,000	(301,024)	-10 %
-	Compensation and Benefits	2,535,290	2,661,437	2,489,279	2,384,500	(276,937)	-10 %
-	6001 - Salaries - Regular	2,150,030	2,248,855	2,190,076	1,999,000	(249,855)	-11 %
-	6002 - Salaries - Overtime	2,000	500	(2,174)	500	-	0 %
-	6005 - PDP Increases	-	-	(55,597)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	3,933	-	-	0 %
-	6100 - Benefits - Salaries	340,700	365,379	309,121	344,000	(21,379)	-6 %
-	6110 - Vacancy Management	-	-	23,467	-	-	0 %
-	6152 - Retirement Incentives	10,280	13,011	11,365	11,000	(2,011)	-15 %
-	6154 - Workers' Compensation	32,280	33,692	9,088	30,000	(3,692)	-11 %
-	Office	75,980	85,594	65,334	85,500	(94)	0 %
-	6201 - Telephone	50,000	57,914	44,683	57,900	(14)	0 %
-	6202 - Courier/Postage	2,700	2,700	3,386	2,700	-	0 %
-	6203 - Office Furniture and Equipm	810	810	939	800	(10)	-1 %
-	6205 - Printing & Reproduction	450	450	198	400	(50)	-11 %
-	6207 - Office Supplies	15,300	17,000	13,933	17,000	-	0 %
-	6299 - Other Office Expenses	6,720	6,720	2,195	6,700	(20)	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Equipment & Communications	500	-	330	-	-	0 %
-	6701 - Equipment Purchase	500	-	-	-	-	0 %
-	6711 - Communication System	-	-	330	-	-	0 %
-	Vehicle Expense	-	50,301	45,469	44,000	(6,301)	-13 %
-	6899 - Other Vehicle Expense	-	50,301	45,469	44,000	(6,301)	-13 %
-	Other Goods & Services	225,780	226,692	198,266	209,000	(17,692)	-8 %
-	6901 - Membership Dues	400	400	-	400	-	0 %
-	6902 - Conferences and Workshops	11,700	11,700	5,413	11,700	-	0 %
-	6903 - Travel - Local	40,500	40,500	50,603	40,500	-	0 %
-	6904 - Travel - Out of Town	24,850	24,850	24,506	22,800	(2,050)	-8 %
-	6905 - Training & Education	3,000	3,000	1,095	2,000	(1,000)	-33 %
-	6911 - Facilities Rental	410	410	75	400	(10)	-2 %
-	6912 - Advertising and Promotion	84,420	86,532	80,073	73,900	(12,632)	-15 %
-	6913 - Awards	2,500	2,500	2,389	2,500	-	0 %
-	6916 - Public Education	40,000	38,800	16,080	38,800	-	0 %
-	6917 - Books and Periodicals	3,000	3,000	3,463	3,000	-	0 %
-	6918 - Meals	15,000	15,000	14,561	13,000	(2,000)	-13 %
-	6929 - Visa Purchases	-	-	187	-	-	0 %
-	6999 - Other Goods and Services	-	-	(179)	-	-	0 %
-	Interdepartmental	-	-	984	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	300	-	-	0 %
-	7009 - Internal Transfers Other	-	-	305	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	37	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	227	-	-	0 %

-	7099 - Interdepartmental Chargebac	-	-	61	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(30,600)	(30,600)	(58,508)	(38,500)	(7,900)	26 %
-	Fee Revenues	(30,600)	(30,600)	(52,950)	(38,500)	(7,900)	26 %
-	5206 - Stipends	(30,600)	(30,600)	(52,950)	(38,500)	(7,900)	26 %
-	Other Revenue	-	-	(5,558)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(5,558)	-	-	0 %
-	Net	2,868,150	3,054,624	3,433,678	2,761,500	(293,124)	-10 %
-	W924 - Parks and Open Spaces	3,947,311	4,976,148	4,749,452	4,631,900	(344,248)	-7 %
-	R860 - Parks/Open-West	748,853	795,616	687,559	704,100	(91,516)	-12 %
-	Expense	748,853	795,616	696,839	704,100	(91,516)	-12 %
-	Compensation and Benefits	574,596	600,094	584,840	600,600	506	0 %
-	6001 - Salaries - Regular	468,578	487,118	517,788	494,200	7,082	1 %
-	6002 - Salaries - Overtime	15,300	13,600	341	13,600	-	0 %
-	6005 - PDP Increases	-	-	(2,610)	-	-	0 %
-	6051 - Shift Agreements	-	-	193	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	980	-	-	0 %
-	6100 - Benefits - Salaries	79,266	87,189	98,145	90,000	2,811	3 %
-	6110 - Vacancy Management	-	-	43,247	(8,900)	(8,900)	100 %
-	6152 - Retirement Incentives	2,424	2,763	3,201	2,900	137	5 %
-	6154 - Workers' Compensation	9,028	9,424	10,132	8,800	(624)	-7 %
-	9200 - HR CATS Wage/Ben	-	-	(76,202)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(10,375)	-	-	0 %
-	Office	4,210	4,227	3,963	4,200	(27)	-1 %
-	6201 - Telephone	2,500	2,827	2,539	2,800	(27)	-1 %
-	6203 - Office Furniture and Equipm	810	500	992	500	-	0 %
-	6207 - Office Supplies	900	900	432	900	-	0 %
-	External Services	14,800	9,500	7,950	9,500	-	0 %
-	6304 - Janitorial Services	500	500	156	500	-	0 %
-	6310 - Outside Personnel	-	100	-	100	-	0 %
-	6311 - Security	-	-	144	-	-	0 %
-	6312 - Refuse Collection	1,000	500	-	500	-	0 %
-	6399 - Contract Services	13,300	8,400	7,650	8,400	-	0 %
-	Supplies	22,580	24,300	22,250	24,300	-	0 %
-	6401 - Uniforms & Clothing	4,500	4,500	2,690	4,500	-	0 %
-	6402 - Medical & First Aid Supplie	200	300	41	300	-	0 %
-	6404 - Recreation Programming Supp	300	300	-	300	-	0 %
-	6406 - Bridge Tolls	600	700	27	700	-	0 %
-	6407 - Cleaning/Sanitary Supplies	15,000	15,000	17,123	17,100	2,100	14 %
-	6409 - Personal Protective Equipme	900	900	-	900	-	0 %
-	6499 - Other Supplies	1,080	2,600	2,369	500	(2,100)	-81 %
-	Materials	25,200	30,600	17,092	30,600	-	0 %
-	6502 - Chemicals	300	400	118	400	-	0 %
-	6504 - Hardware	2,800	1,500	1,050	1,500	-	0 %
-	6505 - Lubricants	700	700	175	700	-	0 %
-	6506 - Lumber	1,800	1,000	3,458	1,000	-	0 %
-	6508 - Ready Mix Concrete	400	400	16	400	-	0 %
-	6511 - Salt	2,000	2,000	129	2,000	-	0 %
-	6512 - Sand	2,000	2,000	1,175	2,000	-	0 %
-	6513 - Seeds & Plants	300	300	230	300	-	0 %
-	6514 - Sodas	200	200	13	200	-	0 %
-	6515 - Stone and Gravel	6,500	7,000	4,438	7,000	-	0 %
-	6516 - Topsoil	500	700	244	700	-	0 %
-	6517 - Paint	600	700	2,406	700	-	0 %
-	6518 - Metal	2,500	5,500	-	5,500	-	0 %
-	6519 - Welding Supplies	-	-	47	-	-	0 %
-	6520 - Salt-Sand Mix	600	600	-	600	-	0 %
-	6549 - Non-Stock Items	-	100	-	-	(100)	-100 %
-	6599 - Other Materials	4,000	7,500	3,593	7,600	100	1 %
-	Building Costs	1,000	7,200	10,491	7,200	-	0 %
-	6605 - Municipal Taxes	-	-	20	-	-	0 %
-	6607 - Electricity	-	5,700	4,146	5,700	-	0 %
-	6608 - Water	1,000	1,500	1,010	1,500	-	0 %
-	6612 - Safety Systems	-	-	581	-	-	0 %
-	6699 - Other Building Cost	-	-	4,734	-	-	0 %
-	Equipment & Communications	17,600	12,600	7,454	12,600	-	0 %
-	6701 - Equipment Purchase	8,500	8,000	66	8,000	-	0 %
-	6702 - Small Tools	2,500	2,000	2,156	2,000	-	0 %
-	6704 - Equipment Rental	5,000	1,000	2,446	1,000	-	0 %
-	6705 - Equipment - Repair and Main	1,600	1,600	878	1,600	-	0 %
-	6710 - Sewer Pipe	-	-	52	-	-	0 %
-	6711 - Communication System	-	-	1,856	-	-	0 %
-	Vehicle Expense	7,100	8,023	3,606	8,000	(23)	0 %
-	6802 - Vehicle Repair and Maintena	-	100	321	100	-	0 %
-	6803 - Vehicle Fuel - Diesel	1,500	2,123	2,136	2,100	(23)	-1 %
-	6804 - Vehicle Fuel - Gasoline	-	200	13	200	-	0 %

-	6805 - Tires and Tubes	500	500	-	500	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	-	-	-	0 %
-	6807 - Vehicle Leases	4,500	4,500	1,136	4,500	-	0 %
-	6899 - Other Vehicle Expense	600	600	-	600	-	0 %
-	Other Goods & Services	5,820	7,072	1,705	7,100	28	0 %
-	6901 - Membership Dues	600	700	601	700	-	0 %
-	6902 - Conferences and Workshops	540	470	83	500	30	6 %
-	6903 - Travel - Local	-	100	71	100	-	0 %
-	6904 - Travel - Out of Town	710	700	-	700	-	0 %
-	6905 - Training & Education	700	502	86	500	(2)	0 %
-	6906 - Licenses & Agreements	300	300	168	300	-	0 %
-	6908 - Medical Examinations	-	100	-	100	-	0 %
-	6910 - Signage	1,500	2,200	-	2,200	-	0 %
-	6913 - Awards	-	-	91	-	-	0 %
-	6917 - Books and Periodicals	-	200	56	200	-	0 %
-	6918 - Meals	-	100	-	100	-	0 %
-	6940 - Fencing	300	300	-	300	-	0 %
-	6999 - Other Goods and Services	1,170	1,400	549	1,400	-	0 %
-	Interdepartmental	75,947	92,000	37,488	-	(92,000)	-100 %
-	7001 - Interdepartmental Equipment	75,947	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	92,000	26,389	-	(92,000)	-100 %
-	9911 - PM Labour-Reg	-	-	126	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	10,973	-	-	0 %
-	Revenue	-	-	(9,280)	-	-	0 %
-	Fee Revenues	-	-	(9,280)	-	-	0 %
-	5209 - Community Events Revenue	-	-	(2,280)	-	-	0 %
-	5404 - Canteen Revenue	-	-	(7,000)	-	-	0 %
-	Net	748,853	795,616	2,003,809	721,900	(73,716)	-9 %
-	R855 - Parks Cemeteries	(309,219)	(7,841)	7,460	(64,200)	(56,359)	719 %
-	Expense	365,006	242,159	211,593	253,800	11,641	5 %
-	Compensation and Benefits	235,179	133,380	157,500	155,000	21,620	16 %
-	6001 - Salaries - Regular	187,151	104,740	129,958	125,700	20,960	20 %
-	6002 - Salaries - Overtime	9,078	8,069	1,110	8,100	31	0 %
-	6005 - PDP Increases	-	-	(1,932)	-	-	0 %
-	6100 - Benefits - Salaries	34,248	18,084	23,190	20,500	2,416	13 %
-	6110 - Vacancy Management	-	-	8,682	(2,200)	(2,200)	100 %
-	6152 - Retirement Incentives	1,100	413	696	600	187	45 %
-	6154 - Workers' Compensation	3,602	2,074	2,541	2,300	226	11 %
-	9200 - HR CATS Wage/Ben	-	-	(6,722)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(23)	-	-	0 %
-	Office	8,300	6,421	2,831	6,400	(21)	0 %
-	6201 - Telephone	4,300	2,221	2,050	2,200	(21)	-1 %
-	6202 - Courier/Postage	270	300	37	300	-	0 %
-	6203 - Office Furniture and Equipm	450	500	-	500	-	0 %
-	6204 - Computer Software and Licen	400	400	-	400	-	0 %
-	6205 - Printing & Reproduction	360	400	-	400	-	0 %
-	6207 - Office Supplies	2,520	2,600	744	2,600	-	0 %
-	External Services	19,000	66,000	75,547	67,500	1,500	2 %
-	6302 - Legal Fees	-	-	520	-	-	0 %
-	6310 - Outside Personnel	11,000	65,000	73,450	65,000	-	0 %
-	6311 - Security	3,000	-	-	-	-	0 %
-	6312 - Refuse Collection	2,000	-	-	-	-	0 %
-	6399 - Contract Services	3,000	1,000	1,577	2,500	1,500	150 %
-	Supplies	12,170	4,600	1,575	4,600	-	0 %
-	6401 - Uniforms & Clothing	4,000	2,000	1,313	2,000	-	0 %
-	6402 - Medical & First Aid Supplie	400	-	20	-	-	0 %
-	6405 - Photography Supplies & Equi	270	500	79	500	-	0 %
-	6406 - Bridge Tolls	1,500	1,100	-	1,100	-	0 %
-	6407 - Cleaning/Sanitary Supplies	6,000	1,000	163	1,000	-	0 %
-	Materials	11,400	4,900	3,651	4,900	-	0 %
-	6502 - Chemicals	-	-	5	-	-	0 %
-	6504 - Hardware	4,500	1,000	598	1,000	-	0 %
-	6505 - Lubricants	300	-	-	-	-	0 %
-	6506 - Lumber	1,000	300	25	300	-	0 %
-	6507 - Propane	-	-	4	-	-	0 %
-	6508 - Ready Mix Concrete	300	-	-	-	-	0 %
-	6512 - Sand	500	-	-	-	-	0 %
-	6513 - Seeds & Plants	-	400	90	400	-	0 %
-	6514 - Sods	1,000	500	229	500	-	0 %
-	6515 - Stone and Gravel	1,000	1,000	764	1,000	-	0 %
-	6516 - Topsoil	1,000	1,200	1,297	1,200	-	0 %
-	6517 - Paint	400	-	104	-	-	0 %
-	6599 - Other Materials	1,400	500	535	500	-	0 %
-	Building Costs	2,000	2,700	3,258	2,700	-	0 %
-	6602 - Electrical	2,000	-	1,284	-	-	0 %

-	6607 - Electricity	-	200	282	200	-	0 %
-	6608 - Water	-	2,500	1,692	2,500	-	0 %
-	Equipment & Communications	27,000	2,300	423	2,300	-	0 %
-	6702 - Small Tools	500	100	40	100	-	0 %
-	6704 - Equipment Rental	23,500	1,000	377	1,000	-	0 %
-	6705 - Equipment - Repair and Main	1,500	-	-	-	-	0 %
-	6707 - Plumbing & Heating	1,500	1,200	6	1,200	-	0 %
-	Vehicle Expense	1,700	240	15	300	60	25 %
-	6803 - Vehicle Fuel - Diesel	1,200	99	-	100	1	1 %
-	6804 - Vehicle Fuel - Gasoline	500	141	-	200	59	42 %
-	6899 - Other Vehicle Expense	-	-	15	-	-	0 %
-	Other Goods & Services	6,610	11,618	5,164	10,100	(1,518)	-13 %
-	6902 - Conferences and Workshops	-	600	-	600	-	0 %
-	6903 - Travel - Local	2,700	4,300	3,700	4,300	-	0 %
-	6905 - Training & Education	-	200	-	200	-	0 %
-	6910 - Signage	1,000	1,000	320	1,000	-	0 %
-	6918 - Meals	300	18	-	-	(18)	-100 %
-	6929 - Visa Purchases	-	-	-	-	-	0 %
-	6940 - Fencing	-	3,500	-	3,500	-	0 %
-	6999 - Other Goods and Services	2,610	2,000	1,144	500	(1,500)	-75 %
-	Interdepartmental	41,647	10,000	8,055	-	(10,000)	-100 %
-	7001 - Interdepartmental Equipment	41,647	-	-	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	189	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	10,000	2,243	-	(10,000)	-100 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	5,551	-	-	0 %
-	Other Fiscal	-	-	(46,426)	-	-	0 %
-	8022 - Transf to/fr Trust	-	-	(46,426)	-	-	0 %
-	Revenue	(674,225)	(250,000)	(204,133)	(318,000)	(68,000)	27 %
-	Fee Revenues	(590,125)	(250,000)	(204,133)	(318,000)	(68,000)	27 %
-	5250 - Sales of Services Other	(310,000)	(250,000)	(204,133)	(318,000)	(68,000)	27 %
-	5450 - Other Sales Revenue	(280,125)	-	-	-	-	0 %
-	Interdepartmental Revenue	(84,100)	-	-	-	-	0 %
-	5802 - Other Interdepartmental Rev	(84,100)	-	-	-	-	0 %
-	Net	1,039,231	492,159	786,040	576,200	84,041	17 %
-	R851 - Parks/Horticulture	972,083	1,053,212	899,300	880,800	(172,412)	-16 %
-	Expense	972,083	1,053,212	942,681	880,800	(172,412)	-16 %
-	Compensation and Benefits	724,622	811,826	767,851	736,400	(75,426)	-9 %
-	6001 - Salaries - Regular	611,368	675,119	575,179	627,500	(47,619)	-7 %
-	6002 - Salaries - Overtime	5,100	8,533	(13,927)	8,500	(33)	0 %
-	6051 - Shift Agreements	-	-	7	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	1,585	-	-	0 %
-	6100 - Benefits - Salaries	93,540	111,509	95,987	97,200	(14,309)	-13 %
-	6110 - Vacancy Management	-	-	152,386	(11,100)	(11,100)	100 %
-	6152 - Retirement Incentives	2,691	3,298	2,916	2,800	(498)	-15 %
-	6154 - Workers' Compensation	11,923	13,367	11,618	11,500	(1,867)	-14 %
-	9200 - HR CATS Wage/Ben	-	-	(53,717)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(4,183)	-	-	0 %
-	Office	3,900	4,870	4,530	4,900	30	1 %
-	6201 - Telephone	3,000	3,870	3,766	3,900	30	1 %
-	6202 - Courier/Postage	90	100	-	100	-	0 %
-	6205 - Printing & Reproduction	180	200	-	200	-	0 %
-	6207 - Office Supplies	630	700	764	700	-	0 %
-	External Services	43,400	9,900	7,955	29,000	19,100	193 %
-	6301 - Professional Fees	3,100	1,100	100	200	(900)	-82 %
-	6303 - Consulting Fees	-	-	84	-	-	0 %
-	6310 - Outside Personnel	35,500	7,000	8,006	13,500	6,500	93 %
-	6311 - Security	100	100	-	-	(100)	-100 %
-	6312 - Refuse Collection	700	700	80	200	(500)	-71 %
-	6390 - External Services TCA Trans	-	-	(5,006)	-	-	0 %
-	6399 - Contract Services	4,000	1,000	4,691	15,100	14,100	1,410 %
-	Supplies	6,830	8,300	6,863	11,900	3,600	43 %
-	6401 - Uniforms & Clothing	4,200	4,200	3,937	5,200	1,000	24 %
-	6402 - Medical & First Aid Supplie	-	100	191	200	100	100 %
-	6404 - Recreation Programming Supp	-	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	450	500	292	500	-	0 %
-	6406 - Bridge Tolls	1,500	2,000	-	-	(2,000)	-100 %
-	6407 - Cleaning/Sanitary Supplies	500	500	1,260	2,000	1,500	300 %
-	6409 - Personal Protective Equipme	-	-	614	-	-	0 %
-	6499 - Other Supplies	180	1,000	569	4,000	3,000	300 %
-	Materials	43,000	38,000	33,306	47,200	9,200	24 %
-	6502 - Chemicals	-	2,000	-	-	(2,000)	-100 %
-	6503 - Fertilizer	8,000	6,000	4,910	6,000	-	0 %
-	6504 - Hardware	6,000	3,000	2,445	6,500	3,500	117 %
-	6505 - Lubricants	100	100	46	100	-	0 %

-	6506 - Lumber	1,000	1,000	37	100	(900)	-90 %
-	6507 - Propane	-	-	5	-	-	0 %
-	6508 - Ready Mix Concrete	300	300	-	-	(300)	-100 %
-	6512 - Sand	12,000	1,000	6,317	8,000	7,000	700 %
-	6513 - Seeds & Plants	5,000	7,000	5,719	9,000	2,000	29 %
-	6514 - Sods	2,000	2,000	1,777	2,000	-	0 %
-	6515 - Stone and Gravel	500	500	431	500	-	0 %
-	6516 - Topsoil	8,000	15,000	5,359	15,000	-	0 %
-	6517 - Paint	100	100	157	-	(100)	-100 %
-	6519 - Welding Supplies	-	-	334	-	-	0 %
-	6522 - Greenhouse Materials	-	-	5,285	-	-	0 %
-	6599 - Other Materials	-	-	484	-	-	0 %
-	Building Costs	9,600	9,600	6,464	8,700	(900)	-9 %
-	6602 - Electrical	-	-	468	-	-	0 %
-	6603 - Grounds and Landscaping	3,500	3,500	459	600	(2,900)	-83 %
-	6607 - Electricity	1,100	1,100	1,165	1,100	-	0 %
-	6608 - Water	4,000	4,000	4,116	6,000	2,000	50 %
-	6617 - Pest Management	1,000	1,000	256	1,000	-	0 %
-	Equipment & Communications	9,400	28,400	6,395	28,400	-	0 %
-	6701 - Equipment Purchase	4,100	4,100	2,268	4,100	-	0 %
-	6702 - Small Tools	1,000	2,000	2,539	2,000	-	0 %
-	6704 - Equipment Rental	4,000	22,000	1,318	22,000	-	0 %
-	6705 - Equipment - Repair and Main	-	-	270	-	-	0 %
-	6707 - Plumbing & Heating	300	300	-	300	-	0 %
-	Vehicle Expense	7,600	7,600	4,127	7,600	-	0 %
-	6802 - Vehicle Repair and Maintena	400	400	224	400	-	0 %
-	6807 - Vehicle Leases	7,200	7,200	3,733	7,200	-	0 %
-	6899 - Other Vehicle Expense	-	-	170	-	-	0 %
-	Other Goods & Services	40,397	26,716	55,342	6,700	(20,016)	-75 %
-	6901 - Membership Dues	200	200	-	-	(200)	-100 %
-	6902 - Conferences and Workshops	4,500	-	396	-	-	0 %
-	6903 - Travel - Local	180	500	2,550	2,000	1,500	300 %
-	6904 - Travel - Out of Town	1,917	2,000	-	1,000	(1,000)	-50 %
-	6905 - Training & Education	2,100	1,106	943	1,100	(6)	-1 %
-	6906 - Licenses & Agreements	200	200	-	-	(200)	-100 %
-	6908 - Medical Examinations	500	500	-	100	(400)	-80 %
-	6910 - Signage	200	500	55	100	(400)	-80 %
-	6913 - Awards	100	80	-	100	20	25 %
-	6917 - Books and Periodicals	300	300	-	-	(300)	-100 %
-	6918 - Meals	2,200	1,601	-	300	(1,301)	-81 %
-	6919 - Special Projects	27,000	3,647	47,455	-	(3,647)	-100 %
-	6929 - Visa Purchases	-	500	46	-	(500)	-100 %
-	6940 - Fencing	1,000	1,000	-	1,000	-	0 %
-	6999 - Other Goods and Services	-	14,582	3,897	1,000	(13,582)	-93 %
-	Interdepartmental	83,334	108,000	55,848	-	(108,000)	-100 %
-	7001 - Interdepartmental Equipment	83,334	-	-	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	693	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(5,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	108,000	35,951	-	(108,000)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	24,186	-	-	0 %
-	Other Fiscal	-	-	(6,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(6,000)	-	-	0 %
-	Revenue	-	-	(43,381)	-	-	0 %
-	Other Revenue	-	-	(43,381)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(43,381)	-	-	0 %
-	Net	972,083	1,053,212	2,623,098	903,000	(150,212)	-14 %
-	R831 - Parks/Open - Admin	262,769	239,094	255,821	149,500	(89,594)	-37 %
-	Expense	262,769	239,094	262,684	149,500	(89,594)	-37 %
-	Compensation and Benefits	188,309	193,455	229,992	108,900	(84,555)	-44 %
-	6001 - Salaries - Regular	155,965	160,209	126,400	93,800	(66,409)	-41 %
-	6002 - Salaries - Overtime	-	-	4,545	-	-	0 %
-	6005 - PDP Increases	-	-	(5,562)	-	-	0 %
-	6100 - Benefits - Salaries	26,510	27,326	22,452	15,800	(11,526)	-42 %
-	6110 - Vacancy Management	-	-	80,512	(2,300)	(2,300)	100 %
-	6151 - Vehicle Allowance	2,916	2,916	-	-	(2,916)	-100 %
-	6152 - Retirement Incentives	905	945	686	600	(345)	-37 %
-	6154 - Workers' Compensation	2,013	2,059	1,549	1,000	(1,059)	-51 %
-	9210 - HR CATS OT Wage/Ben	-	-	(590)	-	-	0 %
-	Office	21,810	9,266	12,306	9,300	34	0 %
-	6201 - Telephone	18,400	6,366	11,764	6,400	34	1 %
-	6202 - Courier/Postage	900	900	74	900	-	0 %
-	6203 - Office Furniture and Equipm	630	600	-	600	-	0 %
-	6204 - Computer Software and Licen	-	100	-	100	-	0 %
-	6205 - Printing & Reproduction	1,080	500	132	500	-	0 %

-	6207 - Office Supplies	720	700	268	700	-	0 %
-	6299 - Other Office Expenses	80	100	68	100	-	0 %
-	External Services	23,700	5,500	8,496	14,500	9,000	164 %
-	6310 - Outside Personnel	5,000	500	1,633	500	-	0 %
-	6399 - Contract Services	18,700	5,000	6,863	14,000	9,000	180 %
-	Supplies	2,050	1,400	254	1,400	-	0 %
-	6401 - Uniforms & Clothing	1,500	500	254	500	-	0 %
-	6402 - Medical & First Aid Supplie	100	200	-	200	-	0 %
-	6405 - Photography Supplies & Equi	450	500	-	500	-	0 %
-	6406 - Bridge Tolls	-	200	-	200	-	0 %
-	Materials	200	200	-	200	-	0 %
-	6599 - Other Materials	200	200	-	200	-	0 %
-	Vehicle Expense	-	6,400	-	6,400	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	300	-	300	-	0 %
-	6806 - Long Term Fleet Rentals	-	6,000	-	6,000	-	0 %
-	6899 - Other Vehicle Expense	-	100	-	100	-	0 %
-	Other Goods & Services	24,000	17,873	11,591	8,800	(9,073)	-51 %
-	6901 - Membership Dues	1,000	1,000	415	1,000	-	0 %
-	6902 - Conferences and Workshops	2,700	-	-	-	-	0 %
-	6903 - Travel - Local	3,960	4,500	6,413	4,500	-	0 %
-	6904 - Travel - Out of Town	2,130	500	-	500	-	0 %
-	6905 - Training & Education	-	100	284	100	-	0 %
-	6906 - Licenses & Agreements	1,000	1,000	-	1,000	-	0 %
-	6908 - Medical Examinations	500	500	-	500	-	0 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6918 - Meals	200	146	7	100	(46)	-32 %
-	6919 - Special Projects	-	500	-	500	-	0 %
-	6999 - Other Goods and Services	11,610	9,049	4,472	-	(9,049)	-100 %
-	Interdepartmental	2,700	5,000	45	-	(5,000)	-100 %
-	7001 - Interdepartmental Equipment	2,700	-	45	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	5,000	-	-	(5,000)	-100 %
-	Revenue	-	-	(6,863)	-	-	0 %
-	Other Revenue	-	-	(6,863)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(6,863)	-	-	0 %
-	Net	262,769	239,094	319,029	154,100	(84,994)	-36 %
-	R850 - Public Gardens & Greenhouse Oper	672,462	779,425	724,432	742,200	(37,225)	-5 %
-	Expense	672,462	779,425	739,943	742,200	(37,225)	-5 %
-	Compensation and Benefits	499,192	577,958	609,588	580,700	2,742	0 %
-	6001 - Salaries - Regular	409,455	471,675	394,984	480,800	9,125	2 %
-	6002 - Salaries - Overtime	4,182	13,717	(17,374)	13,700	(17)	0 %
-	6005 - PDP Increases	-	-	(2,745)	-	-	0 %
-	6051 - Shift Agreements	-	-	48	-	-	0 %
-	6100 - Benefits - Salaries	75,244	80,863	74,700	83,500	2,637	3 %
-	6110 - Vacancy Management	-	-	65,225	(8,600)	(8,600)	100 %
-	6152 - Retirement Incentives	2,424	2,562	2,307	2,700	138	5 %
-	6154 - Workers' Compensation	7,887	9,141	7,574	8,600	(541)	-6 %
-	9200 - HR CATS Wage/Ben	-	-	86,313	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,444)	-	-	0 %
-	Office	4,360	2,800	1,940	2,300	(500)	-18 %
-	6201 - Telephone	3,100	100	365	-	(100)	-100 %
-	6202 - Courier/Postage	-	-	32	100	100	100 %
-	6203 - Office Furniture and Equipm	720	700	205	700	-	0 %
-	6205 - Printing & Reproduction	-	1,000	296	500	(500)	-50 %
-	6207 - Office Supplies	540	1,000	1,042	1,000	-	0 %
-	External Services	38,500	61,100	61,224	74,300	13,200	22 %
-	6301 - Professional Fees	1,000	-	177	-	-	0 %
-	6303 - Consulting Fees	-	-	521	600	600	100 %
-	6304 - Janitorial Services	3,400	3,400	1,924	3,400	-	0 %
-	6310 - Outside Personnel	14,000	15,000	13,420	15,000	-	0 %
-	6311 - Security	8,200	42,000	43,960	53,300	11,300	27 %
-	6312 - Refuse Collection	8,200	200	-	-	(200)	-100 %
-	6399 - Contract Services	3,700	500	1,222	2,000	1,500	300 %
-	Supplies	5,430	5,200	7,200	6,900	1,700	33 %
-	6401 - Uniforms & Clothing	3,600	3,600	5,362	5,400	1,800	50 %
-	6402 - Medical & First Aid Supplie	-	100	363	300	200	200 %
-	6404 - Recreation Programming Supp	-	-	-	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	276	300	300	100 %
-	6406 - Bridge Tolls	-	-	33	100	100	100 %
-	6407 - Cleaning/Sanitary Supplies	1,200	1,200	555	500	(700)	-58 %
-	6409 - Personal Protective Equipme	-	-	81	-	-	0 %
-	6499 - Other Supplies	630	300	530	300	-	0 %
-	Materials	54,000	53,600	31,014	52,600	(1,000)	-2 %
-	6502 - Chemicals	200	200	102	200	-	0 %
-	6503 - Fertilizer	1,500	1,500	232	1,500	-	0 %
-	6504 - Hardware	10,000	3,000	3,438	500	(2,500)	-83 %

-	6505 - Lubricants	100	200	76	200	-	0 %
-	6506 - Lumber	500	500	425	500	-	0 %
-	6508 - Ready Mix Concrete	-	-	11	-	-	0 %
-	6512 - Sand	500	-	-	-	-	0 %
-	6513 - Seeds & Plants	25,000	32,000	12,594	32,000	-	0 %
-	6514 - Sods	400	400	279	400	-	0 %
-	6515 - Stone and Gravel	400	400	745	900	500	125 %
-	6516 - Topsoil	2,200	2,200	3,589	3,500	1,300	59 %
-	6517 - Paint	500	500	185	200	(300)	-60 %
-	6522 - Greenhouse Materials	12,700	12,700	9,145	-	(12,700)	-100 %
-	6599 - Other Materials	-	-	193	12,700	12,700	100 %
-	Building Costs	29,400	9,800	10,024	11,100	1,300	13 %
-	6602 - Electrical	2,000	-	3,411	4,000	4,000	100 %
-	6603 - Grounds and Landscaping	-	-	31	-	-	0 %
-	6608 - Water	24,300	6,700	2,742	4,000	(2,700)	-40 %
-	6610 - Building - Exterior	-	-	38	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	1,016	1,100	1,100	100 %
-	6616 - Natural Gas-Buildings	-	-	385	-	-	0 %
-	6617 - Pest Management	3,100	3,100	2,401	2,000	(1,100)	-35 %
-	Equipment & Communications	13,100	14,600	7,425	5,600	(9,000)	-62 %
-	6701 - Equipment Purchase	4,500	4,500	1,928	2,000	(2,500)	-56 %
-	6702 - Small Tools	1,000	1,700	5,023	3,000	1,300	76 %
-	6704 - Equipment Rental	7,000	8,000	-	-	(8,000)	-100 %
-	6705 - Equipment - Repair and Main	-	-	416	500	500	100 %
-	6707 - Plumbing & Heating	400	400	58	100	(300)	-75 %
-	6708 - Mechanical Equipment	200	-	-	-	-	0 %
-	Vehicle Expense	100	200	344	200	-	0 %
-	6802 - Vehicle Repair and Maintena	100	200	60	200	-	0 %
-	6899 - Other Vehicle Expense	-	-	284	-	-	0 %
-	Other Goods & Services	12,380	14,167	7,155	8,500	(5,667)	-40 %
-	6901 - Membership Dues	-	-	247	-	-	0 %
-	6902 - Conferences and Workshops	2,250	1,341	956	1,300	(41)	-3 %
-	6903 - Travel - Local	900	900	549	900	-	0 %
-	6904 - Travel - Out of Town	2,130	2,100	1,896	2,100	-	0 %
-	6905 - Training & Education	1,000	574	552	600	26	5 %
-	6906 - Licenses & Agreements	100	100	-	-	(100)	-100 %
-	6908 - Medical Examinations	-	-	40	-	-	0 %
-	6910 - Signage	300	300	130	300	-	0 %
-	6913 - Awards	200	161	-	-	(161)	-100 %
-	6917 - Books and Periodicals	200	200	204	200	-	0 %
-	6918 - Meals	1,500	1,091	-	200	(891)	-82 %
-	6919 - Special Projects	-	5,000	1,308	1,000	(4,000)	-80 %
-	6922 - Grading	-	-	64	-	-	0 %
-	6933 - Community Events	-	500	95	500	-	0 %
-	6938 - Rewarding Excellence	-	700	-	200	(500)	-71 %
-	6940 - Fencing	2,000	-	83	-	-	0 %
-	6999 - Other Goods and Services	1,800	1,200	1,031	1,200	-	0 %
-	Interdepartmental	16,000	40,000	4,029	-	(40,000)	-100 %
-	7001 - Interdepartmental Equipment	16,000	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	61	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	40,000	2,740	-	(40,000)	-100 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,174	-	-	0 %
-	Revenue	-	-	(15,511)	-	-	0 %
-	Other Revenue	-	-	(15,511)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(15,511)	-	-	0 %
-	Net	672,462	779,425	1,679,176	759,400	(20,025)	-3 %
-	R852 - Capital District Maint. (Weekend	508,863	774,709	584,904	712,800	(61,909)	-8 %
-	Expense	508,863	774,709	590,487	712,800	(61,909)	-8 %
-	Compensation and Benefits	440,971	542,093	442,874	520,200	(21,893)	-4 %
-	6001 - Salaries - Regular	373,198	451,976	318,687	440,700	(11,276)	-2 %
-	6002 - Salaries - Overtime	4,080	9,627	(5,366)	9,600	(27)	0 %
-	6051 - Shift Agreements	-	-	1,334	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	54,830	69,452	52,584	67,700	(1,752)	-3 %
-	6110 - Vacancy Management	-	-	115,873	(7,800)	(7,800)	100 %
-	6152 - Retirement Incentives	1,601	2,089	1,585	2,000	(89)	-4 %
-	6154 - Workers' Compensation	7,262	8,949	6,256	8,000	(949)	-11 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(44,668)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(3,411)	-	-	0 %
-	Office	2,210	2,300	367	2,000	(300)	-13 %
-	6201 - Telephone	500	500	75	200	(300)	-60 %
-	6203 - Office Furniture and Equipm	1,260	1,300	-	1,300	-	0 %
-	6207 - Office Supplies	450	500	292	500	-	0 %

-	External Services	28,500	97,700	38,076	57,000	(40,700)	-42 %
-	6301 - Professional Fees	700	700	-	-	(700)	-100 %
-	6310 - Outside Personnel	19,500	37,000	4,302	7,000	(30,000)	-81 %
-	6312 - Refuse Collection	-	-	1,677	-	-	0 %
-	6399 - Contract Services	8,300	60,000	32,097	50,000	(10,000)	-17 %
-	Supplies	4,140	10,000	7,513	10,100	100	1 %
-	6401 - Uniforms & Clothing	3,000	4,000	2,724	4,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	100	-	100	-	0 %
-	6405 - Photography Supplies & Equi	-	100	186	200	100	100 %
-	6406 - Bridge Tolls	200	500	229	500	-	0 %
-	6407 - Cleaning/Sanitary Supplies	400	4,500	3,882	4,500	-	0 %
-	6408 - Pre School Nutrition Suppli	-	-	-	-	-	0 %
-	6499 - Other Supplies	540	800	492	800	-	0 %
-	Materials	12,100	17,000	18,127	36,400	19,400	114 %
-	6501 - Asphalt	-	100	-	-	(100)	-100 %
-	6502 - Chemicals	400	500	1,010	800	300	60 %
-	6503 - Fertilizer	2,100	600	-	600	-	0 %
-	6504 - Hardware	6,600	12,000	3,787	12,000	-	0 %
-	6505 - Lubricants	-	100	26	100	-	0 %
-	6506 - Lumber	1,000	2,000	58	500	(1,500)	-75 %
-	6513 - Seeds & Plants	-	300	-	-	(300)	-100 %
-	6514 - Sods	1,000	200	9,996	18,000	17,800	8,900 %
-	6515 - Stone and Gravel	1,000	100	208	300	200	200 %
-	6516 - Topsoil	-	500	-	500	-	0 %
-	6517 - Paint	-	100	584	100	-	0 %
-	6519 - Welding Supplies	-	-	2,458	3,000	3,000	100 %
-	6599 - Other Materials	-	500	-	500	-	0 %
-	Building Costs	3,000	17,000	23,588	28,000	11,000	65 %
-	6602 - Electrical	2,000	2,000	23	-	(2,000)	-100 %
-	6603 - Grounds and Landscaping	1,000	1,000	6,726	9,000	8,000	800 %
-	6607 - Electricity	-	8,000	10,639	11,000	3,000	38 %
-	6608 - Water	-	3,000	6,050	8,000	5,000	167 %
-	6609 - Elevator & Escalator	-	3,000	-	-	(3,000)	-100 %
-	6699 - Other Building Cost	-	-	150	-	-	0 %
-	Equipment & Communications	6,800	40,400	1,959	9,400	(31,000)	-77 %
-	6701 - Equipment Purchase	1,600	1,600	-	1,600	-	0 %
-	6702 - Small Tools	200	1,700	302	1,700	-	0 %
-	6704 - Equipment Rental	5,000	36,000	1,580	5,000	(31,000)	-86 %
-	6705 - Equipment - Repair and Main	-	100	77	100	-	0 %
-	6707 - Plumbing & Heating	-	500	-	500	-	0 %
-	6711 - Communication System	-	500	-	500	-	0 %
-	Vehicle Expense	-	900	7,036	7,400	6,500	722 %
-	6802 - Vehicle Repair and Maintena	-	500	6,185	7,000	6,500	1,300 %
-	6803 - Vehicle Fuel - Diesel	-	100	-	100	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	300	127	300	-	0 %
-	6807 - Vehicle Leases	-	-	500	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	224	-	-	0 %
-	Other Goods & Services	5,042	7,316	40,452	42,300	34,984	478 %
-	6902 - Conferences and Workshops	900	216	-	200	(16)	-7 %
-	6903 - Travel - Local	-	-	2,106	3,000	3,000	100 %
-	6904 - Travel - Out of Town	852	-	-	-	-	0 %
-	6905 - Training & Education	-	700	-	700	-	0 %
-	6906 - Licenses & Agreements	-	-	-	30,000	30,000	100 %
-	6910 - Signage	-	300	25	300	-	0 %
-	6919 - Special Projects	-	5,000	-	5,000	-	0 %
-	6933 - Community Events	-	-	48	-	-	0 %
-	6940 - Fencing	500	500	1,301	2,500	2,000	400 %
-	6999 - Other Goods and Services	2,790	600	36,972	600	-	0 %
-	Interdepartmental	6,100	40,000	10,495	-	(40,000)	-100 %
-	7001 - Interdepartmental Equipment	6,100	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	40,000	7,760	-	(40,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	2,735	-	-	0 %
-	Revenue	-	-	(5,583)	-	-	0 %
-	Other Revenue	-	-	(5,583)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(5,583)	-	-	0 %
-	Net	508,863	774,709	1,404,512	728,400	(46,309)	-6 %
-	R845 - Parks Urban Forestry	1,091,500	1,341,933	1,589,976	1,506,700	164,767	12 %
-	Expense	1,091,500	1,341,933	1,589,976	1,506,700	164,767	12 %
-	Compensation and Benefits	926,270	1,045,533	957,104	1,110,300	64,767	6 %
-	6001 - Salaries - Regular	738,893	760,340	739,421	823,500	63,160	8 %
-	6002 - Salaries - Overtime	12,240	100,880	21,510	100,900	20	0 %
-	6005 - PDP Increases	-	-	(4,845)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,910	-	-	0 %
-	6100 - Benefits - Salaries	155,342	162,584	162,913	180,300	17,716	11 %
-	6110 - Vacancy Management	-	-	69,940	(15,400)	(15,400)	100 %

-	6152 - Retirement Incentives	5,509	5,578	5,501	6,200	622	11 %
-	6154 - Workers' Compensation	14,286	16,151	14,369	14,800	(1,351)	-8 %
-	9200 - HR CATS Wage/Ben	-	-	(28,405)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(26,210)	-	-	0 %
-	Office	2,170	5,600	1,112	5,600	-	0 %
-	6201 - Telephone	1,000	1,000	626	1,000	-	0 %
-	6202 - Courier/Postage	450	100	-	100	-	0 %
-	6203 - Office Furniture and Equipm	90	100	-	100	-	0 %
-	6205 - Printing & Reproduction	-	1,400	173	1,400	-	0 %
-	6207 - Office Supplies	630	3,000	313	3,000	-	0 %
-	External Services	9,500	82,200	501,440	344,700	262,500	319 %
-	6301 - Professional Fees	1,500	2,000	149	2,000	-	0 %
-	6310 - Outside Personnel	6,000	55,000	2,253	55,000	-	0 %
-	6311 - Security	-	200	-	200	-	0 %
-	6399 - Contract Services	2,000	25,000	499,038	287,500	262,500	1,050 %
-	Supplies	20,100	23,600	7,429	26,100	2,500	11 %
-	6401 - Uniforms & Clothing	10,000	13,000	5,892	15,500	2,500	19 %
-	6402 - Medical & First Aid Supplie	500	100	154	100	-	0 %
-	6406 - Bridge Tolls	3,800	3,000	-	3,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	300	2,000	316	2,000	-	0 %
-	6409 - Personal Protective Equipme	5,500	5,000	780	5,000	-	0 %
-	6499 - Other Supplies	-	500	287	500	-	0 %
-	Materials	10,600	6,200	5,452	11,200	5,000	81 %
-	6501 - Asphalt	-	-	20	-	-	0 %
-	6502 - Chemicals	300	300	216	300	-	0 %
-	6503 - Fertilizer	-	600	-	600	-	0 %
-	6504 - Hardware	9,800	3,700	1,545	8,700	5,000	135 %
-	6505 - Lubricants	500	800	784	800	-	0 %
-	6508 - Ready Mix Concrete	-	-	5	-	-	0 %
-	6513 - Seeds & Plants	-	-	1,581	-	-	0 %
-	6514 - Sods	-	800	401	800	-	0 %
-	6599 - Other Materials	-	-	900	-	-	0 %
-	Building Costs	-	1,000	467	1,000	-	0 %
-	6602 - Electrical	-	1,000	-	1,000	-	0 %
-	6603 - Grounds and Landscaping	-	-	363	-	-	0 %
-	6613 - Overhead Doors	-	-	104	-	-	0 %
-	Equipment & Communications	31,600	29,000	15,501	34,000	5,000	17 %
-	6701 - Equipment Purchase	8,500	6,500	760	6,500	-	0 %
-	6702 - Small Tools	10,600	15,000	10,329	20,000	5,000	33 %
-	6704 - Equipment Rental	10,600	5,000	3,265	5,000	-	0 %
-	6705 - Equipment - Repair and Main	1,900	2,000	559	2,000	-	0 %
-	6706 - Computer Repair and Mainten	-	500	-	500	-	0 %
-	6707 - Plumbing & Heating	-	-	398	-	-	0 %
-	6711 - Communication System	-	-	190	-	-	0 %
-	Vehicle Expense	10,000	8,500	2,577	8,500	-	0 %
-	6802 - Vehicle Repair and Maintena	-	200	66	200	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	100	-	100	-	0 %
-	6807 - Vehicle Leases	10,000	8,000	2,271	8,000	-	0 %
-	6899 - Other Vehicle Expense	-	200	240	200	-	0 %
-	Other Goods & Services	9,960	16,400	20,349	21,400	5,000	30 %
-	6901 - Membership Dues	400	400	275	400	-	0 %
-	6902 - Conferences and Workshops	-	2,000	1,025	3,000	1,000	50 %
-	6903 - Travel - Local	720	3,000	4,065	7,500	4,500	150 %
-	6904 - Travel - Out of Town	2,840	2,000	-	2,000	-	0 %
-	6905 - Training & Education	-	1,000	867	1,000	-	0 %
-	6908 - Medical Examinations	-	-	363	-	-	0 %
-	6910 - Signage	1,500	2,500	776	4,500	2,000	80 %
-	6912 - Advertising and Promotion	-	-	78	-	-	0 %
-	6917 - Books and Periodicals	-	500	626	500	-	0 %
-	6999 - Other Goods and Services	4,500	5,000	12,274	2,500	(2,500)	-50 %
-	Interdepartmental	127,400	180,000	93,545	-	(180,000)	-100 %
-	7001 - Interdepartmental Equipment	127,400	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7010 - Internal Transfers Insuranc	-	-	(9,177)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(15,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	180,000	117,668	-	(180,000)	-100 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Other Fiscal	(56,100)	(56,100)	(15,000)	(56,100)	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(15,000)	-	-	0 %
-	8024 - Transf to/fr Capital	(56,100)	(56,100)	-	(56,100)	-	0 %
-	Net	1,203,700	1,454,133	5,218,170	1,649,700	195,567	13 %
-	AAB - Access-A-Bus Service	3,387,566	3,652,037	4,163,039	3,879,000	226,963	6 %
-	R652 - Access-A -Bus Operations	2,774,190	3,652,037	4,163,039	3,879,000	226,963	6 %
-	Expense	2,954,190	3,846,337	4,320,434	4,073,000	226,663	6 %
-	Compensation and Benefits	2,539,800	3,515,924	3,606,899	3,637,000	121,076	3 %
-	6001 - Salaries - Regular	1,895,995	2,674,802	2,363,336	2,731,000	56,198	2 %

-	6002 - Salaries - Overtime	14,688	127,687	340,590	180,000	52,313	41 %
-	6004 - Wages - Overtime	128,962	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(2,699)	-	-	0 %
-	6052 - Shift Differentials	1,307	1,307	982	1,000	(307)	-23 %
-	6054 - Vactation Payout for Staff	-	-	4,049	-	-	0 %
-	6099 - Other Allowances	-	-	228,226	-	-	0 %
-	6100 - Benefits - Salaries	382,297	555,341	542,874	555,000	(341)	0 %
-	6152 - Retirement Incentives	14,926	20,222	19,974	22,000	1,778	9 %
-	6154 - Workers' Compensation	95,492	130,432	144,918	141,000	10,568	8 %
-	6155 - Overtime Meals	603	603	1,474	1,000	397	66 %
-	6156 - Clothing Allowance	5,530	5,530	7,676	6,000	470	8 %
-	6158 - WCB Recoverable Earnings	-	-	(6,736)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(37,765)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	-	-	-	0 %
-	Office	29,080	2,000	-	-	(2,000)	-100 %
-	6201 - Telephone	5,500	-	-	-	-	0 %
-	6202 - Courier/Postage	1,980	2,000	-	-	(2,000)	-100 %
-	6203 - Office Furniture and Equipm	1,800	-	-	-	-	0 %
-	6204 - Computer Software and Licen	18,000	-	-	-	-	0 %
-	6207 - Office Supplies	1,800	-	-	-	-	0 %
-	External Services	325,000	(7,759)	-	-	7,759	-100 %
-	6301 - Professional Fees	325,000	(7,759)	-	-	7,759	-100 %
-	Supplies	38,600	47,600	12,757	49,000	1,400	3 %
-	6401 - Uniforms & Clothing	24,200	30,200	757	32,000	1,800	6 %
-	6402 - Medical & First Aid Supplie	-	-	-	-	-	0 %
-	6406 - Bridge Tolls	14,400	17,400	12,000	17,000	(400)	-2 %
-	Equipment & Communications	-	-	2,079	-	-	0 %
-	6701 - Equipment Purchase	-	-	2,079	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	-	-	-	0 %
-	Vehicle Expense	-	261,100	304,430	353,000	91,900	35 %
-	6802 - Vehicle Repair and Maintena	-	-	26,503	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	261,100	277,927	353,000	91,900	35 %
-	Other Goods & Services	21,710	27,472	14,466	34,000	6,528	24 %
-	6902 - Conferences and Workshops	3,600	3,466	1,183	4,000	534	15 %
-	6903 - Travel - Local	450	400	153	-	(400)	-100 %
-	6904 - Travel - Out of Town	4,260	12,000	-	12,000	-	0 %
-	6905 - Training & Education	7,000	7,506	9,739	13,000	5,494	73 %
-	6906 - Licenses & Agreements	1,600	1,600	1,549	2,000	400	25 %
-	6908 - Medical Examinations	2,500	2,500	1,842	3,000	500	20 %
-	6912 - Advertising and Promotion	-	-	-	-	-	0 %
-	6936 - Staff Relations	2,300	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	379,803	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	379,653	-	-	0 %
-	7009 - Internal Transfers Other	-	-	150	-	-	0 %
-	Revenue	(180,000)	(194,300)	(157,395)	(194,000)	300	0 %
-	Fee Revenues	(180,000)	(194,300)	(157,395)	(194,000)	300	0 %
-	5222 - Access-A-Bus Fare Revenue	(180,000)	(194,300)	(157,395)	(194,000)	300	0 %
-	Net	3,134,190	4,056,155	6,026,381	4,267,000	210,845	5 %
-	R960 - Fleet R&M:Transit-AAB	613,376	-	-	-	-	0 %
-	Expense	613,376	-	-	-	-	0 %
-	Compensation and Benefits	147,576	-	-	-	-	0 %
-	6001 - Salaries - Regular	110,998	-	-	-	-	0 %
-	6002 - Salaries - Overtime	10,200	-	-	-	-	0 %
-	6100 - Benefits - Salaries	20,308	-	-	-	-	0 %
-	6152 - Retirement Incentives	888	-	-	-	-	0 %
-	6154 - Workers' Compensation	5,182	-	-	-	-	0 %
-	External Services	2,200	-	-	-	-	0 %
-	6399 - Contract Services	2,200	-	-	-	-	0 %
-	Materials	200	-	-	-	-	0 %
-	6504 - Hardware	200	-	-	-	-	0 %
-	6505 - Lubricants	-	-	-	-	-	0 %
-	Vehicle Expense	463,400	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	192,300	-	-	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	261,100	-	-	-	-	0 %
-	6805 - Tires and Tubes	10,000	-	-	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7090 - Interdepartmental Vehicle T	-	-	7,075	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	71,773	-	-	0 %
-	9910 - PM Shop Expenses	-	-	(78,848)	-	-	0 %
-	Net	613,376	-	196,556	-	-	0 %
-	R654 - Locked AAB Operations	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Supplies	-	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	-	-	-	0 %

- Net	-	-	80	-	-	0 %
- COMMUNITY - Community Transit Service	402,257	409,995	740,198	520,000	110,005	27 %
- R641 - Community Transit	254,840	409,995	740,198	520,000	110,005	27 %
- Expense	347,840	502,995	856,033	613,000	110,005	22 %
- Compensation and Benefits	343,840	422,708	274,052	373,000	(49,708)	-12 %
- 6001 - Salaries - Regular	-	-	1,857	-	-	0 %
- 6002 - Salaries - Overtime	-	-	(455)	-	-	0 %
- 6003 - Wages - Regular	251,489	275,616	184,494	275,000	(616)	0 %
- 6004 - Wages - Overtime	25,160	22,364	9,180	22,000	(364)	-2 %
- 6052 - Shift Differentials	200	200	13	1,000	800	400 %
- 6054 - Vactation Payout for Staff	-	-	2,200	-	-	0 %
- 6099 - Other Allowances	-	-	23,992	-	-	0 %
- 6100 - Benefits - Salaries	-	51,726	119	-	(51,726)	-100 %
- 6101 - Benefits - Wages	51,726	55,486	42,774	57,000	1,514	3 %
- 6152 - Retirement Incentives	2,012	2,260	1,624	2,000	(260)	-12 %
- 6154 - Workers' Compensation	12,750	14,553	11,571	15,000	447	3 %
- 6156 - Clothing Allowance	503	503	658	1,000	497	99 %
- 6199 - Comp & Benefits - Inter Dep	-	-	(3,975)	-	-	0 %
- Supplies	3,200	3,200	-	6,000	2,800	88 %
- 6401 - Uniforms & Clothing	3,200	3,200	-	6,000	2,800	88 %
- Vehicle Expense	-	76,800	225,537	234,000	157,200	205 %
- 6802 - Vehicle Repair and Maintena	-	-	441	-	-	0 %
- 6803 - Vehicle Fuel - Diesel	-	76,800	225,096	234,000	157,200	205 %
- Other Goods & Services	800	287	187	-	(287)	-100 %
- 6903 - Travel - Local	-	-	-	-	-	0 %
- 6905 - Training & Education	500	287	80	-	(287)	-100 %
- 6906 - Licenses & Agreements	-	-	107	-	-	0 %
- 6936 - Staff Relations	300	-	-	-	-	0 %
- Interdepartmental	-	-	356,257	-	-	0 %
- 7001 - Interdepartmental Equipment	-	-	356,257	-	-	0 %
- Revenue	(93,000)	(93,000)	(115,835)	(93,000)	-	0 %
- Fee Revenues	(93,000)	(93,000)	(115,835)	(93,000)	-	0 %
- 5223 - Community Transit Fare Reve	(93,000)	(93,000)	(115,835)	(93,000)	-	0 %
- Net	440,840	595,995	1,089,520	706,000	110,005	18 %
- R961 - Locked Fleet R&M:Transit-Communit	147,417	-	-	-	-	0 %
- Expense	147,417	-	-	-	-	0 %
- Compensation and Benefits	28,217	-	-	-	-	0 %
- 6001 - Salaries - Regular	22,287	-	-	-	-	0 %
- 6100 - Benefits - Salaries	4,622	-	-	-	-	0 %
- 6152 - Retirement Incentives	178	-	-	-	-	0 %
- 6154 - Workers' Compensation	1,130	-	-	-	-	0 %
- Materials	200	-	-	-	-	0 %
- 6504 - Hardware	200	-	-	-	-	0 %
- Vehicle Expense	119,000	-	-	-	-	0 %
- 6802 - Vehicle Repair and Maintena	42,200	-	-	-	-	0 %
- 6803 - Vehicle Fuel - Diesel	76,800	-	-	-	-	0 %
- Interdepartmental	-	-	-	-	-	0 %
- 7099 - Interdepartmental Chargebac	-	-	25,034	-	-	0 %
- 9910 - PM Shop Expenses	-	-	(25,034)	-	-	0 %
- Net	147,417	-	55,612	-	-	0 %
- FERRIES - Ferry Service	1,481,054	2,138,375	2,022,174	1,999,000	(139,375)	-7 %
- R661 - Ferry Services	283,342	615,492	1,202,719	1,999,000	1,383,508	225 %
- Expense	283,342	2,591,592	2,913,844	3,982,000	1,390,408	54 %
- Compensation and Benefits	-	1,947,384	1,783,277	2,575,000	627,616	32 %
- 6001 - Salaries - Regular	-	1,399,861	1,244,288	2,016,000	616,139	44 %
- 6002 - Salaries - Overtime	-	218,110	202,194	136,000	(82,110)	-38 %
- 6005 - PDP Increases	-	-	(1,429)	-	-	0 %
- 6054 - Vactation Payout for Staff	-	-	2,994	-	-	0 %
- 6099 - Other Allowances	-	-	68,000	-	-	0 %
- 6100 - Benefits - Salaries	-	255,813	245,706	406,000	150,187	59 %
- 6152 - Retirement Incentives	-	10,432	9,363	17,000	6,568	63 %
- 6154 - Workers' Compensation	-	60,353	53,263	86,000	25,647	42 %
- 6155 - Overtime Meals	-	-	95	-	-	0 %
- 6156 - Clothing Allowance	-	2,815	4,982	3,000	185	7 %
- 6158 - WCB Recoverable Earnings	-	-	(217)	-	-	0 %
- 6199 - Comp & Benefits - Inter Dep	-	-	(46,643)	(89,000)	(89,000)	100 %
- 9200 - HR CATS Wage/Ben	-	-	681	-	-	0 %
- Office	6,170	17,100	13,856	15,000	(2,100)	-12 %
- 6201 - Telephone	3,200	-	-	-	-	0 %
- 6202 - Courier/Postage	90	500	451	1,000	500	100 %
- 6203 - Office Furniture and Equipm	1,080	10,000	9,893	5,000	(5,000)	-50 %
- 6204 - Computer Software and Licen	-	-	-	5,000	5,000	100 %
- 6205 - Printing & Reproduction	-	2,000	-	-	(2,000)	-100 %
- 6207 - Office Supplies	1,800	4,600	3,512	4,000	(600)	-13 %
- External Services	-	292,000	352,997	317,000	25,000	9 %
- 6310 - Outside Personnel	-	-	313,738	275,000	275,000	100 %

-	6311 - Security	-	42,000	39,259	42,000	-	0 %
-	6399 - Contract Services	-	250,000	-	-	(250,000)	-100 %
-	Supplies	500	24,000	2,885	24,000	-	0 %
-	6401 - Uniforms & Clothing	500	20,000	2,116	20,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	2,000	436	2,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	2,000	333	2,000	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	Building Costs	-	4,000	27,623	29,000	25,000	625 %
-	6609 - Elevator & Escalator	-	-	-	-	-	0 %
-	6612 - Safety Systems	-	-	-	25,000	25,000	100 %
-	6699 - Other Building Cost	-	4,000	27,623	4,000	-	0 %
-	Equipment & Communications	-	5,300	292	5,000	(300)	-6 %
-	6703 - Computer Equipment/Rentals	-	800	-	-	(800)	-100 %
-	6705 - Equipment - Repair and Main	-	4,500	292	5,000	500	11 %
-	Vehicle Expense	-	-	436,310	802,000	802,000	100 %
-	6802 - Vehicle Repair and Maintena	-	-	-	300,000	300,000	100 %
-	6803 - Vehicle Fuel - Diesel	-	-	436,310	500,000	500,000	100 %
-	6806 - Long Term Fleet Rentals	-	-	-	2,000	2,000	100 %
-	Other Goods & Services	9,472	34,608	37,877	41,000	6,392	18 %
-	6902 - Conferences and Workshops	1,800	4,849	-	1,000	(3,849)	-79 %
-	6903 - Travel - Local	1,980	4,000	4,019	4,000	-	0 %
-	6904 - Travel - Out of Town	3,692	12,000	-	3,000	(9,000)	-75 %
-	6905 - Training & Education	2,000	7,759	6,587	8,000	241	3 %
-	6906 - Licenses & Agreements	-	-	16,179	12,000	12,000	100 %
-	6908 - Medical Examinations	-	4,000	2,025	4,000	-	0 %
-	6911 - Facilities Rental	-	-	8,134	7,000	7,000	100 %
-	6936 - Staff Relations	-	2,000	830	2,000	-	0 %
-	6999 - Other Goods and Services	-	-	103	-	-	0 %
-	Debt Service	267,200	267,200	258,655	174,000	(93,200)	-35 %
-	8011 - Interest on Debentures	38,700	38,700	27,623	16,000	(22,700)	-59 %
-	8012 - Principal on Debentures	228,500	228,500	231,032	158,000	(70,500)	-31 %
-	Interdepartmental	-	-	72	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Revenue	-	(1,976,100)	(1,711,125)	(1,983,000)	(6,900)	0 %
-	Fee Revenues	-	(1,976,100)	(1,709,818)	(1,976,000)	100	0 %
-	5224 - Ferry Fare Revenue	-	(1,976,100)	(1,709,818)	(1,976,000)	100	0 %
-	Other Revenue	-	-	(1,307)	(7,000)	(7,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(1,307)	(7,000)	(7,000)	100 %
-	Net	283,342	4,567,692	5,624,717	6,143,000	1,575,308	34 %
-	R668 - Locked Ferry Operations	40,052	-	(582)	-	-	0 %
-	Expense	2,016,152	-	(582)	-	-	0 %
-	Compensation and Benefits	1,702,932	-	(582)	-	-	0 %
-	6001 - Salaries - Regular	1,265,652	-	44	-	-	0 %
-	6002 - Salaries - Overtime	136,680	-	(631)	-	-	0 %
-	6100 - Benefits - Salaries	233,425	-	3	-	-	0 %
-	6152 - Retirement Incentives	9,954	-	-	-	-	0 %
-	6154 - Workers' Compensation	54,406	-	2	-	-	0 %
-	6156 - Clothing Allowance	2,815	-	-	-	-	0 %
-	Office	900	-	-	-	-	0 %
-	6207 - Office Supplies	900	-	-	-	-	0 %
-	External Services	272,000	-	-	-	-	0 %
-	6311 - Security	32,000	-	-	-	-	0 %
-	6399 - Contract Services	240,000	-	-	-	-	0 %
-	Supplies	14,000	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	14,000	-	-	-	-	0 %
-	Equipment & Communications	5,300	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	800	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	4,500	-	-	-	-	0 %
-	Other Goods & Services	21,020	-	-	-	-	0 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6902 - Conferences and Workshops	900	-	-	-	-	0 %
-	6904 - Travel - Out of Town	1,420	-	-	-	-	0 %
-	6905 - Training & Education	15,000	-	-	-	-	0 %
-	6908 - Medical Examinations	2,000	-	-	-	-	0 %
-	6936 - Staff Relations	1,200	-	-	-	-	0 %
-	Revenue	(1,976,100)	-	-	-	-	0 %
-	Fee Revenues	(1,976,100)	-	-	-	-	0 %
-	5224 - Ferry Fare Revenue	(1,976,100)	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	3,992,252	-	5,440	-	-	0 %
-	R667 - Ferry Maintenance	579,910	1,522,883	826,347	-	(1,522,883)	-100 %
-	Expense	579,910	1,522,883	826,969	-	(1,522,883)	-100 %
-	Compensation and Benefits	564,210	577,712	572,751	-	(577,712)	-100 %

-	6001 - Salaries - Regular	446,949	453,293	381,375	-	(453,293)	-100 %
-	6002 - Salaries - Overtime	10,404	9,248	43,101	-	(9,248)	-100 %
-	6005 - PDP Increases	-	-	(2,423)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	2,734	-	-	0 %
-	6099 - Other Allowances	-	-	32,000	-	-	0 %
-	6100 - Benefits - Salaries	82,091	90,386	85,483	-	(90,386)	-100 %
-	6152 - Retirement Incentives	3,080	3,567	3,287	-	(3,567)	-100 %
-	6154 - Workers' Compensation	21,686	21,218	21,607	-	(21,218)	-100 %
-	6155 - Overtime Meals	-	-	40	-	-	0 %
-	6156 - Clothing Allowance	-	-	1,048	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(5,300)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	9,456	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	343	-	-	0 %
-	Office	900	-	19	-	-	0 %
-	6202 - Courier/Postage	-	-	19	-	-	0 %
-	6207 - Office Supplies	900	-	-	-	-	0 %
-	External Services	-	-	3,467	-	-	0 %
-	6311 - Security	-	-	3,467	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Supplies	5,500	-	72	-	-	0 %
-	6401 - Uniforms & Clothing	5,500	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	72	-	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	6517 - Paint	-	-	-	-	-	0 %
-	Building Costs	-	25,000	17,746	-	(25,000)	-100 %
-	6602 - Electrical	-	-	-	-	-	0 %
-	6612 - Safety Systems	-	25,000	17,746	-	(25,000)	-100 %
-	6699 - Other Building Cost	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	2,105	-	-	0 %
-	6702 - Small Tools	-	-	1,690	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	-	-	-	0 %
-	6707 - Plumbing & Heating	-	-	-	-	-	0 %
-	6708 - Mechanical Equipment	-	-	415	-	-	0 %
-	Vehicle Expense	-	915,407	230,465	-	(915,407)	-100 %
-	6802 - Vehicle Repair and Maintena	-	538,000	228,365	-	(538,000)	-100 %
-	6803 - Vehicle Fuel - Diesel	-	374,407	-	-	(374,407)	-100 %
-	6805 - Tires and Tubes	-	-	-	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	3,000	-	-	(3,000)	-100 %
-	6890 - Vehicle TCA Transfer	-	-	2,100	-	-	0 %
-	Other Goods & Services	9,300	4,764	-	-	(4,764)	-100 %
-	6901 - Membership Dues	500	-	-	-	-	0 %
-	6902 - Conferences and Workshops	900	(384)	-	-	384	-100 %
-	6903 - Travel - Local	1,980	-	-	-	-	0 %
-	6904 - Travel - Out of Town	1,420	-	-	-	-	0 %
-	6905 - Training & Education	2,000	(852)	-	-	852	-100 %
-	6906 - Licenses & Agreements	-	6,000	-	-	(6,000)	-100 %
-	6908 - Medical Examinations	2,000	-	-	-	-	0 %
-	6936 - Staff Relations	500	-	-	-	-	0 %
-	Interdepartmental	-	-	344	-	-	0 %
-	7009 - Internal Transfers Other	-	-	56	-	-	0 %
-	9911 - PM Labour-Reg	-	-	288	-	-	0 %
-	Revenue	-	-	(622)	-	-	0 %
-	Other Revenue	-	-	(622)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(622)	-	-	0 %
-	Net	579,910	1,525,355	1,392,925	-	(1,525,355)	-100 %
-	R955 - Locked Fleet R&M:Transit Ferry	577,750	-	(6,310)	-	-	0 %
-	Expense	577,750	-	4,882	-	-	0 %
-	Office	900	-	-	-	-	0 %
-	6202 - Courier/Postage	450	-	-	-	-	0 %
-	6207 - Office Supplies	450	-	-	-	-	0 %
-	External Services	5,000	-	913	-	-	0 %
-	6304 - Janitorial Services	1,000	-	-	-	-	0 %
-	6399 - Contract Services	4,000	-	913	-	-	0 %
-	Supplies	4,450	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	4,000	-	-	-	-	0 %
-	6499 - Other Supplies	450	-	-	-	-	0 %
-	Materials	15,500	-	-	-	-	0 %
-	6504 - Hardware	500	-	-	-	-	0 %
-	6505 - Lubricants	13,000	-	-	-	-	0 %
-	6506 - Lumber	500	-	-	-	-	0 %
-	6517 - Paint	500	-	-	-	-	0 %
-	6599 - Other Materials	1,000	-	-	-	-	0 %
-	Building Costs	25,100	-	-	-	-	0 %
-	6611 - Building - Interior	-	-	-	-	-	0 %

-	6612 - Safety Systems	25,100	-	-	-	-	0 %
-	Equipment & Communications	37,500	-	554	-	-	0 %
-	6702 - Small Tools	500	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	35,000	-	-	-	-	0 %
-	6707 - Plumbing & Heating	2,000	-	261	-	-	0 %
-	6708 - Mechanical Equipment	-	-	293	-	-	0 %
-	Vehicle Expense	489,300	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	143,700	-	-	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	345,600	-	-	-	-	0 %
-	Compensation and Benefits	-	-	3,343	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	3,343	-	-	0 %
-	Interdepartmental	-	-	72	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Revenue	-	-	(11,192)	-	-	0 %
-	Other Revenue	-	-	(11,192)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(11,192)	-	-	0 %
-	Net	577,750	-	37,324	-	-	0 %
-	A100 - Legal Services	2,228,105	2,425,595	2,542,088	2,438,000	12,405	1 %
-	A110 - Legal Services	2,228,105	2,425,595	2,532,722	2,438,000	12,405	1 %
-	Expense	2,456,105	2,619,695	2,746,349	2,647,400	27,705	1 %
-	Compensation and Benefits	1,926,500	2,083,079	2,074,547	2,113,900	30,821	1 %
-	6001 - Salaries - Regular	1,650,800	1,778,172	1,737,785	1,840,500	62,328	4 %
-	6002 - Salaries - Overtime	1,000	889	2,857	1,000	111	12 %
-	6005 - PDP Increases	-	-	(58,162)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	3,089	-	-	0 %
-	6100 - Benefits - Salaries	245,600	272,078	294,923	284,500	12,422	5 %
-	6110 - Vacancy Management	-	-	63,776	(43,100)	(43,100)	100 %
-	6152 - Retirement Incentives	8,900	10,267	9,338	10,200	(67)	-1 %
-	6154 - Workers' Compensation	20,200	21,673	20,941	20,800	(873)	-4 %
-	Office	67,630	72,469	55,531	63,000	(9,469)	-13 %
-	6201 - Telephone	8,950	9,000	9,635	8,600	(400)	-4 %
-	6202 - Courier/Postage	3,240	3,600	4,674	3,600	-	0 %
-	6203 - Office Furniture and Equipm	7,290	7,907	4,194	4,100	(3,807)	-48 %
-	6204 - Computer Software and Licen	24,300	30,562	18,514	28,800	(1,762)	-6 %
-	6205 - Printing & Reproduction	6,480	4,400	2,267	3,500	(900)	-20 %
-	6207 - Office Supplies	17,370	17,000	16,247	14,400	(2,600)	-15 %
-	External Services	331,700	341,813	494,704	360,100	18,287	5 %
-	6302 - Legal Fees	123,500	160,813	301,777	170,000	9,187	6 %
-	6303 - Consulting Fees	-	-	3,831	-	-	0 %
-	6309 - Litigation Disbursements	35,000	25,000	27,179	27,000	2,000	8 %
-	6310 - Outside Personnel	-	-	1,194	-	-	0 %
-	6314 - Prosecution Services	173,200	156,000	157,640	163,100	7,100	5 %
-	6399 - Contract Services	-	-	3,083	-	-	0 %
-	Supplies	-	-	-	-	-	0 %
-	6499 - Other Supplies	-	-	-	-	-	0 %
-	Materials	-	-	37	-	-	0 %
-	6504 - Hardware	-	-	37	-	-	0 %
-	Building Costs	10,000	10,000	9,436	-	(10,000)	-100 %
-	6699 - Other Building Cost	10,000	10,000	9,436	-	(10,000)	-100 %
-	Equipment & Communications	-	-	165	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	165	-	-	0 %
-	Other Goods & Services	120,275	112,334	111,911	110,400	(1,934)	-2 %
-	6901 - Membership Dues	58,000	58,000	57,241	58,000	-	0 %
-	6903 - Travel - Local	5,400	6,000	7,038	6,900	900	15 %
-	6904 - Travel - Out of Town	6,035	6,035	5,009	6,000	(35)	-1 %
-	6905 - Training & Education	17,100	9,817	5,209	9,200	(617)	-6 %
-	6917 - Books and Periodicals	30,000	30,000	35,519	30,000	-	0 %
-	6918 - Meals	800	582	1,012	300	(282)	-48 %
-	6928 - Committee Expenses	250	-	-	-	-	0 %
-	6938 - Rewarding Excellence	1,790	1,000	373	-	(1,000)	-100 %
-	6999 - Other Goods and Services	900	900	510	-	(900)	-100 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(228,000)	(194,100)	(213,627)	(209,400)	(15,300)	8 %
-	Fee Revenues	(144,000)	(144,100)	(194,120)	(209,400)	(65,300)	45 %
-	5250 - Sales of Services Other	(144,000)	(144,100)	(194,120)	(209,400)	(65,300)	45 %
-	Other Revenue	(84,000)	(50,000)	(19,507)	-	50,000	-100 %
-	5508 - Recoveries from External Pa	(84,000)	(50,000)	(19,507)	-	50,000	-100 %
-	Net	2,684,105	2,813,795	3,869,306	2,943,000	129,205	5 %
-	A303 - Insurance & Risk Management	-	-	9,366	-	-	0 %
-	Expense	-	-	9,366	-	-	0 %
-	Compensation and Benefits	348,950	367,086	380,702	366,100	(986)	0 %
-	6001 - Salaries - Regular	290,400	305,371	320,409	309,900	4,529	1 %
-	6005 - PDP Increases	-	-	(6,370)	-	-	0 %
-	6100 - Benefits - Salaries	52,500	55,289	60,322	57,500	2,211	4 %
-	6110 - Vacancy Management	-	-	-	(7,500)	(7,500)	100 %

-	6152 - Retirement Incentives	1,600	1,722	1,665	1,800	78	5 %
-	6154 - Workers' Compensation	4,450	4,704	4,676	4,400	(304)	-6 %
-	Office	4,250	4,250	-	5,900	1,650	39 %
-	6201 - Telephone	4,250	4,250	-	5,900	1,650	39 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	Other Fiscal	(353,200)	(371,336)	(371,336)	(372,000)	(664)	0 %
-	8008 - Transfer to/from Reserves	(353,200)	(371,336)	(371,336)	(372,000)	(664)	0 %
-	Net	706,400	742,672	858,448	759,000	16,328	2 %
-	P950 - Administration	3,170,864	3,425,900	3,808,132	1,657,200	(1,768,700)	-52 %
-	P240 - SOTS - Formerly - Ticket Admin.	323,600	512,200	411,790	383,900	(128,300)	-25 %
-	Expense	463,100	549,200	469,509	428,900	(120,300)	-22 %
-	Compensation and Benefits	456,700	542,600	464,333	425,200	(117,400)	-22 %
-	6001 - Salaries - Regular	369,600	442,100	357,410	343,700	(98,400)	-22 %
-	6002 - Salaries - Overtime	2,000	5,700	(4,547)	5,700	-	0 %
-	6100 - Benefits - Salaries	75,600	83,200	73,968	65,900	(17,300)	-21 %
-	6110 - Vacancy Management	-	-	28,038	-	-	0 %
-	6152 - Retirement Incentives	2,200	2,300	1,972	1,700	(600)	-26 %
-	6154 - Workers' Compensation	5,400	7,400	6,469	6,300	(1,100)	-15 %
-	6156 - Clothing Allowance	1,900	1,900	1,600	1,900	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(159)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(418)	-	-	0 %
-	Office	5,700	6,300	5,176	3,400	(2,900)	-46 %
-	6201 - Telephone	700	600	2,224	600	-	0 %
-	6202 - Courier/Postage	-	-	61	-	-	0 %
-	6203 - Office Furniture and Equipm	2,500	2,000	1,637	2,000	-	0 %
-	6205 - Printing & Reproduction	-	2,900	599	-	(2,900)	-100 %
-	6207 - Office Supplies	2,500	800	655	800	-	0 %
-	External Services	300	300	-	300	-	0 %
-	6399 - Contract Services	300	300	-	300	-	0 %
-	Supplies	400	-	-	-	-	0 %
-	6499 - Other Supplies	400	-	-	-	-	0 %
-	Revenue	(139,500)	(37,000)	(57,719)	(45,000)	(8,000)	22 %
-	Fee Revenues	(139,500)	(37,000)	(57,719)	(45,000)	(8,000)	22 %
-	5250 - Sales of Services Other	(37,000)	(37,000)	(56,289)	(45,000)	(8,000)	22 %
-	5254 - SOT Cancellation Fees	(102,500)	-	(1,430)	-	-	0 %
-	Net	602,600	586,200	726,506	473,900	(112,300)	-19 %
-	P250 - Fleet Maintenance	1,701,264	1,813,800	2,128,327	80,000	(1,733,800)	-96 %
-	Expense	1,701,264	1,813,800	2,128,912	80,000	(1,733,800)	-96 %
-	Office	-	-	969	-	-	0 %
-	6201 - Telephone	-	-	957	-	-	0 %
-	6207 - Office Supplies	-	-	12	-	-	0 %
-	External Services	-	-	2,322	-	-	0 %
-	6399 - Contract Services	-	-	2,322	-	-	0 %
-	Supplies	-	-	57	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	9	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	48	-	-	0 %
-	Materials	-	-	188	-	-	0 %
-	6502 - Chemicals	-	-	153	-	-	0 %
-	6505 - Lubricants	-	-	35	-	-	0 %
-	Equipment & Communications	-	-	13	80,000	80,000	100 %
-	6701 - Equipment Purchase	-	-	-	80,000	80,000	100 %
-	6702 - Small Tools	-	-	13	-	-	0 %
-	Vehicle Expense	-	-	2,167	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	1,734	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	433	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	-	-	-	0 %
-	Interdepartmental	1,701,264	1,813,800	2,123,196	-	(1,813,800)	-100 %
-	7001 - Interdepartmental Equipment	1,701,264	1,813,800	2,064,391	-	(1,813,800)	-100 %
-	7009 - Internal Transfers Other	-	-	15,000	-	-	0 %
-	7014 - Internal Transfer Extra Dut	-	-	(396)	-	-	0 %
-	9910 - PM Shop Expenses	-	-	44,201	-	-	0 %
-	Revenue	-	-	(585)	-	-	0 %
-	Other Revenue	-	-	(585)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(585)	-	-	0 %
-	Net	1,701,264	1,813,800	2,134,865	80,000	(1,733,800)	-96 %
-	P210 - EAP	114,700	117,800	115,650	121,800	4,000	3 %
-	Expense	114,700	117,800	115,650	121,800	4,000	3 %
-	Compensation and Benefits	111,300	114,800	114,334	118,900	4,100	4 %
-	6001 - Salaries - Regular	93,600	97,000	94,218	99,900	2,900	3 %
-	6002 - Salaries - Overtime	-	-	(138)	-	-	0 %
-	6100 - Benefits - Salaries	15,900	16,100	17,010	17,200	1,100	7 %
-	6152 - Retirement Incentives	800	700	738	800	100	14 %
-	6154 - Workers' Compensation	1,000	1,000	1,006	1,000	-	0 %
-	6157 - stipends	-	-	1,500	-	-	0 %
-	Office	2,400	2,400	1,305	2,400	-	0 %
-	6201 - Telephone	2,300	2,300	1,156	2,300	-	0 %

-	6207 - Office Supplies	100	100	149	100	-	0 %
-	Supplies	300	300	11	300	-	0 %
-	6401 - Uniforms & Clothing	300	300	11	300	-	0 %
-	Other Goods & Services	700	300	-	200	(100)	-33 %
-	6903 - Travel - Local	-	200	-	200	-	0 %
-	6904 - Travel - Out of Town	200	-	-	-	-	0 %
-	6912 - Advertising and Promotion	100	100	-	-	(100)	-100 %
-	6999 - Other Goods and Services	400	-	-	-	-	0 %
-	Net	114,700	117,800	146,208	121,800	4,000	3 %
-	P220 - Human Resources	538,500	469,800	554,409	453,200	(16,600)	-4 %
-	Expense	538,500	469,800	554,409	453,200	(16,600)	-4 %
-	Compensation and Benefits	495,600	427,100	429,137	411,500	(15,600)	-4 %
-	6001 - Salaries - Regular	413,100	360,300	328,154	365,200	4,900	1 %
-	6002 - Salaries - Overtime	-	800	(82)	800	-	0 %
-	6005 - PDP Increases	-	-	(8,405)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,655	-	-	0 %
-	6100 - Benefits - Salaries	73,800	58,700	67,583	62,000	3,300	6 %
-	6110 - Vacancy Management	-	-	28,806	(23,700)	(23,700)	100 %
-	6152 - Retirement Incentives	2,300	2,000	2,052	2,100	100	5 %
-	6154 - Workers' Compensation	6,400	5,300	4,774	5,100	(200)	-4 %
-	6156 - Clothing Allowance	-	-	1,600	-	-	0 %
-	Office	5,300	5,100	2,267	4,800	(300)	-6 %
-	6201 - Telephone	1,900	1,700	1,844	1,700	-	0 %
-	6203 - Office Furniture and Equipm	1,800	1,800	165	1,500	(300)	-17 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	33	-	-	0 %
-	6207 - Office Supplies	1,600	1,600	125	1,600	-	0 %
-	External Services	30,000	30,000	116,204	30,000	-	0 %
-	6399 - Contract Services	30,000	30,000	116,204	30,000	-	0 %
-	Building Costs	-	-	27	-	-	0 %
-	6699 - Other Building Cost	-	-	27	-	-	0 %
-	Other Goods & Services	7,600	7,600	6,774	6,900	(700)	-9 %
-	6901 - Membership Dues	500	500	918	500	-	0 %
-	6903 - Travel - Local	-	-	106	-	-	0 %
-	6904 - Travel - Out of Town	-	-	1,534	-	-	0 %
-	6905 - Training & Education	4,400	4,400	363	4,400	-	0 %
-	6912 - Advertising and Promotion	200	200	-	-	(200)	-100 %
-	6917 - Books and Periodicals	2,000	2,000	3,561	2,000	-	0 %
-	6918 - Meals	500	500	253	-	(500)	-100 %
-	6919 - Special Projects	-	-	39	-	-	0 %
-	Net	538,500	469,800	698,921	500,600	30,800	7 %
-	P230 - Finance	492,800	512,300	597,956	618,300	106,000	21 %
-	Expense	492,800	512,300	597,956	618,300	106,000	21 %
-	Compensation and Benefits	446,200	431,300	509,609	548,200	116,900	27 %
-	6001 - Salaries - Regular	359,900	351,600	388,851	446,900	95,300	27 %
-	6002 - Salaries - Overtime	5,100	1,100	3,888	1,100	-	0 %
-	6005 - PDP Increases	-	-	(2,094)	-	-	0 %
-	6100 - Benefits - Salaries	72,600	69,900	77,754	89,600	19,700	28 %
-	6110 - Vacancy Management	-	-	31,689	-	-	0 %
-	6152 - Retirement Incentives	1,900	1,900	2,177	2,600	700	37 %
-	6154 - Workers' Compensation	6,700	6,800	7,344	8,000	1,200	18 %
-	Office	46,100	81,000	86,975	70,100	(10,900)	-13 %
-	6201 - Telephone	3,200	3,000	2,844	3,000	-	0 %
-	6202 - Courier/Postage	900	1,500	1,156	600	(900)	-60 %
-	6203 - Office Furniture and Equipm	5,300	1,500	3,422	1,500	-	0 %
-	6207 - Office Supplies	36,700	75,000	79,553	65,000	(10,000)	-13 %
-	Materials	-	-	51	-	-	0 %
-	6504 - Hardware	-	-	51	-	-	0 %
-	Equipment & Communications	-	-	766	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	127	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	639	-	-	0 %
-	Other Goods & Services	500	-	555	-	-	0 %
-	6903 - Travel - Local	-	-	307	-	-	0 %
-	6918 - Meals	-	-	248	-	-	0 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Net	492,800	512,300	654,646	618,300	106,000	21 %
-	DECO - Design & Construction Svcs	4,158,569	4,139,592	3,986,667	3,823,500	(316,092)	-8 %
-	R110 - Design Admin.	266,176	271,169	280,449	315,600	44,431	16 %
-	Expense	356,976	341,555	390,960	395,600	54,045	16 %
-	Compensation and Benefits	335,080	324,511	378,591	376,500	51,989	16 %
-	6001 - Salaries - Regular	280,634	269,729	314,867	321,100	51,371	19 %
-	6002 - Salaries - Overtime	-	267	(217)	300	33	12 %
-	6005 - PDP Increases	-	-	(6,073)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	863	-	-	0 %
-	6100 - Benefits - Salaries	48,582	48,825	62,530	54,400	5,575	11 %
-	6110 - Vacancy Management	-	-	-	(5,700)	(5,700)	100 %

-	6152 - Retirement Incentives	1,466	1,526	1,642	1,600	74	5 %
-	6154 - Workers' Compensation	4,398	4,164	4,979	4,800	636	15 %
-	Office	6,004	5,907	3,062	6,100	193	3 %
-	6201 - Telephone	3,016	2,922	1,563	3,000	78	3 %
-	6202 - Courier/Postage	362	362	8	400	38	10 %
-	6203 - Office Furniture and Equipm	1,358	1,358	697	1,400	42	3 %
-	6205 - Printing & Reproduction	363	360	322	400	40	11 %
-	6207 - Office Supplies	905	905	472	900	(5)	-1 %
-	Other Goods & Services	15,892	11,137	9,307	13,000	1,863	17 %
-	6901 - Membership Dues	302	325	252	300	(25)	-8 %
-	6902 - Conferences and Workshops	3,170	1,819	1,198	1,800	(19)	-1 %
-	6903 - Travel - Local	4,154	4,131	2,604	4,100	(31)	-1 %
-	6904 - Travel - Out of Town	710	710	2,509	1,300	590	83 %
-	6905 - Training & Education	2,012	1,158	1,088	1,200	42	4 %
-	6912 - Advertising and Promotion	900	578	-	-	(578)	-100 %
-	6918 - Meals	-	-	83	-	-	0 %
-	6928 - Committee Expenses	503	377	-	400	23	6 %
-	6938 - Rewarding Excellence	3,688	2,039	686	3,900	1,861	91 %
-	6999 - Other Goods and Services	453	-	887	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Revenue	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	14 %
-	Fee Revenues	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	14 %
-	5255 - Engineering Fees	(90,800)	(70,386)	(110,511)	(80,000)	(9,614)	14 %
-	Net	447,776	411,941	606,609	487,000	75,059	18 %
-	R150 - Record Management	335,632	337,167	308,345	292,600	(44,567)	-13 %
-	Expense	335,632	337,167	309,393	292,600	(44,567)	-13 %
-	Compensation and Benefits	253,357	256,472	254,720	211,000	(45,472)	-18 %
-	6001 - Salaries - Regular	205,910	209,123	201,819	174,800	(34,323)	-16 %
-	6005 - PDP Increases	-	-	(2,128)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	68	-	-	0 %
-	6100 - Benefits - Salaries	42,449	42,258	39,943	35,400	(6,858)	-16 %
-	6110 - Vacancy Management	-	-	10,172	(3,200)	(3,200)	100 %
-	6152 - Retirement Incentives	1,121	1,145	1,170	1,000	(145)	-13 %
-	6154 - Workers' Compensation	3,877	3,946	3,676	3,000	(946)	-24 %
-	Office	57,911	58,221	38,348	49,500	(8,721)	-15 %
-	6201 - Telephone	3,000	2,856	2,002	2,900	44	2 %
-	6202 - Courier/Postage	453	450	94	500	50	11 %
-	6203 - Office Furniture and Equipm	1,358	1,360	-	1,400	40	3 %
-	6204 - Computer Software and Licen	32,205	32,660	18,717	33,000	340	1 %
-	6205 - Printing & Reproduction	10,620	10,620	11,228	11,000	380	4 %
-	6206 - Microfilms	9,551	9,550	5,839	-	(9,550)	-100 %
-	6207 - Office Supplies	724	725	468	700	(25)	-3 %
-	Supplies	100	100	-	100	-	0 %
-	6401 - Uniforms & Clothing	100	100	-	100	-	0 %
-	Equipment & Communications	19,988	20,000	16,181	29,600	9,600	48 %
-	6703 - Computer Equipment/Rentals	19,988	20,000	16,181	29,600	9,600	48 %
-	Other Goods & Services	4,276	2,374	144	2,400	26	1 %
-	6902 - Conferences and Workshops	1,358	781	-	800	19	2 %
-	6903 - Travel - Local	453	450	144	500	50	11 %
-	6905 - Training & Education	2,012	1,143	-	1,100	(43)	-4 %
-	6999 - Other Goods and Services	453	-	-	-	-	0 %
-	Revenue	-	-	(1,048)	-	-	0 %
-	Other Revenue	-	-	(1,048)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,048)	-	-	0 %
-	Net	335,632	337,167	378,967	299,000	(38,167)	-11 %
-	R111 - Design	1,184,337	1,202,118	1,169,718	1,076,000	(126,118)	-10 %
-	Expense	1,184,337	1,202,118	1,169,718	1,076,000	(126,118)	-10 %
-	Compensation and Benefits	1,139,517	1,163,164	1,140,779	1,037,000	(126,164)	-11 %
-	6001 - Salaries - Regular	943,816	961,073	873,549	870,800	(90,273)	-9 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(16,109)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	2,287	-	-	0 %
-	6100 - Benefits - Salaries	174,554	180,563	167,683	163,600	(16,963)	-9 %
-	6110 - Vacancy Management	-	-	94,168	(15,800)	(15,800)	100 %
-	6152 - Retirement Incentives	5,223	5,311	5,209	5,100	(211)	-4 %
-	6154 - Workers' Compensation	15,924	16,217	13,992	13,300	(2,917)	-18 %
-	Office	15,700	15,224	11,271	14,800	(424)	-3 %
-	6201 - Telephone	6,000	5,596	5,296	5,600	4	0 %
-	6202 - Courier/Postage	905	1,200	581	900	(300)	-25 %
-	6203 - Office Furniture and Equipm	2,716	2,060	731	1,900	(160)	-8 %
-	6204 - Computer Software and Licen	-	2,468	1,189	2,500	32	1 %
-	6205 - Printing & Reproduction	4,269	1,890	1,749	1,900	10	1 %
-	6207 - Office Supplies	1,810	2,010	1,725	2,000	(10)	0 %
-	Supplies	1,000	500	108	500	-	0 %
-	6401 - Uniforms & Clothing	1,000	500	108	500	-	0 %

-	Equipment & Communications	-	2,740	53	2,700	(40)	-1 %
-	6703 - Computer Equipment/Rentals	-	2,740	53	2,700	(40)	-1 %
-	Vehicle Expense	-	-	18	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	18	-	-	0 %
-	Other Goods & Services	28,120	20,490	17,489	21,000	510	2 %
-	6901 - Membership Dues	3,016	3,016	3,950	3,500	484	16 %
-	6902 - Conferences and Workshops	3,170	1,649	422	1,700	51	3 %
-	6903 - Travel - Local	10,202	11,000	9,809	11,000	-	0 %
-	6904 - Travel - Out of Town	714	717	481	700	(17)	-2 %
-	6905 - Training & Education	10,062	3,734	2,604	3,700	(34)	-1 %
-	6918 - Meals	-	-	28	-	-	0 %
-	6928 - Committee Expenses	503	374	-	400	26	7 %
-	6999 - Other Goods and Services	453	-	195	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Net	1,184,337	1,202,118	1,367,614	1,107,600	(94,518)	-8 %
-	R120 - Construction Ser	1,090,687	1,097,037	1,052,979	1,085,400	(11,637)	-1 %
-	Expense	1,090,687	1,097,037	1,052,979	1,085,400	(11,637)	-1 %
-	Compensation and Benefits	976,944	986,855	956,165	975,000	(11,855)	-1 %
-	6001 - Salaries - Regular	810,488	820,796	751,339	820,800	4	0 %
-	6002 - Salaries - Overtime	-	53,092	44,207	53,100	8	0 %
-	6005 - PDP Increases	-	-	(3,500)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,550	-	-	0 %
-	6100 - Benefits - Salaries	148,079	153,761	146,038	157,200	3,439	2 %
-	6110 - Vacancy Management	-	-	73,499	(14,900)	(14,900)	100 %
-	6152 - Retirement Incentives	3,987	4,053	3,954	4,300	247	6 %
-	6154 - Workers' Compensation	14,390	14,689	13,044	14,000	(689)	-5 %
-	6199 - Comp & Benefits - Inter Dep	-	(59,536)	-	(59,500)	36	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(73,966)	-	-	0 %
-	Office	14,586	14,304	8,212	14,400	96	1 %
-	6201 - Telephone	9,066	8,785	4,847	8,800	15	0 %
-	6202 - Courier/Postage	184	184	82	200	16	9 %
-	6203 - Office Furniture and Equipm	1,358	1,355	153	1,400	45	3 %
-	6205 - Printing & Reproduction	1,264	1,265	1,195	1,300	35	3 %
-	6207 - Office Supplies	2,714	2,715	1,935	2,700	(15)	-1 %
-	Supplies	4,510	4,510	2,640	4,500	(10)	0 %
-	6401 - Uniforms & Clothing	2,800	2,800	2,581	2,800	-	0 %
-	6405 - Photography Supplies & Equi	900	900	59	900	-	0 %
-	6499 - Other Supplies	810	810	-	800	(10)	-1 %
-	Materials	800	800	657	800	-	0 %
-	6517 - Paint	800	800	657	800	-	0 %
-	Equipment & Communications	1,004	1,005	654	1,000	(5)	0 %
-	6702 - Small Tools	1,004	1,005	654	1,000	(5)	0 %
-	Other Goods & Services	92,843	89,563	84,651	89,700	137	0 %
-	6901 - Membership Dues	1,810	1,810	2,286	1,800	(10)	-1 %
-	6902 - Conferences and Workshops	2,264	1,300	775	1,300	-	0 %
-	6903 - Travel - Local	81,900	82,353	78,476	83,000	647	1 %
-	6904 - Travel - Out of Town	714	715	-	700	(15)	-2 %
-	6905 - Training & Education	4,500	2,583	1,487	2,600	17	1 %
-	6912 - Advertising and Promotion	900	578	-	-	(578)	-100 %
-	6918 - Meals	-	-	194	-	-	0 %
-	6928 - Committee Expenses	302	224	-	300	76	34 %
-	6999 - Other Goods and Services	453	-	1,433	-	-	0 %
-	Net	1,090,687	1,216,109	1,564,931	1,234,200	18,091	1 %
-	R130 - Infrastructure Management Service	284,255	285,562	262,093	279,800	(5,762)	-2 %
-	Expense	284,255	285,562	262,093	279,800	(5,762)	-2 %
-	Compensation and Benefits	258,902	259,756	250,729	258,100	(1,656)	-1 %
-	6001 - Salaries - Regular	210,614	213,672	114,983	212,900	(772)	0 %
-	6002 - Salaries - Overtime	4,073	889	(768)	4,000	3,111	350 %
-	6054 - Vactation Payout for Staff	-	-	137	-	-	0 %
-	6100 - Benefits - Salaries	39,289	40,175	23,663	40,300	125	0 %
-	6110 - Vacancy Management	-	-	109,767	(3,900)	(3,900)	100 %
-	6152 - Retirement Incentives	1,151	1,175	665	1,200	25	2 %
-	6154 - Workers' Compensation	3,775	3,845	2,282	3,600	(245)	-6 %
-	Office	5,649	4,516	1,531	4,500	(16)	0 %
-	6201 - Telephone	2,010	876	1,307	900	24	3 %
-	6202 - Courier/Postage	90	90	32	100	10	11 %
-	6203 - Office Furniture and Equipm	634	635	-	600	(35)	-6 %
-	6204 - Computer Software and Licen	2,010	2,010	-	2,000	(10)	0 %
-	6207 - Office Supplies	905	905	192	900	(5)	-1 %
-	Supplies	1,000	1,000	144	1,000	-	0 %
-	6401 - Uniforms & Clothing	800	800	-	800	-	0 %
-	6406 - Bridge Tolls	200	200	144	200	-	0 %
-	Equipment & Communications	2,812	2,810	-	4,800	1,990	71 %
-	6702 - Small Tools	502	500	-	500	-	0 %
-	6703 - Computer Equipment/Rentals	2,310	2,310	-	2,300	(10)	0 %

-	6705 - Equipment - Repair and Main	-	-	-	2,000	2,000	100 %
-	Vehicle Expense	4,800	4,800	3,045	4,800	-	0 %
-	6807 - Vehicle Leases	4,800	4,800	3,045	4,800	-	0 %
-	Other Goods & Services	8,345	6,629	310	6,600	(29)	0 %
-	6903 - Travel - Local	3,600	3,600	310	3,600	-	0 %
-	6904 - Travel - Out of Town	714	716	-	700	(16)	-2 %
-	6905 - Training & Education	4,031	2,313	-	2,300	(13)	-1 %
-	Interdepartmental	2,747	6,051	6,334	-	(6,051)	-100 %
-	7001 - Interdepartmental Equipment	2,747	6,051	6,334	-	(6,051)	-100 %
-	Net	284,255	285,562	303,203	287,600	2,038	1 %
-	R140 - Surveying	997,482	946,539	913,083	774,100	(172,439)	-18 %
-	Expense	997,482	946,539	913,083	774,100	(172,439)	-18 %
-	Compensation and Benefits	933,225	880,381	852,351	729,800	(150,581)	-17 %
-	6001 - Salaries - Regular	768,405	720,446	558,780	604,700	(115,746)	-16 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(947)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	8,219	-	-	0 %
-	6100 - Benefits - Salaries	146,890	143,000	111,649	122,500	(20,500)	-14 %
-	6110 - Vacancy Management	-	-	161,175	(11,100)	(11,100)	100 %
-	6152 - Retirement Incentives	4,110	3,865	3,149	3,400	(465)	-12 %
-	6154 - Workers' Compensation	13,820	13,070	10,326	10,300	(2,770)	-21 %
-	Office	17,044	16,319	13,429	16,500	181	1 %
-	6201 - Telephone	5,731	5,006	4,967	5,000	(6)	0 %
-	6202 - Courier/Postage	90	90	9	100	10	11 %
-	6203 - Office Furniture and Equipm	1,358	1,355	-	1,400	45	3 %
-	6204 - Computer Software and Licen	9,049	9,058	8,359	9,100	42	0 %
-	6205 - Printing & Reproduction	363	360	50	400	40	11 %
-	6207 - Office Supplies	453	450	44	500	50	11 %
-	Supplies	2,950	2,950	2,663	3,000	50	2 %
-	6401 - Uniforms & Clothing	1,000	1,000	758	1,000	-	0 %
-	6406 - Bridge Tolls	600	600	924	600	-	0 %
-	6499 - Other Supplies	1,350	1,350	981	1,400	50	4 %
-	Equipment & Communications	7,739	7,755	3,053	8,900	1,145	15 %
-	6701 - Equipment Purchase	3,722	3,720	1,238	3,700	(20)	-1 %
-	6702 - Small Tools	1,004	1,025	312	1,000	(25)	-2 %
-	6705 - Equipment - Repair and Main	3,013	3,010	1,503	4,200	1,190	40 %
-	Other Goods & Services	21,784	16,963	7,513	15,900	(1,063)	-6 %
-	6901 - Membership Dues	9,050	9,050	7,200	9,100	50	1 %
-	6902 - Conferences and Workshops	2,717	1,557	-	1,600	43	3 %
-	6903 - Travel - Local	453	450	-	500	50	11 %
-	6904 - Travel - Out of Town	714	710	-	700	(10)	-1 %
-	6905 - Training & Education	7,043	4,043	313	4,000	(43)	-1 %
-	6912 - Advertising and Promotion	1,807	1,153	-	-	(1,153)	-100 %
-	Interdepartmental	14,740	22,171	34,074	-	(22,171)	-100 %
-	7001 - Interdepartmental Equipment	14,740	22,171	34,074	-	(22,171)	-100 %
-	Net	997,482	946,539	1,071,603	796,300	(150,239)	-16 %
-	X100 - Non TCA Projects	-	-	121,029,363	-	-	0 %
-	M314 - Asset Depreciation/ Amortization	-	-	121,029,361	-	-	0 %
-	Expense	-	-	134,858,533	-	-	0 %
-	Compensation and Benefits	-	-	12,354,300	-	-	0 %
-	6194 - Sick Bank allowance	-	-	12,354,300	-	-	0 %
-	Other Goods & Services	-	-	499,620	-	-	0 %
-	6960 - Loss on Disposal	-	-	499,620	-	-	0 %
-	Other Fiscal	-	-	122,004,613	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	15,203,687	-	-	0 %
-	8045 - Amortization Expense	-	-	106,800,926	-	-	0 %
-	Revenue	-	-	(13,829,172)	-	-	0 %
-	Fee Revenues	-	-	(13,829,172)	-	-	0 %
-	5410 - Gain on Disposal	-	-	(13,829,172)	-	-	0 %
-	Net	-	-	148,687,705	-	-	0 %
-	X150 - Recreation and Cultural Services	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Compensation and Benefits	-	-	126,306	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	126,306	-	-	0 %
-	Office	-	-	16,203	-	-	0 %
-	6201 - Telephone	-	-	1,374	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	9,535	-	-	0 %
-	6205 - Printing & Reproduction	-	-	4,384	-	-	0 %
-	6207 - Office Supplies	-	-	240	-	-	0 %
-	6299 - Other Office Expenses	-	-	670	-	-	0 %
-	External Services	-	-	4,504,752	-	-	0 %
-	6301 - Professional Fees	-	-	3,546	-	-	0 %
-	6302 - Legal Fees	-	-	161	-	-	0 %
-	6303 - Consulting Fees	-	-	589,811	-	-	0 %
-	6305 - Property Appraisal	-	-	-	-	-	0 %
-	6390 - External Services TCA Trans	-	-	19,945	-	-	0 %

-	6399 - Contract Services	-	-	3,891,289	-	-	0 %
-	Supplies	-	-	47,617	-	-	0 %
-	6490 - Supplies TCA Transfer	-	-	282	-	-	0 %
-	6499 - Other Supplies	-	-	47,335	-	-	0 %
-	Materials	-	-	31,604	-	-	0 %
-	6504 - Hardware	-	-	197	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	31,407	-	-	0 %
-	Building Costs	-	-	84,101	-	-	0 %
-	6602 - Electrical	-	-	1,140	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	6,060	-	-	0 %
-	6610 - Building - Exterior	-	-	8,856	-	-	0 %
-	6611 - Building - Interior	-	-	4,131	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	1,229	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	22,549	-	-	0 %
-	6699 - Other Building Cost	-	-	40,136	-	-	0 %
-	Equipment & Communications	-	-	34,154	-	-	0 %
-	6701 - Equipment Purchase	-	-	27,282	-	-	0 %
-	6702 - Small Tools	-	-	282	-	-	0 %
-	6704 - Equipment Rental	-	-	792	-	-	0 %
-	6707 - Plumbing & Heating	-	-	1,264	-	-	0 %
-	6708 - Mechanical Equipment	-	-	535	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	3,999	-	-	0 %
-	Other Goods & Services	-	-	46,009	-	-	0 %
-	6902 - Conferences and Workshops	-	-	3,292	-	-	0 %
-	6904 - Travel - Out of Town	-	-	4,927	-	-	0 %
-	6910 - Signage	-	-	7,706	-	-	0 %
-	6911 - Facilities Rental	-	-	6,906	-	-	0 %
-	6912 - Advertising and Promotion	-	-	11,863	-	-	0 %
-	6918 - Meals	-	-	536	-	-	0 %
-	6919 - Special Projects	-	-	226	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	69,310	-	-	0 %
-	6999 - Other Goods and Services	-	-	(58,757)	-	-	0 %
-	Interdepartmental	-	-	4,597	-	-	0 %
-	7009 - Internal Transfers Other	-	-	4,597	-	-	0 %
-	Other Fiscal	-	-	(4,895,343)	-	-	0 %
-	8014 - Capital from Operating	-	-	(4,895,343)	-	-	0 %
-	Net	-	-	10,098,104	-	-	0 %
-	X130 - Transportation Services	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Compensation and Benefits	-	-	66,942	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	66,942	-	-	0 %
-	External Services	-	-	27,278,558	-	-	0 %
-	6303 - Consulting Fees	-	-	218,335	-	-	0 %
-	6312 - Refuse Collection	-	-	480	-	-	0 %
-	6399 - Contract Services	-	-	27,059,743	-	-	0 %
-	Materials	-	-	302	-	-	0 %
-	6506 - Lumber	-	-	302	-	-	0 %
-	Building Costs	-	-	13,822	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	9,450	-	-	0 %
-	6610 - Building - Exterior	-	-	4,372	-	-	0 %
-	Equipment & Communications	-	-	288	-	-	0 %
-	6704 - Equipment Rental	-	-	288	-	-	0 %
-	Other Goods & Services	-	-	150,745	-	-	0 %
-	6903 - Travel - Local	-	-	242	-	-	0 %
-	6912 - Advertising and Promotion	-	-	4,900	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	32,412	-	-	0 %
-	6999 - Other Goods and Services	-	-	113,191	-	-	0 %
-	Interdepartmental	-	-	1,050	-	-	0 %
-	7009 - Internal Transfers Other	-	-	1,050	-	-	0 %
-	Other Fiscal	-	-	(27,511,707)	-	-	0 %
-	8014 - Capital from Operating	-	-	(27,511,707)	-	-	0 %
-	Net	-	-	55,546,176	-	-	0 %
-	X110 - General Government Services Non T	-	-	1	-	-	0 %
-	Expense	-	-	1	-	-	0 %
-	Compensation and Benefits	-	-	53,100	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	53,100	-	-	0 %
-	Office	-	-	5,391	-	-	0 %
-	6201 - Telephone	-	-	344	-	-	0 %
-	6205 - Printing & Reproduction	-	-	462	-	-	0 %
-	6290 - Office TCA Transfer	-	-	4,585	-	-	0 %
-	External Services	-	-	446,758	-	-	0 %
-	6303 - Consulting Fees	-	-	62,386	-	-	0 %
-	6390 - External Services TCA Trans	-	-	3,640	-	-	0 %
-	6399 - Contract Services	-	-	380,732	-	-	0 %
-	Materials	-	-	744	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	744	-	-	0 %

-	Building Costs	-	-	33,632	-	-	0 %
-	6602 - Electrical	-	-	5,100	-	-	0 %
-	6610 - Building - Exterior	-	-	1,752	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	12,024	-	-	0 %
-	6699 - Other Building Cost	-	-	14,756	-	-	0 %
-	Equipment & Communications	-	-	7,170	-	-	0 %
-	6708 - Mechanical Equipment	-	-	7,170	-	-	0 %
-	Other Goods & Services	-	-	70,736	-	-	0 %
-	6910 - Signage	-	-	170	-	-	0 %
-	6911 - Facilities Rental	-	-	60,000	-	-	0 %
-	6917 - Books and Periodicals	-	-	132	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	795	-	-	0 %
-	6999 - Other Goods and Services	-	-	9,639	-	-	0 %
-	Other Fiscal	-	-	(617,530)	-	-	0 %
-	8014 - Capital from Operating	-	-	(617,530)	-	-	0 %
-	Net	-	-	1,361,341	-	-	0 %
-	X160 - Planning and Development Services	-	-	(1)	-	-	0 %
-	Expense	-	-	(1)	-	-	0 %
-	Compensation and Benefits	-	-	53,414	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	53,414	-	-	0 %
-	External Services	-	-	616,601	-	-	0 %
-	6303 - Consulting Fees	-	-	34,121	-	-	0 %
-	6390 - External Services TCA Trans	-	-	203,813	-	-	0 %
-	6399 - Contract Services	-	-	378,667	-	-	0 %
-	Supplies	-	-	603	-	-	0 %
-	6490 - Supplies TCA Transfer	-	-	603	-	-	0 %
-	Materials	-	-	51,001	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	51,001	-	-	0 %
-	Building Costs	-	-	401,675	-	-	0 %
-	6610 - Building - Exterior	-	-	45,297	-	-	0 %
-	6611 - Building - Interior	-	-	555	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	25,614	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	330,209	-	-	0 %
-	Equipment & Communications	-	-	108,269	-	-	0 %
-	6707 - Plumbing & Heating	-	-	789	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	107,480	-	-	0 %
-	Vehicle Expense	-	-	28	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	28	-	-	0 %
-	Other Goods & Services	-	-	11,826	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	2,022	-	-	0 %
-	6999 - Other Goods and Services	-	-	9,804	-	-	0 %
-	Other Fiscal	-	-	(1,243,418)	-	-	0 %
-	8014 - Capital from Operating	-	-	(1,243,418)	-	-	0 %
-	Net	-	-	3,654,677	-	-	0 %
-	X140 - Environmental Services	-	-	1	-	-	0 %
-	Expense	-	-	1	-	-	0 %
-	Compensation and Benefits	-	-	33,974	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	33,974	-	-	0 %
-	Office	-	-	3,731	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	3,585	-	-	0 %
-	6205 - Printing & Reproduction	-	-	146	-	-	0 %
-	External Services	-	-	1,440,985	-	-	0 %
-	6301 - Professional Fees	-	-	1,721	-	-	0 %
-	6302 - Legal Fees	-	-	1,559	-	-	0 %
-	6303 - Consulting Fees	-	-	262,889	-	-	0 %
-	6390 - External Services TCA Trans	-	-	5,438	-	-	0 %
-	6399 - Contract Services	-	-	1,169,378	-	-	0 %
-	Supplies	-	-	10,799	-	-	0 %
-	6499 - Other Supplies	-	-	10,799	-	-	0 %
-	Materials	-	-	205	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	205	-	-	0 %
-	Building Costs	-	-	6,273	-	-	0 %
-	6612 - Safety Systems	-	-	871	-	-	0 %
-	6616 - Natural Gas-Buildings	-	-	5,402	-	-	0 %
-	Other Goods & Services	-	-	108,649	-	-	0 %
-	6903 - Travel - Local	-	-	331	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	384	-	-	0 %
-	6999 - Other Goods and Services	-	-	107,934	-	-	0 %
-	Other Fiscal	-	-	(1,604,615)	-	-	0 %
-	8014 - Capital from Operating	-	-	(1,604,615)	-	-	0 %
-	Net	-	-	3,209,231	-	-	0 %
-	X120 - Protective Services	-	-	1	-	-	0 %
-	Expense	-	-	1	-	-	0 %
-	Compensation and Benefits	-	-	296	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	296	-	-	0 %
-	External Services	-	-	186,751	-	-	0 %

-	6303 - Consulting Fees	-	-	50,943	-	-	0 %
-	6399 - Contract Services	-	-	135,808	-	-	0 %
-	Building Costs	-	-	2,363	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	2,363	-	-	0 %
-	Equipment & Communications	-	-	5,952	-	-	0 %
-	6701 - Equipment Purchase	-	-	225	-	-	0 %
-	6707 - Plumbing & Heating	-	-	5,727	-	-	0 %
-	Other Goods & Services	-	-	1,758	-	-	0 %
-	6910 - Signage	-	-	807	-	-	0 %
-	6999 - Other Goods and Services	-	-	951	-	-	0 %
-	Other Fiscal	-	-	(197,119)	-	-	0 %
-	8014 - Capital from Operating	-	-	(197,119)	-	-	0 %
-	Net	-	-	394,239	-	-	0 %
-	FLEET - Fleet Services	21,217,209	16,248,405	14,846,822	18,381,000	2,132,595	13 %
-	R935 - Bus Rebuild Program	(200)	16,890	2	20,000	3,110	18 %
-	Expense	(200)	16,890	(138)	20,000	3,110	18 %
-	Compensation and Benefits	215,760	233,890	203,973	4,000	(229,890)	-98 %
-	6001 - Salaries - Regular	173,215	187,920	112,067	189,000	1,080	1 %
-	6002 - Salaries - Overtime	-	-	29,994	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	6,480	-	-	0 %
-	6099 - Other Allowances	-	-	12,000	-	-	0 %
-	6100 - Benefits - Salaries	33,387	36,192	34,350	37,000	808	2 %
-	6150 - Honorariums	-	-	2,862	-	-	0 %
-	6152 - Retirement Incentives	1,386	1,541	1,034	2,000	459	30 %
-	6154 - Workers' Compensation	7,772	8,237	6,064	9,000	763	9 %
-	6155 - Overtime Meals	-	-	810	-	-	0 %
-	6156 - Clothing Allowance	-	-	300	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(1,988)	(233,000)	(233,000)	100 %
-	Office	1,800	-	-	-	-	0 %
-	6207 - Office Supplies	1,800	-	-	-	-	0 %
-	External Services	4,000	-	-	-	-	0 %
-	6399 - Contract Services	4,000	-	-	-	-	0 %
-	Supplies	1,000	1,000	-	-	(1,000)	-100 %
-	6401 - Uniforms & Clothing	1,000	1,000	-	1,000	-	0 %
-	6490 - Supplies TCA Transfer	-	-	-	(1,000)	(1,000)	100 %
-	Materials	-	-	-	-	-	0 %
-	6505 - Lubricants	-	-	-	-	-	0 %
-	Building Costs	-	-	-	-	-	0 %
-	6699 - Other Building Cost	-	-	-	-	-	0 %
-	Equipment & Communications	27,000	2,000	-	-	(2,000)	-100 %
-	6701 - Equipment Purchase	25,000	-	-	-	-	0 %
-	6702 - Small Tools	2,000	2,000	-	2,000	-	0 %
-	6790 - Equipment TCA Transfer	-	-	-	(2,000)	(2,000)	100 %
-	Vehicle Expense	415,240	445,000	373,740	16,000	(429,000)	-96 %
-	6802 - Vehicle Repair and Maintena	415,240	445,000	373,740	445,000	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	-	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	-	(429,000)	(429,000)	100 %
-	Other Goods & Services	-	-	-	-	-	0 %
-	6906 - Licenses & Agreements	-	-	-	-	-	0 %
-	6907 - Commission Fees	-	-	-	-	-	0 %
-	6908 - Medical Examinations	-	-	-	-	-	0 %
-	6934 - Refunds	-	-	-	-	-	0 %
-	Interdepartmental	-	-	(577,851)	-	-	0 %
-	7003 - Fleet Long Term (Rev)	-	-	(730,558)	-	-	0 %
-	9910 - PM Shop Expenses	-	-	152,707	-	-	0 %
-	Other Fiscal	(665,000)	(665,000)	-	-	665,000	-100 %
-	8024 - Transf to/fr Capital	(665,000)	(665,000)	-	-	665,000	-100 %
-	Revenue	-	-	140	-	-	0 %
-	Fee Revenues	-	-	140	-	-	0 %
-	5450 - Other Sales Revenue	-	-	140	-	-	0 %
-	Net	1,329,800	1,346,890	2,086,062	1,350,000	3,110	0 %
-	R938 - Burnside Transit Ctre Fleet Maint	-	11,437,843	13,086,604	11,022,000	(415,843)	-4 %
-	Expense	-	11,437,843	13,139,516	11,022,000	(415,843)	-4 %
-	Compensation and Benefits	-	7,727,893	5,463,654	5,977,000	(1,750,893)	-23 %
-	6001 - Salaries - Regular	-	5,343,288	3,820,459	4,500,000	(843,288)	-16 %
-	6002 - Salaries - Overtime	-	238,817	387,783	350,000	111,183	47 %
-	6005 - PDP Increases	-	-	(30,883)	-	-	0 %
-	6051 - Shift Agreements	-	-	36,517	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	13,161	-	-	0 %
-	6099 - Other Allowances	-	-	228,134	-	-	0 %
-	6100 - Benefits - Salaries	-	1,040,136	812,138	10,000	(1,030,136)	-99 %
-	6101 - Benefits - Wages	-	807,945	-	867,000	59,055	7 %
-	6152 - Retirement Incentives	-	40,709	30,385	38,000	(2,709)	-7 %
-	6154 - Workers' Compensation	-	247,948	189,065	207,000	(40,948)	-17 %
-	6155 - Overtime Meals	-	9,050	4,565	5,000	(4,050)	-45 %
-	6156 - Clothing Allowance	-	-	9,164	-	-	0 %

-	6158 - WCB Recoverable Earnings	-	-	(4,777)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(37,765)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	4,975	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	733	-	-	0 %
-	Office	16,600	22,140	16,000	(600)	-4 %	
-	6202 - Courier/Postage	5,500	10,116	6,000	500	9 %	
-	6203 - Office Furniture and Equipm	2,700	2,270	2,000	(700)	-26 %	
-	6204 - Computer Software and Licen	-	-	-	-	0 %	
-	6205 - Printing & Reproduction	-	-	-	-	0 %	
-	6207 - Office Supplies	8,400	9,754	8,000	(400)	-5 %	
-	6299 - Other Office Expenses	-	-	-	-	0 %	
-	External Services	-	-	-	-	0 %	
-	6311 - Security	-	-	-	-	0 %	
-	6399 - Contract Services	-	-	-	-	0 %	
-	Supplies	36,800	30,710	37,000	200	1 %	
-	6401 - Uniforms & Clothing	32,800	26,572	34,000	1,200	4 %	
-	6402 - Medical & First Aid Supplie	2,000	939	1,000	(1,000)	-50 %	
-	6407 - Cleaning/Sanitary Supplies	2,000	3,199	2,000	-	0 %	
-	Materials	2,000	22,087	-	(2,000)	-100 %	
-	6502 - Chemicals	-	-	-	-	0 %	
-	6504 - Hardware	-	166	-	-	0 %	
-	6505 - Lubricants	-	20,883	-	-	0 %	
-	6519 - Welding Supplies	2,000	1,026	-	(2,000)	-100 %	
-	6599 - Other Materials	-	12	-	-	0 %	
-	Building Costs	4,000	2,759	4,000	-	0 %	
-	6612 - Safety Systems	4,000	2,759	4,000	-	0 %	
-	Equipment & Communications	12,000	23,907	15,000	3,000	25 %	
-	6701 - Equipment Purchase	-	44	-	-	0 %	
-	6702 - Small Tools	12,000	22,306	15,000	3,000	25 %	
-	6705 - Equipment - Repair and Main	-	1,557	-	-	0 %	
-	6708 - Mechanical Equipment	-	-	-	-	0 %	
-	6711 - Communication System	-	-	-	-	0 %	
-	Vehicle Expense	3,629,931	4,319,883	4,956,000	1,326,069	37 %	
-	6802 - Vehicle Repair and Maintena	3,077,431	3,798,750	4,403,000	1,325,569	43 %	
-	6803 - Vehicle Fuel - Diesel	-	-	-	-	0 %	
-	6804 - Vehicle Fuel - Gasoline	12,000	14,864	12,000	-	0 %	
-	6805 - Tires and Tubes	540,500	505,895	541,000	500	0 %	
-	6899 - Other Vehicle Expense	-	374	-	-	0 %	
-	Other Goods & Services	8,619	15,475	17,000	8,381	97 %	
-	6902 - Conferences and Workshops	232	-	1,000	768	331 %	
-	6903 - Travel - Local	500	-	-	(500)	-100 %	
-	6904 - Travel - Out of Town	700	-	3,000	2,300	329 %	
-	6905 - Training & Education	287	1,162	1,000	713	248 %	
-	6906 - Licenses & Agreements	1,000	13,264	11,000	10,000	1,000 %	
-	6908 - Medical Examinations	600	628	1,000	400	67 %	
-	6917 - Books and Periodicals	-	-	-	-	0 %	
-	6918 - Meals	-	-	-	-	0 %	
-	6936 - Staff Relations	5,300	251	-	(5,300)	-100 %	
-	6999 - Other Goods and Services	-	170	-	-	0 %	
-	Interdepartmental	-	3,278,043	-	-	0 %	
-	7002 - Other Interdepartmental Cha	-	-	-	-	0 %	
-	7003 - Fleet Long Term (Rev)	-	(735,910)	-	-	0 %	
-	7008 - Internal Transfer of IT, So	-	261	-	-	0 %	
-	7009 - Internal Transfers Other	-	3,172	-	-	0 %	
-	7010 - Internal Transfers Insuranc	-	(63,249)	-	-	0 %	
-	7090 - Interdepartmental Vehicle T	-	(7,075)	-	-	0 %	
-	7099 - Interdepartmental Chargebac	-	(96,720)	-	-	0 %	
-	9900 - Rev/Exp.Vehicle Rental	-	173	-	-	0 %	
-	9910 - PM Shop Expenses	-	4,177,363	-	-	0 %	
-	9911 - PM Labour-Reg	-	18	-	-	0 %	
-	9972 - Truck Stock Chargeback RPS	-	10	-	-	0 %	
-	Other Fiscal	-	(39,142)	-	-	0 %	
-	8008 - Transfer to/from Reserves	-	(39,142)	-	-	0 %	
-	Revenue	-	(52,912)	-	-	0 %	
-	Other Revenue	-	(52,912)	-	-	0 %	
-	5508 - Recoveries from External Pa	-	(52,912)	-	-	0 %	
-	Net	11,437,843	20,364,166	11,022,000	(415,843)	-4 %	
-	R963 - Ragged Lake Transit Ctre Fleet M	4,165,248	8,306,150	6,634,000	2,468,752	59 %	
-	Expense	4,165,248	8,311,464	6,634,000	2,468,752	59 %	
-	Compensation and Benefits	1,892,646	3,111,599	3,706,000	1,813,354	96 %	
-	6001 - Salaries - Regular	1,505,546	2,100,387	2,871,000	1,365,454	91 %	
-	6002 - Salaries - Overtime	19,765	298,537	128,000	108,235	548 %	
-	6005 - PDP Increases	-	(21,491)	-	-	0 %	
-	6051 - Shift Agreements	-	17,189	-	-	0 %	
-	6054 - Vactation Payout for Staff	-	10,548	-	-	0 %	
-	6099 - Other Allowances	-	148,151	-	-	0 %	

-	6100 - Benefits - Salaries	-	293,362	461,142	563,000	269,638	92 %
-	6152 - Retirement Incentives	-	11,232	15,379	25,000	13,768	123 %
-	6154 - Workers' Compensation	-	62,741	99,160	119,000	56,259	90 %
-	6155 - Overtime Meals	-	-	3,315	-	-	0 %
-	6156 - Clothing Allowance	-	-	4,570	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(3,323)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(24,515)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	2,320	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	230	-	-	0 %
-	Office	-	10,000	29,282	11,000	1,000	10 %
-	6201 - Telephone	-	-	-	-	-	0 %
-	6202 - Courier/Postage	-	4,000	18,218	4,000	-	0 %
-	6203 - Office Furniture and Equipm	-	2,200	5,602	3,000	800	36 %
-	6204 - Computer Software and Licen	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	3,800	5,462	4,000	200	5 %
-	External Services	-	-	1,052	-	-	0 %
-	6312 - Refuse Collection	-	-	1,052	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Supplies	-	25,000	14,795	25,000	-	0 %
-	6401 - Uniforms & Clothing	-	21,000	13,125	21,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	2,000	478	2,000	-	0 %
-	6406 - Bridge Tolls	-	-	723	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	2,000	469	2,000	-	0 %
-	6409 - Personal Protective Equipme	-	-	-	-	-	0 %
-	6499 - Other Supplies	-	-	-	-	-	0 %
-	Materials	-	1,000	2,942	-	(1,000)	-100 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	6505 - Lubricants	-	-	-	-	-	0 %
-	6507 - Propane	-	-	-	-	-	0 %
-	6519 - Welding Supplies	-	1,000	2,942	-	(1,000)	-100 %
-	Building Costs	-	4,000	449	4,000	-	0 %
-	6612 - Safety Systems	-	4,000	449	4,000	-	0 %
-	6699 - Other Building Cost	-	-	-	-	-	0 %
-	Equipment & Communications	-	4,500	40,938	10,000	5,500	122 %
-	6701 - Equipment Purchase	-	-	440	-	-	0 %
-	6702 - Small Tools	-	4,500	39,731	10,000	5,500	122 %
-	6704 - Equipment Rental	-	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	209	-	-	0 %
-	6708 - Mechanical Equipment	-	-	-	-	-	0 %
-	6711 - Communication System	-	-	558	-	-	0 %
-	Vehicle Expense	-	2,224,919	2,309,241	2,859,000	634,081	28 %
-	6802 - Vehicle Repair and Maintena	-	1,961,919	2,069,623	2,596,000	634,081	32 %
-	6803 - Vehicle Fuel - Diesel	-	-	-	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	3,000	287	3,000	-	0 %
-	6805 - Tires and Tubes	-	260,000	238,966	260,000	-	0 %
-	6899 - Other Vehicle Expense	-	-	365	-	-	0 %
-	Other Goods & Services	-	3,183	26,873	19,000	15,817	497 %
-	6902 - Conferences and Workshops	-	1,000	-	1,000	-	0 %
-	6903 - Travel - Local	-	400	4,444	2,000	1,600	400 %
-	6905 - Training & Education	-	(1,917)	12,171	10,000	11,917	-622 %
-	6906 - Licenses & Agreements	-	1,000	8,807	4,000	3,000	300 %
-	6908 - Medical Examinations	-	400	500	2,000	1,600	400 %
-	6909 - Cost of Sales	-	-	-	-	-	0 %
-	6910 - Signage	-	-	-	-	-	0 %
-	6912 - Advertising and Promotion	-	-	-	-	-	0 %
-	6918 - Meals	-	-	29	-	-	0 %
-	6936 - Staff Relations	-	2,300	907	-	(2,300)	-100 %
-	6999 - Other Goods and Services	-	-	15	-	-	0 %
-	Interdepartmental	-	-	2,813,435	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	17,325	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(192,625)	-	-	0 %
-	9910 - PM Shop Expenses	-	-	2,988,735	-	-	0 %
-	Other Fiscal	-	-	(39,142)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(39,142)	-	-	0 %
-	Revenue	-	-	(5,314)	-	-	0 %
-	Other Revenue	-	-	(5,314)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(5,314)	-	-	0 %
-	Net	-	4,169,082	10,297,346	6,634,000	2,464,918	59 %
-	R932 - Transit Shop Maintenance	614,145	628,424	941,587	639,000	10,576	2 %
-	Expense	614,145	628,424	941,587	639,000	10,576	2 %
-	Compensation and Benefits	406,145	426,624	420,710	437,000	10,376	2 %
-	6001 - Salaries - Regular	326,772	342,650	318,262	351,000	8,350	2 %
-	6002 - Salaries - Overtime	-	-	5,821	-	-	0 %
-	6005 - PDP Increases	-	-	(3,138)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,824	-	-	0 %
-	6099 - Other Allowances	-	-	20,000	-	-	0 %

-	6100 - Benefits - Salaries	63,482	67,152	63,743	68,000	848	1 %
-	6152 - Retirement Incentives	2,322	2,492	2,568	3,000	508	20 %
-	6154 - Workers' Compensation	13,569	14,330	14,568	15,000	670	5 %
-	6155 - Overtime Meals	-	-	10	-	-	0 %
-	6156 - Clothing Allowance	-	-	860	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(2,935)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(3,313)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	2,440	-	-	0 %
-	Office	-	100	43	-	(100)	-100 %
-	6202 - Courier/Postage	-	100	5	-	(100)	-100 %
-	6207 - Office Supplies	-	-	38	-	-	0 %
-	External Services	168,000	-	31,944	-	-	0 %
-	6399 - Contract Services	168,000	-	31,944	-	-	0 %
-	Supplies	-	4,000	4,643	4,000	-	0 %
-	6401 - Uniforms & Clothing	-	4,000	4,125	4,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	518	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	-	-	-	0 %
-	Materials	-	-	4	-	-	0 %
-	6502 - Chemicals	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	6505 - Lubricants	-	-	4	-	-	0 %
-	6506 - Lumber	-	-	-	-	-	0 %
-	6507 - Propane	-	-	-	-	-	0 %
-	Equipment & Communications	40,000	197,700	168,210	198,000	300	0 %
-	6702 - Small Tools	-	-	-	-	-	0 %
-	6704 - Equipment Rental	10,000	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	-	197,700	168,210	198,000	300	0 %
-	6707 - Plumbing & Heating	30,000	-	-	-	-	0 %
-	6708 - Mechanical Equipment	-	-	-	-	-	0 %
-	6711 - Communication System	-	-	-	-	-	0 %
-	Vehicle Expense	-	-	1,045	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	1,045	-	-	0 %
-	Other Goods & Services	-	-	323	-	-	0 %
-	6905 - Training & Education	-	-	-	-	-	0 %
-	6908 - Medical Examinations	-	-	-	-	-	0 %
-	6936 - Staff Relations	-	-	323	-	-	0 %
-	Interdepartmental	-	-	314,665	-	-	0 %
-	9910 - PM Shop Expenses	-	-	314,575	-	-	0 %
-	9911 - PM Labour-Reg	-	-	90	-	-	0 %
-	Net	614,145	628,424	1,156,283	639,000	10,576	2 %
-	R934 - Locked Fleet Ops:Transit-Ilisley	958,889	-	(238)	-	-	0 %
-	Expense	958,889	-	(238)	-	-	0 %
-	Compensation and Benefits	930,029	-	(238)	-	-	0 %
-	6001 - Salaries - Regular	747,417	-	-	-	-	0 %
-	6002 - Salaries - Overtime	15,708	-	(238)	-	-	0 %
-	6100 - Benefits - Salaries	133,703	-	-	-	-	0 %
-	6152 - Retirement Incentives	4,279	-	-	-	-	0 %
-	6154 - Workers' Compensation	28,922	-	-	-	-	0 %
-	Office	13,750	-	-	-	-	0 %
-	6201 - Telephone	7,000	-	-	-	-	0 %
-	6202 - Courier/Postage	450	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	1,800	-	-	-	-	0 %
-	6207 - Office Supplies	4,500	-	-	-	-	0 %
-	External Services	1,500	-	-	-	-	0 %
-	6399 - Contract Services	1,500	-	-	-	-	0 %
-	Supplies	2,600	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	1,500	-	-	-	-	0 %
-	6402 - Medical & First Aid Supplie	1,100	-	-	-	-	0 %
-	6406 - Bridge Tolls	-	-	-	-	-	0 %
-	Equipment & Communications	5,000	-	-	-	-	0 %
-	6702 - Small Tools	1,500	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	1,000	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	2,000	-	-	-	-	0 %
-	6711 - Communication System	500	-	-	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	6,010	-	-	-	-	0 %
-	6902 - Conferences and Workshops	900	-	-	-	-	0 %
-	6903 - Travel - Local	900	-	-	-	-	0 %
-	6904 - Travel - Out of Town	710	-	-	-	-	0 %
-	6906 - Licenses & Agreements	1,000	-	-	-	-	0 %
-	6908 - Medical Examinations	500	-	-	-	-	0 %
-	6913 - Awards	1,000	-	-	-	-	0 %
-	6918 - Meals	1,000	-	-	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	-	-	-	0 %

-	Net	958,889	-	5,820	-	-	0 %
-	R936 - Locked Fleet R&M:Transit-Thornhil	2,298,380	-	(15,753)	-	-	0 %
-	Expense	2,298,380	-	(15,753)	-	-	0 %
-	Compensation and Benefits	1,156,470	-	(1,764)	-	-	0 %
-	6001 - Salaries - Regular	911,704	-	(1,747)	-	-	0 %
-	6002 - Salaries - Overtime	22,236	-	(31)	-	-	0 %
-	6100 - Benefits - Salaries	175,632	-	(283)	-	-	0 %
-	6152 - Retirement Incentives	6,749	-	290	-	-	0 %
-	6154 - Workers' Compensation	40,149	-	7	-	-	0 %
-	Office	4,510	-	-	-	-	0 %
-	6201 - Telephone	1,000	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	2,160	-	-	-	-	0 %
-	6207 - Office Supplies	1,350	-	-	-	-	0 %
-	Supplies	8,500	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	8,000	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	500	-	-	-	-	0 %
-	Materials	10,800	-	-	-	-	0 %
-	6504 - Hardware	5,400	-	-	-	-	0 %
-	6505 - Lubricants	5,400	-	-	-	-	0 %
-	Building Costs	5,400	-	-	-	-	0 %
-	6612 - Safety Systems	5,400	-	-	-	-	0 %
-	Equipment & Communications	34,100	-	-	-	-	0 %
-	6701 - Equipment Purchase	19,100	-	-	-	-	0 %
-	6702 - Small Tools	1,000	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	14,000	-	-	-	-	0 %
-	Vehicle Expense	1,075,900	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	307,900	-	-	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	768,000	-	-	-	-	0 %
-	Other Goods & Services	2,700	-	-	-	-	0 %
-	6903 - Travel - Local	450	-	-	-	-	0 %
-	6912 - Advertising and Promotion	2,250	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	(13,989)	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	-	-	-	0 %
-	7010 - Internal Transfers Insuranc	-	-	(14,589)	-	-	0 %
-	9910 - PM Shop Expenses	-	-	600	-	-	0 %
-	Net	2,298,380	-	274,273	-	-	0 %
-	R933 - Locked RM:Transit-Ilsley	17,345,995	-	(7,552,449)	-	-	0 %
-	Expense	17,345,995	-	(7,552,449)	-	-	0 %
-	Compensation and Benefits	5,415,697	-	1,705	-	-	0 %
-	6001 - Salaries - Regular	-	-	347	-	-	0 %
-	6002 - Salaries - Overtime	-	-	(13)	-	-	0 %
-	6003 - Wages - Regular	4,129,411	-	657	-	-	0 %
-	6004 - Wages - Overtime	242,760	-	553	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	13	-	-	0 %
-	6099 - Other Allowances	-	-	19	-	-	0 %
-	6101 - Benefits - Wages	807,945	-	73	-	-	0 %
-	6152 - Retirement Incentives	32,679	-	-	-	-	0 %
-	6154 - Workers' Compensation	193,852	-	56	-	-	0 %
-	6155 - Overtime Meals	9,050	-	-	-	-	0 %
-	Office	14,500	-	-	-	-	0 %
-	6201 - Telephone	1,000	-	-	-	-	0 %
-	6202 - Courier/Postage	9,000	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	900	-	-	-	-	0 %
-	6204 - Computer Software and Licen	-	-	-	-	-	0 %
-	6205 - Printing & Reproduction	900	-	-	-	-	0 %
-	6207 - Office Supplies	2,700	-	-	-	-	0 %
-	External Services	130,100	-	-	-	-	0 %
-	6399 - Contract Services	130,100	-	-	-	-	0 %
-	Supplies	62,590	-	-	-	-	0 %
-	6401 - Uniforms & Clothing	44,300	-	-	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	10,100	-	-	-	-	0 %
-	6499 - Other Supplies	8,190	-	-	-	-	0 %
-	Materials	31,000	-	-	-	-	0 %
-	6502 - Chemicals	3,000	-	-	-	-	0 %
-	6504 - Hardware	5,000	-	-	-	-	0 %
-	6505 - Lubricants	10,000	-	-	-	-	0 %
-	6519 - Welding Supplies	3,000	-	-	-	-	0 %
-	6599 - Other Materials	10,000	-	-	-	-	0 %
-	Building Costs	4,200	-	-	-	-	0 %
-	6612 - Safety Systems	3,200	-	-	-	-	0 %
-	6699 - Other Building Cost	1,000	-	-	-	-	0 %
-	Equipment & Communications	52,700	-	-	-	-	0 %
-	6701 - Equipment Purchase	28,700	-	-	-	-	0 %
-	6702 - Small Tools	15,000	-	-	-	-	0 %

-	6705 - Equipment - Repair and Main	5,000	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	2,000	-	-	-	-	0 %
-	6711 - Communication System	2,000	-	-	-	-	0 %
-	Vehicle Expense	11,631,908	-	(26,626)	-	-	0 %
-	6802 - Vehicle Repair and Maintena	4,274,008	-	(26,626)	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	6,553,300	-	-	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	14,100	-	-	-	-	0 %
-	6805 - Tires and Tubes	790,500	-	-	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	-	-	-	0 %
-	Other Goods & Services	3,300	-	-	-	-	0 %
-	6902 - Conferences and Workshops	900	-	-	-	-	0 %
-	6905 - Training & Education	500	-	-	-	-	0 %
-	6908 - Medical Examinations	500	-	-	-	-	0 %
-	6912 - Advertising and Promotion	900	-	-	-	-	0 %
-	6918 - Meals	500	-	-	-	-	0 %
-	Interdepartmental	-	-	(7,527,528)	-	-	0 %
-	9910 - PM Shop Expenses	-	-	(7,527,528)	-	-	0 %
-	Net	17,345,995	-	8,177,397	-	-	0 %
-	R962 - Ragged Lake Transit Ctre Fac. Mai	-	-	80,919	66,000	66,000	100 %
-	Expense	-	-	80,919	66,000	66,000	100 %
-	Office	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	Supplies	-	-	644	1,000	1,000	100 %
-	6402 - Medical & First Aid Supplie	-	-	644	1,000	1,000	100 %
-	Building Costs	-	-	4,314	-	-	0 %
-	6613 - Overhead Doors	-	-	4,314	-	-	0 %
-	Equipment & Communications	-	-	73,801	65,000	65,000	100 %
-	6701 - Equipment Purchase	-	-	1,178	3,000	3,000	100 %
-	6702 - Small Tools	-	-	956	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	70,466	60,000	60,000	100 %
-	6707 - Plumbing & Heating	-	-	-	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,201	2,000	2,000	100 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Compensation and Benefits	-	-	202	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	202	-	-	0 %
-	Interdepartmental	-	-	1,958	-	-	0 %
-	9910 - PM Shop Expenses	-	-	1,850	-	-	0 %
-	9911 - PM Labour-Reg	-	-	108	-	-	0 %
-	Net	-	-	90,007	66,000	66,000	100 %
-	C200 - Area Services	50,670	50,368	47,640	51,700	1,332	3 %
-	C230 - Waverly Com. Centre	23,250	22,705	22,705	23,100	395	2 %
-	Expense	28,650	28,105	22,705	28,500	395	1 %
-	Office	2,550	2,514	2,947	2,600	86	3 %
-	6201 - Telephone	1,900	1,864	657	1,900	36	2 %
-	6202 - Courier/Postage	-	-	37	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	190	-	-	0 %
-	6204 - Computer Software and Licen	200	200	291	200	-	0 %
-	6205 - Printing & Reproduction	-	-	192	-	-	0 %
-	6207 - Office Supplies	450	450	80	500	50	11 %
-	6299 - Other Office Expenses	-	-	1,500	-	-	0 %
-	External Services	5,900	5,900	3,156	5,900	-	0 %
-	6302 - Legal Fees	-	-	2,822	-	-	0 %
-	6304 - Janitorial Services	1,900	1,900	1,600	1,900	-	0 %
-	6308 - Snow Removal	300	300	300	300	-	0 %
-	6310 - Outside Personnel	3,000	3,000	(1,566)	3,000	-	0 %
-	6399 - Contract Services	700	700	-	700	-	0 %
-	Supplies	500	500	900	500	-	0 %
-	6407 - Cleaning/Sanitary Supplies	500	500	900	500	-	0 %
-	Materials	-	-	16	-	-	0 %
-	6504 - Hardware	-	-	16	-	-	0 %
-	Building Costs	7,200	7,381	13,715	7,700	319	4 %
-	6606 - Heating Fuel	2,200	2,381	7,714	2,600	219	9 %
-	6607 - Electricity	1,500	1,500	771	1,600	100	7 %
-	6608 - Water	200	200	199	200	-	0 %
-	6612 - Safety Systems	300	300	257	300	-	0 %
-	6699 - Other Building Cost	3,000	3,000	4,774	3,000	-	0 %
-	Other Goods & Services	2,700	2,010	223	2,000	(10)	0 %
-	6903 - Travel - Local	-	-	-	-	-	0 %
-	6906 - Licenses & Agreements	-	-	57	-	-	0 %
-	6912 - Advertising and Promotion	450	289	458	300	11	4 %
-	6919 - Special Projects	2,250	1,721	(292)	1,700	(21)	-1 %
-	Other Fiscal	9,800	9,800	1,748	9,800	-	0 %

-	8001 - Transfer to Outside Agency	-	-	-	5,800	5,800	100 %
-	8003 - Insurance Policies and Prem	4,000	4,000	2,292	4,000	-	0 %
-	8004 - Grants	5,800	5,800	(544)	-	(5,800)	-100 %
-	Revenue	(5,400)	(5,400)	-	(5,400)	-	0 %
-	Other Revenue	(5,400)	(5,400)	-	(5,400)	-	0 %
-	5501 - Fundraising	(5,400)	(5,400)	-	(5,400)	-	0 %
-	Net	34,050	33,505	50,363	33,900	395	1 %
-	C220 - Riverlake Com. Ctr.	4,700	4,914	4,914	5,300	386	8 %
-	Expense	4,700	4,914	5,506	5,300	386	8 %
-	External Services	400	400	1,693	400	-	0 %
-	6308 - Snow Removal	400	400	1,693	400	-	0 %
-	Building Costs	4,300	4,514	3,813	4,900	386	9 %
-	6606 - Heating Fuel	2,600	2,814	3,418	3,100	286	10 %
-	6607 - Electricity	1,200	1,200	-	1,300	100	8 %
-	6699 - Other Building Cost	500	500	395	500	-	0 %
-	Revenue	-	-	(592)	-	-	0 %
-	Other Revenue	-	-	(592)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(592)	-	-	0 %
-	Net	4,700	4,914	12,114	5,300	386	8 %
-	C290 - Upper Sack. Com. Ctr	-	-	(1,134)	-	-	0 %
-	Expense	-	-	24,479	-	-	0 %
-	Compensation and Benefits	-	-	58,780	-	-	0 %
-	6001 - Salaries - Regular	-	-	54,082	-	-	0 %
-	6100 - Benefits - Salaries	-	-	3,637	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,061	-	-	0 %
-	Materials	-	-	438	-	-	0 %
-	6504 - Hardware	-	-	438	-	-	0 %
-	Other Fiscal	-	-	(34,775)	-	-	0 %
-	8022 - Transf to/fr Trust	-	-	(34,775)	-	-	0 %
-	9000 - Prior Year Surplus/Deficit	-	-	-	-	-	0 %
-	Interdepartmental	-	-	36	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	-	-	(25,613)	-	-	0 %
-	Other Revenue	-	-	(25,613)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(25,613)	-	-	0 %
-	Net	-	-	228,962	-	-	0 %
-	C270 - Lucasville Comm. Ctr	7,900	8,190	7,149	8,700	510	6 %
-	Expense	7,900	8,190	7,149	8,700	510	6 %
-	Office	500	478	281	500	22	5 %
-	6201 - Telephone	500	478	281	500	22	5 %
-	Supplies	-	-	378	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	267	-	-	0 %
-	6499 - Other Supplies	-	-	111	-	-	0 %
-	Materials	-	-	119	-	-	0 %
-	6511 - Salt	-	-	119	-	-	0 %
-	Building Costs	7,400	7,712	5,861	8,200	488	6 %
-	6606 - Heating Fuel	3,800	4,112	3,117	4,500	388	9 %
-	6607 - Electricity	1,600	1,600	2,532	1,700	100	6 %
-	6608 - Water	500	500	212	500	-	0 %
-	6699 - Other Building Cost	1,500	1,500	-	1,500	-	0 %
-	Other Goods & Services	-	-	350	-	-	0 %
-	6912 - Advertising and Promotion	-	-	350	-	-	0 %
-	Interdepartmental	-	-	160	-	-	0 %
-	7009 - Internal Transfers Other	-	-	160	-	-	0 %
-	Net	7,900	8,190	7,705	8,700	510	6 %
-	C260 - Lockview Ratepayers	7,120	6,859	6,306	6,900	41	1 %
-	Expense	7,120	6,859	6,306	6,900	41	1 %
-	Office	-	-	66	-	-	0 %
-	6204 - Computer Software and Licen	-	-	66	-	-	0 %
-	External Services	4,670	4,670	1,721	4,700	30	1 %
-	6399 - Contract Services	4,670	4,670	1,721	4,700	30	1 %
-	Supplies	600	600	-	600	-	0 %
-	6404 - Recreation Programming Supp	-	-	-	600	600	100 %
-	6408 - Pre School Nutrition Suppli	600	600	-	-	(600)	-100 %
-	Materials	-	-	275	-	-	0 %
-	6515 - Stone and Gravel	-	-	275	-	-	0 %
-	Building Costs	-	-	2,816	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	2,649	-	-	0 %
-	6607 - Electricity	-	-	167	-	-	0 %
-	Equipment & Communications	1,000	1,000	-	1,000	-	0 %
-	6705 - Equipment - Repair and Main	1,000	1,000	-	1,000	-	0 %
-	Other Goods & Services	850	589	1,428	600	11	2 %
-	6910 - Signage	-	-	228	-	-	0 %
-	6912 - Advertising and Promotion	450	289	-	300	11	4 %
-	6928 - Committee Expenses	400	300	7	300	-	0 %
-	6933 - Community Events	-	-	1,193	-	-	0 %

-	Net	7,120	6,859	6,306	6,900	41	1 %
-	C250 - Bchville /Lkside/ Tmbrea Rec. Ad	7,700	7,700	7,700	7,700	-	0 %
-	Expense	7,700	7,700	7,700	7,700	-	0 %
-	External Services	4,200	4,200	1,920	4,200	-	0 %
-	6399 - Contract Services	4,200	4,200	1,920	4,200	-	0 %
-	Supplies	-	-	1,250	-	-	0 %
-	6404 - Recreation Programming Supp	-	-	1,250	-	-	0 %
-	Equipment & Communications	3,500	3,500	3,000	3,500	-	0 %
-	6701 - Equipment Purchase	-	-	3,000	-	-	0 %
-	6711 - Communication System	3,500	3,500	-	3,500	-	0 %
-	Other Goods & Services	-	-	1,530	-	-	0 %
-	6932 - Youth Programming Services	-	-	1,530	-	-	0 %
-	Net	7,700	7,700	9,340	7,700	-	0 %
-	A470 - Corporate Communications	2,072,677	2,926,612	2,957,860	3,088,600	161,988	6 %
-	A124 - Office Services - Print Shop	1,051,217	1,074,846	1,134,180	824,900	(249,946)	-23 %
-	Expense	1,101,217	1,124,846	1,160,425	827,900	(296,946)	-26 %
-	Compensation and Benefits	246,270	251,834	344,910	331,400	79,566	32 %
-	6001 - Salaries - Regular	196,420	198,650	276,695	263,000	64,350	32 %
-	6002 - Salaries - Overtime	6,600	6,044	2,331	6,000	(44)	-1 %
-	6054 - Vactation Payout for Staff	-	-	3,569	-	-	0 %
-	6100 - Benefits - Salaries	38,160	41,754	55,954	55,900	14,146	34 %
-	6152 - Retirement Incentives	840	1,053	1,249	1,500	447	42 %
-	6154 - Workers' Compensation	3,850	3,933	5,112	4,600	667	17 %
-	6155 - Overtime Meals	400	400	-	400	-	0 %
-	Office	673,397	708,340	690,448	422,000	(286,340)	-40 %
-	6201 - Telephone	2,000	-	3,063	-	-	0 %
-	6202 - Courier/Postage	562,887	560,830	532,055	320,000	(240,830)	-43 %
-	6203 - Office Furniture and Equipm	72,090	97,090	80,218	97,100	10	0 %
-	6204 - Computer Software and Licen	1,500	1,500	(82)	1,500	-	0 %
-	6205 - Printing & Reproduction	31,500	45,500	72,802	-	(45,500)	-100 %
-	6207 - Office Supplies	3,420	3,420	2,392	3,400	(20)	-1 %
-	External Services	41,000	41,000	39,145	41,000	-	0 %
-	6399 - Contract Services	41,000	41,000	39,145	41,000	-	0 %
-	Supplies	104,520	90,520	70,995	300	(90,220)	-100 %
-	6401 - Uniforms & Clothing	300	300	-	300	-	0 %
-	6499 - Other Supplies	104,220	90,220	70,995	-	(90,220)	-100 %
-	Materials	-	-	17	-	-	0 %
-	6517 - Paint	-	-	17	-	-	0 %
-	Equipment & Communications	30,500	30,500	21,259	30,500	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	50	-	-	0 %
-	6705 - Equipment - Repair and Main	30,500	30,500	21,149	30,500	-	0 %
-	6707 - Plumbing & Heating	-	-	60	-	-	0 %
-	Other Goods & Services	5,530	2,652	985	2,700	48	2 %
-	6903 - Travel - Local	900	900	738	900	-	0 %
-	6905 - Training & Education	1,000	-	-	-	-	0 %
-	6912 - Advertising and Promotion	900	578	-	600	22	4 %
-	6918 - Meals	-	-	172	-	-	0 %
-	6938 - Rewarding Excellence	2,730	1,174	35	1,200	26	2 %
-	6999 - Other Goods and Services	-	-	40	-	-	0 %
-	Interdepartmental	-	-	(7,334)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(63)	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	(7,325)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	(50,000)	(50,000)	(26,245)	(3,000)	47,000	-94 %
-	Other Revenue	(50,000)	(50,000)	(26,245)	(3,000)	47,000	-94 %
-	5508 - Recoveries from External Pa	(50,000)	(50,000)	(26,245)	(3,000)	47,000	-94 %
-	Net	1,151,217	1,174,846	1,399,178	830,900	(343,946)	-29 %
-	A620 - Mrkt & Promotions	1,021,460	1,046,741	1,071,449	1,463,200	416,459	40 %
-	Expense	1,021,460	1,046,741	1,071,449	1,463,200	416,459	40 %
-	Compensation and Benefits	943,485	898,735	956,701	890,500	(8,235)	-1 %
-	6001 - Salaries - Regular	777,020	741,756	739,513	739,200	(2,556)	0 %
-	6002 - Salaries - Overtime	2,000	4,489	6,830	4,500	11	0 %
-	6054 - Vactation Payout for Staff	-	-	6,837	-	-	0 %
-	6100 - Benefits - Salaries	146,540	135,571	136,771	142,700	7,129	5 %
-	6110 - Vacancy Management	-	-	62,029	(12,400)	(12,400)	100 %
-	6152 - Retirement Incentives	4,195	3,717	4,074	4,100	383	10 %
-	6154 - Workers' Compensation	13,730	13,202	13,465	12,400	(802)	-6 %
-	9200 - HR CATS Wage/Ben	-	-	(12,818)	-	-	0 %
-	Office	43,280	43,280	47,850	362,600	319,320	738 %
-	6201 - Telephone	2,800	6,800	10,267	-	(6,800)	-100 %
-	6202 - Courier/Postage	1,080	1,080	301	274,800	273,720	25,344 %
-	6203 - Office Furniture and Equipm	19,710	22,710	22,139	-	(22,710)	-100 %
-	6204 - Computer Software and Licen	6,100	6,100	4,304	6,100	-	0 %
-	6205 - Printing & Reproduction	9,090	2,090	3,835	81,700	79,610	3,809 %
-	6207 - Office Supplies	4,500	4,500	7,004	-	(4,500)	-100 %
-	External Services	2,000	2,000	-	2,000	-	0 %

-	6399 - Contract Services	2,000	2,000	-	2,000	-	0 %
-	Supplies	2,340	2,340	466	92,600	90,260	3,857 %
-	6404 - Recreation Programming Supp	-	-	6	-	-	0 %
-	6405 - Photography Supplies & Equi	900	900	410	900	-	0 %
-	6499 - Other Supplies	1,440	1,440	50	91,700	90,260	6,268 %
-	Equipment & Communications	3,100	3,100	844	3,100	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	30	-	-	0 %
-	6705 - Equipment - Repair and Main	2,000	2,000	788	2,000	-	0 %
-	6706 - Computer Repair and Mainten	1,100	1,100	-	1,100	-	0 %
-	6711 - Communication System	-	-	26	-	-	0 %
-	Other Goods & Services	27,255	97,286	65,588	112,400	15,114	16 %
-	6902 - Conferences and Workshops	5,400	3,099	57	3,100	1	0 %
-	6903 - Travel - Local	2,700	2,700	1,110	2,700	-	0 %
-	6904 - Travel - Out of Town	355	355	-	400	45	13 %
-	6905 - Training & Education	2,700	2,550	5,382	2,500	(50)	-2 %
-	6912 - Advertising and Promotion	900	16,620	(7,513)	22,600	5,980	36 %
-	6915 - Research Data Acquisition	4,400	2,440	366	2,400	(40)	-2 %
-	6917 - Books and Periodicals	1,000	1,000	35	1,000	-	0 %
-	6918 - Meals	300	218	-	200	(18)	-8 %
-	6919 - Special Projects	-	65,767	65,411	75,000	9,233	14 %
-	6938 - Rewarding Excellence	5,900	2,537	505	2,500	(37)	-1 %
-	6999 - Other Goods and Services	3,600	-	235	-	-	0 %
-	Net	1,021,460	1,046,741	1,727,497	1,488,000	441,259	42 %
-	A622 - Corporate Public Relations & Medi	-	403,920	389,271	370,800	(33,120)	-8 %
-	Expense	-	403,920	389,271	370,800	(33,120)	-8 %
-	Compensation and Benefits	-	384,135	384,932	354,400	(29,735)	-8 %
-	6001 - Salaries - Regular	-	325,281	260,821	335,000	9,719	3 %
-	6002 - Salaries - Overtime	-	-	6,159	-	-	0 %
-	6100 - Benefits - Salaries	-	52,840	44,393	57,000	4,160	8 %
-	6110 - Vacancy Management	-	-	69,135	(43,600)	(43,600)	100 %
-	6152 - Retirement Incentives	-	1,925	590	2,000	75	4 %
-	6154 - Workers' Compensation	-	4,089	3,834	4,000	(89)	-2 %
-	Office	-	5,886	405	2,600	(3,286)	-56 %
-	6201 - Telephone	-	1,422	-	1,400	(22)	-2 %
-	6202 - Courier/Postage	-	-	10	-	-	0 %
-	6203 - Office Furniture and Equipm	-	338	-	300	(38)	-11 %
-	6205 - Printing & Reproduction	-	3,206	-	-	(3,206)	-100 %
-	6207 - Office Supplies	-	770	395	800	30	4 %
-	6299 - Other Office Expenses	-	150	-	100	(50)	-33 %
-	External Services	-	2,850	-	2,800	(50)	-2 %
-	6303 - Consulting Fees	-	2,850	-	2,800	(50)	-2 %
-	Equipment & Communications	-	500	-	500	-	0 %
-	6703 - Computer Equipment/Rentals	-	500	-	500	-	0 %
-	Other Goods & Services	-	10,549	3,934	10,500	(49)	0 %
-	6901 - Membership Dues	-	146	-	100	(46)	-32 %
-	6902 - Conferences and Workshops	-	2,014	-	2,000	(14)	-1 %
-	6903 - Travel - Local	-	506	92	500	(6)	-1 %
-	6904 - Travel - Out of Town	-	1,385	-	1,400	15	1 %
-	6905 - Training & Education	-	1,938	-	2,000	62	3 %
-	6912 - Advertising and Promotion	-	4,310	3,842	4,300	(10)	0 %
-	6999 - Other Goods and Services	-	250	-	200	(50)	-20 %
-	Net	-	403,920	681,239	458,000	54,080	13 %
-	A623 - Public Relations & Planning Manag	-	401,105	359,799	429,700	28,595	7 %
-	Expense	-	401,105	359,799	429,700	28,595	7 %
-	Compensation and Benefits	-	373,432	354,899	375,000	1,568	0 %
-	6001 - Salaries - Regular	-	305,851	297,617	312,000	6,149	2 %
-	6002 - Salaries - Overtime	-	-	1,399	-	-	0 %
-	6005 - PDP Increases	-	-	(6,021)	-	-	0 %
-	6100 - Benefits - Salaries	-	57,365	52,461	57,000	(365)	-1 %
-	6152 - Retirement Incentives	-	1,786	792	2,000	214	12 %
-	6154 - Workers' Compensation	-	8,430	8,651	4,000	(4,430)	-53 %
-	Office	-	3,600	318	42,600	39,000	1,083 %
-	6201 - Telephone	-	2,400	-	9,200	6,800	283 %
-	6203 - Office Furniture and Equipm	-	-	24	22,700	22,700	100 %
-	6205 - Printing & Reproduction	-	-	-	5,000	5,000	100 %
-	6207 - Office Supplies	-	1,200	294	5,700	4,500	375 %
-	Equipment & Communications	-	3,800	2,828	3,800	-	0 %
-	6703 - Computer Equipment/Rentals	-	3,800	2,828	3,800	-	0 %
-	Other Goods & Services	-	20,273	1,754	8,300	(11,973)	-59 %
-	6902 - Conferences and Workshops	-	1,773	-	1,800	27	2 %
-	6903 - Travel - Local	-	500	914	500	-	0 %
-	6904 - Travel - Out of Town	-	9,000	-	2,000	(7,000)	-78 %
-	6905 - Training & Education	-	-	-	1,000	1,000	100 %
-	6912 - Advertising and Promotion	-	8,000	783	2,000	(6,000)	-75 %
-	6936 - Staff Relations	-	200	-	200	-	0 %
-	6999 - Other Goods and Services	-	800	57	800	-	0 %

-	Net	-	401,105	445,207	429,700	28,595	7 %
-	E112 - Corporate Communications Administ	-	-	3,146	-	-	0 %
-	Expense	-	-	3,146	-	-	0 %
-	Compensation and Benefits	-	-	84	-	-	0 %
-	6152 - Retirement Incentives	-	-	51	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	33	-	-	0 %
-	External Services	-	-	1,511	-	-	0 %
-	6399 - Contract Services	-	-	1,511	-	-	0 %
-	Materials	-	-	290	-	-	0 %
-	6504 - Hardware	-	-	176	-	-	0 %
-	6517 - Paint	-	-	114	-	-	0 %
-	Other Goods & Services	-	-	1,261	-	-	0 %
-	6919 - Special Projects	-	-	1,261	-	-	0 %
-	Net	-	-	3,146	-	-	0 %
-	A621 - Mrkt & Promotions - Harbour Solut	-	-	15	-	-	0 %
-	Expense	-	-	15	-	-	0 %
-	Office	-	-	15	-	-	0 %
-	6202 - Courier/Postage	-	-	15	-	-	0 %
-	Net	-	-	15	-	-	0 %
-	A320 - Accounting	2,441,725	2,560,988	2,545,868	2,455,000	(105,988)	-4 %
-	A322 - Payment Processing	633,380	572,987	543,517	572,000	(987)	0 %
-	Expense	648,380	587,987	563,060	592,000	4,013	1 %
-	Compensation and Benefits	644,900	584,487	557,810	587,000	2,513	0 %
-	6001 - Salaries - Regular	518,200	462,292	437,109	463,000	708	0 %
-	6002 - Salaries - Overtime	9,300	14,000	9,085	14,000	-	0 %
-	6005 - PDP Increases	-	-	(2,374)	-	-	0 %
-	6100 - Benefits - Salaries	104,700	96,747	94,079	99,000	2,253	2 %
-	6110 - Vacancy Management	-	-	9,313	-	-	0 %
-	6152 - Retirement Incentives	2,500	2,487	2,454	3,000	513	21 %
-	6154 - Workers' Compensation	10,200	8,961	8,144	8,000	(961)	-11 %
-	Office	3,300	3,300	5,250	4,800	1,500	45 %
-	6201 - Telephone	3,300	3,300	5,167	4,800	1,500	45 %
-	6207 - Office Supplies	-	-	83	-	-	0 %
-	Other Goods & Services	180	200	-	200	-	0 %
-	6903 - Travel - Local	180	200	-	200	-	0 %
-	Revenue	(15,000)	(15,000)	(19,543)	(20,000)	(5,000)	33 %
-	Other Revenue	(15,000)	(15,000)	(19,543)	(20,000)	(5,000)	33 %
-	5508 - Recoveries from External Pa	(15,000)	(15,000)	(19,543)	(20,000)	(5,000)	33 %
-	Net	663,380	602,987	664,963	612,000	9,013	1 %
-	A323 - Accounting Controls & Reporting	691,380	647,421	687,247	479,500	(167,921)	-26 %
-	Expense	691,380	647,421	688,313	479,500	(167,921)	-26 %
-	Compensation and Benefits	687,100	643,407	683,009	474,000	(169,407)	-26 %
-	6001 - Salaries - Regular	550,500	514,455	511,235	374,000	(140,455)	-27 %
-	6002 - Salaries - Overtime	11,200	18,000	23,312	18,000	-	0 %
-	6005 - PDP Increases	-	-	(10,478)	-	-	0 %
-	6100 - Benefits - Salaries	111,700	98,857	94,172	74,000	(24,857)	-25 %
-	6110 - Vacancy Management	-	-	53,074	-	-	0 %
-	6152 - Retirement Incentives	2,900	2,911	2,775	2,000	(911)	-31 %
-	6154 - Workers' Compensation	10,800	9,184	8,919	6,000	(3,184)	-35 %
-	Office	3,500	2,614	4,140	4,100	1,486	57 %
-	6201 - Telephone	3,500	2,614	4,140	4,100	1,486	57 %
-	Equipment & Communications	-	-	93	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	93	-	-	0 %
-	Other Goods & Services	780	1,400	1,071	1,400	-	0 %
-	6901 - Membership Dues	600	1,200	323	1,200	-	0 %
-	6903 - Travel - Local	180	200	680	200	-	0 %
-	6938 - Rewarding Excellence	-	-	68	-	-	0 %
-	Revenue	-	-	(1,066)	-	-	0 %
-	Other Revenue	-	-	(1,066)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,066)	-	-	0 %
-	Net	691,380	647,421	1,065,081	479,500	(167,921)	-26 %
-	A324 - Accounting Service Delivery	387,380	1,026,200	969,305	960,700	(65,500)	-6 %
-	Expense	387,380	1,026,200	971,956	960,700	(65,500)	-6 %
-	Compensation and Benefits	383,700	1,020,200	968,555	956,500	(63,700)	-6 %
-	6001 - Salaries - Regular	318,900	817,400	730,542	782,000	(35,400)	-4 %
-	6002 - Salaries - Overtime	700	24,000	20,983	24,000	-	0 %
-	6005 - PDP Increases	-	-	(11,594)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,385	-	-	0 %
-	6100 - Benefits - Salaries	57,200	159,442	146,323	155,000	(4,442)	-3 %
-	6110 - Vacancy Management	-	-	63,572	(22,500)	(22,500)	100 %
-	6152 - Retirement Incentives	1,900	4,529	4,321	5,000	471	10 %
-	6154 - Workers' Compensation	5,000	14,829	13,023	13,000	(1,829)	-12 %
-	Office	1,900	4,200	2,931	2,400	(1,800)	-43 %
-	6201 - Telephone	1,900	4,200	1,454	2,400	(1,800)	-43 %
-	6207 - Office Supplies	-	-	1,477	-	-	0 %
-	Other Goods & Services	1,780	1,800	470	1,800	-	0 %

-	6901 - Membership Dues	700	700	-	700	-	0 %
-	6903 - Travel - Local	1,080	1,100	470	1,100	-	0 %
-	Revenue	-	-	(2,651)	-	-	0 %
-	Other Revenue	-	-	(2,651)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,651)	-	-	0 %
-	Net	387,380	1,026,200	1,312,551	1,005,700	(20,500)	-2 %
-	A321 - Accounting Administration	730,305	322,239	345,799	442,800	120,561	37 %
-	Expense	730,305	322,239	345,799	442,800	120,561	37 %
-	Compensation and Benefits	569,500	166,696	147,024	273,000	106,304	64 %
-	6001 - Salaries - Regular	476,000	138,791	128,853	228,000	89,209	64 %
-	6002 - Salaries - Overtime	-	1,000	(4,937)	1,000	-	0 %
-	6005 - PDP Increases	-	-	(3,307)	-	-	0 %
-	6100 - Benefits - Salaries	83,200	24,324	23,859	40,000	15,676	64 %
-	6152 - Retirement Incentives	2,500	796	828	1,000	204	26 %
-	6154 - Workers' Compensation	7,800	1,785	1,728	3,000	1,215	68 %
-	Office	12,960	9,900	18,044	14,600	4,700	47 %
-	6201 - Telephone	4,000	1,000	3,677	3,600	2,600	260 %
-	6202 - Courier/Postage	450	400	811	800	400	100 %
-	6203 - Office Furniture and Equipm	1,080	1,100	1,988	1,500	400	36 %
-	6204 - Computer Software and Licen	500	500	1,732	500	-	0 %
-	6205 - Printing & Reproduction	-	-	1,542	1,000	1,000	100 %
-	6207 - Office Supplies	6,930	6,900	8,203	7,200	300	4 %
-	6299 - Other Office Expenses	-	-	91	-	-	0 %
-	External Services	128,000	133,100	166,464	138,000	4,900	4 %
-	6301 - Professional Fees	128,000	133,100	166,464	138,000	4,900	4 %
-	6305 - Property Appraisal	-	-	-	-	-	0 %
-	Supplies	-	-	25	-	-	0 %
-	6499 - Other Supplies	-	-	25	-	-	0 %
-	Equipment & Communications	-	-	1,115	500	500	100 %
-	6703 - Computer Equipment/Rentals	-	-	45	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	1,070	500	500	100 %
-	Other Goods & Services	19,845	12,543	13,127	16,700	4,157	33 %
-	6901 - Membership Dues	2,000	2,000	1,168	2,000	-	0 %
-	6902 - Conferences and Workshops	1,800	1,000	351	1,000	-	0 %
-	6903 - Travel - Local	270	300	858	300	-	0 %
-	6904 - Travel - Out of Town	1,775	1,800	778	1,800	-	0 %
-	6905 - Training & Education	12,100	6,900	8,650	10,000	3,100	45 %
-	6909 - Cost of Sales	-	-	-	-	-	0 %
-	6918 - Meals	-	-	363	-	-	0 %
-	6938 - Rewarding Excellence	1,900	543	236	600	57	10 %
-	6999 - Other Goods and Services	-	-	723	1,000	1,000	100 %
-	Net	730,305	322,239	499,301	442,800	120,561	37 %
-	A306 - Capital Salary Policy	(720)	(7,859)	-	-	7,859	-100 %
-	Expense	(720)	(7,859)	-	-	7,859	-100 %
-	Compensation and Benefits	117,600	119,227	-	-	(119,227)	-100 %
-	6001 - Salaries - Regular	96,900	98,037	98,278	-	(98,037)	-100 %
-	6002 - Salaries - Overtime	-	-	1,630	-	-	0 %
-	6100 - Benefits - Salaries	18,300	18,729	18,621	-	(18,729)	-100 %
-	6152 - Retirement Incentives	500	520	549	-	(520)	-100 %
-	6154 - Workers' Compensation	1,900	1,941	1,938	-	(1,941)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(121,016)	-	-	0 %
-	Office	6,980	-	-	-	-	0 %
-	6201 - Telephone	500	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	6,480	-	-	-	-	0 %
-	Other Goods & Services	800	-	-	-	-	0 %
-	6905 - Training & Education	700	-	-	-	-	0 %
-	6938 - Rewarding Excellence	100	-	-	-	-	0 %
-	Other Fiscal	(126,100)	(127,086)	-	-	127,086	-100 %
-	8024 - Transf to/fr Capital	(126,100)	(127,086)	-	-	127,086	-100 %
-	Net	251,480	246,313	354,074	-	(246,313)	-100 %
-	A550 - City Watch	119,800	121,000	63,703	119,100	(1,900)	-2 %
-	A551 - City Watch	119,800	121,000	63,703	119,100	(1,900)	-2 %
-	Expense	124,800	131,000	73,703	129,100	(1,900)	-1 %
-	Compensation and Benefits	59,400	60,600	33,987	60,600	-	0 %
-	6001 - Salaries - Regular	46,800	47,400	27,734	47,200	(200)	0 %
-	6002 - Salaries - Overtime	2,300	1,400	(1)	1,400	-	0 %
-	6100 - Benefits - Salaries	9,200	10,600	5,576	10,800	200	2 %
-	6152 - Retirement Incentives	200	300	155	300	-	0 %
-	6154 - Workers' Compensation	900	900	523	900	-	0 %
-	Office	5,000	23,100	22,920	23,100	-	0 %
-	6201 - Telephone	3,000	23,000	19,497	23,000	-	0 %
-	6204 - Computer Software and Licen	-	-	3,423	-	-	0 %
-	6207 - Office Supplies	2,000	100	-	100	-	0 %
-	Equipment & Communications	54,500	41,700	16,394	41,700	-	0 %
-	6705 - Equipment - Repair and Main	3,700	3,700	-	3,700	-	0 %
-	6706 - Computer Repair and Mainten	8,000	13,000	16,394	13,000	-	0 %

-	6711 - Communication System	42,800	25,000	-	25,000	-	0 %
-	Other Goods & Services	5,900	5,600	402	3,700	(1,900)	-34 %
-	6903 - Travel - Local	500	200	402	200	-	0 %
-	6905 - Training & Education	3,500	3,500	-	3,500	-	0 %
-	6912 - Advertising and Promotion	1,500	1,500	-	-	(1,500)	-100 %
-	6938 - Rewarding Excellence	400	400	-	-	(400)	-100 %
-	Revenue	(5,000)	(10,000)	(10,000)	(10,000)	-	0 %
-	Other Revenue	(5,000)	(10,000)	(10,000)	(10,000)	-	0 %
-	5508 - Recoveries from External Pa	(5,000)	(10,000)	(10,000)	(10,000)	-	0 %
-	Net	129,800	141,000	100,275	139,100	(1,900)	-1 %
-	A610 - Payroll	1,304,000	1,350,898	1,294,030	1,434,000	83,102	6 %
-	A616 - Payroll Service Delivery	-	-	-	729,000	729,000	100 %
-	Expense	-	-	-	767,000	767,000	100 %
-	Compensation and Benefits	-	-	-	761,800	761,800	100 %
-	6001 - Salaries - Regular	-	-	-	653,100	653,100	100 %
-	6002 - Salaries - Overtime	-	-	-	10,000	10,000	100 %
-	6100 - Benefits - Salaries	-	-	-	130,500	130,500	100 %
-	6110 - Vacancy Management	-	-	-	(51,100)	(51,100)	100 %
-	6152 - Retirement Incentives	-	-	-	3,600	3,600	100 %
-	6154 - Workers' Compensation	-	-	-	15,400	15,400	100 %
-	6155 - Overtime Meals	-	-	-	300	300	100 %
-	Office	-	-	-	1,900	1,900	100 %
-	6203 - Office Furniture and Equipm	-	-	-	1,900	1,900	100 %
-	Other Goods & Services	-	-	-	3,300	3,300	100 %
-	6903 - Travel - Local	-	-	-	2,100	2,100	100 %
-	6905 - Training & Education	-	-	-	1,200	1,200	100 %
-	Revenue	-	-	-	(38,000)	(38,000)	100 %
-	Other Revenue	-	-	-	(38,000)	(38,000)	100 %
-	5508 - Recoveries from External Pa	-	-	-	(38,000)	(38,000)	100 %
-	Net	-	-	-	907,200	907,200	100 %
-	A615 - Payroll Operations	1,304,000	1,350,898	1,294,030	416,000	(934,898)	-69 %
-	Expense	1,311,800	1,358,698	1,343,820	416,000	(942,698)	-69 %
-	Compensation and Benefits	1,264,200	1,317,655	1,305,314	377,100	(940,555)	-71 %
-	6001 - Salaries - Regular	1,008,900	1,061,316	1,041,645	311,600	(749,716)	-71 %
-	6002 - Salaries - Overtime	30,700	17,778	17,514	2,000	(15,778)	-89 %
-	6005 - PDP Increases	-	-	(11,167)	-	-	0 %
-	6100 - Benefits - Salaries	197,200	209,065	200,751	56,900	(152,165)	-73 %
-	6110 - Vacancy Management	-	-	27,353	-	-	0 %
-	6152 - Retirement Incentives	5,500	5,814	5,931	1,900	(3,914)	-67 %
-	6154 - Workers' Compensation	21,400	23,182	23,237	4,700	(18,482)	-80 %
-	6155 - Overtime Meals	500	500	50	-	(500)	-100 %
-	Office	25,300	24,789	30,435	29,400	4,611	19 %
-	6201 - Telephone	7,300	6,989	7,921	9,000	2,011	29 %
-	6202 - Courier/Postage	4,500	4,500	4,871	5,000	500	11 %
-	6203 - Office Furniture and Equipm	4,050	4,000	3,173	1,000	(3,000)	-75 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	180	-	449	500	500	100 %
-	6207 - Office Supplies	9,270	9,300	13,921	13,900	4,600	49 %
-	External Services	200	300	1,033	1,100	800	267 %
-	6309 - Litigation Disbursements	-	-	33	-	-	0 %
-	6399 - Contract Services	200	300	1,000	1,100	800	267 %
-	Equipment & Communications	-	-	1,074	-	-	0 %
-	6702 - Small Tools	-	-	22	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	70	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	982	-	-	0 %
-	Other Goods & Services	22,100	15,954	5,964	8,400	(7,554)	-47 %
-	6901 - Membership Dues	1,000	1,000	683	700	(300)	-30 %
-	6902 - Conferences and Workshops	2,070	1,118	911	1,100	(18)	-2 %
-	6903 - Travel - Local	5,130	5,100	1,404	2,000	(3,100)	-61 %
-	6905 - Training & Education	10,600	6,085	624	2,000	(4,085)	-67 %
-	6907 - Commission Fees	-	-	75	-	-	0 %
-	6913 - Awards	3,300	2,651	281	2,600	(51)	-2 %
-	6918 - Meals	-	-	44	-	-	0 %
-	6938 - Rewarding Excellence	-	-	515	-	-	0 %
-	6999 - Other Goods and Services	-	-	1,427	-	-	0 %
-	Revenue	(7,800)	(7,800)	(49,790)	-	7,800	-100 %
-	Other Revenue	(7,800)	(7,800)	(49,790)	-	7,800	-100 %
-	5508 - Recoveries from External Pa	(7,800)	(7,800)	(49,790)	-	7,800	-100 %
-	Net	1,319,600	1,366,498	1,819,312	416,000	(950,498)	-70 %
-	A617 - Payroll Processing	-	-	-	289,000	289,000	100 %
-	Expense	-	-	-	289,000	289,000	100 %
-	Compensation and Benefits	-	-	-	283,900	283,900	100 %
-	6001 - Salaries - Regular	-	-	-	228,900	228,900	100 %
-	6002 - Salaries - Overtime	-	-	-	6,000	6,000	100 %
-	6100 - Benefits - Salaries	-	-	-	43,700	43,700	100 %
-	6152 - Retirement Incentives	-	-	-	1,300	1,300	100 %

-	6154 - Workers' Compensation	-	-	-	3,800	3,800	100 %
-	6155 - Overtime Meals	-	-	-	200	200	100 %
-	Office	-	-	-	1,000	1,000	100 %
-	6203 - Office Furniture and Equipm	-	-	-	1,000	1,000	100 %
-	Other Goods & Services	-	-	-	4,100	4,100	100 %
-	6903 - Travel - Local	-	-	-	1,000	1,000	100 %
-	6905 - Training & Education	-	-	-	3,100	3,100	100 %
-	Net	-	-	-	289,000	289,000	100 %
-	C710 - Market Development	386,600	389,350	388,971	393,000	3,650	1 %
-	C711 - Destination Halifax	386,600	389,350	388,971	393,000	3,650	1 %
-	Expense	1,984,800	1,987,550	2,161,273	1,992,000	4,450	0 %
-	Compensation and Benefits	94,700	97,450	97,071	101,000	3,550	4 %
-	6001 - Salaries - Regular	79,960	82,238	84,950	85,000	2,762	3 %
-	6005 - PDP Increases	-	-	(3,584)	-	-	0 %
-	6100 - Benefits - Salaries	13,270	13,697	14,161	14,000	303	2 %
-	6152 - Retirement Incentives	460	485	530	1,000	515	106 %
-	6154 - Workers' Compensation	1,010	1,030	1,014	1,000	(30)	-3 %
-	Other Fiscal	1,890,100	1,890,100	2,064,202	1,891,000	900	0 %
-	8001 - Transfer to Outside Agencie	1,598,200	1,598,200	1,772,302	1,891,000	292,800	18 %
-	8004 - Grants	291,900	291,900	291,900	-	(291,900)	-100 %
-	Revenue	(1,598,200)	(1,598,200)	(1,772,302)	(1,599,000)	(800)	0 %
-	Other Revenue	(1,598,200)	(1,598,200)	(1,772,302)	(1,599,000)	(800)	0 %
-	5508 - Recoveries from External Pa	(1,598,200)	(1,598,200)	(1,772,302)	(1,599,000)	(800)	0 %
-	Net	3,583,000	3,585,750	6,042,947	3,591,000	5,250	0 %
-	E007 - Mayors Office	752,946	775,447	674,454	780,600	5,153	1 %
-	E300 - Mayor's office	752,946	775,447	674,454	780,600	5,153	1 %
-	Expense	788,746	775,447	708,407	805,000	29,553	4 %
-	Compensation and Benefits	598,160	584,862	620,866	623,700	38,838	7 %
-	6001 - Salaries - Regular	517,390	501,247	518,573	546,000	44,753	9 %
-	6002 - Salaries - Overtime	4,500	3,000	62	2,000	(1,000)	-33 %
-	6005 - PDP Increases	-	-	(7,913)	-	-	0 %
-	6100 - Benefits - Salaries	66,800	71,228	88,576	73,000	1,772	2 %
-	6110 - Vacancy Management	-	-	13,156	(6,300)	(6,300)	100 %
-	6152 - Retirement Incentives	1,970	2,313	2,247	2,000	(313)	-14 %
-	6154 - Workers' Compensation	7,500	7,074	6,165	7,000	(74)	-1 %
-	Office	26,636	30,685	19,918	30,100	(585)	-2 %
-	6201 - Telephone	7,700	11,000	7,289	11,000	-	0 %
-	6202 - Courier/Postage	2,250	3,000	1,564	3,000	-	0 %
-	6203 - Office Furniture and Equipm	1,350	1,350	621	1,300	(50)	-4 %
-	6205 - Printing & Reproduction	1,350	1,350	621	1,300	(50)	-4 %
-	6207 - Office Supplies	13,986	13,985	9,823	13,500	(485)	-3 %
-	External Services	2,500	2,500	157	2,500	-	0 %
-	6399 - Contract Services	2,500	2,500	157	2,500	-	0 %
-	Supplies	-	500	468	500	-	0 %
-	6406 - Bridge Tolls	-	500	468	500	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	-	-	0 %
-	Materials	-	-	83	-	-	0 %
-	6513 - Seeds & Plants	-	-	83	-	-	0 %
-	Equipment & Communications	500	500	120	500	-	0 %
-	6703 - Computer Equipment/Rentals	500	500	37	500	-	0 %
-	6711 - Communication System	-	-	83	-	-	0 %
-	Other Goods & Services	160,950	156,400	66,540	147,700	(8,700)	-6 %
-	6901 - Membership Dues	500	500	-	500	-	0 %
-	6902 - Conferences and Workshops	11,700	11,700	-	3,000	(8,700)	-74 %
-	6903 - Travel - Local	4,500	6,000	4,860	6,000	-	0 %
-	6904 - Travel - Out of Town	10,650	12,000	3,722	12,000	-	0 %
-	6905 - Training & Education	3,500	3,500	2,798	3,500	-	0 %
-	6912 - Advertising and Promotion	24,300	24,300	12,452	24,300	-	0 %
-	6913 - Awards	2,000	2,000	459	2,000	-	0 %
-	6917 - Books and Periodicals	1,000	1,000	709	1,000	-	0 %
-	6933 - Community Events	93,800	95,400	41,439	95,400	-	0 %
-	6999 - Other Goods and Services	9,000	-	101	-	-	0 %
-	Interdepartmental	-	-	255	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	255	-	-	0 %
-	Revenue	(35,800)	-	(33,953)	(24,400)	(24,400)	100 %
-	Other Revenue	(35,800)	-	(33,953)	(24,400)	(24,400)	100 %
-	5508 - Recoveries from External Pa	(35,800)	-	(33,953)	(24,400)	(24,400)	100 %
-	Net	824,546	775,447	960,718	842,000	66,553	9 %
-	P170 - Chief's Division	1,975,320	1,832,200	2,348,400	1,772,600	(59,600)	-3 %
-	P105 - Chief's Office	1,235,800	1,024,900	1,778,372	1,073,000	48,100	5 %
-	Expense	1,235,800	1,048,000	1,882,859	1,162,700	114,700	11 %
-	Compensation and Benefits	908,300	600,400	669,974	719,400	119,000	20 %
-	6001 - Salaries - Regular	775,200	517,700	558,633	611,100	93,400	18 %
-	6002 - Salaries - Overtime	5,000	-	5,565	-	-	0 %
-	6005 - PDP Increases	-	-	(15,590)	-	-	0 %
-	6050 - Court Time	-	-	1,358	-	-	0 %

-	6052 - Shift Differentials	-	-	712	-	-	0 %
-	6053 - Extra Duty	-	-	233	-	-	0 %
-	6100 - Benefits - Salaries	110,800	69,400	108,298	93,900	24,500	35 %
-	6152 - Retirement Incentives	4,800	3,100	3,563	3,900	800	26 %
-	6154 - Workers' Compensation	7,400	5,100	5,075	5,400	300	6 %
-	6156 - Clothing Allowance	5,100	5,100	3,500	5,100	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(233)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,140)	-	-	0 %
-	Office	77,400	113,700	142,433	112,700	(1,000)	-1 %
-	6201 - Telephone	12,300	27,200	23,592	27,200	-	0 %
-	6202 - Courier/Postage	-	-	97	-	-	0 %
-	6203 - Office Furniture and Equipm	2,400	2,400	977	3,000	600	25 %
-	6204 - Computer Software and Licen	55,200	81,600	117,059	81,000	(600)	-1 %
-	6205 - Printing & Reproduction	-	-	169	-	-	0 %
-	6207 - Office Supplies	7,500	2,500	539	1,500	(1,000)	-40 %
-	External Services	106,000	226,000	466,251	476,000	250,000	111 %
-	6399 - Contract Services	106,000	226,000	466,251	476,000	250,000	111 %
-	Building Costs	-	-	52	-	-	0 %
-	6699 - Other Building Cost	-	-	52	-	-	0 %
-	Equipment & Communications	1,000	300	1,671	-	(300)	-100 %
-	6701 - Equipment Purchase	1,000	300	-	-	(300)	-100 %
-	6703 - Computer Equipment/Rentals	-	-	15	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	91	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	1,565	-	-	0 %
-	Other Goods & Services	68,100	27,100	20,870	24,100	(3,000)	-11 %
-	6901 - Membership Dues	4,600	2,400	6,494	2,400	-	0 %
-	6902 - Conferences and Workshops	2,800	1,500	439	1,500	-	0 %
-	6903 - Travel - Local	700	500	-	500	-	0 %
-	6904 - Travel - Out of Town	12,000	8,000	2,990	8,000	-	0 %
-	6905 - Training & Education	1,300	-	-	-	-	0 %
-	6912 - Advertising and Promotion	4,700	1,500	3,104	-	(1,500)	-100 %
-	6917 - Books and Periodicals	100	200	250	200	-	0 %
-	6918 - Meals	2,500	3,000	1,301	3,500	500	17 %
-	6938 - Rewarding Excellence	39,300	10,000	6,292	8,000	(2,000)	-20 %
-	6999 - Other Goods and Services	100	-	-	-	-	0 %
-	Interdepartmental	-	-	282	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	282	-	-	0 %
-	Other Fiscal	75,000	80,500	581,326	(169,500)	(250,000)	-311 %
-	8003 - Insurance Policies and Prem	75,000	80,500	81,326	80,500	-	0 %
-	8008 - Transfer to/from Reserves	-	-	500,000	(250,000)	(250,000)	100 %
-	Revenue	-	(23,100)	(104,487)	(89,700)	(66,600)	288 %
-	Other Revenue	-	(23,100)	(104,487)	(89,700)	(66,600)	288 %
-	5508 - Recoveries from External Pa	-	(23,100)	(104,487)	(89,700)	(66,600)	288 %
-	Net	1,235,800	1,071,100	2,217,424	1,752,400	681,300	64 %
-	P120 - Public Affairs	351,390	420,000	424,451	438,200	18,200	4 %
-	Expense	351,390	420,000	424,451	438,200	18,200	4 %
-	Compensation and Benefits	339,800	408,500	399,708	420,400	11,900	3 %
-	6001 - Salaries - Regular	260,500	300,800	293,478	308,100	7,300	2 %
-	6002 - Salaries - Overtime	23,000	45,300	49,837	45,300	-	0 %
-	6050 - Court Time	1,200	1,200	-	1,200	-	0 %
-	6052 - Shift Differentials	900	900	-	900	-	0 %
-	6100 - Benefits - Salaries	48,400	54,300	56,163	59,000	4,700	9 %
-	6152 - Retirement Incentives	2,000	2,100	2,162	2,200	100	5 %
-	6154 - Workers' Compensation	3,500	3,600	3,032	3,400	(200)	-6 %
-	6156 - Clothing Allowance	300	300	300	300	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(5,264)	-	-	0 %
-	Office	6,300	3,100	2,534	3,000	(100)	-3 %
-	6201 - Telephone	2,200	2,100	1,619	2,100	-	0 %
-	6202 - Courier/Postage	-	-	10	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	845	-	-	0 %
-	6204 - Computer Software and Licen	3,100	-	-	-	-	0 %
-	6205 - Printing & Reproduction	100	100	-	-	(100)	-100 %
-	6207 - Office Supplies	900	900	60	900	-	0 %
-	Other Goods & Services	5,290	8,400	22,209	14,800	6,400	76 %
-	6912 - Advertising and Promotion	4,590	7,900	22,036	14,800	6,900	87 %
-	6917 - Books and Periodicals	-	-	173	-	-	0 %
-	6918 - Meals	700	500	-	-	(500)	-100 %
-	Net	351,390	420,000	484,335	438,200	18,200	4 %
-	S110 - General Manager's Office	136,030	141,100	74,779	142,100	1,000	1 %
-	Expense	136,030	141,100	74,779	142,100	1,000	1 %
-	Compensation and Benefits	133,300	138,600	73,419	141,100	2,500	2 %
-	6001 - Salaries - Regular	114,000	119,100	64,961	119,100	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(3,933)	-	-	0 %
-	6100 - Benefits - Salaries	15,600	15,800	9,968	18,300	2,500	16 %
-	6152 - Retirement Incentives	700	700	444	700	-	0 %

-	6154 - Workers' Compensation	1,000	1,000	379	1,000	-	0 %
-	6156 - Clothing Allowance	2,000	2,000	1,600	2,000	-	0 %
-	Office	1,200	1,000	772	1,000	-	0 %
-	6201 - Telephone	600	400	565	400	-	0 %
-	6207 - Office Supplies	600	600	207	600	-	0 %
-	Other Goods & Services	1,530	1,500	588	-	(1,500)	-100 %
-	6904 - Travel - Out of Town	-	-	588	-	-	0 %
-	6999 - Other Goods and Services	1,530	1,500	-	-	(1,500)	-100 %
-	Net	136,030	141,100	144,309	142,100	1,000	1 %
-	S120 - Comm. Proj. Admin.	245,100	239,200	60,348	82,300	(156,900)	-66 %
-	Expense	245,100	239,200	60,348	82,300	(156,900)	-66 %
-	Compensation and Benefits	167,410	161,500	56,877	48,000	(113,500)	-70 %
-	6001 - Salaries - Regular	134,862	131,400	38,561	39,300	(92,100)	-70 %
-	6002 - Salaries - Overtime	5,000	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(1,422)	-	-	0 %
-	6100 - Benefits - Salaries	23,148	26,800	8,287	7,800	(19,000)	-71 %
-	6110 - Vacancy Management	-	-	10,402	-	-	0 %
-	6152 - Retirement Incentives	1,000	800	283	200	(600)	-75 %
-	6154 - Workers' Compensation	3,400	2,500	766	700	(1,800)	-72 %
-	Office	17,390	17,400	1,988	5,000	(12,400)	-71 %
-	6201 - Telephone	1,300	1,300	-	1,300	-	0 %
-	6202 - Courier/Postage	1,800	1,800	-	800	(1,000)	-56 %
-	6203 - Office Furniture and Equipm	1,500	1,500	-	-	(1,500)	-100 %
-	6204 - Computer Software and Licen	5,500	5,500	-	-	(5,500)	-100 %
-	6205 - Printing & Reproduction	4,390	4,400	1,925	-	(4,400)	-100 %
-	6207 - Office Supplies	2,900	2,900	63	2,900	-	0 %
-	External Services	38,000	38,000	-	10,000	(28,000)	-74 %
-	6399 - Contract Services	38,000	38,000	-	10,000	(28,000)	-74 %
-	Equipment & Communications	3,000	6,000	-	6,000	-	0 %
-	6706 - Computer Repair and Mainten	3,000	6,000	-	6,000	-	0 %
-	Other Goods & Services	19,300	16,300	1,483	13,300	(3,000)	-18 %
-	6903 - Travel - Local	2,500	2,500	401	2,500	-	0 %
-	6904 - Travel - Out of Town	2,000	2,000	-	2,000	-	0 %
-	6905 - Training & Education	8,500	8,500	343	8,500	-	0 %
-	6912 - Advertising and Promotion	1,000	1,000	-	-	(1,000)	-100 %
-	6917 - Books and Periodicals	300	300	-	300	-	0 %
-	6918 - Meals	2,000	2,000	-	-	(2,000)	-100 %
-	6999 - Other Goods and Services	3,000	-	739	-	-	0 %
-	Net	245,100	239,200	96,546	82,300	(156,900)	-66 %
-	P135 - Board Of Police Comm	7,000	7,000	10,450	37,000	30,000	429 %
-	Expense	7,000	7,000	10,450	37,000	30,000	429 %
-	Other Goods & Services	7,000	7,000	10,450	37,000	30,000	429 %
-	6901 - Membership Dues	3,500	2,600	4,422	2,600	-	0 %
-	6902 - Conferences and Workshops	1,900	1,900	1,774	31,900	30,000	1,579 %
-	6904 - Travel - Out of Town	-	-	2,477	-	-	0 %
-	6918 - Meals	1,600	2,500	1,777	2,500	-	0 %
-	Net	7,000	7,000	10,450	37,000	30,000	429 %
-	P150 - Executive Office	2,702,970	2,899,200	2,859,740	2,629,600	(269,600)	-9 %
-	P270 - Commissionaires	1,298,500	1,238,900	1,335,161	1,010,100	(228,800)	-18 %
-	Expense	1,329,200	1,274,000	1,373,108	1,046,200	(227,800)	-18 %
-	Compensation and Benefits	171,900	-	-	-	-	0 %
-	6001 - Salaries - Regular	171,900	-	-	-	-	0 %
-	Office	700	700	-	-	(700)	-100 %
-	6201 - Telephone	700	700	-	-	(700)	-100 %
-	External Services	1,156,600	1,273,300	1,373,108	1,046,200	(227,100)	-18 %
-	6399 - Contract Services	1,156,600	1,273,300	1,373,108	1,046,200	(227,100)	-18 %
-	Revenue	(30,700)	(35,100)	(37,947)	(36,100)	(1,000)	3 %
-	Other Revenue	(30,700)	(35,100)	(37,947)	(36,100)	(1,000)	3 %
-	5508 - Recoveries from External Pa	(30,700)	(35,100)	(37,947)	(36,100)	(1,000)	3 %
-	Net	1,359,900	1,309,100	1,886,341	1,082,300	(226,800)	-17 %
-	P310 - R.A.P.I.D.	71,600	31,600	5,552	22,500	(9,100)	-29 %
-	Expense	71,600	31,600	5,702	22,500	(9,100)	-29 %
-	Compensation and Benefits	-	8,200	-	8,700	500	6 %
-	6002 - Salaries - Overtime	-	8,200	-	8,200	-	0 %
-	6100 - Benefits - Salaries	-	-	-	500	500	100 %
-	Office	23,400	13,800	5,702	13,800	-	0 %
-	6201 - Telephone	14,000	13,800	5,702	13,800	-	0 %
-	6204 - Computer Software and Licen	9,400	-	-	-	-	0 %
-	Equipment & Communications	47,600	9,000	-	-	(9,000)	-100 %
-	6701 - Equipment Purchase	33,000	6,000	-	-	(6,000)	-100 %
-	6703 - Computer Equipment/Rentals	-	3,000	-	-	(3,000)	-100 %
-	6711 - Communication System	14,600	-	-	-	-	0 %
-	Vehicle Expense	600	600	-	-	(600)	-100 %
-	6803 - Vehicle Fuel - Diesel	600	600	-	-	(600)	-100 %
-	Revenue	-	-	(150)	-	-	0 %
-	Other Revenue	-	-	(150)	-	-	0 %

-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(150)	-	-	0 %
-	Net	71,600	31,600	6,352	22,500	(9,100)	-29 %
-	P110 - Professional Stds	119,400	130,000	215,856	241,400	111,400	86 %
-	Expense	119,400	130,000	217,926	241,400	111,400	86 %
-	Compensation and Benefits	117,800	128,400	216,199	239,800	111,400	87 %
-	6001 - Salaries - Regular	98,100	103,500	140,908	195,900	92,400	89 %
-	6002 - Salaries - Overtime	1,200	6,000	7,710	6,000	-	0 %
-	6050 - Court Time	-	-	1,130	-	-	0 %
-	6052 - Shift Differentials	900	900	1,199	900	-	0 %
-	6100 - Benefits - Salaries	16,000	16,400	23,199	34,200	17,800	109 %
-	6110 - Vacancy Management	-	-	44,679	-	-	0 %
-	6152 - Retirement Incentives	800	800	1,028	1,500	700	88 %
-	6154 - Workers' Compensation	500	500	-	1,000	500	100 %
-	6156 - Clothing Allowance	300	300	600	300	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(4,254)	-	-	0 %
-	Office	1,200	1,200	747	1,200	-	0 %
-	6201 - Telephone	1,200	1,200	746	1,200	-	0 %
-	6207 - Office Supplies	-	-	1	-	-	0 %
-	External Services	-	-	495	-	-	0 %
-	6399 - Contract Services	-	-	495	-	-	0 %
-	Other Goods & Services	400	400	485	400	-	0 %
-	6904 - Travel - Out of Town	400	400	-	400	-	0 %
-	6917 - Books and Periodicals	-	-	485	-	-	0 %
-	Revenue	-	-	(2,070)	-	-	0 %
-	Other Revenue	-	-	(2,070)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,070)	-	-	0 %
-	Net	119,400	130,000	275,304	241,400	111,400	86 %
-	P255 - Exhibits & Property	347,770	376,400	369,607	366,100	(10,300)	-3 %
-	Expense	347,770	376,400	369,657	366,100	(10,300)	-3 %
-	Compensation and Benefits	105,700	109,000	107,794	110,300	1,300	1 %
-	6001 - Salaries - Regular	85,000	86,300	88,550	87,200	900	1 %
-	6002 - Salaries - Overtime	1,000	2,300	(205)	2,300	-	0 %
-	6005 - PDP Increases	-	-	(1,364)	-	-	0 %
-	6100 - Benefits - Salaries	17,500	18,200	18,593	18,700	500	3 %
-	6152 - Retirement Incentives	500	500	522	500	-	0 %
-	6154 - Workers' Compensation	1,700	1,700	1,698	1,600	(100)	-6 %
-	Office	13,670	15,600	32,283	13,000	(2,600)	-17 %
-	6201 - Telephone	600	500	1,238	1,200	700	140 %
-	6202 - Courier/Postage	5,170	7,200	21,119	5,000	(2,200)	-31 %
-	6203 - Office Furniture and Equipm	3,100	3,100	2,319	3,000	(100)	-3 %
-	6205 - Printing & Reproduction	-	-	68	-	-	0 %
-	6207 - Office Supplies	4,800	4,800	7,539	3,800	(1,000)	-21 %
-	Supplies	225,200	250,600	220,295	241,600	(9,000)	-4 %
-	6401 - Uniforms & Clothing	225,200	250,600	179,880	227,600	(23,000)	-9 %
-	6402 - Medical & First Aid Supplie	-	-	519	-	-	0 %
-	6403 - Patrol Equip Supplies	-	-	39,572	14,000	14,000	100 %
-	6404 - Recreation Programming Supp	-	-	33	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	291	-	-	0 %
-	Equipment & Communications	1,200	1,200	1,040	1,200	-	0 %
-	6705 - Equipment - Repair and Main	1,200	1,200	1,040	1,200	-	0 %
-	Vehicle Expense	-	-	30	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	30	-	-	0 %
-	Other Goods & Services	-	-	8,215	-	-	0 %
-	6904 - Travel - Out of Town	-	-	765	-	-	0 %
-	6905 - Training & Education	-	-	1,770	-	-	0 %
-	6917 - Books and Periodicals	-	-	5,485	-	-	0 %
-	6918 - Meals	-	-	195	-	-	0 %
-	Interdepartmental	2,000	-	-	-	-	0 %
-	7002 - Other Interdepartmental Cha	2,000	-	-	-	-	0 %
-	Revenue	-	-	(50)	-	-	0 %
-	Other Revenue	-	-	(50)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(50)	-	-	0 %
-	Net	347,770	376,400	443,533	366,100	(10,300)	-3 %
-	P125 - Audit & Planning	349,900	625,100	421,278	471,600	(153,500)	-25 %
-	Expense	349,900	625,100	421,278	471,600	(153,500)	-25 %
-	Compensation and Benefits	329,500	605,400	402,868	465,900	(139,500)	-23 %
-	6001 - Salaries - Regular	278,500	495,700	332,972	371,200	(124,500)	-25 %
-	6002 - Salaries - Overtime	-	22,500	6,144	22,500	-	0 %
-	6050 - Court Time	-	-	2,809	-	-	0 %
-	6052 - Shift Differentials	-	-	495	-	-	0 %
-	6053 - Extra Duty	-	-	693	-	-	0 %
-	6100 - Benefits - Salaries	46,200	80,100	60,926	66,400	(13,700)	-17 %
-	6152 - Retirement Incentives	2,300	3,600	2,597	2,800	(800)	-22 %
-	6154 - Workers' Compensation	1,600	2,600	60	2,100	(500)	-19 %
-	6156 - Clothing Allowance	900	900	4,100	900	-	0 %

-	9200 - HR CATS Wage/Ben	-	-	(693)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(7,235)	-	-	0 %
-	Office	3,100	2,400	14,046	2,400	-	0 %
-	6201 - Telephone	2,900	2,200	13,967	2,200	-	0 %
-	6207 - Office Supplies	200	200	79	200	-	0 %
-	Supplies	2,000	2,000	945	2,000	-	0 %
-	6403 - Patrol Equip Supplies	2,000	2,000	945	2,000	-	0 %
-	Building Costs	-	5,000	-	-	(5,000)	-100 %
-	6699 - Other Building Cost	-	5,000	-	-	(5,000)	-100 %
-	Equipment & Communications	15,200	10,200	919	1,200	(9,000)	-88 %
-	6701 - Equipment Purchase	4,000	4,000	-	-	(4,000)	-100 %
-	6703 - Computer Equipment/Rentals	10,000	5,000	-	-	(5,000)	-100 %
-	6705 - Equipment - Repair and Main	1,200	1,200	919	1,200	-	0 %
-	Other Goods & Services	100	100	-	100	-	0 %
-	6901 - Membership Dues	100	100	-	100	-	0 %
-	Other Fiscal	-	-	2,500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	2,500	-	-	0 %
-	Net	349,900	625,100	616,218	471,600	(153,500)	-25 %
-	P311 - Projects Unit	434,800	416,600	388,834	437,300	20,700	5 %
-	Expense	434,800	416,600	388,834	437,300	20,700	5 %
-	Compensation and Benefits	405,300	404,000	384,417	425,200	21,200	5 %
-	6001 - Salaries - Regular	335,100	333,800	317,925	351,900	18,100	5 %
-	6002 - Salaries - Overtime	1,100	700	(165)	700	-	0 %
-	6005 - PDP Increases	-	-	(3,061)	-	-	0 %
-	6100 - Benefits - Salaries	61,600	62,100	62,673	65,100	3,000	5 %
-	6152 - Retirement Incentives	2,500	2,300	2,235	2,600	300	13 %
-	6154 - Workers' Compensation	5,000	5,100	4,810	4,900	(200)	-4 %
-	Office	27,500	12,100	4,335	11,600	(500)	-4 %
-	6201 - Telephone	300	7,600	3,797	7,600	-	0 %
-	6202 - Courier/Postage	-	-	6	-	-	0 %
-	6204 - Computer Software and Licen	26,500	4,000	415	3,500	(500)	-13 %
-	6207 - Office Supplies	700	500	117	500	-	0 %
-	Other Goods & Services	2,000	500	82	500	-	0 %
-	6903 - Travel - Local	2,000	500	82	500	-	0 %
-	Net	434,800	416,600	441,062	437,300	20,700	5 %
-	P130 - Facilities & Prop.	81,000	80,600	123,452	80,600	-	0 %
-	Expense	81,000	80,600	123,452	80,600	-	0 %
-	Office	20,400	10,000	6,526	10,000	-	0 %
-	6201 - Telephone	400	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	23	-	-	0 %
-	6203 - Office Furniture and Equipm	20,000	10,000	6,481	10,000	-	0 %
-	6207 - Office Supplies	-	-	22	-	-	0 %
-	External Services	4,000	4,000	10,219	4,000	-	0 %
-	6312 - Refuse Collection	-	-	1,712	-	-	0 %
-	6399 - Contract Services	4,000	4,000	8,507	4,000	-	0 %
-	Supplies	-	1,500	2,286	1,500	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	521	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	1,500	1,765	1,500	-	0 %
-	Materials	-	-	144	-	-	0 %
-	6517 - Paint	-	-	144	-	-	0 %
-	Building Costs	50,000	56,000	70,717	56,000	-	0 %
-	6699 - Other Building Cost	50,000	56,000	70,717	56,000	-	0 %
-	Equipment & Communications	-	9,100	12,214	9,100	-	0 %
-	6701 - Equipment Purchase	-	-	(92)	-	-	0 %
-	6704 - Equipment Rental	-	-	1,553	-	-	0 %
-	6705 - Equipment - Repair and Main	-	5,000	7,181	5,000	-	0 %
-	6708 - Mechanical Equipment	-	4,100	3,572	4,100	-	0 %
-	Other Goods & Services	6,600	-	-	-	-	0 %
-	6999 - Other Goods and Services	6,600	-	-	-	-	0 %
-	Interdepartmental	-	-	5,400	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	5,292	-	-	0 %
-	9911 - PM Labour-Reg	-	-	108	-	-	0 %
-	Compensation and Benefits	-	-	15,946	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	15,578	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	368	-	-	0 %
-	Net	81,000	80,600	164,596	80,600	-	0 %
-	P500 - Criminal Investigations Division	11,382,130	15,154,900	16,025,402	15,319,400	164,500	1 %
-	P316 - CID	(6,270)	1,009,900	1,432,929	1,346,400	336,500	33 %
-	Expense	3,950,030	5,029,600	5,588,606	5,512,300	482,700	10 %
-	Compensation and Benefits	2,930,700	3,989,800	4,547,943	4,939,100	949,300	24 %
-	6001 - Salaries - Regular	2,378,600	3,198,400	3,508,172	3,996,000	797,600	25 %
-	6002 - Salaries - Overtime	13,500	105,200	250,491	105,200	-	0 %
-	6050 - Court Time	6,400	6,400	110,355	6,400	-	0 %
-	6052 - Shift Differentials	20,400	20,400	36,952	20,400	-	0 %
-	6053 - Extra Duty	-	-	57,681	-	-	0 %
-	6100 - Benefits - Salaries	460,100	600,600	704,706	742,300	141,700	24 %

-	6152 - Retirement Incentives	19,700	23,400	26,671	30,300	6,900	29 %
-	6154 - Workers' Compensation	20,300	23,700	-	26,800	3,100	13 %
-	6156 - Clothing Allowance	11,700	11,700	32,900	11,700	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(57,558)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(122,427)	-	-	0 %
-	Office	15,000	15,000	(14,921)	15,000	-	0 %
-	6201 - Telephone	15,000	15,000	(15,123)	15,000	-	0 %
-	6202 - Courier/Postage	-	-	13	-	-	0 %
-	6207 - Office Supplies	-	-	189	-	-	0 %
-	External Services	-	-	180	-	-	0 %
-	6399 - Contract Services	-	-	180	-	-	0 %
-	Building Costs	-	-	521	-	-	0 %
-	6699 - Other Building Cost	-	-	521	-	-	0 %
-	Equipment & Communications	27,100	27,100	2,350	2,500	(24,600)	-91 %
-	6701 - Equipment Purchase	27,100	27,100	1,194	2,500	(24,600)	-91 %
-	6704 - Equipment Rental	-	-	958	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	198	-	-	0 %
-	Vehicle Expense	-	-	1,545	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	1,545	-	-	0 %
-	Other Goods & Services	524,230	544,700	574,288	555,700	11,000	2 %
-	6903 - Travel - Local	-	-	12,987	-	-	0 %
-	6904 - Travel - Out of Town	-	-	378	-	-	0 %
-	6911 - Facilities Rental	524,230	544,700	560,923	555,700	11,000	2 %
-	Other Fiscal	453,000	453,000	476,700	-	(453,000)	-100 %
-	8008 - Transfer to/from Reserves	453,000	453,000	476,700	-	(453,000)	-100 %
-	Revenue	(3,956,300)	(4,019,700)	(4,155,677)	(4,165,900)	(146,200)	4 %
-	Other Revenue	(3,956,300)	(4,019,700)	(4,155,677)	(4,165,900)	(146,200)	4 %
-	5508 - Recoveries from External Pa	(3,952,400)	(4,015,800)	(4,155,677)	(4,162,000)	(146,200)	4 %
-	5600 - Miscellaneous Revenue	(3,900)	(3,900)	-	(3,900)	-	0 %
-	Net	7,906,330	9,049,300	12,676,371	9,678,200	628,900	7 %
-	P335 - Special Enforcement	1,019,400	1,481,000	1,620,753	1,736,000	255,000	17 %
-	Expense	1,182,200	1,592,500	1,703,853	1,836,300	243,800	15 %
-	Compensation and Benefits	1,110,800	1,517,300	1,607,896	1,766,400	249,100	16 %
-	6001 - Salaries - Regular	836,000	1,105,600	1,223,776	1,304,500	198,900	18 %
-	6002 - Salaries - Overtime	77,700	166,700	202,303	166,700	-	0 %
-	6050 - Court Time	13,600	13,600	21,295	13,600	-	0 %
-	6052 - Shift Differentials	900	900	2,886	900	-	0 %
-	6053 - Extra Duty	-	-	2,747	-	-	0 %
-	6100 - Benefits - Salaries	154,800	200,500	226,657	247,900	47,400	24 %
-	6152 - Retirement Incentives	6,800	8,000	9,224	9,800	1,800	23 %
-	6154 - Workers' Compensation	6,500	7,500	759	8,500	1,000	13 %
-	6155 - Overtime Meals	-	-	10	-	-	0 %
-	6156 - Clothing Allowance	14,500	14,500	24,000	14,500	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(2,837)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(102,924)	-	-	0 %
-	Office	7,100	10,300	7,482	10,000	(300)	-3 %
-	6201 - Telephone	4,600	4,400	4,467	4,400	-	0 %
-	6202 - Courier/Postage	-	-	45	-	-	0 %
-	6203 - Office Furniture and Equipm	1,000	1,000	1,482	1,000	-	0 %
-	6204 - Computer Software and Licen	-	4,000	657	3,700	(300)	-8 %
-	6207 - Office Supplies	1,500	900	831	900	-	0 %
-	Supplies	37,000	37,600	62,620	37,600	-	0 %
-	6403 - Patrol Equip Supplies	37,000	37,600	62,620	37,600	-	0 %
-	Vehicle Expense	27,300	27,300	15,704	22,300	(5,000)	-18 %
-	6806 - Long Term Fleet Rentals	27,300	27,300	15,704	22,300	(5,000)	-18 %
-	Other Goods & Services	-	-	166	-	-	0 %
-	6902 - Conferences and Workshops	-	-	70	-	-	0 %
-	6904 - Travel - Out of Town	-	-	96	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	3,285	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,285	-	-	0 %
-	Other Fiscal	-	-	6,700	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	6,700	-	-	0 %
-	Revenue	(162,800)	(111,500)	(83,100)	(100,300)	11,200	-10 %
-	Other Revenue	(162,800)	(111,500)	(83,100)	(100,300)	11,200	-10 %
-	5508 - Recoveries from External Pa	(162,800)	(111,500)	(83,100)	(100,300)	11,200	-10 %
-	Net	1,345,000	1,704,000	2,439,873	1,936,600	232,600	14 %
-	P340 - Criminal Intel Unit	766,300	1,025,200	859,729	899,500	(125,700)	-12 %
-	Expense	857,300	1,025,200	986,650	1,000,300	(24,900)	-2 %
-	Compensation and Benefits	849,700	1,017,900	974,061	993,000	(24,900)	-2 %
-	6001 - Salaries - Regular	681,400	831,300	761,062	807,500	(23,800)	-3 %
-	6002 - Salaries - Overtime	20,100	13,100	47,824	13,100	-	0 %
-	6050 - Court Time	1,000	1,000	6,435	1,000	-	0 %
-	6052 - Shift Differentials	-	-	1,863	-	-	0 %
-	6053 - Extra Duty	-	-	1,718	-	-	0 %
-	6100 - Benefits - Salaries	124,500	148,900	137,739	147,800	(1,100)	-1 %

-	6110 - Vacancy Management	-	-	40,416	-	-	0 %
-	6150 - Honorariums	-	-	2,039	-	-	0 %
-	6152 - Retirement Incentives	5,700	6,100	6,021	6,100	-	0 %
-	6154 - Workers' Compensation	4,700	5,200	-	5,200	-	0 %
-	6156 - Clothing Allowance	12,300	12,300	12,300	12,300	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(1,718)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(41,638)	-	-	0 %
-	Office	5,000	4,700	4,613	4,700	-	0 %
-	6201 - Telephone	5,000	4,700	4,613	4,700	-	0 %
-	Supplies	2,000	2,000	2,164	2,000	-	0 %
-	6403 - Patrol Equip Supplies	2,000	2,000	2,164	2,000	-	0 %
-	Other Goods & Services	600	600	612	600	-	0 %
-	6901 - Membership Dues	600	600	612	600	-	0 %
-	Other Fiscal	-	-	5,200	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	5,200	-	-	0 %
-	Revenue	(91,000)	-	(126,921)	(100,800)	(100,800)	100 %
-	Other Revenue	(91,000)	-	(126,921)	(100,800)	(100,800)	100 %
-	5508 - Recoveries from External Pa	(91,000)	-	(126,921)	(100,800)	(100,800)	100 %
-	Net	948,300	1,025,200	1,626,347	1,101,100	75,900	7 %
-	P345 - Vice	406,500	942,800	838,726	788,600	(154,200)	-16 %
-	Expense	406,500	942,800	879,702	838,300	(104,500)	-11 %
-	Compensation and Benefits	371,100	910,900	822,713	778,400	(132,500)	-15 %
-	6001 - Salaries - Regular	283,200	705,900	588,698	585,800	(120,100)	-17 %
-	6002 - Salaries - Overtime	15,000	58,200	51,757	58,200	-	0 %
-	6005 - PDP Increases	-	-	(1,425)	-	-	0 %
-	6050 - Court Time	9,000	9,000	3,870	9,000	-	0 %
-	6052 - Shift Differentials	-	-	2,177	-	-	0 %
-	6053 - Extra Duty	-	-	4,354	-	-	0 %
-	6100 - Benefits - Salaries	51,800	120,500	175,058	109,700	(10,800)	-9 %
-	6152 - Retirement Incentives	2,400	5,000	4,716	4,500	(500)	-10 %
-	6154 - Workers' Compensation	2,100	4,700	3	3,600	(1,100)	-23 %
-	6156 - Clothing Allowance	7,600	7,600	10,100	7,600	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(4,587)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(12,008)	-	-	0 %
-	Office	3,900	400	789	400	-	0 %
-	6201 - Telephone	3,500	-	724	-	-	0 %
-	6207 - Office Supplies	400	400	65	400	-	0 %
-	External Services	31,500	31,500	51,500	59,500	28,000	89 %
-	6399 - Contract Services	31,500	31,500	51,500	59,500	28,000	89 %
-	Other Fiscal	-	-	4,700	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	4,700	-	-	0 %
-	Revenue	-	-	(40,976)	(49,700)	(49,700)	100 %
-	Other Revenue	-	-	(40,976)	(49,700)	(49,700)	100 %
-	5508 - Recoveries from External Pa	-	-	(40,976)	(49,700)	(49,700)	100 %
-	Net	406,500	942,800	1,195,266	888,000	(54,800)	-6 %
-	P360 - GIS	2,850,000	3,822,600	3,603,780	3,798,700	(23,900)	-1 %
-	Expense	3,237,600	4,051,200	3,824,259	4,076,000	24,800	1 %
-	Compensation and Benefits	3,324,800	4,140,100	3,760,087	4,043,400	(96,700)	-2 %
-	6001 - Salaries - Regular	2,594,000	3,101,600	2,920,590	3,153,300	51,700	2 %
-	6002 - Salaries - Overtime	110,700	318,000	501,756	318,000	-	0 %
-	6050 - Court Time	65,800	65,800	76,279	65,800	-	0 %
-	6052 - Shift Differentials	4,400	4,400	13,200	4,400	-	0 %
-	6053 - Extra Duty	-	-	19,499	-	-	0 %
-	6100 - Benefits - Salaries	462,200	558,300	493,335	592,200	33,900	6 %
-	6110 - Vacancy Management	-	-	3,556	(61,600)	(61,600)	100 %
-	6152 - Retirement Incentives	21,500	22,600	22,340	24,000	1,400	6 %
-	6154 - Workers' Compensation	16,600	19,800	-	19,200	(600)	-3 %
-	6156 - Clothing Allowance	49,600	49,600	62,000	49,600	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(112,652)	(121,500)	(121,500)	100 %
-	9200 - HR CATS Wage/Ben	-	-	(19,732)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(220,084)	-	-	0 %
-	Office	28,800	31,600	42,089	31,600	-	0 %
-	6201 - Telephone	23,800	22,100	29,041	22,100	-	0 %
-	6202 - Courier/Postage	-	-	150	-	-	0 %
-	6203 - Office Furniture and Equipm	1,500	5,000	3,328	5,000	-	0 %
-	6207 - Office Supplies	3,500	4,500	9,570	4,500	-	0 %
-	External Services	-	-	2,303	-	-	0 %
-	6399 - Contract Services	-	-	2,303	-	-	0 %
-	Supplies	4,000	400	(209)	400	-	0 %
-	6403 - Patrol Equip Supplies	4,000	400	(209)	400	-	0 %
-	Equipment & Communications	1,500	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	1,500	-	-	-	-	0 %
-	Other Goods & Services	-	600	189	600	-	0 %
-	6901 - Membership Dues	-	600	6	600	-	0 %
-	6904 - Travel - Out of Town	-	-	183	-	-	0 %
-	Interdepartmental	(121,500)	(121,500)	-	-	121,500	-100 %

-	7099 - Interdepartmental Chargebac	(121,500)	(121,500)	-	-	121,500	-100 %
-	Other Fiscal	-	-	19,800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	19,800	-	-	0 %
-	Revenue	(387,600)	(228,600)	(220,479)	(277,300)	(48,700)	21 %
-	Other Revenue	(387,600)	(228,600)	(220,479)	(277,300)	(48,700)	21 %
-	5508 - Recoveries from External Pa	(387,600)	(228,600)	(220,479)	(277,300)	(48,700)	21 %
-	Net	3,868,200	4,522,800	5,509,954	4,719,500	196,700	4 %
-	P375 - Formerly - Criminal Invest. Servi	2,620,910	2,464,700	2,216,071	2,426,000	(38,700)	-2 %
-	Expense	2,802,810	2,662,800	2,509,181	2,723,700	60,900	2 %
-	Compensation and Benefits	2,678,800	2,539,600	2,341,810	2,611,800	72,200	3 %
-	6001 - Salaries - Regular	2,027,600	1,929,000	1,841,537	1,972,500	43,500	2 %
-	6002 - Salaries - Overtime	160,100	131,300	226,567	131,300	-	0 %
-	6050 - Court Time	51,300	51,300	6,809	51,300	-	0 %
-	6052 - Shift Differentials	18,800	18,800	3,388	18,800	-	0 %
-	6053 - Extra Duty	-	-	12,984	-	-	0 %
-	6100 - Benefits - Salaries	356,300	347,800	331,483	374,900	27,100	8 %
-	6110 - Vacancy Management	-	-	42,142	-	-	0 %
-	6152 - Retirement Incentives	16,000	13,700	13,541	14,700	1,000	7 %
-	6154 - Workers' Compensation	15,200	14,200	3,345	14,800	600	4 %
-	6156 - Clothing Allowance	33,500	33,500	35,780	33,500	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(13,080)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(162,686)	-	-	0 %
-	Office	34,600	41,300	32,464	36,800	(4,500)	-11 %
-	6201 - Telephone	13,700	12,800	17,671	12,800	-	0 %
-	6202 - Courier/Postage	-	-	486	-	-	0 %
-	6203 - Office Furniture and Equipm	2,000	12,000	4,241	10,800	(1,200)	-10 %
-	6204 - Computer Software and Licen	100	1,000	276	1,000	-	0 %
-	6207 - Office Supplies	18,800	15,500	9,790	12,200	(3,300)	-21 %
-	External Services	-	-	2,541	-	-	0 %
-	6399 - Contract Services	-	-	2,541	-	-	0 %
-	Supplies	16,910	5,400	26,304	5,400	-	0 %
-	6403 - Patrol Equip Supplies	13,000	2,500	22,425	2,500	-	0 %
-	6499 - Other Supplies	3,910	2,900	3,879	2,900	-	0 %
-	Equipment & Communications	7,000	3,000	1,243	1,000	(2,000)	-67 %
-	6701 - Equipment Purchase	2,000	2,000	613	-	(2,000)	-100 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	6705 - Equipment - Repair and Main	5,000	1,000	610	1,000	-	0 %
-	Vehicle Expense	20,000	30,000	24,790	25,000	(5,000)	-17 %
-	6806 - Long Term Fleet Rentals	20,000	30,000	24,790	25,000	(5,000)	-17 %
-	Other Goods & Services	45,500	43,500	69,229	43,700	200	0 %
-	6903 - Travel - Local	-	-	19	-	-	0 %
-	6904 - Travel - Out of Town	45,000	43,200	60,426	43,200	-	0 %
-	6918 - Meals	500	300	192	500	200	67 %
-	6999 - Other Goods and Services	-	-	8,592	-	-	0 %
-	Other Fiscal	-	-	10,800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	10,800	-	-	0 %
-	Revenue	(181,900)	(198,100)	(293,110)	(297,700)	(99,600)	50 %
-	Other Revenue	(181,900)	(198,100)	(293,110)	(297,700)	(99,600)	50 %
-	5508 - Recoveries from External Pa	(181,900)	(198,100)	(293,110)	(297,700)	(99,600)	50 %
-	Net	2,984,710	2,860,900	3,777,541	3,021,400	160,500	6 %
-	P325 - Identification	1,410,490	2,020,100	1,462,201	1,673,300	(346,800)	-17 %
-	Expense	1,500,490	2,020,100	1,462,201	1,673,300	(346,800)	-17 %
-	Compensation and Benefits	1,434,300	1,840,000	1,300,774	1,500,700	(339,300)	-18 %
-	6001 - Salaries - Regular	1,116,400	1,366,200	1,023,702	1,071,200	(295,000)	-22 %
-	6002 - Salaries - Overtime	52,800	164,100	110,559	164,100	-	0 %
-	6050 - Court Time	27,200	27,200	11,096	27,200	-	0 %
-	6052 - Shift Differentials	900	900	1,652	900	-	0 %
-	6053 - Extra Duty	-	-	2,863	-	-	0 %
-	6100 - Benefits - Salaries	202,400	245,200	184,177	205,000	(40,200)	-16 %
-	6152 - Retirement Incentives	9,300	10,000	7,803	8,100	(1,900)	-19 %
-	6154 - Workers' Compensation	8,800	9,900	2,032	7,700	(2,200)	-22 %
-	6156 - Clothing Allowance	16,500	16,500	14,000	16,500	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(2,864)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(54,246)	-	-	0 %
-	Office	13,430	28,500	8,552	23,500	(5,000)	-18 %
-	6201 - Telephone	3,500	3,400	1,779	3,400	-	0 %
-	6202 - Courier/Postage	100	100	614	100	-	0 %
-	6203 - Office Furniture and Equipm	8,830	20,000	2,988	15,000	(5,000)	-25 %
-	6207 - Office Supplies	1,000	5,000	3,171	5,000	-	0 %
-	External Services	109,300	209,300	153,465	209,300	-	0 %
-	6303 - Consulting Fees	-	-	561	-	-	0 %
-	6399 - Contract Services	109,300	209,300	152,904	209,300	-	0 %
-	Supplies	48,960	43,000	36,319	38,000	(5,000)	-12 %
-	6401 - Uniforms & Clothing	3,000	2,000	3,503	2,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	39	-	-	0 %
-	6403 - Patrol Equip Supplies	1,000	1,000	7,483	1,000	-	0 %

-	6405 - Photography Supplies & Equi	44,960	40,000	25,294	35,000	(5,000)	-13 %
-	Equipment & Communications	2,500	6,500	63,708	9,000	2,500	38 %
-	6701 - Equipment Purchase	600	2,500	57,897	5,000	2,500	100 %
-	6705 - Equipment - Repair and Main	1,900	4,000	5,811	4,000	-	0 %
-	Other Goods & Services	1,300	2,100	1,323	2,100	-	0 %
-	6901 - Membership Dues	600	900	605	900	-	0 %
-	6904 - Travel - Out of Town	-	-	693	-	-	0 %
-	6905 - Training & Education	-	1,200	-	1,200	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	6918 - Meals	-	-	25	-	-	0 %
-	6999 - Other Goods and Services	500	-	-	-	-	0 %
-	Interdepartmental	-	-	(540)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	(540)	-	-	0 %
-	Other Fiscal	(109,300)	(109,300)	(101,400)	(109,300)	-	0 %
-	8008 - Transfer to/from Reserves	(109,300)	(109,300)	(101,400)	(109,300)	-	0 %
-	Revenue	(90,000)	-	-	-	-	0 %
-	Other Revenue	(90,000)	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	(90,000)	-	-	-	-	0 %
-	Net	1,809,090	2,238,700	2,353,007	1,891,900	(346,800)	-15 %
-	P313 - VICLAS	115,000	117,200	57,833	115,700	(1,500)	-1 %
-	Expense	115,000	117,200	115,982	115,700	(1,500)	-1 %
-	Compensation and Benefits	114,600	116,800	112,282	115,300	(1,500)	-1 %
-	6001 - Salaries - Regular	93,600	97,000	89,106	94,700	(2,300)	-2 %
-	6002 - Salaries - Overtime	1,900	600	1,382	600	-	0 %
-	6050 - Court Time	-	-	(121)	-	-	0 %
-	6053 - Extra Duty	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	15,900	16,100	17,481	16,900	800	5 %
-	6110 - Vacancy Management	-	-	1,472	-	-	0 %
-	6152 - Retirement Incentives	800	700	762	700	-	0 %
-	6154 - Workers' Compensation	500	500	-	500	-	0 %
-	6156 - Clothing Allowance	1,900	1,900	2,200	1,900	-	0 %
-	Office	400	400	-	400	-	0 %
-	6201 - Telephone	400	400	-	400	-	0 %
-	External Services	-	-	3,200	-	-	0 %
-	6303 - Consulting Fees	-	-	3,200	-	-	0 %
-	Other Fiscal	-	-	500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	500	-	-	0 %
-	Revenue	-	-	(58,149)	-	-	0 %
-	Other Revenue	-	-	(58,149)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(58,149)	-	-	0 %
-	Net	115,000	117,200	243,759	115,700	(1,500)	-1 %
-	P312 - SES Technical Unit	224,600	382,100	310,945	364,400	(17,700)	-5 %
-	Expense	224,600	382,100	310,945	364,400	(17,700)	-5 %
-	Compensation and Benefits	189,900	222,000	199,363	229,300	7,300	3 %
-	6001 - Salaries - Regular	153,400	158,400	162,365	163,100	4,700	3 %
-	6002 - Salaries - Overtime	2,500	28,900	17,314	28,900	-	0 %
-	6050 - Court Time	1,500	1,500	-	1,500	-	0 %
-	6100 - Benefits - Salaries	27,800	28,500	30,540	31,200	2,700	9 %
-	6152 - Retirement Incentives	1,300	1,200	1,204	1,200	-	0 %
-	6154 - Workers' Compensation	1,500	1,600	1,122	1,500	(100)	-6 %
-	6156 - Clothing Allowance	1,900	1,900	1,900	1,900	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(15,082)	-	-	0 %
-	Office	34,700	131,100	100,113	130,100	(1,000)	-1 %
-	6201 - Telephone	25,700	125,600	97,352	125,600	-	0 %
-	6203 - Office Furniture and Equipm	8,000	5,000	2,581	4,000	(1,000)	-20 %
-	6207 - Office Supplies	1,000	500	180	500	-	0 %
-	Building Costs	-	-	962	-	-	0 %
-	6607 - Electricity	-	-	962	-	-	0 %
-	Equipment & Communications	-	29,000	10,007	5,000	(24,000)	-83 %
-	6701 - Equipment Purchase	-	24,000	7,048	5,000	(19,000)	-79 %
-	6702 - Small Tools	-	5,000	2,438	-	(5,000)	-100 %
-	6707 - Plumbing & Heating	-	-	521	-	-	0 %
-	Other Fiscal	-	-	500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	500	-	-	0 %
-	Net	224,600	382,100	387,055	364,400	(17,700)	-5 %
-	P314 - Computer Forensics	191,100	214,100	228,108	214,400	300	0 %
-	Expense	191,100	214,100	228,108	214,400	300	0 %
-	Compensation and Benefits	188,900	191,100	184,667	201,700	10,600	6 %
-	6001 - Salaries - Regular	153,400	148,400	146,101	157,000	8,600	6 %
-	6002 - Salaries - Overtime	1,500	9,000	9,469	9,000	-	0 %
-	6050 - Court Time	1,500	1,500	-	1,500	-	0 %
-	6100 - Benefits - Salaries	27,800	27,100	27,997	29,100	2,000	7 %
-	6152 - Retirement Incentives	1,300	1,100	1,129	1,200	100	9 %
-	6154 - Workers' Compensation	1,500	2,100	2,052	2,000	(100)	-5 %
-	6156 - Clothing Allowance	1,900	1,900	-	1,900	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(2,081)	-	-	0 %

-	Office	2,200	8,000	41,042	7,700	(300)	-4 %
-	6201 - Telephone	1,500	1,300	9,498	1,300	-	0 %
-	6203 - Office Furniture and Equipm	400	400	-	400	-	0 %
-	6204 - Computer Software and Licen	-	6,000	31,391	5,700	(300)	-5 %
-	6207 - Office Supplies	300	300	153	300	-	0 %
-	Equipment & Communications	-	15,000	2,399	5,000	(10,000)	-67 %
-	6701 - Equipment Purchase	-	10,000	52	-	(10,000)	-100 %
-	6703 - Computer Equipment/Rentals	-	5,000	2,347	5,000	-	0 %
-	Net	191,100	214,100	306,574	214,400	300	0 %
-	P315 - Inves. Call BackUnit	255,000	107,300	91,288	73,000	(34,300)	-32 %
-	Expense	255,000	107,300	91,288	73,000	(34,300)	-32 %
-	Compensation and Benefits	246,900	99,400	73,433	65,100	(34,300)	-35 %
-	6001 - Salaries - Regular	203,000	81,700	15,647	51,500	(30,200)	-37 %
-	6002 - Salaries - Overtime	500	200	(4,533)	200	-	0 %
-	6050 - Court Time	-	-	-	-	-	0 %
-	6052 - Shift Differentials	900	900	-	900	-	0 %
-	6053 - Extra Duty	-	-	-	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,522	-	-	0 %
-	6099 - Other Allowances	-	-	4,522	-	-	0 %
-	6100 - Benefits - Salaries	38,300	14,600	6,579	10,700	(3,900)	-27 %
-	6110 - Vacancy Management	-	-	46,581	-	-	0 %
-	6152 - Retirement Incentives	1,700	600	115	400	(200)	-33 %
-	6154 - Workers' Compensation	1,600	500	-	500	-	0 %
-	6156 - Clothing Allowance	900	900	-	900	-	0 %
-	Office	8,100	7,900	17,855	7,900	-	0 %
-	6201 - Telephone	7,500	7,300	17,751	7,300	-	0 %
-	6204 - Computer Software and Licen	-	-	104	-	-	0 %
-	6207 - Office Supplies	600	600	-	600	-	0 %
-	Net	255,000	107,300	119,172	73,000	(34,300)	-32 %
-	P320 - Polygraph	188,000	105,900	146,244	109,000	3,100	3 %
-	Expense	188,000	105,900	146,244	109,000	3,100	3 %
-	Compensation and Benefits	186,900	104,800	145,389	107,900	3,100	3 %
-	6001 - Salaries - Regular	153,100	81,700	84,214	84,100	2,400	3 %
-	6002 - Salaries - Overtime	1,000	5,200	11,805	5,200	-	0 %
-	6100 - Benefits - Salaries	28,300	14,600	53,285	15,300	700	5 %
-	6152 - Retirement Incentives	1,300	600	621	600	-	0 %
-	6154 - Workers' Compensation	1,000	500	-	500	-	0 %
-	6156 - Clothing Allowance	2,200	2,200	1,900	2,200	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(6,436)	-	-	0 %
-	Office	600	600	330	600	-	0 %
-	6201 - Telephone	400	400	271	400	-	0 %
-	6202 - Courier/Postage	-	-	16	-	-	0 %
-	6207 - Office Supplies	200	200	43	200	-	0 %
-	Supplies	200	500	-	500	-	0 %
-	6403 - Patrol Equip Supplies	200	500	-	500	-	0 %
-	Other Goods & Services	300	-	25	-	-	0 %
-	6901 - Membership Dues	300	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	25	-	-	0 %
-	Other Fiscal	-	-	500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	500	-	-	0 %
-	Net	188,000	105,900	185,730	109,000	3,100	3 %
-	P330 - Fraud Unit	1,070,800	921,000	1,035,956	1,209,200	288,200	31 %
-	Expense	1,070,800	921,000	1,035,956	1,209,200	288,200	31 %
-	Compensation and Benefits	1,067,400	917,600	1,029,835	1,205,800	288,200	31 %
-	6001 - Salaries - Regular	854,400	722,500	826,448	959,300	236,800	33 %
-	6002 - Salaries - Overtime	22,500	32,700	19,214	32,700	-	0 %
-	6050 - Court Time	5,000	5,000	-	5,000	-	0 %
-	6052 - Shift Differentials	1,800	1,800	294	1,800	-	0 %
-	6053 - Extra Duty	-	-	1,579	-	-	0 %
-	6100 - Benefits - Salaries	153,400	128,100	156,441	176,000	47,900	37 %
-	6110 - Vacancy Management	-	-	15,290	-	-	0 %
-	6152 - Retirement Incentives	7,000	5,200	6,021	7,200	2,000	38 %
-	6154 - Workers' Compensation	5,900	4,900	750	6,400	1,500	31 %
-	6156 - Clothing Allowance	17,400	17,400	14,800	17,400	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(1,580)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(9,422)	-	-	0 %
-	Office	3,400	3,400	1,924	3,400	-	0 %
-	6201 - Telephone	1,900	1,900	630	1,900	-	0 %
-	6202 - Courier/Postage	-	-	5	-	-	0 %
-	6207 - Office Supplies	1,500	1,500	1,289	1,500	-	0 %
-	External Services	-	-	6	-	-	0 %
-	6399 - Contract Services	-	-	6	-	-	0 %
-	Equipment & Communications	-	-	91	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	91	-	-	0 %
-	Other Fiscal	-	-	4,100	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	4,100	-	-	0 %

-	Net	1,070,800	921,000	1,368,012	1,209,200	288,200	31 %
-	P380 - Crime Analysis	275,400	541,000	555,513	565,200	24,200	4 %
-	Expense	275,400	541,000	555,513	565,200	24,200	4 %
-	Compensation and Benefits	272,600	538,300	552,553	562,500	24,200	4 %
-	6001 - Salaries - Regular	220,300	424,500	432,385	442,200	17,700	4 %
-	6002 - Salaries - Overtime	3,400	28,600	36,457	28,600	-	0 %
-	6053 - Extra Duty	-	-	416	-	-	0 %
-	6100 - Benefits - Salaries	43,100	76,900	70,301	83,300	6,400	8 %
-	6110 - Vacancy Management	-	-	12,777	-	-	0 %
-	6152 - Retirement Incentives	1,800	3,100	3,314	3,400	300	10 %
-	6154 - Workers' Compensation	4,000	5,200	4,170	5,000	(200)	-4 %
-	6156 - Clothing Allowance	-	-	3,800	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(416)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(10,651)	-	-	0 %
-	Office	2,600	2,700	1,960	2,700	-	0 %
-	6201 - Telephone	700	600	1,794	600	-	0 %
-	6202 - Courier/Postage	-	-	17	-	-	0 %
-	6203 - Office Furniture and Equipm	1,000	-	-	-	-	0 %
-	6204 - Computer Software and Licen	100	1,700	-	1,700	-	0 %
-	6207 - Office Supplies	800	400	149	400	-	0 %
-	Other Goods & Services	200	-	-	-	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	Other Fiscal	-	-	1,000	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	1,000	-	-	0 %
-	Net	275,400	541,000	697,193	565,200	24,200	4 %
-	P317 - CATS Clearing Account	(5,100)	-	1,565,326	-	-	0 %
-	Expense	(5,100)	-	1,565,326	-	-	0 %
-	Compensation and Benefits	371,700	-	1,565,022	-	-	0 %
-	6001 - Salaries - Regular	371,700	-	-	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	57,073	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,507,949	-	-	0 %
-	Office	-	-	119	-	-	0 %
-	6202 - Courier/Postage	-	-	119	-	-	0 %
-	External Services	(371,700)	-	-	-	-	0 %
-	6399 - Contract Services	(371,700)	-	-	-	-	0 %
-	Other Goods & Services	(5,100)	-	185	-	-	0 %
-	6918 - Meals	-	-	185	-	-	0 %
-	6999 - Other Goods and Services	(5,100)	-	-	-	-	0 %
-	Net	748,500	-	1,565,326	-	-	0 %
-	P910 - Operations Central	11,569,200	11,128,700	10,469,739	11,269,300	140,600	1 %
-	P415 - Central	9,838,500	8,734,700	8,149,472	8,915,300	180,600	2 %
-	Expense	10,190,700	8,853,600	8,408,265	9,189,300	335,700	4 %
-	Compensation and Benefits	10,203,200	8,837,600	8,293,351	9,120,000	282,400	3 %
-	6001 - Salaries - Regular	7,963,200	6,799,600	6,467,123	7,050,900	251,300	4 %
-	6002 - Salaries - Overtime	284,100	306,700	258,296	306,700	-	0 %
-	6005 - PDP Increases	-	-	(1,170)	-	-	0 %
-	6050 - Court Time	259,800	259,800	188,047	259,800	-	0 %
-	6052 - Shift Differentials	61,500	61,500	65,883	61,500	-	0 %
-	6053 - Extra Duty	-	-	120,730	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	20,844	-	-	0 %
-	6099 - Other Allowances	-	-	186	-	-	0 %
-	6100 - Benefits - Salaries	1,452,200	1,251,600	1,286,999	1,340,800	89,200	7 %
-	6110 - Vacancy Management	-	-	103,016	(63,100)	(63,100)	100 %
-	6152 - Retirement Incentives	66,000	49,500	49,123	53,600	4,100	8 %
-	6154 - Workers' Compensation	54,800	47,300	1,490	48,200	900	2 %
-	6156 - Clothing Allowance	61,600	61,600	36,500	61,600	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(98,996)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(204,720)	-	-	0 %
-	Office	17,000	17,800	13,645	20,100	2,300	13 %
-	6201 - Telephone	15,400	14,900	11,492	14,900	-	0 %
-	6202 - Courier/Postage	-	-	16	-	-	0 %
-	6203 - Office Furniture and Equipm	1,200	200	291	2,500	2,300	1,150 %
-	6204 - Computer Software and Licen	-	1,500	1,216	1,500	-	0 %
-	6207 - Office Supplies	400	1,200	630	1,200	-	0 %
-	External Services	300	300	1,015	300	-	0 %
-	6399 - Contract Services	300	300	1,015	300	-	0 %
-	Supplies	900	2,000	11,110	2,000	-	0 %
-	6403 - Patrol Equip Supplies	900	2,000	10,071	2,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,039	-	-	0 %
-	Building Costs	1,200	32,200	2,406	11,600	(20,600)	-64 %
-	6605 - Municipal Taxes	1,200	-	-	-	-	0 %
-	6607 - Electricity	-	-	142	-	-	0 %
-	6699 - Other Building Cost	-	32,200	2,264	11,600	(20,600)	-64 %
-	Equipment & Communications	1,200	2,000	5,529	-	(2,000)	-100 %
-	6701 - Equipment Purchase	-	2,000	100	-	(2,000)	-100 %
-	6705 - Equipment - Repair and Main	1,200	-	5,416	-	-	0 %

-	6707 - Plumbing & Heating	-	-	13	-	-	0 %
-	Other Goods & Services	37,700	32,500	35,171	35,300	2,800	9 %
-	6904 - Travel - Out of Town	300	300	559	300	-	0 %
-	6905 - Training & Education	-	-	(713)	-	-	0 %
-	6911 - Facilities Rental	2,800	31,800	34,297	34,500	2,700	8 %
-	6912 - Advertising and Promotion	100	100	128	-	(100)	-100 %
-	6918 - Meals	300	300	529	500	200	67 %
-	6999 - Other Goods and Services	34,200	-	371	-	-	0 %
-	Interdepartmental	(70,800)	(70,800)	238	-	70,800	-100 %
-	7009 - Internal Transfers Other	-	-	220	-	-	0 %
-	7099 - Interdepartmental Chargebac	(70,800)	(70,800)	-	-	70,800	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	-	-	45,800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	45,800	-	-	0 %
-	Revenue	(352,200)	(118,900)	(258,793)	(274,000)	(155,100)	130 %
-	Other Revenue	(352,200)	(118,900)	(258,793)	(274,000)	(155,100)	130 %
-	5508 - Recoveries from External Pa	(352,200)	(118,900)	(258,793)	(274,000)	(155,100)	130 %
-	Net	10,684,500	9,114,100	10,633,648	9,589,500	475,400	5 %
-	P470 - Port's Policing	(119,500)	14,600	(96,294)	(76,800)	(91,400)	-626 %
-	Expense	333,400	213,600	202,315	222,500	8,900	4 %
-	Compensation and Benefits	319,900	199,700	200,284	205,600	5,900	3 %
-	6001 - Salaries - Regular	251,000	162,400	161,339	167,200	4,800	3 %
-	6002 - Salaries - Overtime	18,500	3,000	3,641	3,000	-	0 %
-	6050 - Court Time	1,000	1,000	227	1,000	-	0 %
-	6052 - Shift Differentials	800	800	230	800	-	0 %
-	6053 - Extra Duty	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	44,000	29,400	32,603	30,400	1,000	3 %
-	6152 - Retirement Incentives	2,100	1,200	1,235	1,300	100	8 %
-	6154 - Workers' Compensation	1,600	1,000	-	1,000	-	0 %
-	6156 - Clothing Allowance	900	900	2,200	900	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(466)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(725)	-	-	0 %
-	Office	800	800	177	800	-	0 %
-	6201 - Telephone	600	600	177	600	-	0 %
-	6207 - Office Supplies	200	200	-	200	-	0 %
-	External Services	100	100	-	100	-	0 %
-	6399 - Contract Services	100	100	-	100	-	0 %
-	Supplies	1,400	1,400	-	1,400	-	0 %
-	6403 - Patrol Equip Supplies	1,400	1,400	-	1,400	-	0 %
-	Equipment & Communications	2,300	2,300	-	1,500	(800)	-35 %
-	6701 - Equipment Purchase	800	800	-	-	(800)	-100 %
-	6705 - Equipment - Repair and Main	1,500	1,500	-	1,500	-	0 %
-	Vehicle Expense	4,800	5,200	854	9,000	3,800	73 %
-	6803 - Vehicle Fuel - Diesel	4,800	5,200	854	9,000	3,800	73 %
-	Other Fiscal	4,100	4,100	1,000	4,100	-	0 %
-	8003 - Insurance Policies and Prem	4,100	4,100	-	4,100	-	0 %
-	8008 - Transfer to/from Reserves	-	-	1,000	-	-	0 %
-	Revenue	(452,900)	(199,000)	(298,609)	(299,300)	(100,300)	50 %
-	Other Revenue	(452,900)	(199,000)	(298,609)	(299,300)	(100,300)	50 %
-	5508 - Recoveries from External Pa	(275,100)	-	(99,614)	(100,300)	(100,300)	100 %
-	5600 - Miscellaneous Revenue	(177,800)	(199,000)	(198,995)	(199,000)	-	0 %
-	Net	786,300	412,600	665,956	521,800	109,200	26 %
-	P475 - QRU - Quick Response Unit Central	1,825,800	2,346,400	2,382,634	2,396,600	50,200	2 %
-	Expense	1,961,400	2,346,400	2,382,634	2,396,600	50,200	2 %
-	Compensation and Benefits	1,919,300	2,304,400	2,335,546	2,364,600	60,200	3 %
-	6001 - Salaries - Regular	1,538,900	1,760,400	1,783,179	1,800,100	39,700	2 %
-	6002 - Salaries - Overtime	21,000	148,300	122,039	148,300	-	0 %
-	6050 - Court Time	12,100	12,100	92,170	12,100	-	0 %
-	6052 - Shift Differentials	14,500	14,500	21,207	14,500	-	0 %
-	6053 - Extra Duty	-	-	31,393	-	-	0 %
-	6100 - Benefits - Salaries	279,600	315,300	337,767	335,000	19,700	6 %
-	6152 - Retirement Incentives	12,800	12,900	13,579	13,700	800	6 %
-	6154 - Workers' Compensation	10,400	10,900	-	10,900	-	0 %
-	6156 - Clothing Allowance	30,000	30,000	35,300	30,000	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(32,367)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(68,721)	-	-	0 %
-	Office	3,600	3,500	1,307	3,500	-	0 %
-	6201 - Telephone	3,500	3,400	1,307	3,400	-	0 %
-	6207 - Office Supplies	100	100	-	100	-	0 %
-	Supplies	500	500	-	500	-	0 %
-	6401 - Uniforms & Clothing	500	500	-	500	-	0 %
-	Vehicle Expense	38,000	38,000	34,881	28,000	(10,000)	-26 %
-	6806 - Long Term Fleet Rentals	38,000	38,000	34,881	28,000	(10,000)	-26 %
-	Other Fiscal	-	-	10,900	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	10,900	-	-	0 %
-	Revenue	(135,600)	-	-	-	-	0 %

-	Other Revenue	(135,600)	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	(135,600)	-	-	-	-	0 %
-	Net	2,097,000	2,346,400	2,992,642	2,396,600	50,200	2 %
-	P450 - Public Safety Unit	10,200	2,500	8,456	2,500	-	0 %
-	Expense	10,200	2,500	8,456	2,500	-	0 %
-	Compensation and Benefits	7,600	-	-	-	-	0 %
-	6002 - Salaries - Overtime	7,600	-	-	-	-	0 %
-	Office	500	400	1,104	400	-	0 %
-	6201 - Telephone	500	400	884	400	-	0 %
-	6203 - Office Furniture and Equipm	-	-	185	-	-	0 %
-	6207 - Office Supplies	-	-	35	-	-	0 %
-	Supplies	2,100	2,100	6,943	2,100	-	0 %
-	6401 - Uniforms & Clothing	1,000	500	627	500	-	0 %
-	6403 - Patrol Equip Supplies	1,100	1,600	6,124	1,600	-	0 %
-	6499 - Other Supplies	-	-	192	-	-	0 %
-	Other Goods & Services	-	-	391	-	-	0 %
-	6912 - Advertising and Promotion	-	-	391	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	10,200	2,500	8,456	2,500	-	0 %
-	P455 - Bike Patrol	6,000	16,000	9,591	16,000	-	0 %
-	Expense	6,000	16,000	9,591	16,000	-	0 %
-	Supplies	6,000	16,000	9,591	16,000	-	0 %
-	6401 - Uniforms & Clothing	6,000	2,000	5,437	2,000	-	0 %
-	6403 - Patrol Equip Supplies	-	14,000	4,154	14,000	-	0 %
-	Net	6,000	16,000	9,599	16,000	-	0 %
-	P465 - Mounted	8,200	14,500	15,880	15,700	1,200	8 %
-	Expense	8,200	14,500	15,880	15,700	1,200	8 %
-	Supplies	2,000	5,500	5,759	5,500	-	0 %
-	6401 - Uniforms & Clothing	-	-	228	-	-	0 %
-	6403 - Patrol Equip Supplies	2,000	5,500	5,531	5,500	-	0 %
-	Equipment & Communications	6,200	9,000	10,121	10,200	1,200	13 %
-	6701 - Equipment Purchase	6,200	9,000	10,121	10,200	1,200	13 %
-	Net	8,200	14,500	18,102	15,700	1,200	8 %
-	P930 - Operations West	8,021,400	8,819,300	8,066,226	8,712,100	(107,200)	-1 %
-	P420 - West	8,021,400	8,819,300	8,066,226	8,712,100	(107,200)	-1 %
-	Expense	8,297,100	8,914,300	8,167,833	8,737,200	(177,100)	-2 %
-	Compensation and Benefits	8,230,900	8,851,400	8,068,529	8,696,900	(154,500)	-2 %
-	6001 - Salaries - Regular	6,497,800	6,942,200	6,409,573	6,798,600	(143,600)	-2 %
-	6002 - Salaries - Overtime	129,300	223,800	163,180	223,800	-	0 %
-	6005 - PDP Increases	-	-	(3,851)	-	-	0 %
-	6050 - Court Time	224,300	224,300	190,888	224,300	-	0 %
-	6052 - Shift Differentials	69,500	69,500	55,041	69,500	-	0 %
-	6053 - Extra Duty	-	-	113,170	-	-	0 %
-	6100 - Benefits - Salaries	1,174,600	1,258,100	1,262,288	1,248,900	(9,200)	-1 %
-	6110 - Vacancy Management	-	-	46,673	-	-	0 %
-	6152 - Retirement Incentives	53,600	50,600	48,371	51,500	900	2 %
-	6154 - Workers' Compensation	44,400	45,500	1,720	42,900	(2,600)	-6 %
-	6156 - Clothing Allowance	37,400	37,400	31,647	37,400	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(114,406)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(135,765)	-	-	0 %
-	Office	15,300	11,800	10,078	11,800	-	0 %
-	6201 - Telephone	8,900	4,000	125	4,000	-	0 %
-	6202 - Courier/Postage	-	-	265	-	-	0 %
-	6203 - Office Furniture and Equipm	2,600	4,000	4,045	4,000	-	0 %
-	6204 - Computer Software and Licen	-	-	2,204	-	-	0 %
-	6205 - Printing & Reproduction	-	-	14	-	-	0 %
-	6207 - Office Supplies	3,800	3,800	3,425	3,800	-	0 %
-	External Services	3,500	6,800	235	6,800	-	0 %
-	6304 - Janitorial Services	1,000	4,300	51	4,300	-	0 %
-	6399 - Contract Services	2,500	2,500	184	2,500	-	0 %
-	Building Costs	-	-	42	5,000	5,000	100 %
-	6699 - Other Building Cost	-	-	42	5,000	5,000	100 %
-	Equipment & Communications	800	1,600	733	1,600	-	0 %
-	6705 - Equipment - Repair and Main	800	1,600	733	1,600	-	0 %
-	Other Goods & Services	20,900	17,000	18,635	15,100	(1,900)	-11 %
-	6903 - Travel - Local	-	-	24	-	-	0 %
-	6904 - Travel - Out of Town	-	-	2,659	-	-	0 %
-	6905 - Training & Education	-	-	(1,428)	-	-	0 %
-	6911 - Facilities Rental	20,000	16,700	16,924	14,600	(2,100)	-13 %
-	6912 - Advertising and Promotion	200	-	-	-	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	6918 - Meals	100	300	371	500	200	67 %
-	6999 - Other Goods and Services	400	-	85	-	-	0 %
-	Interdepartmental	25,700	25,700	25,781	-	(25,700)	-100 %
-	7005 - Interdepartmental Expenditu	25,700	25,700	25,700	-	(25,700)	-100 %

-	7015 - Internal Transfer Facility	-	-	81	-	-	0 %
-	Other Fiscal	-	-	43,800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	43,800	-	-	0 %
-	Revenue	(275,700)	(95,000)	(101,607)	(25,100)	69,900	-74 %
-	Other Revenue	(275,700)	(95,000)	(101,607)	(25,100)	69,900	-74 %
-	5508 - Recoveries from External Pa	(275,700)	(95,000)	(101,607)	(25,100)	69,900	-74 %
-	Net	8,572,800	9,009,300	10,215,118	8,762,300	(247,000)	-3 %
-	P940 - Public Safety	2,356,500	2,780,900	2,352,005	2,591,400	(189,500)	-7 %
-	P430 - Victim Service	161,400	157,000	164,383	170,900	13,900	9 %
-	Expense	206,400	210,600	209,383	215,900	5,300	3 %
-	Compensation and Benefits	203,000	207,400	205,094	212,700	5,300	3 %
-	6001 - Salaries - Regular	167,000	170,800	173,585	175,300	4,500	3 %
-	6002 - Salaries - Overtime	400	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(5,909)	-	-	0 %
-	6100 - Benefits - Salaries	31,700	32,600	33,365	33,500	900	3 %
-	6152 - Retirement Incentives	1,000	1,000	1,092	1,100	100	10 %
-	6154 - Workers' Compensation	2,900	2,900	2,961	2,800	(200)	-7 %
-	Office	2,400	2,200	3,990	2,200	-	0 %
-	6201 - Telephone	1,500	1,300	3,832	1,300	-	0 %
-	6203 - Office Furniture and Equipm	400	400	-	400	-	0 %
-	6207 - Office Supplies	500	500	158	500	-	0 %
-	Other Goods & Services	1,000	1,000	299	1,000	-	0 %
-	6901 - Membership Dues	-	-	90	-	-	0 %
-	6903 - Travel - Local	1,000	1,000	15	1,000	-	0 %
-	6918 - Meals	-	-	194	-	-	0 %
-	Revenue	(45,000)	(53,600)	(45,000)	(45,000)	8,600	-16 %
-	Other Revenue	(45,000)	(53,600)	(45,000)	(45,000)	8,600	-16 %
-	5508 - Recoveries from External Pa	(45,000)	(53,600)	(45,000)	(45,000)	8,600	-16 %
-	Net	251,400	264,200	307,387	260,900	(3,300)	-1 %
-	P480 - CR/CP	860,000	1,573,800	1,163,192	1,146,100	(427,700)	-27 %
-	Expense	860,000	1,573,800	1,178,964	1,146,100	(427,700)	-27 %
-	Compensation and Benefits	841,800	1,547,400	1,136,332	1,123,000	(424,400)	-27 %
-	6001 - Salaries - Regular	686,800	1,266,100	934,456	910,900	(355,200)	-28 %
-	6002 - Salaries - Overtime	6,500	20,500	9,929	20,500	-	0 %
-	6005 - PDP Increases	-	-	(2,137)	-	-	0 %
-	6050 - Court Time	4,000	4,000	2,521	4,000	-	0 %
-	6052 - Shift Differentials	2,600	2,600	771	2,600	-	0 %
-	6053 - Extra Duty	-	-	4,628	-	-	0 %
-	6100 - Benefits - Salaries	125,500	230,600	185,223	166,400	(64,200)	-28 %
-	6152 - Retirement Incentives	5,600	9,200	6,961	6,800	(2,400)	-26 %
-	6154 - Workers' Compensation	5,200	8,800	1,016	6,200	(2,600)	-30 %
-	6156 - Clothing Allowance	5,600	5,600	4,800	5,600	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(4,861)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(6,975)	-	-	0 %
-	Office	6,000	8,200	10,546	7,700	(500)	-6 %
-	6201 - Telephone	2,000	1,700	6,358	1,700	-	0 %
-	6203 - Office Furniture and Equipm	1,400	1,400	1,405	1,400	-	0 %
-	6204 - Computer Software and Licen	2,000	4,500	1,721	4,000	(500)	-11 %
-	6207 - Office Supplies	600	600	1,062	600	-	0 %
-	External Services	-	-	37	-	-	0 %
-	6311 - Security	-	-	37	-	-	0 %
-	Building Costs	-	6,000	6,796	6,400	400	7 %
-	6607 - Electricity	-	6,000	6,796	6,400	400	7 %
-	Equipment & Communications	1,000	1,000	320	-	(1,000)	-100 %
-	6701 - Equipment Purchase	-	-	320	-	-	0 %
-	6703 - Computer Equipment/Rentals	1,000	1,000	-	-	(1,000)	-100 %
-	Other Goods & Services	11,200	11,200	13,630	9,000	(2,200)	-20 %
-	6904 - Travel - Out of Town	-	-	229	-	-	0 %
-	6911 - Facilities Rental	5,000	5,000	-	5,000	-	0 %
-	6912 - Advertising and Promotion	4,000	4,000	6,848	2,000	(2,000)	-50 %
-	6918 - Meals	2,200	2,200	6,553	2,000	(200)	-9 %
-	Interdepartmental	-	-	3,503	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,285	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	200	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	-	-	7,800	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	7,800	-	-	0 %
-	Revenue	-	-	(15,772)	-	-	0 %
-	Other Revenue	-	-	(15,772)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(15,772)	-	-	0 %
-	Net	860,000	1,573,800	1,380,352	1,146,100	(427,700)	-27 %
-	E126 - Grant Funded Projects	-	-	(817)	-	-	0 %
-	Revenue	-	-	(817)	-	-	0 %
-	Other Revenue	-	-	(817)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(817)	-	-	0 %
-	Net	-	-	817	-	-	0 %

-	E123 - Community Response Initiative	342,400	239,700	191,119	234,600	(5,100)	-2 %
-	Expense	342,400	239,700	192,001	234,600	(5,100)	-2 %
-	Compensation and Benefits	272,400	187,400	183,605	192,800	5,400	3 %
-	6001 - Salaries - Regular	227,500	153,700	153,850	158,100	4,400	3 %
-	6002 - Salaries - Overtime	-	3,500	3,000	3,500	-	0 %
-	6005 - PDP Increases	-	-	(2,589)	-	-	0 %
-	6100 - Benefits - Salaries	40,600	27,000	26,948	28,000	1,000	4 %
-	6152 - Retirement Incentives	1,700	1,000	1,082	1,100	100	10 %
-	6154 - Workers' Compensation	2,000	1,600	1,014	1,500	(100)	-6 %
-	6156 - Clothing Allowance	600	600	300	600	-	0 %
-	Office	8,600	7,500	2,918	6,200	(1,300)	-17 %
-	6201 - Telephone	4,000	3,800	2,420	3,800	-	0 %
-	6202 - Courier/Postage	100	100	40	100	-	0 %
-	6203 - Office Furniture and Equipm	1,000	600	-	300	(300)	-50 %
-	6204 - Computer Software and Licen	500	500	-	500	-	0 %
-	6205 - Printing & Reproduction	1,000	1,000	-	-	(1,000)	-100 %
-	6207 - Office Supplies	2,000	1,500	458	1,500	-	0 %
-	Supplies	1,600	1,600	-	1,000	(600)	-38 %
-	6401 - Uniforms & Clothing	1,000	1,000	-	1,000	-	0 %
-	6406 - Bridge Tolls	600	600	-	-	(600)	-100 %
-	Equipment & Communications	4,600	4,600	-	1,000	(3,600)	-78 %
-	6701 - Equipment Purchase	3,600	3,600	-	-	(3,600)	-100 %
-	6705 - Equipment - Repair and Main	1,000	1,000	-	1,000	-	0 %
-	Vehicle Expense	19,300	11,000	-	6,700	(4,300)	-39 %
-	6802 - Vehicle Repair and Maintena	6,000	6,000	-	-	(6,000)	-100 %
-	6804 - Vehicle Fuel - Gasoline	4,600	5,000	-	6,700	1,700	34 %
-	6807 - Vehicle Leases	8,700	-	-	-	-	0 %
-	Other Goods & Services	35,900	27,600	5,453	26,900	(700)	-3 %
-	6901 - Membership Dues	400	600	473	600	-	0 %
-	6902 - Conferences and Workshops	4,000	4,000	377	4,000	-	0 %
-	6903 - Travel - Local	500	500	-	500	-	0 %
-	6904 - Travel - Out of Town	5,400	5,400	852	5,400	-	0 %
-	6905 - Training & Education	4,000	4,000	-	4,000	-	0 %
-	6917 - Books and Periodicals	500	500	-	500	-	0 %
-	6918 - Meals	1,500	1,500	401	800	(700)	-47 %
-	6919 - Special Projects	10,600	10,600	3,375	10,600	-	0 %
-	6928 - Committee Expenses	500	500	-	500	-	0 %
-	6999 - Other Goods and Services	8,500	-	(25)	-	-	0 %
-	Interdepartmental	-	-	25	-	-	0 %
-	7009 - Internal Transfers Other	-	-	25	-	-	0 %
-	Revenue	-	-	(882)	-	-	0 %
-	Other Revenue	-	-	(882)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(882)	-	-	0 %
-	Net	342,400	239,700	274,315	234,600	(5,100)	-2 %
-	P485 - Traffic	829,100	699,400	719,898	925,100	225,700	32 %
-	Expense	829,100	699,400	721,648	925,100	225,700	32 %
-	Compensation and Benefits	827,100	697,400	699,339	923,100	225,700	32 %
-	6001 - Salaries - Regular	505,900	421,800	580,794	601,600	179,800	43 %
-	6002 - Salaries - Overtime	40,000	14,900	17,987	14,900	-	0 %
-	6050 - Court Time	158,800	158,800	43,194	158,800	-	0 %
-	6052 - Shift Differentials	19,200	19,200	1,423	19,200	-	0 %
-	6053 - Extra Duty	-	-	18,301	-	-	0 %
-	6100 - Benefits - Salaries	93,300	74,900	109,848	118,300	43,400	58 %
-	6152 - Retirement Incentives	4,200	3,100	4,449	4,600	1,500	48 %
-	6154 - Workers' Compensation	3,600	2,600	-	3,600	1,000	38 %
-	6156 - Clothing Allowance	2,100	2,100	2,100	2,100	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(18,535)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(60,222)	-	-	0 %
-	Office	2,000	2,000	46	2,000	-	0 %
-	6201 - Telephone	1,700	1,700	-	1,700	-	0 %
-	6207 - Office Supplies	300	300	46	300	-	0 %
-	Supplies	-	-	5,831	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	5,831	-	-	0 %
-	Equipment & Communications	-	-	13,832	-	-	0 %
-	6701 - Equipment Purchase	-	-	12,968	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	864	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	-	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7014 - Internal Transfer Extra Dut	-	-	-	-	-	0 %
-	Other Fiscal	-	-	2,600	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	2,600	-	-	0 %
-	Revenue	-	-	(1,750)	-	-	0 %
-	Other Revenue	-	-	(1,750)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,750)	-	-	0 %
-	Net	829,100	699,400	1,076,036	925,100	225,700	32 %

-	P365 - Accidents	163,600	111,000	114,230	114,700	3,700	3 %
-	Expense	163,600	111,000	114,230	114,700	3,700	3 %
-	Compensation and Benefits	160,800	108,200	112,318	111,600	3,400	3 %
-	6001 - Salaries - Regular	125,900	81,700	81,757	84,100	2,400	3 %
-	6002 - Salaries - Overtime	5,400	7,200	3,627	7,200	-	0 %
-	6050 - Court Time	3,000	3,000	466	3,000	-	0 %
-	6053 - Extra Duty	-	-	2,600	-	-	0 %
-	6100 - Benefits - Salaries	23,900	14,600	27,616	15,600	1,000	7 %
-	6152 - Retirement Incentives	1,000	600	621	600	-	0 %
-	6154 - Workers' Compensation	1,000	500	-	500	-	0 %
-	6156 - Clothing Allowance	600	600	300	600	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(2,968)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,701)	-	-	0 %
-	Office	700	700	669	700	-	0 %
-	6201 - Telephone	400	400	669	400	-	0 %
-	6207 - Office Supplies	300	300	-	300	-	0 %
-	Supplies	400	400	-	-	(400)	-100 %
-	6405 - Photography Supplies & Equi	400	400	-	-	(400)	-100 %
-	Equipment & Communications	1,000	1,400	743	2,100	700	50 %
-	6701 - Equipment Purchase	400	800	151	1,500	700	88 %
-	6705 - Equipment - Repair and Main	600	600	592	600	-	0 %
-	Other Goods & Services	700	300	-	300	-	0 %
-	6901 - Membership Dues	300	300	-	300	-	0 %
-	6999 - Other Goods and Services	400	-	-	-	-	0 %
-	Other Fiscal	-	-	500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	500	-	-	0 %
-	Net	163,600	111,000	169,474	114,700	3,700	3 %
-	RSHP - Sign Shop	1,431,142	1,426,237	1,217,826	1,385,800	(40,437)	-3 %
-	R747 - Traffic Signs	1,431,142	1,426,237	1,217,826	1,385,800	(40,437)	-3 %
-	Expense	1,431,142	1,426,237	1,253,624	1,390,800	(35,437)	-2 %
-	Compensation and Benefits	754,549	791,689	764,388	807,000	15,311	2 %
-	6001 - Salaries - Regular	561,100	596,490	567,558	618,300	21,810	4 %
-	6002 - Salaries - Overtime	61,200	54,400	46,112	54,400	-	0 %
-	6005 - PDP Increases	-	-	(2,194)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	400	-	-	0 %
-	6100 - Benefits - Salaries	117,259	125,003	124,080	130,100	5,097	4 %
-	6110 - Vacancy Management	-	-	51,706	(11,500)	(11,500)	100 %
-	6152 - Retirement Incentives	4,029	4,165	4,125	4,500	335	8 %
-	6154 - Workers' Compensation	10,961	11,631	11,518	11,200	(431)	-4 %
-	9200 - HR CATS Wage/Ben	-	-	(5,694)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(33,223)	-	-	0 %
-	Office	5,000	5,500	1,260	4,700	(800)	-15 %
-	6201 - Telephone	400	400	-	400	-	0 %
-	6203 - Office Furniture and Equipm	1,800	1,800	-	1,000	(800)	-44 %
-	6204 - Computer Software and Licen	1,000	1,500	-	1,500	-	0 %
-	6207 - Office Supplies	1,800	1,800	1,097	1,800	-	0 %
-	6299 - Other Office Expenses	-	-	163	-	-	0 %
-	External Services	192,700	192,700	185,155	200,000	7,300	4 %
-	6302 - Legal Fees	-	-	1,761	-	-	0 %
-	6399 - Contract Services	192,700	192,700	183,394	200,000	7,300	4 %
-	Supplies	84,100	82,700	64,250	73,300	(9,400)	-11 %
-	6401 - Uniforms & Clothing	3,000	3,000	2,678	2,500	(500)	-17 %
-	6402 - Medical & First Aid Supplie	200	400	255	400	-	0 %
-	6406 - Bridge Tolls	1,500	200	-	-	(200)	-100 %
-	6407 - Cleaning/Sanitary Supplies	200	400	197	400	-	0 %
-	6499 - Other Supplies	79,200	78,700	61,120	70,000	(8,700)	-11 %
-	Materials	255,200	252,700	107,909	225,000	(27,700)	-11 %
-	6502 - Chemicals	3,000	3,000	858	3,000	-	0 %
-	6504 - Hardware	29,000	29,000	14,492	20,000	(9,000)	-31 %
-	6505 - Lubricants	-	-	-	-	-	0 %
-	6506 - Lumber	5,000	5,000	1,783	4,000	(1,000)	-20 %
-	6508 - Ready Mix Concrete	1,300	1,300	609	1,000	(300)	-23 %
-	6515 - Stone and Gravel	500	500	328	500	-	0 %
-	6517 - Paint	147,400	147,400	123,263	130,000	(17,400)	-12 %
-	6518 - Metal	36,000	36,000	17,563	38,500	2,500	7 %
-	6519 - Welding Supplies	2,500	2,500	1,622	-	(2,500)	-100 %
-	6599 - Other Materials	30,500	28,000	(52,609)	28,000	-	0 %
-	Building Costs	2,300	400	588	400	-	0 %
-	6602 - Electrical	1,000	-	135	-	-	0 %
-	6608 - Water	300	400	453	400	-	0 %
-	6611 - Building - Interior	1,000	-	-	-	-	0 %
-	6617 - Pest Management	-	-	-	-	-	0 %
-	Equipment & Communications	16,100	17,500	6,860	12,000	(5,500)	-31 %
-	6701 - Equipment Purchase	13,400	15,000	5,927	10,000	(5,000)	-33 %
-	6702 - Small Tools	2,500	2,500	613	2,000	(500)	-20 %
-	6704 - Equipment Rental	200	-	-	-	-	0 %

-	6705 - Equipment - Repair and Main	-	-	320	-	-	0 %
-	Vehicle Expense	5,600	2,000	(61)	-	(2,000)	-100 %
-	6802 - Vehicle Repair and Maintena	-	-	(214)	-	-	0 %
-	6807 - Vehicle Leases	5,600	2,000	153	-	(2,000)	-100 %
-	Other Goods & Services	92,793	79,686	34,803	68,400	(11,286)	-14 %
-	6901 - Membership Dues	500	500	210	500	-	0 %
-	6904 - Travel - Out of Town	-	-	1,362	-	-	0 %
-	6905 - Training & Education	5,753	2,550	2,281	2,500	(50)	-2 %
-	6910 - Signage	76,200	76,200	30,713	65,000	(11,200)	-15 %
-	6929 - Visa Purchases	-	-	237	-	-	0 %
-	6938 - Rewarding Excellence	1,340	436	-	400	(36)	-8 %
-	6999 - Other Goods and Services	9,000	-	-	-	-	0 %
-	Interdepartmental	22,800	1,362	88,472	-	(1,362)	-100 %
-	7001 - Interdepartmental Equipment	22,800	1,362	654	-	(1,362)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	87,818	-	-	0 %
-	Revenue	-	-	(35,798)	(5,000)	(5,000)	100 %
-	Other Revenue	-	-	(35,798)	(5,000)	(5,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(35,798)	(5,000)	(5,000)	100 %
-	Net	1,431,142	1,426,237	3,421,594	1,418,800	(7,437)	-1 %
-	STRT - Traffic Signals & Streetlighting	8,028,727	7,928,985	7,883,406	7,984,600	55,615	1 %
-	R825 - Streetlighting	6,486,435	6,424,166	6,259,074	6,510,500	86,334	1 %
-	Expense	6,486,435	6,424,166	6,335,402	6,590,500	166,334	3 %
-	Compensation and Benefits	188,345	198,190	201,806	194,900	(3,290)	-2 %
-	6001 - Salaries - Regular	153,464	155,240	117,270	154,600	(640)	0 %
-	6002 - Salaries - Overtime	2,040	9,275	15,369	9,300	25	0 %
-	6100 - Benefits - Salaries	29,049	29,817	23,318	30,100	283	1 %
-	6110 - Vacancy Management	-	-	42,841	(2,800)	(2,800)	100 %
-	6152 - Retirement Incentives	813	823	673	900	77	9 %
-	6154 - Workers' Compensation	2,979	3,035	2,384	2,800	(235)	-8 %
-	9210 - HR CATS OT Wage/Ben	-	-	(49)	-	-	0 %
-	Office	3,790	3,514	4,047	3,300	(214)	-6 %
-	6201 - Telephone	1,000	964	933	900	(64)	-7 %
-	6202 - Courier/Postage	90	200	-	200	-	0 %
-	6203 - Office Furniture and Equipm	1,350	1,000	152	1,000	-	0 %
-	6207 - Office Supplies	1,350	1,350	2,962	1,200	(150)	-11 %
-	External Services	309,800	334,000	294,647	302,000	(32,000)	-10 %
-	6312 - Refuse Collection	4,000	4,000	1,385	2,000	(2,000)	-50 %
-	6399 - Contract Services	305,800	330,000	293,262	300,000	(30,000)	-9 %
-	Supplies	2,000	1,700	2,227	1,600	(100)	-6 %
-	6401 - Uniforms & Clothing	1,000	1,000	1,775	1,000	-	0 %
-	6406 - Bridge Tolls	600	100	-	-	(100)	-100 %
-	6407 - Cleaning/Sanitary Supplies	400	600	322	600	-	0 %
-	6409 - Personal Protective Equipme	-	-	60	-	-	0 %
-	6499 - Other Supplies	-	-	70	-	-	0 %
-	Materials	1,900	3,400	399	3,000	(400)	-12 %
-	6504 - Hardware	1,000	3,000	272	3,000	-	0 %
-	6519 - Welding Supplies	400	400	-	-	(400)	-100 %
-	6599 - Other Materials	500	-	127	-	-	0 %
-	Building Costs	5,815,500	5,876,140	5,849,652	6,080,300	204,160	3 %
-	6602 - Electrical	304,300	334,300	296,117	353,000	18,700	6 %
-	6607 - Electricity	5,510,900	5,541,540	5,552,942	5,727,000	185,460	3 %
-	6608 - Water	300	300	593	300	-	0 %
-	Equipment & Communications	1,000	1,000	2,569	1,000	-	0 %
-	6701 - Equipment Purchase	-	-	1,495	-	-	0 %
-	6702 - Small Tools	1,000	1,000	966	1,000	-	0 %
-	6705 - Equipment - Repair and Main	-	-	108	-	-	0 %
-	Vehicle Expense	2,000	1,500	9	500	(1,000)	-67 %
-	6802 - Vehicle Repair and Maintena	500	-	9	-	-	0 %
-	6806 - Long Term Fleet Rentals	1,500	1,500	-	500	(1,000)	-67 %
-	Other Goods & Services	6,100	4,722	3,028	3,900	(822)	-17 %
-	6901 - Membership Dues	500	500	-	500	-	0 %
-	6903 - Travel - Local	900	1,000	-	200	(800)	-80 %
-	6904 - Travel - Out of Town	1,420	1,500	-	1,500	-	0 %
-	6905 - Training & Education	3,000	1,722	1,358	1,700	(22)	-1 %
-	6917 - Books and Periodicals	100	-	-	-	-	0 %
-	6929 - Visa Purchases	-	-	1,328	-	-	0 %
-	6999 - Other Goods and Services	180	-	342	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	156,000	-	(23,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	156,000	-	(23,000)	-	-	0 %
-	Revenue	-	-	(76,328)	(80,000)	(80,000)	100 %
-	Other Revenue	-	-	(76,328)	(80,000)	(80,000)	100 %
-	5508 - Recoveries from External Pa	-	-	(76,328)	(80,000)	(80,000)	100 %

-	Net	6,486,435	6,424,166	6,765,522	6,676,100	251,934	4 %
-	R827 - Traffic Lights	1,542,292	1,504,819	1,624,332	1,474,100	(30,719)	-2 %
-	Expense	1,542,292	1,504,819	1,628,582	1,474,100	(30,719)	-2 %
-	Compensation and Benefits	590,241	591,970	594,053	583,700	(8,270)	-1 %
-	6001 - Salaries - Regular	422,342	427,612	377,894	427,900	288	0 %
-	6002 - Salaries - Overtime	71,800	63,822	68,532	63,800	(22)	0 %
-	6005 - PDP Increases	-	-	(2,169)	-	-	0 %
-	6100 - Benefits - Salaries	85,886	90,152	82,339	90,000	(152)	0 %
-	6110 - Vacancy Management	-	-	58,241	(7,900)	(7,900)	100 %
-	6152 - Retirement Incentives	2,273	2,308	2,171	2,400	92	4 %
-	6154 - Workers' Compensation	7,940	8,076	7,015	7,500	(576)	-7 %
-	6155 - Overtime Meals	-	-	30	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	-	-	-	0 %
-	Office	84,550	84,282	82,476	79,000	(5,282)	-6 %
-	6201 - Telephone	78,700	78,282	79,254	75,000	(3,282)	-4 %
-	6202 - Courier/Postage	900	1,000	1,507	1,000	-	0 %
-	6203 - Office Furniture and Equipm	900	1,000	-	1,000	-	0 %
-	6207 - Office Supplies	4,050	4,000	1,627	2,000	(2,000)	-50 %
-	6299 - Other Office Expenses	-	-	88	-	-	0 %
-	External Services	408,100	408,100	494,007	408,100	-	0 %
-	6399 - Contract Services	408,100	408,100	494,007	408,100	-	0 %
-	Supplies	1,490	2,200	3,211	2,200	-	0 %
-	6401 - Uniforms & Clothing	1,000	2,000	3,129	2,000	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	11	-	-	0 %
-	6406 - Bridge Tolls	400	200	71	200	-	0 %
-	6499 - Other Supplies	90	-	-	-	-	0 %
-	Materials	4,400	400	1,010	200	(200)	-50 %
-	6504 - Hardware	200	200	741	-	(200)	-100 %
-	6517 - Paint	200	200	-	200	-	0 %
-	6599 - Other Materials	4,000	-	269	-	-	0 %
-	Building Costs	408,200	389,304	448,585	378,400	(10,904)	-3 %
-	6602 - Electrical	202,800	238,904	248,723	228,000	(10,904)	-5 %
-	6607 - Electricity	200,000	150,000	199,483	150,000	-	0 %
-	6608 - Water	400	400	379	400	-	0 %
-	6699 - Other Building Cost	5,000	-	-	-	-	0 %
-	Equipment & Communications	6,000	6,500	9,373	6,500	-	0 %
-	6701 - Equipment Purchase	5,000	5,000	5,818	5,000	-	0 %
-	6702 - Small Tools	1,000	1,500	3,555	1,500	-	0 %
-	Vehicle Expense	6,000	8,000	1,814	3,000	(5,000)	-63 %
-	6802 - Vehicle Repair and Maintena	1,000	1,000	236	-	(1,000)	-100 %
-	6806 - Long Term Fleet Rentals	5,000	7,000	1,578	3,000	(4,000)	-57 %
-	Other Goods & Services	33,311	14,063	12,053	13,000	(1,063)	-8 %
-	6901 - Membership Dues	1,000	1,000	1,436	1,000	-	0 %
-	6903 - Travel - Local	8,280	8,000	4,356	7,000	(1,000)	-13 %
-	6904 - Travel - Out of Town	1,491	1,500	-	1,500	-	0 %
-	6905 - Training & Education	5,000	2,870	3,399	2,800	(70)	-2 %
-	6906 - Licenses & Agreements	-	-	108	-	-	0 %
-	6929 - Visa Purchases	-	-	206	-	-	0 %
-	6938 - Rewarding Excellence	890	693	-	700	7	1 %
-	6999 - Other Goods and Services	16,650	-	2,548	-	-	0 %
-	Interdepartmental	-	-	-	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Other Fiscal	-	-	(18,000)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(18,000)	-	-	0 %
-	Revenue	-	-	(4,250)	-	-	0 %
-	Other Revenue	-	-	(4,250)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,250)	-	-	0 %
-	Net	1,542,292	1,504,819	2,074,304	1,489,900	(14,919)	-1 %
-	C741 - Visitor Services	250,361	-	73	-	-	0 %
-	C740 - Visitor Services Staff Support	250,361	-	73	-	-	0 %
-	Expense	310,361	-	73	-	-	0 %
-	Compensation and Benefits	256,718	-	-	-	-	0 %
-	6001 - Salaries - Regular	225,808	-	-	-	-	0 %
-	6002 - Salaries - Overtime	2,575	-	-	-	-	0 %
-	6100 - Benefits - Salaries	20,000	-	-	-	-	0 %
-	6152 - Retirement Incentives	464	-	-	-	-	0 %
-	6154 - Workers' Compensation	7,871	-	-	-	-	0 %
-	Office	13,890	-	-	-	-	0 %
-	6201 - Telephone	6,500	-	-	-	-	0 %
-	6202 - Courier/Postage	350	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	4,217	-	-	-	-	0 %
-	6207 - Office Supplies	2,823	-	-	-	-	0 %
-	Building Costs	6,800	-	73	-	-	0 %
-	6607 - Electricity	2,000	-	-	-	-	0 %
-	6608 - Water	300	-	73	-	-	0 %
-	6699 - Other Building Cost	4,500	-	-	-	-	0 %

-	Equipment & Communications	500	-	-	-	-	0 %
-	6705 - Equipment - Repair and Main	500	-	-	-	-	0 %
-	Other Goods & Services	31,653	-	-	-	-	0 %
-	6903 - Travel - Local	5,400	-	-	-	-	0 %
-	6905 - Training & Education	1,000	-	-	-	-	0 %
-	6910 - Signage	1,000	-	-	-	-	0 %
-	6911 - Facilities Rental	22,900	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,353	-	-	-	-	0 %
-	Interdepartmental	800	-	-	-	-	0 %
-	7001 - Interdepartmental Equipment	800	-	-	-	-	0 %
-	Revenue	(60,000)	-	-	-	-	0 %
-	Other Revenue	(60,000)	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	(60,000)	-	-	-	-	0 %
-	Net	370,361	-	73	-	-	0 %
-	P405 - Deputy Operations	2,108,800	2,964,200	2,550,068	2,440,200	(524,000)	-18 %
-	P410 - Shared Resources	1,055,500	2,038,700	1,683,818	1,573,300	(465,400)	-23 %
-	Expense	1,206,500	2,038,700	1,708,438	1,573,300	(465,400)	-23 %
-	Compensation and Benefits	1,153,500	1,985,700	1,608,639	1,521,900	(463,800)	-23 %
-	6001 - Salaries - Regular	950,400	1,628,600	1,188,947	1,232,500	(396,100)	-24 %
-	6002 - Salaries - Overtime	4,000	32,900	25,570	32,900	-	0 %
-	6050 - Court Time	9,000	9,000	11,323	9,000	-	0 %
-	6052 - Shift Differentials	7,000	7,000	9,454	7,000	-	0 %
-	6053 - Extra Duty	-	-	2,172	-	-	0 %
-	6100 - Benefits - Salaries	164,600	282,000	381,757	219,400	(62,600)	-22 %
-	6152 - Retirement Incentives	7,900	11,900	9,080	9,400	(2,500)	-21 %
-	6154 - Workers' Compensation	5,700	9,400	-	6,800	(2,600)	-28 %
-	6156 - Clothing Allowance	4,900	4,900	5,500	4,900	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(2,172)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(22,992)	-	-	0 %
-	Office	5,100	5,500	399	5,500	-	0 %
-	6201 - Telephone	5,000	5,000	399	5,000	-	0 %
-	6207 - Office Supplies	100	500	-	500	-	0 %
-	External Services	45,900	45,900	90,000	45,900	-	0 %
-	6399 - Contract Services	45,900	45,900	90,000	45,900	-	0 %
-	Equipment & Communications	1,200	1,600	-	-	(1,600)	-100 %
-	6701 - Equipment Purchase	300	700	-	-	(700)	-100 %
-	6703 - Computer Equipment/Rentals	900	900	-	-	(900)	-100 %
-	Other Goods & Services	800	-	-	-	-	0 %
-	6999 - Other Goods and Services	800	-	-	-	-	0 %
-	Other Fiscal	-	-	9,400	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	9,400	-	-	0 %
-	Revenue	(151,200)	-	(24,620)	-	-	0 %
-	Other Revenue	(151,200)	-	(24,620)	-	-	0 %
-	5508 - Recoveries from External Pa	(151,200)	-	(24,620)	-	-	0 %
-	Net	1,357,700	2,038,700	2,293,736	1,573,300	(465,400)	-23 %
-	P405 - Deputy Operations	1,053,500	925,500	866,250	866,900	(58,600)	-6 %
-	Expense	1,053,500	925,500	891,079	866,900	(58,600)	-6 %
-	Compensation and Benefits	987,800	858,400	854,426	801,100	(57,300)	-7 %
-	6001 - Salaries - Regular	692,400	727,800	599,226	670,300	(57,500)	-8 %
-	6002 - Salaries - Overtime	201,000	3,800	(24,439)	3,800	-	0 %
-	6005 - PDP Increases	-	-	(12,020)	-	-	0 %
-	6050 - Court Time	2,000	2,000	(36)	2,000	-	0 %
-	6053 - Extra Duty	-	-	1,253	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	48,878	-	-	0 %
-	6099 - Other Allowances	-	-	27,930	-	-	0 %
-	6100 - Benefits - Salaries	78,900	108,300	194,586	109,500	1,200	1 %
-	6110 - Vacancy Management	-	-	3,569	-	-	0 %
-	6152 - Retirement Incentives	3,200	4,500	4,338	4,300	(200)	-4 %
-	6154 - Workers' Compensation	5,200	6,900	6,218	6,100	(800)	-12 %
-	6156 - Clothing Allowance	5,100	5,100	6,700	5,100	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(1,252)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(525)	-	-	0 %
-	Office	7,000	5,700	5,359	4,900	(800)	-14 %
-	6201 - Telephone	3,000	3,000	4,468	3,000	-	0 %
-	6202 - Courier/Postage	400	100	6	100	-	0 %
-	6204 - Computer Software and Licen	1,600	600	-	600	-	0 %
-	6207 - Office Supplies	2,000	2,000	885	1,200	(800)	-40 %
-	Supplies	49,700	44,000	11,306	44,000	-	0 %
-	6403 - Patrol Equip Supplies	49,700	44,000	11,306	44,000	-	0 %
-	Equipment & Communications	-	7,500	4,015	7,500	-	0 %
-	6711 - Communication System	-	7,500	4,015	7,500	-	0 %
-	Other Goods & Services	9,000	9,900	1,964	9,400	(500)	-5 %
-	6901 - Membership Dues	500	2,500	649	2,500	-	0 %
-	6903 - Travel - Local	-	-	23	-	-	0 %
-	6904 - Travel - Out of Town	5,000	2,500	1,040	2,500	-	0 %
-	6911 - Facilities Rental	2,500	3,900	-	3,900	-	0 %

-	6918 - Meals	1,000	1,000	252	500	(500)	-50 %
-	Other Fiscal	-	-	14,009	-	-	0 %
-	8003 - Insurance Policies and Prem	-	-	13,309	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	700	-	-	0 %
-	Revenue	-	-	(24,829)	-	-	0 %
-	Other Revenue	-	-	(24,829)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(24,829)	-	-	0 %
-	Net	1,053,500	925,500	1,678,742	866,900	(58,600)	-6 %
-	P920 - Operations East	10,065,000	9,166,600	9,340,780	10,261,700	1,095,100	12 %
-	P425 - East	9,991,100	9,082,600	9,228,590	10,160,200	1,077,600	12 %
-	Expense	10,052,400	9,082,600	9,232,938	10,160,200	1,077,600	12 %
-	Compensation and Benefits	10,018,500	8,998,700	9,073,154	10,077,200	1,078,500	12 %
-	6001 - Salaries - Regular	7,943,800	6,924,300	7,315,056	7,807,400	883,100	13 %
-	6002 - Salaries - Overtime	129,400	346,200	269,636	346,200	-	0 %
-	6005 - PDP Increases	-	-	(2,586)	-	-	0 %
-	6050 - Court Time	207,600	207,600	298,781	207,600	-	0 %
-	6052 - Shift Differentials	104,600	104,600	74,979	104,600	-	0 %
-	6053 - Extra Duty	-	-	121,480	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	4,323	-	-	0 %
-	6099 - Other Allowances	-	-	4,323	-	-	0 %
-	6100 - Benefits - Salaries	1,461,200	1,269,000	1,201,981	1,453,300	184,300	15 %
-	6110 - Vacancy Management	-	-	28,162	-	-	0 %
-	6152 - Retirement Incentives	65,600	50,300	54,932	58,400	8,100	16 %
-	6154 - Workers' Compensation	57,900	48,300	2,657	51,300	3,000	6 %
-	6156 - Clothing Allowance	48,400	48,400	34,400	48,400	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(111,860)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(223,110)	-	-	0 %
-	Office	10,500	13,900	22,393	13,700	(200)	-1 %
-	6201 - Telephone	6,000	5,600	11,799	5,600	-	0 %
-	6202 - Courier/Postage	100	300	229	100	(200)	-67 %
-	6203 - Office Furniture and Equipm	1,900	3,500	4,120	3,500	-	0 %
-	6204 - Computer Software and Licen	-	-	1,214	-	-	0 %
-	6207 - Office Supplies	2,500	4,500	5,031	4,500	-	0 %
-	External Services	1,900	46,000	54,811	46,000	-	0 %
-	6304 - Janitorial Services	900	45,000	48,081	45,000	-	0 %
-	6399 - Contract Services	1,000	1,000	6,730	1,000	-	0 %
-	Supplies	-	-	1,178	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,178	-	-	0 %
-	Building Costs	1,800	1,800	6,579	5,000	3,200	178 %
-	6605 - Municipal Taxes	1,800	1,800	-	-	(1,800)	-100 %
-	6699 - Other Building Cost	-	-	6,579	5,000	5,000	100 %
-	Equipment & Communications	1,000	600	6,094	600	-	0 %
-	6701 - Equipment Purchase	400	-	-	-	-	0 %
-	6704 - Equipment Rental	-	-	2,080	-	-	0 %
-	6705 - Equipment - Repair and Main	600	600	2,797	600	-	0 %
-	6707 - Plumbing & Heating	-	-	604	-	-	0 %
-	6708 - Mechanical Equipment	-	-	613	-	-	0 %
-	Vehicle Expense	-	-	727	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	727	-	-	0 %
-	Other Goods & Services	7,300	10,200	8,065	17,700	7,500	74 %
-	6905 - Training & Education	-	-	(713)	-	-	0 %
-	6911 - Facilities Rental	2,700	10,200	8,447	17,700	7,500	74 %
-	6912 - Advertising and Promotion	200	-	-	-	-	0 %
-	6917 - Books and Periodicals	200	-	-	-	-	0 %
-	6918 - Meals	500	-	331	-	-	0 %
-	6999 - Other Goods and Services	3,700	-	-	-	-	0 %
-	Interdepartmental	11,400	11,400	14,337	-	(11,400)	-100 %
-	7005 - Interdepartmental Expenditu	11,400	11,400	11,400	-	(11,400)	-100 %
-	7007 - Interdepartmental Transfer	-	-	1,764	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,137	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Other Fiscal	-	-	45,600	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	45,600	-	-	0 %
-	Revenue	(61,300)	-	(4,348)	-	-	0 %
-	Other Revenue	(61,300)	-	(4,348)	-	-	0 %
-	5508 - Recoveries from External Pa	(61,300)	-	(4,348)	-	-	0 %
-	Net	10,113,700	9,082,600	11,273,722	10,160,200	1,077,600	12 %
-	P435 - Canine	20,600	30,700	42,423	30,700	-	0 %
-	Expense	20,600	30,700	42,423	30,700	-	0 %
-	Office	2,000	-	-	-	-	0 %
-	6201 - Telephone	2,000	-	-	-	-	0 %
-	Supplies	18,600	30,700	42,423	30,700	-	0 %
-	6401 - Uniforms & Clothing	700	700	1,370	700	-	0 %
-	6403 - Patrol Equip Supplies	17,900	30,000	41,053	30,000	-	0 %
-	Net	20,600	30,700	52,757	30,700	-	0 %
-	P445 - Marine	53,300	53,300	69,767	70,800	17,500	33 %

-	Expense	53,300	53,300	69,767	70,800	17,500	33 %
-	External Services	53,300	53,300	69,767	70,800	17,500	33 %
-	6399 - Contract Services	53,300	53,300	69,767	70,800	17,500	33 %
-	Net	53,300	53,300	69,767	70,800	17,500	33 %
-	ADMN - TPW Administration	1,219,119	949,847	960,838	632,300	(317,547)	-33 %
-	R101 - Service Delivery & Quality Improv	566,701	45,731	465,551	-	(45,731)	-100 %
-	Expense	743,801	45,731	467,114	-	(45,731)	-100 %
-	Compensation and Benefits	578,551	402	411,556	-	(402)	-100 %
-	6001 - Salaries - Regular	479,684	-	104,651	-	-	0 %
-	6002 - Salaries - Overtime	5,100	-	(310)	-	-	0 %
-	6005 - PDP Increases	-	-	(12,790)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	2,865	-	-	0 %
-	6100 - Benefits - Salaries	83,536	-	21,547	-	-	0 %
-	6110 - Vacancy Management	-	-	137,141	-	-	0 %
-	6152 - Retirement Incentives	2,782	-	1,281	-	-	0 %
-	6153 - Severance	-	-	155,409	-	-	0 %
-	6154 - Workers' Compensation	7,047	-	1,762	-	-	0 %
-	6156 - Clothing Allowance	402	402	-	-	(402)	-100 %
-	Office	36,600	12,000	5,385	-	(12,000)	-100 %
-	6201 - Telephone	4,000	-	3,600	-	-	0 %
-	6202 - Courier/Postage	450	-	115	-	-	0 %
-	6203 - Office Furniture and Equipm	9,000	5,003	602	-	(5,003)	-100 %
-	6204 - Computer Software and Licen	15,500	6,997	(323)	-	(6,997)	-100 %
-	6205 - Printing & Reproduction	1,350	-	230	-	-	0 %
-	6207 - Office Supplies	6,300	-	1,161	-	-	0 %
-	External Services	19,000	7,002	-	-	(7,002)	-100 %
-	6303 - Consulting Fees	19,000	7,002	-	-	(7,002)	-100 %
-	Supplies	2,850	-	536	-	-	0 %
-	6401 - Uniforms & Clothing	1,500	-	274	-	-	0 %
-	6406 - Bridge Tolls	-	-	262	-	-	0 %
-	6499 - Other Supplies	1,350	-	-	-	-	0 %
-	Building Costs	1,000	-	-	-	-	0 %
-	6699 - Other Building Cost	1,000	-	-	-	-	0 %
-	Equipment & Communications	11,000	7,202	6,142	-	(7,202)	-100 %
-	6701 - Equipment Purchase	-	-	31	-	-	0 %
-	6703 - Computer Equipment/Rentals	10,000	7,202	6,111	-	(7,202)	-100 %
-	6706 - Computer Repair and Mainten	1,000	-	-	-	-	0 %
-	Vehicle Expense	6,700	7,000	5,552	-	(7,000)	-100 %
-	6802 - Vehicle Repair and Maintena	1,700	1,000	267	-	(1,000)	-100 %
-	6804 - Vehicle Fuel - Gasoline	-	-	364	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	1,000	-	-	(1,000)	-100 %
-	6807 - Vehicle Leases	5,000	5,000	4,921	-	(5,000)	-100 %
-	Other Goods & Services	76,100	2,501	24,810	-	(2,501)	-100 %
-	6901 - Membership Dues	800	-	763	-	-	0 %
-	6902 - Conferences and Workshops	10,800	-	52	-	-	0 %
-	6903 - Travel - Local	7,200	-	2,486	-	-	0 %
-	6904 - Travel - Out of Town	4,970	2,501	-	-	(2,501)	-100 %
-	6905 - Training & Education	35,000	-	18,155	-	-	0 %
-	6906 - Licenses & Agreements	500	-	-	-	-	0 %
-	6908 - Medical Examinations	-	-	60	-	-	0 %
-	6912 - Advertising and Promotion	4,500	-	-	-	-	0 %
-	6917 - Books and Periodicals	2,000	-	776	-	-	0 %
-	6938 - Rewarding Excellence	2,680	-	-	-	-	0 %
-	6999 - Other Goods and Services	7,650	-	2,518	-	-	0 %
-	Interdepartmental	12,000	9,624	13,133	-	(9,624)	-100 %
-	7001 - Interdepartmental Equipment	12,000	9,624	12,579	-	(9,624)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	131	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	337	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	86	-	-	0 %
-	Revenue	(177,100)	-	(1,563)	-	-	0 %
-	Other Revenue	(177,100)	-	(1,563)	-	-	0 %
-	5508 - Recoveries from External Pa	(177,100)	-	(1,563)	-	-	0 %
-	Net	920,901	45,731	1,092,703	-	(45,731)	-100 %
-	R100 - Directors Administration	652,418	904,116	495,287	632,300	(271,816)	-30 %
-	Expense	652,418	904,116	495,287	632,300	(271,816)	-30 %
-	Compensation and Benefits	338,063	616,632	330,809	338,900	(277,732)	-45 %
-	6001 - Salaries - Regular	293,200	524,677	275,129	294,000	(230,677)	-44 %
-	6005 - PDP Increases	-	-	(12,193)	-	-	0 %
-	6100 - Benefits - Salaries	38,599	79,270	51,805	44,000	(35,270)	-44 %
-	6110 - Vacancy Management	-	-	10,011	(6,100)	(6,100)	100 %
-	6152 - Retirement Incentives	1,701	3,097	2,157	2,000	(1,097)	-35 %
-	6154 - Workers' Compensation	4,563	9,588	3,900	5,000	(4,588)	-48 %
-	Office	9,270	16,723	7,822	12,500	(4,223)	-25 %
-	6201 - Telephone	4,500	4,032	2,491	3,500	(532)	-13 %
-	6202 - Courier/Postage	810	1,085	489	1,000	(85)	-8 %

-	6203 - Office Furniture and Equipm	1,170	2,713	1,002	2,500	(213)	-8 %
-	6204 - Computer Software and Licens	-	1,287	1,686	1,500	213	17 %
-	6205 - Printing & Reproduction	540	2,785	1,357	1,500	(1,285)	-46 %
-	6207 - Office Supplies	2,250	4,821	797	2,500	(2,321)	-48 %
-	External Services	246,575	10,142	2,712	30,000	19,858	196 %
-	6303 - Consulting Fees	7,828	10,142	3,000	30,000	19,858	196 %
-	6399 - Contract Services	238,747	-	(288)	-	-	0 %
-	Supplies	1,350	1,880	825	1,000	(880)	-47 %
-	6401 - Uniforms & Clothing	-	-	825	1,000	1,000	100 %
-	6405 - Photography Supplies & Equi	-	129	-	-	(129)	-100 %
-	6406 - Bridge Tolls	-	129	-	-	(129)	-100 %
-	6499 - Other Supplies	1,350	1,622	-	-	(1,622)	-100 %
-	Materials	-	128	-	-	(128)	-100 %
-	6504 - Hardware	-	128	-	-	(128)	-100 %
-	Building Costs	-	5,000	-	5,000	-	0 %
-	6699 - Other Building Cost	-	5,000	-	5,000	-	0 %
-	Equipment & Communications	2,500	3,470	639	5,000	1,530	44 %
-	6703 - Computer Equipment/Rentals	2,300	2,842	557	5,000	2,158	76 %
-	6704 - Equipment Rental	100	100	-	-	(100)	-100 %
-	6705 - Equipment - Repair and Main	100	100	-	-	(100)	-100 %
-	6706 - Computer Repair and Mainten	-	428	-	-	(428)	-100 %
-	6711 - Communication System	-	-	82	-	-	0 %
-	Other Goods & Services	54,660	250,141	152,255	239,900	(10,241)	-4 %
-	6901 - Membership Dues	4,400	5,200	3,977	6,000	800	15 %
-	6902 - Conferences and Workshops	4,500	4,879	296	2,000	(2,879)	-59 %
-	6903 - Travel - Local	3,600	8,086	5,060	7,000	(1,086)	-13 %
-	6904 - Travel - Out of Town	10,650	13,721	2,909	10,000	(3,721)	-27 %
-	6905 - Training & Education	10,000	5,741	20,282	10,000	4,259	74 %
-	6906 - Licenses & Agreements	200	500	-	500	-	0 %
-	6911 - Facilities Rental	500	500	-	500	-	0 %
-	6912 - Advertising and Promotion	6,750	9,027	3,699	5,000	(4,027)	-45 %
-	6915 - Research Data Acquisition	-	-	3,181	-	-	0 %
-	6916 - Public Education	-	-	1,438	-	-	0 %
-	6917 - Books and Periodicals	1,000	1,856	725	1,500	(356)	-19 %
-	6918 - Meals	1,000	2,728	1,616	2,500	(228)	-8 %
-	6919 - Special Projects	-	188,747	107,244	189,200	453	0 %
-	6928 - Committee Expenses	2,000	1,500	68	1,500	-	0 %
-	6938 - Rewarding Excellence	5,360	4,149	-	4,000	(149)	-4 %
-	6943 - Health and Wellness Initiat	200	165	-	200	35	21 %
-	6999 - Other Goods and Services	4,500	3,342	1,760	-	(3,342)	-100 %
-	Interdepartmental	-	-	225	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	207	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	652,418	904,116	754,701	644,500	(259,616)	-29 %
-	A330 - Procurement	3,616,542	4,328,735	4,069,680	4,136,700	(192,035)	-4 %
-	A337 - Disposal of Surplus Equipment	-	-	1,732	-	-	0 %
-	Expense	-	-	11,973	-	-	0 %
-	Compensation and Benefits	-	-	912	-	-	0 %
-	6001 - Salaries - Regular	-	-	388	-	-	0 %
-	6002 - Salaries - Overtime	-	-	388	-	-	0 %
-	6100 - Benefits - Salaries	-	-	92	-	-	0 %
-	6154 - Workers' Compensation	-	-	44	-	-	0 %
-	Office	-	-	1,753	-	-	0 %
-	6202 - Courier/Postage	-	-	1,703	-	-	0 %
-	6207 - Office Supplies	-	-	50	-	-	0 %
-	External Services	-	-	4,988	-	-	0 %
-	6399 - Contract Services	-	-	4,988	-	-	0 %
-	Supplies	-	-	13	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	13	-	-	0 %
-	Equipment & Communications	-	-	107	-	-	0 %
-	6702 - Small Tools	-	-	107	-	-	0 %
-	Vehicle Expense	-	-	1,894	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	1,894	-	-	0 %
-	Other Goods & Services	-	-	2,306	-	-	0 %
-	6903 - Travel - Local	-	-	44	-	-	0 %
-	6909 - Cost of Sales	-	-	245	-	-	0 %
-	6912 - Advertising and Promotion	-	-	2,017	-	-	0 %
-	Revenue	-	-	(10,241)	-	-	0 %
-	Other Revenue	-	-	(10,241)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(10,241)	-	-	0 %
-	Net	-	-	38,178	-	-	0 %
-	A331 - General Purchasing	613,872	696,774	644,357	711,000	14,226	2 %
-	Expense	613,872	696,774	683,101	711,000	14,226	2 %
-	Compensation and Benefits	565,700	653,746	651,410	671,600	17,854	3 %
-	6001 - Salaries - Regular	474,500	544,520	560,194	559,200	14,680	3 %

-	6002 - Salaries - Overtime	-	1,500	130	1,500	-	0 %
-	6005 - PDP Increases	-	-	(18,975)	-	-	0 %
-	6100 - Benefits - Salaries	81,700	96,602	98,738	99,800	3,198	3 %
-	6152 - Retirement Incentives	2,700	3,161	3,477	3,500	339	11 %
-	6154 - Workers' Compensation	6,800	7,963	7,846	7,600	(363)	-5 %
-	Office	22,450	21,564	18,505	20,000	(1,564)	-7 %
-	6201 - Telephone	14,500	13,614	13,620	13,500	(114)	-1 %
-	6202 - Courier/Postage	720	720	136	500	(220)	-31 %
-	6203 - Office Furniture and Equipm	900	900	1,260	900	-	0 %
-	6204 - Computer Software and Licen	500	500	-	-	(500)	-100 %
-	6205 - Printing & Reproduction	180	180	-	200	20	11 %
-	6207 - Office Supplies	5,490	5,490	3,438	4,900	(590)	-11 %
-	6299 - Other Office Expenses	160	160	51	-	(160)	-100 %
-	External Services	3,600	3,600	2,768	2,500	(1,100)	-31 %
-	6301 - Professional Fees	600	600	-	500	(100)	-17 %
-	6310 - Outside Personnel	2,000	2,000	-	-	(2,000)	-100 %
-	6399 - Contract Services	1,000	1,000	2,768	2,000	1,000	100 %
-	Supplies	200	200	15	200	-	0 %
-	6401 - Uniforms & Clothing	200	200	-	200	-	0 %
-	6499 - Other Supplies	-	-	15	-	-	0 %
-	Equipment & Communications	900	900	216	400	(500)	-56 %
-	6703 - Computer Equipment/Rentals	300	300	-	200	(100)	-33 %
-	6705 - Equipment - Repair and Main	100	100	216	100	-	0 %
-	6706 - Computer Repair and Mainten	100	100	-	100	-	0 %
-	6711 - Communication System	400	400	-	-	(400)	-100 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	21,022	16,764	10,026	16,300	(464)	-3 %
-	6901 - Membership Dues	2,600	2,600	1,865	2,700	100	4 %
-	6902 - Conferences and Workshops	2,880	1,653	1,417	2,000	347	21 %
-	6903 - Travel - Local	5,940	5,940	2,765	4,900	(1,040)	-18 %
-	6904 - Travel - Out of Town	1,562	1,562	1,827	1,500	(62)	-4 %
-	6905 - Training & Education	5,400	3,100	782	3,400	300	10 %
-	6912 - Advertising and Promotion	450	289	-	-	(289)	-100 %
-	6917 - Books and Periodicals	1,100	1,100	848	1,200	100	9 %
-	6938 - Rewarding Excellence	1,000	520	522	600	80	15 %
-	6999 - Other Goods and Services	90	-	-	-	-	0 %
-	Interdepartmental	-	-	161	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	30	-	-	0 %
-	7009 - Internal Transfers Other	-	-	131	-	-	0 %
-	Revenue	-	-	(38,744)	-	-	0 %
-	Other Revenue	-	-	(38,744)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(38,744)	-	-	0 %
-	Net	613,872	696,774	947,425	711,000	14,226	2 %
-	A332 - Inventory & Asset Mg	93,670	120,608	122,049	127,000	6,392	5 %
-	Expense	93,670	120,608	122,049	127,000	6,392	5 %
-	Compensation and Benefits	59,350	70,324	66,093	71,500	1,176	2 %
-	6001 - Salaries - Regular	37,700	38,184	38,417	38,000	(184)	0 %
-	6002 - Salaries - Overtime	1,750	12,000	15,463	13,000	1,000	8 %
-	6054 - Vacation Payout for Staff	-	-	146	-	-	0 %
-	6099 - Other Allowances	10,300	10,300	-	10,300	-	0 %
-	6100 - Benefits - Salaries	8,700	8,882	10,826	9,000	118	1 %
-	6152 - Retirement Incentives	200	202	214	200	(2)	-1 %
-	6154 - Workers' Compensation	700	756	1,027	1,000	244	32 %
-	Office	7,520	7,218	6,849	6,100	(1,118)	-15 %
-	6201 - Telephone	5,000	4,698	5,074	4,700	2	0 %
-	6202 - Courier/Postage	450	450	418	200	(250)	-56 %
-	6203 - Office Furniture and Equipm	720	720	-	500	(220)	-31 %
-	6207 - Office Supplies	1,350	1,350	1,357	700	(650)	-48 %
-	External Services	-	4,029	4,581	5,000	971	24 %
-	6311 - Security	-	-	81	1,000	1,000	100 %
-	6399 - Contract Services	-	4,029	4,500	4,000	(29)	-1 %
-	Supplies	200	200	257	1,300	1,100	550 %
-	6401 - Uniforms & Clothing	200	200	145	200	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	101	100	100	100 %
-	6409 - Personal Protective Equipme	-	-	11	1,000	1,000	100 %
-	Equipment & Communications	25,200	37,300	29,843	40,400	3,100	8 %
-	6701 - Equipment Purchase	-	-	176	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	100	-	-	0 %
-	6705 - Equipment - Repair and Main	25,200	32,300	28,854	40,400	8,100	25 %
-	6706 - Computer Repair and Mainten	-	5,000	713	-	(5,000)	-100 %
-	Vehicle Expense	-	-	461	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	6	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	410	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	45	-	-	0 %
-	Other Goods & Services	1,400	1,537	730	2,700	1,163	76 %

-	6903 - Travel - Local	450	450	627	700	250	56 %
-	6905 - Training & Education	500	787	-	500	(287)	-36 %
-	6906 - Licenses & Agreements	-	-	-	1,000	1,000	100 %
-	6918 - Meals	-	-	9	-	-	0 %
-	6938 - Rewarding Excellence	450	300	-	500	200	67 %
-	6999 - Other Goods and Services	-	-	94	-	-	0 %
-	Interdepartmental	-	-	13,235	-	-	0 %
-	7009 - Internal Transfers Other	-	-	13,163	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Net	93,670	120,608	134,203	127,000	6,392	5 %
-	A333 - Stores-Transit/Fire	931,075	838,372	770,871	780,300	(58,072)	-7 %
-	Expense	931,075	838,372	770,871	780,300	(58,072)	-7 %
-	Compensation and Benefits	892,400	780,807	727,325	724,700	(56,107)	-7 %
-	6001 - Salaries - Regular	679,700	571,445	521,267	541,700	(29,745)	-5 %
-	6002 - Salaries - Overtime	35,700	50,667	27,625	40,000	(10,667)	-21 %
-	6005 - PDP Increases	-	-	(2,430)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	872	-	-	0 %
-	6099 - Other Allowances	-	10,000	28,055	10,000	-	0 %
-	6100 - Benefits - Salaries	139,300	115,463	97,811	102,200	(13,263)	-11 %
-	6110 - Vacancy Management	-	-	25,964	-	-	0 %
-	6152 - Retirement Incentives	4,800	4,014	3,150	3,400	(614)	-15 %
-	6154 - Workers' Compensation	31,100	27,418	27,323	25,600	(1,818)	-7 %
-	6155 - Overtime Meals	-	-	1,316	-	-	0 %
-	6156 - Clothing Allowance	1,800	1,800	1,010	1,800	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(4,638)	-	-	0 %
-	Office	13,225	14,138	8,654	10,800	(3,338)	-24 %
-	6201 - Telephone	4,000	3,813	3,102	3,800	(13)	0 %
-	6202 - Courier/Postage	1,170	1,170	204	200	(970)	-83 %
-	6203 - Office Furniture and Equipm	3,330	4,430	721	2,000	(2,430)	-55 %
-	6205 - Printing & Reproduction	-	-	80	-	-	0 %
-	6207 - Office Supplies	4,725	4,725	4,539	4,800	75	2 %
-	6299 - Other Office Expenses	-	-	8	-	-	0 %
-	External Services	1,000	1,000	-	10,000	9,000	900 %
-	6311 - Security	-	-	-	5,000	5,000	100 %
-	6399 - Contract Services	1,000	1,000	-	5,000	4,000	400 %
-	Supplies	8,350	12,800	5,373	12,200	(600)	-5 %
-	6401 - Uniforms & Clothing	7,100	12,000	4,083	10,000	(2,000)	-17 %
-	6407 - Cleaning/Sanitary Supplies	200	200	616	200	-	0 %
-	6409 - Personal Protective Equipme	600	600	674	2,000	1,400	233 %
-	6499 - Other Supplies	450	-	-	-	-	0 %
-	Materials	2,000	2,000	218	-	(2,000)	-100 %
-	6504 - Hardware	500	500	218	-	(500)	-100 %
-	6599 - Other Materials	1,500	1,500	-	-	(1,500)	-100 %
-	Equipment & Communications	8,700	23,050	4,124	15,500	(7,550)	-33 %
-	6701 - Equipment Purchase	5,000	19,350	3,442	10,000	(9,350)	-48 %
-	6702 - Small Tools	1,000	1,000	312	500	(500)	-50 %
-	6703 - Computer Equipment/Rentals	2,000	2,000	364	-	(2,000)	-100 %
-	6705 - Equipment - Repair and Main	700	700	-	5,000	4,300	614 %
-	6707 - Plumbing & Heating	-	-	6	-	-	0 %
-	Vehicle Expense	-	-	10,304	4,200	4,200	100 %
-	6802 - Vehicle Repair and Maintena	-	-	10,304	4,200	4,200	100 %
-	Other Goods & Services	4,300	3,012	2,082	2,900	(112)	-4 %
-	6903 - Travel - Local	900	1,500	1,729	1,600	100	7 %
-	6905 - Training & Education	2,000	1,148	86	1,000	(148)	-13 %
-	6918 - Meals	500	364	267	300	(64)	-18 %
-	6999 - Other Goods and Services	900	-	-	-	-	0 %
-	Interdepartmental	1,100	1,565	12,791	-	(1,565)	-100 %
-	7001 - Interdepartmental Equipment	1,100	1,565	2,112	-	(1,565)	-100 %
-	7008 - Internal Transfer of IT, So	-	-	1,643	-	-	0 %
-	7009 - Internal Transfers Other	-	-	9,000	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Net	931,075	838,372	1,083,439	780,300	(58,072)	-7 %
-	A334 - Stores-East/West	610,230	685,992	649,312	616,400	(69,592)	-10 %
-	Expense	610,230	685,992	649,312	616,400	(69,592)	-10 %
-	Compensation and Benefits	572,600	630,169	596,448	571,500	(58,669)	-9 %
-	6001 - Salaries - Regular	436,700	448,889	414,947	412,000	(36,889)	-8 %
-	6002 - Salaries - Overtime	30,600	40,000	26,173	44,000	4,000	10 %
-	6005 - PDP Increases	-	-	(1,567)	-	-	0 %
-	6051 - Shift Agreements	2,200	2,200	2,559	2,200	-	0 %
-	6054 - Vacation Payout for Staff	-	-	486	-	-	0 %
-	6099 - Other Allowances	10,300	10,300	-	10,300	-	0 %
-	6100 - Benefits - Salaries	94,700	98,177	93,192	90,000	(8,177)	-8 %
-	6110 - Vacancy Management	-	-	48,824	-	-	0 %
-	6152 - Retirement Incentives	2,700	2,759	2,623	3,000	241	9 %
-	6154 - Workers' Compensation	8,500	8,744	8,376	7,000	(1,744)	-20 %
-	6155 - Overtime Meals	3,000	3,000	371	3,000	-	0 %

-	9200 - HR CATS Wage/Ben	-	-	464	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	(13,100)	13,100	-	-	(13,100)	-100 %
-	9230 - HR CATS OT Meals	(3,000)	3,000	-	-	(3,000)	-100 %
-	Office	11,130	14,720	11,453	10,200	(4,520)	-31 %
-	6201 - Telephone	3,300	3,060	3,357	3,100	40	1 %
-	6202 - Courier/Postage	1,170	1,170	924	200	(970)	-83 %
-	6203 - Office Furniture and Equipm	2,700	6,530	3,148	3,400	(3,130)	-48 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	3,960	3,960	3,924	3,500	(460)	-12 %
-	External Services	1,000	1,300	926	7,100	5,800	446 %
-	6311 - Security	-	-	-	2,000	2,000	100 %
-	6399 - Contract Services	1,000	1,300	926	5,100	3,800	292 %
-	Supplies	2,000	5,670	2,557	4,200	(1,470)	-26 %
-	6401 - Uniforms & Clothing	1,000	1,000	944	2,000	1,000	100 %
-	6406 - Bridge Tolls	200	-	15	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	200	200	95	200	-	0 %
-	6409 - Personal Protective Equipme	600	4,470	1,503	2,000	(2,470)	-55 %
-	Materials	1,000	1,000	526	-	(1,000)	-100 %
-	6504 - Hardware	500	500	181	-	(500)	-100 %
-	6599 - Other Materials	500	500	345	-	(500)	-100 %
-	Building Costs	1,500	1,500	1,838	-	(1,500)	-100 %
-	6699 - Other Building Cost	1,500	1,500	1,838	-	(1,500)	-100 %
-	Equipment & Communications	9,000	24,000	21,975	20,500	(3,500)	-15 %
-	6701 - Equipment Purchase	5,000	20,000	19,822	15,000	(5,000)	-25 %
-	6702 - Small Tools	1,000	1,000	631	500	(500)	-50 %
-	6703 - Computer Equipment/Rentals	2,000	2,000	456	-	(2,000)	-100 %
-	6705 - Equipment - Repair and Main	1,000	1,000	889	5,000	4,000	400 %
-	6711 - Communication System	-	-	177	-	-	0 %
-	Vehicle Expense	-	-	179	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	179	-	-	0 %
-	Other Goods & Services	4,300	3,012	1,659	2,900	(112)	-4 %
-	6903 - Travel - Local	900	1,500	1,390	1,600	100	7 %
-	6905 - Training & Education	2,000	1,148	27	1,000	(148)	-13 %
-	6906 - Licenses & Agreements	-	-	95	-	-	0 %
-	6918 - Meals	500	364	157	300	(64)	-18 %
-	6938 - Rewarding Excellence	-	-	(10)	-	-	0 %
-	6999 - Other Goods and Services	900	-	-	-	-	0 %
-	Interdepartmental	7,700	4,621	11,751	-	(4,621)	-100 %
-	7001 - Interdepartmental Equipment	7,700	4,621	11,575	-	(4,621)	-100 %
-	7099 - Interdepartmental Chargebac	-	-	86	-	-	0 %
-	9911 - PM Labour-Reg	-	-	90	-	-	0 %
-	Net	642,430	685,992	865,946	616,400	(69,592)	-10 %
-	A335 - Procurement Field Support Reps	574,330	580,421	571,039	582,000	1,579	0 %
-	Expense	574,330	580,421	571,039	582,000	1,579	0 %
-	Compensation and Benefits	571,600	577,806	568,916	579,500	1,694	0 %
-	6001 - Salaries - Regular	452,900	458,212	456,572	456,500	(1,712)	0 %
-	6002 - Salaries - Overtime	8,700	7,556	410	7,500	(56)	-1 %
-	6100 - Benefits - Salaries	96,300	98,016	98,152	101,900	3,884	4 %
-	6110 - Vacancy Management	-	-	841	-	-	0 %
-	6152 - Retirement Incentives	2,400	2,429	2,424	2,600	171	7 %
-	6154 - Workers' Compensation	11,300	11,593	10,517	11,000	(593)	-5 %
-	Office	360	1,030	1,210	1,000	(30)	-3 %
-	6202 - Courier/Postage	-	-	26	-	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	360	1,030	1,084	1,000	(30)	-3 %
-	Supplies	100	100	100	100	-	0 %
-	6401 - Uniforms & Clothing	100	100	100	100	-	0 %
-	Equipment & Communications	-	-	47	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	47	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	-	-	-	0 %
-	Other Goods & Services	2,270	1,485	766	1,400	(85)	-6 %
-	6903 - Travel - Local	720	1,100	381	1,200	100	9 %
-	6938 - Rewarding Excellence	200	385	385	200	(185)	-48 %
-	6999 - Other Goods and Services	1,350	-	-	-	-	0 %
-	Net	574,330	580,421	667,991	582,000	1,579	0 %
-	A336 - Procurement Staff	720,130	667,669	661,749	685,000	17,331	3 %
-	Expense	720,130	667,669	661,749	685,000	17,331	3 %
-	Compensation and Benefits	719,100	666,867	661,377	684,100	17,233	3 %
-	6001 - Salaries - Regular	583,500	540,609	539,756	555,600	14,991	3 %
-	6002 - Salaries - Overtime	2,000	889	(130)	900	11	1 %
-	6100 - Benefits - Salaries	119,000	111,800	108,200	114,300	2,500	2 %
-	6152 - Retirement Incentives	3,100	2,865	3,027	3,100	235	8 %
-	6154 - Workers' Compensation	11,500	10,704	10,524	10,200	(504)	-5 %
-	Office	630	630	224	500	(130)	-21 %
-	6203 - Office Furniture and Equipm	630	630	156	500	(130)	-21 %

-	6207 - Office Supplies	-	-	68	-	-	0 %
-	Other Goods & Services	400	172	148	400	228	133 %
-	6903 - Travel - Local	-	-	-	200	200	100 %
-	6938 - Rewarding Excellence	400	172	148	200	28	16 %
-	Net	720,130	667,669	768,651	685,000	17,331	3 %
-	A338 - Stores - Ragged Lake Transit	73,235	738,899	648,571	635,000	(103,899)	-14 %
-	Expense	73,235	738,899	648,571	635,000	(103,899)	-14 %
-	Compensation and Benefits	63,200	707,068	625,507	587,800	(119,268)	-17 %
-	6001 - Salaries - Regular	50,900	500,408	400,894	437,500	(62,908)	-13 %
-	6002 - Salaries - Overtime	-	53,650	29,844	30,000	(23,650)	-44 %
-	6005 - PDP Increases	-	-	(2,517)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	349	-	-	0 %
-	6099 - Other Allowances	-	20,000	24,143	-	(20,000)	-100 %
-	6100 - Benefits - Salaries	9,400	103,412	87,329	92,700	(10,712)	-10 %
-	6110 - Vacancy Management	-	-	66,154	-	-	0 %
-	6152 - Retirement Incentives	300	3,639	2,860	3,300	(339)	-9 %
-	6154 - Workers' Compensation	2,600	25,959	19,224	22,500	(3,459)	-13 %
-	6155 - Overtime Meals	-	-	402	-	-	0 %
-	6156 - Clothing Allowance	-	-	800	1,800	1,800	100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(3,975)	-	-	0 %
-	Office	-	12,000	4,765	8,800	(3,200)	-27 %
-	6201 - Telephone	-	4,000	1,601	3,100	(900)	-23 %
-	6202 - Courier/Postage	-	-	420	200	200	100 %
-	6203 - Office Furniture and Equipm	-	-	-	2,000	2,000	100 %
-	6205 - Printing & Reproduction	-	-	130	-	-	0 %
-	6207 - Office Supplies	-	8,000	2,614	3,500	(4,500)	-56 %
-	External Services	-	-	-	7,000	7,000	100 %
-	6311 - Security	-	-	-	2,000	2,000	100 %
-	6399 - Contract Services	-	-	-	5,000	5,000	100 %
-	Supplies	-	7,000	2,957	12,200	5,200	74 %
-	6401 - Uniforms & Clothing	-	7,000	1,862	10,000	3,000	43 %
-	6407 - Cleaning/Sanitary Supplies	-	-	413	200	200	100 %
-	6409 - Personal Protective Equipme	-	-	223	2,000	2,000	100 %
-	6499 - Other Supplies	-	-	459	-	-	0 %
-	Materials	-	1,700	1,137	-	(1,700)	-100 %
-	6504 - Hardware	-	200	10	-	(200)	-100 %
-	6599 - Other Materials	-	1,500	1,127	-	(1,500)	-100 %
-	Equipment & Communications	-	3,000	1,672	11,500	8,500	283 %
-	6701 - Equipment Purchase	-	3,000	1,318	6,000	3,000	100 %
-	6702 - Small Tools	-	-	334	500	500	100 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	-	5,000	5,000	100 %
-	Vehicle Expense	-	3,000	2,052	4,900	1,900	63 %
-	6802 - Vehicle Repair and Maintena	-	3,000	2,052	4,900	1,900	63 %
-	Other Goods & Services	10,035	5,131	3,326	2,800	(2,331)	-45 %
-	6903 - Travel - Local	-	2,500	2,252	1,500	(1,000)	-40 %
-	6905 - Training & Education	-	2,631	-	1,000	(1,631)	-62 %
-	6918 - Meals	-	-	227	300	300	100 %
-	6999 - Other Goods and Services	10,035	-	847	-	-	0 %
-	Interdepartmental	-	-	7,155	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	408	-	-	0 %
-	7009 - Internal Transfers Other	-	-	6,747	-	-	0 %
-	Net	73,235	738,899	831,605	635,000	(103,899)	-14 %
-	SEMO - Energy & Environment	614,259	857,733	812,143	773,400	(84,333)	-10 %
-	D935 - Energy and Enviroment	614,559	857,577	799,445	773,400	(84,177)	-10 %
-	Expense	614,559	857,577	824,503	773,400	(84,177)	-10 %
-	Compensation and Benefits	341,235	596,333	627,131	542,500	(53,833)	-9 %
-	6001 - Salaries - Regular	285,651	499,149	469,267	461,400	(37,749)	-8 %
-	6002 - Salaries - Overtime	-	733	338	700	(33)	-5 %
-	6005 - PDP Increases	-	-	(3,959)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	829	-	-	0 %
-	6100 - Benefits - Salaries	49,339	86,757	87,125	80,300	(6,457)	-7 %
-	6110 - Vacancy Management	-	-	65,379	(8,300)	(8,300)	100 %
-	6152 - Retirement Incentives	1,539	2,812	1,970	2,800	(12)	0 %
-	6154 - Workers' Compensation	4,706	6,882	6,182	5,600	(1,282)	-19 %
-	Office	10,969	12,226	8,145	10,200	(2,026)	-17 %
-	6201 - Telephone	7,928	7,000	3,645	7,000	-	0 %
-	6202 - Courier/Postage	-	-	180	-	-	0 %
-	6203 - Office Furniture and Equipm	638	726	475	700	(26)	-4 %
-	6204 - Computer Software and Licen	503	2,000	-	-	(2,000)	-100 %
-	6207 - Office Supplies	1,900	2,500	3,845	2,500	-	0 %
-	External Services	127,032	145,032	138,369	145,000	(32)	0 %
-	6303 - Consulting Fees	56,357	20,000	34,286	20,000	-	0 %
-	6399 - Contract Services	70,675	125,032	104,083	125,000	(32)	0 %
-	Supplies	-	1,300	536	1,300	-	0 %
-	6401 - Uniforms & Clothing	-	1,300	81	1,300	-	0 %

-	6406 - Bridge Tolls	-	-	41	-	-	0 %
-	6499 - Other Supplies	-	-	414	-	-	0 %
-	Building Costs	-	-	18	-	-	0 %
-	6699 - Other Building Cost	-	-	18	-	-	0 %
-	Equipment & Communications	-	38,794	9,734	35,800	(2,994)	-8 %
-	6701 - Equipment Purchase	-	32,794	3,769	29,800	(2,994)	-9 %
-	6702 - Small Tools	-	-	144	-	-	0 %
-	6704 - Equipment Rental	-	5,000	3,662	5,000	-	0 %
-	6705 - Equipment - Repair and Main	-	1,000	2,159	1,000	-	0 %
-	Vehicle Expense	-	-	(144)	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	2	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	34	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	25	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	(205)	-	-	0 %
-	Other Goods & Services	130,223	58,792	33,546	38,600	(20,192)	-34 %
-	6901 - Membership Dues	1,006	1,006	1,979	1,000	(6)	-1 %
-	6902 - Conferences and Workshops	-	2,000	(104)	2,000	-	0 %
-	6903 - Travel - Local	10,406	12,906	4,210	12,900	(6)	0 %
-	6904 - Travel - Out of Town	1,071	1,071	2,824	1,000	(71)	-7 %
-	6905 - Training & Education	3,622	4,457	2,176	4,500	43	1 %
-	6911 - Facilities Rental	36,794	-	988	-	-	0 %
-	6912 - Advertising and Promotion	3,253	3,834	-	3,800	(34)	-1 %
-	6915 - Research Data Acquisition	34,381	3,438	3,342	3,400	(38)	-1 %
-	6916 - Public Education	15,080	20,080	7,887	10,000	(10,080)	-50 %
-	6917 - Books and Periodicals	-	-	1,427	-	-	0 %
-	6918 - Meals	-	-	193	-	-	0 %
-	6919 - Special Projects	-	10,000	8,624	-	(10,000)	-100 %
-	6999 - Other Goods and Services	24,610	-	-	-	-	0 %
-	Interdepartmental	5,100	5,100	7,168	-	(5,100)	-100 %
-	7001 - Interdepartmental Equipment	-	-	500	-	-	0 %
-	7002 - Other Interdepartmental Cha	5,100	5,100	5,100	-	(5,100)	-100 %
-	7007 - Interdepartmental Transfer	-	-	63	-	-	0 %
-	7009 - Internal Transfers Other	-	-	1,505	-	-	0 %
-	Revenue	-	-	(25,058)	-	-	0 %
-	Other Revenue	-	-	(25,058)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(25,058)	-	-	0 %
-	Net	614,559	857,577	984,873	790,000	(67,577)	-8 %
-	D948 - EE Sustainable Community Projects	(300)	-	-	-	-	0 %
-	Expense	(300)	-	-	-	-	0 %
-	External Services	126,066	126,066	186,412	101,700	(24,366)	-19 %
-	6303 - Consulting Fees	-	-	28,889	-	-	0 %
-	6399 - Contract Services	126,066	126,066	157,523	101,700	(24,366)	-19 %
-	Supplies	-	-	17	-	-	0 %
-	6499 - Other Supplies	-	-	17	-	-	0 %
-	Equipment & Communications	-	114,367	-	114,400	33	0 %
-	6701 - Equipment Purchase	-	114,367	-	114,400	33	0 %
-	Other Goods & Services	164,367	50,000	12,515	50,000	-	0 %
-	6905 - Training & Education	-	-	7,327	-	-	0 %
-	6915 - Research Data Acquisition	-	25,000	5,000	25,000	-	0 %
-	6916 - Public Education	-	25,000	188	25,000	-	0 %
-	6999 - Other Goods and Services	164,367	-	-	-	-	0 %
-	Interdepartmental	-	-	1,000	-	-	0 %
-	7009 - Internal Transfers Other	-	-	1,000	-	-	0 %
-	Other Fiscal	(290,733)	(290,433)	(202,039)	(266,100)	24,333	-8 %
-	8008 - Transfer to/from Reserves	(290,733)	(290,433)	(202,039)	(266,100)	24,333	-8 %
-	Compensation and Benefits	-	-	2,095	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	2,095	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	581,166	580,866	409,206	532,200	(48,666)	-8 %
-	D947 - EE Environmental Water Quality	-	156	12,698	-	(156)	-100 %
-	Expense	-	156	12,698	-	(156)	-100 %
-	Compensation and Benefits	-	156	12,363	-	(156)	-100 %
-	6001 - Salaries - Regular	-	-	11,357	-	-	0 %
-	6002 - Salaries - Overtime	-	156	-	-	(156)	-100 %
-	6100 - Benefits - Salaries	-	-	781	-	-	0 %
-	6154 - Workers' Compensation	-	-	225	-	-	0 %
-	Office	-	-	351	-	-	0 %
-	6202 - Courier/Postage	-	-	351	-	-	0 %
-	Other Goods & Services	-	-	(16)	-	-	0 %
-	6999 - Other Goods and Services	-	-	(16)	-	-	0 %
-	Net	-	156	18,434	-	(156)	-100 %
-	Z200 - Cole Harbour Place	-	-	4	-	-	0 %
-	Z210 - Administration - CHP	-	-	(1,604,424)	-	-	0 %
-	Expense	-	-	284,923	-	-	0 %

-	Compensation and Benefits	-	-	283,619	-	-	0 %
-	6001 - Salaries - Regular	-	-	240,608	-	-	0 %
-	6002 - Salaries - Overtime	-	-	112	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	6,509	-	-	0 %
-	6099 - Other Allowances	-	-	2,000	-	-	0 %
-	6100 - Benefits - Salaries	-	-	30,309	-	-	0 %
-	6154 - Workers' Compensation	-	-	4,081	-	-	0 %
-	External Services	-	-	1,304	-	-	0 %
-	6399 - Contract Services	-	-	1,304	-	-	0 %
-	Revenue	-	-	(1,889,347)	-	-	0 %
-	Other Revenue	-	-	(1,889,347)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,881,340)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(8,007)	-	-	0 %
-	Net	-	-	2,559,782	-	-	0 %
-	Z220 - Operations	-	-	416,229	-	-	0 %
-	Expense	-	-	416,229	-	-	0 %
-	Compensation and Benefits	-	-	416,229	-	-	0 %
-	6001 - Salaries - Regular	-	-	368,233	-	-	0 %
-	6002 - Salaries - Overtime	-	-	(56)	-	-	0 %
-	6003 - Wages - Regular	-	-	2,691	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,282	-	-	0 %
-	6100 - Benefits - Salaries	-	-	36,580	-	-	0 %
-	6101 - Benefits - Wages	-	-	172	-	-	0 %
-	6154 - Workers' Compensation	-	-	7,327	-	-	0 %
-	Net	-	-	446,157	-	-	0 %
-	Z230 - Control Desk	-	-	118,163	-	-	0 %
-	Expense	-	-	118,163	-	-	0 %
-	Compensation and Benefits	-	-	118,163	-	-	0 %
-	6001 - Salaries - Regular	-	-	94,855	-	-	0 %
-	6003 - Wages - Regular	-	-	12,400	-	-	0 %
-	6100 - Benefits - Salaries	-	-	7,968	-	-	0 %
-	6101 - Benefits - Wages	-	-	816	-	-	0 %
-	6154 - Workers' Compensation	-	-	2,124	-	-	0 %
-	Net	-	-	127,009	-	-	0 %
-	Z231 - Skate Patrol	-	-	9,313	-	-	0 %
-	Expense	-	-	9,313	-	-	0 %
-	Compensation and Benefits	-	-	9,313	-	-	0 %
-	6001 - Salaries - Regular	-	-	8,895	-	-	0 %
-	6100 - Benefits - Salaries	-	-	242	-	-	0 %
-	6154 - Workers' Compensation	-	-	176	-	-	0 %
-	Net	-	-	10,723	-	-	0 %
-	Z240 - Athletics	-	-	206,969	-	-	0 %
-	Expense	-	-	206,969	-	-	0 %
-	Compensation and Benefits	-	-	206,969	-	-	0 %
-	6001 - Salaries - Regular	-	-	182,884	-	-	0 %
-	6003 - Wages - Regular	-	-	3,744	-	-	0 %
-	6100 - Benefits - Salaries	-	-	16,231	-	-	0 %
-	6101 - Benefits - Wages	-	-	218	-	-	0 %
-	6154 - Workers' Compensation	-	-	3,892	-	-	0 %
-	Net	-	-	218,439	-	-	0 %
-	Z241 - Athletics-Fitness	-	-	67,502	-	-	0 %
-	Expense	-	-	67,502	-	-	0 %
-	Compensation and Benefits	-	-	67,502	-	-	0 %
-	6001 - Salaries - Regular	-	-	57,108	-	-	0 %
-	6003 - Wages - Regular	-	-	5,067	-	-	0 %
-	6100 - Benefits - Salaries	-	-	3,885	-	-	0 %
-	6101 - Benefits - Wages	-	-	250	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,192	-	-	0 %
-	Net	-	-	74,002	-	-	0 %
-	Z242 - Athletics-Weight Room	-	-	129,875	-	-	0 %
-	Expense	-	-	129,875	-	-	0 %
-	Compensation and Benefits	-	-	129,875	-	-	0 %
-	6001 - Salaries - Regular	-	-	114,078	-	-	0 %
-	6003 - Wages - Regular	-	-	6,240	-	-	0 %
-	6100 - Benefits - Salaries	-	-	6,795	-	-	0 %
-	6101 - Benefits - Wages	-	-	405	-	-	0 %
-	6154 - Workers' Compensation	-	-	2,357	-	-	0 %
-	Net	-	-	138,573	-	-	0 %
-	Z243 - Athletics-Babysitting	-	-	22,483	-	-	0 %
-	Expense	-	-	22,483	-	-	0 %
-	Compensation and Benefits	-	-	22,483	-	-	0 %
-	6001 - Salaries - Regular	-	-	21,229	-	-	0 %
-	6100 - Benefits - Salaries	-	-	833	-	-	0 %
-	6154 - Workers' Compensation	-	-	421	-	-	0 %
-	Net	-	-	24,139	-	-	0 %
-	Z250 - Aquatics	-	-	331,381	-	-	0 %

-	Expense	-	-	331,381	-	-	0 %
-	Compensation and Benefits	-	-	331,381	-	-	0 %
-	6001 - Salaries - Regular	-	-	273,703	-	-	0 %
-	6003 - Wages - Regular	-	-	36,427	-	-	0 %
-	6100 - Benefits - Salaries	-	-	13,486	-	-	0 %
-	6101 - Benefits - Wages	-	-	1,650	-	-	0 %
-	6154 - Workers' Compensation	-	-	6,115	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	-	-	-	0 %
-	Net	-	-	356,805	-	-	0 %
-	Z260 - Housekeeping	-	-	302,513	-	-	0 %
-	Expense	-	-	302,513	-	-	0 %
-	Compensation and Benefits	-	-	302,513	-	-	0 %
-	6001 - Salaries - Regular	-	-	277,261	-	-	0 %
-	6002 - Salaries - Overtime	-	-	(246)	-	-	0 %
-	6100 - Benefits - Salaries	-	-	19,928	-	-	0 %
-	6154 - Workers' Compensation	-	-	5,570	-	-	0 %
-	Net	-	-	327,433	-	-	0 %
-	C720 - CRS Administration	366,297	283,610	431,701	365,700	82,090	29 %
-	C470 - Canada Games 2011	-	-	(1,567)	-	-	0 %
-	Expense	-	-	405,898	-	-	0 %
-	Compensation and Benefits	-	-	405,898	-	-	0 %
-	6001 - Salaries - Regular	-	-	271,684	-	-	0 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	12,099	-	-	0 %
-	6099 - Other Allowances	-	-	105,000	-	-	0 %
-	6100 - Benefits - Salaries	-	-	13,647	-	-	0 %
-	6154 - Workers' Compensation	-	-	3,468	-	-	0 %
-	Other Goods & Services	-	-	(1,323)	-	-	0 %
-	6919 - Special Projects	-	-	(1,323)	-	-	0 %
-	Interdepartmental	-	-	1,323	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	1,323	-	-	0 %
-	Revenue	-	-	(407,465)	-	-	0 %
-	Other Revenue	-	-	(407,465)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(407,465)	-	-	0 %
-	Net	-	-	2,304,559	-	-	0 %
-	C412 - HRM 2011 CWG Project Office	18,350	(74,069)	46,069	-	74,069	-100 %
-	Expense	18,350	(74,069)	56,856	-	74,069	-100 %
-	Compensation and Benefits	165,160	75,169	41,211	-	(75,169)	-100 %
-	6001 - Salaries - Regular	140,260	60,265	39,015	-	(60,265)	-100 %
-	6002 - Salaries - Overtime	-	-	(3,871)	-	-	0 %
-	6005 - PDP Increases	-	-	(1,655)	-	-	0 %
-	6100 - Benefits - Salaries	19,490	10,591	6,739	-	(10,591)	-100 %
-	6151 - Vehicle Allowance	2,900	2,900	-	-	(2,900)	-100 %
-	6152 - Retirement Incentives	500	220	247	-	(220)	-100 %
-	6154 - Workers' Compensation	2,010	1,193	622	-	(1,193)	-100 %
-	9200 - HR CATS Wage/Ben	-	-	114	-	-	0 %
-	Office	6,690	6,690	1,936	-	(6,690)	-100 %
-	6201 - Telephone	2,500	2,500	365	-	(2,500)	-100 %
-	6202 - Courier/Postage	450	450	335	-	(450)	-100 %
-	6203 - Office Furniture and Equipm	990	990	98	-	(990)	-100 %
-	6204 - Computer Software and Licen	500	500	-	-	(500)	-100 %
-	6205 - Printing & Reproduction	450	450	-	-	(450)	-100 %
-	6207 - Office Supplies	1,800	1,800	1,138	-	(1,800)	-100 %
-	Building Costs	-	-	64	-	-	0 %
-	6612 - Safety Systems	-	-	64	-	-	0 %
-	Equipment & Communications	-	-	1,552	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,552	-	-	0 %
-	Other Goods & Services	11,660	9,232	11,389	-	(9,232)	-100 %
-	6902 - Conferences and Workshops	900	516	-	-	(516)	-100 %
-	6903 - Travel - Local	2,250	2,250	557	-	(2,250)	-100 %
-	6904 - Travel - Out of Town	710	710	-	-	(710)	-100 %
-	6905 - Training & Education	1,000	574	-	-	(574)	-100 %
-	6918 - Meals	500	364	-	-	(364)	-100 %
-	6919 - Special Projects	6,300	4,818	10,832	-	(4,818)	-100 %
-	Interdepartmental	(165,160)	(165,160)	435	-	165,160	-100 %
-	7012 - Internal Transfer Printing/	-	-	435	-	-	0 %
-	7099 - Interdepartmental Chargebac	(165,160)	(165,160)	-	-	165,160	-100 %
-	Other Fiscal	-	-	269	-	-	0 %
-	8001 - Transfer to Outside Agencie	-	-	269	-	-	0 %
-	Revenue	-	-	(10,787)	-	-	0 %
-	Other Revenue	-	-	(10,787)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(10,787)	-	-	0 %
-	Net	348,670	256,251	115,137	-	(256,251)	-100 %
-	C410 - Director's Office	347,947	357,679	386,975	365,700	8,021	2 %
-	Expense	347,947	357,679	386,975	365,700	8,021	2 %
-	Compensation and Benefits	300,220	324,969	352,807	332,800	7,831	2 %

-	6001 - Salaries - Regular	257,400	279,831	225,317	287,000	7,169	3 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(6,304)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	2,804	-	-	0 %
-	6100 - Benefits - Salaries	35,570	37,649	55,004	43,000	5,351	14 %
-	6110 - Vacancy Management	-	-	71,106	(5,000)	(5,000)	100 %
-	6151 - Vehicle Allowance	2,800	2,800	720	2,800	-	0 %
-	6152 - Retirement Incentives	1,490	1,651	1,615	2,000	349	21 %
-	6154 - Workers' Compensation	2,960	3,038	2,545	3,000	(38)	-1 %
-	6199 - Comp & Benefits - Inter Dep	-	-	-	-	-	0 %
-	Office	10,450	10,292	5,054	10,300	8	0 %
-	6201 - Telephone	3,200	3,042	1,811	3,000	(42)	-1 %
-	6202 - Courier/Postage	900	900	46	900	-	0 %
-	6203 - Office Furniture and Equipm	1,350	1,350	73	1,400	50	4 %
-	6204 - Computer Software and Licen	500	500	-	500	-	0 %
-	6205 - Printing & Reproduction	900	900	1,362	900	-	0 %
-	6207 - Office Supplies	3,600	3,600	1,762	3,600	-	0 %
-	External Services	1,000	1,000	21,109	1,000	-	0 %
-	6301 - Professional Fees	1,000	1,000	-	1,000	-	0 %
-	6399 - Contract Services	-	-	21,109	-	-	0 %
-	Other Goods & Services	36,277	21,418	7,825	21,600	182	1 %
-	6901 - Membership Dues	700	700	289	700	-	0 %
-	6902 - Conferences and Workshops	2,700	1,549	-	1,600	51	3 %
-	6903 - Travel - Local	3,150	3,150	2,029	3,200	50	2 %
-	6904 - Travel - Out of Town	2,485	2,485	-	2,500	15	1 %
-	6905 - Training & Education	1,500	861	2,244	900	39	5 %
-	6913 - Awards	-	-	40	-	-	0 %
-	6917 - Books and Periodicals	500	500	425	500	-	0 %
-	6918 - Meals	-	-	578	-	-	0 %
-	6919 - Special Projects	3,942	3,014	-	3,000	(14)	0 %
-	6938 - Rewarding Excellence	21,300	9,159	1,266	9,200	41	0 %
-	6999 - Other Goods and Services	-	-	954	-	-	0 %
-	Interdepartmental	-	-	180	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	162	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	347,947	357,679	661,673	375,700	18,021	5 %
-	M691 - VIK - Special Events	-	-	224	-	-	0 %
-	Expense	-	-	224	-	-	0 %
-	Office	-	-	74	-	-	0 %
-	6207 - Office Supplies	-	-	74	-	-	0 %
-	Other Goods & Services	-	-	150	-	-	0 %
-	6999 - Other Goods and Services	-	-	150	-	-	0 %
-	Net	-	-	224	-	-	0 %
-	Z110 - Stadium Overall	-	-	(766,121)	-	-	0 %
-	Z111 - Front Desk Lead	-	-	(1,835,347)	-	-	0 %
-	Expense	-	-	5,908	-	-	0 %
-	Office	-	-	225	-	-	0 %
-	6205 - Printing & Reproduction	-	-	225	-	-	0 %
-	Equipment & Communications	-	-	790	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	65	-	-	0 %
-	6711 - Communication System	-	-	725	-	-	0 %
-	Interdepartmental	-	-	4,893	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,623	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	1,270	-	-	0 %
-	Revenue	-	-	(1,841,255)	-	-	0 %
-	Other Revenue	-	-	(1,841,255)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,841,255)	-	-	0 %
-	Net	-	-	2,311,915	-	-	0 %
-	Z112 - Stadium Operators	-	-	311,619	-	-	0 %
-	Expense	-	-	311,619	-	-	0 %
-	Compensation and Benefits	-	-	311,619	-	-	0 %
-	6001 - Salaries - Regular	-	-	210,562	-	-	0 %
-	6002 - Salaries - Overtime	-	-	42,024	-	-	0 %
-	6051 - Shift Agreements	-	-	5,693	-	-	0 %
-	6100 - Benefits - Salaries	-	-	48,806	-	-	0 %
-	6154 - Workers' Compensation	-	-	4,534	-	-	0 %
-	Net	-	-	331,379	-	-	0 %
-	Z113 - Front Desk	-	-	93,541	-	-	0 %
-	Expense	-	-	93,541	-	-	0 %
-	Compensation and Benefits	-	-	93,541	-	-	0 %
-	6001 - Salaries - Regular	-	-	85,886	-	-	0 %
-	6003 - Wages - Regular	-	-	545	-	-	0 %
-	6100 - Benefits - Salaries	-	-	5,232	-	-	0 %
-	6101 - Benefits - Wages	-	-	(33)	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,911	-	-	0 %
-	Net	-	-	100,127	-	-	0 %

-	Z121 - Stadium Child Care	-	-	23,041	-	-	0 %
-	Expense	-	-	23,041	-	-	0 %
-	Compensation and Benefits	-	-	23,041	-	-	0 %
-	6001 - Salaries - Regular	-	-	21,685	-	-	0 %
-	6100 - Benefits - Salaries	-	-	927	-	-	0 %
-	6154 - Workers' Compensation	-	-	429	-	-	0 %
-	Net	-	-	24,705	-	-	0 %
-	Z125 - Stadium Admin.	-	-	516,040	-	-	0 %
-	Expense	-	-	516,040	-	-	0 %
-	Compensation and Benefits	-	-	513,016	-	-	0 %
-	6001 - Salaries - Regular	-	-	438,830	-	-	0 %
-	6099 - Other Allowances	-	-	1,159	-	-	0 %
-	6100 - Benefits - Salaries	-	-	66,013	-	-	0 %
-	6154 - Workers' Compensation	-	-	7,014	-	-	0 %
-	Office	-	-	55	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	55	-	-	0 %
-	External Services	-	-	2,969	-	-	0 %
-	6399 - Contract Services	-	-	2,969	-	-	0 %
-	Net	-	-	550,800	-	-	0 %
-	Z126 - Part Time Staff	-	-	11,295	-	-	0 %
-	Expense	-	-	11,295	-	-	0 %
-	Compensation and Benefits	-	-	11,295	-	-	0 %
-	6001 - Salaries - Regular	-	-	10,412	-	-	0 %
-	6100 - Benefits - Salaries	-	-	678	-	-	0 %
-	6154 - Workers' Compensation	-	-	205	-	-	0 %
-	Net	-	-	11,919	-	-	0 %
-	Z117 - Membership Sales	-	-	61,531	-	-	0 %
-	Expense	-	-	61,531	-	-	0 %
-	Compensation and Benefits	-	-	61,531	-	-	0 %
-	6001 - Salaries - Regular	-	-	2,367	-	-	0 %
-	6003 - Wages - Regular	-	-	51,875	-	-	0 %
-	6100 - Benefits - Salaries	-	-	154	-	-	0 %
-	6101 - Benefits - Wages	-	-	6,092	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,043	-	-	0 %
-	Net	-	-	69,843	-	-	0 %
-	Z122 - Stadium Security	-	-	52,159	-	-	0 %
-	Expense	-	-	52,159	-	-	0 %
-	Compensation and Benefits	-	-	52,159	-	-	0 %
-	6003 - Wages - Regular	-	-	48,193	-	-	0 %
-	6004 - Wages - Overtime	-	-	274	-	-	0 %
-	6101 - Benefits - Wages	-	-	2,736	-	-	0 %
-	6154 - Workers' Compensation	-	-	956	-	-	0 %
-	Net	-	-	55,837	-	-	0 %
-	M400 - Transfers to/fr Other Funds	68,627,360	60,155,050	66,227,159	56,379,900	(3,775,150)	-6 %
-	M323 - Insurance Reimbursed Claims	-	-	(94,863)	-	-	0 %
-	Expense	-	-	138,849	-	-	0 %
-	External Services	-	-	43,225	-	-	0 %
-	6303 - Consulting Fees	-	-	5,828	-	-	0 %
-	6399 - Contract Services	-	-	37,397	-	-	0 %
-	Equipment & Communications	-	-	255	-	-	0 %
-	6704 - Equipment Rental	-	-	255	-	-	0 %
-	Vehicle Expense	-	-	5,717	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	5,717	-	-	0 %
-	Other Goods & Services	-	-	2,305	-	-	0 %
-	6902 - Conferences and Workshops	-	-	382	-	-	0 %
-	6908 - Medical Examinations	-	-	1,923	-	-	0 %
-	Interdepartmental	-	-	81,252	-	-	0 %
-	7010 - Internal Transfers Insuranc	-	-	81,252	-	-	0 %
-	Other Fiscal	-	-	6,095	-	-	0 %
-	8002 - Insurance Claims	-	-	5,000	-	-	0 %
-	8026 - Property Damage	-	-	1,095	-	-	0 %
-	Revenue	-	-	(233,712)	-	-	0 %
-	Other Revenue	-	-	(233,712)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(233,712)	-	-	0 %
-	Net	-	-	6,938,903	-	-	0 %
-	M320 - Insurance Claims	4,550,600	4,693,000	3,014,473	4,736,000	43,000	1 %
-	Expense	4,550,600	4,693,000	6,504,508	4,736,000	43,000	1 %
-	Office	-	-	12,435	-	-	0 %
-	6201 - Telephone	-	-	5,297	-	-	0 %
-	6202 - Courier/Postage	-	-	560	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	2,431	-	-	0 %
-	6204 - Computer Software and Licen	-	-	3,620	-	-	0 %
-	6207 - Office Supplies	-	-	527	-	-	0 %
-	External Services	-	-	277,915	-	-	0 %
-	6301 - Professional Fees	-	-	56,939	-	-	0 %
-	6302 - Legal Fees	-	-	102,589	-	-	0 %

-	6303 - Consulting Fees	-	-	28,349	-	-	0 %
-	6309 - Litigation Disbursements	-	-	1,530	-	-	0 %
-	6313 - Investigative	-	-	3,079	-	-	0 %
-	6399 - Contract Services	-	-	85,429	-	-	0 %
-	Supplies	-	-	4,932	-	-	0 %
-	6499 - Other Supplies	-	-	4,932	-	-	0 %
-	Equipment & Communications	-	-	18,934	-	-	0 %
-	6704 - Equipment Rental	-	-	18,934	-	-	0 %
-	Vehicle Expense	-	-	338,359	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	338,359	-	-	0 %
-	Other Goods & Services	-	-	60,445	-	-	0 %
-	6901 - Membership Dues	-	-	1,528	-	-	0 %
-	6902 - Conferences and Workshops	-	-	2,310	-	-	0 %
-	6903 - Travel - Local	-	-	1,429	-	-	0 %
-	6905 - Training & Education	-	-	340	-	-	0 %
-	6908 - Medical Examinations	-	-	57,327	-	-	0 %
-	6917 - Books and Periodicals	-	-	371	-	-	0 %
-	6999 - Other Goods and Services	-	-	(2,860)	-	-	0 %
-	Interdepartmental	-	-	25,622	-	-	0 %
-	7010 - Internal Transfers Insuranc	-	-	25,604	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	4,550,600	4,693,000	5,765,866	4,736,000	43,000	1 %
-	8002 - Insurance Claims	-	-	1,029,059	-	-	0 %
-	8003 - Insurance Policies and Prem	4,550,600	4,321,000	2,371,344	4,364,000	43,000	1 %
-	8008 - Transfer to/from Reserves	-	372,000	(128,000)	372,000	-	0 %
-	8024 - Transf to/fr Capital	-	-	2,436,851	-	-	0 %
-	8026 - Property Damage	-	-	56,612	-	-	0 %
-	Revenue	-	-	(3,490,035)	-	-	0 %
-	Other Revenue	-	-	(3,490,035)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(3,490,035)	-	-	0 %
-	Net	4,550,600	4,693,000	17,255,377	4,736,000	43,000	1 %
-	M317 - Operating Costs for New Capital	8,539,200	2,275,750	2,275,750	421,900	(1,853,850)	-81 %
-	Expense	8,539,200	2,275,750	2,275,750	421,900	(1,853,850)	-81 %
-	Compensation and Benefits	-	-	-	242,000	242,000	100 %
-	6001 - Salaries - Regular	-	-	-	242,000	242,000	100 %
-	Other Goods & Services	8,539,200	2,275,750	-	1,030,000	(1,245,750)	-55 %
-	6999 - Other Goods and Services	8,539,200	2,275,750	-	1,030,000	(1,245,750)	-55 %
-	Interdepartmental	-	-	369,173	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	369,173	-	-	0 %
-	Other Fiscal	-	-	1,906,577	(850,100)	(850,100)	100 %
-	8008 - Transfer to/from Reserves	-	-	1,906,577	(850,100)	(850,100)	100 %
-	Net	8,539,200	2,275,750	2,647,750	2,122,100	(153,650)	-7 %
-	M316 - Strategic Growth Fund	15,000,000	17,478,000	22,790,000	5,000,000	(12,478,000)	-71 %
-	Expense	15,000,000	17,478,000	22,790,000	5,000,000	(12,478,000)	-71 %
-	Other Goods & Services	-	-	177,000	-	-	0 %
-	6999 - Other Goods and Services	-	-	177,000	-	-	0 %
-	Other Fiscal	15,000,000	17,478,000	22,613,000	5,000,000	(12,478,000)	-71 %
-	8008 - Transfer to/from Reserves	15,000,000	17,478,000	22,613,000	5,000,000	(12,478,000)	-71 %
-	Net	15,000,000	17,478,000	22,790,000	5,000,000	(12,478,000)	-71 %
-	M421 - Service Improvement Reserve	-	100,000	100,000	-	(100,000)	-100 %
-	Expense	-	100,000	100,000	-	(100,000)	-100 %
-	Other Fiscal	-	100,000	100,000	-	(100,000)	-100 %
-	8001 - Transfer to Outside Agencie	-	100,000	100,000	-	(100,000)	-100 %
-	Net	-	100,000	100,000	-	(100,000)	-100 %
-	M319 - DNA Reserve	113,025	113,000	113,000	113,000	-	0 %
-	Expense	113,025	113,000	113,000	113,000	-	0 %
-	Other Fiscal	113,025	113,000	113,000	113,000	-	0 %
-	8008 - Transfer to/from Reserves	113,025	113,000	113,000	113,000	-	0 %
-	Net	113,025	113,000	113,000	113,000	-	0 %
-	M322 - New Capital Replacement Reserve	-	1,000,000	999,999	1,000,000	-	0 %
-	Expense	-	1,000,000	999,999	1,000,000	-	0 %
-	Other Fiscal	-	1,000,000	999,999	1,000,000	-	0 %
-	8008 - Transfer to/from Reserves	-	1,000,000	999,999	1,000,000	-	0 %
-	Net	-	1,000,000	1,083,333	1,000,000	-	0 %
-	M433 - Waste Resources Capital Reserve	-	-	-	7,978,000	7,978,000	100 %
-	Expense	-	-	-	7,978,000	7,978,000	100 %
-	Other Fiscal	-	-	-	7,978,000	7,978,000	100 %
-	8008 - Transfer to/from Reserves	-	-	-	7,978,000	7,978,000	100 %
-	Net	-	-	-	7,978,000	7,978,000	100 %
-	M471 - Other Transfers	4,602,211	870,000	870,000	923,000	53,000	6 %
-	Expense	4,602,211	870,000	870,000	923,000	53,000	6 %
-	Other Fiscal	4,602,211	870,000	870,000	923,000	53,000	6 %
-	8008 - Transfer to/from Reserves	4,602,211	870,000	870,000	923,000	53,000	6 %
-	Net	4,602,211	870,000	870,000	923,000	53,000	6 %
-	M321 - Ferry Replacement Reserve	1,300,000	-	2,533,500	-	-	0 %
-	Expense	1,300,000	-	2,533,500	-	-	0 %

-	Other Fiscal	1,300,000	-	2,533,500	-	-	0 %
-	8008 - Transfer to/from Reserves	1,300,000	-	2,533,500	-	-	0 %
-	Net	1,300,000	-	3,391,834	-	-	0 %
-	M325 - CCC Bedford South Reserve	450,000	90,000	90,000	-	(90,000)	-100 %
-	Expense	450,000	90,000	90,000	-	(90,000)	-100 %
-	Other Fiscal	450,000	90,000	90,000	-	(90,000)	-100 %
-	8008 - Transfer to/from Reserves	450,000	90,000	90,000	-	(90,000)	-100 %
-	Net	450,000	90,000	90,000	-	(90,000)	-100 %
-	M411 - Operating Stabilization Reserve	1,973,700	-	-	-	-	0 %
-	Expense	1,973,700	-	-	-	-	0 %
-	Other Fiscal	1,973,700	-	-	-	-	0 %
-	8008 - Transfer to/from Reserves	1,973,700	-	-	-	-	0 %
-	Net	1,973,700	-	-	-	-	0 %
-	M461 - Capital Fr Operating	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8 %
-	Expense	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8 %
-	Other Fiscal	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8 %
-	8014 - Capital from Operating	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8 %
-	Net	32,098,624	33,535,300	33,535,300	36,208,000	2,672,700	8 %
-	A300 - Fiscal Policy & Financial Plannin	1,391,182	1,544,340	1,471,446	1,299,900	(244,440)	-16 %
-	R381 - Harbour Solutions Project	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Compensation and Benefits	274,981	-	-	-	-	0 %
-	6001 - Salaries - Regular	233,886	-	-	-	-	0 %
-	6100 - Benefits - Salaries	36,873	-	-	-	-	0 %
-	6152 - Retirement Incentives	1,357	-	-	-	-	0 %
-	6154 - Workers' Compensation	2,865	-	-	-	-	0 %
-	Other Fiscal	(274,981)	-	-	-	-	0 %
-	8024 - Transf to/fr Capital	(274,981)	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	549,962	-	89,848	-	-	0 %
-	A351 - Budget & Financial Analysis	790,437	1,039,852	953,962	-	(1,039,852)	-100 %
-	Expense	790,437	1,039,852	965,348	-	(1,039,852)	-100 %
-	Compensation and Benefits	771,100	1,023,840	943,145	-	(1,023,840)	-100 %
-	6001 - Salaries - Regular	646,300	860,695	793,620	-	(860,695)	-100 %
-	6002 - Salaries - Overtime	-	-	7	-	-	0 %
-	6005 - PDP Increases	-	-	(20,957)	-	-	0 %
-	6100 - Benefits - Salaries	112,100	146,741	138,268	-	(146,741)	-100 %
-	6110 - Vacancy Management	-	-	16,735	-	-	0 %
-	6152 - Retirement Incentives	3,700	5,078	4,756	-	(5,078)	-100 %
-	6154 - Workers' Compensation	9,000	11,326	10,716	-	(11,326)	-100 %
-	Office	4,400	4,220	3,946	-	(4,220)	-100 %
-	6201 - Telephone	2,650	2,470	3,376	-	(2,470)	-100 %
-	6202 - Courier/Postage	180	180	90	-	(180)	-100 %
-	6203 - Office Furniture and Equipm	450	450	-	-	(450)	-100 %
-	6204 - Computer Software and Licens	400	400	100	-	(400)	-100 %
-	6205 - Printing & Reproduction	180	180	-	-	(180)	-100 %
-	6207 - Office Supplies	540	540	380	-	(540)	-100 %
-	External Services	-	-	91	-	-	0 %
-	6399 - Contract Services	-	-	91	-	-	0 %
-	Equipment & Communications	-	-	50	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	50	-	-	0 %
-	Other Goods & Services	14,937	11,792	18,116	-	(11,792)	-100 %
-	6901 - Membership Dues	5,100	5,100	6,329	-	(5,100)	-100 %
-	6902 - Conferences and Workshops	990	568	1,490	-	(568)	-100 %
-	6903 - Travel - Local	1,350	1,350	2,647	-	(1,350)	-100 %
-	6904 - Travel - Out of Town	497	497	2,688	-	(497)	-100 %
-	6905 - Training & Education	6,200	3,559	4,558	-	(3,559)	-100 %
-	6911 - Facilities Rental	400	400	-	-	(400)	-100 %
-	6917 - Books and Periodicals	100	100	400	-	(100)	-100 %
-	6918 - Meals	300	218	-	-	(218)	-100 %
-	6999 - Other Goods and Services	-	-	4	-	-	0 %
-	Revenue	-	-	(11,386)	-	-	0 %
-	Other Revenue	-	-	(11,386)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(11,386)	-	-	0 %
-	Net	790,437	1,039,852	1,155,202	-	(1,039,852)	-100 %
-	A810 - Fiscal & Tax Policy	287,185	287,771	280,520	1,084,000	796,229	277 %
-	Expense	287,185	287,771	280,520	1,084,000	796,229	277 %
-	Compensation and Benefits	258,800	265,558	278,683	1,044,000	778,442	293 %
-	6001 - Salaries - Regular	219,600	225,248	190,145	887,000	661,752	294 %
-	6002 - Salaries - Overtime	-	-	(187)	-	-	0 %
-	6005 - PDP Increases	-	-	(2,110)	-	-	0 %
-	6100 - Benefits - Salaries	35,000	36,019	32,601	154,000	117,981	328 %
-	6110 - Vacancy Management	-	-	46,523	(15,000)	(15,000)	100 %
-	6152 - Retirement Incentives	1,200	1,234	1,142	6,000	4,766	386 %

-	6154 - Workers' Compensation	3,000	3,057	2,569	12,000	8,943	293 %
-	Office	3,300	3,978	1,562	4,300	322	8 %
-	6201 - Telephone	2,000	2,678	860	3,500	822	31 %
-	6202 - Courier/Postage	200	200	154	100	(100)	-50 %
-	6203 - Office Furniture and Equipm	100	100	-	100	-	0 %
-	6204 - Computer Software and Licen	300	300	-	100	(200)	-67 %
-	6207 - Office Supplies	700	700	183	500	(200)	-29 %
-	6299 - Other Office Expenses	-	-	365	-	-	0 %
-	External Services	8,900	8,000	-	7,500	(500)	-6 %
-	6301 - Professional Fees	4,500	4,000	-	-	(4,000)	-100 %
-	6303 - Consulting Fees	3,400	3,000	-	7,500	4,500	150 %
-	6399 - Contract Services	1,000	1,000	-	-	(1,000)	-100 %
-	Equipment & Communications	500	500	57	200	(300)	-60 %
-	6701 - Equipment Purchase	-	-	-	100	100	100 %
-	6703 - Computer Equipment/Rentals	-	-	57	-	-	0 %
-	6706 - Computer Repair and Mainten	500	500	-	100	(400)	-80 %
-	Other Goods & Services	15,685	9,735	8,155	28,000	18,265	188 %
-	6901 - Membership Dues	2,500	2,900	2,012	7,700	4,800	166 %
-	6902 - Conferences and Workshops	500	287	2,284	2,300	2,013	701 %
-	6903 - Travel - Local	700	700	988	600	(100)	-14 %
-	6904 - Travel - Out of Town	1,800	1,800	1,834	7,000	5,200	289 %
-	6905 - Training & Education	2,500	1,435	933	10,000	8,565	597 %
-	6911 - Facilities Rental	600	600	-	200	(400)	-67 %
-	6915 - Research Data Acquisition	5,000	500	-	-	(500)	-100 %
-	6917 - Books and Periodicals	500	500	97	100	(400)	-80 %
-	6918 - Meals	1,000	628	7	100	(528)	-84 %
-	6999 - Other Goods and Services	585	385	-	-	(385)	-100 %
-	Interdepartmental	-	-	63	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	63	-	-	0 %
-	Net	287,185	287,771	394,052	1,114,000	826,229	287 %
-	A811 - Community Grants	140,910	216,717	236,965	215,900	(817)	0 %
-	Expense	140,910	216,717	236,965	215,900	(817)	0 %
-	Compensation and Benefits	134,980	211,742	232,655	210,800	(942)	0 %
-	6001 - Salaries - Regular	110,770	175,070	190,423	177,000	1,930	1 %
-	6002 - Salaries - Overtime	-	-	(11)	-	-	0 %
-	6005 - PDP Increases	-	-	(2,959)	-	-	0 %
-	6100 - Benefits - Salaries	21,780	32,836	40,872	33,000	164	0 %
-	6110 - Vacancy Management	-	-	-	(3,200)	(3,200)	100 %
-	6152 - Retirement Incentives	630	970	1,308	1,000	30	3 %
-	6154 - Workers' Compensation	1,800	2,866	3,022	3,000	134	5 %
-	Office	2,240	1,876	2,935	2,200	324	17 %
-	6201 - Telephone	620	406	1,437	900	494	122 %
-	6202 - Courier/Postage	900	900	56	200	(700)	-78 %
-	6205 - Printing & Reproduction	-	-	79	100	100	100 %
-	6207 - Office Supplies	720	570	1,363	1,000	430	75 %
-	External Services	1,200	1,200	100	1,000	(200)	-17 %
-	6399 - Contract Services	1,200	1,200	100	1,000	(200)	-17 %
-	Other Goods & Services	2,490	1,899	1,275	1,900	1	0 %
-	6903 - Travel - Local	900	750	277	700	(50)	-7 %
-	6912 - Advertising and Promotion	90	58	962	1,000	942	1,624 %
-	6918 - Meals	1,500	1,091	36	200	(891)	-82 %
-	Net	140,910	216,717	369,663	222,300	5,583	3 %
-	A391 - PS3150 Compliance	172,650	-	(1)	-	-	0 %
-	Expense	172,650	-	(1)	-	-	0 %
-	Compensation and Benefits	155,300	-	-	-	-	0 %
-	6001 - Salaries - Regular	134,900	-	-	-	-	0 %
-	6100 - Benefits - Salaries	17,900	-	-	-	-	0 %
-	6152 - Retirement Incentives	500	-	-	-	-	0 %
-	6154 - Workers' Compensation	2,000	-	-	-	-	0 %
-	Office	4,950	-	(1)	-	-	0 %
-	6201 - Telephone	2,000	-	(1)	-	-	0 %
-	6203 - Office Furniture and Equipm	2,500	-	-	-	-	0 %
-	6207 - Office Supplies	450	-	-	-	-	0 %
-	Equipment & Communications	1,700	-	-	-	-	0 %
-	6703 - Computer Equipment/Rentals	1,700	-	-	-	-	0 %
-	Other Goods & Services	10,700	-	-	-	-	0 %
-	6902 - Conferences and Workshops	1,350	-	-	-	-	0 %
-	6903 - Travel - Local	800	-	-	-	-	0 %
-	6905 - Training & Education	1,250	-	-	-	-	0 %
-	6911 - Facilities Rental	6,100	-	-	-	-	0 %
-	6918 - Meals	200	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Net	172,650	-	663	-	-	0 %
-	R980 - Fleet: Emergency	-	(72)	(1,715)	4,763,000	4,763,072	-6,615,378 %
-	R981 - Fleet R&M:Fire	-	(11)	(1,704)	2,660,600	2,660,611	-24,187,373 %
-	Expense	-	(11)	33,596	2,660,600	2,660,611	-24,187,373 %

-	Compensation and Benefits	1,039,715	1,067,251	1,079,065	1,114,400	47,149	4 %
-	6001 - Salaries - Regular	843,180	866,184	884,025	920,000	53,816	6 %
-	6002 - Salaries - Overtime	22,440	19,947	2,896	19,900	(47)	0 %
-	6005 - PDP Increases	-	-	(3,404)	-	-	0 %
-	6100 - Benefits - Salaries	150,181	156,371	156,159	165,000	8,629	6 %
-	6110 - Vacancy Management	-	-	13,265	(16,600)	(16,600)	100 %
-	6152 - Retirement Incentives	6,093	6,565	6,836	7,000	435	7 %
-	6154 - Workers' Compensation	15,810	16,173	16,165	17,000	827	5 %
-	6156 - Clothing Allowance	2,011	2,011	2,000	2,100	89	4 %
-	9200 - HR CATS Wage/Ben	-	-	1,123	-	-	0 %
-	Office	3,870	3,870	3,491	5,600	1,730	45 %
-	6202 - Courier/Postage	-	-	58	-	-	0 %
-	6203 - Office Furniture and Equipm	270	270	1,429	2,000	1,730	641 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	3,600	3,600	1,904	3,600	-	0 %
-	External Services	375,000	375,000	382,631	375,000	-	0 %
-	6399 - Contract Services	375,000	375,000	382,631	375,000	-	0 %
-	Supplies	7,000	7,000	7,841	7,500	500	7 %
-	6401 - Uniforms & Clothing	6,500	6,500	6,367	7,000	500	8 %
-	6402 - Medical & First Aid Supplie	-	-	789	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	500	500	685	500	-	0 %
-	Materials	15,000	15,000	13,776	16,000	1,000	7 %
-	6502 - Chemicals	500	500	1,405	1,500	1,000	200 %
-	6504 - Hardware	-	-	231	-	-	0 %
-	6505 - Lubricants	14,000	14,000	11,963	14,000	-	0 %
-	6507 - Propane	500	500	-	500	-	0 %
-	6519 - Welding Supplies	-	-	91	-	-	0 %
-	6599 - Other Materials	-	-	86	-	-	0 %
-	Building Costs	5,300	5,300	5,285	5,300	-	0 %
-	6699 - Other Building Cost	5,300	5,300	5,285	5,300	-	0 %
-	Equipment & Communications	54,600	54,600	52,969	66,600	12,000	22 %
-	6701 - Equipment Purchase	41,000	41,000	36,710	51,000	10,000	24 %
-	6702 - Small Tools	11,600	11,600	12,584	11,600	-	0 %
-	6705 - Equipment - Repair and Main	-	-	1,807	2,000	2,000	100 %
-	6706 - Computer Repair and Mainten	2,000	2,000	544	2,000	-	0 %
-	6707 - Plumbing & Heating	-	-	416	-	-	0 %
-	6708 - Mechanical Equipment	-	-	287	-	-	0 %
-	6711 - Communication System	-	-	621	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	-	-	-	0 %
-	Vehicle Expense	680,800	839,108	819,091	1,052,000	212,892	25 %
-	6802 - Vehicle Repair and Maintena	363,500	363,500	441,521	402,900	39,400	11 %
-	6803 - Vehicle Fuel - Diesel	121,400	221,742	247,595	373,200	151,458	68 %
-	6804 - Vehicle Fuel - Gasoline	125,900	183,866	198,650	205,900	22,034	12 %
-	6805 - Tires and Tubes	70,000	70,000	75,032	70,000	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	(144,550)	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	843	-	-	0 %
-	Other Goods & Services	28,746	26,160	39,802	18,200	(7,960)	-30 %
-	6903 - Travel - Local	3,600	3,600	3,651	3,600	-	0 %
-	6904 - Travel - Out of Town	2,130	2,130	221	2,100	(30)	-1 %
-	6905 - Training & Education	5,100	2,928	7,137	4,000	1,072	37 %
-	6906 - Licenses & Agreements	16,000	16,000	26,294	7,000	(9,000)	-56 %
-	6908 - Medical Examinations	-	-	30	-	-	0 %
-	6909 - Cost of Sales	-	-	497	-	-	0 %
-	6913 - Awards	1,416	1,138	300	1,100	(38)	-3 %
-	6917 - Books and Periodicals	-	-	370	-	-	0 %
-	6918 - Meals	500	364	470	400	36	10 %
-	6928 - Committee Expenses	-	-	106	-	-	0 %
-	6929 - Visa Purchases	-	-	31	-	-	0 %
-	6937 - Corporate Training	-	-	10	-	-	0 %
-	6938 - Rewarding Excellence	-	-	7	-	-	0 %
-	6999 - Other Goods and Services	-	-	678	-	-	0 %
-	Interdepartmental	(2,210,031)	(2,393,300)	(2,370,355)	-	2,393,300	-100 %
-	7001 - Interdepartmental Equipment	-	(11)	-	-	11	-100 %
-	7003 - Fleet Long Term (Rev)	(2,210,031)	(2,393,289)	(2,337,866)	-	2,393,289	-100 %
-	7007 - Interdepartmental Transfer	-	-	3,276	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	1,643	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	7010 - Internal Transfers Insuranc	-	-	(8,739)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(21,154)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	231	-	-	0 %
-	9910 - PM Shop Expenses	-	-	(7,912)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	112	-	-	0 %
-	Revenue	-	-	(35,300)	-	-	0 %
-	Other Revenue	-	-	(35,300)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(35,232)	-	-	0 %

-	5513 - Government Rebates	-	-	(68)	-	-	0 %
-	5515 - accident Rebates	-	-	-	-	-	0 %
-	Net	4,420,062	4,786,589	8,098,132	2,693,800	(2,092,789)	-44 %
-	R985 - Fleet R&M:Police	-	(61)	(11)	2,102,400	2,102,461	-3,446,657 %
-	Expense	-	(61)	400	2,102,400	2,102,461	-3,446,657 %
-	Compensation and Benefits	281,614	331,871	372,440	333,600	1,729	1 %
-	6001 - Salaries - Regular	222,275	262,768	260,431	268,000	5,232	2 %
-	6002 - Salaries - Overtime	8,466	7,525	29,533	7,500	(25)	0 %
-	6005 - PDP Increases	-	-	(2,450)	-	-	0 %
-	6100 - Benefits - Salaries	45,256	54,968	55,150	55,000	32	0 %
-	6110 - Vacancy Management	-	-	12,007	(5,000)	(5,000)	100 %
-	6152 - Retirement Incentives	1,590	1,788	1,796	2,000	212	12 %
-	6154 - Workers' Compensation	4,027	4,822	4,518	5,000	178	4 %
-	6155 - Overtime Meals	-	-	770	-	-	0 %
-	6156 - Clothing Allowance	-	-	1,060	1,100	1,100	100 %
-	9200 - HR CATS Wage/Ben	-	-	2,198	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	7,427	-	-	0 %
-	Office	-	-	1,095	-	-	0 %
-	6202 - Courier/Postage	-	-	141	-	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6207 - Office Supplies	-	-	854	-	-	0 %
-	External Services	96,800	96,800	284,090	126,000	29,200	30 %
-	6399 - Contract Services	96,800	96,800	284,090	126,000	29,200	30 %
-	Supplies	31,300	31,300	37,561	38,100	6,800	22 %
-	6401 - Uniforms & Clothing	1,100	1,100	1,107	1,100	-	0 %
-	6403 - Patrol Equip Supplies	30,200	30,200	36,235	37,000	6,800	23 %
-	6407 - Cleaning/Sanitary Supplies	-	-	197	-	-	0 %
-	6499 - Other Supplies	-	-	22	-	-	0 %
-	Materials	9,500	9,500	7,784	9,500	-	0 %
-	6502 - Chemicals	-	-	1,283	-	-	0 %
-	6504 - Hardware	-	-	7	-	-	0 %
-	6505 - Lubricants	9,500	9,500	6,494	9,500	-	0 %
-	Building Costs	300	300	579	300	-	0 %
-	6699 - Other Building Cost	300	300	579	300	-	0 %
-	Equipment & Communications	15,200	15,200	16,425	15,200	-	0 %
-	6701 - Equipment Purchase	14,400	14,400	13,588	14,400	-	0 %
-	6702 - Small Tools	800	800	1,161	800	-	0 %
-	6705 - Equipment - Repair and Main	-	-	20	-	-	0 %
-	6707 - Plumbing & Heating	-	-	1,656	-	-	0 %
-	Vehicle Expense	1,241,700	1,305,025	1,354,943	1,545,900	240,875	18 %
-	6802 - Vehicle Repair and Maintena	371,300	371,300	296,355	438,700	67,400	18 %
-	6803 - Vehicle Fuel - Diesel	5,400	5,844	10,989	15,800	9,956	170 %
-	6804 - Vehicle Fuel - Gasoline	765,000	827,881	997,181	961,400	133,519	16 %
-	6805 - Tires and Tubes	100,000	100,000	141,642	130,000	30,000	30 %
-	6890 - Vehicle TCA Transfer	-	-	(92,304)	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	1,080	-	-	0 %
-	Other Goods & Services	24,850	23,743	20,197	33,800	10,057	42 %
-	6903 - Travel - Local	-	-	96	-	-	0 %
-	6905 - Training & Education	2,600	1,493	666	1,500	7	0 %
-	6906 - Licenses & Agreements	20,000	20,000	17,966	30,000	10,000	50 %
-	6918 - Meals	-	-	149	-	-	0 %
-	6999 - Other Goods and Services	2,250	2,250	1,320	2,300	50	2 %
-	Interdepartmental	(1,701,264)	(1,813,800)	(2,094,714)	-	1,813,800	-100 %
-	7001 - Interdepartmental Equipment	-	-	300	-	-	0 %
-	7003 - Fleet Long Term (Rev)	(1,701,264)	(1,813,800)	(2,064,391)	-	1,813,800	-100 %
-	7010 - Internal Transfers Insuranc	-	-	(11,102)	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	21,154	-	-	0 %
-	9910 - PM Shop Expenses	-	-	(40,729)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	Revenue	-	-	(411)	-	-	0 %
-	Other Revenue	-	-	(411)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(411)	-	-	0 %
-	Net	3,402,528	3,627,539	5,002,623	2,112,400	(1,515,139)	-42 %
-	A400 - Emergency 911 Communications	6,810,600	7,024,900	6,436,428	7,012,600	(12,300)	0 %
-	A450 - Integrated Emergency Services	6,617,200	6,831,500	6,256,068	7,002,400	170,900	3 %
-	Expense	6,617,200	6,831,500	6,328,725	7,002,400	170,900	3 %
-	Compensation and Benefits	6,321,000	6,535,700	6,217,818	6,782,600	246,900	4 %
-	6001 - Salaries - Regular	5,039,500	5,208,700	4,920,305	5,394,300	185,600	4 %
-	6002 - Salaries - Overtime	139,500	145,700	88,786	145,700	-	0 %
-	6005 - PDP Increases	-	-	(10,191)	-	-	0 %
-	6050 - Court Time	42,900	42,900	5,660	42,900	-	0 %
-	6051 - Shift Agreements	-	-	60,310	-	-	0 %
-	6052 - Shift Differentials	64,800	64,800	-	64,800	-	0 %
-	6053 - Extra Duty	-	-	233	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,663	-	-	0 %
-	6100 - Benefits - Salaries	910,200	953,500	963,480	1,014,300	60,800	6 %

-	6110 - Vacancy Management	-	-	71,739	-	-	0 %
-	6152 - Retirement Incentives	41,000	35,300	35,818	39,300	4,000	11 %
-	6154 - Workers' Compensation	81,500	83,200	78,945	79,700	(3,500)	-4 %
-	6156 - Clothing Allowance	1,600	1,600	-	1,600	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(233)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,697)	-	-	0 %
-	Office	97,800	99,000	60,117	81,800	(17,200)	-17 %
-	6201 - Telephone	47,100	46,700	43,329	46,700	-	0 %
-	6202 - Courier/Postage	-	-	192	-	-	0 %
-	6203 - Office Furniture and Equipm	44,100	44,100	8,568	29,100	(15,000)	-34 %
-	6204 - Computer Software and Licen	-	-	4,479	-	-	0 %
-	6205 - Printing & Reproduction	-	-	80	-	-	0 %
-	6207 - Office Supplies	6,600	8,200	3,469	6,000	(2,200)	-27 %
-	External Services	-	-	120	-	-	0 %
-	6311 - Security	-	-	51	-	-	0 %
-	6399 - Contract Services	-	-	69	-	-	0 %
-	Supplies	1,000	1,000	703	1,000	-	0 %
-	6499 - Other Supplies	1,000	1,000	703	1,000	-	0 %
-	Materials	-	-	34	-	-	0 %
-	6504 - Hardware	-	-	34	-	-	0 %
-	Equipment & Communications	120,000	120,000	9,517	120,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	210	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	148	-	-	0 %
-	6711 - Communication System	120,000	120,000	9,159	120,000	-	0 %
-	Other Goods & Services	42,400	40,800	1,798	17,000	(23,800)	-58 %
-	6902 - Conferences and Workshops	17,000	17,000	-	9,300	(7,700)	-45 %
-	6903 - Travel - Local	3,000	3,000	563	3,000	-	0 %
-	6904 - Travel - Out of Town	-	-	223	-	-	0 %
-	6912 - Advertising and Promotion	10,000	10,000	928	-	(10,000)	-100 %
-	6918 - Meals	5,000	5,000	84	1,700	(3,300)	-66 %
-	6919 - Special Projects	2,000	2,000	-	2,000	-	0 %
-	6938 - Rewarding Excellence	3,800	3,800	-	1,000	(2,800)	-74 %
-	6999 - Other Goods and Services	1,600	-	-	-	-	0 %
-	Interdepartmental	35,000	35,000	36,018	-	(35,000)	-100 %
-	7002 - Other Interdepartmental Cha	35,000	35,000	35,000	-	(35,000)	-100 %
-	7009 - Internal Transfers Other	-	-	1,000	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Other Fiscal	-	-	2,600	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	2,600	-	-	0 %
-	Revenue	-	-	(72,657)	-	-	0 %
-	Other Revenue	-	-	(72,657)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(72,657)	-	-	0 %
-	Net	6,617,200	6,831,500	7,952,978	7,002,400	170,900	3 %
-	A452 - Eric Spicer - Operations	193,400	193,400	180,360	10,200	(183,200)	-95 %
-	Expense	193,400	193,400	180,360	10,200	(183,200)	-95 %
-	Office	6,000	6,000	-	6,000	-	0 %
-	6203 - Office Furniture and Equipm	3,000	3,000	-	3,000	-	0 %
-	6207 - Office Supplies	3,000	3,000	-	3,000	-	0 %
-	External Services	400	400	-	400	-	0 %
-	6399 - Contract Services	400	400	-	400	-	0 %
-	Building Costs	3,800	3,800	860	3,800	-	0 %
-	6699 - Other Building Cost	3,800	3,800	860	3,800	-	0 %
-	Equipment & Communications	3,700	3,700	-	-	(3,700)	-100 %
-	6701 - Equipment Purchase	3,700	3,700	-	-	(3,700)	-100 %
-	Interdepartmental	179,500	179,500	179,500	-	(179,500)	-100 %
-	7002 - Other Interdepartmental Cha	179,500	179,500	179,500	-	(179,500)	-100 %
-	Net	193,400	193,400	180,360	10,200	(183,200)	-95 %
-	Z900 - Pension Plan Admin	-	-	1	-	-	0 %
-	M305 - Pension Plan Administration	-	-	1	-	-	0 %
-	Expense	-	-	11,472	-	-	0 %
-	Compensation and Benefits	-	-	879	-	-	0 %
-	6001 - Salaries - Regular	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	-	-	876	-	-	0 %
-	6154 - Workers' Compensation	-	-	3	-	-	0 %
-	Office	-	-	6,696	-	-	0 %
-	6201 - Telephone	-	-	5,773	-	-	0 %
-	6202 - Courier/Postage	-	-	320	-	-	0 %
-	6204 - Computer Software and Licen	-	-	603	-	-	0 %
-	Equipment & Communications	-	-	630	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	630	-	-	0 %
-	Interdepartmental	-	-	3,267	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,267	-	-	0 %
-	Revenue	-	-	(11,471)	-	-	0 %
-	Other Revenue	-	-	(11,471)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(11,471)	-	-	0 %
-	Net	-	-	28,147	-	-	0 %

- Z400 - Dartmouth Sportsplex	-	-	(4)	-	-	0 %
- Z410 - Administration - DS	-	-	(2,166,610)	-	-	0 %
- Expense	-	-	262,532	-	-	0 %
- Compensation and Benefits	-	-	258,132	-	-	0 %
- 6001 - Salaries - Regular	-	-	215,829	-	-	0 %
- 6100 - Benefits - Salaries	-	-	37,184	-	-	0 %
- 6152 - Retirement Incentives	-	-	2,093	-	-	0 %
- 6154 - Workers' Compensation	-	-	3,026	-	-	0 %
- Equipment & Communications	-	-	725	-	-	0 %
- 6711 - Communication System	-	-	725	-	-	0 %
- Other Goods & Services	-	-	52	-	-	0 %
- 6905 - Training & Education	-	-	52	-	-	0 %
- Interdepartmental	-	-	3,623	-	-	0 %
- 7008 - Internal Transfer of IT, So	-	-	3,623	-	-	0 %
- Revenue	-	-	(2,429,142)	-	-	0 %
- Other Revenue	-	-	(2,429,142)	-	-	0 %
- 5508 - Recoveries from External Pa	-	-	(2,426,585)	-	-	0 %
- 5600 - Miscellaneous Revenue	-	-	(2,557)	-	-	0 %
- Net	-	-	3,031,960	-	-	0 %
- Z420 - Operations	-	-	287,839	-	-	0 %
- Expense	-	-	287,839	-	-	0 %
- Compensation and Benefits	-	-	287,839	-	-	0 %
- 6001 - Salaries - Regular	-	-	237,784	-	-	0 %
- 6002 - Salaries - Overtime	-	-	3,793	-	-	0 %
- 6100 - Benefits - Salaries	-	-	39,965	-	-	0 %
- 6152 - Retirement Incentives	-	-	2,150	-	-	0 %
- 6154 - Workers' Compensation	-	-	4,147	-	-	0 %
- Net	-	-	308,847	-	-	0 %
- Z430 - Pool	-	-	446,535	-	-	0 %
- Expense	-	-	446,535	-	-	0 %
- Compensation and Benefits	-	-	446,535	-	-	0 %
- 6001 - Salaries - Regular	-	-	394,189	-	-	0 %
- 6002 - Salaries - Overtime	-	-	1,384	-	-	0 %
- 6003 - Wages - Regular	-	-	14,167	-	-	0 %
- 6100 - Benefits - Salaries	-	-	32,705	-	-	0 %
- 6101 - Benefits - Wages	-	-	621	-	-	0 %
- 6152 - Retirement Incentives	-	-	1,134	-	-	0 %
- 6154 - Workers' Compensation	-	-	7,185	-	-	0 %
- 9200 - HR CATS Wage/Ben	-	-	(4,850)	-	-	0 %
- Net	-	-	486,325	-	-	0 %
- Z440 - Athletics	-	-	622,643	-	-	0 %
- Expense	-	-	622,643	-	-	0 %
- Compensation and Benefits	-	-	622,643	-	-	0 %
- 6001 - Salaries - Regular	-	-	527,361	-	-	0 %
- 6002 - Salaries - Overtime	-	-	1,542	-	-	0 %
- 6003 - Wages - Regular	-	-	11,252	-	-	0 %
- 6054 - Vactation Payout for Staff	-	-	10,692	-	-	0 %
- 6100 - Benefits - Salaries	-	-	60,925	-	-	0 %
- 6101 - Benefits - Wages	-	-	555	-	-	0 %
- 6152 - Retirement Incentives	-	-	2,582	-	-	0 %
- 6154 - Workers' Compensation	-	-	9,637	-	-	0 %
- 9200 - HR CATS Wage/Ben	-	-	(1,903)	-	-	0 %
- Net	-	-	692,635	-	-	0 %
- Z450 - Maintenance	-	-	369,208	-	-	0 %
- Expense	-	-	369,208	-	-	0 %
- Compensation and Benefits	-	-	369,208	-	-	0 %
- 6001 - Salaries - Regular	-	-	315,533	-	-	0 %
- 6002 - Salaries - Overtime	-	-	2,512	-	-	0 %
- 6100 - Benefits - Salaries	-	-	43,686	-	-	0 %
- 6152 - Retirement Incentives	-	-	1,862	-	-	0 %
- 6154 - Workers' Compensation	-	-	5,783	-	-	0 %
- 6158 - WCB Recoverable Earnings	-	-	(168)	-	-	0 %
- Net	-	-	396,260	-	-	0 %
- Z460 - Sales & Marketing	-	-	168,333	-	-	0 %
- Expense	-	-	168,333	-	-	0 %
- Compensation and Benefits	-	-	168,333	-	-	0 %
- 6001 - Salaries - Regular	-	-	141,474	-	-	0 %
- 6002 - Salaries - Overtime	-	-	25	-	-	0 %
- 6054 - Vactation Payout for Staff	-	-	1,773	-	-	0 %
- 6100 - Benefits - Salaries	-	-	21,456	-	-	0 %
- 6152 - Retirement Incentives	-	-	1,120	-	-	0 %
- 6154 - Workers' Compensation	-	-	2,485	-	-	0 %
- Net	-	-	180,179	-	-	0 %
- Z470 - Bingo	-	-	162,287	-	-	0 %
- Expense	-	-	162,287	-	-	0 %
- Compensation and Benefits	-	-	162,287	-	-	0 %

-	6001 - Salaries - Regular	-	-	142,552	-	-	0 %
-	6003 - Wages - Regular	-	-	2,499	-	-	0 %
-	6100 - Benefits - Salaries	-	-	14,003	-	-	0 %
-	6101 - Benefits - Wages	-	-	63	-	-	0 %
-	6152 - Retirement Incentives	-	-	618	-	-	0 %
-	6154 - Workers' Compensation	-	-	2,552	-	-	0 %
-	Net	-	-	171,989	-	-	0 %
-	Z480 - Food & Beverage Service	-	-	109,761	-	-	0 %
-	Expense	-	-	109,761	-	-	0 %
-	Compensation and Benefits	-	-	109,761	-	-	0 %
-	6001 - Salaries - Regular	-	-	97,232	-	-	0 %
-	6002 - Salaries - Overtime	-	-	279	-	-	0 %
-	6100 - Benefits - Salaries	-	-	10,185	-	-	0 %
-	6152 - Retirement Incentives	-	-	361	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,704	-	-	0 %
-	Net	-	-	118,959	-	-	0 %
-	Z700 - Non Profit Housing	-	-	-	-	-	0 %
-	Z710 - Non Profit Housing	-	-	-	-	-	0 %
-	Expense	-	-	10,624	-	-	0 %
-	Office	-	-	236	-	-	0 %
-	6207 - Office Supplies	-	-	236	-	-	0 %
-	Supplies	-	-	4,835	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	491	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	39	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	4,305	-	-	0 %
-	Materials	-	-	2,455	-	-	0 %
-	6502 - Chemicals	-	-	144	-	-	0 %
-	6504 - Hardware	-	-	436	-	-	0 %
-	6505 - Lubricants	-	-	65	-	-	0 %
-	6510 - Road Oils	-	-	21	-	-	0 %
-	6511 - Salt	-	-	1,789	-	-	0 %
-	Equipment & Communications	-	-	21	-	-	0 %
-	6702 - Small Tools	-	-	21	-	-	0 %
-	Vehicle Expense	-	-	3,077	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	74	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	3,003	-	-	0 %
-	Revenue	-	-	(10,624)	-	-	0 %
-	Other Revenue	-	-	(10,624)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(10,624)	-	-	0 %
-	Net	-	-	25,140	-	-	0 %
-	CPRJ - Facility Development	2,789,054	2,655,131	2,575,219	2,027,300	(627,831)	-24 %
-	W943 - Regional Trails & Streetscapes	1,219,775	1,197,427	1,060,958	472,900	(724,527)	-61 %
-	Expense	1,219,775	1,197,427	1,065,935	472,900	(724,527)	-61 %
-	Compensation and Benefits	1,058,138	1,033,707	870,146	373,600	(660,107)	-64 %
-	6001 - Salaries - Regular	874,338	862,059	861,042	442,500	(419,559)	-49 %
-	6002 - Salaries - Overtime	3,055	1,311	(873)	500	(811)	-62 %
-	6005 - PDP Increases	-	-	(13,553)	-	-	0 %
-	6100 - Benefits - Salaries	156,194	151,758	154,398	80,100	(71,658)	-47 %
-	6110 - Vacancy Management	-	-	-	(9,600)	(9,600)	100 %
-	6151 - Vehicle Allowance	6,000	-	-	-	-	0 %
-	6152 - Retirement Incentives	4,835	4,553	4,838	2,300	(2,253)	-49 %
-	6154 - Workers' Compensation	13,716	14,026	13,827	7,400	(6,626)	-47 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(149,533)	(149,600)	(149,600)	100 %
-	Office	15,725	26,100	31,701	10,200	(15,900)	-61 %
-	6201 - Telephone	3,821	6,500	6,667	3,500	(3,000)	-46 %
-	6202 - Courier/Postage	995	400	76	100	(300)	-75 %
-	6203 - Office Furniture and Equipm	1,811	6,000	3,269	200	(5,800)	-97 %
-	6204 - Computer Software and Licen	402	3,000	4,210	1,500	(1,500)	-50 %
-	6205 - Printing & Reproduction	1,910	3,000	1,614	1,300	(1,700)	-57 %
-	6207 - Office Supplies	6,786	7,200	15,654	3,600	(3,600)	-50 %
-	6299 - Other Office Expenses	-	-	211	-	-	0 %
-	External Services	259,082	224,591	115,228	72,000	(152,591)	-68 %
-	6301 - Professional Fees	2,000	2,000	50	-	(2,000)	-100 %
-	6302 - Legal Fees	-	-	-	-	-	0 %
-	6303 - Consulting Fees	3,894	-	-	-	-	0 %
-	6305 - Property Appraisal	11,916	11,916	5,266	-	(11,916)	-100 %
-	6306 - Property Survey	-	-	417	-	-	0 %
-	6399 - Contract Services	241,272	210,675	109,495	72,000	(138,675)	-66 %
-	Supplies	550	650	-	-	(650)	-100 %
-	6401 - Uniforms & Clothing	100	200	-	-	(200)	-100 %
-	6405 - Photography Supplies & Equi	450	450	-	-	(450)	-100 %
-	Equipment & Communications	10,755	5,515	2,515	4,600	(915)	-17 %
-	6701 - Equipment Purchase	-	-	247	-	-	0 %
-	6702 - Small Tools	-	-	28	-	-	0 %
-	6703 - Computer Equipment/Rentals	411	411	596	-	(411)	-100 %
-	6704 - Equipment Rental	100	100	-	100	-	0 %

-	6705 - Equipment - Repair and Main	-	-	943	-	-	0 %
-	6706 - Computer Repair and Mainten	1,004	1,004	44	500	(504)	-50 %
-	6711 - Communication System	9,240	4,000	657	4,000	-	0 %
-	Other Goods & Services	24,525	56,464	42,450	12,500	(43,964)	-78 %
-	6901 - Membership Dues	1,106	2,700	2,669	700	(2,000)	-74 %
-	6902 - Conferences and Workshops	2,717	1,542	782	500	(1,042)	-68 %
-	6903 - Travel - Local	5,520	11,000	11,641	6,400	(4,600)	-42 %
-	6904 - Travel - Out of Town	1,857	1,857	448	500	(1,357)	-73 %
-	6905 - Training & Education	1,207	693	-	400	(293)	-42 %
-	6906 - Licenses & Agreements	100	25,000	925	-	(25,000)	-100 %
-	6911 - Facilities Rental	1,005	11,000	16,479	3,000	(8,000)	-73 %
-	6912 - Advertising and Promotion	3,614	2,319	6,977	1,000	(1,319)	-57 %
-	6916 - Public Education	-	-	100	-	-	0 %
-	6917 - Books and Periodicals	200	200	168	-	(200)	-100 %
-	6918 - Meals	503	153	46	-	(153)	-100 %
-	6919 - Special Projects	905	-	14	-	-	0 %
-	6929 - Visa Purchases	-	-	660	-	-	0 %
-	6999 - Other Goods and Services	5,791	-	1,541	-	-	0 %
-	Interdepartmental	-	-	3,895	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	3,285	-	-	0 %
-	7009 - Internal Transfers Other	-	-	610	-	-	0 %
-	Other Fiscal	(149,000)	(149,600)	-	-	149,600	-100 %
-	8024 - Transf to/fr Capital	(149,000)	(149,600)	-	-	149,600	-100 %
-	Revenue	-	-	(4,977)	-	-	0 %
-	Other Revenue	-	-	(4,977)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,977)	-	-	0 %
-	Net	1,517,775	1,496,627	1,699,130	791,300	(705,327)	-47 %
-	C727 - New Facility Development	258,310	196,245	129,633	175,600	(20,645)	-11 %
-	Expense	258,310	196,245	129,633	175,600	(20,645)	-11 %
-	Compensation and Benefits	162,389	101,046	99,729	102,800	1,754	2 %
-	6001 - Salaries - Regular	135,771	85,029	86,838	87,800	2,771	3 %
-	6002 - Salaries - Overtime	-	-	(226)	-	-	0 %
-	6005 - PDP Increases	-	-	(3,540)	-	-	0 %
-	6100 - Benefits - Salaries	23,844	14,486	14,658	15,000	514	4 %
-	6110 - Vacancy Management	-	-	-	(1,500)	(1,500)	100 %
-	6150 - Honorariums	-	-	300	-	-	0 %
-	6152 - Retirement Incentives	761	502	705	500	(2)	0 %
-	6154 - Workers' Compensation	2,013	1,029	994	1,000	(29)	-3 %
-	Office	1,237	1,406	8,572	1,700	294	21 %
-	6201 - Telephone	603	-	-	-	-	0 %
-	6202 - Courier/Postage	362	100	-	100	-	0 %
-	6205 - Printing & Reproduction	91	956	8,068	1,000	44	5 %
-	6207 - Office Supplies	181	350	504	600	250	71 %
-	External Services	1,070	10,000	343	10,000	-	0 %
-	6303 - Consulting Fees	1,070	10,000	343	10,000	-	0 %
-	Equipment & Communications	-	-	20	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	20	-	-	0 %
-	Other Goods & Services	93,614	83,793	20,654	61,100	(22,693)	-27 %
-	6903 - Travel - Local	1,267	1,500	1,153	1,500	-	0 %
-	6905 - Training & Education	503	289	-	500	211	73 %
-	6911 - Facilities Rental	-	-	452	-	-	0 %
-	6912 - Advertising and Promotion	1,085	2,111	13,114	2,000	(111)	-5 %
-	6918 - Meals	125	966	-	500	(466)	-48 %
-	6919 - Special Projects	362	78,927	5,935	56,600	(22,327)	-28 %
-	6999 - Other Goods and Services	90,272	-	-	-	-	0 %
-	Interdepartmental	-	-	315	-	-	0 %
-	7009 - Internal Transfers Other	-	-	190	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	125	-	-	0 %
-	Net	258,310	196,245	252,977	178,600	(17,645)	-9 %
-	W953 - Facility Development	1,213,459	1,163,949	1,302,178	1,281,500	117,551	10 %
-	Expense	1,213,459	1,163,949	1,302,178	1,281,500	117,551	10 %
-	Compensation and Benefits	1,217,915	1,172,031	1,249,445	1,233,100	61,069	5 %
-	6001 - Salaries - Regular	1,020,038	979,087	1,057,656	1,041,000	61,913	6 %
-	6002 - Salaries - Overtime	2,036	3,022	(1,760)	3,000	(22)	-1 %
-	6005 - PDP Increases	-	-	(20,801)	-	-	0 %
-	6100 - Benefits - Salaries	175,179	170,091	191,108	187,000	16,909	10 %
-	6110 - Vacancy Management	-	-	-	(18,900)	(18,900)	100 %
-	6150 - Honorariums	-	-	1,500	-	-	0 %
-	6152 - Retirement Incentives	5,785	5,611	6,455	6,300	689	12 %
-	6154 - Workers' Compensation	14,877	14,220	15,287	14,700	480	3 %
-	Office	12,443	17,324	12,975	14,900	(2,424)	-14 %
-	6201 - Telephone	6,179	6,400	6,654	6,400	-	0 %
-	6202 - Courier/Postage	181	60	57	100	40	67 %
-	6203 - Office Furniture and Equipm	97	1,000	116	500	(500)	-50 %
-	6204 - Computer Software and Licen	1,910	2,200	1,478	2,500	300	14 %
-	6205 - Printing & Reproduction	728	4,764	2,179	2,500	(2,264)	-48 %

-	6207 - Office Supplies	3,348	2,900	2,491	2,900	-	0 %
-	6299 - Other Office Expenses	-	-	-	-	-	0 %
-	Supplies	800	600	600	600	-	0 %
-	6401 - Uniforms & Clothing	800	-	-	-	-	0 %
-	6406 - Bridge Tolls	-	-	80	-	-	0 %
-	6409 - Personal Protective Equipme	-	600	520	600	-	0 %
-	Equipment & Communications	-	-	166	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	83	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	83	-	-	0 %
-	Other Goods & Services	38,801	30,494	38,020	32,900	2,406	8 %
-	6901 - Membership Dues	2,011	1,558	1,940	3,300	1,742	112 %
-	6902 - Conferences and Workshops	725	191	60	100	(91)	-48 %
-	6903 - Travel - Local	28,956	27,456	33,878	28,800	1,344	5 %
-	6904 - Travel - Out of Town	714	700	-	-	(700)	-100 %
-	6905 - Training & Education	5,030	-	1,522	-	-	0 %
-	6911 - Facilities Rental	-	-	100	-	-	0 %
-	6912 - Advertising and Promotion	90	-	-	-	-	0 %
-	6917 - Books and Periodicals	400	150	54	100	(50)	-33 %
-	6918 - Meals	603	439	112	600	161	37 %
-	6919 - Special Projects	-	-	354	-	-	0 %
-	6999 - Other Goods and Services	272	-	-	-	-	0 %
-	Interdepartmental	-	-	972	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	782	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	190	-	-	0 %
-	Other Fiscal	(56,500)	(56,500)	-	-	56,500	-100 %
-	8024 - Transf to/fr Capital	(56,500)	(56,500)	-	-	56,500	-100 %
-	Net	1,326,459	1,276,949	1,765,786	1,319,300	42,351	3 %
-	W955 - Corporate Accommodations	97,510	97,510	82,450	97,300	(210)	0 %
-	Expense	97,510	97,510	82,450	97,300	(210)	0 %
-	Compensation and Benefits	-	-	74,789	-	-	0 %
-	6001 - Salaries - Regular	-	-	63,056	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	485	-	-	0 %
-	6100 - Benefits - Salaries	-	-	10,066	-	-	0 %
-	6152 - Retirement Incentives	-	-	390	-	-	0 %
-	6154 - Workers' Compensation	-	-	792	-	-	0 %
-	Office	16,862	19,000	2,391	1,000	(18,000)	-95 %
-	6201 - Telephone	-	-	1,022	1,000	1,000	100 %
-	6202 - Courier/Postage	-	-	42	-	-	0 %
-	6203 - Office Furniture and Equipm	15,662	19,000	-	-	(19,000)	-100 %
-	6207 - Office Supplies	-	-	1,327	-	-	0 %
-	6299 - Other Office Expenses	1,200	-	-	-	-	0 %
-	External Services	65,948	78,510	4,656	96,300	17,790	23 %
-	6303 - Consulting Fees	-	-	-	24,000	24,000	100 %
-	6399 - Contract Services	65,948	78,510	4,656	72,300	(6,210)	-8 %
-	Materials	1,500	-	-	-	-	0 %
-	6504 - Hardware	1,500	-	-	-	-	0 %
-	Building Costs	13,200	-	-	-	-	0 %
-	6602 - Electrical	13,200	-	-	-	-	0 %
-	Other Goods & Services	-	-	614	-	-	0 %
-	6903 - Travel - Local	-	-	614	-	-	0 %
-	Net	97,510	97,510	94,484	97,300	(210)	0 %
-	Z950 - Procurement-Outside Agencies	-	-	-	-	-	0 %
-	A341 - Outside Agencies	-	-	-	-	-	0 %
-	Expense	-	-	220,927	-	-	0 %
-	Office	-	-	6,871	-	-	0 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	6207 - Office Supplies	-	-	6,871	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Supplies	-	-	13,659	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	1,861	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	131	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	11,380	-	-	0 %
-	6499 - Other Supplies	-	-	287	-	-	0 %
-	Materials	-	-	10,622	-	-	0 %
-	6502 - Chemicals	-	-	1,038	-	-	0 %
-	6504 - Hardware	-	-	7,134	-	-	0 %
-	6505 - Lubricants	-	-	2,450	-	-	0 %
-	6511 - Salt	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	1,148	-	-	0 %
-	6702 - Small Tools	-	-	1,148	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	-	-	-	0 %
-	Vehicle Expense	-	-	188,567	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	3,280	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	69,809	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	115,238	-	-	0 %

-	6899 - Other Vehicle Expense	-	-	240	-	-	0 %
-	Interdepartmental	-	-	60	-	-	0 %
-	9910 - PM Shop Expenses	-	-	60	-	-	0 %
-	Revenue	-	-	(220,927)	-	-	0 %
-	Other Revenue	-	-	(220,927)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(220,927)	-	-	0 %
-	Net	-	-	3,327,438	-	-	0 %
-	AGBU - Office of the Auditor General	659,494	793,300	654,123	793,300	-	0 %
-	G100 - Office of the Auditor General	659,494	793,300	653,862	793,300	-	0 %
-	Expense	659,494	793,300	658,535	793,300	-	0 %
-	Compensation and Benefits	585,129	668,916	574,412	728,000	59,084	9 %
-	6001 - Salaries - Regular	479,100	590,964	503,084	631,000	40,036	7 %
-	6005 - PDP Increases	-	-	(11,854)	-	-	0 %
-	6100 - Benefits - Salaries	95,495	69,510	74,924	86,000	16,490	24 %
-	6150 - Honorariums	-	-	500	-	-	0 %
-	6152 - Retirement Incentives	1,634	2,023	2,096	3,000	977	48 %
-	6154 - Workers' Compensation	8,900	6,419	5,662	8,000	1,581	25 %
-	Office	24,010	24,029	36,288	16,000	(8,029)	-33 %
-	6201 - Telephone	3,800	3,819	4,881	5,000	1,181	31 %
-	6202 - Courier/Postage	450	450	561	1,000	550	122 %
-	6203 - Office Furniture and Equipm	6,210	6,210	19,838	3,000	(3,210)	-52 %
-	6204 - Computer Software and Licen	5,000	5,000	1,314	-	(5,000)	-100 %
-	6207 - Office Supplies	8,550	8,550	9,694	7,000	(1,550)	-18 %
-	External Services	16,400	56,400	16,301	11,300	(45,100)	-80 %
-	6301 - Professional Fees	4,500	44,500	2,027	1,300	(43,200)	-97 %
-	6302 - Legal Fees	-	-	8,432	-	-	0 %
-	6303 - Consulting Fees	-	-	(17)	-	-	0 %
-	6311 - Security	-	-	3,277	-	-	0 %
-	6399 - Contract Services	11,900	11,900	2,582	10,000	(1,900)	-16 %
-	Supplies	-	-	-	1,000	1,000	100 %
-	6499 - Other Supplies	-	-	-	1,000	1,000	100 %
-	Equipment & Communications	1,200	1,200	2,421	6,000	4,800	400 %
-	6703 - Computer Equipment/Rentals	1,200	1,200	2,421	6,000	4,800	400 %
-	Other Goods & Services	92,755	92,755	24,871	81,000	(11,755)	-13 %
-	6901 - Membership Dues	5,000	5,000	4,019	10,000	5,000	100 %
-	6902 - Conferences and Workshops	7,650	7,650	4,484	10,000	2,350	31 %
-	6903 - Travel - Local	3,600	3,600	1,674	2,000	(1,600)	-44 %
-	6904 - Travel - Out of Town	355	355	531	1,000	645	182 %
-	6905 - Training & Education	20,200	20,200	137	1,000	(19,200)	-95 %
-	6911 - Facilities Rental	-	-	12,542	-	-	0 %
-	6912 - Advertising and Promotion	450	450	384	-	(450)	-100 %
-	6917 - Books and Periodicals	1,500	1,500	906	2,000	500	33 %
-	6918 - Meals	-	-	26	-	-	0 %
-	6919 - Special Projects	54,000	54,000	-	54,000	-	0 %
-	6938 - Rewarding Excellence	-	-	168	1,000	1,000	100 %
-	Interdepartmental	-	-	4,242	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	4,242	-	-	0 %
-	Other Fiscal	(60,000)	(50,000)	-	(50,000)	-	0 %
-	8008 - Transfer to/from Reserves	(60,000)	(50,000)	-	(50,000)	-	0 %
-	Revenue	-	-	(4,673)	-	-	0 %
-	Other Revenue	-	-	(4,673)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(4,673)	-	-	0 %
-	Net	779,494	893,300	1,008,358	893,300	-	0 %
-	A317 - Business Process and Quality Assu	-	-	261	-	-	0 %
-	Expense	-	-	261	-	-	0 %
-	Office	-	-	261	-	-	0 %
-	6201 - Telephone	-	-	261	-	-	0 %
-	Net	-	-	261	-	-	0 %
-	A740 - ICT Operations	7,598,541	8,317,268	7,963,672	7,895,000	(422,268)	-5 %
-	A421 - Telecommunications	1,010,490	841,114	717,293	823,500	(17,614)	-2 %
-	Expense	1,010,490	841,114	717,588	823,500	(17,614)	-2 %
-	Compensation and Benefits	71,959	72,583	44,521	72,000	(583)	-1 %
-	6001 - Salaries - Regular	59,458	60,145	35,416	60,000	(145)	0 %
-	6002 - Salaries - Overtime	-	-	296	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,822	-	-	0 %
-	6100 - Benefits - Salaries	11,179	11,089	6,087	11,000	(89)	-1 %
-	6110 - Vacancy Management	-	-	-	-	-	0 %
-	6152 - Retirement Incentives	315	319	148	-	(319)	-100 %
-	6154 - Workers' Compensation	1,007	1,030	752	1,000	(30)	-3 %
-	Office	1,012,035	842,035	717,589	822,000	(20,035)	-2 %
-	6201 - Telephone	1,012,035	842,035	717,589	822,000	(20,035)	-2 %
-	Other Goods & Services	-	-	-	1,500	1,500	100 %
-	6905 - Training & Education	-	-	-	1,500	1,500	100 %
-	Other Fiscal	(73,504)	(73,504)	(44,522)	(72,000)	1,504	-2 %
-	8008 - Transfer to/from Reserves	(73,504)	(73,504)	(44,522)	(72,000)	1,504	-2 %
-	Revenue	-	-	(295)	-	-	0 %

-	Other Revenue	-	-	(295)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(295)	-	-	0 %
-	Net	1,157,498	988,122	904,077	967,500	(20,622)	-2 %
-	A743 - ICT Asset Management	-	3,392,452	2,943,193	3,009,200	(383,252)	-11 %
-	Expense	-	3,392,452	2,950,686	3,009,200	(383,252)	-11 %
-	Compensation and Benefits	-	619,813	566,708	589,000	(30,813)	-5 %
-	6001 - Salaries - Regular	-	493,611	387,609	480,000	(13,611)	-3 %
-	6002 - Salaries - Overtime	-	22,656	9,663	5,000	(17,656)	-78 %
-	6054 - Vactation Payout for Staff	-	-	4,309	-	-	0 %
-	6100 - Benefits - Salaries	-	93,004	79,458	93,000	(4)	0 %
-	6110 - Vacancy Management	-	-	76,850	-	-	0 %
-	6152 - Retirement Incentives	-	2,671	2,122	3,000	329	12 %
-	6154 - Workers' Compensation	-	7,871	6,697	8,000	129	2 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	2,725,351	2,236,595	2,370,600	(354,751)	-13 %
-	6201 - Telephone	-	4,000	8,752	1,500	(2,500)	-63 %
-	6202 - Courier/Postage	-	-	2,097	6,000	6,000	100 %
-	6203 - Office Furniture and Equipm	-	1,488	606	1,400	(88)	-6 %
-	6204 - Computer Software and Licen	-	2,718,163	2,223,777	2,360,000	(358,163)	-13 %
-	6207 - Office Supplies	-	1,700	1,363	1,700	-	0 %
-	External Services	-	20,000	44,567	12,000	(8,000)	-40 %
-	6301 - Professional Fees	-	-	1,811	-	-	0 %
-	6303 - Consulting Fees	-	-	1,272	-	-	0 %
-	6399 - Contract Services	-	20,000	41,484	12,000	(8,000)	-40 %
-	Materials	-	-	154	-	-	0 %
-	6504 - Hardware	-	-	154	-	-	0 %
-	Equipment & Communications	-	8,800	98,322	12,500	3,700	42 %
-	6703 - Computer Equipment/Rentals	-	-	711	-	-	0 %
-	6704 - Equipment Rental	-	-	106	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	233	-	-	0 %
-	6706 - Computer Repair and Mainten	-	6,300	72,547	10,000	3,700	59 %
-	6711 - Communication System	-	2,500	24,725	2,500	-	0 %
-	Other Goods & Services	-	18,488	17,510	25,100	6,612	36 %
-	6901 - Membership Dues	-	500	-	500	-	0 %
-	6902 - Conferences and Workshops	-	1,660	-	1,600	(60)	-4 %
-	6903 - Travel - Local	-	7,350	7,466	7,300	(50)	-1 %
-	6904 - Travel - Out of Town	-	-	-	1,000	1,000	100 %
-	6905 - Training & Education	-	4,000	9,825	10,500	6,500	163 %
-	6911 - Facilities Rental	-	-	-	3,500	3,500	100 %
-	6917 - Books and Periodicals	-	4,278	-	-	(4,278)	-100 %
-	6918 - Meals	-	700	187	700	-	0 %
-	6919 - Special Projects	-	-	27	-	-	0 %
-	6999 - Other Goods and Services	-	-	5	-	-	0 %
-	Interdepartmental	-	-	(13,170)	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	(13,170)	-	-	0 %
-	Revenue	-	-	(7,493)	-	-	0 %
-	Other Revenue	-	-	(7,493)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(7,493)	-	-	0 %
-	Net	-	3,392,452	5,092,123	3,009,200	(383,252)	-11 %
-	A741 - ICT Operations Admin.	-	2,380,265	2,421,294	2,456,500	76,235	3 %
-	Expense	-	2,380,265	2,421,294	2,456,500	76,235	3 %
-	Compensation and Benefits	-	186,099	183,169	224,000	37,901	20 %
-	6001 - Salaries - Regular	-	152,298	154,622	156,000	3,702	2 %
-	6002 - Salaries - Overtime	-	6,322	88	39,000	32,678	517 %
-	6005 - PDP Increases	-	-	(5,439)	-	-	0 %
-	6100 - Benefits - Salaries	-	24,589	30,921	26,000	1,411	6 %
-	6152 - Retirement Incentives	-	899	978	1,000	101	11 %
-	6154 - Workers' Compensation	-	1,991	1,999	2,000	9	0 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	-	11,969	15,957	6,800	(5,169)	-43 %
-	6201 - Telephone	-	3,417	3,260	600	(2,817)	-82 %
-	6202 - Courier/Postage	-	4,656	6,153	-	(4,656)	-100 %
-	6203 - Office Furniture and Equipm	-	496	-	500	4	1 %
-	6204 - Computer Software and Licen	-	-	1,467	-	-	0 %
-	6207 - Office Supplies	-	3,400	5,077	3,400	-	0 %
-	6299 - Other Office Expenses	-	-	-	2,300	2,300	100 %
-	External Services	-	22,524	151,833	60,000	37,476	166 %
-	6303 - Consulting Fees	-	14,624	114,783	-	(14,624)	-100 %
-	6399 - Contract Services	-	7,900	37,050	60,000	52,100	659 %
-	Materials	-	-	139	-	-	0 %
-	6504 - Hardware	-	-	139	-	-	0 %
-	Building Costs	-	-	233	-	-	0 %
-	6615 - Vandalism Clean-up/Repair	-	-	233	-	-	0 %
-	Equipment & Communications	-	2,140,018	1,647,669	2,150,000	9,982	0 %
-	6703 - Computer Equipment/Rentals	-	-	1,282	2,150,000	2,150,000	100 %
-	6706 - Computer Repair and Mainten	-	2,140,018	1,621,154	-	(2,140,018)	-100 %

-	6711 - Communication System	-	-	25,233	-	-	0 %
-	Other Goods & Services	-	19,655	22,294	15,700	(3,955)	-20 %
-	6901 - Membership Dues	-	-	-	500	500	100 %
-	6902 - Conferences and Workshops	-	775	237	1,500	725	94 %
-	6903 - Travel - Local	-	5,712	1,779	2,800	(2,912)	-51 %
-	6904 - Travel - Out of Town	-	4,000	-	2,000	(2,000)	-50 %
-	6905 - Training & Education	-	2,148	20,319	3,000	852	40 %
-	6911 - Facilities Rental	-	-	315	-	-	0 %
-	6912 - Advertising and Promotion	-	1,155	-	-	(1,155)	-100 %
-	6913 - Awards	-	630	-	600	(30)	-5 %
-	6917 - Books and Periodicals	-	1,500	-	1,500	-	0 %
-	6918 - Meals	-	1,455	561	1,500	45	3 %
-	6938 - Rewarding Excellence	-	-	427	-	-	0 %
-	6999 - Other Goods and Services	-	2,280	(1,344)	2,300	20	1 %
-	Other Fiscal	-	-	400,000	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	400,000	-	-	0 %
-	Net	-	2,380,265	3,476,210	2,456,500	76,235	3 %
-	A742 - Technology Infrastructure	-	1,703,437	1,881,892	1,605,800	(97,637)	-6 %
-	Expense	-	1,703,437	1,881,892	1,605,800	(97,637)	-6 %
-	Compensation and Benefits	-	1,288,359	1,365,156	1,169,000	(119,359)	-9 %
-	6001 - Salaries - Regular	-	1,037,857	884,957	962,000	(75,857)	-7 %
-	6002 - Salaries - Overtime	-	52,441	55,761	16,000	(36,441)	-69 %
-	6005 - PDP Increases	-	-	(3,303)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,658	-	-	0 %
-	6100 - Benefits - Salaries	-	178,043	165,047	173,000	(5,043)	-3 %
-	6110 - Vacancy Management	-	-	243,338	-	-	0 %
-	6152 - Retirement Incentives	-	5,604	4,964	5,000	(604)	-11 %
-	6154 - Workers' Compensation	-	14,414	12,523	13,000	(1,414)	-10 %
-	6155 - Overtime Meals	-	-	(1)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	212	-	-	0 %
-	Office	-	10,514	115,899	7,300	(3,214)	-31 %
-	6201 - Telephone	-	6,500	8,245	3,000	(3,500)	-54 %
-	6202 - Courier/Postage	-	-	62	-	-	0 %
-	6203 - Office Furniture and Equipm	-	2,314	-	2,600	286	12 %
-	6204 - Computer Software and Licen	-	-	107,506	-	-	0 %
-	6207 - Office Supplies	-	1,700	86	1,700	-	0 %
-	External Services	-	-	17,525	12,000	12,000	100 %
-	6303 - Consulting Fees	-	-	17,525	-	-	0 %
-	6399 - Contract Services	-	-	-	12,000	12,000	100 %
-	Materials	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	Building Costs	-	-	5,051	-	-	0 %
-	6608 - Water	-	-	-	-	-	0 %
-	6615 - Vandalism Clean-up/Repair	-	-	5,051	-	-	0 %
-	Equipment & Communications	-	387,566	388,247	387,000	(566)	0 %
-	6701 - Equipment Purchase	-	-	(1)	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	61,812	-	-	0 %
-	6708 - Mechanical Equipment	-	-	-	-	-	0 %
-	6711 - Communication System	-	387,566	326,436	387,000	(566)	0 %
-	Other Goods & Services	-	16,998	38,637	30,500	13,502	79 %
-	6902 - Conferences and Workshops	-	176	-	-	(176)	-100 %
-	6903 - Travel - Local	-	9,822	8,147	10,000	178	2 %
-	6904 - Travel - Out of Town	-	-	3,579	1,000	1,000	100 %
-	6905 - Training & Education	-	7,000	23,911	19,500	12,500	179 %
-	6917 - Books and Periodicals	-	-	1,298	-	-	0 %
-	6918 - Meals	-	-	25	-	-	0 %
-	6938 - Rewarding Excellence	-	-	40	-	-	0 %
-	6999 - Other Goods and Services	-	-	1,637	-	-	0 %
-	Interdepartmental	-	-	(48,623)	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	(48,947)	-	-	0 %
-	9911 - PM Labour-Reg	-	-	324	-	-	0 %
-	Net	-	1,703,437	4,676,796	1,605,800	(97,637)	-6 %
-	A410 - Administration - IT	2,010,283	-	-	-	-	0 %
-	Expense	2,010,283	-	-	-	-	0 %
-	Compensation and Benefits	264,611	-	-	-	-	0 %
-	6001 - Salaries - Regular	223,212	-	-	-	-	0 %
-	6100 - Benefits - Salaries	37,166	-	-	-	-	0 %
-	6152 - Retirement Incentives	1,295	-	-	-	-	0 %
-	6154 - Workers' Compensation	2,938	-	-	-	-	0 %
-	Office	403,040	-	-	-	-	0 %
-	6201 - Telephone	2,000	-	-	-	-	0 %
-	6202 - Courier/Postage	2,970	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	3,420	-	-	-	-	0 %
-	6204 - Computer Software and Licen	385,650	-	-	-	-	0 %
-	6207 - Office Supplies	9,000	-	-	-	-	0 %
-	External Services	22,200	-	-	-	-	0 %

-	6303 - Consulting Fees	15,200	-	-	-	-	0 %
-	6399 - Contract Services	7,000	-	-	-	-	0 %
-	Equipment & Communications	1,303,602	-	-	-	-	0 %
-	6704 - Equipment Rental	1,000	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	1,302,602	-	-	-	-	0 %
-	6711 - Communication System	-	-	-	-	-	0 %
-	Other Goods & Services	16,830	-	-	-	-	0 %
-	6902 - Conferences and Workshops	1,350	-	-	-	-	0 %
-	6903 - Travel - Local	1,350	-	-	-	-	0 %
-	6904 - Travel - Out of Town	2,840	-	-	-	-	0 %
-	6905 - Training & Education	2,000	-	-	-	-	0 %
-	6912 - Advertising and Promotion	1,800	-	-	-	-	0 %
-	6917 - Books and Periodicals	1,000	-	-	-	-	0 %
-	6918 - Meals	2,000	-	-	-	-	0 %
-	6938 - Rewarding Excellence	1,790	-	-	-	-	0 %
-	6999 - Other Goods and Services	2,700	-	-	-	-	0 %
-	Net	2,010,283	-	76,786	-	-	0 %
-	A440 - Technology Infrastructure	4,577,768	-	-	-	-	0 %
-	Expense	4,577,768	-	-	-	-	0 %
-	Compensation and Benefits	1,110,302	-	-	-	-	0 %
-	6001 - Salaries - Regular	879,333	-	-	-	-	0 %
-	6002 - Salaries - Overtime	71,070	-	-	-	-	0 %
-	6100 - Benefits - Salaries	143,489	-	-	-	-	0 %
-	6152 - Retirement Incentives	4,330	-	-	-	-	0 %
-	6154 - Workers' Compensation	12,080	-	-	-	-	0 %
-	6155 - Overtime Meals	-	-	-	-	-	0 %
-	Office	2,258,409	-	-	-	-	0 %
-	6201 - Telephone	4,251	-	-	-	-	0 %
-	6204 - Computer Software and Licen	2,253,258	-	-	-	-	0 %
-	6207 - Office Supplies	900	-	-	-	-	0 %
-	External Services	31,057	-	-	-	-	0 %
-	6303 - Consulting Fees	30,858	-	-	-	-	0 %
-	6399 - Contract Services	199	-	-	-	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6504 - Hardware	-	-	-	-	-	0 %
-	Equipment & Communications	1,117,554	-	-	-	-	0 %
-	6706 - Computer Repair and Mainten	729,988	-	-	-	-	0 %
-	6711 - Communication System	387,566	-	-	-	-	0 %
-	Other Goods & Services	60,446	-	-	-	-	0 %
-	6902 - Conferences and Workshops	176	-	-	-	-	0 %
-	6903 - Travel - Local	7,200	-	-	-	-	0 %
-	6904 - Travel - Out of Town	2,810	-	-	-	-	0 %
-	6905 - Training & Education	49,553	-	-	-	-	0 %
-	6913 - Awards	196	-	-	-	-	0 %
-	6917 - Books and Periodicals	511	-	-	-	-	0 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Net	4,577,768	-	1,231,156	-	-	0 %
-	A670 - Citizen Contact Centres	1,917,299	1,949,290	1,966,214	2,185,170	235,880	12 %
-	A625 - Citizen Contact Centres - Call Ce	1,917,299	1,949,290	1,966,214	2,185,170	235,880	12 %
-	Expense	1,917,299	1,949,290	1,965,886	2,185,170	235,880	12 %
-	Compensation and Benefits	1,725,752	1,762,513	1,785,299	1,860,720	98,207	6 %
-	6001 - Salaries - Regular	1,396,030	1,416,640	1,402,907	1,525,200	108,560	8 %
-	6002 - Salaries - Overtime	18,195	14,862	7,127	66,400	51,538	347 %
-	6005 - PDP Increases	-	-	(8,126)	-	-	0 %
-	6051 - Shift Agreements	7,317	7,317	7,651	7,300	(17)	0 %
-	6054 - Vactation Payout for Staff	-	-	1,501	-	-	0 %
-	6100 - Benefits - Salaries	269,308	287,892	277,338	304,400	16,508	6 %
-	6110 - Vacancy Management	-	-	64,799	(78,000)	(78,000)	100 %
-	6152 - Retirement Incentives	7,299	7,685	6,882	8,300	615	8 %
-	6153 - Severence	-	-	-	-	-	0 %
-	6154 - Workers' Compensation	26,583	27,097	26,467	26,120	(977)	-4 %
-	6155 - Overtime Meals	1,020	1,020	206	1,000	(20)	-2 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,453)	-	-	0 %
-	Office	64,034	64,034	58,204	94,050	30,016	47 %
-	6201 - Telephone	52,600	52,600	53,174	80,250	27,650	53 %
-	6202 - Courier/Postage	94	94	116	600	506	538 %
-	6203 - Office Furniture and Equipm	2,610	2,610	1,763	6,300	3,690	141 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	-	1,700	1,700	100 %
-	6207 - Office Supplies	8,730	8,730	3,051	5,200	(3,530)	-40 %
-	External Services	109,700	109,700	113,715	129,200	19,500	18 %
-	6399 - Contract Services	109,700	109,700	113,715	129,200	19,500	18 %
-	Materials	-	-	18	-	-	0 %
-	6504 - Hardware	-	-	18	-	-	0 %
-	Building Costs	-	-	55	-	-	0 %
-	6699 - Other Building Cost	-	-	55	-	-	0 %

-	Equipment & Communications	-	-	150	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	150	-	-	0 %
-	Other Goods & Services	17,813	13,043	8,409	101,200	88,157	676 %
-	6901 - Membership Dues	-	-	848	800	800	100 %
-	6902 - Conferences and Workshops	1,368	785	-	500	(285)	-36 %
-	6903 - Travel - Local	4,590	4,590	1,267	4,300	(290)	-6 %
-	6904 - Travel - Out of Town	355	355	667	2,100	1,745	492 %
-	6905 - Training & Education	8,400	4,822	4,018	7,100	2,278	47 %
-	6912 - Advertising and Promotion	-	-	-	82,700	82,700	100 %
-	6913 - Awards	3,100	2,491	1,609	-	(2,491)	-100 %
-	6918 - Meals	-	-	-	400	400	100 %
-	6938 - Rewarding Excellence	-	-	-	3,300	3,300	100 %
-	Interdepartmental	-	-	36	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	-	-	328	-	-	0 %
-	Other Revenue	-	-	328	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	328	-	-	0 %
-	Net	1,917,299	1,949,290	2,295,676	2,341,170	391,880	20 %
-	W921 - Ops Admin	-	-	1	-	-	0 %
-	W220 - Clearing-Facilities	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	External Services	-	-	-	-	-	0 %
-	6311 - Security	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	-	-	24,292	-	-	0 %
-	W959 - Clearing - Capital	-	-	1	-	-	0 %
-	Expense	-	-	1	-	-	0 %
-	Compensation and Benefits	-	-	(1,379)	-	-	0 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(77,712)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	65,268	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	11,065	-	-	0 %
-	Office	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	1,227	-	-	0 %
-	6207 - Office Supplies	-	-	3,134	-	-	0 %
-	6290 - Office TCA Transfer	-	-	(4,361)	-	-	0 %
-	External Services	-	-	41,582	-	-	0 %
-	6303 - Consulting Fees	-	-	32,579	-	-	0 %
-	6312 - Refuse Collection	-	-	2,027	-	-	0 %
-	6390 - External Services TCA Trans	-	-	(298,767)	-	-	0 %
-	6399 - Contract Services	-	-	305,743	-	-	0 %
-	Supplies	-	-	78	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	363	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	318	-	-	0 %
-	6490 - Supplies TCA Transfer	-	-	(603)	-	-	0 %
-	Materials	-	-	3,108	-	-	0 %
-	6501 - Asphalt	-	-	56,956	-	-	0 %
-	6504 - Hardware	-	-	9,142	-	-	0 %
-	6506 - Lumber	-	-	10,647	-	-	0 %
-	6517 - Paint	-	-	8,530	-	-	0 %
-	6519 - Welding Supplies	-	-	777	-	-	0 %
-	6590 - Materials TCA Transfer	-	-	(82,944)	-	-	0 %
-	Building Costs	-	-	83,863	-	-	0 %
-	6602 - Electrical	-	-	67,960	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	1,177	-	-	0 %
-	6610 - Building - Exterior	-	-	228,470	-	-	0 %
-	6611 - Building - Interior	-	-	88,157	-	-	0 %
-	6612 - Safety Systems	-	-	753	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	142,948	-	-	0 %
-	6690 - Building Costs TCA Transfer	-	-	(451,460)	-	-	0 %
-	6699 - Other Building Cost	-	-	5,858	-	-	0 %
-	Equipment & Communications	-	-	(8,940)	-	-	0 %
-	6701 - Equipment Purchase	-	-	602	-	-	0 %
-	6702 - Small Tools	-	-	76	-	-	0 %
-	6704 - Equipment Rental	-	-	475	-	-	0 %
-	6705 - Equipment - Repair and Main	-	-	630	-	-	0 %
-	6707 - Plumbing & Heating	-	-	64,785	-	-	0 %
-	6708 - Mechanical Equipment	-	-	326,747	-	-	0 %
-	6790 - Equipment TCA Transfer	-	-	(402,255)	-	-	0 %
-	Vehicle Expense	-	-	-	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	28	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	(28)	-	-	0 %
-	Other Goods & Services	-	-	(64,213)	-	-	0 %
-	6910 - Signage	-	-	1,211	-	-	0 %

-	6919 - Special Projects	-	-	173	-	-	0 %
-	6940 - Fencing	-	-	6,020	-	-	0 %
-	6990 - Other Goods & Services TCA	-	-	(93,400)	-	-	0 %
-	6999 - Other Goods and Services	-	-	21,783	-	-	0 %
-	Interdepartmental	-	-	(219)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	9970 - Materials Chargeback RPS	-	-	(255)	-	-	0 %
-	Other Fiscal	-	-	(53,879)	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(53,879)	-	-	0 %
-	Net	-	-	2,951,637	-	-	0 %
-	HRBU - Human Resources Services	5,009,049	5,336,970	5,233,390	5,376,400	39,430	1 %
-	A210 - Organizational Development & Heal	1,870,480	1,819,116	1,836,021	1,943,200	124,084	7 %
-	Expense	1,870,480	1,819,116	1,836,796	1,943,200	124,084	7 %
-	Compensation and Benefits	1,307,500	1,321,571	1,293,268	1,445,500	123,929	9 %
-	6001 - Salaries - Regular	1,110,500	1,128,250	1,103,867	1,229,600	101,350	9 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(34,180)	-	-	0 %
-	6100 - Benefits - Salaries	177,900	172,676	196,241	194,900	22,224	13 %
-	6110 - Vacancy Management	-	-	5,531	-	-	0 %
-	6152 - Retirement Incentives	5,600	5,748	6,744	7,000	1,252	22 %
-	6154 - Workers' Compensation	13,500	14,897	15,065	14,000	(897)	-6 %
-	Office	11,000	10,575	9,928	10,600	25	0 %
-	6201 - Telephone	10,100	9,675	7,631	9,700	25	0 %
-	6202 - Courier/Postage	-	-	162	-	-	0 %
-	6203 - Office Furniture and Equipm	900	900	102	900	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	188	-	-	0 %
-	6207 - Office Supplies	-	-	415	-	-	0 %
-	6299 - Other Office Expenses	-	-	1,330	-	-	0 %
-	External Services	163,300	163,300	275,862	163,400	100	0 %
-	6301 - Professional Fees	152,200	152,200	179,810	152,200	-	0 %
-	6399 - Contract Services	11,100	11,100	96,052	11,200	100	1 %
-	Supplies	7,000	7,000	5,662	7,000	-	0 %
-	6402 - Medical & First Aid Supplie	7,000	7,000	5,662	7,000	-	0 %
-	Building Costs	-	-	198	-	-	0 %
-	6699 - Other Building Cost	-	-	198	-	-	0 %
-	Equipment & Communications	-	-	115	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	115	-	-	0 %
-	Vehicle Expense	-	-	208	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	208	-	-	0 %
-	Other Goods & Services	381,680	316,670	251,555	316,700	30	0 %
-	6901 - Membership Dues	2,000	2,000	3,477	2,000	-	0 %
-	6902 - Conferences and Workshops	-	-	3,653	-	-	0 %
-	6903 - Travel - Local	6,700	6,700	10,481	6,700	-	0 %
-	6904 - Travel - Out of Town	-	-	1,188	-	-	0 %
-	6905 - Training & Education	18,100	10,391	7,452	10,400	9	0 %
-	6908 - Medical Examinations	-	-	1,838	-	-	0 %
-	6917 - Books and Periodicals	2,000	2,000	2,900	2,000	-	0 %
-	6919 - Special Projects	36,180	27,667	6,484	27,700	33	0 %
-	6928 - Committee Expenses	13,100	9,825	1,456	9,800	(25)	0 %
-	6937 - Corporate Training	300,000	255,000	211,788	255,000	-	0 %
-	6938 - Rewarding Excellence	900	387	181	400	13	3 %
-	6999 - Other Goods and Services	2,700	2,700	657	2,700	-	0 %
-	Revenue	-	-	(775)	-	-	0 %
-	Other Revenue	-	-	(775)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(775)	-	-	0 %
-	Net	1,870,480	1,819,116	2,124,567	1,943,200	124,084	7 %
-	A221 - WCB	111,070	112,949	84,005	94,300	(18,649)	-17 %
-	Expense	111,070	112,949	84,941	94,300	(18,649)	-17 %
-	Compensation and Benefits	65,800	67,679	79,587	79,000	11,321	17 %
-	6001 - Salaries - Regular	54,000	55,460	68,156	66,000	10,540	19 %
-	6005 - PDP Increases	-	-	(2,189)	-	-	0 %
-	6100 - Benefits - Salaries	10,500	10,862	12,198	12,000	1,138	10 %
-	6152 - Retirement Incentives	300	327	408	-	(327)	-100 %
-	6154 - Workers' Compensation	1,000	1,030	1,014	1,000	(30)	-3 %
-	Other Goods & Services	45,270	45,270	5,354	15,300	(29,970)	-66 %
-	6999 - Other Goods and Services	45,270	45,270	5,354	15,300	(29,970)	-66 %
-	Revenue	-	-	(936)	-	-	0 %
-	Other Revenue	-	-	(936)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(936)	-	-	0 %
-	Net	111,070	112,949	100,217	94,300	(18,649)	-17 %
-	A230 - Total Compensation	628,774	701,925	657,754	722,100	20,175	3 %
-	Expense	708,774	781,925	732,302	802,100	20,175	3 %
-	Compensation and Benefits	601,700	686,398	679,925	716,000	29,602	4 %
-	6001 - Salaries - Regular	496,700	568,277	584,131	592,000	23,723	4 %

-	6002 - Salaries - Overtime	10,200	9,067	(1,052)	9,000	(67)	-1 %
-	6005 - PDP Increases	-	-	(21,555)	-	-	0 %
-	6100 - Benefits - Salaries	85,000	97,591	106,681	103,000	5,409	6 %
-	6152 - Retirement Incentives	2,900	3,353	3,685	4,000	647	19 %
-	6154 - Workers' Compensation	6,900	8,110	8,035	8,000	(110)	-1 %
-	Office	5,950	5,770	5,795	5,800	30	1 %
-	6201 - Telephone	5,500	5,320	2,842	5,300	(20)	0 %
-	6202 - Courier/Postage	450	450	648	500	50	11 %
-	6203 - Office Furniture and Equipm	-	-	1,554	-	-	0 %
-	6207 - Office Supplies	-	-	751	-	-	0 %
-	External Services	51,644	50,000	3,023	40,000	(10,000)	-20 %
-	6303 - Consulting Fees	51,644	50,000	3,023	40,000	(10,000)	-20 %
-	Equipment & Communications	-	-	842	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	27	-	-	0 %
-	6706 - Computer Repair and Mainten	-	-	815	-	-	0 %
-	Other Goods & Services	49,480	39,757	42,555	40,300	543	1 %
-	6901 - Membership Dues	10,900	12,544	13,402	12,600	56	0 %
-	6902 - Conferences and Workshops	-	-	581	-	-	0 %
-	6903 - Travel - Local	810	810	800	800	(10)	-1 %
-	6904 - Travel - Out of Town	-	-	3,578	-	-	0 %
-	6905 - Training & Education	13,500	9,250	6,203	9,300	50	1 %
-	6917 - Books and Periodicals	1,500	-	1,734	-	-	0 %
-	6918 - Meals	-	-	12	-	-	0 %
-	6919 - Special Projects	21,690	16,586	11,244	17,000	414	2 %
-	6938 - Rewarding Excellence	900	387	-	400	13	3 %
-	6999 - Other Goods and Services	180	180	5,001	200	20	11 %
-	Interdepartmental	-	-	162	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	162	-	-	0 %
-	Revenue	(80,000)	(80,000)	(74,548)	(80,000)	-	0 %
-	Other Revenue	(80,000)	(80,000)	(74,548)	(80,000)	-	0 %
-	5521 - CUPE Administration Fee	(80,000)	(80,000)	(74,548)	(80,000)	-	0 %
-	Net	788,774	861,925	1,026,030	882,100	20,175	2 %
-	A205 - Administration	409,315	401,941	390,018	420,600	18,659	5 %
-	Expense	409,315	401,941	390,018	420,600	18,659	5 %
-	Compensation and Benefits	307,400	322,027	317,921	332,000	9,973	3 %
-	6001 - Salaries - Regular	264,600	278,033	267,429	283,000	4,967	2 %
-	6002 - Salaries - Overtime	-	-	(1)	-	-	0 %
-	6005 - PDP Increases	-	-	(9,084)	-	-	0 %
-	6100 - Benefits - Salaries	38,400	39,377	54,963	44,000	4,623	12 %
-	6152 - Retirement Incentives	1,500	1,640	1,761	2,000	360	22 %
-	6154 - Workers' Compensation	2,900	2,977	2,853	3,000	23	1 %
-	Office	26,670	26,612	32,683	27,400	788	3 %
-	6201 - Telephone	4,300	4,242	3,007	4,200	(42)	-1 %
-	6202 - Courier/Postage	2,250	2,250	1,066	2,300	50	2 %
-	6203 - Office Furniture and Equipm	1,350	1,350	13,639	1,400	50	4 %
-	6204 - Computer Software and Licen	500	500	171	500	-	0 %
-	6205 - Printing & Reproduction	-	-	256	-	-	0 %
-	6207 - Office Supplies	18,270	18,270	14,267	19,000	730	4 %
-	6299 - Other Office Expenses	-	-	277	-	-	0 %
-	External Services	9,160	9,160	145	9,200	40	0 %
-	6301 - Professional Fees	-	-	-	-	-	0 %
-	6303 - Consulting Fees	4,560	4,560	-	4,600	40	1 %
-	6399 - Contract Services	4,600	4,600	145	4,600	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6519 - Welding Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	2,000	2,000	580	2,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	580	-	-	0 %
-	6705 - Equipment - Repair and Main	2,000	2,000	-	2,000	-	0 %
-	Other Goods & Services	64,085	42,142	37,767	50,000	7,858	19 %
-	6901 - Membership Dues	3,000	3,000	5,000	3,000	-	0 %
-	6902 - Conferences and Workshops	-	-	1,472	-	-	0 %
-	6903 - Travel - Local	585	585	317	600	15	3 %
-	6904 - Travel - Out of Town	-	-	1,773	-	-	0 %
-	6905 - Training & Education	10,100	5,798	8	5,800	2	0 %
-	6917 - Books and Periodicals	1,500	1,500	830	1,500	-	0 %
-	6919 - Special Projects	26,280	20,096	21,344	27,900	7,804	39 %
-	6928 - Committee Expenses	-	-	393	-	-	0 %
-	6938 - Rewarding Excellence	20,100	8,643	17	8,700	57	1 %
-	6999 - Other Goods and Services	2,520	2,520	6,613	2,500	(20)	-1 %
-	Interdepartmental	-	-	922	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	886	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Net	409,315	401,941	534,340	420,600	18,659	5 %
-	A220 - Client Services	1,390,940	1,429,492	1,378,316	1,461,600	32,108	2 %
-	Expense	1,390,940	1,429,492	1,378,316	1,461,600	32,108	2 %
-	Compensation and Benefits	1,284,100	1,316,430	1,258,330	1,348,400	31,970	2 %

-	6001 - Salaries - Regular	1,082,300	1,103,605	1,049,604	1,133,000	29,395	3 %
-	6002 - Salaries - Overtime	-	-	(89)	-	-	0 %
-	6005 - PDP Increases	-	-	(34,057)	-	-	0 %
-	6100 - Benefits - Salaries	180,000	190,158	206,676	199,000	8,842	5 %
-	6110 - Vacancy Management	-	-	13,173	(5,600)	(5,600)	100 %
-	6152 - Retirement Incentives	5,900	6,511	6,745	7,000	489	8 %
-	6154 - Workers' Compensation	15,900	16,156	16,278	15,000	(1,156)	-7 %
-	Office	10,090	9,658	12,435	9,700	42	0 %
-	6201 - Telephone	8,200	7,768	8,852	7,800	32	0 %
-	6202 - Courier/Postage	90	90	424	100	10	11 %
-	6203 - Office Furniture and Equipm	1,800	1,800	1,344	1,800	-	0 %
-	6204 - Computer Software and Licens	-	-	300	-	-	0 %
-	6205 - Printing & Reproduction	-	-	1,509	-	-	0 %
-	6207 - Office Supplies	-	-	6	-	-	0 %
-	External Services	-	78,200	78,136	78,200	-	0 %
-	6399 - Contract Services	-	78,200	78,136	78,200	-	0 %
-	Equipment & Communications	-	-	85	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	85	-	-	0 %
-	Other Goods & Services	96,750	25,204	28,762	25,300	96	0 %
-	6901 - Membership Dues	2,000	2,000	2,286	2,000	-	0 %
-	6902 - Conferences and Workshops	-	-	127	-	-	0 %
-	6903 - Travel - Local	6,700	6,700	8,509	6,700	-	0 %
-	6904 - Travel - Out of Town	-	-	5,148	-	-	0 %
-	6905 - Training & Education	20,100	11,539	4,888	11,600	61	1 %
-	6914 - Recruiting	62,200	-	-	-	-	0 %
-	6917 - Books and Periodicals	2,500	2,500	2,211	2,500	-	0 %
-	6918 - Meals	1,000	728	92	700	(28)	-4 %
-	6938 - Rewarding Excellence	900	387	39	400	13	3 %
-	6999 - Other Goods and Services	1,350	1,350	5,462	1,400	50	4 %
-	Interdepartmental	-	-	568	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	108	-	-	0 %
-	7008 - Internal Transfer of IT, So	-	-	151	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	291	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	1,390,940	1,429,492	1,722,952	1,472,800	43,308	3 %
-	A240 - Labour Relations	570,050	556,347	586,007	472,600	(83,747)	-15 %
-	Expense	570,050	556,347	586,007	472,600	(83,747)	-15 %
-	Compensation and Benefits	536,900	526,614	561,861	442,600	(84,014)	-16 %
-	6001 - Salaries - Regular	452,100	441,620	397,986	444,000	2,380	1 %
-	6002 - Salaries - Overtime	-	-	18,264	-	-	0 %
-	6005 - PDP Increases	-	-	(10,103)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	2,610	-	-	0 %
-	6100 - Benefits - Salaries	74,700	74,634	71,957	74,000	(634)	-1 %
-	6110 - Vacancy Management	-	-	71,489	(84,400)	(84,400)	100 %
-	6152 - Retirement Incentives	2,600	2,605	2,430	3,000	395	15 %
-	6154 - Workers' Compensation	7,500	7,755	7,228	6,000	(1,755)	-23 %
-	Office	2,700	2,563	2,509	3,200	637	25 %
-	6201 - Telephone	1,800	1,663	2,478	2,300	637	38 %
-	6202 - Courier/Postage	90	90	21	100	10	11 %
-	6203 - Office Furniture and Equipm	810	810	-	800	(10)	-1 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	6299 - Other Office Expenses	-	-	10	-	-	0 %
-	External Services	10,100	5,500	-	-	(5,500)	-100 %
-	6301 - Professional Fees	10,100	5,500	-	-	(5,500)	-100 %
-	Other Goods & Services	20,350	21,637	21,637	26,800	5,130	24 %
-	6901 - Membership Dues	5,800	2,000	3,568	5,000	3,000	150 %
-	6903 - Travel - Local	5,200	4,200	5,407	4,200	-	0 %
-	6904 - Travel - Out of Town	-	2,000	1,645	3,000	1,000	50 %
-	6905 - Training & Education	6,500	7,232	7,985	8,700	1,468	20 %
-	6917 - Books and Periodicals	1,500	2,401	2,168	2,000	(401)	-17 %
-	6918 - Meals	-	3,000	424	3,000	-	0 %
-	6938 - Rewarding Excellence	900	387	240	400	13	3 %
-	6999 - Other Goods and Services	450	450	200	500	50	11 %
-	Net	570,050	556,347	928,611	641,400	85,053	15 %
-	F182 - Corporate Safety	28,420	315,200	301,269	262,000	(53,200)	-17 %
-	Expense	28,420	315,200	301,269	262,000	(53,200)	-17 %
-	Compensation and Benefits	-	286,700	286,584	249,000	(37,700)	-13 %
-	6001 - Salaries - Regular	-	237,900	218,307	239,000	1,100	0 %
-	6002 - Salaries - Overtime	-	-	131	-	-	0 %
-	6005 - PDP Increases	-	-	(2,847)	-	-	0 %
-	6100 - Benefits - Salaries	-	43,600	33,882	43,000	(600)	-1 %
-	6110 - Vacancy Management	-	-	33,122	(38,000)	(38,000)	100 %
-	6152 - Retirement Incentives	-	1,400	415	1,000	(400)	-29 %
-	6154 - Workers' Compensation	-	3,800	3,574	4,000	200	5 %
-	Supplies	-	-	519	2,000	2,000	100 %
-	6401 - Uniforms & Clothing	-	-	333	2,000	2,000	100 %

-	6406 - Bridge Tolls	-	-	42	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	144	-	-	0 %
-	Equipment & Communications	-	-	473	1,000	1,000	100 %
-	6701 - Equipment Purchase	-	-	473	1,000	1,000	100 %
-	Vehicle Expense	-	-	1,042	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	1,042	-	-	0 %
-	Other Goods & Services	28,420	28,500	8,809	10,000	(18,500)	-65 %
-	6901 - Membership Dues	-	-	500	500	500	100 %
-	6902 - Conferences and Workshops	-	-	556	-	-	0 %
-	6903 - Travel - Local	-	-	15	200	200	100 %
-	6905 - Training & Education	-	-	1,395	5,000	5,000	100 %
-	6912 - Advertising and Promotion	-	-	516	-	-	0 %
-	6917 - Books and Periodicals	-	-	378	1,500	1,500	100 %
-	6938 - Rewarding Excellence	-	-	-	400	400	100 %
-	6999 - Other Goods and Services	28,420	28,500	5,449	2,400	(26,100)	-92 %
-	Interdepartmental	-	-	3,842	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	3,670	-	-	0 %
-	7009 - Internal Transfers Other	-	-	172	-	-	0 %
-	Net	28,420	315,200	349,541	338,000	22,800	7 %
-	R990 - Fleet: Halifax Regional Water Com	-	-	45	-	-	0 %
-	R991 - Fleet: R&M HRWC	-	-	45	-	-	0 %
-	Expense	-	-	367,947	-	-	0 %
-	Vehicle Expense	-	-	367,947	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	-	-	153,719	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	214,183	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	45	-	-	0 %
-	Revenue	-	-	(367,902)	-	-	0 %
-	Other Revenue	-	-	(367,902)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(367,902)	-	-	0 %
-	Net	-	-	2,222,005	-	-	0 %
-	R910 - Fleet: Administration	422,985	579,418	486,018	581,500	2,082	0 %
-	R912 - Fleet: Administration	422,985	579,418	486,018	581,500	2,082	0 %
-	Expense	422,985	579,418	486,901	581,500	2,082	0 %
-	Compensation and Benefits	399,453	557,113	465,577	560,000	2,887	1 %
-	6001 - Salaries - Regular	318,471	389,880	330,853	398,000	8,120	2 %
-	6002 - Salaries - Overtime	612	81,344	(23)	81,300	(44)	0 %
-	6005 - PDP Increases	-	-	(10,733)	-	-	0 %
-	6100 - Benefits - Salaries	63,520	69,397	61,973	72,000	2,603	4 %
-	6110 - Vacancy Management	-	-	72,444	(7,300)	(7,300)	100 %
-	6152 - Retirement Incentives	1,824	2,272	2,063	2,000	(272)	-12 %
-	6154 - Workers' Compensation	15,026	14,220	8,933	14,000	(220)	-2 %
-	9200 - HR CATS Wage/Ben	-	-	67	-	-	0 %
-	Office	8,200	8,211	8,325	8,200	(11)	0 %
-	6201 - Telephone	500	500	2,813	500	-	0 %
-	6202 - Courier/Postage	-	11	196	-	(11)	-100 %
-	6203 - Office Furniture and Equipm	2,700	2,700	1,944	2,700	-	0 %
-	6204 - Computer Software and Licen	1,400	1,400	-	1,400	-	0 %
-	6205 - Printing & Reproduction	360	360	165	400	40	11 %
-	6207 - Office Supplies	3,240	3,240	3,207	3,200	(40)	-1 %
-	External Services	400	400	2,122	400	-	0 %
-	6310 - Outside Personnel	400	400	-	400	-	0 %
-	6399 - Contract Services	-	-	2,122	-	-	0 %
-	Supplies	-	40	40	-	(40)	-100 %
-	6406 - Bridge Tolls	-	40	40	-	(40)	-100 %
-	Materials	-	-	67	-	-	0 %
-	6504 - Hardware	-	-	67	-	-	0 %
-	Equipment & Communications	1,900	1,900	-	1,900	-	0 %
-	6701 - Equipment Purchase	1,900	1,900	-	1,900	-	0 %
-	Vehicle Expense	-	-	799	-	-	0 %
-	6807 - Vehicle Leases	-	-	799	-	-	0 %
-	Other Goods & Services	13,032	10,899	9,515	11,000	101	1 %
-	6901 - Membership Dues	500	500	685	500	-	0 %
-	6902 - Conferences and Workshops	3,150	1,808	1,036	1,800	(8)	0 %
-	6903 - Travel - Local	2,610	2,610	1,646	2,600	(10)	0 %
-	6904 - Travel - Out of Town	2,272	2,272	2,624	2,300	28	1 %
-	6905 - Training & Education	1,400	804	3,100	800	(4)	0 %
-	6917 - Books and Periodicals	3,100	2,733	-	2,800	67	2 %
-	6918 - Meals	-	172	297	200	28	16 %
-	6938 - Rewarding Excellence	-	-	127	-	-	0 %
-	Interdepartmental	-	855	456	-	(855)	-100 %
-	7001 - Interdepartmental Equipment	-	855	420	-	(855)	-100 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	-	-	(883)	-	-	0 %
-	Other Revenue	-	-	(883)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(815)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(68)	-	-	0 %

- Net	422,985	579,418	630,942	596,100	16,682	3 %
- R349 - Otter Lake	21,000,700	21,853,500	18,538,255	19,529,200	(2,324,300)	-11 %
- R329 - Otter Lake FEP	11,031,600	11,968,500	8,613,875	10,052,900	(1,915,600)	-16 %
- Expense	11,111,600	12,048,500	8,943,102	10,132,900	(1,915,600)	-16 %
- External Services	10,500,000	11,493,100	8,406,838	9,603,100	(1,890,000)	-16 %
- 6301 - Professional Fees	-	-	2,313	-	-	0 %
- 6399 - Contract Services	10,500,000	11,493,100	8,404,525	9,603,100	(1,890,000)	-16 %
- Building Costs	25,000	25,000	5,346	10,000	(15,000)	-60 %
- 6605 - Municipal Taxes	25,000	25,000	5,346	10,000	(15,000)	-60 %
- Other Goods & Services	-	-	540	-	-	0 %
- 6999 - Other Goods and Services	-	-	540	-	-	0 %
- Interdepartmental	-	-	-	-	-	0 %
- 7009 - Internal Transfers Other	-	-	-	-	-	0 %
- Debt Service	586,600	530,400	530,378	519,800	(10,600)	-2 %
- 8011 - Interest on Debentures	142,800	131,400	131,423	120,800	(10,600)	-8 %
- 8012 - Principal on Debentures	443,800	399,000	398,955	399,000	-	0 %
- Revenue	(80,000)	(80,000)	(329,227)	(80,000)	-	0 %
- Other Revenue	(80,000)	(80,000)	(329,227)	(80,000)	-	0 %
- 5508 - Recoveries from External Pa	-	-	(231,351)	-	-	0 %
- 5600 - Miscellaneous Revenue	(80,000)	(80,000)	(97,876)	(80,000)	-	0 %
- Net	11,191,600	12,128,500	12,009,187	10,212,900	(1,915,600)	-16 %
- R326 - Otter Lake Waste Stabilization Fa	2,832,200	2,773,400	2,791,233	2,431,400	(342,000)	-12 %
- Expense	2,832,200	2,773,400	2,791,233	2,431,400	(342,000)	-12 %
- External Services	2,145,500	2,145,500	2,163,275	1,816,800	(328,700)	-15 %
- 6399 - Contract Services	2,145,500	2,145,500	2,163,275	1,816,800	(328,700)	-15 %
- Debt Service	686,700	627,900	627,958	614,600	(13,300)	-2 %
- 8011 - Interest on Debentures	171,600	157,600	157,643	144,300	(13,300)	-8 %
- 8012 - Principal on Debentures	515,100	470,300	470,315	470,300	-	0 %
- Net	2,832,200	2,773,400	2,791,233	2,431,400	(342,000)	-12 %
- R327 - Otter Lake Residuals Disposal Fac	7,136,900	7,111,600	7,133,147	7,044,900	(66,700)	-1 %
- Expense	7,136,900	7,111,600	7,133,147	7,044,900	(66,700)	-1 %
- External Services	2,990,300	2,990,300	3,016,077	2,955,300	(35,000)	-1 %
- 6399 - Contract Services	2,990,300	2,990,300	3,016,077	2,955,300	(35,000)	-1 %
- Other Fiscal	2,528,000	2,528,000	2,486,608	2,528,000	-	0 %
- 8008 - Transfer to/from Reserves	2,528,000	2,528,000	2,486,608	2,528,000	-	0 %
- Debt Service	1,618,600	1,593,300	1,630,462	1,561,600	(31,700)	-2 %
- 8010 - Other Interest	-	-	37,120	-	-	0 %
- 8011 - Interest on Debentures	406,500	381,200	381,221	349,500	(31,700)	-8 %
- 8012 - Principal on Debentures	1,212,100	1,212,100	1,212,121	1,212,100	-	0 %
- Net	7,136,900	7,111,600	7,384,147	7,044,900	(66,700)	-1 %
- PLOW - Plowing (East, West and Central	5,222,531	5,362,995	4,052,810	5,191,700	(171,295)	-3 %
- R774 - East - Plowing	1,695,997	1,628,421	984,696	1,585,100	(43,321)	-3 %
- Expense	1,695,997	1,628,421	990,878	1,585,100	(43,321)	-3 %
- Compensation and Benefits	1,283,262	1,282,786	471,294	1,239,400	(43,866)	-3 %
- 6001 - Salaries - Regular	1,015,837	971,718	885,968	963,600	(8,118)	-1 %
- 6002 - Salaries - Overtime	-	80,000	184,857	80,000	-	0 %
- 6005 - PDP Increases	-	-	(3,681)	-	-	0 %
- 6051 - Shift Agreements	-	-	15	-	-	0 %
- 6054 - Vactation Payout for Staff	-	-	1,088	-	-	0 %
- 6100 - Benefits - Salaries	188,395	205,758	200,776	189,100	(16,658)	-8 %
- 6110 - Vacancy Management	-	-	81,639	(17,200)	(17,200)	100 %
- 6152 - Retirement Incentives	7,093	6,661	6,752	6,500	(161)	-2 %
- 6154 - Workers' Compensation	19,159	18,649	17,358	17,400	(1,249)	-7 %
- 6155 - Overtime Meals	-	-	6,433	-	-	0 %
- 6158 - WCB Recoverable Earnings	-	-	(456)	-	-	0 %
- 9200 - HR CATS Wage/Ben	-	-	(740,672)	-	-	0 %
- 9210 - HR CATS OT Wage/Ben	52,778	-	(168,753)	-	-	0 %
- 9230 - HR CATS OT Meals	-	-	(30)	-	-	0 %
- Office	90	90	-	-	(90)	-100 %
- 6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
- External Services	1,700	1,700	39,601	-	(1,700)	-100 %
- 6310 - Outside Personnel	1,700	1,700	-	-	(1,700)	-100 %
- 6399 - Contract Services	-	-	39,601	-	-	0 %
- Supplies	1,270	1,270	1,002	300	(970)	-76 %
- 6401 - Uniforms & Clothing	700	700	203	-	(700)	-100 %
- 6409 - Personal Protective Equipme	300	300	-	-	(300)	-100 %
- 6499 - Other Supplies	270	270	799	300	30	11 %
- Materials	18,700	18,700	18,639	10,300	(8,400)	-45 %
- 6501 - Asphalt	10,000	10,000	18,639	10,000	-	0 %
- 6503 - Fertilizer	200	200	-	-	(200)	-100 %
- 6504 - Hardware	3,500	3,500	-	-	(3,500)	-100 %
- 6505 - Lubricants	300	300	-	-	(300)	-100 %
- 6506 - Lumber	700	700	-	-	(700)	-100 %
- 6508 - Ready Mix Concrete	300	300	-	-	(300)	-100 %
- 6513 - Seeds & Plants	500	500	-	-	(500)	-100 %
- 6514 - Sods	1,700	1,700	-	-	(1,700)	-100 %

-	6515 - Stone and Gravel	700	700	-	-	(700)	-100 %
-	6516 - Topsoil	300	300	-	-	(300)	-100 %
-	6517 - Paint	200	200	-	-	(200)	-100 %
-	6599 - Other Materials	300	300	-	300	-	0 %
-	Equipment & Communications	296,000	296,000	414,649	307,900	11,900	4 %
-	6701 - Equipment Purchase	300	300	-	-	(300)	-100 %
-	6702 - Small Tools	700	700	-	-	(700)	-100 %
-	6704 - Equipment Rental	293,000	293,000	414,649	307,900	14,900	5 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6711 - Communication System	1,800	1,800	-	-	(1,800)	-100 %
-	Vehicle Expense	4,200	4,225	4,104	3,500	(725)	-17 %
-	6802 - Vehicle Repair and Maintena	3,500	3,500	4,104	3,500	-	0 %
-	6803 - Vehicle Fuel - Diesel	300	325	-	-	(325)	-100 %
-	6899 - Other Vehicle Expense	400	400	-	-	(400)	-100 %
-	Other Goods & Services	30,775	23,650	7,892	23,700	50	0 %
-	6903 - Travel - Local	-	-	2,192	-	-	0 %
-	6904 - Travel - Out of Town	2,485	2,485	-	2,500	15	1 %
-	6905 - Training & Education	4,300	2,469	-	2,500	31	1 %
-	6908 - Medical Examinations	500	500	-	500	-	0 %
-	6912 - Advertising and Promotion	13,500	8,663	-	8,700	37	0 %
-	6913 - Awards	1,800	1,446	-	1,400	(46)	-3 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6940 - Fencing	3,500	3,500	7,004	3,500	-	0 %
-	6999 - Other Goods and Services	4,410	4,410	(1,304)	4,500	90	2 %
-	Interdepartmental	60,000	-	33,697	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	60,000	-	33,333	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	364	-	-	0 %
-	Revenue	-	-	(6,182)	-	-	0 %
-	Other Revenue	-	-	(6,182)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(6,182)	-	-	0 %
-	Net	1,695,997	1,628,421	3,626,852	1,619,500	(8,921)	-1 %
-	R775 - West - Plowing	2,144,719	2,359,402	1,705,955	2,213,400	(146,002)	-6 %
-	Expense	2,144,719	2,359,402	1,719,562	2,213,400	(146,002)	-6 %
-	Compensation and Benefits	1,705,484	2,022,439	707,997	1,876,400	(146,039)	-7 %
-	6001 - Salaries - Regular	1,358,440	1,418,022	1,144,636	1,330,700	(87,322)	-6 %
-	6002 - Salaries - Overtime	-	257,000	320,697	257,000	-	0 %
-	6005 - PDP Increases	-	-	(340)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	7,873	-	-	0 %
-	6100 - Benefits - Salaries	257,971	309,132	270,461	279,700	(29,432)	-10 %
-	6110 - Vacancy Management	-	-	182,726	(24,700)	(24,700)	100 %
-	6152 - Retirement Incentives	10,152	10,210	8,933	9,600	(610)	-6 %
-	6154 - Workers' Compensation	26,414	28,075	23,672	24,100	(3,975)	-14 %
-	6155 - Overtime Meals	-	-	8,877	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(1,015,645)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	52,507	-	(243,893)	-	-	0 %
-	Office	90	90	-	100	10	11 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6299 - Other Office Expenses	-	-	-	100	100	100 %
-	External Services	1,700	1,700	89,260	-	(1,700)	-100 %
-	6310 - Outside Personnel	1,700	1,700	-	-	(1,700)	-100 %
-	6399 - Contract Services	-	-	89,260	-	-	0 %
-	Supplies	1,370	1,370	4,217	1,000	(370)	-27 %
-	6401 - Uniforms & Clothing	700	700	222	700	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	122	-	-	0 %
-	6409 - Personal Protective Equipme	400	400	-	-	(400)	-100 %
-	6499 - Other Supplies	270	270	3,873	300	30	11 %
-	Materials	18,900	18,900	40,404	16,800	(2,100)	-11 %
-	6501 - Asphalt	10,000	10,000	19,220	10,000	-	0 %
-	6503 - Fertilizer	200	200	-	-	(200)	-100 %
-	6504 - Hardware	3,500	3,500	35	3,500	-	0 %
-	6505 - Lubricants	400	400	139	-	(400)	-100 %
-	6506 - Lumber	700	700	130	-	(700)	-100 %
-	6508 - Ready Mix Concrete	400	400	-	-	(400)	-100 %
-	6513 - Seeds & Plants	500	500	-	-	(500)	-100 %
-	6514 - Sods	1,700	1,700	20,842	1,700	-	0 %
-	6515 - Stone and Gravel	700	700	-	-	(700)	-100 %
-	6516 - Topsoil	300	300	-	-	(300)	-100 %
-	6517 - Paint	200	200	38	-	(200)	-100 %
-	6599 - Other Materials	300	300	-	1,600	1,300	433 %
-	Equipment & Communications	295,900	295,900	779,471	301,100	5,200	2 %
-	6701 - Equipment Purchase	300	300	-	-	(300)	-100 %
-	6702 - Small Tools	700	700	-	-	(700)	-100 %
-	6704 - Equipment Rental	293,000	293,000	779,471	301,100	8,100	3 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6711 - Communication System	1,700	1,700	-	-	(1,700)	-100 %

-	Vehicle Expense	4,000	4,016	1,561	3,500	(516)	-13 %
-	6802 - Vehicle Repair and Maintena	3,500	3,500	1,561	3,500	-	0 %
-	6803 - Vehicle Fuel - Diesel	200	216	-	-	(216)	-100 %
-	6899 - Other Vehicle Expense	300	300	-	-	(300)	-100 %
-	Other Goods & Services	17,275	14,987	12,547	14,500	(487)	-3 %
-	6903 - Travel - Local	-	-	1,708	-	-	0 %
-	6904 - Travel - Out of Town	2,485	2,485	-	2,500	15	1 %
-	6905 - Training & Education	4,300	2,469	-	2,500	31	1 %
-	6908 - Medical Examinations	500	500	-	-	(500)	-100 %
-	6912 - Advertising and Promotion	-	-	1,755	-	-	0 %
-	6913 - Awards	1,800	1,446	-	1,400	(46)	-3 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6933 - Community Events	-	-	-	-	-	0 %
-	6938 - Rewarding Excellence	180	77	-	-	(77)	-100 %
-	6940 - Fencing	3,500	3,500	6,928	3,500	-	0 %
-	6999 - Other Goods and Services	4,410	4,410	2,156	4,600	190	4 %
-	Interdepartmental	100,000	-	84,105	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	5,580	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	100,000	-	77,945	-	-	0 %
-	9911 - PM Labour-Reg	-	-	54	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	526	-	-	0 %
-	Revenue	-	-	(13,607)	-	-	0 %
-	Other Revenue	-	-	(13,607)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(13,607)	-	-	0 %
-	Net	2,144,719	2,359,402	5,726,701	2,262,800	(96,602)	-4 %
-	R776 - Central Plowing	1,381,815	1,375,172	1,362,159	1,393,200	18,028	1 %
-	Expense	1,381,815	1,375,172	1,364,388	1,393,200	18,028	1 %
-	Compensation and Benefits	1,002,655	1,077,875	373,103	985,900	(91,975)	-9 %
-	6001 - Salaries - Regular	791,225	803,868	716,748	740,900	(62,968)	-8 %
-	6002 - Salaries - Overtime	-	80,000	215,374	80,000	-	0 %
-	6005 - PDP Increases	-	-	(268)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	836	-	-	0 %
-	6100 - Benefits - Salaries	145,587	172,483	168,750	160,000	(12,483)	-7 %
-	6110 - Vacancy Management	-	-	88,531	(13,800)	(13,800)	100 %
-	6152 - Retirement Incentives	5,492	5,607	5,656	5,400	(207)	-4 %
-	6154 - Workers' Compensation	15,113	15,917	14,403	13,400	(2,517)	-16 %
-	6155 - Overtime Meals	-	-	7,544	-	-	0 %
-	6158 - WCB Recoverable Earnings	-	-	(2,151)	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	(624,858)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	45,238	-	(217,462)	-	-	0 %
-	Office	90	90	-	100	10	11 %
-	6205 - Printing & Reproduction	90	90	-	-	(90)	-100 %
-	6299 - Other Office Expenses	-	-	-	100	100	100 %
-	External Services	1,500	1,500	58,382	1,500	-	0 %
-	6310 - Outside Personnel	1,500	1,500	-	1,500	-	0 %
-	6399 - Contract Services	-	-	58,382	-	-	0 %
-	Supplies	1,170	1,170	1,770	900	(270)	-23 %
-	6401 - Uniforms & Clothing	600	600	1,660	600	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	110	-	-	0 %
-	6409 - Personal Protective Equipme	300	300	-	-	(300)	-100 %
-	6499 - Other Supplies	270	270	-	300	30	11 %
-	Materials	17,700	17,700	77,985	13,600	(4,100)	-23 %
-	6501 - Asphalt	10,000	10,000	77,401	10,000	-	0 %
-	6503 - Fertilizer	200	200	-	-	(200)	-100 %
-	6504 - Hardware	3,000	3,000	293	3,000	-	0 %
-	6505 - Lubricants	300	300	291	-	(300)	-100 %
-	6506 - Lumber	600	600	-	-	(600)	-100 %
-	6508 - Ready Mix Concrete	300	300	-	-	(300)	-100 %
-	6513 - Seeds & Plants	400	400	-	-	(400)	-100 %
-	6514 - Sods	1,500	1,500	-	-	(1,500)	-100 %
-	6515 - Stone and Gravel	600	600	-	-	(600)	-100 %
-	6516 - Topsoil	300	300	-	-	(300)	-100 %
-	6517 - Paint	200	200	-	-	(200)	-100 %
-	6599 - Other Materials	300	300	-	600	300	100 %
-	Equipment & Communications	260,500	260,500	833,892	374,600	114,100	44 %
-	6701 - Equipment Purchase	300	300	-	-	(300)	-100 %
-	6702 - Small Tools	600	600	-	-	(600)	-100 %
-	6704 - Equipment Rental	258,000	258,000	833,236	374,600	116,600	45 %
-	6705 - Equipment - Repair and Main	100	100	656	-	(100)	-100 %
-	6711 - Communication System	1,500	1,500	-	-	(1,500)	-100 %
-	Vehicle Expense	3,500	3,516	58	3,300	(216)	-6 %
-	6802 - Vehicle Repair and Maintena	3,000	3,000	58	3,000	-	0 %
-	6803 - Vehicle Fuel - Diesel	200	216	-	-	(216)	-100 %
-	6899 - Other Vehicle Expense	300	300	-	300	-	0 %
-	Other Goods & Services	14,700	12,821	3,595	13,300	479	4 %
-	6904 - Travel - Out of Town	2,130	2,130	-	2,100	(30)	-1 %

-	6905 - Training & Education	3,600	2,067	-	2,000	(67)	-3 %
-	6908 - Medical Examinations	500	500	-	-	(500)	-100 %
-	6913 - Awards	1,500	1,205	-	1,200	(5)	0 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	90	39	-	-	(39)	-100 %
-	6940 - Fencing	3,000	3,000	1,358	3,000	-	0 %
-	6999 - Other Goods and Services	3,780	3,780	2,237	5,000	1,220	32 %
-	Interdepartmental	80,000	-	15,603	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	1,000	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	80,000	-	12,406	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	2,197	-	-	0 %
-	Revenue	-	-	(2,229)	-	-	0 %
-	Other Revenue	-	-	(2,229)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(2,229)	-	-	0 %
-	Net	1,381,815	1,375,172	3,770,191	1,420,800	45,628	3 %
-	R979 - Fleet: Turner Site	-	-	334,056	6,026,800	6,026,800	100 %
-	R970 - Fleet R&M:Municipal	-	-	315,244	6,026,800	6,026,800	100 %
-	Expense	-	-	318,511	6,026,800	6,026,800	100 %
-	Compensation and Benefits	2,847,100	2,782,659	2,695,865	2,607,600	(175,059)	-6 %
-	6001 - Salaries - Regular	2,176,953	2,130,329	1,881,889	2,008,500	(121,829)	-6 %
-	6002 - Salaries - Overtime	145,044	128,928	17,521	128,900	(28)	0 %
-	6005 - PDP Increases	-	-	(7,508)	-	-	0 %
-	6051 - Shift Agreements	20,102	20,102	19,265	20,100	(2)	0 %
-	6054 - Vacation Payout for Staff	-	-	4,246	-	-	0 %
-	6100 - Benefits - Salaries	438,686	438,243	400,018	427,600	(10,643)	-2 %
-	6110 - Vacancy Management	-	-	320,881	(37,300)	(37,300)	100 %
-	6152 - Retirement Incentives	15,887	15,470	14,268	14,500	(970)	-6 %
-	6154 - Workers' Compensation	40,675	39,834	34,060	35,500	(4,334)	-11 %
-	6155 - Overtime Meals	9,753	9,753	1,895	9,800	47	0 %
-	6156 - Clothing Allowance	-	-	8,050	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	1,280	-	-	0 %
-	Office	16,650	16,427	11,267	16,500	73	0 %
-	6201 - Telephone	10,800	10,577	5,126	10,600	23	0 %
-	6202 - Courier/Postage	900	900	1,565	900	-	0 %
-	6203 - Office Furniture and Equipm	1,350	1,350	1,029	1,400	50	4 %
-	6204 - Computer Software and Licen	-	-	26	-	-	0 %
-	6207 - Office Supplies	3,600	3,600	3,521	3,600	-	0 %
-	External Services	2,200	2,200	14,538	2,200	-	0 %
-	6399 - Contract Services	2,200	2,200	14,538	2,200	-	0 %
-	Supplies	28,150	28,150	22,654	28,100	(50)	0 %
-	6401 - Uniforms & Clothing	21,000	21,000	19,289	21,000	-	0 %
-	6402 - Medical & First Aid Supplie	1,000	1,000	681	1,000	-	0 %
-	6406 - Bridge Tolls	3,000	3,000	1,015	3,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,186	-	-	0 %
-	6499 - Other Supplies	3,150	3,150	483	3,100	(50)	-2 %
-	Materials	9,500	9,500	3,410	9,500	-	0 %
-	6504 - Hardware	-	-	265	-	-	0 %
-	6505 - Lubricants	-	-	(28)	-	-	0 %
-	6508 - Ready Mix Concrete	-	-	31	-	-	0 %
-	6517 - Paint	-	-	41	-	-	0 %
-	6519 - Welding Supplies	4,000	4,000	2,702	-	(4,000)	-100 %
-	6599 - Other Materials	5,500	5,500	399	9,500	4,000	73 %
-	Building Costs	10,100	10,100	21,214	10,100	-	0 %
-	6602 - Electrical	-	-	-	-	-	0 %
-	6699 - Other Building Cost	10,100	10,100	21,214	10,100	-	0 %
-	Equipment & Communications	40,200	40,200	48,213	40,200	-	0 %
-	6701 - Equipment Purchase	20,000	20,000	16,059	20,000	-	0 %
-	6702 - Small Tools	8,000	8,000	10,705	8,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	47	-	-	0 %
-	6704 - Equipment Rental	-	-	73	-	-	0 %
-	6705 - Equipment - Repair and Main	12,200	12,200	21,692	12,200	-	0 %
-	6711 - Communication System	-	-	(363)	-	-	0 %
-	Vehicle Expense	2,048,749	2,128,434	3,381,237	3,101,400	972,966	46 %
-	6801 - Vehicle Purchase	-	-	99	-	-	0 %
-	6802 - Vehicle Repair and Maintena	1,070,317	1,070,317	2,069,225	1,579,200	508,883	48 %
-	6803 - Vehicle Fuel - Diesel	382,026	413,428	703,037	796,000	382,572	93 %
-	6804 - Vehicle Fuel - Gasoline	587,406	635,689	611,000	717,200	81,511	13 %
-	6805 - Tires and Tubes	-	-	68	-	-	0 %
-	6808 - Natural Gas-Vehicles	-	-	1,061	-	-	0 %
-	6899 - Other Vehicle Expense	9,000	9,000	(3,253)	9,000	-	0 %
-	Other Goods & Services	213,830	211,234	161,749	211,200	(34)	0 %
-	6901 - Membership Dues	500	500	-	500	-	0 %
-	6902 - Conferences and Workshops	1,440	826	-	800	(26)	-3 %
-	6903 - Travel - Local	3,060	3,060	260	3,100	40	1 %
-	6904 - Travel - Out of Town	2,130	2,130	-	2,100	(30)	-1 %

-	6905 - Training & Education	2,500	1,435	1,780	1,400	(35)	-2 %
-	6906 - Licenses & Agreements	200,000	200,000	143,000	200,000	-	0 %
-	6909 - Cost of Sales	-	-	6,133	-	-	0 %
-	6913 - Awards	3,000	2,410	103	2,400	(10)	0 %
-	6918 - Meals	1,200	873	1,241	900	27	3 %
-	6929 - Visa Purchases	-	-	1,535	-	-	0 %
-	6938 - Rewarding Excellence	-	-	392	-	-	0 %
-	6999 - Other Goods and Services	-	-	7,305	-	-	0 %
-	Interdepartmental	(5,216,479)	(5,228,904)	(6,041,636)	-	5,228,904	-100 %
-	7001 - Interdepartmental Equipment	52,447	41,370	59,868	-	(41,370)	-100 %
-	7003 - Fleet Long Term (Rev)	(5,268,926)	(5,270,274)	(6,104,643)	-	5,270,274	-100 %
-	7009 - Internal Transfers Other	-	-	3,000	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	56	-	-	0 %
-	9910 - PM Shop Expenses	-	-	65	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(3,267)	-	-	0 %
-	Other Revenue	-	-	(3,267)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,311)	-	-	0 %
-	5513 - Government Rebates	-	-	(1,956)	-	-	0 %
-	Net	10,537,852	10,540,548	18,596,692	6,101,400	(4,439,148)	-42 %
-	R971 - Fleet Rentals (Vehicle)	-	-	18,812	-	-	0 %
-	Expense	-	-	18,812	-	-	0 %
-	Office	-	-	127	-	-	0 %
-	6202 - Courier/Postage	-	-	11	-	-	0 %
-	6205 - Printing & Reproduction	-	-	116	-	-	0 %
-	Supplies	-	-	158	-	-	0 %
-	6406 - Bridge Tolls	-	-	158	-	-	0 %
-	Vehicle Expense	-	-	130	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	81	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	30	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	-	-	-	0 %
-	6807 - Vehicle Leases	-	-	14,014	-	-	0 %
-	6890 - Vehicle TCA Transfer	-	-	(2,250)	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	(11,745)	-	-	0 %
-	Interdepartmental	-	-	18,397	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	18,397	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	Net	-	-	79,870	-	-	0 %
-	W922 - Contract Support	399,997	408,895	305,453	275,000	(133,895)	-33 %
-	W135 - Locked Construction Services	399,951	408,848	305,452	275,000	(133,848)	-33 %
-	Expense	399,951	408,848	305,832	275,000	(133,848)	-33 %
-	Compensation and Benefits	349,451	357,903	280,477	275,000	(82,903)	-23 %
-	6001 - Salaries - Regular	294,637	301,523	245,747	232,900	(68,623)	-23 %
-	6005 - PDP Increases	-	-	(8,995)	-	-	0 %
-	6100 - Benefits - Salaries	48,521	49,929	38,488	37,600	(12,329)	-25 %
-	6152 - Retirement Incentives	1,344	1,394	1,327	500	(894)	-64 %
-	6154 - Workers' Compensation	4,949	5,057	3,910	4,000	(1,057)	-21 %
-	Office	-	-	693	-	-	0 %
-	6201 - Telephone	-	-	75	-	-	0 %
-	6205 - Printing & Reproduction	-	-	98	-	-	0 %
-	6207 - Office Supplies	-	-	520	-	-	0 %
-	External Services	5,000	5,000	666	-	(5,000)	-100 %
-	6301 - Professional Fees	-	-	150	-	-	0 %
-	6310 - Outside Personnel	5,000	5,000	-	-	(5,000)	-100 %
-	6399 - Contract Services	-	-	516	-	-	0 %
-	Supplies	3,100	3,100	1,750	-	(3,100)	-100 %
-	6401 - Uniforms & Clothing	2,200	2,200	501	-	(2,200)	-100 %
-	6406 - Bridge Tolls	-	-	207	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	137	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	43	-	-	0 %
-	6499 - Other Supplies	900	900	862	-	(900)	-100 %
-	Materials	-	-	539	-	-	0 %
-	6504 - Hardware	-	-	197	-	-	0 %
-	6515 - Stone and Gravel	-	-	276	-	-	0 %
-	6517 - Paint	-	-	66	-	-	0 %
-	Building Costs	-	-	145	-	-	0 %
-	6603 - Grounds and Landscaping	-	-	65	-	-	0 %
-	6614 - Environmental Assessment/CI	-	-	52	-	-	0 %
-	6699 - Other Building Cost	-	-	28	-	-	0 %
-	Equipment & Communications	7,900	7,900	62	-	(7,900)	-100 %
-	6702 - Small Tools	-	-	37	-	-	0 %
-	6704 - Equipment Rental	7,900	7,900	-	-	(7,900)	-100 %
-	6705 - Equipment - Repair and Main	-	-	19	-	-	0 %
-	6708 - Mechanical Equipment	-	-	6	-	-	0 %
-	Vehicle Expense	5,700	5,700	57	-	(5,700)	-100 %
-	6802 - Vehicle Repair and Maintena	-	-	7	-	-	0 %

-	6807 - Vehicle Leases	5,700	5,700	-	-	(5,700)	-100 %
-	6899 - Other Vehicle Expense	-	-	50	-	-	0 %
-	Other Goods & Services	20,800	20,528	14,749	-	(20,528)	-100 %
-	6901 - Membership Dues	-	-	150	-	-	0 %
-	6903 - Travel - Local	6,750	6,750	10,195	-	(6,750)	-100 %
-	6905 - Training & Education	-	-	247	-	-	0 %
-	6918 - Meals	1,000	728	184	-	(728)	-100 %
-	6999 - Other Goods and Services	13,050	13,050	3,973	-	(13,050)	-100 %
-	Interdepartmental	8,000	8,717	6,694	-	(8,717)	-100 %
-	7001 - Interdepartmental Equipment	8,000	8,717	6,676	-	(8,717)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	(380)	-	-	0 %
-	Other Revenue	-	-	(380)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(380)	-	-	0 %
-	Net	399,951	408,848	457,442	275,000	(133,848)	-33 %
-	W134 - Capital Salary Costs (1.5%)	46	47	1	-	(47)	-100 %
-	Expense	46	47	1	-	(47)	-100 %
-	Compensation and Benefits	138,746	142,866	1	-	(142,866)	-100 %
-	6001 - Salaries - Regular	114,907	117,571	-	-	(117,571)	-100 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6100 - Benefits - Salaries	21,160	22,542	-	-	(22,542)	-100 %
-	6152 - Retirement Incentives	666	694	-	-	(694)	-100 %
-	6154 - Workers' Compensation	2,013	2,059	-	-	(2,059)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	1	-	-	0 %
-	Other Fiscal	(138,700)	(142,819)	-	-	142,819	-100 %
-	8024 - Transf to/fr Capital	(138,700)	(142,819)	-	-	142,819	-100 %
-	Net	277,446	285,685	166,253	-	(285,685)	-100 %
-	A-O - Aquatics & Oval	-	150,000	166,823	244,200	94,200	63 %
-	C471 - Halifax Commons Oval	-	150,000	166,823	244,200	94,200	63 %
-	Expense	-	150,000	182,243	274,200	124,200	83 %
-	Office	-	5,000	1,750	5,000	-	0 %
-	6201 - Telephone	-	500	1,750	500	-	0 %
-	6203 - Office Furniture and Equipm	-	2,000	-	2,000	-	0 %
-	6207 - Office Supplies	-	2,500	-	2,500	-	0 %
-	External Services	-	5,000	-	20,000	15,000	300 %
-	6311 - Security	-	5,000	-	5,000	-	0 %
-	6399 - Contract Services	-	-	-	15,000	15,000	100 %
-	Supplies	-	5,000	18,691	25,000	20,000	400 %
-	6401 - Uniforms & Clothing	-	5,000	18,596	15,000	10,000	200 %
-	6404 - Recreation Programming Supp	-	-	-	10,000	10,000	100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	95	-	-	0 %
-	Materials	-	-	1,746	-	-	0 %
-	6504 - Hardware	-	-	1,025	-	-	0 %
-	6506 - Lumber	-	-	669	-	-	0 %
-	6517 - Paint	-	-	52	-	-	0 %
-	Building Costs	-	-	216	-	-	0 %
-	6612 - Safety Systems	-	-	216	-	-	0 %
-	Equipment & Communications	-	17,500	55,769	37,500	20,000	114 %
-	6701 - Equipment Purchase	-	16,000	43,362	36,000	20,000	125 %
-	6703 - Computer Equipment/Rentals	-	1,500	-	1,500	-	0 %
-	6704 - Equipment Rental	-	-	12,407	-	-	0 %
-	Vehicle Expense	-	-	111	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	111	-	-	0 %
-	Other Goods & Services	-	2,500	24,990	42,700	40,200	1,608 %
-	6903 - Travel - Local	-	-	39	-	-	0 %
-	6905 - Training & Education	-	1,000	1,076	1,000	-	0 %
-	6910 - Signage	-	1,500	-	2,900	1,400	93 %
-	6919 - Special Projects	-	-	23,875	38,800	38,800	100 %
-	6999 - Other Goods and Services	-	-	-	-	-	0 %
-	Interdepartmental	-	-	(39,344)	-	-	0 %
-	7009 - Internal Transfers Other	-	-	5,368	-	-	0 %
-	7099 - Interdepartmental Chargebac	-	-	(45,000)	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	-	216	-	-	0 %
-	9911 - PM Labour-Reg	-	-	72	-	-	0 %
-	Compensation and Benefits	-	115,000	118,314	144,000	29,000	25 %
-	9200 - HR CATS Wage/Ben	-	115,000	113,941	144,000	29,000	25 %
-	9210 - HR CATS OT Wage/Ben	-	-	4,373	-	-	0 %
-	Revenue	-	-	(15,420)	(30,000)	(30,000)	100 %
-	Other Revenue	-	-	(15,420)	(30,000)	(30,000)	100 %
-	5600 - Miscellaneous Revenue	-	-	(15,420)	(30,000)	(30,000)	100 %
-	Net	-	150,000	297,477	304,200	154,200	103 %
-	S200 - Operations	376,710	290,600	274,521	287,300	(3,300)	-1 %
-	S210 - Operation's Adm	271,810	276,800	260,107	279,100	2,300	1 %
-	Expense	286,810	291,800	274,632	294,100	2,300	1 %
-	Compensation and Benefits	255,600	260,800	245,537	263,100	2,300	1 %
-	6001 - Salaries - Regular	210,600	214,600	204,745	221,000	6,400	3 %

-	6005 - PDP Increases	-	-	(5,974)	-	-	0 %
-	6100 - Benefits - Salaries	39,900	40,900	41,935	41,000	100	0 %
-	6110 - Vacancy Management	-	-	-	(3,900)	(3,900)	100 %
-	6152 - Retirement Incentives	1,200	1,300	1,269	1,000	(300)	-23 %
-	6154 - Workers' Compensation	3,900	4,000	3,562	4,000	-	0 %
-	Office	7,000	6,800	5,436	4,500	(2,300)	-34 %
-	6201 - Telephone	5,000	4,800	3,264	3,400	(1,400)	-29 %
-	6202 - Courier/Postage	100	100	616	400	300	300 %
-	6203 - Office Furniture and Equipm	900	900	809	200	(700)	-78 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	171	-	-	0 %
-	6207 - Office Supplies	1,000	1,000	476	500	(500)	-50 %
-	Supplies	14,000	14,000	11,018	12,000	(2,000)	-14 %
-	6401 - Uniforms & Clothing	14,000	14,000	11,018	12,000	(2,000)	-14 %
-	Equipment & Communications	1,000	1,000	-	500	(500)	-50 %
-	6706 - Computer Repair and Mainten	1,000	1,000	-	500	(500)	-50 %
-	Other Goods & Services	9,210	9,200	12,641	14,000	4,800	52 %
-	6903 - Travel - Local	6,710	9,200	8,221	10,000	800	9 %
-	6905 - Training & Education	-	-	3,308	2,500	2,500	100 %
-	6918 - Meals	-	-	-	-	-	0 %
-	6938 - Rewarding Excellence	-	-	1,062	1,500	1,500	100 %
-	6999 - Other Goods and Services	2,500	-	50	-	-	0 %
-	Revenue	(15,000)	(15,000)	(14,525)	(15,000)	-	0 %
-	Other Revenue	(15,000)	(15,000)	(14,525)	(15,000)	-	0 %
-	5600 - Miscellaneous Revenue	(15,000)	(15,000)	(14,525)	(15,000)	-	0 %
-	Net	301,810	306,800	327,753	316,900	10,100	3 %
-	S220 - Trucking/Fleet Services	104,900	13,800	14,414	8,200	(5,600)	-41 %
-	Expense	104,900	13,800	14,414	8,200	(5,600)	-41 %
-	Office	-	-	-	-	-	0 %
-	6202 - Courier/Postage	-	-	-	-	-	0 %
-	Supplies	2,100	2,100	27	1,200	(900)	-43 %
-	6402 - Medical & First Aid Supplie	800	800	-	100	(700)	-88 %
-	6406 - Bridge Tolls	-	-	27	800	800	100 %
-	6407 - Cleaning/Sanitary Supplies	1,300	1,300	-	300	(1,000)	-77 %
-	Equipment & Communications	11,700	11,700	771	2,000	(9,700)	-83 %
-	6701 - Equipment Purchase	5,700	5,700	88	1,000	(4,700)	-82 %
-	6704 - Equipment Rental	6,000	6,000	683	1,000	(5,000)	-83 %
-	Vehicle Expense	91,100	-	479	5,000	5,000	100 %
-	6802 - Vehicle Repair and Maintena	-	-	-	5,000	5,000	100 %
-	6803 - Vehicle Fuel - Diesel	-	-	15	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	15	-	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	449	-	-	0 %
-	6807 - Vehicle Leases	91,100	-	-	-	-	0 %
-	Interdepartmental	-	-	13,137	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	13,137	-	-	0 %
-	Net	104,900	13,800	14,432	8,200	(5,600)	-41 %
-	E003 - DCAO Operations	497,784	514,840	738,367	521,000	6,160	1 %
-	C001 - DCAO - Operations	497,784	514,840	738,367	521,000	6,160	1 %
-	Expense	497,784	514,840	738,367	521,000	6,160	1 %
-	Compensation and Benefits	356,840	378,009	586,924	380,800	2,791	1 %
-	6001 - Salaries - Regular	311,220	328,833	398,918	327,000	(1,833)	-1 %
-	6002 - Salaries - Overtime	-	-	-	-	-	0 %
-	6005 - PDP Increases	-	-	(12,731)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,073	-	-	0 %
-	6100 - Benefits - Salaries	38,000	41,347	95,561	46,000	4,653	11 %
-	6110 - Vacancy Management	-	-	97,335	-	-	0 %
-	6151 - Vehicle Allowance	2,800	2,800	-	2,800	-	0 %
-	6152 - Retirement Incentives	1,800	1,940	2,789	2,000	60	3 %
-	6154 - Workers' Compensation	3,020	3,089	3,979	3,000	(89)	-3 %
-	Office	6,694	8,786	5,161	8,800	14	0 %
-	6201 - Telephone	3,400	3,400	2,265	3,400	-	0 %
-	6202 - Courier/Postage	180	200	370	200	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	1,200	166	1,200	-	0 %
-	6207 - Office Supplies	3,114	3,986	2,260	4,000	14	0 %
-	External Services	116,200	116,200	127,390	116,200	-	0 %
-	6399 - Contract Services	116,200	116,200	127,390	116,200	-	0 %
-	Other Goods & Services	18,050	11,845	18,892	15,200	3,355	28 %
-	6901 - Membership Dues	4,200	4,200	-	4,200	-	0 %
-	6902 - Conferences and Workshops	1,440	836	360	900	64	8 %
-	6903 - Travel - Local	810	800	1,541	800	-	0 %
-	6904 - Travel - Out of Town	-	-	580	-	-	0 %
-	6905 - Training & Education	3,200	1,837	11,836	1,800	(37)	-2 %
-	6918 - Meals	-	1,800	-	-	(1,800)	-100 %
-	6919 - Special Projects	1,350	1,082	1,082	6,200	5,118	473 %
-	6938 - Rewarding Excellence	3,000	1,290	(1,290)	1,300	10	1 %

-	6999 - Other Goods and Services	4,050	-	4,783	-	-	0 %
-	Net	497,784	514,840	1,077,567	521,000	6,160	1 %
-	CCCI - Infrastructure	314,872	348,078	351,354	543,300	195,222	56 %
-	C460 - Infrastructure	314,872	348,078	351,356	543,300	195,222	56 %
-	Expense	314,872	348,078	351,356	543,300	195,222	56 %
-	Compensation and Benefits	370,326	323,861	319,203	519,700	195,839	60 %
-	6001 - Salaries - Regular	309,437	271,967	272,430	442,400	170,433	63 %
-	6002 - Salaries - Overtime	-	178	(7)	200	22	12 %
-	6005 - PDP Increases	-	-	(8,857)	-	-	0 %
-	6100 - Benefits - Salaries	54,375	46,301	50,166	76,700	30,399	66 %
-	6110 - Vacancy Management	-	-	-	(7,900)	(7,900)	100 %
-	6152 - Retirement Incentives	1,758	1,574	1,701	2,700	1,126	72 %
-	6154 - Workers' Compensation	4,756	3,841	3,770	5,600	1,759	46 %
-	Office	7,498	7,081	4,185	7,100	19	0 %
-	6201 - Telephone	4,190	4,000	1,853	4,000	-	0 %
-	6202 - Courier/Postage	90	100	16	100	-	0 %
-	6203 - Office Furniture and Equipm	206	200	798	200	-	0 %
-	6204 - Computer Software and Licen	503	500	-	500	-	0 %
-	6205 - Printing & Reproduction	363	400	1,062	400	-	0 %
-	6207 - Office Supplies	2,146	1,881	456	1,900	19	1 %
-	External Services	1,050	13,130	18,102	1,000	(12,130)	-92 %
-	6301 - Professional Fees	-	-	1,416	-	-	0 %
-	6312 - Refuse Collection	1,050	1,000	-	1,000	-	0 %
-	6399 - Contract Services	-	12,130	16,686	-	(12,130)	-100 %
-	Equipment & Communications	-	-	30	-	-	0 %
-	6703 - Computer Equipment/Rentals	-	-	30	-	-	0 %
-	Other Goods & Services	20,233	15,536	6,385	15,500	(36)	0 %
-	6901 - Membership Dues	3,016	3,000	1,383	3,000	-	0 %
-	6902 - Conferences and Workshops	4,528	2,570	278	2,500	(70)	-3 %
-	6903 - Travel - Local	1,810	1,800	1,191	1,800	-	0 %
-	6904 - Travel - Out of Town	3,570	3,600	2,935	3,600	-	0 %
-	6905 - Training & Education	1,457	879	-	900	21	2 %
-	6912 - Advertising and Promotion	2,710	1,729	-	1,700	(29)	-2 %
-	6915 - Research Data Acquisition	1,005	95	-	100	5	5 %
-	6917 - Books and Periodicals	1,000	1,000	-	1,000	-	0 %
-	6918 - Meals	503	863	45	900	37	4 %
-	6929 - Visa Purchases	-	-	553	-	-	0 %
-	6999 - Other Goods and Services	634	-	-	-	-	0 %
-	Interdepartmental	-	-	3,451	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	3,276	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	175	-	-	0 %
-	Other Fiscal	(84,235)	(11,530)	-	-	11,530	-100 %
-	8008 - Transfer to/from Reserves	(84,235)	(11,530)	-	-	11,530	-100 %
-	Net	483,342	371,138	422,976	559,100	187,962	51 %
-	I105 - P&I Capital Salary Policy	-	-	(2)	-	-	0 %
-	Expense	-	-	(2)	-	-	0 %
-	Compensation and Benefits	245,189	316,553	(2)	-	(316,553)	-100 %
-	6001 - Salaries - Regular	204,270	263,076	275,465	-	(263,076)	-100 %
-	6002 - Salaries - Overtime	-	400	438	-	(400)	-100 %
-	6100 - Benefits - Salaries	36,759	47,496	50,645	-	(47,496)	-100 %
-	6110 - Vacancy Management	-	-	-	-	-	0 %
-	6152 - Retirement Incentives	1,160	1,489	1,610	-	(1,489)	-100 %
-	6154 - Workers' Compensation	3,000	4,092	4,067	-	(4,092)	-100 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(332,227)	-	-	0 %
-	Other Goods & Services	-	-	-	-	-	0 %
-	6919 - Special Projects	-	-	-	-	-	0 %
-	Other Fiscal	(245,189)	(316,553)	-	-	316,553	-100 %
-	8024 - Transf to/fr Capital	(245,189)	(316,553)	-	-	316,553	-100 %
-	Net	490,378	633,106	790,156	-	(633,106)	-100 %
-	IADM - Planning & Infra Admin	406,373	410,701	336,206	388,700	(22,001)	-5 %
-	I101 - P & I Admin	406,373	410,701	336,206	388,700	(22,001)	-5 %
-	Expense	406,373	410,701	336,206	388,700	(22,001)	-5 %
-	Compensation and Benefits	302,098	315,019	315,095	323,600	8,581	3 %
-	6001 - Salaries - Regular	260,063	271,025	251,280	279,400	8,375	3 %
-	6002 - Salaries - Overtime	-	-	(34)	-	-	0 %
-	6005 - PDP Increases	-	-	(10,103)	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	12,578	-	-	0 %
-	6100 - Benefits - Salaries	37,618	39,355	50,218	44,500	5,145	13 %
-	6110 - Vacancy Management	-	-	6,594	(4,900)	(4,900)	100 %
-	6152 - Retirement Incentives	1,508	1,599	1,565	1,700	101	6 %
-	6154 - Workers' Compensation	2,909	3,040	2,997	2,900	(140)	-5 %
-	Office	5,780	6,201	4,110	6,200	(1)	0 %
-	6201 - Telephone	1,600	1,521	1,434	1,500	(21)	-1 %
-	6202 - Courier/Postage	450	450	185	400	(50)	-11 %
-	6203 - Office Furniture and Equipm	180	180	104	200	20	11 %
-	6204 - Computer Software and Licen	500	500	100	500	-	0 %

-	6205 - Printing & Reproduction	-	500	869	500	-	0 %
-	6207 - Office Supplies	2,250	2,250	1,044	2,300	50	2 %
-	6299 - Other Office Expenses	800	800	374	800	-	0 %
-	External Services	3,280	3,280	-	3,300	20	1 %
-	6301 - Professional Fees	1,000	1,000	-	1,000	-	0 %
-	6303 - Consulting Fees	2,280	2,280	-	2,300	20	1 %
-	Other Goods & Services	95,215	86,201	16,871	55,600	(30,601)	-35 %
-	6901 - Membership Dues	2,010	2,010	627	2,000	(10)	0 %
-	6902 - Conferences and Workshops	4,500	2,582	374	2,500	(82)	-3 %
-	6903 - Travel - Local	2,160	2,160	1,245	2,100	(60)	-3 %
-	6904 - Travel - Out of Town	3,550	3,550	-	3,500	(50)	-1 %
-	6905 - Training & Education	5,000	2,870	12,118	2,800	(70)	-2 %
-	6917 - Books and Periodicals	300	300	127	300	-	0 %
-	6918 - Meals	500	364	10	300	(64)	-18 %
-	6919 - Special Projects	-	70,238	1,069	40,000	(30,238)	-43 %
-	6938 - Rewarding Excellence	4,946	2,127	-	2,100	(27)	-1 %
-	6999 - Other Goods and Services	72,249	-	1,301	-	-	0 %
-	Interdepartmental	-	-	130	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	130	-	-	0 %
-	Net	406,373	410,701	458,708	398,500	(12,201)	-3 %
-	ICEE - Ice Control (East, West and Cent	4,178,198	4,178,014	8,529,049	6,860,500	2,682,486	64 %
-	R771 - East - Ice Control	1,243,111	1,350,392	3,214,410	2,910,000	1,559,608	115 %
-	Expense	1,243,111	1,350,392	3,214,410	2,910,000	1,559,608	115 %
-	Compensation and Benefits	110,993	31,461	323,552	61,100	29,639	94 %
-	6001 - Salaries - Regular	-	-	24,725	24,800	24,800	100 %
-	6002 - Salaries - Overtime	35,394	31,461	8,282	31,500	39	0 %
-	6100 - Benefits - Salaries	-	-	5,434	4,700	4,700	100 %
-	6110 - Vacancy Management	-	-	-	(500)	(500)	100 %
-	6152 - Retirement Incentives	-	-	154	200	200	100 %
-	6154 - Workers' Compensation	-	-	437	400	400	100 %
-	6155 - Overtime Meals	-	-	54	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	129,334	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	75,599	-	155,102	-	-	0 %
-	9230 - HR CATS OT Meals	-	-	30	-	-	0 %
-	Office	860	860	3,236	300	(560)	-65 %
-	6201 - Telephone	500	500	-	-	(500)	-100 %
-	6202 - Courier/Postage	90	90	-	-	(90)	-100 %
-	6204 - Computer Software and Licens	-	-	466	-	-	0 %
-	6205 - Printing & Reproduction	-	-	20	-	-	0 %
-	6207 - Office Supplies	270	270	2,750	300	30	11 %
-	External Services	2,400	2,400	2,192,884	2,031,100	2,028,700	84,529 %
-	6301 - Professional Fees	700	700	-	-	(700)	-100 %
-	6310 - Outside Personnel	1,700	1,700	-	-	(1,700)	-100 %
-	6399 - Contract Services	-	-	2,192,884	2,031,100	2,031,100	100 %
-	Supplies	4,460	4,460	9,177	4,200	(260)	-6 %
-	6401 - Uniforms & Clothing	3,500	3,500	2,187	3,500	-	0 %
-	6402 - Medical & First Aid Supplies	100	100	112	100	-	0 %
-	6405 - Photography Supplies & Equipm	90	90	-	-	(90)	-100 %
-	6406 - Bridge Tolls	200	200	-	-	(200)	-100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	561	-	-	0 %
-	6409 - Personal Protective Equipme	300	300	3,610	300	-	0 %
-	6499 - Other Supplies	270	270	2,707	300	30	11 %
-	Materials	462,400	462,400	404,642	453,600	(8,800)	-2 %
-	6502 - Chemicals	14,000	14,000	-	-	(14,000)	-100 %
-	6504 - Hardware	3,500	3,500	2,264	3,500	-	0 %
-	6505 - Lubricants	700	700	854	700	-	0 %
-	6506 - Lumber	700	700	-	-	(700)	-100 %
-	6508 - Ready Mix Concrete	-	-	90	-	-	0 %
-	6510 - Road Oils	500	500	-	-	(500)	-100 %
-	6511 - Salt	420,000	420,000	399,309	426,400	6,400	2 %
-	6512 - Sand	22,500	22,500	-	22,500	-	0 %
-	6517 - Paint	200	200	327	200	-	0 %
-	6520 - Salt-Sand Mix	-	-	1,551	-	-	0 %
-	6599 - Other Materials	300	300	247	300	-	0 %
-	Building Costs	400	400	-	-	(400)	-100 %
-	6602 - Electrical	200	200	-	-	(200)	-100 %
-	6608 - Water	200	200	-	-	(200)	-100 %
-	Equipment & Communications	338,300	338,300	153,700	341,800	3,500	1 %
-	6701 - Equipment Purchase	700	700	67	700	-	0 %
-	6702 - Small Tools	700	700	2,445	700	-	0 %
-	6703 - Computer Equipment/Rentals	700	700	-	-	(700)	-100 %
-	6704 - Equipment Rental	333,600	333,600	146,889	338,700	5,100	2 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6707 - Plumbing & Heating	700	700	-	-	(700)	-100 %
-	6711 - Communication System	1,700	1,700	4,299	1,700	-	0 %
-	Vehicle Expense	6,600	6,600	1,780	6,600	-	0 %

-	6802 - Vehicle Repair and Maintena	6,300	6,300	-	6,300	-	0 %
-	6806 - Long Term Fleet Rentals	-	-	550	-	-	0 %
-	6807 - Vehicle Leases	-	-	1,136	-	-	0 %
-	6899 - Other Vehicle Expense	300	300	94	300	-	0 %
-	Other Goods & Services	36,698	33,511	12,566	11,300	(22,211)	-66 %
-	6901 - Membership Dues	500	500	-	-	(500)	-100 %
-	6903 - Travel - Local	360	360	6,172	400	40	11 %
-	6904 - Travel - Out of Town	1,988	1,988	642	1,900	(88)	-4 %
-	6905 - Training & Education	6,200	3,559	1,210	3,500	(59)	-2 %
-	6908 - Medical Examinations	-	-	30	-	-	0 %
-	6910 - Signage	300	300	899	300	-	0 %
-	6911 - Facilities Rental	20,000	20,000	-	-	(20,000)	-100 %
-	6912 - Advertising and Promotion	-	-	2,521	-	-	0 %
-	6913 - Awards	1,700	1,366	-	-	(1,366)	-100 %
-	6917 - Books and Periodicals	200	200	-	-	(200)	-100 %
-	6918 - Meals	400	291	77	300	9	3 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6999 - Other Goods and Services	4,770	4,770	1,015	4,800	30	1 %
-	Interdepartmental	280,000	470,000	112,873	-	(470,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	280,000	470,000	112,779	-	(470,000)	-100 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	76	-	-	0 %
-	Net	1,243,111	1,350,392	3,355,664	2,911,000	1,560,608	116 %
-	R772 - West - Ice Control	1,682,621	1,657,882	2,417,621	1,676,500	18,618	1 %
-	Expense	1,682,621	1,657,882	2,417,621	1,676,500	18,618	1 %
-	Compensation and Benefits	110,993	31,461	509,143	60,100	28,639	91 %
-	6001 - Salaries - Regular	-	-	24,781	24,100	24,100	100 %
-	6002 - Salaries - Overtime	35,394	31,461	7,086	31,500	39	0 %
-	6100 - Benefits - Salaries	-	-	4,614	4,400	4,400	100 %
-	6110 - Vacancy Management	-	-	-	(400)	(400)	100 %
-	6152 - Retirement Incentives	-	-	149	100	100	100 %
-	6154 - Workers' Compensation	-	-	345	400	400	100 %
-	6155 - Overtime Meals	-	-	37	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	260,835	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	75,599	-	211,296	-	-	0 %
-	Office	860	860	524	300	(560)	-65 %
-	6201 - Telephone	500	500	-	-	(500)	-100 %
-	6202 - Courier/Postage	90	90	-	-	(90)	-100 %
-	6204 - Computer Software and Licen	-	-	441	-	-	0 %
-	6207 - Office Supplies	270	270	83	300	30	11 %
-	External Services	2,400	2,400	444,252	509,500	507,100	21,129 %
-	6301 - Professional Fees	700	700	-	-	(700)	-100 %
-	6310 - Outside Personnel	1,700	1,700	-	-	(1,700)	-100 %
-	6399 - Contract Services	-	-	444,252	509,500	509,500	100 %
-	Supplies	4,460	4,460	1,107	3,700	(760)	-17 %
-	6401 - Uniforms & Clothing	3,500	3,500	618	3,500	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	-	-	(100)	-100 %
-	6405 - Photography Supplies & Equi	90	90	-	-	(90)	-100 %
-	6406 - Bridge Tolls	200	200	-	-	(200)	-100 %
-	6409 - Personal Protective Equipme	300	300	-	-	(300)	-100 %
-	6499 - Other Supplies	270	270	489	200	(70)	-26 %
-	Materials	749,900	749,900	858,273	747,500	(2,400)	0 %
-	6502 - Chemicals	14,000	14,000	-	-	(14,000)	-100 %
-	6504 - Hardware	3,500	3,500	108	3,500	-	0 %
-	6505 - Lubricants	700	700	-	-	(700)	-100 %
-	6506 - Lumber	700	700	-	-	(700)	-100 %
-	6510 - Road Oils	500	500	-	-	(500)	-100 %
-	6511 - Salt	700,000	700,000	830,487	713,700	13,700	2 %
-	6512 - Sand	30,000	30,000	-	30,000	-	0 %
-	6517 - Paint	200	200	-	-	(200)	-100 %
-	6520 - Salt-Sand Mix	-	-	27,582	-	-	0 %
-	6599 - Other Materials	300	300	96	300	-	0 %
-	Building Costs	400	400	2,430	-	(400)	-100 %
-	6602 - Electrical	200	200	-	-	(200)	-100 %
-	6607 - Electricity	-	-	294	-	-	0 %
-	6608 - Water	200	200	-	-	(200)	-100 %
-	6611 - Building - Interior	-	-	1,695	-	-	0 %
-	6699 - Other Building Cost	-	-	441	-	-	0 %
-	Equipment & Communications	338,300	338,300	380,367	339,600	1,300	0 %
-	6701 - Equipment Purchase	700	700	-	-	(700)	-100 %
-	6702 - Small Tools	700	700	-	-	(700)	-100 %
-	6703 - Computer Equipment/Rentals	700	700	-	-	(700)	-100 %
-	6704 - Equipment Rental	333,600	333,600	378,396	339,600	6,000	2 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	6707 - Plumbing & Heating	700	700	-	-	(700)	-100 %

-	6711 - Communication System	1,700	1,700	1,971	-	(1,700)	-100 %
-	Vehicle Expense	6,600	6,600	27,419	6,600	-	0 %
-	6802 - Vehicle Repair and Maintena	6,300	6,300	27,419	6,300	-	0 %
-	6899 - Other Vehicle Expense	300	300	-	300	-	0 %
-	Other Goods & Services	16,708	13,501	23,542	9,200	(4,301)	-32 %
-	6901 - Membership Dues	500	500	-	-	(500)	-100 %
-	6903 - Travel - Local	270	270	2,364	300	30	11 %
-	6904 - Travel - Out of Town	1,988	1,988	-	1,900	(88)	-4 %
-	6905 - Training & Education	6,200	3,559	551	-	(3,559)	-100 %
-	6906 - Licenses & Agreements	-	-	76	-	-	0 %
-	6910 - Signage	300	300	732	300	-	0 %
-	6911 - Facilities Rental	-	-	83	-	-	0 %
-	6912 - Advertising and Promotion	-	-	18,505	-	-	0 %
-	6913 - Awards	1,800	1,446	-	1,400	(46)	-3 %
-	6917 - Books and Periodicals	200	200	-	-	(200)	-100 %
-	6918 - Meals	400	291	440	300	9	3 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6999 - Other Goods and Services	4,770	4,770	791	4,900	130	3 %
-	Interdepartmental	452,000	510,000	170,564	-	(510,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	452,000	510,000	168,990	-	(510,000)	-100 %
-	9911 - PM Labour-Reg	-	-	342	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,232	-	-	0 %
-	Net	1,682,621	1,657,882	2,556,799	1,677,300	19,418	1 %
-	R773 - Central - Ice Control	1,252,466	1,169,740	2,897,018	2,274,000	1,104,260	94 %
-	Expense	1,252,466	1,169,740	2,897,018	2,274,000	1,104,260	94 %
-	Compensation and Benefits	95,032	(75,009)	352,516	-	75,009	-100 %
-	6002 - Salaries - Overtime	30,090	(75,009)	-	-	75,009	-100 %
-	9200 - HR CATS Wage/Ben	-	-	166,334	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	64,942	-	186,182	-	-	0 %
-	Office	860	860	4,261	300	(560)	-65 %
-	6201 - Telephone	500	500	106	-	(500)	-100 %
-	6202 - Courier/Postage	90	90	-	-	(90)	-100 %
-	6203 - Office Furniture and Equipm	-	-	560	-	-	0 %
-	6204 - Computer Software and Licen	-	-	3,485	-	-	0 %
-	6207 - Office Supplies	270	270	110	300	30	11 %
-	External Services	2,100	2,100	1,325,068	1,464,000	1,461,900	69,614 %
-	6301 - Professional Fees	600	600	-	-	(600)	-100 %
-	6310 - Outside Personnel	1,500	1,500	-	-	(1,500)	-100 %
-	6399 - Contract Services	-	-	1,325,068	1,464,000	1,464,000	100 %
-	Supplies	3,860	3,860	4,164	3,300	(560)	-15 %
-	6401 - Uniforms & Clothing	3,000	3,000	2,681	3,000	-	0 %
-	6402 - Medical & First Aid Supplie	100	100	-	-	(100)	-100 %
-	6403 - Patrol Equip Supplies	-	-	70	-	-	0 %
-	6405 - Photography Supplies & Equi	90	90	-	-	(90)	-100 %
-	6406 - Bridge Tolls	100	100	-	-	(100)	-100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	1,413	-	-	0 %
-	6409 - Personal Protective Equipme	300	300	-	-	(300)	-100 %
-	6499 - Other Supplies	270	270	-	300	30	11 %
-	Materials	503,500	503,500	498,981	495,900	(7,600)	-2 %
-	6502 - Chemicals	12,000	12,000	-	-	(12,000)	-100 %
-	6504 - Hardware	2,000	2,000	1,006	2,000	-	0 %
-	6505 - Lubricants	600	600	443	-	(600)	-100 %
-	6506 - Lumber	600	600	894	-	(600)	-100 %
-	6510 - Road Oils	400	400	-	-	(400)	-100 %
-	6511 - Salt	420,000	420,000	428,137	423,500	3,500	1 %
-	6512 - Sand	67,500	67,500	-	67,500	-	0 %
-	6517 - Paint	100	100	45	-	(100)	-100 %
-	6520 - Salt-Sand Mix	-	-	68,344	-	-	0 %
-	6521 - Salt Brine	-	-	112	-	-	0 %
-	6599 - Other Materials	300	300	-	2,900	2,600	867 %
-	Building Costs	400	400	803	-	(400)	-100 %
-	6602 - Electrical	200	200	-	-	(200)	-100 %
-	6606 - Heating Fuel	-	-	692	-	-	0 %
-	6607 - Electricity	-	-	111	-	-	0 %
-	6608 - Water	200	200	-	-	(200)	-100 %
-	Equipment & Communications	296,800	296,800	567,251	296,700	(100)	0 %
-	6701 - Equipment Purchase	600	600	-	-	(600)	-100 %
-	6702 - Small Tools	600	600	210	600	-	0 %
-	6703 - Computer Equipment/Rentals	600	600	-	-	(600)	-100 %
-	6704 - Equipment Rental	292,800	292,800	564,033	295,400	2,600	1 %
-	6705 - Equipment - Repair and Main	100	100	1,992	100	-	0 %
-	6707 - Plumbing & Heating	600	600	135	600	-	0 %
-	6708 - Mechanical Equipment	-	-	372	-	-	0 %
-	6709 - Manholes and Manhole Equipm	-	-	399	-	-	0 %
-	6711 - Communication System	1,500	1,500	110	-	(1,500)	-100 %

-	Vehicle Expense	5,700	5,700	662	5,700	-	0 %
-	6802 - Vehicle Repair and Maintena	5,400	5,400	-	5,400	-	0 %
-	6899 - Other Vehicle Expense	300	300	662	300	-	0 %
-	Other Goods & Services	14,214	11,529	12,249	8,100	(3,429)	-30 %
-	6901 - Membership Dues	500	500	-	-	(500)	-100 %
-	6903 - Travel - Local	270	270	1,649	300	30	11 %
-	6904 - Travel - Out of Town	1,704	1,704	-	1,700	(4)	0 %
-	6905 - Training & Education	5,300	3,043	-	3,000	(43)	-1 %
-	6910 - Signage	300	300	-	-	(300)	-100 %
-	6911 - Facilities Rental	-	-	6,096	-	-	0 %
-	6913 - Awards	1,500	1,205	-	1,200	(5)	0 %
-	6917 - Books and Periodicals	100	100	58	-	(100)	-100 %
-	6918 - Meals	300	218	-	200	(18)	-8 %
-	6929 - Visa Purchases	100	100	115	-	(100)	-100 %
-	6938 - Rewarding Excellence	90	39	-	-	(39)	-100 %
-	6999 - Other Goods and Services	4,050	4,050	4,331	1,700	(2,350)	-58 %
-	Interdepartmental	330,000	420,000	131,063	-	(420,000)	-100 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	330,000	420,000	128,281	-	(420,000)	-100 %
-	9911 - PM Labour-Reg	-	-	117	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	2,665	-	-	0 %
-	Net	1,252,466	1,319,758	3,038,616	2,274,000	954,242	72 %
-	W923 - Facilities	1,053,751	1,117,348	1,401,920	1,736,000	618,652	55 %
-	W160 - Facilities Admin	1,053,751	817,348	1,021,022	1,186,000	368,652	45 %
-	Expense	1,053,751	817,348	1,021,022	1,186,000	368,652	45 %
-	Compensation and Benefits	1,048,801	810,398	1,020,894	1,179,000	368,602	45 %
-	6001 - Salaries - Regular	856,173	661,270	972,155	982,600	321,330	49 %
-	6002 - Salaries - Overtime	11,730	10,427	23,891	10,400	(27)	0 %
-	6005 - PDP Increases	-	-	(28,602)	-	-	0 %
-	6100 - Benefits - Salaries	161,247	123,639	176,660	184,600	60,961	49 %
-	6110 - Vacancy Management	-	-	-	(21,000)	(21,000)	100 %
-	6152 - Retirement Incentives	4,865	3,829	6,438	6,400	2,571	67 %
-	6154 - Workers' Compensation	14,786	11,233	16,119	16,000	4,767	42 %
-	6199 - Comp & Benefits - Inter Dep	-	-	(144,098)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(1,669)	-	-	0 %
-	External Services	-	-	(6,518)	-	-	0 %
-	6399 - Contract Services	-	-	(6,518)	-	-	0 %
-	Equipment & Communications	-	2,000	-	2,000	-	0 %
-	6703 - Computer Equipment/Rentals	-	2,000	-	2,000	-	0 %
-	Other Goods & Services	4,950	4,950	6,646	5,000	50	1 %
-	6903 - Travel - Local	4,950	4,950	6,646	5,000	50	1 %
-	Net	1,053,751	817,348	2,063,190	1,228,000	410,652	50 %
-	W169 - Surplus Property	-	300,000	380,898	550,000	250,000	83 %
-	Expense	-	300,000	380,898	550,000	250,000	83 %
-	Office	-	-	888	-	-	0 %
-	6201 - Telephone	-	-	888	-	-	0 %
-	External Services	-	50,000	36,106	139,000	89,000	178 %
-	6308 - Snow Removal	-	50,000	20,163	59,000	9,000	18 %
-	6311 - Security	-	-	-	10,000	10,000	100 %
-	6312 - Refuse Collection	-	-	877	7,500	7,500	100 %
-	6399 - Contract Services	-	-	15,066	62,500	62,500	100 %
-	Supplies	-	-	158	40,000	40,000	100 %
-	6407 - Cleaning/Sanitary Supplies	-	-	158	40,000	40,000	100 %
-	Materials	-	-	1,411	10,000	10,000	100 %
-	6504 - Hardware	-	-	725	5,000	5,000	100 %
-	6506 - Lumber	-	-	686	5,000	5,000	100 %
-	Building Costs	-	240,000	324,084	320,000	80,000	33 %
-	6602 - Electrical	-	-	5,373	20,000	20,000	100 %
-	6603 - Grounds and Landscaping	-	-	871	5,000	5,000	100 %
-	6606 - Heating Fuel	-	80,000	240,949	200,000	120,000	150 %
-	6607 - Electricity	-	80,000	50,161	30,000	(50,000)	-63 %
-	6608 - Water	-	50,000	23,410	15,000	(35,000)	-70 %
-	6609 - Elevator & Escalator	-	-	603	-	-	0 %
-	6610 - Building - Exterior	-	10,000	-	10,000	-	0 %
-	6611 - Building - Interior	-	10,000	100	15,000	5,000	50 %
-	6612 - Safety Systems	-	10,000	2,617	20,000	10,000	100 %
-	6617 - Pest Management	-	-	-	5,000	5,000	100 %
-	Equipment & Communications	-	10,000	627	41,000	31,000	310 %
-	6702 - Small Tools	-	-	37	-	-	0 %
-	6704 - Equipment Rental	-	-	-	1,000	1,000	100 %
-	6707 - Plumbing & Heating	-	-	-	10,000	10,000	100 %
-	6708 - Mechanical Equipment	-	10,000	590	30,000	20,000	200 %
-	Vehicle Expense	-	-	124	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	124	-	-	0 %
-	Other Goods & Services	-	-	659	-	-	0 %
-	6999 - Other Goods and Services	-	-	659	-	-	0 %

-	Interdepartmental	-	-	459	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	441	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Compensation and Benefits	-	-	16,382	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	15,351	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,031	-	-	0 %
-	Net	-	300,000	386,186	550,000	250,000	83 %
-	W130 - Locked Repair & Replacement Facil	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Office	-	-	-	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	-	-	-	0 %
-	Net	-	-	448	-	-	0 %
-	D998 - Clearing Account REC	(185,100)	-	54,359	-	-	0 %
-	D999 - Clearing Account Recreation	(185,100)	-	54,359	-	-	0 %
-	Expense	(185,100)	-	54,359	-	-	0 %
-	Compensation and Benefits	(185,100)	-	54,694	-	-	0 %
-	6001 - Salaries - Regular	-	-	138,883	-	-	0 %
-	6002 - Salaries - Overtime	-	-	1,196	-	-	0 %
-	6003 - Wages - Regular	-	-	3,672,200	-	-	0 %
-	6004 - Wages - Overtime	-	-	11,448	-	-	0 %
-	6100 - Benefits - Salaries	-	-	7,946	-	-	0 %
-	6101 - Benefits - Wages	-	-	225,245	-	-	0 %
-	6152 - Retirement Incentives	-	-	1,956	-	-	0 %
-	6154 - Workers' Compensation	-	-	75,946	-	-	0 %
-	9200 - HR CATS Wage/Ben	(185,100)	-	(4,061,513)	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	(18,613)	-	-	0 %
-	Supplies	-	-	(335)	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	(335)	-	-	0 %
-	Net	185,100	-	8,423,367	-	-	0 %
-	Z160 - Fitness	-	-	374,627	-	-	0 %
-	Z114 - Reception	-	-	64,674	-	-	0 %
-	Expense	-	-	64,674	-	-	0 %
-	Compensation and Benefits	-	-	64,674	-	-	0 %
-	6001 - Salaries - Regular	-	-	55,978	-	-	0 %
-	6003 - Wages - Regular	-	-	4,065	-	-	0 %
-	6100 - Benefits - Salaries	-	-	3,203	-	-	0 %
-	6101 - Benefits - Wages	-	-	232	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,196	-	-	0 %
-	Net	-	-	69,370	-	-	0 %
-	Z115 - Woman's Gym	-	-	46,150	-	-	0 %
-	Expense	-	-	46,150	-	-	0 %
-	Compensation and Benefits	-	-	46,150	-	-	0 %
-	6001 - Salaries - Regular	-	-	6,761	-	-	0 %
-	6003 - Wages - Regular	-	-	35,889	-	-	0 %
-	6100 - Benefits - Salaries	-	-	425	-	-	0 %
-	6101 - Benefits - Wages	-	-	2,231	-	-	0 %
-	6154 - Workers' Compensation	-	-	844	-	-	0 %
-	Net	-	-	49,462	-	-	0 %
-	Z119 - Trainers	-	-	97,390	-	-	0 %
-	Expense	-	-	97,390	-	-	0 %
-	Compensation and Benefits	-	-	97,390	-	-	0 %
-	6001 - Salaries - Regular	-	-	81,639	-	-	0 %
-	6003 - Wages - Regular	-	-	5,370	-	-	0 %
-	6100 - Benefits - Salaries	-	-	8,253	-	-	0 %
-	6101 - Benefits - Wages	-	-	410	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,718	-	-	0 %
-	Net	-	-	104,902	-	-	0 %
-	Z142 - Group Exercise	-	-	33,538	-	-	0 %
-	Expense	-	-	33,538	-	-	0 %
-	Compensation and Benefits	-	-	33,538	-	-	0 %
-	6001 - Salaries - Regular	-	-	19,268	-	-	0 %
-	6003 - Wages - Regular	-	-	12,019	-	-	0 %
-	6100 - Benefits - Salaries	-	-	895	-	-	0 %
-	6101 - Benefits - Wages	-	-	736	-	-	0 %
-	6154 - Workers' Compensation	-	-	620	-	-	0 %
-	Net	-	-	36,074	-	-	0 %
-	Z143 - Mind & Body	-	-	10,526	-	-	0 %
-	Expense	-	-	10,526	-	-	0 %
-	Compensation and Benefits	-	-	10,526	-	-	0 %
-	6001 - Salaries - Regular	-	-	9,768	-	-	0 %
-	6003 - Wages - Regular	-	-	32	-	-	0 %
-	6100 - Benefits - Salaries	-	-	531	-	-	0 %
-	6101 - Benefits - Wages	-	-	2	-	-	0 %
-	6154 - Workers' Compensation	-	-	193	-	-	0 %
-	Net	-	-	11,400	-	-	0 %

-	Z144 - Karate	-	-	6,706	-	-	0 %
-	Expense	-	-	6,706	-	-	0 %
-	Compensation and Benefits	-	-	6,706	-	-	0 %
-	6001 - Salaries - Regular	-	-	6,407	-	-	0 %
-	6100 - Benefits - Salaries	-	-	172	-	-	0 %
-	6154 - Workers' Compensation	-	-	127	-	-	0 %
-	Net	-	-	7,490	-	-	0 %
-	Z145 - Camps	-	-	27,410	-	-	0 %
-	Expense	-	-	27,410	-	-	0 %
-	Compensation and Benefits	-	-	27,410	-	-	0 %
-	6001 - Salaries - Regular	-	-	23,277	-	-	0 %
-	6003 - Wages - Regular	-	-	2,193	-	-	0 %
-	6100 - Benefits - Salaries	-	-	1,293	-	-	0 %
-	6101 - Benefits - Wages	-	-	142	-	-	0 %
-	6154 - Workers' Compensation	-	-	505	-	-	0 %
-	Net	-	-	27,618	-	-	0 %
-	Z161 - Personal Training	-	-	14,928	-	-	0 %
-	Expense	-	-	14,928	-	-	0 %
-	Compensation and Benefits	-	-	14,928	-	-	0 %
-	6001 - Salaries - Regular	-	-	12,795	-	-	0 %
-	6003 - Wages - Regular	-	-	1,002	-	-	0 %
-	6100 - Benefits - Salaries	-	-	762	-	-	0 %
-	6101 - Benefits - Wages	-	-	92	-	-	0 %
-	6154 - Workers' Compensation	-	-	277	-	-	0 %
-	Net	-	-	15,990	-	-	0 %
-	Z162 - Dance	-	-	8,453	-	-	0 %
-	Expense	-	-	8,453	-	-	0 %
-	Compensation and Benefits	-	-	8,453	-	-	0 %
-	6001 - Salaries - Regular	-	-	2,239	-	-	0 %
-	6003 - Wages - Regular	-	-	5,675	-	-	0 %
-	6100 - Benefits - Salaries	-	-	117	-	-	0 %
-	6101 - Benefits - Wages	-	-	267	-	-	0 %
-	6154 - Workers' Compensation	-	-	155	-	-	0 %
-	Net	-	-	27,419	-	-	0 %
-	Z163 - Birthday Party Staff	-	-	33	-	-	0 %
-	Expense	-	-	33	-	-	0 %
-	Compensation and Benefits	-	-	33	-	-	0 %
-	6001 - Salaries - Regular	-	-	31	-	-	0 %
-	6100 - Benefits - Salaries	-	-	1	-	-	0 %
-	6154 - Workers' Compensation	-	-	1	-	-	0 %
-	Net	-	-	33	-	-	0 %
-	Z118 - Fitness Centre Management	-	-	64,819	-	-	0 %
-	Expense	-	-	64,819	-	-	0 %
-	Compensation and Benefits	-	-	64,819	-	-	0 %
-	6001 - Salaries - Regular	-	-	5,510	-	-	0 %
-	6003 - Wages - Regular	-	-	48,747	-	-	0 %
-	6100 - Benefits - Salaries	-	-	354	-	-	0 %
-	6101 - Benefits - Wages	-	-	9,129	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,079	-	-	0 %
-	Net	-	-	69,229	-	-	0 %
-	Z180 - Aquatics	-	-	385,889	-	-	0 %
-	Z123 - Stad. Aquatics Admin	-	-	80,540	-	-	0 %
-	Expense	-	-	80,540	-	-	0 %
-	Compensation and Benefits	-	-	80,540	-	-	0 %
-	6001 - Salaries - Regular	-	-	69,148	-	-	0 %
-	6100 - Benefits - Salaries	-	-	10,020	-	-	0 %
-	6154 - Workers' Compensation	-	-	1,372	-	-	0 %
-	Net	-	-	86,380	-	-	0 %
-	Z124 - Lifeguards	-	-	116,782	-	-	0 %
-	Expense	-	-	116,782	-	-	0 %
-	Compensation and Benefits	-	-	116,782	-	-	0 %
-	6001 - Salaries - Regular	-	-	107,960	-	-	0 %
-	6003 - Wages - Regular	-	-	1,460	-	-	0 %
-	6100 - Benefits - Salaries	-	-	5,163	-	-	0 %
-	6101 - Benefits - Wages	-	-	48	-	-	0 %
-	6154 - Workers' Compensation	-	-	2,151	-	-	0 %
-	Net	-	-	124,976	-	-	0 %
-	Z181 - First Aid	-	-	257	-	-	0 %
-	Expense	-	-	257	-	-	0 %
-	Compensation and Benefits	-	-	257	-	-	0 %
-	6001 - Salaries - Regular	-	-	241	-	-	0 %
-	6100 - Benefits - Salaries	-	-	11	-	-	0 %
-	6154 - Workers' Compensation	-	-	5	-	-	0 %
-	Net	-	-	361	-	-	0 %
-	Z182 - Adult Aquatics	-	-	8,156	-	-	0 %
-	Expense	-	-	8,156	-	-	0 %

-	Compensation and Benefits	-	-	8,156	-	-	0 %
-	6001 - Salaries - Regular	-	-	7,739	-	-	0 %
-	6100 - Benefits - Salaries	-	-	264	-	-	0 %
-	6154 - Workers' Compensation	-	-	153	-	-	0 %
-	Net	-	-	9,006	-	-	0 %
-	Z183 - Aquasize	-	-	20,444	-	-	0 %
-	Expense	-	-	20,444	-	-	0 %
-	Compensation and Benefits	-	-	20,444	-	-	0 %
-	6001 - Salaries - Regular	-	-	19,272	-	-	0 %
-	6100 - Benefits - Salaries	-	-	790	-	-	0 %
-	6154 - Workers' Compensation	-	-	382	-	-	0 %
-	Net	-	-	22,288	-	-	0 %
-	Z184 - Leadership	-	-	11,924	-	-	0 %
-	Expense	-	-	11,924	-	-	0 %
-	Compensation and Benefits	-	-	11,924	-	-	0 %
-	6001 - Salaries - Regular	-	-	9,432	-	-	0 %
-	6100 - Benefits - Salaries	-	-	2,304	-	-	0 %
-	6150 - Honorariums	-	-	-	-	-	0 %
-	6154 - Workers' Compensation	-	-	188	-	-	0 %
-	Net	-	-	21,536	-	-	0 %
-	Z185 - Special Programs	-	-	267	-	-	0 %
-	Expense	-	-	267	-	-	0 %
-	Compensation and Benefits	-	-	267	-	-	0 %
-	6001 - Salaries - Regular	-	-	252	-	-	0 %
-	6100 - Benefits - Salaries	-	-	10	-	-	0 %
-	6154 - Workers' Compensation	-	-	5	-	-	0 %
-	Net	-	-	301	-	-	0 %
-	Z186 - Learn to Swim	-	-	144,613	-	-	0 %
-	Expense	-	-	144,613	-	-	0 %
-	Compensation and Benefits	-	-	144,613	-	-	0 %
-	6001 - Salaries - Regular	-	-	135,104	-	-	0 %
-	6003 - Wages - Regular	-	-	2,059	-	-	0 %
-	6100 - Benefits - Salaries	-	-	4,713	-	-	0 %
-	6101 - Benefits - Wages	-	-	48	-	-	0 %
-	6154 - Workers' Compensation	-	-	2,689	-	-	0 %
-	Net	-	-	157,655	-	-	0 %
-	Z187 - Technical Services	-	-	2,906	-	-	0 %
-	Expense	-	-	2,906	-	-	0 %
-	Compensation and Benefits	-	-	2,906	-	-	0 %
-	6001 - Salaries - Regular	-	-	2,780	-	-	0 %
-	6100 - Benefits - Salaries	-	-	71	-	-	0 %
-	6154 - Workers' Compensation	-	-	55	-	-	0 %
-	Net	-	-	3,184	-	-	0 %
-	Z140 - Arena	-	-	5,607	-	-	0 %
-	Z146 - Arena Skate Helpers	-	-	5,528	-	-	0 %
-	Expense	-	-	5,528	-	-	0 %
-	Compensation and Benefits	-	-	5,528	-	-	0 %
-	6001 - Salaries - Regular	-	-	5,162	-	-	0 %
-	6003 - Wages - Regular	-	-	62	-	-	0 %
-	6100 - Benefits - Salaries	-	-	200	-	-	0 %
-	6101 - Benefits - Wages	-	-	2	-	-	0 %
-	6154 - Workers' Compensation	-	-	102	-	-	0 %
-	Net	-	-	6,056	-	-	0 %
-	Z141 - Arena Operators	-	-	79	-	-	0 %
-	Expense	-	-	79	-	-	0 %
-	Compensation and Benefits	-	-	79	-	-	0 %
-	6100 - Benefits - Salaries	-	-	79	-	-	0 %
-	Net	-	-	41,731	-	-	0 %
-	P2P3 - Snow & Ice Control Priority 2&3	-	240,000	2,550,770	-	(240,000)	-100 %
-	R768 - Priority 2&3 Snow & Ice	-	240,000	2,550,770	-	(240,000)	-100 %
-	Expense	-	240,000	2,550,770	-	(240,000)	-100 %
-	Office	-	-	17	-	-	0 %
-	6202 - Courier/Postage	-	-	17	-	-	0 %
-	External Services	-	-	1,054	-	-	0 %
-	6312 - Refuse Collection	-	-	338	-	-	0 %
-	6399 - Contract Services	-	-	716	-	-	0 %
-	Supplies	-	-	8,973	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	2,264	-	-	0 %
-	6402 - Medical & First Aid Supplie	-	-	227	-	-	0 %
-	6405 - Photography Supplies & Equi	-	-	346	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	4,912	-	-	0 %
-	6409 - Personal Protective Equipme	-	-	1,045	-	-	0 %
-	6499 - Other Supplies	-	-	179	-	-	0 %
-	Materials	-	-	12,177	-	-	0 %
-	6501 - Asphalt	-	-	8,198	-	-	0 %
-	6502 - Chemicals	-	-	52	-	-	0 %

-	6504 - Hardware	-	-	1,356	-	-	0 %
-	6505 - Lubricants	-	-	77	-	-	0 %
-	6506 - Lumber	-	-	727	-	-	0 %
-	6515 - Stone and Gravel	-	-	437	-	-	0 %
-	6517 - Paint	-	-	1,330	-	-	0 %
-	Equipment & Communications	-	-	15,283	-	-	0 %
-	6701 - Equipment Purchase	-	-	2,300	-	-	0 %
-	6702 - Small Tools	-	-	1,050	-	-	0 %
-	6704 - Equipment Rental	-	-	11,933	-	-	0 %
-	Vehicle Expense	-	-	594	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	148	-	-	0 %
-	6899 - Other Vehicle Expense	-	-	446	-	-	0 %
-	Other Goods & Services	-	-	14,306	-	-	0 %
-	6903 - Travel - Local	-	-	13,229	-	-	0 %
-	6910 - Signage	-	-	803	-	-	0 %
-	6999 - Other Goods and Services	-	-	274	-	-	0 %
-	Interdepartmental	-	240,000	444,206	-	(240,000)	-100 %
-	7001 - Interdepartmental Equipment	-	-	250	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	-	240,000	379,067	-	(240,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	64,889	-	-	0 %
-	Compensation and Benefits	-	-	2,054,160	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	2,044,622	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	9,538	-	-	0 %
-	Net	-	240,000	2,553,028	-	(240,000)	-100 %
-	S230 - Facilities/Buildings	56,900	58,000	50,957	104,300	46,300	80 %
-	S231 - 947 Mitchell	38,000	38,500	36,039	89,200	50,700	132 %
-	Expense	38,000	38,500	36,039	89,200	50,700	132 %
-	Office	-	-	124	-	-	0 %
-	6202 - Courier/Postage	-	-	124	-	-	0 %
-	External Services	9,000	9,000	8,110	7,000	(2,000)	-22 %
-	6308 - Snow Removal	4,000	4,000	4,004	3,000	(1,000)	-25 %
-	6312 - Refuse Collection	5,000	5,000	4,106	4,000	(1,000)	-20 %
-	Supplies	400	400	168	100	(300)	-75 %
-	6402 - Medical & First Aid Supplie	400	400	168	100	(300)	-75 %
-	Materials	-	-	667	-	-	0 %
-	6504 - Hardware	-	-	667	-	-	0 %
-	Building Costs	27,600	29,100	26,246	24,800	(4,300)	-15 %
-	6606 - Heating Fuel	6,000	6,500	7,825	7,200	700	11 %
-	6607 - Electricity	8,000	8,000	10,459	9,600	1,600	20 %
-	6608 - Water	1,600	1,600	2,230	2,000	400	25 %
-	6610 - Building - Exterior	-	-	367	-	-	0 %
-	6611 - Building - Interior	6,000	6,000	135	1,000	(5,000)	-83 %
-	6699 - Other Building Cost	6,000	7,000	5,230	5,000	(2,000)	-29 %
-	Equipment & Communications	-	-	45	-	-	0 %
-	6707 - Plumbing & Heating	-	-	45	-	-	0 %
-	Other Goods & Services	1,000	-	-	57,300	57,300	100 %
-	6911 - Facilities Rental	-	-	-	57,300	57,300	100 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Compensation and Benefits	-	-	643	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	643	-	-	0 %
-	Interdepartmental	-	-	36	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Net	38,000	38,500	38,455	89,200	50,700	132 %
-	S232 - 1300 St. Margaret's Bay	18,900	19,500	14,918	15,100	(4,400)	-23 %
-	Expense	18,900	19,500	14,918	15,100	(4,400)	-23 %
-	External Services	1,500	1,500	1,962	1,500	-	0 %
-	6312 - Refuse Collection	1,500	1,500	1,962	1,500	-	0 %
-	Supplies	400	400	26	100	(300)	-75 %
-	6402 - Medical & First Aid Supplie	400	400	-	100	(300)	-75 %
-	6407 - Cleaning/Sanitary Supplies	-	-	26	-	-	0 %
-	Building Costs	16,000	17,600	12,930	13,500	(4,100)	-23 %
-	6606 - Heating Fuel	7,100	7,700	9,751	8,500	800	10 %
-	6607 - Electricity	2,500	2,500	1,971	2,700	200	8 %
-	6608 - Water	300	300	119	300	-	0 %
-	6611 - Building - Interior	2,000	2,000	-	1,000	(1,000)	-50 %
-	6699 - Other Building Cost	4,100	5,100	1,089	1,000	(4,100)	-80 %
-	Other Goods & Services	1,000	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,000	-	-	-	-	0 %
-	Net	18,900	19,500	15,446	15,100	(4,400)	-23 %
-	SRPC - Related Program Costs(East, West	250,322	29,708	682,300	128,700	98,992	333 %
-	R783 - East - Related Program Costs	93,033	10,110	338,832	109,100	98,990	979 %
-	Expense	93,033	10,110	338,832	109,100	98,990	979 %
-	Office	-	-	210	-	-	0 %
-	6204 - Computer Software and Licen	-	-	43	-	-	0 %
-	6207 - Office Supplies	-	-	167	-	-	0 %
-	External Services	-	-	52,844	2,900	2,900	100 %

-	6312 - Refuse Collection	-	-	369	-	-	0 %
-	6399 - Contract Services	-	-	52,475	2,900	2,900	100 %
-	Supplies	-	-	1,269	-	-	0 %
-	6499 - Other Supplies	-	-	1,269	-	-	0 %
-	Materials	3,200	3,200	381	300	(2,900)	-91 %
-	6504 - Hardware	300	300	-	-	(300)	-100 %
-	6505 - Lubricants	300	300	59	-	(300)	-100 %
-	6508 - Ready Mix Concrete	200	200	-	-	(200)	-100 %
-	6509 - Reagents	-	-	164	-	-	0 %
-	6515 - Stone and Gravel	1,000	1,000	-	-	(1,000)	-100 %
-	6517 - Paint	300	300	158	300	-	0 %
-	6518 - Metal	700	700	-	-	(700)	-100 %
-	6599 - Other Materials	400	400	-	-	(400)	-100 %
-	Equipment & Communications	2,300	2,300	88	300	(2,000)	-87 %
-	6702 - Small Tools	300	300	88	300	-	0 %
-	6704 - Equipment Rental	1,800	1,800	-	-	(1,800)	-100 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	Vehicle Expense	700	700	34	-	(700)	-100 %
-	6802 - Vehicle Repair and Maintena	700	700	34	-	(700)	-100 %
-	Other Goods & Services	4,780	3,910	219	105,600	101,690	2,601 %
-	6905 - Training & Education	1,800	1,033	-	102,700	101,667	9,842 %
-	6910 - Signage	-	-	109	-	-	0 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	-	100	23	30 %
-	6999 - Other Goods and Services	2,700	2,700	110	2,800	100	4 %
-	Interdepartmental	72,000	-	103,217	-	-	0 %
-	7009 - Internal Transfers Other	-	-	-	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	72,000	-	102,033	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,148	-	-	0 %
-	Compensation and Benefits	10,053	-	180,570	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	170,402	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	10,053	-	10,168	-	-	0 %
-	Net	93,033	10,110	416,854	109,100	98,990	979 %
-	R784 - West - Related Program Cost	123,133	12,125	202,120	12,100	(25)	0 %
-	Expense	123,133	12,125	202,120	12,100	(25)	0 %
-	Office	-	-	2,319	-	-	0 %
-	6205 - Printing & Reproduction	-	-	203	-	-	0 %
-	6207 - Office Supplies	-	-	2,116	-	-	0 %
-	External Services	-	-	(47,701)	10,900	10,900	100 %
-	6308 - Snow Removal	-	-	5	-	-	0 %
-	6399 - Contract Services	-	-	(47,706)	10,900	10,900	100 %
-	Supplies	-	-	1,157	-	-	0 %
-	6401 - Uniforms & Clothing	-	-	31	-	-	0 %
-	6499 - Other Supplies	-	-	1,126	-	-	0 %
-	Materials	3,800	3,800	249	400	(3,400)	-89 %
-	6504 - Hardware	400	400	29	-	(400)	-100 %
-	6505 - Lubricants	400	400	7	-	(400)	-100 %
-	6506 - Lumber	-	-	83	-	-	0 %
-	6508 - Ready Mix Concrete	200	200	-	-	(200)	-100 %
-	6515 - Stone and Gravel	1,200	1,200	-	-	(1,200)	-100 %
-	6517 - Paint	400	400	77	-	(400)	-100 %
-	6518 - Metal	800	800	-	-	(800)	-100 %
-	6599 - Other Materials	400	400	53	400	-	0 %
-	Building Costs	-	-	788	-	-	0 %
-	6607 - Electricity	-	-	788	-	-	0 %
-	Equipment & Communications	2,600	2,600	-	-	(2,600)	-100 %
-	6702 - Small Tools	400	400	-	-	(400)	-100 %
-	6704 - Equipment Rental	2,000	2,000	-	-	(2,000)	-100 %
-	6705 - Equipment - Repair and Main	200	200	-	-	(200)	-100 %
-	Vehicle Expense	800	800	44	800	-	0 %
-	6802 - Vehicle Repair and Maintena	800	800	44	800	-	0 %
-	Other Goods & Services	5,880	4,925	2,984	-	(4,925)	-100 %
-	6903 - Travel - Local	-	-	2,984	-	-	0 %
-	6905 - Training & Education	2,000	1,148	-	-	(1,148)	-100 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	-	-	(77)	-100 %
-	6999 - Other Goods and Services	3,600	3,600	-	-	(3,600)	-100 %
-	Interdepartmental	100,000	-	34,609	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	650	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	100,000	-	32,935	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	988	-	-	0 %
-	Compensation and Benefits	10,053	-	207,671	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	166,595	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	10,053	-	41,076	-	-	0 %

-	Net	123,133	12,125	304,520	12,100	(25)	0 %
-	R785 - Central - Related Program Costs	34,156	7,473	141,348	7,500	27	0 %
-	Expense	34,156	7,473	141,348	7,500	27	0 %
-	External Services	-	-	(6,854)	4,900	4,900	100 %
-	6399 - Contract Services	-	-	(6,854)	4,900	4,900	100 %
-	Supplies	-	-	164	-	-	0 %
-	6499 - Other Supplies	-	-	164	-	-	0 %
-	Materials	2,200	2,200	261	700	(1,500)	-68 %
-	6504 - Hardware	300	300	163	300	-	0 %
-	6505 - Lubricants	200	200	-	200	-	0 %
-	6506 - Lumber	-	-	98	-	-	0 %
-	6508 - Ready Mix Concrete	100	100	-	-	(100)	-100 %
-	6515 - Stone and Gravel	700	700	-	-	(700)	-100 %
-	6517 - Paint	200	200	-	-	(200)	-100 %
-	6518 - Metal	500	500	-	-	(500)	-100 %
-	6599 - Other Materials	200	200	-	200	-	0 %
-	Equipment & Communications	1,600	1,600	4,773	1,400	(200)	-13 %
-	6702 - Small Tools	200	200	-	-	(200)	-100 %
-	6704 - Equipment Rental	1,300	1,300	4,503	1,300	-	0 %
-	6705 - Equipment - Repair and Main	100	100	270	100	-	0 %
-	Vehicle Expense	500	500	7,465	500	-	0 %
-	6802 - Vehicle Repair and Maintena	500	500	7,465	500	-	0 %
-	Other Goods & Services	3,830	3,173	109	-	(3,173)	-100 %
-	6905 - Training & Education	1,300	746	-	-	(746)	-100 %
-	6929 - Visa Purchases	100	100	-	-	(100)	-100 %
-	6938 - Rewarding Excellence	180	77	90	-	(77)	-100 %
-	6999 - Other Goods and Services	2,250	2,250	19	-	(2,250)	-100 %
-	Interdepartmental	21,000	-	21,209	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	400	-	-	0 %
-	9900 - Rev/Exp.Vehicle Rental	21,000	-	19,573	-	-	0 %
-	9972 - Truck Stock Chargeback RPS	-	-	1,236	-	-	0 %
-	Compensation and Benefits	5,026	-	114,221	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	95,102	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	5,026	-	19,119	-	-	0 %
-	Net	34,156	7,473	173,004	7,500	27	0 %
-	R310 - Former Solid Waste System	295,300	265,600	295,960	269,000	3,400	1 %
-	R315 - Leach. Trt./FlareStc	-	-	13,702	-	-	0 %
-	Expense	-	-	13,702	-	-	0 %
-	External Services	285,900	307,540	321,242	307,500	(40)	0 %
-	6399 - Contract Services	285,900	307,540	321,242	307,500	(40)	0 %
-	Other Fiscal	(285,900)	(307,540)	(307,540)	(307,500)	40	0 %
-	8008 - Transfer to/from Reserves	(285,900)	(307,540)	(307,540)	(307,500)	40	0 %
-	Net	571,800	615,080	781,192	615,000	(80)	0 %
-	R314 - Sckv. Landfill Site	100	(16,700)	(1)	-	16,700	-100 %
-	Expense	100	(16,700)	(1)	-	16,700	-100 %
-	External Services	-	-	-	-	-	0 %
-	6399 - Contract Services	-	-	-	-	-	0 %
-	Building Costs	30,000	30,000	-	15,000	(15,000)	-50 %
-	6603 - Grounds and Landscaping	30,000	30,000	-	15,000	(15,000)	-50 %
-	Other Fiscal	(47,600)	(47,600)	(903)	(15,000)	32,600	-68 %
-	8008 - Transfer to/from Reserves	(47,600)	(47,600)	(903)	(15,000)	32,600	-68 %
-	Debt Service	17,700	900	902	-	(900)	-100 %
-	8011 - Interest on Debentures	1,100	100	51	-	(100)	-100 %
-	8012 - Principal on Debentures	16,600	800	851	-	(800)	-100 %
-	Net	95,300	78,500	142,453	30,000	(48,500)	-62 %
-	R311 - MA Solid Waste Debt	295,200	282,300	282,259	269,000	(13,300)	-5 %
-	Expense	295,200	282,300	282,259	269,000	(13,300)	-5 %
-	Debt Service	295,200	282,300	282,259	269,000	(13,300)	-5 %
-	8011 - Interest on Debentures	48,300	35,400	35,347	22,000	(13,400)	-38 %
-	8012 - Principal on Debentures	246,900	246,900	246,912	247,000	100	0 %
-	Net	295,200	282,300	282,259	269,000	(13,300)	-5 %
-	REMO - Snow Removal (East, West and Cen	127,126	109,126	71,816	49,200	(59,926)	-55 %
-	R777 - East - Snow Removal	36,600	34,600	(432)	14,600	(20,000)	-58 %
-	Expense	36,600	34,600	(432)	14,600	(20,000)	-58 %
-	External Services	-	-	1,502	-	-	0 %
-	6399 - Contract Services	-	-	1,502	-	-	0 %
-	Supplies	-	-	75	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	75	-	-	0 %
-	Materials	600	600	178	600	-	0 %
-	6505 - Lubricants	300	300	-	-	(300)	-100 %
-	6517 - Paint	-	-	178	300	300	100 %
-	6599 - Other Materials	300	300	-	300	-	0 %
-	Equipment & Communications	14,000	14,000	(9,902)	14,000	-	0 %
-	6704 - Equipment Rental	14,000	14,000	-	14,000	-	0 %
-	6711 - Communication System	-	-	(9,902)	-	-	0 %
-	Vehicle Expense	-	-	47	-	-	0 %

-	6802 - Vehicle Repair and Maintena	-	-	47	-	-	0 %
-	Compensation and Benefits	-	-	6,364	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	5,001	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,363	-	-	0 %
-	Interdepartmental	22,000	20,000	1,304	-	(20,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	22,000	20,000	1,304	-	(20,000)	-100 %
-	Net	36,600	34,600	19,372	14,600	(20,000)	-58 %
-	R778 - West - Snow Removal	74,126	54,126	58,558	24,200	(29,926)	-55 %
-	Expense	74,126	54,126	58,558	24,200	(29,926)	-55 %
-	Supplies	-	-	55	-	-	0 %
-	6499 - Other Supplies	-	-	55	-	-	0 %
-	Materials	1,000	1,000	-	500	(500)	-50 %
-	6505 - Lubricants	500	500	-	-	(500)	-100 %
-	6599 - Other Materials	500	500	-	500	-	0 %
-	Equipment & Communications	23,126	23,126	-	23,700	574	2 %
-	6704 - Equipment Rental	23,126	23,126	-	23,700	574	2 %
-	Vehicle Expense	-	-	39,571	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	-	-	39,571	-	-	0 %
-	Compensation and Benefits	-	-	20,991	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	17,329	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	3,662	-	-	0 %
-	Interdepartmental	50,000	30,000	(2,059)	-	(30,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	50,000	30,000	(2,059)	-	(30,000)	-100 %
-	Net	74,126	54,126	75,196	24,200	(29,926)	-55 %
-	R779 - Central - Snow Removal	16,400	20,400	13,690	10,400	(10,000)	-49 %
-	Expense	16,400	20,400	13,690	10,400	(10,000)	-49 %
-	Materials	400	400	-	-	(400)	-100 %
-	6505 - Lubricants	200	200	-	-	(200)	-100 %
-	6599 - Other Materials	200	200	-	-	(200)	-100 %
-	Equipment & Communications	10,000	10,000	-	10,400	400	4 %
-	6704 - Equipment Rental	10,000	10,000	-	10,400	400	4 %
-	Compensation and Benefits	-	-	12,086	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	9,596	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	2,490	-	-	0 %
-	Interdepartmental	6,000	10,000	1,604	-	(10,000)	-100 %
-	9900 - Rev/Exp.Vehicle Rental	6,000	10,000	900	-	(10,000)	-100 %
-	9972 - Truck Stock Chargeback RPS	-	-	704	-	-	0 %
-	Net	16,400	20,400	13,690	10,400	(10,000)	-49 %
-	R200 - Wastewater Treatment	-	-	-	-	-	0 %
-	R210 - Locked Aerotech	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Materials	-	-	-	-	-	0 %
-	6502 - Chemicals	-	-	-	-	-	0 %
-	Net	-	-	54	-	-	0 %
-	N720 - Police	412,944	413,000	281,146	292,300	(120,700)	-29 %
-	N721 - HRP	412,944	413,000	281,146	292,300	(120,700)	-29 %
-	Expense	412,944	413,000	281,146	292,300	(120,700)	-29 %
-	Equipment & Communications	393,844	393,900	278,112	289,200	(104,700)	-27 %
-	6701 - Equipment Purchase	30,000	30,000	5,235	3,500	(26,500)	-88 %
-	6705 - Equipment - Repair and Main	39,700	39,700	22,418	30,700	(9,000)	-23 %
-	6711 - Communication System	28,572	28,600	-	-	(28,600)	-100 %
-	6731 - Airtime	150,572	150,600	193,453	195,000	44,400	29 %
-	6732 - Mobile Data	145,000	145,000	57,006	60,000	(85,000)	-59 %
-	Other Goods & Services	19,100	19,100	3,034	3,100	(16,000)	-84 %
-	6906 - Licenses & Agreements	19,100	19,100	3,034	3,100	(16,000)	-84 %
-	Net	412,944	413,000	315,590	292,300	(120,700)	-29 %
-	N710 - Dispatch	77,800	77,800	41,285	42,000	(35,800)	-46 %
-	N711 - Dispatch Centre	77,800	77,800	41,285	42,000	(35,800)	-46 %
-	Expense	77,800	77,800	41,285	42,000	(35,800)	-46 %
-	Equipment & Communications	76,900	76,900	41,285	42,000	(34,900)	-45 %
-	6705 - Equipment - Repair and Main	41,300	41,300	41,285	42,000	700	2 %
-	6731 - Airtime	35,600	35,600	-	-	(35,600)	-100 %
-	Other Goods & Services	900	900	-	-	(900)	-100 %
-	6906 - Licenses & Agreements	900	900	-	-	(900)	-100 %
-	Net	77,800	77,800	41,285	42,000	(35,800)	-46 %
-	N730 - Fire	616,200	616,200	629,422	700,100	83,900	14 %
-	N732 - Rural Fire	458,600	458,600	578,190	647,100	188,500	41 %
-	Expense	458,600	458,600	578,190	647,100	188,500	41 %
-	Equipment & Communications	429,400	429,400	553,577	622,100	192,700	45 %
-	6705 - Equipment - Repair and Main	155,400	155,400	-	64,900	(90,500)	-58 %
-	6730 - Communication Circuits	73,400	73,400	-	-	(73,400)	-100 %
-	6731 - Airtime	146,800	146,800	546,799	545,200	398,400	271 %
-	6732 - Mobile Data	-	-	20	-	-	0 %
-	6733 - Site Rentals	53,800	53,800	6,758	12,000	(41,800)	-78 %
-	Other Goods & Services	29,200	29,200	24,613	25,000	(4,200)	-14 %
-	6906 - Licenses & Agreements	29,200	29,200	24,613	25,000	(4,200)	-14 %

-	Net	458,600	458,600	712,936	647,100	188,500	41 %
-	N731 - Core Fire & EMO	157,600	157,600	51,232	53,000	(104,600)	-66 %
-	Expense	157,600	157,600	51,232	53,000	(104,600)	-66 %
-	Equipment & Communications	144,600	144,600	48,465	50,000	(94,600)	-65 %
-	6705 - Equipment - Repair and Main	27,100	27,100	-	-	(27,100)	-100 %
-	6730 - Communication Circuits	38,400	38,400	48,465	50,000	11,600	30 %
-	6731 - Airtime	79,100	79,100	-	-	(79,100)	-100 %
-	Other Goods & Services	13,000	13,000	2,767	3,000	(10,000)	-77 %
-	6906 - Licenses & Agreements	13,000	13,000	2,767	3,000	(10,000)	-77 %
-	Net	157,600	157,600	51,232	53,000	(104,600)	-66 %
-	FIRELOCKED - Locked Cost Centres	167,500	-	-	-	-	0 %
-	F792 - Rural Fire Fleet Maintenance	127,500	-	-	-	-	0 %
-	Expense	127,500	-	-	-	-	0 %
-	Vehicle Expense	127,500	-	-	-	-	0 %
-	6803 - Vehicle Fuel - Diesel	83,500	-	-	-	-	0 %
-	6804 - Vehicle Fuel - Gasoline	44,000	-	-	-	-	0 %
-	Net	127,500	-	-	-	-	0 %
-	F728 - Hubbards Rural Fire	40,000	-	-	-	-	0 %
-	Expense	40,000	-	-	-	-	0 %
-	Other Goods & Services	40,000	-	-	-	-	0 %
-	6906 - Licenses & Agreements	40,000	-	-	-	-	0 %
-	Net	40,000	-	-	-	-	0 %
-	Library	15,541,750	17,535,154	16,824,237	17,573,700	38,546	0 %
-	B010 - Administrative Services	(2,119,711)	(2,117,615)	(1,824,437)	(2,701,700)	(584,085)	28 %
-	B011 - Administrative Services	(2,119,711)	(2,117,615)	(1,824,437)	(2,701,700)	(584,085)	28 %
-	Expense	2,683,989	2,686,085	3,040,145	2,152,400	(533,685)	-20 %
-	Compensation and Benefits	1,487,000	1,540,485	1,388,691	1,546,020	5,535	0 %
-	6001 - Salaries - Regular	1,254,900	1,289,487	1,147,821	1,293,380	3,893	0 %
-	6002 - Salaries - Overtime	-	-	1,195	-	-	0 %
-	6100 - Benefits - Salaries	215,200	232,108	224,033	232,800	692	0 %
-	6151 - Vehicle Allowance	2,900	2,900	2,880	2,900	-	0 %
-	6152 - Retirement Incentives	6,700	7,608	7,562	8,400	792	10 %
-	6154 - Workers' Compensation	7,300	8,382	5,200	8,540	158	2 %
-	Office	157,100	158,744	139,690	156,740	(2,004)	-1 %
-	6201 - Telephone	101,200	101,194	90,990	99,190	(2,004)	-2 %
-	6202 - Courier/Postage	34,200	34,200	29,769	34,200	-	0 %
-	6203 - Office Furniture and Equipm	3,700	5,350	2,535	5,350	-	0 %
-	6204 - Computer Software and Licen	-	-	100	-	-	0 %
-	6205 - Printing & Reproduction	-	-	-	-	-	0 %
-	6207 - Office Supplies	18,000	18,000	16,296	18,000	-	0 %
-	External Services	47,000	47,000	23,258	125,000	78,000	166 %
-	6301 - Professional Fees	12,000	12,000	12,649	90,000	78,000	650 %
-	6302 - Legal Fees	20,000	20,000	-	20,000	-	0 %
-	6390 - External Services TCA Trans	-	-	-	-	-	0 %
-	6399 - Contract Services	15,000	15,000	10,609	15,000	-	0 %
-	Supplies	2,900	2,900	2,216	2,900	-	0 %
-	6406 - Bridge Tolls	-	-	420	-	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	-	-	0 %
-	6499 - Other Supplies	2,900	2,900	1,796	2,900	-	0 %
-	Materials	-	-	3	-	-	0 %
-	6505 - Lubricants	-	-	3	-	-	0 %
-	Building Costs	40,900	39,900	318	43,650	3,750	9 %
-	6699 - Other Building Cost	40,900	39,900	318	43,650	3,750	9 %
-	Equipment & Communications	4,000	4,000	443	10,000	6,000	150 %
-	6701 - Equipment Purchase	4,000	4,000	443	10,000	6,000	150 %
-	Vehicle Expense	19,400	18,795	3,004	20,500	1,705	9 %
-	6802 - Vehicle Repair and Maintena	14,600	13,600	3,004	13,600	-	0 %
-	6804 - Vehicle Fuel - Gasoline	4,800	5,195	-	6,900	1,705	33 %
-	6805 - Tires and Tubes	-	-	-	-	-	0 %
-	Other Goods & Services	164,889	113,461	159,506	247,590	134,129	118 %
-	6901 - Membership Dues	12,500	12,500	10,140	12,500	-	0 %
-	6903 - Travel - Local	34,200	34,200	38,532	40,000	5,800	17 %
-	6904 - Travel - Out of Town	-	-	23,574	40,000	40,000	100 %
-	6905 - Training & Education	90,000	51,669	55,369	135,000	83,331	161 %
-	6906 - Licenses & Agreements	-	-	163	-	-	0 %
-	6912 - Advertising and Promotion	10,000	6,417	9,038	11,415	4,998	78 %
-	6917 - Books and Periodicals	7,014	-	-	-	-	0 %
-	6918 - Meals	-	-	1,738	-	-	0 %
-	6919 - Special Projects	-	-	15,799	-	-	0 %
-	6928 - Committee Expenses	10,000	7,500	4,947	7,500	-	0 %
-	6952 - Team Services Programming	-	-	-	-	-	0 %
-	6999 - Other Goods and Services	1,175	1,175	206	1,175	-	0 %
-	Interdepartmental	-	-	23,816	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	14,006	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	6,300	-	-	0 %
-	7011 - Internal Transfer Record Ch	-	-	3,510	-	-	0 %

-	Other Fiscal	760,800	760,800	1,299,200	-	(760,800)	-100 %
-	8008 - Transfer to/from Reserves	760,800	760,800	1,299,200	-	(760,800)	-100 %
-	Revenue	(4,803,700)	(4,803,700)	(4,864,582)	(4,854,100)	(50,400)	1 %
-	Transfers from other Gov'ts	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1 %
-	4703 - Conditional Grants NS (Othe	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1 %
-	Fee Revenues	(7,900)	(7,900)	(3,580)	(7,900)	-	0 %
-	4902 - Fines Fees	-	-	25	-	-	0 %
-	5102 - Facilities Rentals	(7,900)	(7,900)	(3,605)	(7,900)	-	0 %
-	Other Revenue	(10,000)	(10,000)	(25,802)	(11,000)	(1,000)	10 %
-	5508 - Recoveries from External Pa	-	-	(15,306)	-	-	0 %
-	5520 - Donations	(5,000)	(5,000)	(3,973)	(5,000)	-	0 %
-	5600 - Miscellaneous Revenue	(5,000)	(5,000)	(6,523)	(6,000)	(1,000)	20 %
-	Net	7,487,689	7,489,785	8,203,707	7,006,500	(483,285)	-6 %
-	B030 - Branches/Public Services	15,059,980	15,284,509	14,375,858	15,435,920	151,411	1 %
-	B021 - Alderney Gate Library	1,638,962	1,533,147	1,463,198	1,576,720	43,573	3 %
-	Expense	1,697,765	1,591,950	1,518,404	1,635,520	43,570	3 %
-	Compensation and Benefits	1,493,200	1,575,550	1,493,078	1,619,620	44,070	3 %
-	6001 - Salaries - Regular	1,262,700	1,321,326	1,254,913	1,357,490	36,164	3 %
-	6002 - Salaries - Overtime	-	-	1,263	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	639	-	-	0 %
-	6100 - Benefits - Salaries	216,500	237,839	221,940	244,350	6,511	3 %
-	6152 - Retirement Incentives	6,700	7,796	6,439	8,820	1,024	13 %
-	6154 - Workers' Compensation	7,300	8,589	7,884	8,960	371	4 %
-	Office	10,400	10,400	14,958	10,400	-	0 %
-	6203 - Office Furniture and Equipm	5,000	5,000	4,600	5,000	-	0 %
-	6207 - Office Supplies	5,400	5,400	10,358	5,400	-	0 %
-	Building Costs	4,000	4,000	8,844	4,000	-	0 %
-	6699 - Other Building Cost	4,000	4,000	8,844	4,000	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	189,665	1,500	1,506	1,500	-	0 %
-	6917 - Books and Periodicals	188,165	-	-	-	-	0 %
-	6946 - Branch Programming	1,500	1,500	1,506	1,500	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(58,803)	(58,803)	(55,206)	(58,800)	3	0 %
-	Fee Revenues	(58,803)	(58,803)	(55,206)	(58,800)	3	0 %
-	4902 - Fines Fees	(58,803)	(58,803)	(55,206)	(58,800)	3	0 %
-	Net	1,756,568	1,650,753	1,735,164	1,694,320	43,567	3 %
-	B032 - Spring Garden Road - Adult	1,412,602	1,322,153	1,259,035	1,339,880	17,727	1 %
-	Expense	1,508,251	1,417,802	1,357,086	1,435,530	17,728	1 %
-	Compensation and Benefits	1,301,400	1,408,842	1,348,219	1,426,570	17,728	1 %
-	6001 - Salaries - Regular	1,100,500	1,181,518	1,144,789	1,195,690	14,172	1 %
-	6002 - Salaries - Overtime	-	-	125	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	72	-	-	0 %
-	6100 - Benefits - Salaries	188,700	212,673	190,808	215,220	2,547	1 %
-	6152 - Retirement Incentives	5,800	6,971	5,804	7,770	799	11 %
-	6154 - Workers' Compensation	6,400	7,680	7,119	7,890	210	3 %
-	9200 - HR CATS Wage/Ben	-	-	(498)	-	-	0 %
-	Office	6,460	6,460	6,554	6,460	-	0 %
-	6203 - Office Furniture and Equipm	470	470	394	470	-	0 %
-	6207 - Office Supplies	5,990	5,990	6,160	5,990	-	0 %
-	Other Goods & Services	200,391	2,500	2,313	2,500	-	0 %
-	6917 - Books and Periodicals	197,891	-	-	-	-	0 %
-	6946 - Branch Programming	2,500	2,500	2,313	2,500	-	0 %
-	Revenue	(95,649)	(95,649)	(98,051)	(95,650)	(1)	0 %
-	Fee Revenues	(95,649)	(95,649)	(98,051)	(95,650)	(1)	0 %
-	4902 - Fines Fees	(95,649)	(95,649)	(98,051)	(95,650)	(1)	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	1,603,900	1,513,451	1,552,291	1,531,180	17,729	1 %
-	B042 - Cole Harbour Library	888,950	799,589	775,624	813,710	14,121	2 %
-	Expense	930,203	840,842	809,648	854,960	14,118	2 %
-	Compensation and Benefits	642,200	668,057	637,293	676,070	8,013	1 %
-	6001 - Salaries - Regular	542,900	560,262	540,978	566,650	6,388	1 %
-	6002 - Salaries - Overtime	-	-	413	-	-	0 %
-	6100 - Benefits - Salaries	93,200	100,847	89,694	102,000	1,153	1 %
-	6152 - Retirement Incentives	2,900	3,306	2,800	3,680	374	11 %
-	6154 - Workers' Compensation	3,200	3,642	3,408	3,740	98	3 %
-	Office	6,150	6,150	7,034	6,150	-	0 %
-	6203 - Office Furniture and Equipm	3,000	3,000	3,034	3,000	-	0 %
-	6207 - Office Supplies	3,150	3,150	4,000	3,150	-	0 %
-	Building Costs	1,000	1,000	2,678	1,000	-	0 %
-	6699 - Other Building Cost	1,000	1,000	2,678	1,000	-	0 %
-	Equipment & Communications	500	500	-	500	-	0 %
-	6705 - Equipment - Repair and Main	500	500	-	500	-	0 %

-	Other Goods & Services	280,353	165,135	162,625	171,240	6,105	4 %
-	6911 - Facilities Rental	159,900	163,735	161,229	169,840	6,105	4 %
-	6917 - Books and Periodicals	119,053	-	-	-	-	0 %
-	6946 - Branch Programming	1,400	1,400	1,396	1,400	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(41,253)	(41,253)	(34,024)	(41,250)	3	0 %
-	Fee Revenues	(41,253)	(41,253)	(33,560)	(41,250)	3	0 %
-	4902 - Fines Fees	(41,253)	(41,253)	(32,800)	(41,250)	3	0 %
-	5102 - Facilities Rentals	-	-	(760)	-	-	0 %
-	Other Revenue	-	-	(464)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(464)	-	-	0 %
-	Net	971,456	882,095	913,772	896,210	14,115	2 %
-	B043 - Dartmouth North Library	437,184	396,296	402,545	412,290	15,994	4 %
-	Expense	443,566	402,678	410,266	418,670	15,992	4 %
-	Compensation and Benefits	381,650	395,098	404,455	411,090	15,992	4 %
-	6001 - Salaries - Regular	322,650	331,347	340,463	344,560	13,213	4 %
-	6002 - Salaries - Overtime	-	-	625	-	-	0 %
-	6100 - Benefits - Salaries	55,400	59,642	59,430	62,020	2,378	4 %
-	6152 - Retirement Incentives	1,700	1,955	1,630	2,240	285	15 %
-	6154 - Workers' Compensation	1,900	2,154	2,174	2,270	116	5 %
-	9200 - HR CATS Wage/Ben	-	-	133	-	-	0 %
-	Office	3,380	3,380	2,383	3,380	-	0 %
-	6203 - Office Furniture and Equipm	1,400	1,400	-	1,400	-	0 %
-	6207 - Office Supplies	1,980	1,980	2,383	1,980	-	0 %
-	Materials	-	-	41	-	-	0 %
-	6504 - Hardware	-	-	12	-	-	0 %
-	6517 - Paint	-	-	29	-	-	0 %
-	Building Costs	500	500	699	500	-	0 %
-	6699 - Other Building Cost	500	500	699	500	-	0 %
-	Equipment & Communications	500	500	391	500	-	0 %
-	6705 - Equipment - Repair and Main	500	500	391	500	-	0 %
-	Other Goods & Services	57,536	3,200	1,025	3,200	-	0 %
-	6911 - Facilities Rental	2,300	2,300	-	2,300	-	0 %
-	6917 - Books and Periodicals	54,336	-	-	-	-	0 %
-	6946 - Branch Programming	900	900	1,025	900	-	0 %
-	Interdepartmental	-	-	1,272	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	1,254	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(6,382)	(6,382)	(7,721)	(6,380)	2	0 %
-	Fee Revenues	(6,382)	(6,382)	(7,721)	(6,380)	2	0 %
-	4902 - Fines Fees	(6,382)	(6,382)	(7,721)	(6,380)	2	0 %
-	Net	449,948	409,060	437,347	425,050	15,990	4 %
-	B044 - Sackville Library	1,104,754	1,167,170	984,553	991,180	(175,990)	-15 %
-	Expense	1,151,445	1,213,861	1,027,016	1,037,870	(175,991)	-14 %
-	Compensation and Benefits	960,800	1,163,776	968,183	1,023,110	(140,666)	-12 %
-	6001 - Salaries - Regular	812,400	999,875	826,672	857,530	(142,345)	-14 %
-	6002 - Salaries - Overtime	-	-	1,626	-	-	0 %
-	6100 - Benefits - Salaries	139,400	153,338	130,169	154,350	1,012	1 %
-	6150 - Honorariums	-	-	(13)	-	-	0 %
-	6152 - Retirement Incentives	4,300	5,026	3,653	5,570	544	11 %
-	6154 - Workers' Compensation	4,700	5,537	5,283	5,660	123	2 %
-	9200 - HR CATS Wage/Ben	-	-	793	-	-	0 %
-	Office	7,360	7,360	5,652	7,360	-	0 %
-	6203 - Office Furniture and Equipm	2,500	2,500	848	2,500	-	0 %
-	6207 - Office Supplies	4,860	4,860	4,804	4,860	-	0 %
-	Supplies	-	-	13	-	-	0 %
-	6406 - Bridge Tolls	-	-	13	-	-	0 %
-	Materials	-	-	543	-	-	0 %
-	6504 - Hardware	-	-	543	-	-	0 %
-	Building Costs	5,900	5,900	4,326	5,900	-	0 %
-	6699 - Other Building Cost	5,900	5,900	4,326	5,900	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Vehicle Expense	33,700	34,825	21,724	-	(34,825)	-100 %
-	6802 - Vehicle Repair and Maintena	20,000	20,000	21,723	-	(20,000)	-100 %
-	6803 - Vehicle Fuel - Diesel	13,700	14,825	-	-	(14,825)	-100 %
-	6804 - Vehicle Fuel - Gasoline	-	-	1	-	-	0 %
-	Other Goods & Services	143,185	1,500	2,428	1,500	-	0 %
-	6906 - Licenses & Agreements	-	-	818	-	-	0 %
-	6917 - Books and Periodicals	141,685	-	-	-	-	0 %
-	6946 - Branch Programming	1,500	1,500	1,610	1,500	-	0 %
-	Interdepartmental	-	-	24,147	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	18,576	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	5,481	-	-	0 %
-	9911 - PM Labour-Reg	-	-	90	-	-	0 %

-	Revenue	(46,691)	(46,691)	(42,463)	(46,690)	1	0 %
-	Fee Revenues	(46,691)	(46,691)	(42,463)	(46,690)	1	0 %
-	4902 - Fines Fees	(46,191)	(46,191)	(41,964)	(46,190)	1	0 %
-	5102 - Facilities Rentals	(500)	(500)	(499)	(500)	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	1,198,136	1,260,552	1,199,367	1,084,560	(175,992)	-14 %
-	B045 - Woodlawn Library	1,024,489	1,714,078	1,627,229	1,729,910	15,832	1 %
-	Expense	1,061,684	1,751,273	1,691,872	1,767,110	15,837	1 %
-	Compensation and Benefits	613,956	1,002,549	1,006,796	1,033,670	31,121	3 %
-	6001 - Salaries - Regular	523,656	840,782	846,033	866,370	25,588	3 %
-	6002 - Salaries - Overtime	-	-	1,118	-	-	0 %
-	6100 - Benefits - Salaries	84,800	151,341	145,369	155,950	4,609	3 %
-	6152 - Retirement Incentives	2,600	4,961	4,592	5,630	669	13 %
-	6154 - Workers' Compensation	2,900	5,465	5,375	5,720	255	5 %
-	6155 - Overtime Meals	-	-	10	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	2,669	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	1,630	-	-	0 %
-	Office	4,700	9,500	11,148	9,500	-	0 %
-	6203 - Office Furniture and Equipm	500	2,300	3,265	2,300	-	0 %
-	6207 - Office Supplies	4,200	7,200	7,883	7,200	-	0 %
-	External Services	17,500	42,200	44,776	43,400	1,200	3 %
-	6304 - Janitorial Services	17,500	42,200	41,089	43,400	1,200	3 %
-	6312 - Refuse Collection	-	-	2,611	-	-	0 %
-	6399 - Contract Services	-	-	1,076	-	-	0 %
-	Supplies	2,500	5,500	-	5,500	-	0 %
-	6407 - Cleaning/Sanitary Supplies	2,500	5,500	-	5,500	-	0 %
-	Materials	25,900	25,900	-	-	(25,900)	-100 %
-	6507 - Propane	25,900	25,900	-	-	(25,900)	-100 %
-	Building Costs	37,500	228,224	202,998	238,140	9,916	4 %
-	6602 - Electrical	-	-	703	-	-	0 %
-	6605 - Municipal Taxes	14,800	131,969	111,600	131,970	1	0 %
-	6607 - Electricity	13,800	39,200	56,824	49,100	9,900	25 %
-	6608 - Water	-	3,000	2,957	3,000	-	0 %
-	6611 - Building - Interior	-	-	2,238	-	-	0 %
-	6612 - Safety Systems	-	-	138	-	-	0 %
-	6616 - Natural Gas-Buildings	-	-	10,306	-	-	0 %
-	6699 - Other Building Cost	8,900	54,055	18,232	54,070	15	0 %
-	Equipment & Communications	500	1,000	518	500	(500)	-50 %
-	6701 - Equipment Purchase	-	-	104	-	-	0 %
-	6705 - Equipment - Repair and Main	500	1,000	-	500	(500)	-50 %
-	6707 - Plumbing & Heating	-	-	361	-	-	0 %
-	6708 - Mechanical Equipment	-	-	53	-	-	0 %
-	Other Goods & Services	359,128	436,400	419,700	436,400	-	0 %
-	6911 - Facilities Rental	231,400	434,700	417,909	434,700	-	0 %
-	6917 - Books and Periodicals	126,628	-	-	-	-	0 %
-	6940 - Fencing	-	-	92	-	-	0 %
-	6946 - Branch Programming	1,100	1,700	1,687	1,700	-	0 %
-	6952 - Team Services Programming	-	-	12	-	-	0 %
-	Interdepartmental	-	-	5,936	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	5,544	-	-	0 %
-	7009 - Internal Transfers Other	-	-	50	-	-	0 %
-	9911 - PM Labour-Reg	-	-	342	-	-	0 %
-	Revenue	(37,195)	(37,195)	(64,643)	(37,200)	(5)	0 %
-	Fee Revenues	(37,195)	(37,195)	(64,643)	(37,200)	(5)	0 %
-	4902 - Fines Fees	(36,695)	(36,695)	(62,734)	(36,700)	(5)	0 %
-	5102 - Facilities Rentals	(500)	(500)	(1,909)	(500)	-	0 %
-	Net	1,098,879	1,788,468	1,935,409	1,804,310	15,842	1 %
-	B046 - Bedford Library	754,358	712,891	708,873	732,050	19,159	3 %
-	Expense	785,152	743,685	738,345	762,840	19,155	3 %
-	Compensation and Benefits	544,500	563,665	547,764	576,620	12,955	2 %
-	6001 - Salaries - Regular	460,400	472,714	466,734	483,300	10,586	2 %
-	6002 - Salaries - Overtime	-	-	(131)	-	-	0 %
-	6100 - Benefits - Salaries	79,000	85,089	75,863	86,990	1,901	2 %
-	6152 - Retirement Incentives	2,400	2,789	2,351	3,140	351	13 %
-	6154 - Workers' Compensation	2,700	3,073	2,947	3,190	117	4 %
-	Office	5,120	5,120	5,153	5,120	-	0 %
-	6203 - Office Furniture and Equipm	1,700	1,700	506	1,700	-	0 %
-	6207 - Office Supplies	3,420	3,420	4,647	3,420	-	0 %
-	External Services	7,000	15,200	17,036	15,700	500	3 %
-	6304 - Janitorial Services	7,000	15,200	17,036	15,700	500	3 %
-	Supplies	1,000	1,000	715	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	715	1,000	-	0 %
-	Building Costs	27,700	27,700	24,456	27,700	-	0 %
-	6605 - Municipal Taxes	24,800	24,800	22,029	24,800	-	0 %
-	6612 - Safety Systems	-	-	31	-	-	0 %

-	6699 - Other Building Cost	2,900	2,900	2,396	2,900	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	199,332	130,500	143,185	136,700	6,200	5 %
-	6911 - Facilities Rental	129,100	129,100	141,857	135,300	6,200	5 %
-	6917 - Books and Periodicals	68,832	-	-	-	-	0 %
-	6946 - Branch Programming	1,400	1,400	1,328	1,400	-	0 %
-	Interdepartmental	-	-	36	-	-	0 %
-	9911 - PM Labour-Reg	-	-	36	-	-	0 %
-	Revenue	(30,794)	(30,794)	(29,472)	(30,790)	4	0 %
-	Fee Revenues	(30,794)	(30,794)	(29,472)	(30,790)	4	0 %
-	4902 - Fines Fees	(28,794)	(28,794)	(27,822)	(28,790)	4	0 %
-	5102 - Facilities Rentals	(2,000)	(2,000)	(1,650)	(2,000)	-	0 %
-	Net	815,946	774,479	799,439	793,630	19,151	2 %
-	B047 - Captain William Spry Library	890,984	820,739	817,004	856,510	35,771	4 %
-	Expense	911,345	841,100	849,405	876,870	35,770	4 %
-	Compensation and Benefits	645,400	664,000	673,276	700,270	36,270	5 %
-	6001 - Salaries - Regular	545,700	556,860	567,270	588,980	32,120	6 %
-	6002 - Salaries - Overtime	-	-	(2)	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	205	-	-	0 %
-	6100 - Benefits - Salaries	93,600	100,235	99,267	103,740	3,505	3 %
-	6152 - Retirement Incentives	2,900	3,285	3,001	3,750	465	14 %
-	6154 - Workers' Compensation	3,200	3,620	3,525	3,800	180	5 %
-	6155 - Overtime Meals	-	-	10	-	-	0 %
-	Office	5,500	5,500	6,651	5,500	-	0 %
-	6203 - Office Furniture and Equipm	1,900	1,900	2,162	1,900	-	0 %
-	6207 - Office Supplies	3,600	3,600	4,489	3,600	-	0 %
-	Building Costs	2,000	2,000	373	2,000	-	0 %
-	6699 - Other Building Cost	2,000	2,000	373	2,000	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	257,945	169,100	1,405	169,100	-	0 %
-	6911 - Facilities Rental	167,700	167,700	-	167,700	-	0 %
-	6917 - Books and Periodicals	88,845	-	-	-	-	0 %
-	6946 - Branch Programming	1,400	1,400	1,405	1,400	-	0 %
-	Interdepartmental	-	-	167,700	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	167,700	-	-	0 %
-	Revenue	(20,361)	(20,361)	(32,401)	(20,360)	1	0 %
-	Fee Revenues	(20,361)	(20,361)	(25,332)	(20,360)	1	0 %
-	4902 - Fines Fees	(20,361)	(20,361)	(25,332)	(20,360)	1	0 %
-	Other Revenue	-	-	(7,069)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(6,560)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(509)	-	-	0 %
-	Net	931,706	861,461	1,174,698	897,230	35,769	4 %
-	B048 - Halifax North Library	645,373	598,110	617,880	671,350	73,240	12 %
-	Expense	660,008	612,745	637,788	685,990	73,245	12 %
-	Compensation and Benefits	474,300	490,181	479,146	554,320	64,139	13 %
-	6001 - Salaries - Regular	401,100	411,087	399,488	466,920	55,833	14 %
-	6002 - Salaries - Overtime	-	-	388	-	-	0 %
-	6054 - Vacation Payout for Staff	-	-	73	-	-	0 %
-	6100 - Benefits - Salaries	68,800	73,996	68,470	81,760	7,764	10 %
-	6152 - Retirement Incentives	2,100	2,426	2,326	2,800	374	15 %
-	6154 - Workers' Compensation	2,300	2,672	2,458	2,840	168	6 %
-	6155 - Overtime Meals	-	-	10	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	5,560	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	373	-	-	0 %
-	Office	3,860	3,860	5,218	3,870	10	0 %
-	6203 - Office Furniture and Equipm	1,250	1,250	2,283	1,250	-	0 %
-	6204 - Computer Software and Licen	-	-	-	-	-	0 %
-	6207 - Office Supplies	2,610	2,610	2,935	2,620	10	0 %
-	External Services	25,200	29,204	42,490	35,200	5,996	21 %
-	6304 - Janitorial Services	25,200	29,204	27,844	35,200	5,996	21 %
-	6308 - Snow Removal	-	-	11,263	-	-	0 %
-	6312 - Refuse Collection	-	-	2,244	-	-	0 %
-	6399 - Contract Services	-	-	1,139	-	-	0 %
-	Supplies	3,000	3,000	2,401	3,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	3,000	3,000	2,401	3,000	-	0 %
-	Materials	-	-	491	-	-	0 %
-	6504 - Hardware	-	-	462	-	-	0 %
-	6517 - Paint	-	-	29	-	-	0 %
-	Building Costs	84,000	84,000	98,388	87,600	3,600	4 %
-	6602 - Electrical	-	-	4,504	-	-	0 %
-	6607 - Electricity	49,000	49,000	69,614	52,600	3,600	7 %
-	6608 - Water	7,000	7,000	1,419	7,000	-	0 %
-	6609 - Elevator & Escalator	-	-	163	-	-	0 %
-	6612 - Safety Systems	-	-	1,555	-	-	0 %

-	6613 - Overhead Doors	-	-	204	-	-	0 %
-	6617 - Pest Management	-	-	94	-	-	0 %
-	6699 - Other Building Cost	28,000	28,000	20,835	28,000	-	0 %
-	Equipment & Communications	500	500	3,640	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	6707 - Plumbing & Heating	-	-	1,778	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,862	-	-	0 %
-	Other Goods & Services	69,148	2,000	2,009	2,000	-	0 %
-	6912 - Advertising and Promotion	-	-	198	-	-	0 %
-	6917 - Books and Periodicals	67,148	-	-	-	-	0 %
-	6946 - Branch Programming	2,000	2,000	1,811	2,000	-	0 %
-	6948 - Arts/Performances Programmi	-	-	-	-	-	0 %
-	Interdepartmental	-	-	4,005	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	3,339	-	-	0 %
-	9911 - PM Labour-Reg	-	-	666	-	-	0 %
-	Revenue	(14,635)	(14,635)	(19,908)	(14,640)	(5)	0 %
-	Fee Revenues	(14,635)	(14,635)	(18,250)	(14,640)	(5)	0 %
-	4902 - Fines Fees	(14,435)	(14,435)	(18,225)	(14,440)	(5)	0 %
-	5102 - Facilities Rentals	(200)	(200)	(25)	(200)	-	0 %
-	Other Revenue	-	-	(1,658)	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	(1,658)	-	-	0 %
-	Net	674,643	627,380	680,280	700,630	73,250	12 %
-	B049 - Keshen Goodman Library	1,838,764	1,788,622	1,676,632	1,857,470	68,848	4 %
-	Expense	1,945,459	1,895,317	1,783,756	1,964,170	68,853	4 %
-	Compensation and Benefits	1,484,300	1,633,160	1,541,753	1,681,050	47,890	3 %
-	6001 - Salaries - Regular	1,255,100	1,369,641	1,291,731	1,408,980	39,339	3 %
-	6002 - Salaries - Overtime	-	-	3,349	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	1,080	-	-	0 %
-	6100 - Benefits - Salaries	215,200	246,535	220,828	253,610	7,075	3 %
-	6152 - Retirement Incentives	6,700	8,081	6,910	9,160	1,079	13 %
-	6154 - Workers' Compensation	7,300	8,903	8,071	9,300	397	4 %
-	9200 - HR CATS Wage/Ben	-	-	9,059	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	725	-	-	0 %
-	Office	11,700	13,050	16,210	13,050	-	0 %
-	6203 - Office Furniture and Equipm	3,600	4,950	4,836	4,950	-	0 %
-	6207 - Office Supplies	8,100	8,100	11,374	8,100	-	0 %
-	External Services	37,000	42,000	64,755	50,000	8,000	19 %
-	6304 - Janitorial Services	37,000	42,000	36,499	50,000	8,000	19 %
-	6308 - Snow Removal	-	-	10,376	-	-	0 %
-	6311 - Security	-	-	13,390	-	-	0 %
-	6312 - Refuse Collection	-	-	2,517	-	-	0 %
-	6399 - Contract Services	-	-	1,973	-	-	0 %
-	Supplies	5,000	5,000	7,182	5,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	5,000	5,000	7,126	5,000	-	0 %
-	6499 - Other Supplies	-	-	56	-	-	0 %
-	Materials	1,200	1,200	2,002	2,100	900	75 %
-	6504 - Hardware	-	-	31	-	-	0 %
-	6507 - Propane	1,200	1,200	848	2,100	900	75 %
-	6517 - Paint	-	-	1,123	-	-	0 %
-	Building Costs	194,800	197,907	137,840	195,970	(1,937)	-1 %
-	6602 - Electrical	-	-	713	-	-	0 %
-	6606 - Heating Fuel	37,800	40,907	14,017	32,210	(8,697)	-21 %
-	6607 - Electricity	69,000	69,000	72,436	74,100	5,100	7 %
-	6608 - Water	3,000	3,000	4,572	4,660	1,660	55 %
-	6610 - Building - Exterior	-	-	442	-	-	0 %
-	6612 - Safety Systems	-	-	1,751	-	-	0 %
-	6616 - Natural Gas-Buildings	-	-	15,685	-	-	0 %
-	6699 - Other Building Cost	85,000	85,000	28,224	85,000	-	0 %
-	Equipment & Communications	500	500	4,667	1,500	1,000	200 %
-	6704 - Equipment Rental	-	-	334	-	-	0 %
-	6705 - Equipment - Repair and Main	500	500	1,763	1,500	1,000	200 %
-	6707 - Plumbing & Heating	-	-	84	-	-	0 %
-	6708 - Mechanical Equipment	-	-	2,486	-	-	0 %
-	Other Goods & Services	210,959	2,500	2,551	2,500	-	0 %
-	6917 - Books and Periodicals	208,459	-	-	-	-	0 %
-	6946 - Branch Programming	2,500	2,500	2,551	2,500	-	0 %
-	6949 - Readers Services Programmin	-	-	-	-	-	0 %
-	Interdepartmental	-	-	6,796	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	5,418	-	-	0 %
-	7009 - Internal Transfers Other	-	-	694	-	-	0 %
-	9911 - PM Labour-Reg	-	-	684	-	-	0 %
-	Other Fiscal	-	-	-	13,000	13,000	100 %
-	8008 - Transfer to/from Reserves	-	-	-	13,000	13,000	100 %
-	Revenue	(106,695)	(106,695)	(107,124)	(106,700)	(5)	0 %
-	Fee Revenues	(106,695)	(106,695)	(107,124)	(106,700)	(5)	0 %
-	4902 - Fines Fees	(101,195)	(101,195)	(103,903)	(101,200)	(5)	0 %

-	5102 - Facilities Rentals	(5,500)	(5,500)	(3,221)	(5,500)	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	2,052,154	2,002,012	2,053,740	2,070,870	68,858	3 %
-	B051 - Musquodoboit Harbour Library	272,589	253,063	242,478	255,420	2,357	1 %
-	Expense	280,034	260,508	249,728	262,870	2,362	1 %
-	Compensation and Benefits	154,500	170,138	152,266	172,700	2,562	2 %
-	6001 - Salaries - Regular	130,600	142,685	126,627	144,750	2,065	1 %
-	6002 - Salaries - Overtime	-	-	605	-	-	0 %
-	6100 - Benefits - Salaries	22,400	25,684	23,428	26,060	376	1 %
-	6152 - Retirement Incentives	700	842	979	940	98	12 %
-	6154 - Workers' Compensation	800	927	781	950	23	2 %
-	6158 - WCB Recoverable Earnings	-	-	(154)	-	-	0 %
-	Office	1,870	1,870	1,903	1,870	-	0 %
-	6203 - Office Furniture and Equipm	700	700	130	700	-	0 %
-	6207 - Office Supplies	1,170	1,170	1,773	1,170	-	0 %
-	External Services	5,200	5,200	5,337	5,500	300	6 %
-	6304 - Janitorial Services	5,200	5,200	4,910	5,500	300	6 %
-	6399 - Contract Services	-	-	427	-	-	0 %
-	Supplies	400	400	-	400	-	0 %
-	6407 - Cleaning/Sanitary Supplies	400	400	-	400	-	0 %
-	Materials	-	-	73	-	-	0 %
-	6517 - Paint	-	-	73	-	-	0 %
-	Building Costs	2,000	2,000	6,503	2,000	-	0 %
-	6602 - Electrical	-	-	1,460	-	-	0 %
-	6699 - Other Building Cost	2,000	2,000	5,043	2,000	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	115,564	80,400	589	80,400	-	0 %
-	6911 - Facilities Rental	79,800	79,800	(200)	79,800	-	0 %
-	6917 - Books and Periodicals	35,164	-	-	-	-	0 %
-	6946 - Branch Programming	600	600	789	600	-	0 %
-	Interdepartmental	-	-	83,057	-	-	0 %
-	7015 - Internal Transfer Facility	-	-	82,877	-	-	0 %
-	9911 - PM Labour-Reg	-	-	180	-	-	0 %
-	Revenue	(7,445)	(7,445)	(7,250)	(7,450)	(5)	0 %
-	Fee Revenues	(7,445)	(7,445)	(7,250)	(7,450)	(5)	0 %
-	4902 - Fines Fees	(7,445)	(7,445)	(7,225)	(7,450)	(5)	0 %
-	5102 - Facilities Rentals	-	-	(25)	-	-	0 %
-	Net	287,479	267,953	443,158	270,320	2,367	1 %
-	B052 - Shatford Memorial Library	173,785	142,050	148,242	146,670	4,620	3 %
-	Expense	180,219	148,484	153,079	153,100	4,616	3 %
-	Compensation and Benefits	124,700	129,719	129,039	133,840	4,121	3 %
-	6001 - Salaries - Regular	105,400	108,788	108,941	112,180	3,392	3 %
-	6100 - Benefits - Salaries	18,100	19,582	18,728	20,190	608	3 %
-	6152 - Retirement Incentives	600	642	662	730	88	14 %
-	6154 - Workers' Compensation	600	707	708	740	33	5 %
-	Office	1,265	1,265	819	1,260	(5)	0 %
-	6203 - Office Furniture and Equipm	275	275	56	270	(5)	-2 %
-	6207 - Office Supplies	990	990	763	990	-	0 %
-	External Services	3,500	3,500	4,943	4,100	600	17 %
-	6304 - Janitorial Services	3,500	3,500	4,943	4,100	600	17 %
-	Supplies	400	400	-	400	-	0 %
-	6407 - Cleaning/Sanitary Supplies	400	400	-	400	-	0 %
-	Materials	-	-	1,887	-	-	0 %
-	6517 - Paint	-	-	1,887	-	-	0 %
-	Building Costs	12,500	12,500	16,331	12,900	400	3 %
-	6607 - Electricity	5,800	5,800	5,397	6,200	400	7 %
-	6612 - Safety Systems	-	-	469	-	-	0 %
-	6699 - Other Building Cost	6,700	6,700	10,465	6,700	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	37,354	600	655	600	-	0 %
-	6917 - Books and Periodicals	36,754	-	-	-	-	0 %
-	6946 - Branch Programming	600	600	551	600	-	0 %
-	6999 - Other Goods and Services	-	-	104	-	-	0 %
-	Other Fiscal	-	-	(685)	-	-	0 %
-	8022 - Transf to/fr Trust	-	-	(685)	-	-	0 %
-	Interdepartmental	-	-	90	-	-	0 %
-	9911 - PM Labour-Reg	-	-	90	-	-	0 %
-	Revenue	(6,434)	(6,434)	(4,837)	(6,430)	4	0 %
-	Fee Revenues	(6,434)	(6,434)	(4,837)	(6,430)	4	0 %
-	4902 - Fines Fees	(6,434)	(6,434)	(4,837)	(6,430)	4	0 %
-	Other Revenue	(1,800)	(1,800)	-	(1,800)	-	0 %
-	5600 - Miscellaneous Revenue	(1,800)	(1,800)	-	(1,800)	-	0 %
-	Net	186,653	154,918	169,110	159,530	4,612	3 %

-	B053 - Sheet Harbour Library	217,748	199,957	185,020	200,430	473	0 %
-	Expense	220,559	202,768	187,920	203,240	472	0 %
-	Compensation and Benefits	137,000	154,373	142,655	152,480	(1,893)	-1 %
-	6001 - Salaries - Regular	115,800	129,465	122,336	127,810	(1,655)	-1 %
-	6002 - Salaries - Overtime	-	-	995	-	-	0 %
-	6100 - Benefits - Salaries	19,900	23,303	18,243	23,000	(303)	-1 %
-	6152 - Retirement Incentives	600	763	318	830	67	9 %
-	6154 - Workers' Compensation	700	842	763	840	(2)	0 %
-	Office	995	995	787	990	(5)	-1 %
-	6203 - Office Furniture and Equipm	275	275	100	270	(5)	-2 %
-	6207 - Office Supplies	720	720	687	720	-	0 %
-	Supplies	100	100	85	100	-	0 %
-	6407 - Cleaning/Sanitary Supplies	100	100	85	100	-	0 %
-	Building Costs	1,900	1,900	529	1,900	-	0 %
-	6699 - Other Building Cost	1,900	1,900	529	1,900	-	0 %
-	Equipment & Communications	500	500	-	-	(500)	-100 %
-	6705 - Equipment - Repair and Main	500	500	-	-	(500)	-100 %
-	Other Goods & Services	80,064	44,900	43,846	47,770	2,870	6 %
-	6911 - Facilities Rental	44,300	44,300	43,275	47,170	2,870	6 %
-	6917 - Books and Periodicals	35,164	-	-	-	-	0 %
-	6946 - Branch Programming	600	600	571	600	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	(2,811)	(2,811)	(2,900)	(2,810)	1	0 %
-	Fee Revenues	(2,811)	(2,811)	(2,900)	(2,810)	1	0 %
-	4902 - Fines Fees	(2,811)	(2,811)	(2,900)	(2,810)	1	0 %
-	Net	223,370	205,579	202,262	206,050	471	0 %
-	B054 - Tantallon Library	972,895	931,469	946,711	951,390	19,921	2 %
-	Expense	1,004,848	963,422	977,198	983,340	19,918	2 %
-	Compensation and Benefits	617,210	646,695	637,096	653,120	6,425	1 %
-	6001 - Salaries - Regular	519,600	540,158	530,893	546,050	5,892	1 %
-	6002 - Salaries - Overtime	-	-	1,758	-	-	0 %
-	6100 - Benefits - Salaries	89,200	97,229	93,954	98,290	1,061	1 %
-	6151 - Vehicle Allowance	2,610	2,610	2,880	2,610	-	0 %
-	6152 - Retirement Incentives	2,800	3,187	3,156	3,550	363	11 %
-	6154 - Workers' Compensation	3,000	3,511	3,382	2,620	(891)	-25 %
-	9200 - HR CATS Wage/Ben	-	-	1,073	-	-	0 %
-	Office	5,800	5,800	6,634	5,800	-	0 %
-	6203 - Office Furniture and Equipm	2,900	2,900	3,023	2,900	-	0 %
-	6207 - Office Supplies	2,900	2,900	3,611	2,900	-	0 %
-	External Services	12,000	12,000	22,965	12,000	-	0 %
-	6304 - Janitorial Services	12,000	12,000	20,186	12,000	-	0 %
-	6312 - Refuse Collection	-	-	2,517	-	-	0 %
-	6399 - Contract Services	-	-	262	-	-	0 %
-	Supplies	1,000	1,000	-	1,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	1,000	1,000	-	1,000	-	0 %
-	Materials	-	-	50	-	-	0 %
-	6504 - Hardware	-	-	50	-	-	0 %
-	Building Costs	110,500	110,500	113,256	114,000	3,500	3 %
-	6602 - Electrical	-	-	169	-	-	0 %
-	6605 - Municipal Taxes	43,500	43,500	59,979	43,500	-	0 %
-	6607 - Electricity	47,500	47,500	43,409	51,000	3,500	7 %
-	6608 - Water	2,500	2,500	3,898	2,500	-	0 %
-	6699 - Other Building Cost	17,000	17,000	5,801	17,000	-	0 %
-	Equipment & Communications	500	500	-	500	-	0 %
-	6705 - Equipment - Repair and Main	500	500	-	500	-	0 %
-	Other Goods & Services	257,838	186,927	193,498	196,920	9,993	5 %
-	6911 - Facilities Rental	180,500	185,527	192,031	195,520	9,993	5 %
-	6917 - Books and Periodicals	75,938	-	-	-	-	0 %
-	6946 - Branch Programming	1,400	1,400	1,467	1,400	-	0 %
-	Interdepartmental	-	-	3,699	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	3,465	-	-	0 %
-	9911 - PM Labour-Reg	-	-	234	-	-	0 %
-	Revenue	(31,953)	(31,953)	(30,487)	(31,950)	3	0 %
-	Fee Revenues	(31,953)	(31,953)	(30,487)	(31,950)	3	0 %
-	4902 - Fines Fees	(31,453)	(31,453)	(29,656)	(31,450)	3	0 %
-	5102 - Facilities Rentals	(500)	(500)	(831)	(500)	-	0 %
-	Net	1,036,801	995,375	1,068,367	1,015,290	19,915	2 %
-	B041 - Branch Library Services	880,710	1,073,582	833,307	1,035,800	(37,782)	-4 %
-	Expense	880,710	1,073,582	833,307	1,035,800	(37,782)	-4 %
-	Compensation and Benefits	766,600	955,918	691,635	823,740	(132,178)	-14 %
-	6001 - Salaries - Regular	648,200	801,675	574,442	690,420	(111,255)	-14 %
-	6002 - Salaries - Overtime	-	-	600	-	-	0 %
-	6100 - Benefits - Salaries	111,200	144,302	109,679	124,270	(20,032)	-14 %
-	6150 - Honorariums	-	-	(92)	-	-	0 %
-	6152 - Retirement Incentives	3,400	4,730	3,900	4,490	(240)	-5 %

-	6154 - Workers' Compensation	3,800	5,211	2,964	4,560	(651)	-12 %
-	6155 - Overtime Meals	-	-	20	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	122	-	-	0 %
-	Office	1,710	1,710	1,163	1,710	-	0 %
-	6207 - Office Supplies	1,710	1,710	1,163	1,710	-	0 %
-	Supplies	2,000	2,000	1,401	2,000	-	0 %
-	6401 - Uniforms & Clothing	2,000	2,000	263	2,000	-	0 %
-	6406 - Bridge Tolls	-	-	1,138	-	-	0 %
-	Building Costs	1,000	1,000	524	1,000	-	0 %
-	6602 - Electrical	-	-	3	-	-	0 %
-	6699 - Other Building Cost	1,000	1,000	521	1,000	-	0 %
-	Equipment & Communications	49,600	49,600	63,394	127,100	77,500	156 %
-	6701 - Equipment Purchase	35,000	35,000	63,058	127,100	92,100	263 %
-	6705 - Equipment - Repair and Main	14,600	14,600	208	-	(14,600)	-100 %
-	6708 - Mechanical Equipment	-	-	128	-	-	0 %
-	Vehicle Expense	29,900	31,454	138	38,350	6,896	22 %
-	6802 - Vehicle Repair and Maintena	11,000	11,000	1	11,000	-	0 %
-	6804 - Vehicle Fuel - Gasoline	18,900	20,454	137	27,350	6,896	34 %
-	Other Goods & Services	29,900	31,900	34,834	41,900	10,000	31 %
-	6904 - Travel - Out of Town	-	-	508	-	-	0 %
-	6906 - Licenses & Agreements	-	-	204	-	-	0 %
-	6933 - Community Events	4,000	6,000	5,403	6,000	-	0 %
-	6946 - Branch Programming	-	-	-	-	-	0 %
-	6947 - Literacy/Heritage Programmi	4,500	4,500	3,289	4,500	-	0 %
-	6948 - Arts/Performances Programmi	7,000	7,000	6,202	11,000	4,000	57 %
-	6949 - Readers Services Programmin	3,400	3,400	2,154	3,400	-	0 %
-	6950 - Regional Services Programmi	3,800	3,800	6,273	3,800	-	0 %
-	6951 - Reference Programming	200	200	200	200	-	0 %
-	6952 - Team Services Programming	7,000	7,000	10,601	13,000	6,000	86 %
-	Interdepartmental	-	-	40,218	-	-	0 %
-	7001 - Interdepartmental Equipment	-	-	40,200	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	880,710	1,073,582	987,783	1,035,800	(37,782)	-4 %
-	B013 - Communications & Marketing	391,110	397,036	362,292	415,600	18,564	5 %
-	Expense	391,110	397,036	362,292	415,600	18,564	5 %
-	Compensation and Benefits	296,100	309,658	287,273	315,300	5,642	2 %
-	6001 - Salaries - Regular	250,400	259,692	238,887	264,270	4,578	2 %
-	6002 - Salaries - Overtime	-	-	1,839	-	-	0 %
-	6100 - Benefits - Salaries	42,900	46,746	43,751	47,570	824	2 %
-	6152 - Retirement Incentives	1,300	1,532	1,431	1,720	188	12 %
-	6154 - Workers' Compensation	1,500	1,688	1,365	1,740	52	3 %
-	Office	73,710	73,710	55,206	81,710	8,000	11 %
-	6202 - Courier/Postage	-	-	94	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	-	-	-	0 %
-	6205 - Printing & Reproduction	72,000	72,000	53,396	80,000	8,000	11 %
-	6207 - Office Supplies	1,710	1,710	1,716	1,710	-	0 %
-	Other Goods & Services	21,300	13,668	14,482	18,590	4,922	36 %
-	6912 - Advertising and Promotion	21,300	13,668	14,482	18,590	4,922	36 %
-	Interdepartmental	-	-	5,331	-	-	0 %
-	7012 - Internal Transfer Printing/	-	-	5,331	-	-	0 %
-	Net	391,110	397,036	406,188	415,600	18,564	5 %
-	B014 - Information Services	783,320	665,736	629,647	676,640	10,904	2 %
-	Expense	783,320	665,736	629,647	676,640	10,904	2 %
-	Compensation and Benefits	617,700	654,426	619,365	665,330	10,904	2 %
-	6001 - Salaries - Regular	522,000	548,831	514,496	557,650	8,819	2 %
-	6100 - Benefits - Salaries	89,900	98,790	98,284	100,375	1,585	2 %
-	6152 - Retirement Incentives	2,800	3,238	3,325	3,625	387	12 %
-	6154 - Workers' Compensation	3,000	3,567	3,260	3,680	113	3 %
-	Office	9,810	9,810	8,785	9,810	-	0 %
-	6203 - Office Furniture and Equipm	4,500	4,500	4,422	4,500	-	0 %
-	6207 - Office Supplies	5,310	5,310	4,363	5,310	-	0 %
-	Equipment & Communications	1,500	1,500	1,497	1,500	-	0 %
-	6705 - Equipment - Repair and Main	1,500	1,500	1,497	1,500	-	0 %
-	Other Goods & Services	154,310	-	-	-	-	0 %
-	6917 - Books and Periodicals	154,310	-	-	-	-	0 %
-	Net	783,320	665,736	693,041	676,640	10,904	2 %
-	B031 - Spring Garden Road - General	433,520	470,708	401,822	467,890	(2,818)	-1 %
-	Expense	433,520	470,708	401,822	467,890	(2,818)	-1 %
-	Compensation and Benefits	198,800	227,728	192,881	206,610	(21,118)	-9 %
-	6001 - Salaries - Regular	168,100	190,983	151,286	173,170	(17,813)	-9 %
-	6002 - Salaries - Overtime	-	-	6,097	-	-	0 %
-	6100 - Benefits - Salaries	28,800	34,377	27,811	31,170	(3,207)	-9 %
-	6152 - Retirement Incentives	900	1,127	808	1,130	3	0 %

-	6154 - Workers' Compensation	1,000	1,241	1,031	1,140	(101)	-8 %
-	9200 - HR CATS Wage/Ben	-	-	5,618	-	-	0 %
-	9210 - HR CATS OT Wage/Ben	-	-	230	-	-	0 %
-	Office	4,020	4,020	4,151	4,020	-	0 %
-	6203 - Office Furniture and Equipm	2,400	2,400	2,121	2,400	-	0 %
-	6207 - Office Supplies	1,620	1,620	2,030	1,620	-	0 %
-	External Services	34,000	37,230	55,671	45,230	8,000	21 %
-	6304 - Janitorial Services	34,000	37,230	38,982	45,230	8,000	21 %
-	6308 - Snow Removal	-	-	11,732	-	-	0 %
-	6312 - Refuse Collection	-	-	2,700	-	-	0 %
-	6399 - Contract Services	-	-	2,257	-	-	0 %
-	Supplies	5,500	5,500	8,104	5,500	-	0 %
-	6407 - Cleaning/Sanitary Supplies	5,500	5,500	8,104	5,500	-	0 %
-	Materials	-	-	47	-	-	0 %
-	6504 - Hardware	-	-	47	-	-	0 %
-	Building Costs	191,200	196,230	129,595	206,530	10,300	5 %
-	6602 - Electrical	-	-	533	-	-	0 %
-	6606 - Heating Fuel	61,200	66,230	53,152	73,130	6,900	10 %
-	6607 - Electricity	46,000	46,000	40,079	49,400	3,400	7 %
-	6608 - Water	2,000	2,000	3,215	2,000	-	0 %
-	6609 - Elevator & Escalator	-	-	163	-	-	0 %
-	6610 - Building - Exterior	-	-	177	-	-	0 %
-	6612 - Safety Systems	-	-	2,486	-	-	0 %
-	6699 - Other Building Cost	82,000	82,000	29,790	82,000	-	0 %
-	Equipment & Communications	-	-	1,212	-	-	0 %
-	6707 - Plumbing & Heating	-	-	199	-	-	0 %
-	6708 - Mechanical Equipment	-	-	1,013	-	-	0 %
-	Vehicle Expense	-	-	495	-	-	0 %
-	6802 - Vehicle Repair and Maintena	-	-	495	-	-	0 %
-	Other Goods & Services	-	-	198	-	-	0 %
-	6912 - Advertising and Promotion	-	-	198	-	-	0 %
-	Interdepartmental	-	-	9,468	-	-	0 %
-	7007 - Interdepartmental Transfer	-	-	8,820	-	-	0 %
-	9911 - PM Labour-Reg	-	-	648	-	-	0 %
-	Net	433,520	470,708	452,808	467,890	(2,818)	-1 %
-	B050 - Outreach Services	297,883	298,113	293,672	305,010	6,897	2 %
-	Expense	297,883	298,113	293,672	305,010	6,897	2 %
-	Compensation and Benefits	283,150	294,603	291,313	301,500	6,897	2 %
-	6001 - Salaries - Regular	239,350	247,067	248,315	252,700	5,633	2 %
-	6100 - Benefits - Salaries	41,100	44,472	40,333	45,490	1,018	2 %
-	6152 - Retirement Incentives	1,300	1,458	1,059	1,640	182	12 %
-	6154 - Workers' Compensation	1,400	1,606	1,606	1,670	64	4 %
-	Office	3,510	3,510	2,359	3,510	-	0 %
-	6207 - Office Supplies	3,510	3,510	2,359	3,510	-	0 %
-	Other Goods & Services	11,223	-	-	-	-	0 %
-	6917 - Books and Periodicals	11,223	-	-	-	-	0 %
-	Net	297,883	298,113	317,112	305,010	6,897	2 %
-	B033 - Spring Garden Road - Youth	-	-	94	-	-	0 %
-	Expense	-	-	94	-	-	0 %
-	Office	-	-	94	-	-	0 %
-	6203 - Office Furniture and Equipm	-	-	94	-	-	0 %
-	Net	-	-	704	-	-	0 %
-	B020 - Information Technology/Collection	2,601,481	4,368,260	4,558,367	4,839,480	471,220	11 %
-	B012 - Information Technology & Collecti	2,601,481	4,368,260	4,558,367	4,839,480	471,220	11 %
-	Expense	2,601,481	4,368,260	4,558,367	4,839,480	471,220	11 %
-	Compensation and Benefits	1,968,800	2,008,670	1,878,045	2,095,250	86,580	4 %
-	6001 - Salaries - Regular	1,664,800	1,684,560	1,542,254	1,756,140	71,580	4 %
-	6002 - Salaries - Overtime	-	-	13,302	-	-	0 %
-	6054 - Vactation Payout for Staff	-	-	4,918	-	-	0 %
-	6100 - Benefits - Salaries	285,500	303,221	298,304	316,100	12,879	4 %
-	6152 - Retirement Incentives	8,800	9,939	10,006	11,420	1,481	15 %
-	6154 - Workers' Compensation	9,700	10,950	9,215	11,590	640	6 %
-	6155 - Overtime Meals	-	-	46	-	-	0 %
-	Office	179,010	179,010	132,410	188,650	9,640	5 %
-	6201 - Telephone	98,100	98,100	45,292	48,100	(50,000)	-51 %
-	6203 - Office Furniture and Equipm	1,500	1,500	818	1,500	-	0 %
-	6204 - Computer Software and Licen	40,000	40,000	47,894	40,000	-	0 %
-	6205 - Printing & Reproduction	-	-	-	-	-	0 %
-	6207 - Office Supplies	6,570	6,570	7,890	6,570	-	0 %
-	6208 - Binding	17,000	17,000	18,111	17,000	-	0 %
-	6299 - Other Office Expenses	15,840	15,840	12,405	75,480	59,640	377 %
-	External Services	12,000	12,000	5,672	12,000	-	0 %
-	6399 - Contract Services	12,000	12,000	5,672	12,000	-	0 %
-	Supplies	82,000	82,000	82,218	82,000	-	0 %
-	6407 - Cleaning/Sanitary Supplies	-	-	-	-	-	0 %
-	6499 - Other Supplies	82,000	82,000	82,218	82,000	-	0 %

-	Building Costs	-	-	22	-	-	0 %
-	6699 - Other Building Cost	-	-	22	-	-	0 %
-	Equipment & Communications	261,100	336,100	516,679	511,100	175,000	52 %
-	6701 - Equipment Purchase	94,200	169,200	354,519	339,200	170,000	100 %
-	6706 - Computer Repair and Mainten	166,900	166,900	162,160	171,900	5,000	3 %
-	Other Goods & Services	98,571	1,750,480	1,903,303	1,950,480	200,000	11 %
-	6917 - Books and Periodicals	98,571	1,750,480	1,903,303	1,950,480	200,000	11 %
-	Other Fiscal	-	-	40,000	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	40,000	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Revenue	-	-	-	-	-	0 %
-	Other Revenue	-	-	-	-	-	0 %
-	5508 - Recoveries from External Pa	-	-	-	-	-	0 %
-	Net	2,601,481	4,368,260	5,014,719	4,839,480	471,220	11 %
-	B060 - Restricted Funds	-	-	(925)	-	-	0 %
-	B061 - Restricted Fund	-	-	471	-	-	0 %
-	Expense	-	-	77,770	-	-	0 %
-	Compensation and Benefits	-	-	2,950	-	-	0 %
-	6001 - Salaries - Regular	-	-	2,860	-	-	0 %
-	6100 - Benefits - Salaries	-	-	71	-	-	0 %
-	6154 - Workers' Compensation	-	-	19	-	-	0 %
-	Office	-	-	6,777	-	-	0 %
-	6205 - Printing & Reproduction	-	-	6,777	-	-	0 %
-	6207 - Office Supplies	-	-	-	-	-	0 %
-	Equipment & Communications	-	-	27,093	-	-	0 %
-	6701 - Equipment Purchase	-	-	27,093	-	-	0 %
-	Other Goods & Services	-	-	18,450	-	-	0 %
-	6903 - Travel - Local	-	-	131	-	-	0 %
-	6904 - Travel - Out of Town	-	-	400	-	-	0 %
-	6917 - Books and Periodicals	-	-	5,196	-	-	0 %
-	6946 - Branch Programming	-	-	-	-	-	0 %
-	6947 - Literacy/Heritage Programmi	-	-	8,595	-	-	0 %
-	6949 - Readers Services Programmin	-	-	2,906	-	-	0 %
-	6952 - Team Services Programming	-	-	1,222	-	-	0 %
-	Other Fiscal	-	-	22,500	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	22,500	-	-	0 %
-	Revenue	-	-	(77,299)	-	-	0 %
-	Other Revenue	-	-	(77,299)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(77,299)	-	-	0 %
-	Net	-	-	186,643	-	-	0 %
-	B066 - Restricted - HIRA	-	-	(1)	-	-	0 %
-	Expense	-	-	33,799	-	-	0 %
-	Compensation and Benefits	-	-	33,799	-	-	0 %
-	6001 - Salaries - Regular	-	-	28,537	-	-	0 %
-	6100 - Benefits - Salaries	-	-	4,716	-	-	0 %
-	6152 - Retirement Incentives	-	-	186	-	-	0 %
-	6154 - Workers' Compensation	-	-	360	-	-	0 %
-	Revenue	-	-	(33,800)	-	-	0 %
-	Other Revenue	-	-	(33,800)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(33,800)	-	-	0 %
-	Net	-	-	128,887	-	-	0 %
-	B064 - Restricted - English Language Lea	-	-	1	-	-	0 %
-	Expense	-	-	81,759	-	-	0 %
-	Compensation and Benefits	-	-	77,635	-	-	0 %
-	6001 - Salaries - Regular	-	-	65,097	-	-	0 %
-	6099 - Other Allowances	-	-	7,882	-	-	0 %
-	6100 - Benefits - Salaries	-	-	4,183	-	-	0 %
-	6154 - Workers' Compensation	-	-	473	-	-	0 %
-	Other Goods & Services	-	-	4,124	-	-	0 %
-	6901 - Membership Dues	-	-	225	-	-	0 %
-	6905 - Training & Education	-	-	1,500	-	-	0 %
-	6917 - Books and Periodicals	-	-	2,399	-	-	0 %
-	Revenue	-	-	(81,758)	-	-	0 %
-	Other Revenue	-	-	(81,758)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(81,758)	-	-	0 %
-	Net	-	-	184,453	-	-	0 %
-	B065 - Restricted - Literacy	-	-	(16,012)	-	-	0 %
-	Expense	-	-	49,479	-	-	0 %
-	Compensation and Benefits	-	-	49,479	-	-	0 %
-	6001 - Salaries - Regular	-	-	46,124	-	-	0 %
-	6100 - Benefits - Salaries	-	-	3,058	-	-	0 %
-	6154 - Workers' Compensation	-	-	297	-	-	0 %
-	Revenue	-	-	(65,491)	-	-	0 %
-	Other Revenue	-	-	(65,491)	-	-	0 %
-	5600 - Miscellaneous Revenue	-	-	(65,491)	-	-	0 %

-	Net	-	-	117,016	-	-	0 %
-	B063 - Restricted - Capital Campaign	-	-	-	-	-	0 %
-	Expense	-	-	-	-	-	0 %
-	Compensation and Benefits	-	-	-	129,620	129,620	100 %
-	6001 - Salaries - Regular	-	-	-	108,470	108,470	100 %
-	6100 - Benefits - Salaries	-	-	-	21,150	21,150	100 %
-	Office	-	-	-	95,000	95,000	100 %
-	6202 - Courier/Postage	-	-	-	20,000	20,000	100 %
-	6204 - Computer Software and Licen	-	-	-	20,000	20,000	100 %
-	6205 - Printing & Reproduction	-	-	-	50,000	50,000	100 %
-	6207 - Office Supplies	-	-	-	5,000	5,000	100 %
-	External Services	-	-	29,767	236,040	236,040	100 %
-	6301 - Professional Fees	-	-	29,173	-	-	0 %
-	6302 - Legal Fees	-	-	594	10,000	10,000	100 %
-	6399 - Contract Services	-	-	-	226,040	226,040	100 %
-	Equipment & Communications	-	-	-	10,000	10,000	100 %
-	6701 - Equipment Purchase	-	-	-	10,000	10,000	100 %
-	Other Goods & Services	-	-	26	5,000	5,000	100 %
-	6918 - Meals	-	-	-	5,000	5,000	100 %
-	6946 - Branch Programming	-	-	26	-	-	0 %
-	Other Fiscal	-	-	(29,793)	(475,660)	(475,660)	100 %
-	8008 - Transfer to/from Reserves	-	-	(29,793)	(475,660)	(475,660)	100 %
-	Net	-	-	59,586	951,320	951,320	100 %
-	B062 - Restricted Colpitts	-	-	14,616	-	-	0 %
-	Expense	-	-	14,616	-	-	0 %
-	Materials	-	-	407	-	-	0 %
-	6504 - Hardware	-	-	359	-	-	0 %
-	6517 - Paint	-	-	48	-	-	0 %
-	Building Costs	-	-	56	-	-	0 %
-	6602 - Electrical	-	-	56	-	-	0 %
-	Equipment & Communications	-	-	13,299	-	-	0 %
-	6701 - Equipment Purchase	-	-	13,299	-	-	0 %
-	Other Goods & Services	-	-	69	-	-	0 %
-	6946 - Branch Programming	-	-	69	-	-	0 %
-	Compensation and Benefits	-	-	767	-	-	0 %
-	9200 - HR CATS Wage/Ben	-	-	767	-	-	0 %
-	Interdepartmental	-	-	18	-	-	0 %
-	9911 - PM Labour-Reg	-	-	18	-	-	0 %
-	Net	-	-	14,616	-	-	0 %
-	B070 - Capital Transactions	-	-	(284,626)	-	-	0 %
-	B071 - Capital Transactions	-	-	(284,626)	-	-	0 %
-	Expense	-	-	(284,626)	-	-	0 %
-	Equipment & Communications	-	-	(339,502)	-	-	0 %
-	6701 - Equipment Purchase	-	-	(339,502)	-	-	0 %
-	Other Fiscal	-	-	54,876	-	-	0 %
-	8008 - Transfer to/from Reserves	-	-	(40,000)	-	-	0 %
-	8045 - Amortization Expense	-	-	94,876	-	-	0 %
-	Net	-	-	474,378	-	-	0 %
-	Net Surplus/Deficit	-	-	113,281,906	-	-	-100 %