



Table of Contents

Introduction	B1
<i>HRM Map</i>	B4
<i>Organizational Chart</i>	B5
Overview of Budgets	C1
<i>Budget Summary</i>	C1
<i>Operating Budget</i>	C2
<i>Project Budget</i>	C3
<i>Reserve Budget</i>	C5
<i>Key Assumptions</i>	C5
<i>Significant Budgetary Issues and Challenges</i>	C6
<i>Infrastructure & Asset Management</i>	C6
<i>Provincial Assessment Cap</i>	C7
<i>Revenue Capacity</i>	C7
<i>Challenges Ahead</i>	C8
<i>Disaster Financial Assistance</i>	C9
<i>Principles of Budgeting and Accounting</i>	C9
<i>HRM Tax Structure</i>	C14
<i>Assessments and Taxation</i>	C16
<i>Accounting for Staff in HRM</i>	C19
<i>Summary by Gross Expenditures and Revenues</i>	C22
<i>Summary by Net Expenditures</i>	C23
<i>Summary by Expense and Revenue Types (Expenditures)</i>	C24
<i>Summary by Expense and Revenue Types (Revenues)</i>	C24
Business Plans:	
<i>Office of the Chief Administrator</i>	D1
<i>Service Level Changes</i>	D14
<i>Summary of Gross Expenditures by Division</i>	D15
<i>Summary of Gross Revenue by Division</i>	D16
<i>Summary of Net Expenditures by Division</i>	D17
<i>Summary by Expenditure & Revenue Types</i>	D18
<i>Office of the Auditor General</i>	Da1
<i>Summary of Gross Expenditures by Division</i>	Da1
<i>Summary of Gross Revenue by Division</i>	Da1
<i>Summary of Net Expenditures by Division</i>	Da1
<i>Summary by Expenditure & Revenue Types</i>	Da1

Business Planning & Information Management	E1
<i>Service Level Changes</i>	E20
<i>Summary of Gross Expenditures by Division</i>	E21
<i>Summary of Gross Revenue by Division</i>	E23
<i>Summary of Net Expenditures by Division</i>	E24
<i>Summary by Expenditure & Revenue Types</i>	E26
Community Development	F1
<i>Service Level Changes</i>	F26
<i>Summary of Gross Expenditures by Division</i>	F27
<i>Summary of Gross Revenue by Division</i>	F30
<i>Summary of Net Expenditures by Division</i>	F33
<i>Summary by Expenditure & Revenue Types</i>	F36
Finance	G1
<i>Service Level Changes</i>	G11
<i>Summary of Gross Expenditures by Division</i>	G12
<i>Summary of Gross Revenue by Division</i>	G13
<i>Summary of Net Expenditures by Division</i>	G14
<i>Summary by Expenditure & Revenue Types</i>	G15
Fire & Emergency Services	H1
<i>Service Level Changes</i>	H18
<i>Summary of Gross Expenditures by Division</i>	H19
<i>Summary of Gross Revenue by Division</i>	H20
<i>Summary of Net Expenditures by Division</i>	H21
<i>Summary by Expenditure & Revenue Types</i>	H22
Fiscal Services	I1
<i>Summary of Gross Expenditures by Division</i>	I9
<i>Summary of Gross Revenue by Division</i>	I10
<i>Summary of Net Expenditures by Division</i>	I11
<i>Summary by Expenditure & Revenue Types</i>	I12
<i>Summary of Non-Departmental Revenues</i>	I13
Halifax Libraries	J1
<i>Service Level Changes</i>	J18
<i>Summary of Gross Expenditures by Division</i>	J19
<i>Summary of Gross Revenue by Division</i>	J20
<i>Summary of Net Expenditures by Division</i>	J21
<i>Summary by Expenditure & Revenue Types</i>	J22

Human Resources	K1
<i>Service Level Changes</i>	K16
<i>Summary of Gross Expenditures by Division</i>	K17
<i>Summary of Gross Revenue by Division</i>	K17
<i>Summary of Net Expenditures by Division</i>	K17
<i>Summary by Expenditure & Revenue Types</i>	K17
HRM Police Services & RCMP	L1
<i>Service Level Changes</i>	L13
<i>Summary of Gross Expenditures by Division</i>	L14
<i>Summary of Gross Revenue by Division</i>	L17
<i>Summary of Net Expenditures by Division</i>	L19
<i>Summary by Expenditure & Revenue Types</i>	L22
<i>RCMP Summary of Gross Expenditures by Division</i>	L23
<i>RCMP Summary of Gross Revenue by Division</i>	L23
<i>RCMP Summary of Net Expenditures by Division</i>	L23
<i>RCMP Summary by Expenditure & Revenue Types</i>	L23
Infrastructure & Asset Management	M1
<i>Service Level Changes</i>	M15
<i>Summary of Gross Expenditures by Division</i>	M16
<i>Summary of Gross Revenue by Division</i>	M17
<i>Summary of Net Expenditures by Division</i>	M18
<i>Summary by Expenditure & Revenue Types</i>	M19
Legal Services	N1
<i>Service Level Changes</i>	N9
<i>Summary of Gross Expenditures by Division</i>	N10
<i>Summary of Gross Revenue by Division</i>	N10
<i>Summary of Net Expenditures by Division</i>	N10
<i>Summary by Expenditure & Revenue Types</i>	N10
Transportation & Public Works	O1
<i>Service Level Changes</i>	O26
<i>Summary of Gross Expenditures by Division</i>	O27
<i>Summary of Gross Revenue by Division</i>	O31
<i>Summary of Net Expenditures by Division</i>	O34
<i>Summary by Expenditure & Revenue Types</i>	O39

Reserve Budget

Purpose of Reserves P1
Strategies for Reserves P1
Equipment and Operating Reserves P2
Capital Reserves P6
Summary of Reserves Funds: Projections to March 31, 2010 P10
Equipment and Operating Reserves: Projections to March 31, 2010 P11
Capital Reserves: Projections to March 31, 2010 P12

Projects

Approved 2010-11 Project Budget by Asset Category Q1
Approved 2011-12 Project Budget by Asset Category Q2
Approved 2012-13 Project Budget by Asset Category Q3
Approved 2013-14 Project Budget by Asset Category Q4
Approved 2014-15 Project Budget by Asset Category Q5
2010-11 Approved Projects Q6
2010-11 Approved Operating Costs for New Projects Q18

Appendix "A" Financial Information Tables by Business Unit

Glossary R1

INTRODUCTION

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

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries, HRM is Nova Scotia's largest and most diverse municipality. Approximately 41 per cent of the total population of the province resides within HRM.

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

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

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

Inflation (Municipal):	1.51%
Current Inflation (CPI):	1.9%
Population (estimate):	3985,000
Population growth (estimate):	0.8 %
Dwelling Unit growth:	1.3 %
Taxable Assessment:	\$32.0 Billion
Avg. Residential Assessment: Single Family Home	\$182,400

The Local Economy

While Halifax has a diverse economy, more than 87% of the workforce is employed in the service sector, and less than 13% in the goods sector (2006 Census). Total employment in 2008 averaged about 209,400 jobs. The public sector is the largest employer with approximately 23,000 people working for the three levels of government (federal, provincial and municipal). The total value of building permits in 2008 was about \$692 million. Over 3.5 million passengers came through the Halifax Stanfield International Airport in 2008.

The Municipal Government

The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councilor for each of the 23 Districts and a Mayor elected-at-large. It is the responsibility of the Chief Administrative Officer to provide advice to Council and carry out its policies and programs, as well as oversee the operation of the Administration and its 3,600 full and part-time employees.

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

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

HRM operates on a 12 month fiscal cycle, from April 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 outlines Council's "Principles of Financial Management" as well as its reserve, debt and capital spending policies;
- Business Plans are required to be developed by all HRM Business Units, including an overview of their operations, a financial and resource-utilization summary, an analysis of the challenges and opportunities facing the Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures that they are using to gauge their efforts;
- Under HRM's Tax Structure, approved by Council in 2003, there are three general property tax rates (urban, suburban and rural) and variety of area tax rates;

HRM has prepared and approved five-year Capital Plans in the past and this year is in year two of its five-year Capital Plan. Included with this document is a five-year Capital Plan with the 2010-2011 Capital Budget as Year 1. Years 2 through 5 of the plan are planning documents and are subject to revision and alteration by Council.

Council Focus Areas

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

As part of setting the 2010-11 strategic direction Council agreed to have five Council Focus Area discussions which cover the following strategic topics. These Focus Areas are broken down into categories, and are analyzed in more detail in the Priorities section found in the Corporate Plan:

Transportation
Infrastructure
Public Safety
Community Planning
Governance and Communication

Halifax Regional Municipality Key Map



Population: 342,900 (more than one-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

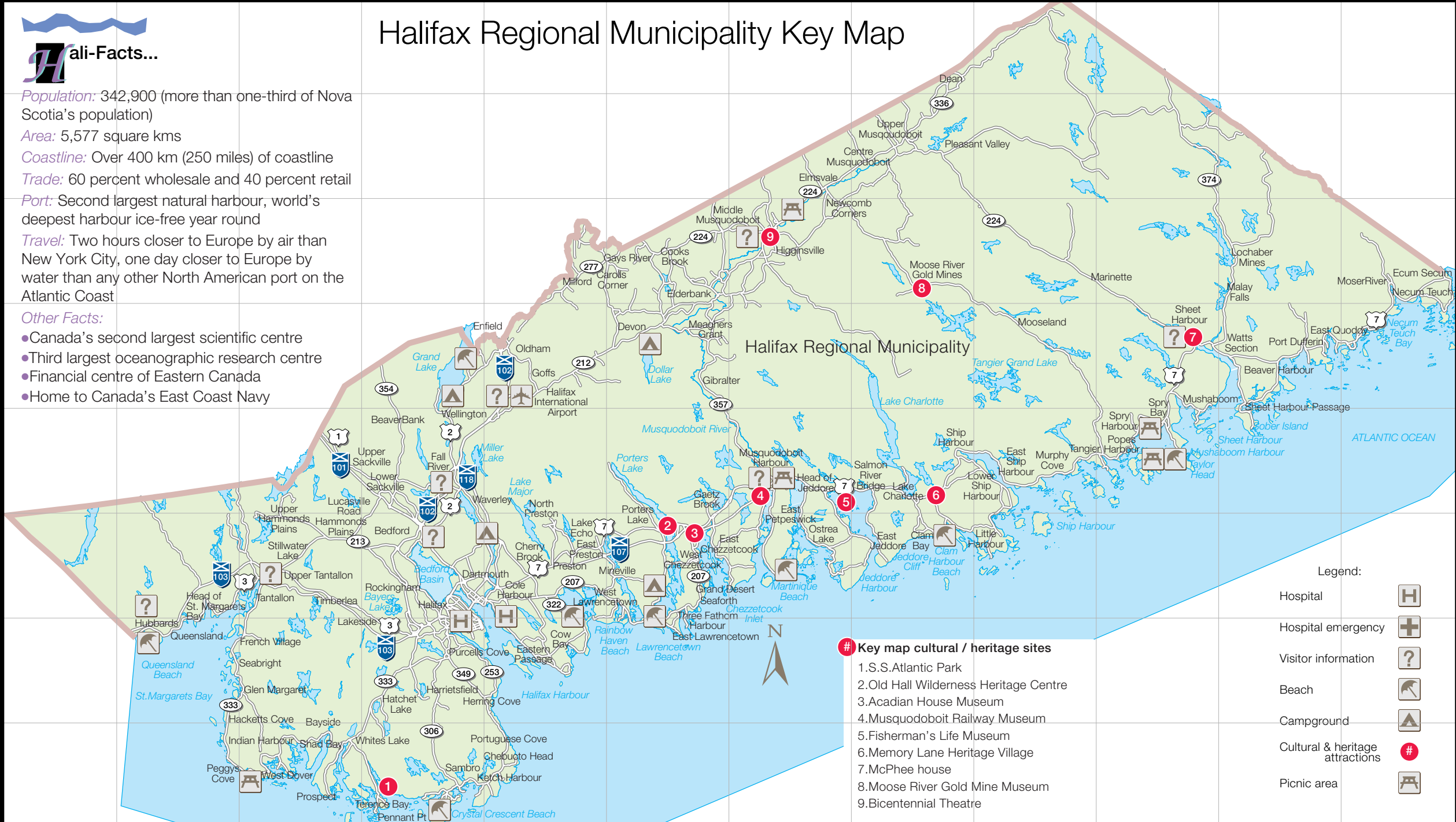
Trade: 60 percent wholesale and 40 percent retail

Port: Second largest natural harbour, world's deepest harbour ice-free year round

Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

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



Halifax Regional Municipality

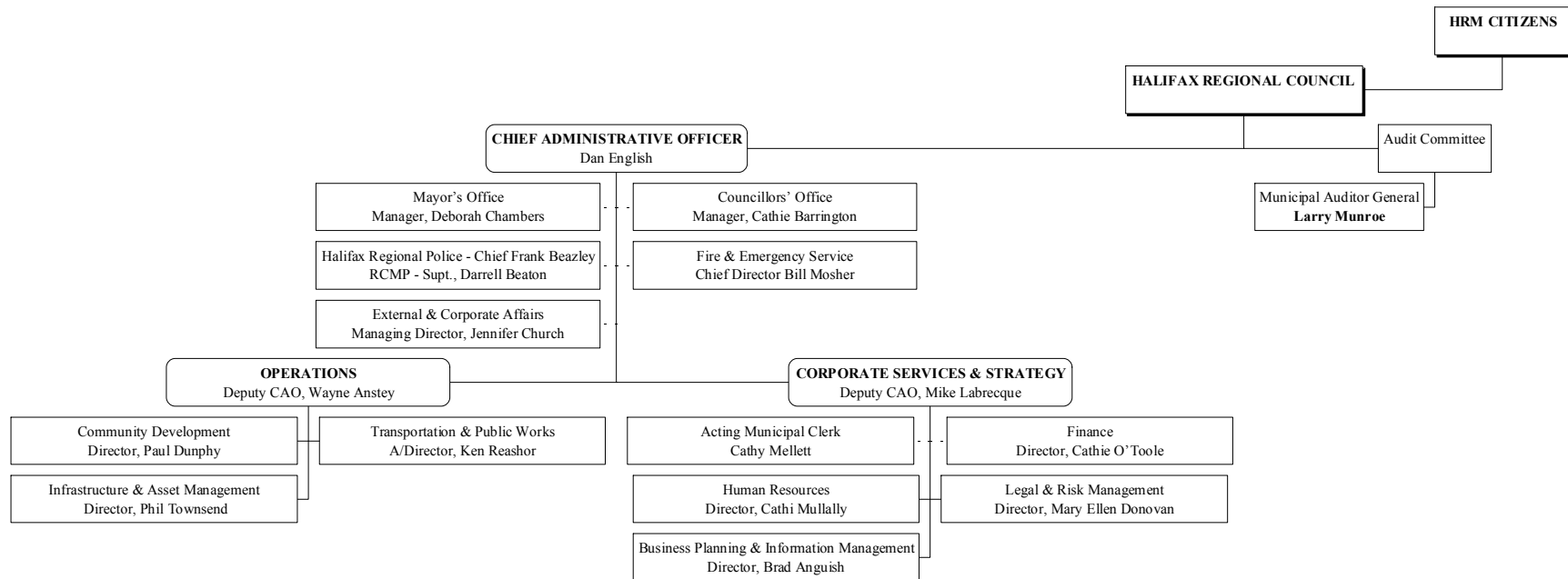
Key map cultural / heritage sites

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

Legend:

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

HALIFAX REGIONAL MUNICIPALITY



Boards and Commissions: Liaison, Dan English, CAO
 - Halifax Water Commission - Carl Yates, General Manager
 - Greater Halifax Partnership - Paul Kent, Pres & CEO
 - Police Commission - Russell Walker, Chair

Boards and Commissions: Liaison, Wayne Anstey, Deputy CAO
 - Halifax Regional Library, Judith Hare, CEO

Overview of Budgets

Budget Summary

Operating Budget

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

On March 23, 2010, Regional Council reviewed the Fiscal Framework for the 2010-2011 year and requested staff to complete the preparation of a budget based on an increase in transit area rates of \$10,000,000 to include the additional cost of providing an expanded transit service, and to provide for a general tax revenue increase of \$6,000,000. The remaining 'gap' of \$14,000,000 at that time would be closed through a combination of spending cuts and revenue enhancements.

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

- The gross amount of the operating budget is \$729,815,877 million, a net increase of \$26.2 million or 3.7% over the 2009-10 budget.
- Increased demand due to growth in Transit, additional contributions to Solid Waste reserves, and additional compensation costs are some of the main reasons for increases to business unit costs.
- In the operating budget there are gross business unit revenues of \$136 million, an increase of \$11.5million over 2009-10
- The net budget by business unit is shown in the following table:

Net Operating Budget Summary by Business Unit

	2009-2010	2010-2011	Change over	
	Net Budget	Net Budget	Budget	Var as %
Office of the Auditor General	330,000	659,494	329,494	99.8
CAO	9,910,990	10,391,427	480,437	4.8
Fire & Emergency Services	54,247,800	55,630,216	1,382,416	2.5
Financial Services	4,073,530	2,076,773	(1,996,757)	(49.0)
Human Resources	4,772,160	4,895,029	122,869	2.6
Legal Services	2,194,390	2,228,105	33,715	1.5
Transportation & Public Works	99,028,770	97,082,486	(1,946,284)	(2.0)
Infrastructure and Asset Mgmt	8,116,000	8,283,127	167,127	2.1
Community Development	19,619,990	20,318,619	698,629	3.6
Regional Police	66,381,740	69,154,989	2,773,249	4.2
Outside Police BU (RCMP)	20,353,100	20,625,700	272,600	1.3
Business Planning & Info Mgmt	19,013,818	19,287,095	273,277	1.4
Library	15,148,000	15,541,750	393,750	2.6
Total	323,190,288	326,174,810	2,984,522	0.9

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, HRM's financial planning modelling system, and cash flow projections from reserves, are all used to determine the total funding capacity available for the capital budget. Contributions to reserves, principal and interest payments, and Capital from Operating are included in the operating budget. Non-Tangible Asset Projects are funded directly from the Operating Budget.

- The gross amount of the project budget is \$157,250,866.
- The net amount of the project budget is \$90,214,167, net of reserve withdrawals of \$29 million, cost sharing of \$33.5 million, \$4.3 million of projects secured with local improvement charges, \$225,000 in capital cost contribution charges.
- The net project budget will be funded by \$28.9 million of capital from operating, \$300,000 from the Capital Reserve Pool (Crespool), \$25.6 million from Gas Tax, Operating Budget expenditures of \$4.2 million related to non-Tangible Capital Asset projects and borrowing of \$31.2 million or 19.8% of the gross capital budget. This compares to borrowing of \$51.2 million or 74% of the gross project budget in 1997-98.

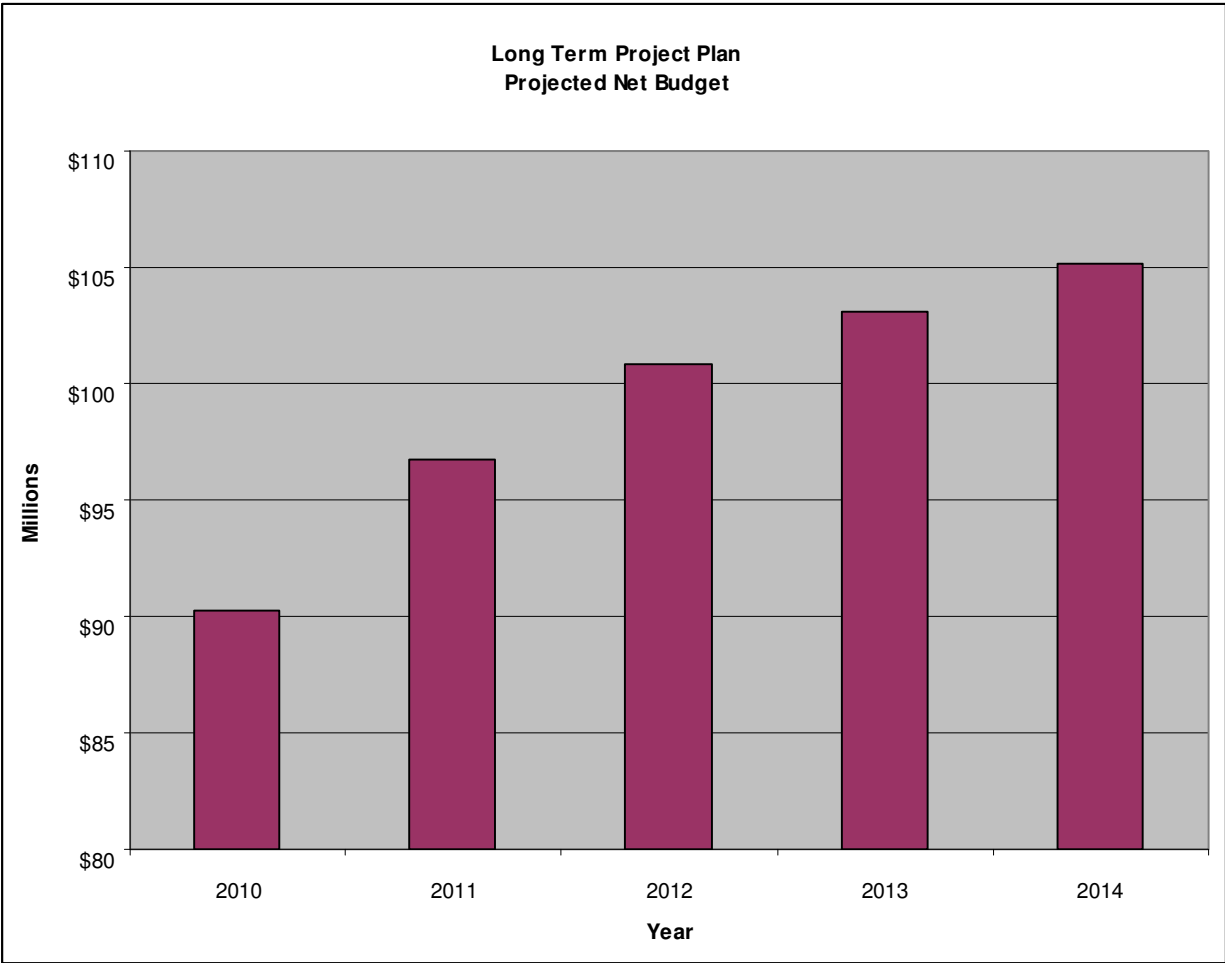
Project Budget Summary Municipally Funded Portion of Project Budget

	2009-10 Net Budget	2010-2011 Net Budget	Increase (Decrease)	% Change
Buildings	21,086,448	25,820,667	4,734,219	22.5%
Business Tools	1,528,300	743,000	(785,300)	-51.4%
Community & Property Development	1,687,000	1,892,000	205,000	12.2%
District Activity Funds	1,495,000	1,495,000	0	0%
Equipment & Fleet	7,225,000	7,707,200	482,200	6.7%
Metro Transit	27,204,800	21,638,300	(5,566,500)	-20.5%
Parks & Playgrounds	6,350,000	5,939,000	(411,000)	-6.4%
Roads & Streets	21,500,000	16,500,000	(5,000,000)	-23.2%
Sidewalks, Curbs & Gutters	3,500,000	2,370,000	(1,113,000)	-32.3%
Solid Waste	0	0	0	
Traffic Improvements	8,435,000	6,109,000	(2,326,000)	-27.6%
HRM Total Projects	100,012,148	90,214,167	(9,797,981)	-9.8%

The net amount of the project budget is \$90,214,167, net of reserve withdrawals of \$29 million, cost sharing of \$33.5 million, \$4.3 million of capital projects secured with local improvement charges, \$225,000 in capital cost contribution charges.

As is the practice begun in 2008-09, Council will approve not only the project budget for the coming year (2010-2011), 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 2011-12, 2012-13, 2013-14 and 2014-15.

In 2010-2011 project spending will see a decrease of \$9.8 million over the 2009-2010 budget.



The main changes in HRM's five (5) year Capital Plan relate to the expiry of infrastructure funding and the financing of projects approved in 2009/10 under various Federal and Provincial funding plans. HRM received Economic Stimulus Funding and Build Canada (Major Infrastructure Funding) in 2009/10 and will again in 2010/11.

Reserve Budget

Reserves are used in planning for HRM's future needs. A reserve budget is created and this funding is incorporated into the financial plan as an integral part of the operating and capital budgets. Many reserves are funded through HRM's general tax rate. Others are funded from independent revenue sources (e.g. Gas Tax Reserve, Burnside Industrial Park reserve etc).

- Reserve balances are projected to increase from \$41.7 million to \$62.7 million.
- Equipment and operating reserves will increase by \$8.2M. Equipment and operating reserves are projected to increase mainly due to contributions to snow and ice reserve and the Operations Stabilization Reserve.
- Capital Reserves show an increase of \$12.7 million. This increase is primarily due to a contribution of \$10.3 million to the Waste Resources Reserve to plan for future expenditures. Within capital reserves there is a \$25.6M contribution and corresponding expense related to Gas Tax projects.

Key Assumptions

Economics and Demographics

- The Consumer Price Index (CPI) is currently estimated at 1.9%. The CPI does not, however, include the goods and services typically purchased by municipalities. Inflation for HRM (MPI), based on its typical purchases, is estimated to rise by 3.0% (Conference Board, 2010).
- HRM has budgeted for fuel prices of 71.87¢ per litre for gasoline, 73.92¢ per litre for diesel, and 66.59¢ per litre for heating oil. HRM has assumed a US \$85 per barrel oil price.
- The number of dwelling units will increase by 1.3% while population will increase by 0.9%.

Revenue

- The budget increases HRM's overall residential general property tax rates by approximately 1.7% and Transit area rates by approximately 2.5%.
- Commercial tax rates have been adjusted for the phase-out of the Business Occupancy Tax.
- The deed transfer tax rate will not change. Deed transfer tax revenues are projected to increase by \$.6 million.

Expenditures

- The 2010-11 operating budget assumes there will be no surplus or deficit in 2010-11.
- Debt charges for HRM are \$34.5 million principal and \$10.9 million interest and other charges for a total cost of \$45.4 million. This represents 6.2% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.

- For 2010-2011, HRM has estimated it will pay \$6.4 million for its share of the cost of operating the provincial property assessment system.
- Collective agreements re-openers will be negotiated with MAPP and IAFF in 2010-11. Funds have been set aside to allow for 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 by 30,700 dwelling units and demand for sustainable, efficient, and effective service delivery has increased. In addition to these demands on existing resources, new infrastructure, assets, and service capacity improvements are proposed to support community-based initiatives such as the Regional Plan, Community Visions, the Cultural Plan, HRM by Design, the Active Transportation Plan, Sustainability Initiatives, HRM's Economic Strategy, and the Community Facility Master Plan.

Despite the fact that additional resources have been consistently applied to HRM's 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" represents a significant challenge to HRM for the foreseeable future.

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

On February 19, 2008, HRM Council gave direction that in 2008/09 a higher percentage of HRM's project budget be focused on reinvestment in our infrastructure and assets, and that some alternatives be developed to enable increased investment in infrastructure. This is consistent with

Economic Strategy objectives to see a higher level of municipal investment in public infrastructure.

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

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

Provincial Assessment Cap

In 2006, the Province of Nova Scotia enacted legislation which reduced the cap on property assessment increases from 10% (as set in 2005) to the Consumer Price Index (CPI). The cap applies only to certain homes and excludes apartment buildings, household improvements and commercial assessment. For the 2010-2011 tax year the cap has been set at the CPI rate of 0.0%. While market values of single family homes have increased by over 15% on average, these increases have been capped with no change for over 80% 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 have limited room for expansion. Ten years ago, HRM was facing a heavy debt burden with large debt servicing payments. With the introduction of the Multi-Year Financial Strategy in 1998, HRM has been steadily paying down this debt and limiting new debt issued. This has reduced the annual debt servicing payments required, freeing up more of HRM's revenue for other purposes.

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 faces difficult choices but will be assisted in these decisions by the planning and strategies put in place over the past few years, including but not limited to, the Regional Plan, the Economic Strategy and Council Focus Areas.

Other Challenges Ahead

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

- a recovering economic situation;
- hosting the 2011 Canada Winter Games;
- the pending retirement of a significant number of senior HRM staff and difficulty in recruitment and retention of new employees; and
- changes in technological tools needed to deliver municipal services (i.e. implementation of the new Revenue Tool, continued optimization of HANSEN, SAP and other existing tools) and planning for future technological needs.

Disaster Financial Assistance

On September 28, 2003, Hurricane Juan, a category 2 storm, hit central Nova Scotia passing directly over Halifax Regional Municipality and a state of emergency was declared. In addition to the large clean up effort and emergency response required, the Municipality suffered significant damage to its critical infrastructure. 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. An advance of \$11.5 million has been received against the estimated total recoverable under the DFAA program.

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

Principles of Budgeting and Accounting

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

A budget is prepared for each of the funds and includes all HRM business units as well as the Halifax Regional Library, a separate board of Regional Council. These fund budgets, however, do not include the Halifax Regional Water Commission, a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board, nor certain agencies, boards and commissions (often in the recreation area) which are owned or controlled by HRM. Separate budgets are prepared 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 Municipal Government Act (MGA), HRM cannot budget for an operating deficit. Any prior year surplus or deficit, however, 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, of years 2 through 5. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation.

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

To allow municipalities to incorporate these changes over a reasonable period of time, transitional provisions were included in FRAM for additional landfill closure and post closure accruals and employee benefit accruals. This allows a municipality to fund these costs at no less than 20% annually over a period that does not extend beyond March 31, 2012. Since, for financial statement purposes, the expenditures are to be fully accrued, this results in a difference between estimates for the tax rate calculation and the year-end audited financial statement results. The differences are recorded in the year end financial statements as amounts to be recovered from future revenues.

In addition, under MARM, interest on long term debt was recorded on a cash basis in the financial statements and budget. 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 continues to budget for interest on long term debt on the cash basis and the difference between the amount of accrued interest recorded in the financial statements and the cash-based interest included in the budget is recorded as an amount to be recovered from future revenues in the financial statements.

As at March 31, 2009, HRM's financial statements, prepared in accordance with PSAB, included \$9.0 million in amounts to be recovered from future revenues.

For fiscal year ending March 31, 2010, HRM is implementing PSAB sections 1200 Financial Statement Presentation and 3150 Tangible Capital Assets. Section 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. Section 3150 requires governments to record and amortize their tangible capital asset in their financial statements. In prior years, tangible capital asset additions were expensed in the

year of acquisition or construction.

In conjunction with the implementation of Section 3150, HRM has introduced a Tangible Capital Asset Policy whereby only assets meeting the tangible asset criteria in the policy will be budgeted as capital. As a result, certain projects are being transferred from the capital to the operating budget. These include grants/donations to various organizations for capital improvements to their assets, infrastructure project costs associated with Provincial or Halifax Water capital assets, general study costs, business park lot inventory costs and expenditures which would be more of a maintenance cost as opposed to a tangible capital asset cost. These projects and the applicable funding will be transferred, therefore, no net impact on HRM's overall budget.

The budget is prepared on a non-consolidated basis since its purpose is primarily to support the setting of annual tax rates. The year-end financial statements are prepared on a consolidated basis. Throughout the fiscal year, HRM provides non-consolidated quarterly reports of actual year-to-date results to Regional Council, prepared on the same basis as the budget.

The Annual Business Planning & Budgeting Process

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

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

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

In order to prepare long-term financial plans, a computer model was developed to forecast the long term financial results and position of HRM. The model estimates future revenues and expenditures by setting a series of economic and demographic assumptions, detailing nearly eighty cost drivers and twenty service drivers, and incorporating these assumptions regarding tax rates, inflation, GDP, etc., into the forecast. By understanding where HRM is headed in terms of future revenues and expenditures, strategies can be developed for responding to the demands for

programs and services. In terms of the annual Business Planning and Budgeting Process, the model provides Business Units with budget envelopes within which they develop business plans and budgets for the fiscal year. Each year, the assumptions of the draft envelopes are reviewed by EMT.

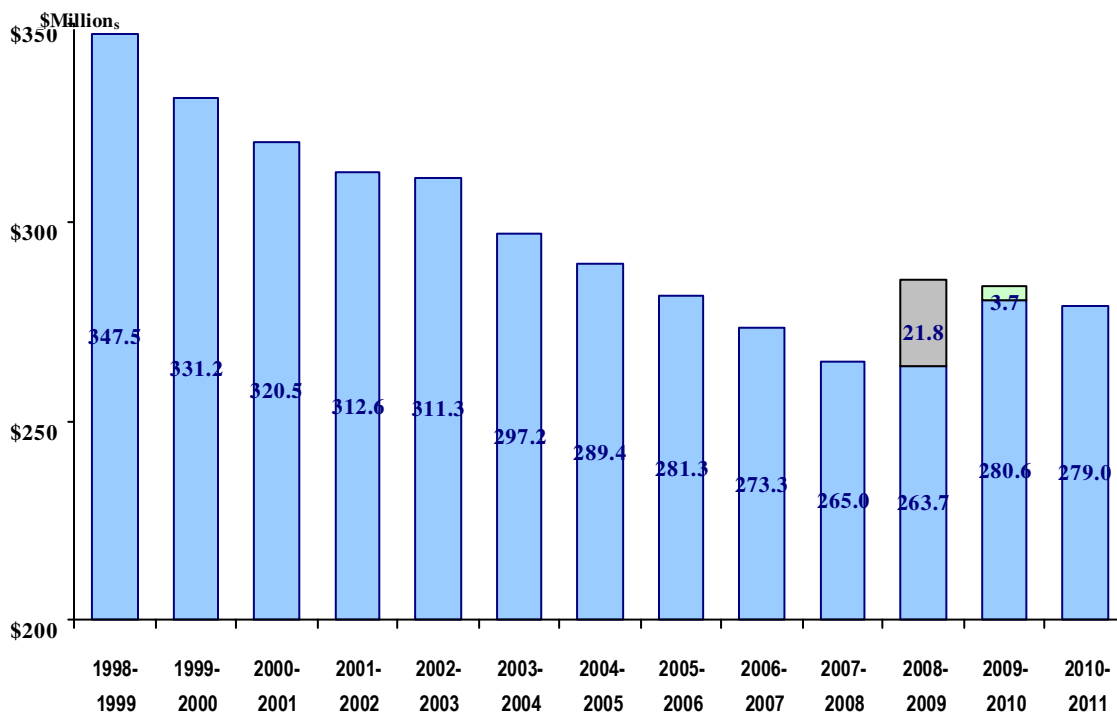
Once Council determines the level of service and related expenditures, the current assessment roll is applied to produce the annual tax rates. Council balances the services and tax rates when making these decisions.

A Multi-Year Financial Strategy (MYFS)

The 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 (ie 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 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.

HRM has changed the way it collects the existing transit taxes. Starting in 2009, existing transit taxes - that had been contained within the general rates - will be arranged as two separate tax rates. A Regional Transportation rate (5.3 cents per \$100 of assessment) will cover services such as the MetroLink, MetroX and Ferries. The cost for these regional services will be shared by almost all taxpayers. Secondly, "local transit" routes (such as routes 1 through 89 and community transit) will be paid by those who live within a one-km walk of a transit stop. This Local Transit Area Rate will be 10.8 cents per \$100 of residential assessment.

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 2007-09 the Cap was set at 10%. The cap has since been set at the Consumer Price Index. For 2010-11 the cap rate is 0.0%. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.
- In the 2010 assessment base, residential assessments within HRM have increased from \$24.9 billion to \$25.9 billion. The total increase was \$960 million or 3.8%. The average single family home in HRM increased in value from \$180,100 to \$182,400 or 1.3%. Most of the remaining increase was due to the addition of new properties for a total increase in residential assessment of 3.8%.
- Overall, property tax assessments are up from \$31.1 billion to \$32 billion. This is an increase of \$.9 billion or 2.9%.

Residential Assessment	up \$ 96 B or 3.8%
Commercial Assessment	up 260 M or 4.7%
Residential General Tax Rates	691 to 714
Commercial General Tax Rates	1.93 to 3.296
Property Tax Revenues	up \$10.3M
Deed Transfer Taxes	up \$ 6 M

Property Tax Assessments

	2009		2010	
	Taxable Value	Taxable Value	Growth	% Growth
Residential	24,975,101,700	25,935,361,100	960,259,400	3.8%
Resource	199,212,500	206,158,200	6,945,700	3.5%
Sub-Total	25,174,314,200	26,141,519,300	967,205,100	3.8%
Commercial	5,481,151,200	5,739,143,000	257,991,800	4.7%
Business Occupancy	476,228,330	153,751,500	-322,476,830	-67.7%
Sub-Total	5,957,379,530	5,892,894,500	-64,485,030	-1.1%
TOTAL	31,131,693,730	32,034,413,800	902,720,070	2.9%

Taxation

Rates for 2010-11 are as follows:

Residential & Resource Property Tax Rates per \$100 of Assessed Value

	2009-10	2010-11	\$ Change	% Change
General Rates				
Urban	\$0.702	\$0.714	\$0.012	1.7%
Suburban	\$0.685	\$0.697	\$0.012	1.8%
Rural	\$0.679	\$0.691	\$0.012	1.8%
Mandatory Provincial Rates				
Education	\$0.312	\$0.306	(\$0.006)	-1.9%
Property Valuation Services	\$0.022	\$0.023	\$0.001	4.5%
Correction Services	\$0.029	\$0.022	(\$0.007)	-24.1%
Metro Regional Housing Authority	\$0.009	\$0.005	(\$0.004)	-44.4%
Transit Area Rates				
Regional Transportation	\$0.045	\$0.053	\$0.008	17.8%
Local Transit	\$0.088	\$0.108	\$0.020	22.7%
Supplementary Education (1)				
Former Cities of Halifax & Dartmouth	\$0.050	\$0.045	(\$0.005)	-10.0%
Former Town of Bedford & Halifax County	\$0.045	\$0.045	\$0.000	0.0%
Fire Protection (2)				
	\$0.014	\$0.026	\$0.012	85.7%

(1) Commencing in 2010-11, there is only one Residential Supplementary Education rate for all of HRM.

(2) In 2009-10 Council approved using \$4,833,500 in Fire Protection Surplus to reduce the rates. The Residential Fire Protection rate in 2008-09 was \$0.032.

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

	2009-10	2010-11	\$ Change	% Change
General Rates				
Urban	\$3.157	\$3.296	\$0.139	4.4%
Suburban	\$3.157	\$3.296	\$0.139	4.4%
Rural	\$2.744	\$2.930	\$0.186	6.8%
Mandatory Provincial Rates				
Education	\$0.313	\$0.333	\$0.020	6.4%
Property Valuation Services	\$0.014	\$0.013	(\$0.001)	-7.1%
Correction Services	\$0.013	\$0.010	(\$0.003)	-23.1%
Metro Regional Housing Authority	\$0.009	\$0.006	(\$0.003)	-33.3%
Supplementary Education (1)				
Former Cities of Halifax & Dartmouth	\$0.144	\$0.133	(\$0.011)	-7.6%
Former Town of Bedford & Halifax County	\$0.127	\$0.133	\$0.006	4.7%
Fire Protection (2)				
	\$0.040	\$0.075	\$0.035	87.5%

(1) Commencing in 2010-11, there is only one Commercial Supplementary Education rate for all of HRM.

(2) In 2009-10 Council approved using \$4,833,500 in Fire Protection Surplus to reduce the rates. The Commercial Fire Protection rate in 2008-09 was \$0.092.

Based on the new general tax rates, tax revenue for 2010-2011 is projected to be as shown below:

Municipal Property Tax Revenues

	2009-2010	2010-2011	Change	Percent
Residential Property Tax	\$173,858,600	183,371,000	9,512,400	+5.5%
Resource Property Tax	1,257,000	1,313,000	56,000	+4.5%
Sub-Total	175,115,600	184,684,000	9,568,400	+5.5%
Commercial Property Tax	167,207,000	177,677,000	10,470,000	6.3%
Business Occupancy Tax	14,881,000	5,516,000	-9,365,000	-65.4%
Sub-Total	182,088,000	183,193,000	745,000	+0.4%
Total	\$357,203,600	367,517,000	10,313,400	+2.9%

Based on the proposed tax rates, total property tax revenues are expected to increase from \$357.2 million to \$367.5 million. This is an increase of \$10.3 million or 2.9%.

These amounts do not include allowance for appeals.

Commercial Assessments

Commercial and Business Occupancy taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Historically, commercial properties pay tax at a much higher tax rate than residential properties. Under Councils direction, the commercial tax rate was weighted at 3.78 (urban/suburban) and 3.85 (rural) for the 2007 tax year. This weighting is adjusted each fiscal year. While this provides a significant portion of HRM property tax revenues, it also means that HRM is vulnerable to an economic downturn in the commercial sector. Secondly, commercial taxation and the services received by the commercial sector can have an important impact on the competitiveness of HRM's economy.

Currently, Nova Scotia has two types of commercial assessments. Commercial assessment is levied on real property. Business Occupancy is levied on the occupants of that real property. There are three main classes of business occupancy assessment. Service stations, restaurants, hotels, motels, campgrounds and automotive dealers are no longer assessed Business Occupancy tax. Financial services firms are assessed business occupancy at 75% of their commercial assessment. All others are assessed at 20% of commercial assessment, down from 30% in 2007.

While taxable commercial assessment has risen by 4.7% in 2010, the Business Occupancy assessment has dropped due to the continued phase-out of the business occupancy tax (BOT). Overall, BOT and commercial assessments are down by \$6.5 million in 2010.

The lost revenues due to the phase out of the Business Occupancy assessment are being recaptured through an increase in the commercial tax rate.

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	As of March 31, 2009	As of March 31, 2010	Proposed 2010/2011*
Business Planning & Information Management	163	168	166
Chief Administrative Office	69	62	62
Community Development	238.5	242	242
Financial Services	188	203.5	203
Fire & Emergency Services	494	494	494
Human Resources	44	48	48
Inventory & Asset Management	106	109	109
Legal Services	25	25	25
Halifax Regional Library	277.9	277.9	277.9
Halifax Regional Police	747.5	750.5	750.5
RCMP	178	178	178
Transportation & Public Works - Operations	639.5	537	537
Transportation & Public Works - Metro Transit	570.5	747	747
Total:	3740.9	3841.9	3839.4

* Does not include new positions required by completion of Projects – see Project Budget OCC reports

It should be noted that temporary and seasonal positions are not included in the above FTE count. Financial staff have captured an estimated count of temporary staff hired to support HRM'S 2009/2010 seasonal programs:

Temporary Hires By Business Unit

BPIM	61
CD	878
FINANCE	31
HR	6
IAM	25
LEGAL	3
POLICE	232
TPW	48

Total Temporary & Seasonal Staff Count: **1,284**

Halifax Regional Summary

Summary of Gross Revenues and Expenditures by Business Unit

	2008-2009 Actual	2009-2010 Budget	2009-2010 Projections	2010-2011 Budget	Change over	
					Budget	Var as %
Non-Departmental Revenues						
Private Roads	(3,200)	(57,140)	(57,140)	(57,140)	0	0.0
Debt Servicing	(4,077,635)	(5,418,999)	(5,418,999)	(5,025,897)	393,102	(7.3)
Transfers To Outside Agenc	(130,780,088)	(133,280,900)	(133,280,900)	(131,196,202)	2,084,698	(1.6)
Other Fiscal Services	(327,129)	(435,000)	(537,500)	(526,860)	(91,860)	21.1
Transfers to/fr Other Fund	(119,805)	0	0	0	0	0.0
Non-Departmental Revenue	(461,804,520)	(439,563,800)	(437,222,606)	(456,674,254)	(17,110,454)	3.9
Sub-Total	(597,112,377)	(578,755,839)	(576,517,145)	(593,480,353)	(14,724,514)	2.5
Business Unit Revenues						
CAO	(854,060)	(287,400)	(349,225)	(116,400)	171,000	(59.5)
Environmental Management S	(631,309)	0	0	0	0	0.0
Fire & Emergency Services	(1,185,103)	(544,500)	(383,996)	(653,500)	(109,000)	20.0
Financial Services	(8,472,915)	(8,353,100)	(8,486,650)	(10,961,800)	(2,608,700)	31.2
Human Resources Services	(7,501)	0	(32,750)	(80,000)	(80,000)	
Legal Services	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
Transportation & Public Wo	(55,340,906)	(85,991,849)	(84,443,478)	(93,432,658)	(7,440,809)	8.7
Infrastructure and Asset M	(86,988)	(70,000)	(218,636)	(90,800)	(20,800)	29.7
Community Development	(17,148,683)	(15,943,917)	(15,340,485)	(15,865,065)	78,852	(0.5)
Regional Police	(8,361,665)	(8,567,400)	(9,908,989)	(9,018,900)	(451,500)	5.3
Outside Police BU (RCMP)	(771)	0	0	0	0	
Business Planning & Inform	(828,002)	(435,700)	(710,625)	(577,600)	(141,900)	32.6
Outside Agency Support	(5,834,332)	0	0	0	0	
Library	(4,770,558)	(4,525,900)	(4,525,900)	(5,310,801)	(784,901)	17.3
Sub-Total	(103,631,592)	(124,863,766)	(124,594,234)	(136,335,524)	(11,471,758)	9.2
Total Revenues	(700,743,969)	(703,619,605)	(701,111,379)	(729,815,877)	(26,196,272)	3.7
Non-Departmental Expenditures						
Private Roads	3,000	57,140	57,140	57,140	0	0.0
Debt Servicing	39,744,486	41,444,761	40,699,320	38,632,313	(2,812,448)	(6.8)
Transfers To Outside Agenc	141,250,267	138,837,900	138,837,900	140,926,202	2,088,302	1.5
Other Fiscal Services	12,168,835	19,671,150	18,976,550	14,198,328	(5,472,822)	(27.8)
Transfers to/fr Other Fund	55,182,629	54,000,400	49,940,778	71,937,360	17,936,960	33.2
Non-Departmental Other	1,718,765	1,554,200	1,554,200	1,554,200	0	0.0
Sub-Total	250,067,982	255,565,551	250,065,888	267,305,543	11,739,992	4.6
Business Unit Expenditures						
Office of the Auditor Gene	0	330,000	232,450	659,494	329,494	99.8
CAO	10,070,060	10,198,390	10,329,008	10,507,827	309,437	3.0
Environmental Management S	628,899	0	0	0	0	0.0
Fire & Emergency Services	52,633,420	54,792,300	54,569,448	56,283,716	1,491,416	2.7
Financial Services	12,459,571	12,426,630	12,273,012	13,038,573	611,943	4.9
Human Resources Services	4,268,325	4,772,160	4,664,873	4,975,029	202,869	4.3
Legal Services	2,239,003	2,338,390	2,306,059	2,456,105	117,715	5.0
Transportation & Public Wo	187,783,600	185,020,619	188,406,554	190,515,144	5,494,525	3.0
Infrastructure and Asset M	7,453,651	8,186,000	7,791,774	8,373,927	187,927	2.3
Community Development	34,683,892	35,563,907	34,957,095	36,183,684	619,777	1.7
Regional Police	71,973,994	74,949,140	76,280,055	78,173,889	3,224,749	4.3
Outside Police BU (RCMP)	19,282,520	20,353,100	20,300,900	20,625,700	272,600	1.3
Business Planning & Inform	19,791,312	19,449,518	18,494,401	19,864,695	415,177	2.1
Outside Agency Support	5,779,503	0	0	0	0	0.0
Library	19,271,091	19,673,900	19,673,900	20,852,551	1,178,651	6.0
Sub-Total	448,318,841	448,054,054	450,279,528	462,510,334	14,456,280	3.2
Total Expenditures	698,386,823	703,619,605	700,345,416	729,815,877	26,196,272	3.7

Halifax Regional Summary

Summary of Net Expenditures by Business Unit

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Office of the Auditor General	0	330,000	232,450	659,494	329,494	99.8
CAO	9,216,001	9,910,990	9,979,783	10,391,427	480,437	4.8
Environmental Mgmt Services	(2,410)	0	0	0	0	0.0
Fire & Emergency Services	51,448,316	54,247,800	54,185,452	55,630,216	1,382,416	2.5
Financial Services	3,986,656	4,073,530	3,786,362	2,076,773	(1,996,757)	(49.0)
Human Resources	4,260,824	4,772,160	4,632,123	4,895,029	122,869	2.6
Legal Services	2,130,205	2,194,390	2,112,559	2,228,105	33,715	1.5
Transportation & Public Works	132,442,694	99,028,770	103,963,076	97,082,486	(1,946,284)	(2.0)
Infrastructure and Asset Mgmt	7,366,663	8,116,000	7,573,138	8,283,127	167,127	2.1
Community Development	17,535,210	19,619,990	19,616,610	20,318,619	698,629	3.6
Regional Police	63,612,329	66,381,740	66,371,066	69,154,989	2,773,249	4.2
Outside Police BU (RCMP)	19,281,749	20,353,100	20,300,900	20,625,700	272,600	1.3
Business Planning & Info Mgmt	18,963,310	19,013,818	17,783,776	19,287,095	273,277	1.4
Outside Agency Support	(54,829)	0	0	0	0	0
Library	14,500,533	15,148,000	15,148,000	15,541,750	393,750	2.6
Business Units Total	344,687,250	323,190,288	325,685,294	326,174,810	2,984,522	0.9
Non-Departmental	(347,044,395)	(323,190,288)	(326,451,257)	(326,174,810)	(2,984,522)	0.9
Total Net	(2,357,145)	(0)	(765,963)	(0)	(0)	0.0

Halifax Regional Summary

Summary by Expense and Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	263,080,649	274,181,859	273,825,064	284,633,008	10,451,149	3.8
Office	10,157,359	8,818,668	9,397,577	8,945,521	126,853	1.4
Professional Fees	20,225,786	20,760,600	21,615,660	807,387	(19,953,213)	(96.1)
Legal & Consulting Fees	1,061,577	1,369,959	1,814,295	1,158,941	(211,018)	(15.4)
External Services	57,052,862	54,572,848	58,118,733	77,021,580	22,448,732	41.1
Uniforms & Clothing	1,367,029	1,595,300	1,550,536	1,605,510	10,210	0.6
Salt	3,121,767	1,600,600	2,868,000	1,602,200	1,600	0.1
Supplies & Materials	4,458,744	3,984,330	4,151,174	3,798,527	(185,803)	(4.7)
Utilities	11,074,063	12,175,300	12,114,367	11,357,475	(817,825)	(6.7)
Building Costs	5,956,240	6,056,280	7,280,857	6,043,846	(12,434)	(0.2)
Equipment & Communications	16,962,964	11,566,591	12,170,736	10,328,054	(1,238,537)	(10.7)
Vehicle Expense	22,078,768	21,284,000	19,695,904	19,026,975	(2,257,025)	(10.6)
Travel	1,946,237	1,606,379	1,628,221	1,290,746	(315,633)	(19.6)
Training & Education	1,261,769	1,932,074	1,567,948	1,892,741	(39,333)	(2.0)
Facilities Rental	4,773,466	5,210,500	5,055,691	5,381,339	170,839	3.3
Advertising & Promotion	1,268,290	1,162,450	1,098,982	957,535	(204,915)	(17.6)
Other Goods & Services	10,455,735	12,264,837	11,637,304	20,595,887	8,331,050	67.9
Interdepartmental	(442,832)	(390,000)	(698,732)	(310,510)	79,490	(20.4)
Debt-Interest	12,827,182	12,656,726	11,938,688	11,120,161	(1,536,565)	(12.1)
Debt Principal	37,130,536	36,764,062	36,746,759	37,409,274	645,212	1.8
Transfer Outside Agencies	134,549,930	141,621,281	141,676,166	136,718,017	(4,903,264)	(3.5)
Insurance Costs	3,290,742	4,374,600	4,369,631	4,728,200	353,600	8.1
Grants & Tax Concessions	6,224,064	9,088,100	9,088,600	7,976,100	(1,112,000)	(12.2)
Transfer to/from Reserves	23,070,410	15,586,415	10,917,410	29,206,285	13,619,870	87.4
Fire Protection	9,504,591	9,802,500	9,802,500	9,142,000	(660,500)	(6.7)
Capital from Operating	30,983,000	33,849,700	33,849,700	33,098,624	(751,076)	(2.2)
Debenture Discount	381,590	372,073	372,073	280,288	(91,785)	(24.7)
Provision for Allowance	3,523,991	3,137,751	3,537,751	3,537,790	400,039	12.7
Other Fiscal	(684,842)	1,040,823	(1,594,177)	522,676	(518,147)	(49.8)
Prior year Surplus/Deficit	1,725,153	(4,427,001)	(5,252,001)	(60,300)	4,366,701	(98.6)
Total	698,386,823	703,619,605	700,345,416	729,815,877	26,196,272	3.7

Halifax Regional Summary

Summary by Expense and Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Revenues						
Tax Revenues	(374,165,744)	(364,188,884)	(357,130,386)	(378,584,891)	(14,396,007)	4.0
Deed Transfer Tax	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
Area Rate Revenue	(138,368,937)	(167,428,414)	(167,428,414)	(171,453,280)	(4,024,866)	2.4
Tax Agreements	(4,681,163)	(3,830,000)	(8,932,246)	(8,734,940)	(4,904,940)	128.1
Payments in Lieu of taxes	(27,828,442)	(29,514,900)	(28,545,958)	(28,842,098)	672,802	(2.3)
Transfers from other Gov'ts	(11,723,073)	(10,812,700)	(10,794,700)	(11,589,652)	(776,952)	7.2
Interest Revenue	(11,154,165)	(5,715,000)	(4,754,000)	(3,332,000)	2,383,000	(41.7)
Parking Meters	(2,638,668)	(2,625,000)	(2,625,000)	(2,630,000)	(5,000)	0.2
Fines and Fees	(5,704,245)	(5,626,800)	(5,798,208)	(5,594,801)	31,999	(0.6)
Licenses & Permits	(4,765,386)	(4,891,900)	(3,843,605)	(4,480,300)	411,600	(8.4)
Rental & Leasing	(6,224,537)	(6,104,400)	(6,442,331)	(6,529,670)	(425,270)	7.0
Transit Revenue	(28,244,890)	(31,841,100)	(30,025,700)	(32,855,400)	(1,014,300)	3.2
Tax Certificates	(366,991)	(372,300)	(320,000)	(350,000)	22,300	(6.0)
Recreational Revenue	(3,963,415)	(3,864,100)	(3,948,871)	(4,041,070)	(176,970)	4.6
Tipping Fees - Waste Resources	(11,157,151)	(11,301,500)	(11,068,815)	(11,823,815)	(522,315)	4.6
Sales Revenue	(7,837,866)	(7,269,700)	(7,635,838)	(10,365,194)	(3,095,494)	42.6
HRWC Dividend	(3,622,229)	(3,700,000)	(3,700,000)	(3,700,000)		
Environmental Protection Levies	80		(419)			
Other Revenue	(23,130,825)	(15,018,807)	(17,532,788)	(14,824,666)	194,141	(1.3)
Interdepartmental Revenue	8	(84,100)	(84,100)	(84,100)		
Total	(700,743,969)	(703,619,605)	(701,111,379)	(729,815,877)	(26,196,272)	3.7

Office of the Chief Administrative Officer

Business Plan - 2010/11

Mission: *To effectively achieve community outcomes and implement Council priorities by providing information, support, and guidance to Regional Council and leading the administration of the organization.*

Business Unit Overview:

The Office of the Chief Administrative Officer is accountable for achieving the goals established by Regional Council. The Business Unit is comprised of an Executive Management Team (EMT) which includes the Chief Administrative Officer and two Deputy Chief Administrative Officers, as well as divisions within the Business Unit that report directly to a member of EMT. The CAO Office supports the Mayor and Council, provides vision and leadership to municipal staff, and ensures the implementation of HRM's corporate direction and strategies (i.e. Council Focus Areas and EMT Priorities).

Chief Administrative Officer Dan English	The Chief Administrative Officer (CAO) is the head of the administrative branch of the government of HRM and is accountable to Regional Council. The CAO provides leadership in the development and implementation of policies and programs approved by Council and ensures the corporation has the resources and processes needed to address corporate strategies, such as Council Focus Areas and EMT Priorities. In addition, the CAO directly oversees Halifax Regional Fire and Emergency Services and Halifax Police Services.
DCAO – Corporate Services and Strategy Mike Labrecque	The Deputy Chief Administrative Officer of Corporate Services and Strategy (DCAO-CSS) provides direction and oversight to HRM's corporate business units - Finance, Human Resources, Legal Services, and Business Planning and Information Management. The DCAO-CSS is a member of the Executive Management Team (EMT); approves council reports, business plans and budgets for corporate business units; and co-Chairs the Senior Management Team (SMT), which consists of all business unit Directors. In addition, the DCAO-CSS oversees the Municipal Clerk's Office.
DCAO – Operations Wayne Anstey	The Deputy Chief Administrative Officer of Operations (DCAO-Ops) provides direction and oversight to HRM's operational business units – Transportation and Public Works, Infrastructure and Asset Management, and Community Development. The DCAO-Ops is a member of the Executive Management Team (EMT); approves council reports, business plans and budgets for operational business units; and co-Chairs the Senior Management Team (SMT), which consists of all business unit Directors.

Office of the Municipal Clerk Cathy Mellett (Acting)	The Municipal Clerk's Office supports the legislative process of municipal government, including municipal elections, by providing procedural, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff. The Office facilitates public access to the legislative process, in order to ensure the balance of compliance with legislative requirements and openness of the decision-making process.
Council Support Office Cathie Barrington	The Council Support Office coordinates constituent relations, communications, and administrative support to members of Regional Council. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support elected officials.
Office of the Mayor Deborah Chambers	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.
External and Corporate Affairs Jennifer Church	External and Corporate Affairs provides strategic advice and support to the corporation on a wide range of initiatives by building relationships, strengthening the corporate image, managing partnerships, and creating opportunities for effective integration. The unit encompasses public affairs; marketing design and print services; corporate affairs; corporate policy; intergovernmental affairs; economic policy; and CAO office coordination.
Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• The Business Systems and Control Group has been transferred from the CAO Business Unit to the Office of the Auditor General.

Core Operations and Services provided:

- Leadership and oversight of HRM's administration, which includes nine core business units, with a total staff complement of approximately 3,700 full and part-time employees;
- Legislative and administrative support to the Mayor and 23 Councilors, each Councillor representing an average of close to 17,000 residents;
- Legislative and record keeping support to Regional Council, six Community Councils, and more than thirty Committees of Council, as well as the public and HRM staff;
- Oversight and administration of more than 120 municipal by-laws;
- A full service Marketing, Graphic Design, and Print section which completed more than 1,800 marketing projects and 7,600,000 impressions for printing and copying;
- Support to the HRM Economic Strategy, which outlines five comprehensive goals for future economic development in Greater Halifax;
- Management of HRM's Public Affairs and Corporate Communications functions;
- Management of relationships with government and community partners, including seven formal Memorandums of Understanding (MOUs) which better define and coordinate HRM's relationship with external stakeholders.

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes full- and part-time permanent positions)	69	62	62

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$9,910.9
1 Salaries and benefits – includes cost changes from merit increases, classification reviews, employer benefit costs and revised pay scale for Councillors	491.3
2 Impact of HRM corporate-wide administrative reductions	(191.5)
3 2010/11 portion of budget to host the June 2011 Federation of Canadian Municipalities (FCM) Conference (to be funded over two year period)	225.0
4 Transfer to Special Events Reserve to cover FCM conference costs noted above	(225.0)
5 Reduction in internal recoveries resulting from the centralization of postage and printing/reproduction costs (costs offset in other Business Unit budgets)	171.2
6 Miscellaneous increases in various items	9.5
2010/11 Budget	\$10,391.4

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit during the 2010-2015 time frame.

Challenges with Community-Wide Impact:

- **Supporting Council and Corporate Strategy:** Regional Council has adopted areas on which the municipality needs to place the most focus during their current mandate. The Council Focus Areas are Transportation; Infrastructure; Public Safety; Community Planning; and Governance and Communications. In addition to Council's focus areas, the Executive Management Team (EMT) sets priorities for the municipality's administration. The EMT

Priorities are Fiscal Responsibility, Employer of Choice, and Excellence in Service Delivery. These Council and corporate priorities are effective tools to identify where the organization can have the greatest impact and to help guide the future direction of HRM, so it is vital that the municipality's resources are properly aligned to support them. The recently developed Corporate Plan and associated corporate performance framework will assist in this task. However, it is challenging, especially in a difficult fiscal time, to ensure that priority areas are adequately resourced. Often, this involves decreasing support in other areas to continue the required level of focus on priorities. However, this approach is necessary to have maximum impact on the areas of service most important to residents and communities.

- **Implementing Strategic Policy and Initiatives:** Increasingly, the development of strategic policy has been a priority for HRM during the last several years. As a result, the requirement for several key strategies, plans and initiatives have emerged. In relation to the CAO Business Unit, these include the Economic Strategy, Immigration Action Plan, and Strategic Communications Plan. These and other corporate initiatives address challenging areas of public policy about which residents and elected officials are concerned and require action. Many of these are difficult to implement because they require the involvement of more than one Business Unit and/or level of government, while others can only be implemented if supported by individuals, local communities, and other external partners. The number and variety of stakeholders creates complexity and which can only be addressed through the effective management of a diverse array of perspectives and needs.

Challenges with Service Delivery / Business Unit Impact

- **Demand for Internal Services:** Resources for internal services, especially those to support the delivery of the Governance and Communications Council Focus Area, have been strained by an increasing demand for products and services across the organization. An increasing demand on existing resources will continue as Council Focus Areas are further implemented, creating challenges in effectively supporting the focus areas and conveying the organization's priorities to the public. In the CAO Business Unit, this is most evident in marketing and communications, where a more formal approach to operational planning and priority-setting is required to manage this demand.
- **Employee and Council Engagement:** Effectively engaging and recognizing employees is a major challenge in an organization as large and diverse as HRM. Providing leadership and support to staff and recognizing their valuable contributions are essential in the municipality's quest to enhance its reputation as an Employer of Choice. Adequate resources must be aligned to not only support employee engagement, but to ensure that elected officials and senior managers are well engaged to help them understand and manage issues, opportunities, needs, and tools.
- **Managing External Relationships:** HRM has multiple formal and informal relationships with external stakeholders including other levels of government, interest groups and community organizations, and the private sector. Often, the interests or mandates of more than one of these partners conflict or overlap and understanding how the respective

responsibilities of partners intersect is a key component of establishing sound relationships. Effectively managing these multiple relationships is a challenge, but necessary to ensure the proper alignment of HRM's mandate and activities with those of other stakeholders.

Business Unit Goals

The goals for the Office of the Chief Administrative Officer (CAO) are:

- Goal 1: Implement HRM's Strategic Communications Plan
- Goal 2: Manage the Process of Council and Committee Reform
- Goal 3: Improve Employee Engagement and Internal Communications
- Goal 4: Provide Professional Support to Elected Officials and the Legislative Process
- Goal 5: Promote Effective Senior Management Decision-Making
- Goal 6: Enable Active and Coordinated Liaison with Partners
- Goal 7: Implement the HRM Economic Strategy
- Goal 8: Meet Internal Service Expectations
- Goal 9: Meet Internal Partnership / Collaboration Requirements

Goal 1: Implement HRM's Strategic Communications Plan

Corporate Strategy Linkage:

Council Focus Area - Governance and Communications

Council Focus Area - Support to the other remaining Council Focus Areas

Description:

The goal of the Communications portion of the Governance and Communication Council Focus Area is to ensure a coordinated and effective approach to all of the municipality's internal and external communications and marketing activity. HRM's Strategic Communications Plan defines actionable goals and an implementation plan to guide the design, preparation and execution of strategic communications. The plan facilitates communications leadership across the organization, with emphasis on proactive approaches to communications balanced with the need to react to urgent matters; and operational effectiveness in the areas of marketing, communications and public affairs.

Goal 1: Implement HRM's Strategic Communications Plan	
<i>Objectives for 2010/2011:</i>	
CAO 1.1	Implement communications and marketing strategies for Council Focus Areas
CAO 1.2	Improve the annual planning process with Business Units to ensure priority marketing and communications needs and opportunities are identified and addressed

CAO 1.3	Increase focus on media relations and issues management
CAO 1.4	Finalize and implement guidelines for the effective use of social media
CAO 1.5	Develop social marketing campaigns for tobacco restrictions on park properties and graffiti management
CAO 1.6	Provide communications and marketing support to corporate initiatives, such as follow up to the Citizen Survey, Corporate Plan, Human Resources projects, and web site re-design
CAO 1.7	Continue to improve direct-to-stakeholder outreach
CAO 1.8	Begin to identify priorities and implement recommendations from the HRM publications review
Objectives for the next 3-5 years:	
CAO 1.9	Implement comprehensive communications and marketing plans for Council Focus Areas and corporate priorities
CAO 1.10	Develop a comprehensive organization-wide approach to annual communications and marketing planning
CAO 1.11	Continue to implement the key pillars of HRM's Strategic Communications Plan

Goal 2: Manage the Process of Council and Committee Reform

Corporate Strategy Linkage:

Council Focus Area - Governance and Communications

Community Outcome Area - Well Planned and Engaged Communities

Description:

The anticipated outcome of the Governance portion of the Governance and Communications Council Focus Area is to meet Council's objective of creating a council and committee governance structure that is efficient, effective, scaled appropriately, and where decisions are made at the appropriate level. There are two primary initiatives under this outcome. The first is to explore reforming and better aligning Committees of Council. The second is to conduct a legislated District Boundary Review that will include reviews of Council size and of the role and authority of Community Councils.

Goal 2: Manage the Process of Council and Committee Reform	
Objectives for 2010/2011:	
CAO 2.1	Provide staff leadership and Council support in the delivery of HRM's District Boundary Review, Phase 1 – governance
CAO 2.2	Provide staff leadership and Council support in the delivery of HRM's District Boundary Review, Phase 2 – boundaries

CAO 2.3	Conduct a comprehensive public consultation process to support the District Boundary Review
CAO 2.4	Submit District Boundary Review recommendations to the Nova Scotia Utility and Review Board
CAO 2.5	Develop a plan for Regional Council's consideration of the roles and authority of Community Councils in conjunction with the District Boundary Review process
CAO 2.6	Provide staff leadership and Council support for review and implementation (if required) of Committee of Council Reform
Objectives for the next 3-5 years:	
CAO 2.7	Implement the recommendations of the District Boundary Review
CAO 2.8	Develop a Council Committee structure that better meets the needs of Council, residents, and the organization.

Goal 3: Improve Employee Engagement and Internal Communications

Corporate Strategy Linkage:

Council Focus Area - Governance and Communications
EMT Priority - Employer of Choice

Description:

One of HRM's stated objectives is to be recognized as an "Employer of Choice". To meet this objective, it is important to measure the level of employee engagement and address areas of concern. Employee engagement is staff commitment to their employer, combined with alignment of employee behaviour and organizational objectives. There is a clear connection between engagement and employee performance. HRM has conducted two employee engagement surveys and initiated strategies to address this challenge. The surveys identified communication as one of the top three areas for improvement in HRM. Sharing of information among employees promotes a more cohesive, and thereby more satisfying, working environment. Improved internal communications also results in improved customer service and better integration of different work functions.

Goal 3: Improve Employee Engagement and Internal Communications	
Objectives for 2010/2011:	
CAO 3.1	Develop and implement a plan to respond to the CAO Business Unit results of the latest Employee Engagement survey
CAO 3.2	Develop a communications plan to respond to results of the employee engagement survey, specifically in the area of total compensation

CAO 3.3	Develop and implement an internal communications strategy to enhance employee engagement and organizational awareness
CAO 3.4	Implement and monitor a Senior Management Team (SMT) engagement plan
CAO 3.5	Develop a comprehensive Succession Plan for the CAO Business Unit
CAO 3.6	Support EMT's Employer of Choice priority, including the Human Resources People Plan, Workforce Planning, leadership development, and recruitment
Objectives for the next 3-5 years:	
CAO 3.7	Develop a strategic, long term approach to improve employee engagement throughout the organization
CAO 3.8	Track and measure effectiveness and corporate change resulting from employee engagement survey recommendations

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process

Corporate Strategy Linkage:

Council Focus Area - Governance and Communications

EMT Priority - Employer of Choice

Description:

One of the primary roles of the Chief Administrative Office is to support the municipality's elected officials. The CAO and Deputy CAOs achieve this by providing information and advice to the Mayor and Council to assist with the development and evaluation of strategic directions, policies, and priorities. The Mayor's Office, Council Support Office, and the Office of the Municipal Clerk provide a variety of direct services and support to elected officials. The end product of this combined support is the effective implementation of the policy and priorities of Regional Council to help carry out the governance and administration of the Region.

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process	
Objectives for 2010/2011:	
CAO 4.1	Determine appropriate models and approaches to improve legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees, and commissions
CAO 4.2	Continue to adapt and improve support to the Mayor and members of Regional Council
CAO 4.3	Continue to increase the focus on community relations and liaison with citizens through the Office of the Mayor and the Council Support Office
CAO 4.4	Facilitate ease of public access to the legislative process through the Office of the Municipal Clerk

CAO 4.5	Develop and implement approaches to improve and maintain working relationships between Council and staff
CAO 4.6	Engage Council on determining their communications needs and implementing required tools and resources (i.e. training)
Objectives for the next 3-5 years:	
CAO 4.7	Refine the structure and process of Council and Mayor support functions
CAO 4.8	Continuously improve communications and working relations between Council and staff

Goal 5: Promote Effective Senior Management Decision-Making

Corporate Strategy Linkage:

EMT Priorities – Employer of Choice, Fiscal Responsibility, and Excellence in Service Delivery

Description:

Members of the Executive Management Team (EMT) are the direct supervisors of all Business Unit Directors and, as such, lead the administrative function of the corporation. As well, some functional areas (e.g. communications and marketing) and individual staff within the CAO Business Unit provide services to other business units and/or lend direct support to the Executive and Senior Management Teams. Because of the multiplicity of responsibilities that exist within the Chief Administrative Office, an important function of the business unit is to ensure effective leadership and support is provided to senior management and, consequently, staff throughout the organization.

Goal 5: Promote Effective Senior Management Decision-Making	
Objectives for 2010/2011:	
CAO 5.1	Develop a process for regular issue identification and tracking with the Executive Management Team (EMT) and the Senior Management Team (SMT)
CAO 5.2	Improve the process of briefing EMT on emerging and ongoing issues
CAO 5.3	Ensure appropriate direction is provided to Business Units to support the implementation of EMT priorities and achievement of results
CAO 5.4	Regularly monitor progress of EMT priorities and, where necessary, adapt approaches
CAO 5.5	Monitor Council Focus Area activity to identify areas of policy and research support required
CAO 5.6	Provide support to staff, senior management and/or Council on corporate policy, strategy initiatives, and issues as required
Objectives for the next 3-5 years:	
CAO 5.7	Ensure EMT Priorities are a fundamental part of corporate and business planning

CAO 5.8	Ensure full engagement of the Senior Management Team in implementation of the Corporate Plan and associated Community Outcome Areas
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Goal 6: Enable Active and Coordinated Liaison with Partners

Corporate Strategy Linkage:

Council Focus Area – Infrastructure

Council Focus Area - Governance and Communications

EMT Priority - Excellence in Service Delivery

Description:

Valuing relationships with partners is an essential component of good governance. Strong cooperation with external stakeholders – such as other levels of government, interest groups, community organizations, and the private sector – enables HRM and others to better achieve community outcomes. Now more than ever, strong linkages are required among a variety of stakeholders to ensure resources are utilized in the best possible manner. Building and maintaining sound intergovernmental and partner relations is a key to ensuring success at meeting the needs of citizens and providing effective and efficient public service.

Goal 6: Enable Active and Coordinated Liaison with Partners	
<i>Objectives for 2010/2011:</i>	
CAO 6.1	Continue to monitor and adapt HRM's Government Relations Plan.
CAO 6.2	Support the Infrastructure Council Focus Area by undertaking strong advocacy efforts to advance HRM priority projects
CAO 6.3	Establish implementation priorities within Memorandums of Understanding signed between HRM and other organizations
CAO 6.4	Increase the effectiveness and awareness of the Memorandums of Understanding signed between HRM and other organizations
CAO 6.5	Coordinate the planning for the 2011 Federation of Canadian Municipalities (FCM) and Canadian Association of Municipal Administrators (CAMA) conferences
CAO 6.6	As required and appropriate, provide support to the 2011 Canada Winter Games Host Society through value-in-kind contributions and staff secondments
<i>Objectives for the next 3-5 years:</i>	
CAO 6.7	Improve use of Memorandums of Understanding as a tool to plan and implement joint priorities with partners
CAO 6.8	Continue to enhance HRM's government relations function

Goal 7: Implement the HRM Economic Strategy

Corporate Strategy Linkage:

Community Outcome Area - Economic Prosperity

EMT Priority - Fiscal Responsibility

Description:

A goal of the Economic Prosperity Community Outcome in HRM's corporate planning framework is to position HRM as the center of economic activity for Eastern Canada, and ensure citizens benefit from an attractive business climate, and good employment opportunities. A central piece of achieving this goal is continued implementation of HRM's Economic Strategy. The Strategy outlines a comprehensive direction for future economic development in the Region and is implemented and tracked in partnership with organizations such as the Greater Halifax Partnership and Halifax Chamber of Commerce. Continued implementation and renewal of the strategy will ensure a coordinated approach to meeting HRM's economic goals.

Goal 7: Implement the HRM Economic Strategy	
<i>Objectives for 2010/2011:</i>	
CAO 7.1	Deliver the 2011-2016 Economic Strategy renewal for Council's consideration
CAO 7.2	Represent HRM and/or provide support to internal and external economic development partners on key initiatives
CAO 7.3	Lead a process to renew HRM's service agreement with the Greater Halifax Partnership, and ensure it is aligned with the Economic Strategy
CAO 7.4	Provide support to strategic initiatives related to HRM's economic agenda such as the proposed new Convention Centre, business parks planning, public investment strategy for Capital District, HRM by Design, and Atlantic Gateway
CAO 7.5	Coordinate HRM's response to the Halifax Chamber of Commerce Scorecard
CAO 7.6	As required, contribute policy and research support to the establishment of a new service agreement with Destination Halifax
CAO 7.7	Clarify roles and responsibilities and coordinate alignment of business processes to advance the internal implementation of HRM's Economic Strategy
<i>Objectives for the next 3-5 years:</i>	
CAO 7.8	Embed the Economic Strategy as part of HRM decision-making framework
CAO 7.9	Continue to work with partners to ensure a coordinated approach to economic development in the region.

Goal 8: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priority – Excellence in Service Delivery

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. The primary areas of expertise sought from the Office of the CAO by other business units include executive and corporate support, policy advice, and assistance with marketing and communications. These internal service requests and requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 8: Meet Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
CAO 8.1	Provide support to implementing and communicating corporate policies such as Duty to Accommodate, Substance Abuse, Values and Ethics, Privacy, Signing Authority, and Cash Management
CAO 8.2	As required, provide staff input and support to collective bargaining, planned staff realignments, service review, and corporate accommodations initiatives
CAO 8.3	As appropriate, participate on corporate committees such as Employee Recognition; Corporate Awards; Labour Management; Information, Communication and Technology; United Way; Emergency Management Operations; and Corporate Accommodations
CAO 8.4	Provide communications, marketing, and issues management support to ongoing initiatives such as the budget and business planning process, municipal operations, solid waste diversion and education, etc.

Goal 9: Meet Internal Partnership / Collaboration Requirements

Corporate Strategy Linkage:

EMT Priority – Excellence in Service Delivery

Description:

The provision of quality programs and services depends on business units working together. This is especially true in developing and implementing initiatives that have an effect throughout the organization. The internal partnership and collaboration requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 9: Meet Internal Partnership / Collaboration Requirements	
Objectives for 2010/2011:	
CAO 9.1	Provide communications support to corporate initiatives such as the Regional Plan Review, Community Visioning, Youth Advocate Program, and Security Clearance initiative
CAO 9.2	Participate and provide input on corporate-wide initiatives such as the roll out of new desktop applications and operating system, review of the Multi-Year Financial Strategy, Security Clearance Project, and Workforce Planning initiative

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none"> • Development of Communications and Marketing strategies for Council Focus Areas; • Development of an Internal Communications Strategy; • New social media guidelines / strategy; • Development of District Boundary Review recommendations; • Delivery of the 2011-2016 Economic Strategy renewal. 	
<u>Decreases In Services / Operational Pressures (OP):</u>	
<ul style="list-style-type: none"> • As a result of the hiring of the municipal Auditor General, the Business Systems and Control Group has been transferred from the CAO Business Unit to his office. 	
<u>Expected Services Not Being Delivered:</u>	
None	

Office of the Chief Administrator

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CAO Office						
E110 CAO Office	454,806	446,290	474,650	437,635	(8,655)	(1.9)
E130 FCM Conference 2011	0	0	0	(17,250)	(17,250)	-
	454,806	446,290	474,650	420,385	(25,905)	(5.8)
CAO Administration						
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000	0	-
E200 Councillor's Support	2,594,267	2,674,800	2,910,300	2,837,550	162,750	6.1
E300 Mayor's Support	700,369	770,500	770,500	788,746	18,246	2.4
	4,694,637	4,845,300	5,080,800	5,026,296	180,996	3.7
External & Corp. Affairs						
E112 Corp.Comm.Admin.	114,404	96,600	92,200	0	(96,600)	(100.0)
E400 Intergovrn. Relation	536,968	806,200	614,633	974,807	168,607	20.9
E600 Economic Development	(4,850)	0	0	0	0	
	646,521	902,800	706,833	974,807	72,007	8.0
Marketing, Design, Print Servic						
A124 Office Services	1,205,382	1,093,070	1,153,825	1,101,217	8,147	0.7
A620 Mrkt & Promotions	923,334	1,007,530	1,009,873	1,021,460	13,930	1.4
A621 Mrkt & Prom.-Hbr Sol	1,965					
	2,130,680	2,100,600	2,163,698	2,122,677	22,077	1.1
DCAO Corporate Services & Strat						
E124 DCAO-Corp Serv & Str	259,618	264,160	264,160	276,348	12,188	4.6
A121 Municipal Clerk	845,951	953,160	952,787	986,430	33,270	3.5
A125 Elections	569,270	202,000	202,000	203,100	1,100	0.5
	1,674,838	1,419,320	1,418,947	1,465,878	46,558	3.3
DCAO Operations						
C001 DCAO - Operations	468,578	484,080	484,080	497,784	13,704	2.8
	468,578	484,080	484,080	497,784	13,704	2.8
Total	\$10,070,060	\$10,198,390	\$10,329,008	\$10,507,827	\$309,437	3.0

Office of the Chief Administrator

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CAO Administration						
E200 Councillor's Support	(25,423)	(30,400)	(30,400)	(30,600)	(200)	0.7
E300 Mayor's Support	(5,304)	0	0	(35,800)	(35,800)	-
	(30,727)	(30,400)	(30,400)	(66,400)	(36,000)	118.4
External & Corp. Affairs						
E400 Intergovrn. Relation	(71,052)	0	0	0	0	-
	(71,052)	0	0	0	0	-
Marketing, Design, Print Service						
A124 Office Services	(363,744)	(257,000)	(318,000)	(50,000)	207,000	(80.5)
A620 Mrkt & Promotions	0	0	(825)	0	0	-
A621 Mrkt & Prom.-Hbr Sol	(1,965)	0	0	0	0	-
	(365,709)	(257,000)	(318,825)	(50,000)	207,000	(80.5)
DCAO Corporate Services & Strate						
E124 DCAO-Corp Serv & Str	(18,067)	0	0	0	0	-
A121 Municipal Clerk	(1,231)	0	0	0	0	-
A125 Elections	(367,274)	0	0	0	0	-
	(386,572)	0	0	0	0	-
Total	(854,060)	(287,400)	(349,225)	(116,400)	171,000	(59.5)

Office of the Chief Administrator

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CAO Office						
E110 CAO Office	454,806	446,290	474,650	437,635	(8,655)	(1.9)
E130 FCM Conference 2011	0	0	0	(17,250)	(17,250)	-
	454,806	446,290	474,650	420,385	(25,905)	(5.8)
CAO Administration						
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000	0	-
E200 Councillor's Support	2,568,845	2,644,400	2,879,900	2,806,950	162,550	6.1
E300 Mayor's Support	695,066	770,500	770,500	752,946	(17,554)	(2.3)
	4,663,910	4,814,900	5,050,400	4,959,896	144,996	3.0
External & Corp. Affairs						
E112 Corp.Comm.Admin.	114,404	96,600	92,200	0	(96,600)	(100.0)
E400 Intergovrn. Relation	465,916	806,200	614,633	974,807	168,607	20.9
E600 Economic Development	(4,850)	0	0	0	0	-
	575,469	902,800	706,833	974,807	72,007	8.0
Marketing, Design, Print Servic						
A124 Office Services	841,638	836,070	835,825	1,051,217	215,147	25.7
A620 Mrkt & Promotions	923,334	1,007,530	1,009,048	1,021,460	13,930	1.4
	1,764,972	1,843,600	1,844,873	2,072,677	229,077	12.4
DCAO Corporate Services & Strat						
E124 DCAO-Corp Serv & Str	241,550	264,160	264,160	276,348	12,188	4.6
A121 Municipal Clerk	844,720	953,160	952,787	986,430	33,270	3.5
A125 Elections	201,996	202,000	202,000	203,100	1,100	0.5
	1,288,266	1,419,320	1,418,947	1,465,878	46,558	3.3
DCAO Operations						
C001 DCAO - Operations	468,578	484,080	484,080	497,784	13,704	2.8
	468,578	484,080	484,080	497,784	13,704	2.8
Total	\$9,216,001	\$9,910,990	\$9,979,783	\$10,391,427	\$480,437	4.8

Office of the Chief Administrator

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	6,185,260	6,278,600	6,536,651	6,769,900	491,300	7.8
Office	1,285,880	919,800	963,440	915,977	(3,823)	(0.4)
Professional Fees			2,000			
Legal & Consulting Fees	13,030	45,200	101,095	34,960	(10,240)	(22.7)
External Services	1,049,173	190,200	186,858	301,700	111,500	58.6
Uniforms & Clothing		300	400	300		
Supplies & Materials	143,322	118,400	126,600	106,560	(11,840)	(10.0)
Building Costs			128			
Equipment & Communications	29,833	38,700	36,700	37,900	(800)	(2.1)
Vehicle Expense	70					
Travel	131,185	128,500	118,263	118,115	(10,385)	(8.1)
Training & Education	4,598	24,900	18,593	33,200	8,300	33.3
Facilities Rental	64,328	1,000	1,600	1,010	10	1.0
Advertising & Promotion	288,499	211,600	225,280	161,460	(50,140)	(23.7)
Other Goods & Services	508,746	783,090	553,300	648,645	(134,445)	(17.2)
Interdepartmental	(42,358)	(143,900)	(143,900)		143,900	(100.0)
Grants & Tax Concessions	1,400,000	1,400,000	1,400,000	1,400,000		
Transfer to/from Reserves	(991,506)	202,000	202,000	(21,900)	(223,900)	(110.8)
Expenditures	10,070,060	10,198,390	10,329,008	10,507,827	309,437	3.0
Total	\$10,070,060	\$10,198,390	\$10,329,008	\$10,507,827	\$309,437	3.0
Revenues						
Sales Revenue	(22,024)	(30,400)	(30,400)	(30,600)	(200)	0.7
Other Revenue	(832,044)	(257,000)	(318,825)	(85,800)	171,200	(66.6)
Interdepartmental Revenue	8					
Revenues	(854,060)	(287,400)	(349,225)	(116,400)	171,000	(59.5)
Total	(854,060)	(287,400)	(349,225)	(116,400)	171,000	(59.5)
Net Cost	\$9,216,001	\$9,910,990	\$9,979,783	\$10,391,427	\$480,437	4.8

Office of the Auditor General

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
G100 Off of the Aud Gen	-	330,000	232,450	659,494	329,494	99.8
Total	-	\$330,000	\$232,450	\$659,494	\$329,494	99.8

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
G100 Off of the Aud Gen	-	-	-	-	-	-
Total	-	-	-	-	-	-

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
G100 Off of the Aud Gen	-	330,000	232,450	659,494	329,494	99.8
Total	-	\$330,000	\$232,450	\$659,494	\$329,494	99.8

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	-	220,000	104,100	585,129	365,129	166.0
Office	-	15,000	24,600	24,010	9,010	60.1
Professional Fees	-	-	250	4,500	4,500	-
External Services	-	45,000	44,100	11,900	(33,100)	(73.6)
Supplies & Materials	-	10,000	1,000	-	(10,000)	(100.0)
Equipment & Communicatio	-	2,500	4,500	1,200	(1,300)	(52.0)
Travel	-	2,500	-	3,955	1,455	58.2
Training & Education	-	-	-	20,200	20,200	-
Facilities Rental	-	35,000	35,000	-	(35,000)	(100.0)
Advertising & Promotion	-	-	18,200	450	450	-
Other Goods & Services	-	-	600	68,150	68,150	-
Interdepartmental	-	-	100	-	-	-
Transfer to/from Reserves	-	-	-	(60,000)	(60,000)	-
Expenditures	-	330,000	232,450	659,494	329,494	99.8
Total	-	\$330,000	\$232,450	\$659,494	\$329,494	99.8
Revenues	-	-	-	-	-	-
Total	-	-	-	-	-	-
Net Cost	-	\$330,000	\$232,450	\$659,494	\$329,494	99.8

Business Planning & Information Management

Business Plan - 2010/11

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

Business Unit Overview:

Business Planning and Information Management (BPIM) is organized into several divisions which emphasize service delivery to citizens and business units in support of Halifax Regional Municipality's strategic outcomes.

Director: Brad Anguish

Client Services The Client Services Division of Business Planning and Information Management manages the processes, systems and services delivered through HRM's citizen-facing information and service channels:

- Corporate Call Centre & Dispatch Services
- Visitor Information Centres
- Customer Service Centres
- Web Services

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

- Access & Privacy
- Corporate Data Strategies & Projects
- Municipal Archives
- Corporate Document & Records Management
- Civic Addressing Program
- Geographic Information Systems Services (GISS)

Information Technology David Muise Information Technology provides management and stewardship of HRM's Communication and Technology investments, and develops plans for maintaining and enhancing systems throughout their life cycle. These services are delivered through the following sections:

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

Corporate Planning Corporate Planning facilitates and coordinates the implementation of HRM's Corporate Planning Framework. Ensures Business Unit goals, objectives, and performance measures are documented, accessible, and aligned with Council's direction on community outcomes as articulated in the Corporate Plan. Develops tools and processes to assist Council and Senior Management in strategic and operational decision making.

Halifax Harbour Solutions Project This project will construct wastewater treatment plants and collection systems in Halifax, Dartmouth and Herring Cove, along with a biosolids processing facility to improve the water quality of the Halifax Harbour.
Ted Tam, Project Manager
None

Summary of Business Unit Structure Changes:

Core Operations and Services provided:

- Visitor Information Services provided to 74,000 visitors through 11 Visitor Information Centres, a decrease of 8,000 from 2008.
- Customer Service Centres handled 151,272 transactions (2008-2009) a decrease of 25,000 from 2007-2008.
- Corporate Call Centre received just under 600,000 calls in 2009, a slight decrease of 34,000 from 2008. (2008: 634,000, 2007: 584,000, 2006: 534,709)
- Halifax.ca website received more than 3.8 million visits via 1.4 million people.
- Municipal Archives responded to 460 reference requests and supported 207 visits to the Archives' research room, an increase of 50 visits from 2008. (2008: 440 requests, 159 visits); facilitated 70 requests for copies of archival material generating over \$1600 in cost-recovery funds
- Over 200 boxes of Dartmouth Town Clerk/Treasurers records and 150 boxes of Dartmouth records transferred from the Dartmouth Heritage Museum processed and described on-line with financial assistance from NS Tourism, Culture and Heritage
- Over 2000 rolls of master microfilm were re-housed and quality checked for potential digitization, with financial assistance from Library and Archives Canada & Department of Canadian Heritage
- Tours of the Archives given to over 40 HRM staff and information colleagues
- Information Resource Management supported HRM in complying with its legislated responsibility under Part XX of the MGA with respect to Freedom of Information and Protection of Privacy (FOIPOP) as well as the requirements of the Personal Information International Disclosure Protection Act (PIIDPA). 76 FOIPOP applications were received in 2009, an increase of 25 from 2009. (2008: 51 applications, 2007: 43 applications, 2006: 34 applications).
- Twenty-seven new archival acquisitions, including School Board minutes from Dartmouth, the County and Bedford, dating from 1864; Halifax Police Commission records, 1894-1940; an architectural print of Edward Elliot's 1887 City Hall Design; records from the Halifax Home for

Aged Men, 1900-1950; and the records of the Dartmouth citizen group opposed to the Little Nashville Cabaret relocation in 1989.

- Geographic Information Management Services (GISS) produced 4509 linear feet of map product (up from 3000 linear feet in 2008);
- Data Management completed base data inventories of HRM owned recreation facilities, trails and pathways, pedestrian bridges, and grass mowing areas in support of the corporate asset management project/ program.
- Information Technology prevented 83,295,450 unauthorized attempts to access HRM firewall ports
- Managed 71,784,936 incoming e-mail of which 65,721,492 messages were blocked as spam
- Blocked 8,964 viruses attached to e-mail
- Detected and removed 8,000 viruses from desktops
- Responded to 17,136 service calls taken through IT service desk and generated 19,195 work orders
- Managed 2,000 desktops and 500 laptops
- Managed 2,500 desk phones, 1,000 cell phones, 500 BlackBerry's, and 70 air cards
- Supported 2,616 users on the HRM Network

Funded Full Time Equivalent (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes full and part-time permanent positions)	163	168	173

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	19,014
1 Increased revenue budget for Halifax Water SLA and Civic Addressing funding	142
2 Increase in compensation	645
3 Increase for Operating cost of capital projects	79.2
4 Increase for cost of living increase	30.4
5 Decrease for extension of computer equipment life-cycling	(300)
6 Decrease Visitor Information Centres	(266)
7 Decrease for discontinued holiday service at call centre	(50)
8 Decrease for closure of Cole Harbour Place customer service centre	<u>(7.6)</u>
2010/11 Budget	19,287

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 timeframe.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

- **Challenge: Identifying Community and Council Priority direction and aligning Departmental Business Plans with that direction** - The current global economic crisis will place significant strain on municipal revenues over the next few years. Council and staff must develop the governance processes required to control revenues and expenditures in accordance with the priorities set by Council. The current Council Focus Area process provides a broad view of what Council and the Community need from the organization. Narrowing the focus to more specific Community Outcomes will offer clearer direction on where to focus resources, ensuring that maximum effort is applied to Council's community priorities. Engaging an aggressive and continuous service review program, harmonized with the efforts of the Municipal Auditor General, will help Council and staff to control/eliminate unnecessary program/service expenditures.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit's ability to deliver services (both internally and externally).

- **Challenge: Appropriate Investment in Data & Technology to support desired outcomes -** Our data, tools and IT infrastructure are fundamental assets required to support municipal service delivery. In this technological age, the delivery of most municipal services is dependent upon and supported by information and technology. It is critical therefore that we manage these assets no differently than our streets, sewers or parks. The lifecycle of technology and data assets must be planned for and managed to ensure that we are getting the greatest return on our investments and that public investment in these assets is protected over their life. As well, we must ensure that citizen-serving technologies and information services demanded by the public are properly funded and resourced to guarantee success.

With the establishment of the Information, Communication, Technology Committee (ICT), visibility into corporate investment in technology solutions has been enhanced. BPIM's challenge is now to ensure the value of investment in the underlying infrastructure and data sets is well understood, and the financial and staff capacity to ensure these are maintained is available.

- **Challenge: Vulnerability from Staffing Issues - Information Management / Information Technology -** Within BPIM there are many positions that are highly technical, require a specialized skill set, and are one of a kind in the organization. The development of the ICT Plan of Record has clearly demonstrated the internal demand for certain skills far outstrips BPIM's current resource mix and availability, which may impede our ability to deliver in accordance with the expectations of our clients. This issue will be especially acute in 2010/11 in the area of customer care as staff tackles a number of key corporate accommodation changes (such as West End Mall relocation, Duke Tower/Alderney Gate relocations, Ragged Lake Transit Center, Canada Games facilities, Prospect Recreation Centre) while rolling out new desktop software tools across the organization. These factors combined with rapidly changing technology, reinforce the importance of ensuring appropriate workloads to enable training of technical staff as well as continuing our investment in training, both for retention as well as ensuring optimum productivity and cost avoidance for consulting services. The services provided by BPIM are at risk if a staffing plan to cross-train staff, compensate appropriately, address workplace/ life balance issues, and deal with succession issues is not developed and implemented. The realignment of organizational functions in BPIM has identified skill gaps that need to be filled to bring the unit in line with best practices. These skill gaps, combined with several single points of failure, have been identified as a vulnerability that needs to be addressed. It is expected that it will take several years to address these challenges.

Corporate Planning – The Corporate Planning Office is responsible for:

- coordinating the Business Planning process in concert with the Budget Process;
- developing and coordinating the Corporate Plan;
- leading and coordinating Service Review activities and deliverables;

- managing and communicating the Corporate Planning Framework including strategic planning efforts with executive and council;
- developing and managing a corporate-wide performance measurement and management system;
- managing and expanding the Service Catalogue;
- coordinating and reporting Citizen Surveys.

The Corporate Planning Office has a compliment of 3 FTE's. Given the scope and nature of the work, the Corporate Planning team relies heavily on other business unit resources to meet collective objectives. It is challenging to get everything done with only three resources dedicated full time. The lack of administrative support adds an additional burden, distracting staff from key, value added tasks. In order to deliver quality work in key areas such as Service Review and Performance Measurement, additional resources will have to be leveraged.

The past several years have been spent developing the performance reporting framework, therefore manual collection wasn't so burdensome on staff resources. Now that the Performance Framework has matured, manual data collection and compilation is becoming more and more cumbersome and a technical solution should be sought so that limited human resources can be assigned to more value added work. In addition to a technical solution, cross training must be undertaken to reduce the "single points of failure" within the team.

- **Challenge: Lack of ICT Policies, Procedures & Standards** - The absence of written and approved policies, procedures, and standards regarding information, communication and technology activities means there is no clear guidance for the organization and BPIM staff regarding the use and management of our information and technology assets and resources which, in some cases, is resulting in uncontrolled expenditures across HRM. Equally challenging is when adopted policies and procedures are not followed or enforced.

In the case of information resources, the lack of proper management policies and approaches means information and data is often duplicated, not easily found, and its accuracy and currency is questionable. Business decisions therefore may not be supported with the best available information. Equally important, the poor management of information means our obligations under access and privacy legislation (FOIPOP, PIIDPA) can not be guaranteed. The lack of policies, standards and practises around our communication and technology assets means assets may not be tracked and managed, deployed according to business need, or managed effectively through their lifecycle, all of which may lead to unnecessary expenditures, under or over servicing of certain activities, and ineffective decision making. A key priority going forward is to identify, develop, implement, and enforce policies and standards regarding all information, communication, and technology (ICT) activities and responsibilities. The desired end state is one where the organization as a whole will know, support, and follow adopted ICT policies, procedures and standards.

- **Challenge - Lack of Stability in Key Vendors** - Due to the continued uncertainty in the US economy where most of HRM's Software vendors are located, there may be rapid and unpredictable changes in ownership of various companies or applications through mergers and

acquisitions, or in fact companies that simply fail. HRM may need to adjust plans for specific products on relatively short notice to ensure a supportable technical environment remains in place throughout these changes. Should a major system be impacted, resources may need to be reallocated to mitigate these risks. HRM's investment in Microsoft desktop software is viewed as a strategy to mitigate some of this risk through adoption of software solutions with a critical mass of worldwide usage, provided by a large and stable provider.

- **Challenge – Corporate Understanding and Buy-in to the Corporate Planning Framework and Priority Setting Processes** – Delivery of the Corporate Plan is the first step in ensuring that all HRM Business Unit efforts are aligned with the overall corporate direction. Introduction of a 3 Year Operations Plan presents as much challenge as opportunity; Business Units must now look further into the future in planning the deliverables outlined in the Corporate Plan while ensuring the plans are consistent with projected financial capacity. In addition, creating awareness and ultimate ownership by SMT of the Community Outcomes is critical to ensuring sufficient priority and resources are assigned in the areas necessary to advancing the goals of the community.
- **Challenge: Developing a new ICT Culture** - The realignment of the BPIM organizational structure over this next year is one of two significant components necessary to substantially improve the delivery of ICT services to the organization, Regional Council, and the public. The goal of the new organization is to be the “Service Provider of Choice” for HRM. To achieve this goal, the development of a new, unified culture among ICT staff and management is required to support the proposed realigned structure. This “cultural realignment” will involve the articulation and adoption of a clear “civil service” culture, full, meaningful and on-going engagement of staff in all aspects of the ICT business, the development and adoption of industry best practises, the development and communication of policies, standards and procedures, the development of a true appreciation and understanding of business unit needs, and the ability to quantify value for the client. The cultural transformation required will lead to a new, unified identity. It means a breaking down of silo-like thinking and actions among BPIM ICT staff and management, a focus on problem solving and solution seeking, a focus on creativity and agility, real accountability and a commitment to continuous improvement. This cultural transformation will not happen instantaneously. It will take the commitment of all and will be an on-going process for the new organization.
- **Opportunity: Promotion of new ICT Organization and Processes** - The Information, Communication, and Technology (ICT) governance structure was developed in 2008/09 to improve the decision making ability of the organization with respect to ICT projects. In two years, the committee has fundamentally changed the way in which information, communication and technology investments are made in the organization. Building on the success of the committee and its process, the BPIM organization is undertaking a major realignment of its delivery structure to better support and align with the overall ICT process. With the newly realigned structure and focus on the development of ICT processes, procedures, and standards, the next phase for success is set in motion for efficient and effective planning, delivery, and operation of those technologies approved by ICT. Over the next year, BPIM has an opportunity to promote and educate the organization to the new way it will operate and how that translates

into improved service for business units, Regional Council and the public. An opportunity exists for the HRM organization as a whole to examine, and perhaps replicate, some of the transformational changes being made in the BPIM ICT organization.

Business Unit Goals

The goals for Business Planning & Information Management are:

- Goal 1: Increase Level of Employee Engagement in BPIM
- Goal 2: Continue to Implement Information, Communication, and Technology (ICT) Processes and Changes to the BPIM Organization
- Goal 3: Develop ICT Policies and Standards
- Goal 4: Enhance the Corporate Planning and Reporting Framework
- Goal 5: Conduct Continuous Service Reviews
- Goal 6: Deliver New Capability to HRM Business Units
- Goal 7: Support Corporate Asset Management
- Goal 8: Improve Electronic Document Management
- Goal 9: Complete the Harbour Solutions Project
- Goal 10: Increase Privacy Awareness in HRM
- Goal 11: Enhance the Capacity and Service Quality of Citizen-Facing Services
- Goal 12: Meet Internal Service Expectations

Goal 1: Increase Level of Employee Engagement in BPIM

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

HRM is committed to increasing the level of employee engagement in the organization. An engaged employee can be defined as an employee that is committed to personal growth and the growth of the organization, and acts accordingly. As well, an engaged employee commits time and effort to help the organization succeed. The results of an employee survey have suggested that there is room for improvement within the Business Planning and Information Management business unit.

Goal 1: Increase Level of Employee Engagement in BPIM	
<i>Objectives for 2010/2011:</i>	
BPIM 1.1	Prepare an Action Plan based on Quality of Work Life interview results and Division discussions
BPIM 1.2	Implement the plan to improve employee engagement
BPIM 1.3	Continue to harmonize realignment activities with employee engagement activities

BPIM 1.4	Conduct audit of workplace assessment recommendations for Customer Care team
BPIM 1.5	Continue developing Succession Plans for key BPIM positions
Objectives for the next 3-5 years:	
BPIM 1.6	Continue to implement employee engagement action plans

Goal 2: Continue to Implement Information, Communication, and Technology (ICT) Processes and Changes to the BPIM Organization

Corporate Strategy Linkage:

Council Focus Area: Governance & Communication

Description:

Successful public sector organizations understand the benefits of information and technology and use this knowledge to derive value for their organizations. They recognize the critical dependence of many business processes on information management / information technology (IM/IT) as well as the need to comply with increasing regulatory demands. To aid organizations in successfully meeting business challenges, best practices have been established for the governance and delivery of IM/IT services. HRM is developing and refining a best practice-based end-to-end business approach for ICT through a new Information, Communication, and Technology (ICT) governance structure. Practices developed through ICT, such as the discipline of project portfolio management, will reduce the risk that misaligned or low priority initiatives consume critical HRM resources.

Goal 2: Continue to Implement Information, Communication, and Technology (ICT) Processes and Changes to the BPIM Organization	
Objectives for 2010/2011:	
BPIM 2.1	Develop and implement ICT processes regarding project prioritization, project management and benefits realization.
BPIM 2.2	Implement approved organizational realignment activities
BPIM 2.3	Actively engage staff in the development of new processes in support of the new organization.
BPIM 2.4	Rationalize project funding for the Business Tools asset class.
BPIM 2.5	Establish prioritization process for the work of the new ICT organization.
BPIM 2.6	Commence development of ICT Strategic Plan which will include overall ICT architecture.

BPIM 2.7	Establish new physical space(s) to support the operation of the new BPIM organization
Objectives for the next 3-5 years:	
BPIM 2.8	Engage expertise to aid the BU extended management team in developing capacity planning skills
BPIM 2.9	Establish and implement methods/ procedures/ processes for resource capacity planning
BPIM 2.10	Conduct Alternate Service Delivery evaluations of key service areas

Goal 3: Develop ICT Policies and Standards

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Policies and standards are critical to guiding our actions, decisions and behaviours. A priority for the new BPIM organization is to identify, develop, implement, and enforce policies and standards regarding all information, communication, and technology (ICT) activities and responsibilities. This will provide the organization with clear direction regarding all aspects of ICT operations and directions and help manage expectations and behaviours. These policies and standards will be documented, approved through the appropriate channels and communicated in a concise and effective manner. The desired end state is one where the organization as a whole will know, support and follow adopted ICT policies, procedures and standards.

Goal 3: Develop ICT Policies and Standards	
Objectives for 2010/2011:	
BPIM 3.1	Develop a best practice policy for managing all telephony / mobile communication devices
BPIM 3.2	Develop a best practice policy for managing and supporting all computer hardware
BPIM 3.3	Complete the Asset Naming policy as directed by Council
BPIM 3.4	Research and develop an Open Data policy for Council consideration
BPIM 3.5	Develop a best practice policy for e-mail management
BPIM 3.6	Identify and prioritize the development of policies and service standards required to support the new ICT organization
Objectives for the next 3-5 years:	
BPIM 3.4	Develop an Enterprise Architecture

Goal 4: Enhance the Corporate Planning and Reporting Framework

Corporate Strategy Linkage:

Council Focus Area: Governance & Communication

EMT Priority: Excellence in Service Delivery; Fiscal Responsibility

Description:

To ensure that HRM Councillors and employees have the best available information upon which to base decisions, HRM has undertaken a multi-phase effort to develop community, corporate and operational performance reporting. For 2010/11, the objective is to refine the corporate and community performance indicators to reflect the requirements of the Executive Management Team (EMT), and to work with business units to assist them in developing performance measures to support operational efforts and establishing service standards where none currently exist.

Goal 4: Enhance the Corporate Planning and Reporting Framework	
<i>Objectives for 2010/2011:</i>	
BPIM 4.1	Operationalize corporate performance reporting within the Senior Management Team
BPIM 4.2	Finish development of, and consult with Council on, the Community/Quality of Life Performance Reporting Framework
BPIM 4.3	Accurately reflect Council priorities in the corporate and annual business plan and ensure budget alignment
BPIM 4.4	Coordinate a mid-year review with Council to kick off business planning season that includes Council Focus Area updates, Community Outcome plans, Performance Measurement reporting, and Service Review recommendations
BPIM 4.5	Engage Senior Management Team in the development and refinement of Community Outcome plans
BPIM 4.6	Produce a Corporate Plan including a more detailed multi-year operating, capital and reserve budget model with Council
<i>Objectives for the next 3-5 years:</i>	
BPIM 4.7	Continue to refine the Performance Reporting Framework to enable effective measures at all levels.
BPIM 4.8	Undertake next citizen survey in 2012, incorporating lessons learned from 2010
BPIM 4.9	Review the potential merits of moving toward a multi-year budget approval process

Goal 5: Conduct Continuous Service Reviews

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

To further support corporate planning and decision making, a formal process to review HRM Services has been developed and adopted by council. This process ensures that staff and Council are engaged at the appropriate level to maximize effective decision making with a focus on financial efficiency and service innovation.

Goal 5: Conduct Continuous Service Reviews	
<i>Objectives for 2010/2011:</i>	
BPIM 5.1	Conduct ongoing service reviews to identify resource capacity and opportunities for operational efficiencies.
BPIM 5.2	Provide Service Review reports to Council regarding Water Quality Monitoring, Cemeteries, Publications, and Visitor Information Centers
BPIM 5.3	Facilitate Service Review of Recreation Programs
BPIM 5.4	Facilitate Council's next Service Review priorities.
BPIM 5.5	Inventory existing external service standards and identify gaps
BPIM 5.6	Where service standards exist, continue to report on performance such that all HRM services are encouraged achieve a minimum performance level of 88%.
BPIM 5.7	Identify 'mandated' services within the service catalogue
<i>Objectives for the next 3-5 years:</i>	
BPIM 5.8	Refine the service review process to maximize on long term benefits
BPIM 5.9	Expand on the service catalogue, consistent with Municipal Reference Model best practices, to better enable decision making around service delivery and budget allocation.

Goal 6: Deliver New Capability to HRM Business Units

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery; Fiscal Responsibility

Description:

New capability information and technology projects are identified, approved, and prioritized through the ICT process. In 2010/11, new capability projects will be implemented which address goals and objectives around asset management, security, staff productivity and efficiency, improved customer service, improved information management, transparency, and accountability. The

following represents the work plan for delivery of new capability projects in 2010/11 based on the ICT Plan of Record.

Goal 6: Deliver New Capability to HRM Business Units	
<i>Objectives for 2010/2011:</i>	
BPIM 6.1	Initiate ICT projects based on approval and prioritization by the ICT Committee, reflective of staff resources and including but not limited to: <ul style="list-style-type: none"> • Transit Scheduling Upgrades (ICT0841) • Electronic Summary Offence Tickets (ICT0795) • Corporate Customer Database • Council Chamber Upgrades Phase 2 – Video and Audio Streaming • HR Training and Events (ICT0740) • Streets and Services Permits (ICT0842) • Security Management – Badges (ICT0818)
BPIM 6.2	Provide all HRM computer users with a modern set of office productivity tools

Goal 7: Support Corporate Asset Management

Corporate Strategy Linkage:
Council Focus Area: Infrastructure

Description:

Asset management is a priority identified under Regional Council’s Infrastructure Focus Area. The foundation for any level of asset management is proper information and data management. BPIM will support Corporate Asset Management by collecting and managing core asset data sets (asset inventory) and guiding the organization in the collection and maintenance of operational asset data (operation, maintenance, performance, cost and value). Operational and strategic asset management is hindered at present by the absence of complete and accurate data to support this activity. BPIM also will support business units in the identification, review, and selection of technology tools to support both operational and strategic levels of asset management.

Goal 7: Support Corporate Asset Management	
<i>Objectives for 2010/2011:</i>	
BPIM 7.1	Deliver ICT-approved asset management projects: <ul style="list-style-type: none"> • Non-Inventoried Asset Management Pilot • Fleet Maintenance Management • Asset Data project • Pavement, Sidewalk, Curb Asset Management (replacing Road Analytics)

BPIM 7.2	Define and initiate delivery of data and tools required to support operational asset management
Objectives for the next 3-5 years:	
BPIM 7.3	Define and deliver data, application, and infrastructure architecture required to support operational and strategic asset management

Goal 8: Implement Electronic Document Management

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

BPIM is focusing on improved management of corporate documents and records. In support of this objective, a corporate electronic document management system (Opentext) has been purchased and is being implemented in a phased manner across the organization. The goal is to create a single, central repository for HRM electronic documents which is searchable and easy for all users. Priority will be given to proper management of active records at the time of their creation. This will improve overall records management in the organization and ensure records of enduring value are preserved for permanent storage and preservation in the Municipal Archives

Goal 8: Implement Electronic Document Management	
Objectives for 2010/2011:	
BPIM 8.1	Completion of following Opentext projects: <ul style="list-style-type: none"> a) Paperless Council Chamber project – complete May 2010 b) Infrastructure Project - implementation of a sustainable infrastructure foundation and version upgrade from v9.6 to 9.7.1. c) Legal Services - Document Management (DM) and possibly Case File Management as part of legislative requirement regarding electronic disclosure d) IRM Records Center - deployment of Physical Objects Module to computerize the management of semi-active records housed in the centre
BPIM 8.2	Complete Opentext document management assessment and deployment strategy for HRP By-law Enforcement and Major Crimes divisions
BPIM 8.3	Complete Opentext document management assessment to identify document management needs associated with Asset Management (i.e. opportunity to replace EDL [Electronic Drawings Library] with Opentext, asset photo management, etc)

BPIM 8.4	Commence establishment of Enterprise Information Management (EIM) Program and initiate the following activities in support of it: a) Governance Framework- planning & project prioritization, project registration process, and services and support model b) Security Framework c) Project Deployment Roadmap d) Records Management (RM) Framework - RM classification model, RM standards, policies and guidelines, RM training and communication, e) Change Management Strategy
Objectives for the next 3-5 years:	
BPIM 8.9	Complete establishment of EIM program
BPIM 8.10	Deploy Opentext system in accordance with Project Deployment Road Map

Goal 9: Complete the Harbour Solutions Project

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

Description:

Construction of the Harbour Solutions Project is complete. Activities in 2010/11 will focus on completing the commissioning processes for the Herring Cove and Dartmouth Wastewater Treatment Facilities (WWTF), returning the Halifax WWTF to full operation, contract management to remedy all deficiencies and/or make HRM whole, and transfer the Project to Halifax Water if approved by Regional Council.

Goal 9: Complete the Harbour Solutions Project	
Objectives for 2010/2011:	
BPIM 9.1	Transfer project to Halifax Water
BPIM 9.2	Recover Halifax Plant and substantially complete remaining components of the collection system
BPIM 9.3	Substantially complete Dartmouth treatment facility and collection system
BPIM 9.4	Substantially complete Herring Cove treatment facility and collection system
BPIM 9.5	Continue to remedy all project deficiencies and/or make HRM whole

Goal 10: Increase Privacy Awareness in HRM

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery, Governance & Communication

Description:

To support HRM's compliance efforts with the Municipal Government Act, Freedom of Information & Protection of Privacy Act (FOIPOP), and the Personal Information International Disclosure Protection Act (PIIDPA), an access and privacy awareness and educational program will be implemented in 2010/11. The goal of the program will be to provide staff and elected officials with an understanding of the requirement for protecting personal information and HRM's obligations under existing privacy legislation. Staff will be provided with information on the collection, use and disclosure of personal information as well as practical guidance and tools for successfully addressing privacy requirements. Existing policies and procedures impacting privacy will be updated and new policies developed, as appropriate, to ensure ongoing compliance.

Goal 10: Increase Privacy Awareness in HRM	
Objectives for 2010/2011:	
BPIM 10.1	Develop HRM Privacy Policy, including revamping the Internet Privacy Policy
BPIM 10.2	Develop and deliver appropriate access and privacy education, training, and promotional programs and services
BPIM 10.3	Develop and deliver the Privacy Impact Assessment (PIA) process
BPIM 10.4	Process access applications in compliance with legislative requirements
BPIM 10.5	Assist Corporate Security in the Development of a closed circuit television (CCTV) policy
Objectives for the next 3-5 years:	
BPIM.10.6	Audit of HRM forms for privacy compliance
BPIM 10.7	Develop a Routine Access Policy
BPIM 10.8	Produce a Directory of Personal Information Banks for HRM
BPIM 10.9	Review of all current HRM policies and procedures to ensure legislative compliance
BPIM 10.10	Develop Privacy and Access components of the Information Security Architecture for HRM

Goal 11: Enhance the Capacity and Service Quality of Citizen-Facing Services

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

HRM's Corporate Call Centre is the main point of contact for citizens to reach the Municipality. To improve service delivery and value added access for citizens, staff will be examining the quality of service, reviewing call types and their associated business processes, and recommending ways to increase call centre capacity. A go forward strategy to accommodate future years' anticipated call growth will be created that recommends improvements to the service and makes the best use of technology so that new business opportunities can be considered.

The HRM Customer Service Centres are the primary walk in point for citizens to conduct Municipal transactions. A review will be undertaken, to ensure service delivery is meeting the requirements of citizens. The review will examine quality of service and current service delivery methodologies. The review will also entail a strategy to accommodate the future growth expected in web based financial transactions. Recommended improvements to service delivery encompassing best practice benchmarks in customer service delivery models will be considered.

Goal 11: Enhance the Capacity and Service Quality of Citizen-Facing Services	
<i>Objectives for 2010/2011:</i>	
BPIM 11.1	Identify and recommend potential service delivery enhancements (i.e. Knowledge tool) or ways to deflect non value added work from Call Centre call volume (i.e., IVR, call routing, queue shifting, etc) in order to maintain 80/25 response standard without additional resources
BPIM 11.2	Evaluate the merits of moving toward a 311 (and potentially 211) call centre with Regional Council.
BPIM 11.3	Complete strategic review of Customer Service Centres and Licensing administration.
BPIM 11.4	Implement Council's service review direction for Visitor Information Centres (VICs) and Customer Service Centres (CSCs).
<i>Objectives for the next 3-5 years:</i>	
BPIM 11.5	Continue to leverage business transformation opportunities through enhanced use of the web.

Goal 12: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

BPIM is committed to meeting the Internal Service Expectations agreed upon with other HRM business units. Responses to specific requests have been provided to individual business units.

Goal 12: Meet Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
BPIM 12.1	Support IAM with identifying and implementing ICT requirements for corporate office moves: <ul style="list-style-type: none"> • West End Mall (anticipated August 2010) • Alderney Gate (anticipated December 2010) • Duke Tower 3rd Floor (anticipated December 2010) • Duke Tower 4th Floor (anticipated March 2011) • Dartmouth Ferry Terminal (anticipated November 2010) • Fire Prevention to Mellor Avenue (anticipated May 2010) • Emergency Operations Centre Renovations – Eric Spicer (anticipated May 2010)
BPIM 12.2	Support CAO (Marketing & Design Division) in transition to new version of Desktop Printshop
BPIM 12.3	Provide GIS and Civic Addressing support to CAO (Clerk's Office) to analyze, draft and map boundary revisions.
BPIM 12.4	Provide IT Consultants to support business units with initial assessments and prioritization of their ICT needs. When appropriate, the IT Consultant will guide and support business units through the ICT governance process. For work that falls below the ICT governance threshold, the IT Consultant will liaise with other BPIM resources to get work scheduled.
BPIM 12.5	Supply Value-in-Kind (VIK) pre-games Blackberry and cellular hardware and airtime for Canada Games staff as agreed-upon through internal service documentation.
BPIM 12.6	Supply approximately 150 games-time cellular phones and airtime for Canada Games volunteers as agreed-upon through internal service documentation.
BPIM 12.7	Provide loan of approximately 310 computers for Canada Games as agreed-upon through internal service documentation.
BPIM 12.8	Assist HR with identifying access rights to various systems for specified positions in support of the Security Clearance Project.
<i>Objectives for the next 3-5 years:</i>	
BPIM 12.9	Work with HR to implement the Workforce Planning initiative

Service Level Changes

Increases In Services / New Initiatives:

- Expansion of fibre optic network to Ragged Lake Transit Facility
- Provision of electronic Council packages to Regional Council and staff
- Community / Quality of Life (QOL) Performance Framework
- Mobility, Hardware, and E-mail management policies
- Commemorative Naming Policy
- Open Data approach
- Privacy and Access education program
- Publicly available video streaming of regional council meetings
- Live internal audio streaming of Council meetings
- New office productivity software
- New Transit Scheduling System
- Electronic Summary Offense Tickets
- Employee Security Management system
- PSAB Compliant Asset Accounting system
- Full Operation of Halifax Wastewater Treatment Facility

Decreases In Services / Operational Pressures (OP):

- OP - Performance against FOIPOP Application standards is expected to continue to decline due to increases in the volume and complexity of applications
- OP - Call Centre Grade of Service expected to decline due to growth in calls without additional resources or change in service approach
- OP - Information, Communication, Technology resources insufficient to meet demands of Business Units. Customer Care service will suffer performance drop due to roll out of desktop software combined with numerous corporate accommodation changes.

Expected Services Not Being Delivered:

- Close Visitor Information Centres at Scotia Square, Argyle Street, Cruise Terminal, Dartmouth, and Bedford
- Close Cole Harbour Place Customer Service Centre effective July 31, 2010
- Close HRM Call Centre on all holidays (Christmas Day, Boxing Day, New Years Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Natal Day, Labour Day, Remembrance Day, Thanksgiving Day)

Business Planning & Information Management

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Commonwealth Games						
M636 VIK - Special Events	19,700	0	145,000	0	0	-
	19,700	0	145,000	0	0	-
Director of Business Plan. & In						
A610 Dir.of Business Plan	773,665	745,391	923,305	811,057	65,666	8.8
E125 ICT Transformation	14,240	104,620	138,000	104,762	142	0.1
	807,605	850,011	1,206,305	915,819	65,808	7.7
Data Knowledge Management						
A642 Administration - DKM	246,970	315,175	335,228	497,141	181,966	57.7
	246,970	315,175	335,228	497,141	181,966	57.7
Information Resource Management						
A122 Info Resource Mgmt	528,909	580,608	606,692	608,118	27,510	4.7
	528,909	580,608	606,692	608,118	27,510	4.7
Geographic Information Services						
A635 GIS	478,701	499,062	472,376	612,482	113,420	22.7
	478,701	499,062	472,376	612,482	113,420	22.7
Data Management						
A645 Data Management Group	565,564	617,400	635,364	817,285	199,885	32.4
C330 Civic Addressing	370,091	430,436	411,553	303,582	(126,854)	(29.5)
	935,655	1,047,836	1,046,917	1,120,867	73,031	7.0
Data/Knowledge Management	2,190,236	2,442,681	2,461,213	2,838,608	395,927	16.2
Information Technology						
A410 Administration - IT	3,584,984	2,215,663	1,258,113	2,010,283	(205,380)	(9.3)
	3,584,984	2,215,663	1,258,113	2,010,283	(205,380)	(9.3)
Technology Infrastructure						
A440 Technology Infrastructure	4,292,343	4,474,100	4,478,000	4,577,768	103,668	2.3
	4,292,343	4,474,100	4,478,000	4,577,768	103,668	2.3
Customer Care						
A420 Customer Care	1,353,560	1,263,490	1,326,088	1,401,255	137,765	10.9
A421 Telecommunications	1,167,537	1,012,035	1,012,035	1,010,490	(1,545)	(0.2)
	2,521,097	2,275,525	2,338,123	2,411,745	136,220	6.0
Business Solutions						
A430 Business Solutions	1,557,672	1,860,372	1,825,377	1,906,196	45,824	2.5
	1,557,672	1,860,372	1,825,377	1,906,196	45,824	2.5
Project Management						
A435 IT Professional Services	914,084	1,197,121	1,052,121	1,192,048	(5,073)	(0.4)
A438 IT CAPITAL	1,315	0	0	0	0	0
	915,400	1,197,121	1,052,121	1,192,048	(5,073)	(0.4)
Information Technology	12,871,496	12,022,781	10,951,734	12,098,040	75,259	0.6
Client Services						
A461 Client Services	169,336	164,330	148,650	188,163	23,833	14.5
	169,336	164,330	148,650	188,163	23,833	14.5
Customer Service Centres						
A661 Admin. & Storefont	366,958	367,735	302,085	380,854	13,119	3.6
A663 Alderney Gate	94,628	102,880	101,955	108,630	5,750	5.6
A664 West End Mall	100,616	103,276	102,651	108,698	5,422	5.3
A665 Scotia Square	150,900	153,598	152,687	162,820	9,222	6.0
A666 Cole Harbour Place	106,439	103,880	102,405	101,936	(1,944)	(1.9)
A667 Acadia Centre	96,325	103,576	103,576	110,811	7,235	7.0
A668 Musquodoboit Harbour	19,100	20,000	19,100	20,000	0	0
	934,966	954,945	884,459	993,749	38,804	4.1
Dispatch Services/Call Centre						
A625 Corporate Call Centre	1,800,614	1,875,738	1,860,838	1,917,299	41,561	2.2
	1,800,614	1,875,738	1,860,838	1,917,299	41,561	2.2
E-Access & Services						
A681 E-Access & Services	510,528	593,956	491,396	616,056	22,100	3.7
	510,528	593,956	491,396	616,056	22,100	3.7
Visitor Services						
C740 Visitor S. Staff Sup	481,955	545,176	489,906	310,361	(234,815)	(43.1)
C799 Visitor Serv-Clearin	26,870					
	508,825	545,176	489,906	310,361	(234,815)	(43.1)

Business Planning & Information Management

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Client Services	3,924,268	4,134,145	3,875,249	4,025,628	(108,517)	(2.6)
Harbour Solutions Project						
R381 Harbour Solutions Project	819	(100)	(100)	(13,400)	(13,300)	13,300.0
	819	(100)	(100)	(13,400)	(13,300)	13,300.0
Hurricane Juan						
A437 Block Land Info Syst	(3,180)	0	0	0	0	-
C745 Locked InternVC-Ops	68	0	0	0	0	-
	(3,112)	0	0	0	0	-
Total	\$19,791,312	\$19,449,518	\$18,494,401	\$19,864,695	\$415,177	2.1

Business Planning & Information Management

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Director of Business Plan. & In						
A610 Dir.of Business Plan	(39,839)	0	(90,000)	0	0	-
	(39,839)	0	(90,000)	0	0	-
Data Knowledge Management						
A642 Administration - DKM	0	0	(118)	0	0	-
	0	0	(118)	0	0	-
Information Resource Management						
A122 Info Resource Mgmt	(35,808)	(700)	(27,614)	(700)	0	-
	(35,808)	(700)	(27,614)	(700)	0	-
Geographic Information Services						
A635 GIS	(32,066)	(3,000)	(1,250)	(3,000)	0	-
	(32,066)	(3,000)	(1,250)	(3,000)	0	-
Data Management						
A645 Data Management Group	(5,811)	0	0	0	0	-
C330 Civic Addressing	(119,438)	(92,000)	(119,532)	(106,700)	(14,700)	16.0
	(125,249)	(92,000)	(119,532)	(106,700)	(14,700)	16.0
Data/Knowledge Management	(193,122)	(95,700)	(148,514)	(110,400)	(14,700)	15.4
Technology Infrastructure						
A440 Technology Infrastructure	(133,317)	0	(133,269)	(133,600)	(133,600)	-
	(133,317)	0	(133,269)	(133,600)	(133,600)	-
Customer Care						
A420 Customer Care	(2,646)	0		0	0	-
A421 Telecommunications	0	0	(6,000)	0	0	-
	(2,646)	0	(6,000)	0	0	-
Information Technology	(135,963)	0	(139,269)	(133,600)	(133,600)	-
Customer Service Centres						
A661 Admin. & Storefont	(347,947)	(280,000)	(275,500)	(280,000)	0	-
	(347,947)	(280,000)	(275,500)	(280,000)	0	-
Dispatch Services/Call Centre						
A625 Corporate Call Centre	(409)	0	0	0	0	-
	(409)	0	0	0	0	-
E-Access & Services						
A681 E-Access & Services	(186)	0	0	0	0	-
	(186)	0	0	0	0	-
Visitor Services						
C740 Visitor S. Staff Sup	(110,536)	(60,000)	(57,342)	(60,000)	0	-
	(110,536)	(60,000)	(57,342)	(60,000)	0	-
Client Services	(459,078)	(340,000)	(332,842)	(340,000)	0	-
Harbour Solutions Project						
R381 Harbour Solutions Project	0	0	0	6,400	6,400	-
	0	0	0	6,400	6,400	-
Total	(828,002)	(435,700)	(710,625)	(577,600)	(141,900)	32.6

Business Planning & Information Management

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Commonwealth Games						
M636 VIK - Special Events	19,700	0	145,000	0	0	-
	19,700	0	145,000	0	0	-
Director of Business Plan. & In						
A610 Dir.of Business Plan	733,826	745,391	833,305	811,057	65,666	8.8
E125 ICT Transformation	14,240	104,620	138,000	104,762	142	0.1
	767,766	850,011	1,116,305	915,819	65,808	7.7
Data Knowledge Management						
A642 Administration - DKM	246,970	315,175	335,110	497,141	181,966	57.7
	246,970	315,175	335,110	497,141	181,966	57.7
Information Resource Management						
A122 Info Resource Mgmt	493,102	579,908	579,078	607,418	27,510	4.7
	493,102	579,908	579,078	607,418	27,510	4.7
Geographic Information Services						
A635 GIS	446,636	496,062	471,126	609,482	113,420	22.9
	446,636	496,062	471,126	609,482	113,420	22.9
Data Management						
A645 Data Management Group	559,754	617,400	635,364	817,285	199,885	32.4
C330 Civic Addressing	250,653	338,436	292,021	196,882	(141,554)	(41.8)
	810,407	955,836	927,385	1,014,167	58,331	6.1
Data/Knowledge Management	1,997,114	2,346,981	2,312,699	2,728,208	381,227	16.2
Information Technology						
A410 Administration - IT	3,584,984	2,215,663	1,258,113	2,010,283	(205,380)	(9.3)
	3,584,984	2,215,663	1,258,113	2,010,283	(205,380)	(9.3)
Technology Infrastructure						
A440 Technology Infrastructure	4,159,026	4,474,100	4,344,731	4,444,168	(29,932)	(0.7)
	4,159,026	4,474,100	4,344,731	4,444,168	(29,932)	(0.7)
Customer Care						
A420 Customer Care	1,350,914	1,263,490	1,326,088	1,401,255	137,765	10.9
A421 Telecommunications	1,167,537	1,012,035	1,006,035	1,010,490	(1,545)	(0.2)
	2,518,451	2,275,525	2,332,123	2,411,745	136,220	6.0
Business Solutions						
A430 Business Solutions	1,557,672	1,860,372	1,825,377	1,906,196	45,824	2.5
	1,557,672	1,860,372	1,825,377	1,906,196	45,824	2.5
Project Management						
A435 IT Professional Services	914,084	1,197,121	1,052,121	1,192,048	(5,073)	(0.4)
A438 IT CAPITAL	1,315	0	0	0	0	-
	915,400	1,197,121	1,052,121	1,192,048	(5,073)	(0.4)
Information Technology	12,735,532	12,022,781	10,812,465	11,964,440	(58,341)	(0.5)
Client Services						
A461 Client Services	169,336	164,330	148,650	188,163	23,833	14.5
	169,336	164,330	148,650	188,163	23,833	14.5
Customer Service Centres						
A661 Admin. & Storefont	19,011	87,735	26,585	100,854	13,119	15.0
A663 Alderney Gate	94,628	102,880	101,955	108,630	5,750	5.6
A664 West End Mall	100,616	103,276	102,651	108,698	5,422	5.3
A665 Scotia Square	150,900	153,598	152,687	162,820	9,222	6.0
A666 Cole Harbour Place	106,439	103,880	102,405	101,936	(1,944)	(1.9)
A667 Acadia Centre	96,325	103,576	103,576	110,811	7,235	7.0
A668 Musquodoboit Harbour	19,100	20,000	19,100	20,000	0	-
	587,018	674,945	608,959	713,749	38,804	5.7
Dispatch Services/Call Centre						
A625 Corporate Call Centre	1,800,205	1,875,738	1,860,838	1,917,299	41,561	2.2
	1,800,205	1,875,738	1,860,838	1,917,299	41,561	2.2
E-Access & Services						
A681 E-Access & Services	510,342	593,956	491,396	616,056	22,100	3.7
	510,342	593,956	491,396	616,056	22,100	3.7

Business Planning & Information Management

Summary of Net Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Visitor Services						
C740 Visitor S. Staff Sup	371,420	485,176	432,564	250,361	(234,815)	(48.4)
C799 Visitor Serv-Clearin	26,870	0	0	0	0	-
	398,290	485,176	432,564	250,361	(234,815)	(48.4)
Client Services	3,465,191	3,794,145	3,542,407	3,685,628	(108,517)	(2.9)
Harbour Solutions Project						
R381 Harbour Solutions Project	819	(100)	(100)	(7,000)	(6,900)	6,900.0
	819	(100)	(100)	(7,000)	(6,900)	6,900.0
Hurricane Juan						
A437 Block Land Info Syst	(3,180)	0	0	0	0	-
C745 Locked InternVC-Ops	68	0	0	0	0	-
	(3,112)	0	0	0	0	-
Total	\$18,963,310	\$19,013,818	\$17,783,776	\$19,287,095	\$273,277	1.4

Business Planning & Information Management

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	10,813,380	12,029,779	11,436,833	12,674,443	644,664	5.4
Office	3,663,896	3,543,081	3,777,866	4,024,600	481,519	13.6
Professional Fees	150	15,300	0	15,300	0	-
Legal & Consulting Fees	135,514	288,159	372,664	223,001	(65,158)	(22.6)
External Services	297,982	301,068	508,311	299,390	(1,678)	(0.6)
Uniforms & Clothing	2,815	4,600	3,700	1,100	(3,500)	(76.1)
Supplies & Materials	690	10,000	10,782	9,000	(1,000)	(10.0)
Utilities	1,457	2,300	1,600	2,300	0	-
Building Costs	4,850	15,000	12,500	13,500	(1,500)	(10.0)
Equipment & Comm	4,043,964	3,097,391	2,455,612	2,504,583	(592,808)	(19.1)
Travel	125,189	116,559	115,916	101,391	(15,168)	(13.0)
Training & Education	136,127	213,159	203,426	209,159	(4,000)	(1.9)
Facilities Rental	76,586	73,900	73,900	76,200	2,300	3.1
Advertising & Promotion	30,507	49,300	13,100	44,370	(4,930)	(10.0)
Other Goods & Services	133,476	135,119	151,625	213,232	78,113	57.8
Interdepartmental	(87,506)	900	(205,788)	800	(100)	(11.1)
Transfer Outside Agencies	55,000	30,000	5,000	0	(30,000)	(100.0)
Transfer to/from Reserves	357,236	(67,785)	(135,649)	(73,504)	(5,719)	8.4
Other Fiscal		(408,312)	(306,997)	(474,170)	(65,858)	16.1
Expenditures	19,791,312	19,449,518	18,494,401	19,864,695	415,177	2.1
Total	\$19,791,312	\$19,449,518	\$18,494,401	\$19,864,695	\$415,177	2.1
Revenues						
Licenses & Permits	(71,323)	(51,500)	(36,000)	(51,500)	0	-
Rental & Leasing	(14,890)	(10,000)	(15,500)	(10,000)	0	-
Sales Revenue	(297,653)	(220,200)	(227,523)	(220,200)	0	-
Envirnmentl Protection Levies	80	0	0	0	0	-
Other Revenue	(444,216)	(154,000)	(431,602)	(295,900)	(141,900)	92.1
Revenues	(828,002)	(435,700)	(710,625)	(577,600)	(141,900)	32.6
Total	(828,002)	(435,700)	(710,625)	(577,600)	(141,900)	32.6
Net Cost	\$18,963,310	\$19,013,818	\$17,783,776	\$19,287,095	\$273,277	1.4

Community Development

Business Plan - 2010/11

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

Business Unit Overview:

Community Development delivers a variety of programs and support services designed to enhance the quality of life for HRM residents. Through its direct programming and service delivery, Community Development is often the “face” of the municipality within communities. With responsibility for areas such as recreation programming, community development, culture and heritage, youth advocacy, facility development, regional planning, and civic events, Community Development plays a key role in building healthy, vibrant, and sustainable communities throughout the municipality.

Director	Paul Dunphy
Planning Services Austin French	Leads implementation of HRM's Regional Plan by developing policies and regulations at regional and community levels to provide for orderly settlement, the establishment and maintenance of community character, and the development of safe and accessible communities, buildings and infrastructure. Processes and facilitates applications for changes to land use policy and regulations in support of development activity throughout the region, including heritage and design initiatives, development agreements, and amendments to planning strategies and by-laws.
Subdivision and Land Use Sharon Bond	Reviews existing activity and all new development proposals for compliance with land use based regulations. This function includes acceptance of new HRM parkland and land use compliance.
Development Engineering Denise Schofield	Reviews all development proposals for compliance with engineering and infrastructure-based regulations. This function includes acceptance of new HRM infrastructure and blasting by-law enforcement.
Permits and Inspections Jim Donovan	Reviews all development proposals for compliance with Provincial Building Code Regulations including inspections to ensure compliance with approved plans (i.e. construction standards, life safety, etc). Responds to citizen requests for service under By-law M100 - Respecting Residential Occupancies, as well as the Licensing of Rooming Houses under By-law M100.

Community Recreation Services Karen MacTavish	Offers a diverse selection of direct and facilitated recreation and leisure programs and services including: community youth development; aquatics; youth leadership; physical activity initiatives; local community events; environmental education outdoor recreation; facilitation of facility lease agreements; and, community development initiatives. Coordinates bookings, scheduling and requests for outdoor parks, sports fields, arenas, and Halifax Regional School Board facilities.
Community Relations & Cultural Affairs Andrew Whittemore	Focuses on empowering and organizing communities, fostering civic engagement and building community pride. Responsible for training new community and sectoral leaders and initiatives that improve community conditions. CRCA includes the newly established African Nova Scotia Office as well as dedicated resources to promoting equity, improved services, and multi-cultural relations with a specific focus on newcomers, Aboriginal Peoples, and disenfranchised youth (i.e. Youth Advocate Program). CRCA is responsible for fostering civic pride and cultural development through community and public art, social heritage, cultural planning, civic events, and the provision of cultural spaces and places. CRCA also administers community grants, civic event grants, cultural grants, as well as service agreements with the Business Improvement Districts, heritage and cultural organizations, and major event hosting service organizations.
Service Delivery Doug Rafuse	Provides short and long range indoor facility management strategies to allow delivery of community, recreational, sport, event and cultural programming. Provides Facility Partnership which develops, negotiates and administers management and operating agreements with facilities that support the business unit program delivery goals.
Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• Business Unit Realignment – Business Improvement District coordination program and FTE transferred from Planning Services to Community Relations & Cultural Affairs• FTE realignment: 1 Building Official FTE transferred to TPW along with responsibility for inspection of work in the right-of-way• Discussion of realignment of roles, responsibilities and resources relative to less-than-market value leases and community group leases from TPW to Service Delivery division, as well as Facility Scheduling from Recreation to Service Delivery division• New FTE proposed - Civic Events Coordinator to administer Special Events Advisory Committee Grants Policy Framework• New FTE proposed – Community Developer to develop and lead the function of the new African Nova Scotia Office

- Community Recreation Services will reduce 2.5 FTEs as part of a staff and service delivery efficiency exercise.

Core Operations and Services provided:

- Direct provision to 22 community recreation centres and 5 sport facilities, which include 4 ice surfaces, 2 indoor pools and several outdoor pools
- Support to an additional 25 community operated, HRM-owned community recreation centres, 6 sport facilities, 4 regional multi-sport complexes and 5 event type facilities, which include 14 ice surfaces, 3 indoor pools and 2 outdoor pools
- Directly operates over 8300 recreation programs in 180 locations
- Permit issuance - 3897 permits were issued in 2009 for a total construction value of over \$681 million
- 22,407 construction compliance inspections completed in 2009
- Regulatory Enforcement - 559 land use compliance complaints processed in 2009
- Planning Applications - processed 135 applications in 2009, an increase of 36 from 2008
- Support of more than 95 festivals and events
- Provides over \$3 million annually in grants and contributions
- Cultural programs to retain local artistic community and newcomers in an effort to position HRM as a creative and innovative city and contribute to long-term economic development
- Community art programming aimed at disengaged and at-risk youth to improve their life skills and prospects of becoming productive members of society
- Leadership training, organizational capacity building, and volunteer recruitment aimed at fostering empowered and engaged citizens and overall safer communities
- Expert consultation and civic engagement strategies and programs to foster positive community relations and active citizen involvement
- Manages and interprets HRM owned heritage buildings and assets
- In 2009, provided support to 60 film projects contributing to HRM's long-term economic development and international reputation as a film destination
- Leverages funding and partnerships with Business Improvement Districts to foster economic growth in HRM's downtown core and suburban business districts
- Policies: Municipal Planning Strategies, Land Use By-laws, Public Art Policy, Community Engagement Strategy, Major Event Hosting Strategy, Volunteer Strategy, Community Grants & Contribution, Social Heritage Strategy, Creative Spaces Strategy, Community Art Strategy and Youth Advocate Program
- Regional Plan: Implementation of 21 functional plans, Regional Centre Urban Design Study (HRMbyDesign), watershed/servicing studies, and community visioning program and service boundary extensions
- Coordinates bookings and manages customer service for over 30,000 park and sport field users, approximately 140 Halifax Regional School Board facilities and four arenas
- Provides more than 400 youth programs, events and projects through youth action plans
- Employs approximately 800 youth and trains over 1000 youth volunteers annually
- Supports 27 community operated boards through the facility lease agreement program

Funded Full Time Equivalents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes full and part-time permanent positions)	238.5	241	239.5

*The FTE total for 2010/11 includes two proposed FTE's: Civic Events Coordinator and Community Developer pending approval.

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$19,620.0
1 Salaries & benefits - includes cost changes resulting from merit increases, classification reviews, employer benefit costs and revised pay scale for Community Recreation Programmers	1,386.3
2 Net increases in program revenues, fees and facilities rentals	78.9
3 Impact of HRM corporate-wide administrative reductions	(528.3)
4 Impact of Community Recreation service change reduction including salaries and benefits	(195.0)
5 Reduction resulting from the centralization of postage and printing/reproduction costs to CAO Office	(90.0)
6 Decrease in interdepartmental fleet charges	(56.9)
7 Operating Cost of Capital implementation costs for Gordon R. Snow Community Centre, East Dartmouth Recreation Facility and Community Events Infrastructure	64.9
8 Increase funding for Main Street Dartmouth Business Association for beautification programs and increase in community grants	25
9 Miscellaneous increases in various items	13.7
2010/11 Budget	\$20,318.6

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between 2010-2015.

Challenges with Community-wide Impact:

- **2011 Canada Winter Games:** The 21st edition of the Canada Games will be hosted in the Halifax Regional Municipality and province of Nova Scotia from February 11 to 27, 2011. Featuring 20 sports and numerous cultural events and festivals, the Games will be the largest event in Halifax's history and its first Canada Winter Games. The Games offer an important opportunity to the city; it's a chance to showcase this region as a great place to live, work, and play. Successful hosting of this event will contribute to HRM's reputation as a globally competitive, creative community and a premiere event destination. HRM, as one of the funding partners for the games, has committed to providing \$6.85 million in capital to be spent on construction and upgrades to facilities required to make them games ready and \$2.1 million towards operating value-in-kind (VIK) services such as transportation, policing, signage, fabrication, payroll, information technology, etc. This will be a challenge for all Business Units to align efforts and priorities as they integrate the costs of these additional services within their existing budgets.
- **Community Facility Funding:** A growing challenge for HRM over the past few years has been an increasing demand for new community recreation facilities in suburban communities. Often when new neighbourhoods are built, or existing ones are expanded, there is insufficient funding for community facilities that will be expected and required by new residents once they move into the area. New recreation facilities in East Dartmouth, Fall River, Prospect and Clayton Park West (as part of the Canada Games Legacy), as well as a 4-Pad Arena facility in Bedford have put a strain on capital and operating budgets over the past few years. While Infrastructure is a Council Focus Area, recreation facilities are in competition with other central and regional projects (such as the Central Library, transportation, and streets and roads) for funding from increasingly smaller capital budgets. It is important that the design and size of new facilities is determined by community need rather than the amount of resources that are available in existing capital budgets.

Adding to this challenge is the aging condition of urban facilities combined with the desire to increase densities within the core to better utilize existing infrastructure like streets, sewer and water services. Many of these facilities are in need of mid-life refits, reinvestment or an eventual replacement strategy. The Community Facility Master Plan adopted by Council in 2008 recommended that HRM examine existing funding methods for community facilities to consider implementing a Capital Cost Contribution (CCC) charge among other development charges for recreation facility funding. While existing legislation does not currently allow CCC's for "soft services" such as recreation, HRM could work with the Province to permit such a charge. This and other alternative options will be examined to formulate a long term funding strategy for new community facilities.

These types of facilities also all operate on different cost recovery models, many linking back to pre-amalgamation relationships. The Community Facility Master Plan also made recommendations to review these funding models and develop a standardized approach to how operating budget models are developed for various types of facilities. This will require a significant time commitment to review all program delivery costs and understand influencing factors to achieve a new strategy.

- **Regional Plan Five-Year Review:** The Regional Plan, adopted by Council in 2006, is scheduled for its first five-year review in 2011. During the 2010/11 budget year staff will complete a detailed scoping exercise and project plan for this initiative, which will be presented to Council for its review and approval. The review will feature two major themes: a focus on the core of HRM, and sustainable development. Currently the plan for the review is to incorporate a theme-based or issue-based approach rather than initiate a complete re-write of the Regional Plan. Nevertheless, preparation of the project plan and design of the review process will require a significant amount of staff time and resources, both within Community Development and from numerous other business units. As a result, Council may need to consider reducing or deferring other planning related initiatives for 2011/12 to enable staff to successfully complete the review.
- **Cultural Plan:** HRM continues to make significant progress in operationalizing the Cultural Plan. The primary challenge facing HRM will be maintaining the positive momentum that has developed within the cultural and artistic communities. In 2008, a new cultural operating strategy was developed to focus resources over the next five years on "public and community art, cultural spaces and places, capacity building and cultural planning". Each of these focus areas will serve HRM well in terms of retaining professionals and leading to HRM's long term economic success as a cultural innovator and creative city. HRM continues to lag in the provision of accessible, affordable cultural spaces for professionals and residents alike to practice and participate. Most notably, the 1585 Barrington Street building (Khyber), Bloomfield School, and the recently endorsed conversion of the former Dartmouth City Hall into cultural spaces have not been realized. Moreover, civic cultural spaces such as the Grand Parade, Granville Mall and Alderney Landing demand reinvestment to make them more attractive, vibrant spaces.
- **Community Engagement:** HRM's ability to foster strong, empowered and self-realized communities is greatly influenced by the degree of citizen engagement in aspects of civic life. The sheer size of HRM and its broad range of diverse communities mean HRM must engage its citizens collaboratively in the development of strategies and the identification of priorities within the local context. Conducting effective outreach and involving communities in formulating comprehensive strategies and actions for change is essential. HRM has had several positive examples of engaging communities through community development models, including Community Visioning. However, HRM has yet to develop programs specifically geared toward improving and building positive relationships with communities that may feel disconnected from municipal government. HRM will strive to improve such relationships through the establishment of a new African Nova Scotia Office within Community Relations & Cultural Affairs, as well as an increased focus on improving relationships with newcomers and Aboriginal Peoples.

Challenges with Service Delivery / Business Unit Impact

- **Community Recreation Service Review:** Community Recreation Services is the focus of one of three service review processes to assess their fiscal health and service efficiency currently underway at the direction of Regional Council. The review will focus primarily on three areas: fees, charges and cost recovery formulas; service level standards, with an emphasis on appropriate levels of service based on various geographical and demographic groups; and accessibility of recreation services, in terms of subsidization programs and geographic location. The intent of this service review is to help properly align and prioritize recreation services with Council's intended outcomes, and where possible reduce the cost of delivery while maintaining or improving service levels.
- **Community Facilities:** There is a significant requirement to develop a policy framework around community facilities and leasing arrangements, which requires both staff and financial resources. Examples of policy areas include: community facility funding; cost recovery and funding assistance formulas; and access. This competes with the need to manage ongoing support and new requests from community facilities. In addition, Community Development has inherited a large portfolio of facility and tenant leases that require administering from TPW, including leases with both community and non-profit groups. Many of the daily requests could be better managed under the direction of a new policy framework. As such, for 2010/11, the priority in Service Delivery will be on the development of policy rather than on individual community or facility needs. Only the needs assessments previously committed to under the short term recommendations of the Community Facility Master Plan will be carried out in 2010/11.
- **Planning Applications:** The Regional Plan contains a number of policies and regulations that continue to have a direct impact on the operation of Planning Services. Planning Services processes over 120 planning applications each year in order to facilitate new development appropriate to the community setting. It should be noted that the development industry has expressed concerns in the past with the time it takes to process applications. Over the past two years, processing times have steadily improved as the number of planners has increased, but recruitment of skilled staff presents an ongoing challenge. Implementation of Community Visioning projects, HRM by Design, 21 Functional Plans, Regional Plan Five-year Review, and the new Strategic Urban Partnership involves a significant workload for Planning Services, as well as in the rest of the department and other business units. The completion of these projects will require substantial Municipal Planning Strategy and by-law reviews, each of which consumes a significant amount of staff time and resources.
- **Succession Planning:** HRM, along with many other companies and levels of government in Nova Scotia, is facing a critical challenge with respect to its aging workforce. The average age within our Business Unit is 45. Seventy-five percent of our senior management team is eligible for retirement within the next five years. In addition, one third of supervisory staff is also eligible for retirement within the next five years; particularly within Permits & Inspections. Without sufficient succession planning, training and

knowledge transfer, the next generation of managers and supervisors will face a large gap in corporate knowledge and experience. Succession planning activities are underway within the business unit but there is still a lot of work to be done and this remains a significant challenge in terms of future service delivery both internally and externally.

- **Volunteer Recruitment:** HRM continues to experience difficulties in the recruitment and retention of new volunteers. Recruitment and retention are particularly difficult in the younger demographic, and HRM is particularly challenged due to its aging volunteer base who no longer can commit to such efforts. Since volunteering is essential to Community Development, prolonged and ongoing decline of volunteers will place stress on the operations and capacity of community organizations. Moreover, this will have a direct impact on HRM, which has built a system of community organizations to manage and deliver services on our behalf (i.e. facilities, recreation, heritage etc.) While HRM has a volunteer services program involving training, recognition and awards, and recently has launched a social marketing campaign to encourage more active volunteering and participation (Good Neighbours Great Neighbourhoods), HRM's ability to retain and attract new skilled volunteers requires new and innovative approaches. A volunteer retention and recruitment strategy is under development which should provide HRM sound direction for future recruitment. Volunteers are also at the heart of the Canada Games experience. The Host Society aims to attract, recruit, and retain 5,000 engaged volunteers to plan, lead, and execute the Games in 2011.
- **Cultural Space Development:** The development of successful cultural spaces is essential for the long term development of the local creative sector and implementation of HRM's Cultural Plan. HRM has few cultural spaces, especially those purposely designed for creative production, exhibition, and performance. Further, as HRM continues to grow, and the demand for new cultural facilities increases, a clearly articulated cultural facility development framework needs to be in place to address needs and opportunities. HRM is fortunate to have many cultural experts, however, the local capacity and experience required to manage and operate successful cultural facilities is limited. While HRM staff have experience with facility management, leasing and development, the specialized knowledge and experience required to create and manage dynamic art spaces does not exist. In fact, with the exception of organizations like Artscape Inc., such expertise does not readily exist in Canada. As HRM delves further into cultural facility development and management, the need for such expertise will become paramount. A mentorship program with experts like Artscape Inc. would be very advantageous for HRM.
- **Clarity of Roles and Responsibilities with Halifax Water Commission:** On August 1, 2007, HRM transferred responsibility for storm water & wastewater infrastructure and services to the Halifax Regional Water Commission. While the merger resulted in a clear division of infrastructure ownership between HRM and the Commission, clarity in processes and responsibilities has been difficult to achieve. In particular, due to the complex and multifaceted nature of many drainage issues, it has proven difficult to define clear roles and responsibilities. As well, with the extreme deficit related to storm water infrastructure, decisions related to funding and subsequent implementation of storm water capital work have not been defined. Both of these outstanding issues impact, and are

impacted by, the grading of private property. The difficulty in defining roles and responsibilities has created unexpected challenges in completing the Lot Grading By-law harmonization.

Another area of concern relates to the provision of sufficient sanitary capacity for new developments. With the transfer of the wastewater function to Halifax Water and the subsequent implementation of new Federal regulations surrounding overflows, Halifax Water is required to carry out significant analysis to determine the available sanitary capacity in its system. This work and the resulting outcomes may have a detrimental effect on future development in HRM.

- **Implementation of the Strategic Urban Partnership:** The Regional Plan, Economic Development Strategy, HRMbyDesign, the Cultural Plan and other HRM policy initiatives highlight the importance of the Regional Centre as the economic and cultural engine of HRM. Global financial, environmental and energy challenges demand urban densification and investment. However, the Regional Centre is not currently positioned or managed as a strategic asset by HRM, the Province of Nova Scotia or the Government of Canada. As a result, there is a lack of adequate coordination, communication and funding between the various levels of government and major stakeholders with regard to strategic urban investments that will support the Regional Centre and stimulate private sector investment. Additionally there is slow movement on bringing publicly-owned lands to market for development.

Within the Regional Centre there are approximately 800 "opportunity sites" on which new densification, redevelopment and public investment can occur. Within the 250 acre Downtown Halifax Plan area there are similarly 51 acres of vacant developable land; 54% of which is in government ownership. This places a significant share of the responsibility for economic growth and urban development with government. The Downtown Halifax Secondary Municipal Planning Strategy contains policy direction for HRM to work with the other levels of government to encourage the strategic redevelopment of public lands and to make investment in amenities on these lands; however this policy must expand to include the entire Regional Centre.

Business Unit Goals

The goals for Community Development are:

- Goal 1: Implementation of the Regional Plan
- Goal 2: Continue to support youth by partnering and facilitating youth engagement and leadership initiatives
- Goal 3: Implement Service Review within Community Recreation
- Goal 4: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development
- Goal 5: Implementation of the Cultural Plan
- Goal 6: Implementation of the Event Strategy
- Goal 7: Increase the capacity and civic involvement of HRM's citizens
- Goal 8: Enhance service delivery in Planning Applications
- Goal 9: Human Resources Planning & Management
- Goal 10: Support Halifax 2011 Canada Winter Games
- Goal 11: Improve clarity of roles and responsibilities with Halifax Water Commission
- Goal 12: Implementation of the Strategic Urban Partnership
- Goal 13: Meet Internal Service Expectations

Goal 1: Implementation of the Regional Plan

Corporate Strategy Linkage:

Council Focus Area – Community Planning

Community Outcome Area – Well Planned and Engaged Communities

EMT Priority – Fiscal Responsibility

Description:

The completion of the Regional Plan affords a renewed emphasis on Community Visioning, Community Plan Review and detailed community development initiatives in areas such as Heritage, Community Energy and Open Space Development through Functional Plans.

Goal 1: Implementation of the Regional Plan	
<i>Objectives for 2010/2011:</i>	
CD 1.1	Provide planning advice and technical support to the Regional Plan Advisory Committee
CD 1.2	Monitor and report on progress towards Regional Plan implementation
CD 1.3	Foster the sustainability and success of the Regional Centre through ongoing implementation of HRMbyDesign Phase II (Neighbourhood Greenprint)
CD 1.4	Support the Cogswell Master Planning program and extension of heritage district programs to other areas of the Regional Centre

CD 1.5	Coordinate/Implement 21 Functional Plans. Also initiate a collaborative review of existing plans and strategies to identify current service standards and gaps to help predict future capital demand
CD 1.6	Lead ongoing implementation of HRM's Community Visioning program and Community Planning projects
CD 1.7	Prepare project plan for Five-Year Review of Regional Plan
Objectives for the next 3-5 years:	
CD 1.8	Undertake Regional Plan 5-Year Review
CD 1.9	Complete/Implement Functional Plans
CD 1.10	Continue Community Visioning and Implementation programs
CD 1.11	Complete urban design planning process (HRMbyDesign) in the Regional Centre
CD 1.12	Continue Barrington Street Heritage Incentives Program
CD 1.13	Continue to improve processing times for planning applications

Goal 2: Continue to support youth by partnering and facilitating youth engagement and leadership initiatives

Corporate Strategy Linkage:

Council Focus Area - Public Safety

Community Outcome Area – Safe & Welcoming Communities; Diverse Recreation, Leisure and Cultural Choices; Well Planned and Engaged Communities

Description:

A municipal leadership role is required to coordinate efforts among the numerous community and government agencies to address an increased focus on all youth, including those who are disengaged and marginalized; especially pre-teens. Engaging youth at the community level is a valuable tool to influence positive behaviour patterns and reduce risk for young people. Through community recreation activities and leadership development, youth learn important life skills that improve their ability to participate in their communities and become successful. In 2009, 1160 youth were involved in training and leadership development courses.

Goal 2: Continue to support youth by partnering and facilitating youth engagement and leadership initiatives	
Objectives for 2010/2011:	
CD 2.1	Implement Youth Advocate Program (YAP) funded federally from the National Crime Prevention Centre to create a sustainable anti-gang initiative in pilot communities within HRM

CD 2.2	Continue to implement the goals and recommendations from the Youth Engagement Strategy focusing on pre-teens and outreach initiatives
CD 2.3	Continue to support the goals of the Schools Plus program through the Child and Youth Strategy
Objectives for the next 3-5 years:	
CD 2.4	Make recommendations to Regional Council through the Service Review Study on youth service delivery
CD 2.5	Conduct a review of the Youth Engagement Strategy implementation
CD 2.6	Promote the Community Youth Development Program to adult organizations
CD 2.7	Evaluate the new youth leadership “3 step program”
CD 2.8	Implement the youth goals from the HRM-wide Physical Activity Plan – Stepping Up
CD 2.9	Continue to support the Youth Action Teams, H.E.A.T., Mindshift and the 400 community based recreation youth initiatives
CD 2.10	Evaluate and make recommendations on the HRM Kids program

Goal 3: Implement Service Review within Community Recreation

Corporate Strategy Linkage:

Council Focus Area – Infrastructure, Public Safety, Community Planning

Community Outcome Area – Safe & Welcoming Communities, Diverse Recreation, Leisure and Cultural choices

EMT Priority – Fiscal Responsibility, Excellence in Service Delivery

Description:

The main purpose of the review is to determine the overall mandate for Community Recreation Services (CRS), and to assess the impact and value of the services provided based on the HRM Service Review criteria. CRS provides valuable, affordable and responsive services through community development, youth services, program delivery, and sport and facility scheduling. The Service Review could include all of the above mentioned four categories. An assessment of program delivery would also include costs, revenues, pricing and subsidization formulas.

Goal 3: Implement Service Review within Community Recreation	
Objectives for 2010/2011:	
CD 3.1	Review the current CRS recreation service delivery mandate and models, and their scope and impact by: conducting an environmental scan including a demographic analysis, assessment of community socioeconomic, historical and cultural circumstances

CD 3.2	Conduct an internal scan of current policies, documents, strategies and business unit practices, and accompanying costs, revenues and funding formulas
CD 3.3	Assess community and stakeholder recreation needs and assets
CD 3.4	Research municipal recreation mandates and service delivery models across Canada and the U.S. for best practices
CD 3.5	Analyze and interpret data from the scans in order to validate or transform the CRS mandate and service delivery model and to determine gaps and opportunities in service
CD 3.6	At Council's direction, develop policies directing service approach and service levels, followed by an implementation strategy to include recommendations on program effectiveness, costs, benefits and outcomes
CD 3.7	Review CRS hourly formula and a pricing and subsidization strategy to help define how municipal recreation services fit into the market and support a mechanism for HRM to facilitate or provide increased access

Goal 4: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development

Corporate Strategy Linkage:

Council Focus Area – Infrastructure & Public Safety

Community Outcome Area – Diverse Recreation, Leisure and Cultural Choices

EMT Priority – Fiscal Responsibility

Description:

Community spaces and facilities are essential for developing community character and establishing a sense of place. They are focal points for community gathering, recreation and celebration. They also contribute to community image and pride. Council and citizens have identified community, recreation, cultural and event facilities as priorities. This includes a wide spectrum from small neighbourhood facilities to larger multi-district facilities.

Numerous competing initiatives make it difficult to establish short and long term priorities.

Strategic categories for prioritization include:

- I. maintenance, recapitalization and decommissioning;
- II. development of new facilities and spaces;
- III. access to a variety of existing facilities within the community (universities, schools); and
- IV. strengthened support to community operated facilities and spaces

Goal 4: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development	
<i>Objectives for 2010/2011:</i>	
CD 4.1	Implementation of short term priorities of 2008 Community Facility Master Plan
CD 4.2	Completion and opening of new 4-pad arena complex in fall 2010
CD 4.3	Development of a Long Term Arena Strategy with recommendations on recapitalization, conversions, decommissions and/or new ice surfaces for multi-year capital planning. Facility expansion proposals at Cole Harbour Place, Eastern Shore Arena and Centennial Arena will be evaluated as part of this Strategy.
CD 4.4	Expand the facility lease and management agreement review process to other facility categories and recommend appropriate required support policies and procedures
CD 4.5	Implement a management and administrative program to track and monitor tenant leases to ensure consistent approach, applicability, risk, liability, and proper taxation to ensure that revenues owed to HRM are being collected
CD 4.6	Complete needs assessments required to review facility needs and reposition the Dartmouth Sportsplex and Halifax Forum. The review at the Halifax Forum site is included into an overall assessment of the aging facilities and growing needs on the Halifax Peninsula
CD 4.7	Evaluate how and whether the proposed transfer of the Bell School Annex from the Halifax Regional School Board could fit into facility requests in the Cole Harbour and Cherrybrook areas.
CD 4.8	Develop policy framework for a new funding strategy for cost recovery and funding assistance for community facilities
CD 4.9	Develop an action plan and funding strategy in response to a partnership opportunity for a new school in Bedford that could include community and recreational space
CD 4.10	Support community board operated and HRM operated recreation facilities in establishing proper source separation of waste materials as per HRM By-law S-600. Partner with HRM Solid Waste Resources to provide education to facility staff during program implementation

CD 4.11	Collaborate with IAM by advising them when Community Development facilities: a) are no longer capable of supporting an acceptable service level; or b) are being abandoned due to a discontinuation of service or if service is being relocated to another facility; or c) are in a condition that no longer supports further investment based on the existing use; or d) in the case of community run facilities, the facility is not being utilized or managed by the community and the community does not support an alternative service delivery model
Objectives for the next 3-5 years:	
CD 4.12	Implement a business development and opportunities program to help support larger facilities where such opportunities may exist and are used to help offset user fee costs for recreational and community programming activities
CD 4.13	Complete a review of facility needs and issues in the Upper Hammonds Plains and Spryfield areas
CD 4.14	Develop an action plan for any facility needs arising from assessments listed in 4.3, 4.6, 4.7 and 4.9
CD 4.15	Review, evaluate and renegotiate as necessary land leases with community and non-profit groups to ensure consistent approach, applicability, risk, liability, and proper taxation to ensure that revenues owed to HRM are being collected
CD 4.16	Implement the Physical Activity Plan objectives focused on maximizing access to community facilities to support increased levels of physical activity

Goal 5: Implementation of the Cultural Plan

Corporate Strategy Linkage:

Community Outcome Area – Diverse Recreation, Leisure and Cultural Choices

Description:

The municipality requires a strategic framework to support HRM’s professional and community cultural development. The Cultural Plan, adopted in 2006, outlines the strategic and investment framework for the next ten years. As a progressive local government, HRM is poised to become a leader in cultural planning and development. This is very important given the social and economic development benefits that can be derived, and its contribution to fostering safe communities, youth development, creativity and innovation. To ensure HRM advances as a cultural capital, well researched, innovative and diverse programs and services are needed. Additionally, the employment of multi-sector partnerships and strategies will be necessary.

Goal 5: Implementation of the Cultural Plan	
Objectives for 2010/2011:	
CD 5.1	Develop new cultural policies, plans and strategies including: a cultural spaces strategy, a social heritage strategy, public art operating plan, community art operating plan and a civic collection policy
CD 5.2	Deliver and implement new operating and redevelopment plans for cultural facilities
CD 5.3	Deliver new cultural studios program at underutilized and transitional HRM owned facilities
CD 5.4	Deliver and implement a redevelopment plan for cultural spaces including the Granville Mall and the Grand Parade
CD 5.5	Continue to deliver HRM's Public Art Program
CD 5.6	Continue to deliver a variety of community art programming
CD 5.7	Develop new social heritage programs
CD 5.8	Partner with the Halifax 2011 Host Society to develop a youth artist exchange program
CD 5.9	Renegotiate Service Contracts with heritage institutions operating from HRM owned facilities
CD 5.10	Establish an ad-hoc cultural panel to facilitate new partnerships and to provide an avenue for positive exchange between HRM and the creative sector
Objectives for the next 3-5 years:	
CD 5.11	Explore mentorship opportunities to become better equipped locally to develop and manage successful new cultural spaces
CD 5.12	Design and deliver a new cultural planning and mapping project in concert with community visioning initiatives
CD 5.13	Design and deliver a new Cultural Institution Contributions Programs, a new Cultural Presentation Grant Program, and amend community grants program to establish 2 funding streams - community and amateur versus professional
CD 5.14	Facilitate new partnerships between the NSCAD, Visual Arts Nova Scotia, Music Nova Scotia, Business Improvement Districts, Chamber of Commerce, and the cultural sector on opportunities for new investments and projects that satisfy common outcomes
CD 5.15	Review and facilitate changes to internal policies and processes such as Streets and Right of Way approval processes, civic addressing, procurement policies, insurance guidelines, property disposal, land use by-laws, to begin to reduce internal barriers to cultural programming and activities

Goal 6: Implementation of the Event Strategy

Corporate Strategy Linkage:

Council Focus Area - Infrastructure

Community Outcome Area – Diverse Recreation, Leisure and Cultural Choices

Description:

HRM offers many exciting, entertaining events each year. The role of HRM in event delivery varies - host, partner, funder or organizer. But whatever the role, HRM has built a reputation as a real competitor delivering annually a wide range of offerings: from local, national and international sporting, cultural, community and major events. The benefits of a dynamic event portfolio are clear: events contribute to HRM's overall attractiveness, foster a sense of community, lend a cosmopolitan feel to the region, and play a powerful developmental role in both community building and contemporary cultural development. Events also bring substantial economic activity including ticket sales, direct and indirect employment, increased hospitality and retail revenue, as well as sponsorship investment. In its inaugural year of adoption, HRM will begin to roll out several key actions from the strategy including revised funding and granting schemes, new and expanded events, improved governance, and streamlined decision making processes.

Goal 6: Implementation of the Event Strategy	
<i>Objectives for 2010/2011:</i>	
CD 6.1	Explore the establishment of a new Major Tourism and Sport Event Hosting program/agency to serve HRM
CD 6.2	Explore the establishment of a new Canadian City Public Art Spectacle consortium opportunity with the City of Toronto in an effort to deliver spectacle events
CD 6.3	Revise civic event granting framework to include new funding and grant programs, including a district event grant program, amateur sport grant program, and sponsorship program
CD 6.4	Redesign and develop new events including: a new multi-disciplinary arts event based on themes of food, urban art, and hip hop dance and music; revamp the HRM Christmas Tree Lighting event; and deliver an expanded New Year's Eve event program, with an accompanying family-themed event at the Oval on the Halifax Common
CD 6.5	Establish a new Civic Event Coordinator position to support new event grant program and administration, new accountability procedures, and partnership engagement, as well as event delivery
<i>Objectives for the next 3-5 years:</i>	
CD 6.6	Explore new event funding opportunities such as a realignment of existing funding programs, reallocation of the share of hotel tax levy, or new tax sources (i.e. lottery tax, parking lot surcharges, ticket surcharges)
CD 6.7	Explore possible reductions to the internal municipal services cost recovery practice for HRM delivered events

CD 6.8	Develop 2 new major community events over the next 5 years that are relevant and reflective of HRM's immigrant, African Nova Scotian, Aboriginal, and youth communities
CD 6.9	Develop 2 new major cultural and tourism events over the next 5 years that showcase HRM's cultural industry and positions HRM as a creative region.
CD 6.10	Refocus civic event program to better align with community building, cultural development and economic outcomes
CD 6.11	Allocate more staff resources towards building the capacity of local community and cultural event organizers to establish quality events

Goal 7: Increase the capacity and civic involvement of HRM's citizens

Corporate Strategy Linkage:

Council Focus Area - Community Planning, Public Safety

Community Outcome Area – Well Planned and Engaged Communities

Description:

HRM values volunteers and recognizes the importance of engaging citizens in civic life and democratic debate. With the adoption of the Community Engagement Strategy, HRM is positioned to improve its approach to civic engagement and facilitate more active citizen participation in daily life and civic process. HRM views civic engagement as a critical first step towards building and developing volunteers. Residents that know how to voice their opinions, influence what is going on in their community, understand local priorities, and how they can influence services and initiatives are more likely to volunteer. HRM will continue to foster a culture of civic activism as a key strategy for recruiting new volunteers. HRM will also continue to invest in these volunteers through opportunities for training and professional development.

Goal 7: Increase the capacity and civic involvement of HRM's citizens	
Objectives for 2010/2011:	
CD 7.1	Establish new African Nova Scotian office and an operation strategy
CD 7.2	Continue to increase capacity of all HRM staff to conduct effective community engagement and design major strategic community engagement exercises
CD 7.3	Design and deliver a broad community visioning and relationship building program for the Preston area
CD 7.4	Design and deliver new integrated staff service teams to support community visioning and implementation processes, as well as to support the youth advocate communities
CD 7.5	Translate versions of the Newcomers Guide into different languages, and develop and design a new youth focused Newcomers Guide

CD 7.6	Contribute to the completion of the National Urban Aboriginal Study and design local implementation plan for HRM
CD 7.7	Implement a new Volunteer Strategy
CD 7.8	Continue to provide support to volunteers with specific focus on public housing communities, visioning communities, newcomers, Aboriginal Peoples, and African Nova Scotians
CD 7.9	Complete board of directors design and recruitment process for the Canada Games Centre
CD 7.10	Contract an outside agent to review the grants and contribution programs administered under Community Development
Objectives for the next 3-5 years:	
CD 7.11	Update the Immigration Action Plan
CD 7.12	Design and deliver new programs and services to enhance relationships between HRM and newcomers, Aboriginal Peoples, African Nova Scotians, and youth and to increase opportunities for active civic engagement
CD 7.13	Operationalize a new community development model and the community liaison concept, as identified in Mayors Round Table on Violence, by defining the respective roles and responsibilities of Community Recreation Coordinators, Community Police Officers, and Community Developers
CD 7.14	Develop a protocol to determine how Community Development initiatives are administered between Community Recreation Services, Community Relations & Cultural Affairs, and Service Delivery staff

Goal 8: Enhance service delivery in Planning Applications

Corporate Strategy Linkage:

Council Focus Area – Community Planning

Community Outcome Area – Well Planned and Engaged Communities

EMT Priority – Excellence in Service Delivery

Description:

In response to issues raised in the business community, Planning Applications will focus on continued service delivery enhancements through education and consultation with the development industry, refined community consultation techniques and reductions in time frames for processing planning applications.

Goal 8: Enhance service delivery in Planning Applications	
Objectives for 2010/2011:	
CD 8.1	Refine the pre-application process and application requirements
CD 8.2	Complete standard development agreement template

CD 8.3	Training for staff on effective community engagement
CD 8.4	Standardize approaches for effective public meetings
CD 8.5	Continue to support district boundary review project led by the Municipal Clerk's Office, including facilitation support for up to 23 district public meetings in 2010. Implementation of changes to planning processes as a result of Regional Council's decision on this issue.
Objectives for the next 3-5 years:	
CD 8.6	Refine case management tracking through the implementation of Hansen software
CD 8.7	Implement improvements to existing public consultation and engagement practices

Goal 9: Human Resource Planning & Management

Corporate Strategy Linkage:

EMT Priority – Employer of Choice, Excellence in Service Delivery

Description:

Within the next 5 years, a significant percentage of experienced Community Development staff will be eligible for retirement. The ability to recruit and retain experienced staff to replace imminent retirements, secondments and other departures has proven difficult. The majority of new hires have been recent graduates with little or no professional experience. Any reduction in staff levels, even for short periods of time will create significant capacity and skill gaps.

Goal 9: Human Resources Planning & Management	
Objectives for 2010/2011:	
CD 9.1	Ensure business unit work alignment meets organizational needs and goals (effective service delivery)
CD 9.2	Initiate new Workforce Planning process led by HR
CD 9.3	Continue to develop and implement a strategic succession planning model as part of the new Workforce Planning process to incorporate training and development opportunities for supervisory and management positions. Focus of initial implementation to be in areas of critical need
CD 9.4	Continue to implement and monitor results of employee engagement action plan and make amendments to reflect staff feedback and new survey results as necessary
CD 9.5	Support ongoing staff development through the provision of training and development opportunities
CD 9.6	Support and implement EMT's Employer of Choice programs including: HR People Plan, leadership development, employee recognition and appreciation, diversity programs and corporate safety initiatives

Objectives for the next 3-5 years:	
CD 9.7	Complete Workforce Planning, including succession plan for all divisions and update as necessary

Goal 10: Support Halifax 2011 Canada Winter Games

Corporate Strategy Linkage:

Council Focus Area - Infrastructure

Community Outcome Area – Diverse Recreation, Leisure and Cultural Choices

Description:

Halifax 2011 Canada Winter Games will be the largest sporting event in Halifax’s history and the Municipality’s first Canada Winter Games. Our country’s best and brightest will come to compete in over 20 sports, attracting thousands of visitors, VIPs, officials and media.

Community Development will be a major supporter of the Canada Games and has established a Project Office and assigned resources to ensure HRM’s varied interests in the Halifax 2011 Canada Winter Games are supported and optimally managed.

Goal 10: Support Halifax 2011 Canada Winter Games	
Objectives for 2010/2011:	
CD 10.1	Provide staff support and input into planning the 2011 games
CD 10.2	Support the planning and management of capital upgrades valued at \$4,850,000 to HRM venues to make them games ready
CD 10.3	Coordinate value-in-kind (VIK) services with business units valued at \$2,054,000 in operating costs
CD 10.4	Support the National Artists Program through the Youth Advocate Program
CD 10.5	Develop programming and events plan for the Oval on Halifax Commons

Goal 11: Improve clarity of roles and responsibilities with Halifax Water Commission

Corporate Strategy Linkage:

Council Focus Area – Infrastructure

EMT Priority – Excellence in Service Delivery

Description:

In 2007 HRM transferred responsibility for storm water & wastewater infrastructure and services to the Halifax Regional Water Commission. While the merger resulted in a clear division of infrastructure ownership, clarity in processes and responsibilities has been difficult to achieve. In

particular, processes and responsibility associated with the installation of storm sewers and drainage issue responses need to be established. Other processes associated with development reviews which have been implemented require monitoring to ensure the appropriate service delivery model has been achieved.

Goal 11: Improve clarity of roles and responsibilities with Halifax Water Commission	
<i>Objectives for 2010/2011:</i>	
CD 11.1	Support creation of clarified processes for drainage complaints
CD 11.2	Support creation of process for installation of new storm sewers which addresses both funding and jurisdiction
CD 11.3	Continue ongoing review of development processes to ensure appropriate service delivery between HW and Development Engineering
<i>Objectives for the next 3-5 years:</i>	
CD 11.4	Amend planning legislation where necessary to incorporate Canadian Council of Ministers of the Environment Guidelines with respect to sanitary capacity

Goal 12: Implementation of the Strategic Urban Partnership

Corporate Strategy Linkage:

Council Focus Area – Community Planning, Infrastructure

Community Outcome Area – Well Planned and Engaged Communities, Economic Prosperity

EMT Priority – Excellence in Service Delivery

Description:

The Strategic Urban Partnership (SUP) is a forum through which the three levels of government and major stakeholders in the Regional Centre can identify and fund strategic urban investments that capitalize on the synergies of their respective priorities, and thereby foster private investment. The SUP will include representatives from the three levels of government, not-for-profit organizations, crown corporations, universities, economic development agencies, business improvement districts, and other major urban stakeholders within the Regional Centre.

Additionally, an "Urban Infill Development Task Force" will be created to: inventory vacant publicly-owned land; determine appropriate mix of uses and other guidelines for maximum public benefit; rezone land as necessary; facilitate cooperation with adjacent landowners; and package the lands for regulatory approval and subsequent development.

Goal 12: Implementation of the Strategic Urban Partnership	
<i>Objectives for 2010/2011:</i>	
CD 12.1	Launch the Strategic Urban Partnership in collaboration with other levels of government and key stakeholders to ensure the sustainability and viability of the Regional Centre
CD 12.2	Formation of the Urban Infill Development Task Force
<i>Objectives for the next 3-5 years:</i>	
CD 12.3	Continue to identify, fund and implement strategic investment in urban capital improvement projects
CD 12.4	Continue the work of the Urban Infill Development Task Force to bring Regional Centre publicly-owned lands to market for development

Goal 13: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priority – Excellence in Service Delivery

Description:

Internal Service Expectations (ISEs) are requests between business units to help all units achieve their business plan goals and objectives. The following list of ISEs includes any commitments accepted by Community Development from other business units which are not represented elsewhere in this business plan.

Goal 13: Meet Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
CD 13.1	Participate and support the objectives of various interdepartmental committees including, but not limited to: Corporate Recognition Committee, Labour Management Committee, collective bargaining teams, CCC program team, Capital Project Pre-construction and construction teams, Road Construction & Improvement review team, Climate Change Adaptation/Risk Management team, Corporate Green Teams, and Sustainability Transition Team

CD 13.2	Support the rollout and internal communication of various corporate and business unit led policies, programs, and initiatives including, but not limited to: Multi-year Financial Strategy, Tangible Capital Asset accountabilities, Privacy Policy, Desktop Software rollout, Operating System Upgrade, new HR policies and initiatives, Security Clearance Project, EMT Employer of Choice initiatives, trench reinstatement consultation, Sustainability Filter for Capital projects, Sustainable Catering Guidelines, Communications Strategy, Litter Campaign, and source separation education and programs
CD 13.3	Provide special event planning and logistical support for Earth Hour/ Earth Day activities
CD 13.4	Support HRM's sustainability focus through 2-3 strategic stakeholder performances of MindShift
CD 13.5	Continue to support and educate HRM Business Parks staff on the application and approval process for subdivision and other permits
CD 13.6	Partner with Halifax Public Libraries staff to identify opportunities for future collaboration and sharing of resources to improve overall customer service
Objectives for the next 3-5 years:	
CD 13.7	Continue to participate and support the objectives of various interdepartmental committees
CD 13.8	Continue to support the rollout and communication of various corporate and business unit led policies, programs and initiatives

Service Level Changes

Increase in Services/New Initiatives:

- African Nova Scotian Office
- Official opening of three major community facilities including: the Canada Games Centre (CGC), Prospect Road Community Centre, and 4-Pad Arena Complex
- Capital improvements to HRM-owned supervised beachfronts
- Maintenance and programming of new Oval on the Halifax Common

Decrease in Services/Operational Pressures:

Decrease in Service:

- Reduction in community art, public art and cultural programming for 2010/11
- Reduction in recreation funding support for Youth Engagement Strategy initiatives
- Advertising and promotion of planning-related public meetings will be reduced; however, minimum requirements under legislation will still be met
- Reduction in the scope of consulting projects related to the Housing Affordability and Heritage Functional Plans

Operational Pressures:

- Requirements and projects identified as part of the Regional Plan (i.e. coordination of 21 functional plans, Strategic Urban Partnership, HRMbyDesign Phase II, and community visioning) will put pressure on staff to complete these projects along with existing programs and services. This may result in reduced service or program delivery in lower priority areas.
- Project management of HRM's value-in-kind (VIK) contributions towards the successful delivery of the Halifax 2011 Canada Winter Games
- Increased workforce planning efforts (i.e. succession planning, training opportunities) are required to address staff attrition due to an aging workforce and the impact of external competition

Expected Services Not Being Delivered:

- Elimination of mural traffic control box program
- Suspension of artefact interpretation and cataloguing, and heritage events for 2010/11
- Suspension of Community Facility Partnership Fund grants for 2010/11

Community Development

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CDBU Administration						
C410 Director's Office	320,666	378,590	344,831	347,947	(30,643)	(8.1)
C412 2011 CWG Project Off	39,010	18,000	139,719	18,350	350	1.9
C470 Canada Games 2011	900,353	0	0	0	0	-
M691 VIK - Special Events	10,665	0	14,500	0	0	-
	1,270,694	396,590	499,050	366,297	(30,293)	(7.6)
Market Development						
C711 Destination Halifax	2,156,406	1,991,400	1,991,400	1,999,800	8,400	0.4
	2,156,406	1,991,400	1,991,400	1,999,800	8,400	0.4
Facilities						
C705 Facility Management	1,159,916	1,347,600	1,378,630	1,399,202	51,602	3.8
	1,159,916	1,347,600	1,378,630	1,399,202	51,602	3.8
Community Relations						
A811 Community Grants	136,954	141,800	144,260	140,910	(890)	(0.6)
C730 Cultural Affairs	397,341	572,800	553,880	585,920	13,120	2.3
C760 Community/CivicEvent	1,407,278	1,238,300	1,299,298	1,251,210	12,910	1.0
C762 Youth Advocate Program	526,863	610,400	610,400	675,262	64,862	10.6
C764 Cultural Development	0	0	0	(23,500)	(23,500)	-
C770 Buildings/Operations	97,488	136,600	117,801	103,470	(33,130)	(24.3)
C771 BID's Special Projects	0	0	0	200,000	200,000	-
	1,083,333	1,145,100	1,019,610	1,341,554	196,454	17.2
	3,649,256	3,845,000	3,745,249	4,274,826	429,826	11.2
Development Services						
C420 Subdivision & Dev.	2,364,035	2,385,600	2,351,582	2,462,430	76,830	3.2
C430 Permits & Inspection	2,830,768	3,105,200	2,787,050	3,129,861	24,661	0.8
C450 Development Engineering	1,144,435	1,146,900	1,111,500	1,188,861	41,961	3.7
	6,339,238	6,637,700	6,250,132	6,781,152	143,452	2.2
Planning Services						
C310 Planning & Applic.	1,864,642	2,070,700	1,975,912	2,432,519	361,819	17.5
C320 Regional Comm Plann	850,339	879,400	810,707	1,138,057	258,657	29.4
C340 Planning Services	10	0	0	0	0	-
C510 Locked Bus Dist. Com	1,305,260	0	0	0	0	-
C511 Downtown Dartmouth BID	0	177,907	177,907	178,000	93	0.1
C512 Downtown Halifax BID	0	525,274	525,274	525,300	26	0.0
C513 Spring Garden Road BID	0	283,508	283,508	283,600	92	0.0
C514 Quinpool Road BID	0	68,159	68,159	68,300	141	0.2
C515 Spryfield & District BID	0	40,871	40,871	40,900	29	0.1
C516 Sackville Drive BID	0	88,245	88,245	88,300	55	0.1
C517 Dart Main St BID	0	74,428	74,428	74,600	172	0.2
C779 Capital District	794,138	884,400	614,444	0	(884,400)	(100.0)
	4,814,390	5,092,892	4,659,455	4,829,576	(263,316)	(5.2)
Recreation Services						
C726 Marketing & Promotions	186,627	172,900	159,884	117,600	(55,300)	(32.0)
C910 Facility Transfers	497,994	398,000	499,000	405,700	7,700	1.9
D101 Rec. Prog. Admin.	925,485	972,000	891,058	916,830	(55,170)	(5.7)
D103 Recreation Equipment	1,225					
D104 LEED's Facilities	31,500	31,500	24,485	56,065	24,565	78.0
	1,642,832	1,574,400	1,574,427	1,496,195	(78,205)	(5.0)
Outdoor Recreation						
D755 Rec/Enviro Leadership	386,157	386,400	414,328	425,104	38,704	10.0
D760 Otd Rec& Env Ser.	(562)	0	0	0	0	-
	385,595	386,400	414,328	425,104	38,704	10.0
Aquatic Services						
D175 Capt. Will Spry Aquatics	354,100	335,100	354,619	361,860	26,760	8.0
D220 Northcliffe Aquatics	397,386	417,000	390,779	429,950	12,950	3.1
D320 Bedford Outdoor Pool	66,698	68,300	66,300	74,580	6,280	9.2
D540 Beaches/Common Pool	441,446	413,200	403,954	473,960	60,760	14.7
D570 Needham Aquatics	129,513	146,600	154,867	158,610	12,010	8.2
	1,389,143	1,380,200	1,370,519	1,498,960	118,760	8.6

Community Development

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Mainland South & Area						
D155 Area Prog. & Maint.	524,345	521,000	548,551	551,585	30,585	5.9
D160 SMBC Prog. & Maint.	186,091	181,500	182,243	137,545	(43,955)	(24.2)
D165 CLCC Maint.	108,500	109,700	109,700	109,700	0	-
D180 Herring Cv. AreaProg	159,803	146,800	160,280	181,855	35,055	23.9
D170 CWSCC Prog. & Maint.	723,270	712,200	734,436	627,465	(84,735)	(11.9)
D176 CWSCC Fitness Ctr	41,461	45,200	41,385	46,840	1,640	3.6
	1,743,470	1,716,400	1,776,595	1,654,990	(61,410)	(3.6)
Mainland N & Western						
D210 Area Prog. & Maint.	755,599	695,900	731,953	741,290	45,390	6.5
D230 Northcliffe Maint.	255,414	258,100	258,100	259,500	1,400	0.5
D270 Lakeside Maint.	83,300	84,200	84,200	84,600	400	0.5
D580 St Andrews Prog & Maint.	363,596	360,900	385,788	385,920	25,020	6.9
	1,457,910	1,399,100	1,460,041	1,471,310	72,210	5.2
Bedford/Sack/Fall River						
D310 BSFR Prog. & Maint.	1,209,688	1,249,800	1,211,545	1,291,360	41,560	3.3
D340 Fall River Rec. Ctr.	48,221	43,100	47,713	43,100	0	-
D975 Bedford Leisure Club	1,237	0	0	0	0	-
	1,259,147	1,292,900	1,259,258	1,334,460	41,560	3.2
Cole Hb/E Shore & Valley						
D330 Mid. Musq. Program	58,939	61,800	51,310	54,240	(7,560)	(12.2)
D410 Musq Harbour Program	363,214	348,100	364,447	370,150	22,050	6.3
D420 MH Office & FitnessCtr	91,588	90,000	95,951	91,930	1,930	2.1
D430 Sheet Hbr. Prog.	210,485	203,900	215,455	210,517	6,617	3.2
D440 Sheet Hbr. Fitness Ctr	57,014	63,600	66,400	67,060	3,460	5.4
D620 Pres/LkEcho/LT Prog	81,043	88,100	75,870	83,600	(4,500)	(5.1)
D630 Cole Harbour Program	400,338	417,100	407,670	424,190	7,090	1.7
D172 NPCC Prog. & Maint	437,118	453,500	488,052	501,250	47,750	10.5
	1,699,739	1,726,100	1,765,155	1,802,937	76,837	4.5
Peninsula						
D510 Area Prog. & Maint.	351,522	360,700	365,536	378,070	17,370	4.8
D520 Dixon Maintenance	84,200	85,100	85,100	85,100	0	-
D550 Dixon Program	306,538	323,200	367,049	363,230	40,030	12.4
D560 Needham Maint.	159,800	161,600	161,600	161,600	0	-
D585 BloomfieldProg& Main	146,111	117,100	113,220	116,130	(970)	(0.8)
D590 Citadel Prog & Maint.	378,345	374,700	384,841	392,030	17,330	4.6
	1,426,516	1,422,400	1,477,346	1,496,160	73,760	5.2
Dartmouth/Eastern Passage						
D810 Area Prog. & Maint.	1,017,005	1,030,500	1,013,254	1,084,720	54,220	5.3
D820 Findlay Maintenance	108,270	105,900	110,437	105,900	0	-
D830 NS Hospital Aquatics	8,631	10,300	6,774	10,630	330	3.2
D840 Grant Activities	66,329	50,400	56,720	0	(50,400)	(100.0)
	1,200,235	1,197,100	1,187,185	1,201,250	4,150	0.3
Progr & Community Dev	8,787,017	8,754,000	8,925,580	8,961,107	207,107	2.4
Arenas						
D960 Devonshire Arena	155,899	157,100	158,300	157,900	800	0.5
D970 Le Brun Centre	400,630	409,800	358,400	397,520	(12,280)	(3.0)
D980 Gray Arena	245,373	266,600	275,400	277,060	10,460	3.9
D985 Bowles Arena	291,657	295,200	292,700	301,380	6,180	2.1
	1,093,560	1,128,700	1,084,800	1,133,860	5,160	0.5
Facility Scheduling						
D911 Outdoor - Bookings	348,690	351,700	347,800	366,950	15,250	4.3
D912 HRSB - Bookings	568,961	521,600	560,000	524,400	2,800	0.5
	917,651	873,300	907,800	891,350	18,050	2.1
Arenas & Scheduling	2,011,211	2,002,000	1,992,600	2,025,210	23,210	1.2
Clearing Account REC						
D999 Clearing Account Rec	40,289	(163,800)	(163,800)	(185,100)	(21,300)	13.0
	40,289	(163,800)	(163,800)	(185,100)	(21,300)	13.0

Community Development

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Area Services						
C220 Riverlake Com. Ctr.	6,922	5,100	5,100	4,700	(400)	(7.8)
C230 Waverly Com. Centre	8,194	29,200	29,200	28,650	(550)	(1.9)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700	0	-
C260 Lockview Ratepayers	6,567	7,300	7,300	7,120	(180)	(2.5)
C270 Lucasville Comm. Ctr	9,482	8,600	8,600	7,900	(700)	(8.1)
C280 Cole Harb.Pool/Tenni	52	0	0	0	0	-
C290 Upper Sack. Com. Ctr	85,604	0	0	0	0	-
	124,520	57,900	57,900	56,070	(1,830)	(3.2)
Community Recreation Services	14,380,607	13,991,100	14,171,554	14,277,546	286,446	2.0
Area Rate Services						
C105 Sackville Hts El Sch	167,975	183,200	183,200	179,680	(3,520)	(1.9)
C106 Prospect Rd Rec Ctr	0	228,200	228,200	228,200	0	-
C107 GlenArb Hme Owners	11,714	18,460	18,460	18,240	(220)	(1.2)
C108 White Hill Res Assoc	0	27,200	27,200	27,100	(100)	(0.4)
C110 East Preston Rec Ctr	18,730	27,500	27,500	27,500	0	-
C112 Waterstone Neighbour	0	14,100	14,100	14,100	0	-
C115 Mineville Community	(10,684)	10,000	10,000	10,000	0	-
C120 Haliburton Hills	(8,105)	40,600	40,600	40,300	(300)	(0.7)
C125 Beaver Bank Rec Centre	173,587	196,600	196,600	196,600	0	-
C130 Highland Park	6,596	6,600	6,600	6,420	(180)	(2.7)
C132 Birch Bear Run HO	0	6,540	6,540	6,540	0	-
C135 Kingswood Ratepayers	355	52,800	52,800	52,800	0	-
C140 Prospect	30,998	67,100	67,100	67,100	0	-
C142 Glengarry Estates HO	0	25,095	25,095	25,095	0	-
C145 Westwood H Res Assoc	10,241	30,700	30,700	30,120	(580)	(1.9)
C150 Up. Hammonds Plains	28,851	29,900	29,900	29,900	0	-
C155 Harrietsfield Rec Ct	34,065	28,200	28,200	28,000	(200)	(0.7)
C160 Musquodoboit Harbour	7,322	8,500	8,500	7,650	(850)	(10.0)
C165 Dutch Settlement	7,276	10,700	10,700	10,700	0	-
C170 Hammonds Plns Com.RT	20,270	56,100	56,100	56,100	0	-
C175 Hubbards Rec. Centre	20,893	32,700	32,700	32,450	(250)	(0.8)
C180 Grand Lake Com. Ctr	6,672	15,500	15,500	15,500	0	-
C185 District 3 Cap. Fund	(73,444)	0	0	0	0	-
C190 Maplewood Subdivisio	17,803	18,450	18,450	18,450	0	-
C194 Fall River Rec Ctr	0	682,100	682,100	682,100	0	-
C196 Silverside Res.Assoc	16,081	16,300	16,300	16,300	0	-
C198 St. Marg/Fox Hollow	(4,925)	6,180	6,180	6,180	0	-
C199 St. Marg Bay Ctr	264,963	270,200	270,200	270,200	0	-
C210 LWF Recreation Ctr	166,153	152,100	152,100	151,960	(140)	(0.1)
	913,385	2,261,625	2,261,625	2,255,285	(6,340)	(0.3)
Total	\$34,683,892	\$35,563,907	\$34,957,095	\$36,183,684	\$619,777	1.7

Community Development

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CDBU Administration						
C410 Director's Office	(1,689)	0	0	0	0	-
C470 Canada Games 2011	(900,353)	0	0	0	0	-
	(902,043)	0	0	0	0	-
Market Development						
C711 Destination Halifax	(1,752,856)	(1,589,800)	(1,589,800)	(1,598,200)	(8,400)	0.5
	(1,752,856)	(1,589,800)	(1,589,800)	(1,598,200)	(8,400)	0.5
Facilities						
C705 Facility Management	(81,841)	(81,500)	(81,000)	(81,900)	(400)	0.5
	(81,841)	(81,500)	(81,000)	(81,900)	(400)	0.5
Community Relations						
C730 Cultural Affairs	(89)	0	0	(25,000)	(25,000)	-
C760 Community/CivicEvent	(396,736)	(252,800)	(321,580)	(254,100)	(1,300)	0.5
C762 Youth Advocate Program	(521,049)	(610,600)	(610,600)	(701,900)	(91,300)	15.0
C771 BID's Special Projects	0	0	0	(100,000)	(100,000)	-
D710 Community Developers	(23,378)	(35,000)	(35,000)	(122,700)	(87,700)	250.6
	(941,252)	(898,400)	(967,180)	(1,203,700)	(305,300)	34.0
Development Services						
C420 Subdivision & Dev.	(210,587)	(285,900)	(194,150)	(292,700)	(6,800)	2.4
C430 Permits & Inspection	(3,767,631)	(3,822,100)	(2,968,600)	(3,297,400)	524,700	(13.7)
C450 Development Engineering	(293,325)	(253,300)	(163,820)	(254,700)	(1,400)	0.6
	(4,271,542)	(4,361,300)	(3,326,570)	(3,844,800)	516,500	(11.8)
Planning Services						
C310 Planning & Applic.	(59,271)	(51,800)	(59,257)	(57,600)	(5,800)	11.2
C320 Regional Comm Plann	960	0	(50)	0	0	-
C510 Locked Bus Dist. Com	(1,305,260)	0	0	0	0	-
C511 Downtown Dartmouth BID	0	(177,907)	(177,907)	(178,000)	(93)	0.1
C512 Downtown Halifax BID	0	(525,274)	(525,274)	(525,300)	(26)	0.0
C513 Spring Garden Road BID	0	(283,508)	(283,508)	(283,600)	(92)	0.0
C514 Quinpool Road BID	0	(68,159)	(68,159)	(68,300)	(141)	0.2
C515 Spryfield & District BID	0	(40,871)	(40,871)	(40,900)	(29)	0.1
C516 Sackville Drive BID	0	(88,245)	(88,245)	(88,300)	(55)	0.1
C517 Dart Main St BID	0	(74,428)	(74,428)	(74,600)	(172)	0.2
C779 Capital District	(88,471)	(93,900)	(98,235)	0	93,900	(100.0)
	(1,452,043)	(1,404,092)	(1,415,934)	(1,316,600)	87,492	(6.2)
Recreation Services						
C726 Marketing & Promotions	0	0	(560)	0	0	-
C910 Facility Transfers	(167,994)	(78,400)	(169,000)	(78,800)	(400)	0.5
D101 Rec. Prog. Admin.	364	0	(10,288)	0	0	-
	(167,630)	(78,400)	(179,848)	(78,800)	(400)	0.5
Outdoor Recreation						
D755 Rec/Enviro Leadership	(116,811)	(122,900)	(140,500)	(136,000)	(13,100)	10.7
D760 Otd Rec& Env Ser.	(365)	0	0	0	0	
	(117,176)	(122,900)	(140,500)	(136,000)	(13,100)	10.7
Aquatic Services						
D175 Capt. Will Spry Aquatics	(305,393)	(287,000)	(316,966)	(288,500)	(1,500)	0.5
D220 Northcliffe Aquatics	(463,682)	(459,000)	(438,903)	(461,400)	(2,400)	0.5
D320 Bedford Outdoor Pool	(51,254)	(50,600)	(53,347)	(50,900)	(300)	0.6
D540 Beaches/Common Pool	(65,168)	(53,000)	(52,434)	(53,300)	(300)	0.6
D570 Needham Aquatics	(45,394)	(40,200)	(50,500)	(40,400)	(200)	0.5
	(930,892)	(889,800)	(912,150)	(894,500)	(4,700)	0.5

Community Development

Summary of Gross Revenue by Division (continued)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Mainland South & Area						
D155 Area Prog. & Maint.	(244,628)	(245,500)	(244,808)	(245,500)	0	-
D160 SMBC Prog. & Maint.	(92,581)	(88,000)	(88,109)	(88,000)	0	-
D180 Herring Cv. AreaProg	(28,118)	(37,000)	(37,503)	(35,750)	1,250	(3.4)
D170 CWSCC Prog. & Maint.	(215,135)	(202,500)	(215,434)	(202,500)	0	-
D176 CWSCC Fitness Ctr	(67,500)	(83,100)	(78,290)	(83,100)	0	-
	(647,962)	(656,100)	(664,144)	(654,850)	1,250	(0.2)
Mainland N & Western						
D210 Area Prog. & Maint.	(258,025)	(276,200)	(276,300)	(280,000)	(3,800)	1.4
D270 Lakeside Maint.	(27,947)	0	(26,700)	0	0	-
D580 St Andrews Prog & Maint.	(104,363)	(99,600)	(119,300)	(108,300)	(8,700)	8.7
	(390,335)	(375,800)	(422,300)	(388,300)	(12,500)	3.3
Bedford/Sack/Fall River						
D310 BSFR Prog. & Maint.	(422,474)	(467,400)	(462,003)	(459,000)	8,400	(1.8)
	(422,474)	(467,400)	(462,003)	(459,000)	8,400	(1.8)
Cole Hb/E Shore & Valley						
D330 Mid. Musq. Program	(20,544)	(20,200)	(16,200)	(17,000)	3,200	(15.8)
D410 Musq Harbour Program	(79,767)	(77,000)	(83,700)	(81,920)	(4,920)	6.4
D420 MH Office & FitnessCtr	(33,717)	(28,000)	(31,500)	(30,500)	(2,500)	8.9
D430 Sheet Hbr. Prog.	(25,774)	(25,000)	(26,250)	(25,500)	(500)	2.0
D440 Sheet Hbr. Fitness Ctr	(9,208)	(9,000)	(12,100)	(11,000)	(2,000)	22.2
D620 Pres/LkEcho/LT Prog	(30,665)	(33,000)	(38,985)	(34,000)	(1,000)	3.0
D630 Cole Harbour Program	(105,190)	(105,000)	(105,074)	(105,000)	0	-
D172 NPCC Prog. & Maint	(47,985)	(44,000)	(48,400)	(44,000)	0	-
	(352,852)	(341,200)	(362,209)	(348,920)	(7,720)	2.3
Peninsula						
D510 Area Prog. & Maint.	(93,750)	(99,500)	(92,250)	(85,200)	14,300	(14.4)
D550 Dixon Program	(88,474)	(95,900)	(96,460)	(94,500)	1,400	(1.5)
D560 Needham Maint.	0	0	(230)	0	0	-
D585 BloomfieldProg& Main	(115,524)	(50,000)	(103,000)	(97,000)	(47,000)	94.0
D590 Citadel Prog & Maint.	(115,677)	(100,000)	(134,300)	(128,500)	(28,500)	28.5
	(413,425)	(345,400)	(426,240)	(405,200)	(59,800)	17.3
Dartmouth/Eastern Passage						
D810 Area Prog. & Maint.	(322,057)	(311,200)	(319,359)	(366,470)	(55,270)	17.8
D820 Findlay Maintenance	0	0	(80)	0	0	-
D830 NS Hospital Aquatics	0	(10,100)	(7,450)	(10,200)	(100)	1.0
D840 Grant Activities	(53,250)	(50,600)	(62,000)	0	50,600	(100.0)
	(375,307)	(371,900)	(388,889)	(376,670)	(4,770)	1.3
Progr & Community Dev	(2,602,354)	(2,557,800)	(2,725,785)	(2,632,940)	(75,140)	2.9
Arenas						
D960 Devonshire Arena	(190,919)	(187,700)	(198,200)	(229,140)	(41,440)	22.1
D970 Le Brun Centre	(343,173)	(351,800)	(331,688)	(361,450)	(9,650)	2.7
D980 Gray Arena	(290,317)	(321,500)	(330,836)	(356,360)	(34,860)	10.8
D985 Bowles Arena	(296,516)	(279,300)	(286,469)	(313,550)	(34,250)	12.3
	(1,120,924)	(1,140,300)	(1,147,193)	(1,260,500)	(120,200)	10.5
Facility Scheduling						
D911 Outdoor - Bookings	(24,881)	(31,000)	(27,500)	(29,200)	1,800	(5.8)
D912 HRSB - Bookings	(568,961)	(521,600)	(560,000)	(524,400)	(2,800)	0.5
	(593,842)	(552,600)	(587,500)	(553,600)	(1,000)	0.2
Arenas & Scheduling	(1,714,766)	(1,692,900)	(1,734,693)	(1,814,100)	(121,200)	7.2
Clearing Account REC						
D999 Clearing Account Rec	(88)	0	0	0	0	-
	(88)	0	0	0	0	-

Community Development

Summary of Gross Revenue by Division (continued)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Area Services						
C220 Riverlake Com. Ctr.	(2,000)	0	0	0	0	-
C230 Waverly Com. Centre	0	(5,400)	(5,400)	(5,400)	0	-
C290 Upper Sack. Com. Ctr	(85,604)	0	0	0	0	-
	(87,604)	(5,400)	(5,400)	(5,400)	0	-
Community Recreation Services	(5,620,511)	(5,347,200)	(5,698,376)	(5,561,740)	(214,540)	4.0
Area Rate Services						
C105 Sackville Hts El Sch	(201,537)	(183,200)	(183,200)	(179,700)	3,500	(1.9)
C106 Prospect Rd Rec Ctr	(207,573)	(228,200)	(228,200)	(228,200)	0	-
C107 GlenArb Hme Owners	(16,250)	(18,460)	(18,460)	(18,460)	0	-
C108 White Hill Res Assoc	(27,150)	(27,200)	(27,200)	(27,200)	0	-
C110 East Preston Rec Ctr	(22,712)	(27,500)	(27,500)	(27,500)	0	-
C112 Waterstone Neighbour	0	(14,100)	(14,100)	(14,100)	0	-
C115 Mineville Community	(9,480)	(10,000)	(10,000)	(10,000)	0	-
C120 Haliburton Hills	(39,794)	(40,600)	(40,600)	(40,600)	0	-
C125 Beaver Bank Rec Centre	(193,753)	(196,600)	(196,600)	(196,600)	0	-
C130 Highland Park	(5,850)	(6,600)	(6,600)	(6,600)	0	-
C132 Birch Bear Run HO	0	(6,540)	(6,540)	(6,540)	0	-
C135 Kingswood Ratepayers	(52,800)	(52,800)	(52,800)	(52,800)	0	-
C140 Prospect	(66,301)	(67,100)	(67,100)	(67,100)	0	-
C142 Glengarry Estates HO	0	(25,095)	(25,095)	(25,095)	0	-
C145 Westwood H Res Assoc	(27,600)	(30,700)	(30,700)	(30,700)	0	-
C150 Up. Hammonds Plains	(31,261)	(29,900)	(29,900)	(29,900)	0	-
C155 Harrietsfield Rec Ct	(25,970)	(28,200)	(28,200)	(28,200)	0	-
C160 Musquodoboit Harbour	(7,354)	(8,500)	(8,500)	(8,500)	0	-
C165 Dutch Settlement	(10,569)	(10,700)	(10,700)	(10,700)	0	-
C170 Hammonds Plns Com.RT	(53,716)	(56,100)	(56,100)	(56,100)	0	-
C175 Hubbards Rec. Centre	(28,550)	(32,700)	(32,700)	(32,700)	0	-
C180 Grand Lake Com. Ctr	(14,832)	(15,500)	(15,500)	(15,500)	0	-
C190 Maplewood Subdivisio	(18,450)	(18,450)	(18,450)	(18,450)	0	-
C194 Fall River Rec Ctr	(612,366)	(682,100)	(682,100)	(682,100)	0	-
C196 Silverside Res.Assoc	(16,200)	(16,300)	(16,300)	(16,300)	0	-
C198 St. Marg/Fox Hollow	(6,180)	(6,180)	(6,180)	(6,180)	0	-
C199 St. Marg Bay Ctr	(264,844)	(270,200)	(270,200)	(270,200)	0	-
C210 LWF Recreation Ctr	(165,503)	(152,100)	(152,100)	(152,100)	0	-
	(2,126,596)	(2,261,625)	(2,261,625)	(2,258,125)	3,500	(0.2)
Total	(17,148,683)	(15,943,917)	(15,340,485)	(15,865,065)	78,852	(0.5)

Community Development

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
CDBU Administration						
C410 Director's Office	318,977	378,590	344,831	347,947	(30,643)	(8.1)
C412 2011 CWG Project Off	39,010	18,000	139,719	18,350	350	1.9
M691 VIK - Special Events	10,665	0	14,500	0	0	-
	368,652	396,590	499,050	366,297	(30,293)	(7.6)
Market Development						
C711 Destination Halifax	403,550	401,600	401,600	401,600	0	-
	403,550	401,600	401,600	401,600	0	-
Facilities						
C705 Facility Management	1,078,075	1,266,100	1,297,630	1,317,302	51,202	4.0
	1,078,075	1,266,100	1,297,630	1,317,302	51,202	4.0
Community Relations						
A811 Community Grants	136,954	141,800	144,260	140,910	(890)	(0.6)
C730 Cultural Affairs	397,252	572,800	553,880	560,920	(11,880)	(2.1)
C760 Community/CivicEvent	1,010,542	985,500	977,718	997,110	11,610	1.2
C762 Youth Advocate Program	5,814	(200)	(200)	(26,638)	(26,438)	13,218.8
C764 Cultural Development	0	0	0	(23,500)	(23,500)	-
C770 Buildings/Operations	97,488	136,600	117,801	103,470	(33,130)	(24.3)
C771 BID's Special Projects	0	0	0	100,000	100,000	-
D710 Community Developers	1,059,954	1,110,100	984,610	1,218,854	108,754	9.8
	2,708,003	2,946,600	2,778,069	3,071,126	124,526	4.2
Development Services						
C420 Subdivision & Dev.	2,153,448	2,099,700	2,157,432	2,169,730	70,030	3.3
C430 Permits & Inspection	(936,863)	(716,900)	(181,550)	(167,539)	549,361	(76.6)
C450 Development Engineering	851,110	893,600	947,680	934,161	40,561	4.5
	2,067,695	2,276,400	2,923,562	2,936,352	659,952	29.0
Planning Services						
C310 Planning & Applic.	1,805,371	2,018,900	1,916,655	2,374,919	356,019	17.6
C320 Regional Comm Plann	851,299	879,400	810,657	1,138,057	258,657	29.4
C340 Planning Services	10	0	0	0	0	-
C510 Locked Bus Dist. Com	0	0	0	0	0	-
C779 Capital District	705,667	790,500	516,209	0	(790,500)	(100.0)
	3,362,347	3,688,800	3,243,521	3,512,976	(175,824)	(4.8)
Recreation Services						
C726 Marketing & Promotions	186,627	172,900	159,324	117,600	(55,300)	(32.0)
C910 Facility Transfers	330,000	319,600	330,000	326,900	7,300	2.3
D101 Rec. Prog. Admin.	925,849	972,000	880,770	916,830	(55,170)	(5.7)
D103 Recreation Equipment	1,225	0	0	0	0	-
D104 LEED's Facilities	31,500	31,500	24,485	56,065	24,565	78.0
	1,475,201	1,496,000	1,394,579	1,417,395	(78,605)	(5.3)
Outdoor Recreation						
D755 Rec/Enviro Leadership	269,346	263,500	273,828	289,104	25,604	9.7
D760 Otd Rec& Env Ser.	(927)	0	0	0	0	-
	268,419	263,500	273,828	289,104	25,604	9.7
Aquatic Services						
D175 Capt. Will Spry Aquatics	48,707	48,100	37,653	73,360	25,260	52.5
D220 Northcliffe Aquatics	(66,297)	(42,000)	(48,124)	(31,450)	10,550	(25.1)
D320 Bedford Outdoor Pool	15,445	17,700	12,953	23,680	5,980	33.8
D540 Beaches/Common Pool	376,278	360,200	351,520	420,660	60,460	16.8
D570 Needham Aquatics	84,119	106,400	104,367	118,210	11,810	11.1
	458,251	490,400	458,369	604,460	114,060	23.3
Mainland South & Area						
D155 Area Prog. & Maint.	279,717	275,500	303,743	306,085	30,585	11.1
D160 SMBC Prog. & Maint.	93,510	93,500	94,134	49,545	(43,955)	(47.0)
D165 CLCC Maint.	108,500	109,700	109,700	109,700	0	-
D180 Herring Cv. AreaProg	131,685	109,800	122,777	146,105	36,305	33.1
D170 CWSCC Prog. & Maint.	508,135	509,700	519,002	424,965	(84,735)	(16.6)
D176 CWSCC Fitness Ctr	(26,039)	(37,900)	(36,905)	(36,260)	1,640	(4.3)
	1,095,508	1,060,300	1,112,451	1,000,140	(60,160)	(5.7)

Community Development

Summary of Net Expenditures by Division (continued)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Mainland N & Western						
D210 Area Prog. & Maint.	497,574	419,700	455,653	461,290	41,590	9.9
D230 Northcliffe Maint.	255,414	258,100	258,100	259,500	1,400	0.5
D270 Lakeside Maint.	55,354	84,200	57,500	84,600	400	0.5
D580 St Andrews Prog & Maint.	259,234	261,300	266,488	277,620	16,320	6.2
	1,067,575	1,023,300	1,037,741	1,083,010	59,710	5.8
Bedford/Sack/Fall River						
D310 BSFR Prog. & Maint.	787,214	782,400	749,542	832,360	49,960	6.4
D340 Fall River Rec. Ctr.	48,221	43,100	47,713	43,100	0	-
D975 Bedford Leisure Club	1,237	0	0	0	0	-
	836,673	825,500	797,255	875,460	49,960	6.1
Cole Hb/E Shore & Valley						
D330 Mid. Musq. Program	38,394	41,600	35,110	37,240	(4,360)	(10.5)
D410 Musq Harbour Program	283,447	271,100	280,747	288,230	17,130	6.3
D420 MH Office & Fitness Ctr	57,870	62,000	64,451	61,430	(570)	(0.9)
D430 Sheet Hbr. Prog.	184,711	178,900	189,205	185,017	6,117	3.4
D440 Sheet Hbr. Fitness Ctr	47,806	54,600	54,300	56,060	1,460	2.7
D620 Pres/LkEcho/LT Prog	50,377	55,100	36,885	49,600	(5,500)	(10.0)
D630 Cole Harbour Program	295,148	312,100	302,596	319,190	7,090	2.3
D172 NPCC Prog. & Maint	389,133	409,500	439,652	457,250	47,750	11.7
	1,346,888	1,384,900	1,402,946	1,454,017	69,117	5.0
Peninsula						
D510 Area Prog. & Maint.	257,771	261,200	273,286	292,870	31,670	12.1
D520 Dixon Maintenance	84,200	85,100	85,100	85,100	0	-
D550 Dixon Program	218,064	227,300	270,589	268,730	41,430	18.2
D560 Needham Maint.	159,800	161,600	161,370	161,600	0	-
D585 BloomfieldProg& Main	30,587	67,100	10,220	19,130	(47,970)	(71.5)
D590 Citadel Prog & Maint.	262,669	274,700	250,541	263,530	(11,170)	(4.1)
	1,013,091	1,077,000	1,051,106	1,090,960	13,960	1.3
Dartmouth/Eastern Passage						
D810 Area Prog. & Maint.	694,948	719,300	693,895	718,250	(1,050)	(0.1)
D820 Findlay Maintenance	108,270	105,900	110,357	105,900	0	-
D830 NS Hospital Aquatics	8,631	200	(676)	430	230	115.0
D840 Grant Activities	13,079	(200)	(5,280)	0	200	(100.0)
	824,928	825,200	798,296	824,580	(620)	(0.1)
Progr & Community Dev	6,184,662	6,196,200	6,199,795	6,328,167	131,967	2.1
Arenas						
D960 Devonshire Arena	(35,020)	(30,600)	(39,900)	(71,240)	(40,640)	132.8
D970 Le Brun Centre	57,457	58,000	26,712	36,070	(21,930)	(37.8)
D980 Gray Arena	(44,944)	(54,900)	(55,436)	(79,300)	(24,400)	44.4
D985 Bowles Arena	(4,858)	15,900	6,231	(12,170)	(28,070)	(176.5)
	(27,364)	(11,600)	(62,393)	(126,640)	(115,040)	991.7
Facility Scheduling						
D911 Outdoor - Bookings	323,809	320,700	320,300	337,750	17,050	5.3
	323,809	320,700	320,300	337,750	17,050	5.3
Arenas & Scheduling	296,444	309,100	257,907	211,110	(97,990)	(31.7)
Clearing Account REC						
D999 Clearing Account Rec	40,201	(163,800)	(163,800)	(185,100)	(21,300)	13.0
	40,201	(163,800)	(163,800)	(185,100)	(21,300)	13.0
Area Services						
C220 Riverlake Com. Ctr.	4,922	5,100	5,100	4,700	(400)	(7.8)
C230 Waverly Com. Centre	8,194	23,800	23,800	23,250	(550)	(2.3)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700	0	-
C260 Lockview Ratepayers	6,567	7,300	7,300	7,120	(180)	(2.5)
C270 Lucasville Comm. Ctr	9,482	8,600	8,600	7,900	(700)	(8.1)
C280 Cole Harb.Pool/Tenni	52	0	0	0	0	-
	36,916	52,500	52,500	50,670	(1,830)	(3.5)

Community Development

Summary of Net Expenditures by Division (*continued*)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Community Recreation Services	8,760,096	8,643,900	8,473,178	8,715,806	71,906	0.8
Area Rate Services						
C105 Sackville Hts El Sch	(33,562)	0	0	(20)	(20)	-
C106 Prospect Rd Rec Ctr	(207,573)	0	0	0	0	-
C107 GlenArb Hme Owners	(4,536)	0	0	(220)	(220)	-
C108 White Hill Res Assoc	(27,150)	0	0	(100)	(100)	-
C110 East Preston Rec Ctr	(3,982)	0	0	0	0	-
C115 Mineville Community	(20,164)	0	0	0	0	-
C120 Haliburton Hills	(47,899)	0	0	(300)	(300)	-
C125 Beaver Bank Rec Centre	(20,166)	0	0	0	0	-
C130 Highland Park	746	0	0	(180)	(180)	-
C135 Kingswood Ratepayers	(52,445)	0	0	0	0	-
C140 Prospect	(35,303)	0	0	0	0	-
C145 Westwood H Res Assoc	(17,359)	0	0	(580)	(580)	-
C150 Up. Hammonds Plains	(2,410)	0	0	0	0	-
C155 Harrietsfield Rec Ct	8,095	0	0	(200)	(200)	-
C160 Musquodoboit Harbour	(31)	0	0	(850)	(850)	-
C165 Dutch Settlement	(3,293)	0	0	0	0	-
C170 Hammonds Plns Com.RT	(33,447)	0	0	0	0	-
C175 Hubbards Rec. Centre	(7,657)	0	0	(250)	(250)	(625,100.0)
C180 Grand Lake Com. Ctr	(8,161)	0	0	0	0	-
C185 District 3 Cap. Fund	(73,444)	0	0	0	0	-
C190 Maplewood Subdivisio	(647)	0	0	0	0	-
C194 Fall River Rec Ctr	(612,366)	0	0	0	0	-
C196 Silverside Res.Assoc	(119)	0	0	0	0	-
C198 St. Marg/Fox Hollow	(11,105)	0	0	0	0	-
C199 St. Marg Bay Ctr	120	0	0	0	0	-
C210 LWF Recreation Ctr	649	0	0	(140)	(140)	-
	(1,213,210)	0	0	(2,840)	(2,840)	(7,100,100.0)
Total	\$17,535,210	\$19,619,990	\$19,616,610	\$20,318,619	\$698,629	3.6

Community Development

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	20,325,498	20,094,400	19,912,814	21,298,100	1,203,700	6.0
Office	893,427	770,550	690,263	614,465	(156,085)	(20.3)
Professional Fees	243,442	22,500	38,821	13,300	(9,200)	(40.9)
Legal & Consulting Fees	25,405	136,200	200,190	147,103	10,903	8.0
External Services	1,046,861	1,978,260	1,942,044	1,058,970	(919,290)	(46.5)
Uniforms & Clothing	35,197	48,500	29,786	33,500	(15,000)	(30.9)
Salt	35	0	0	0	0	-
Supplies & Materials	399,165	375,700	330,223	345,830	(29,870)	(8.0)
Utilities	222,597	216,600	209,750	217,800	1,200	0.6
Building Costs	178,755	331,880	289,374	253,880	(78,000)	(23.5)
Equipment & Communications	311,530	245,400	203,144	199,010	(46,390)	(18.9)
Vehicle Expense	195,767	181,500	160,050	172,400	(9,100)	(5.0)
Travel	305,035	220,600	212,621	190,279	(30,321)	(13.7)
Training & Education	92,492	106,750	50,247	89,250	(17,500)	(16.4)
Facilities Rental	396,208	426,800	406,780	402,000	(24,800)	(5.8)
Advertising & Promotion	178,377	172,050	151,606	134,885	(37,165)	(21.6)
Other Goods & Services	1,695,128	1,863,740	1,823,081	2,041,347	177,607	9.5
Interdepartmental	2,810,956	2,800,400	2,843,698	2,691,548	(108,852)	(3.9)
Debt-Interest	191,141	187,700	187,700	472,400	284,700	151.7
Debt Principal	292,362	292,300	292,300	699,200	406,900	139.2
Transfer Outside Agencies	4,388,577	4,118,541	4,198,426	4,154,875	36,334	0.9
Insurance Costs	14,409	15,200	15,200	18,200	3,000	19.7
Grants & Tax Concessions	830,363	2,057,200	2,062,700	1,091,200	(966,000)	(47.0)
Transfer to/from Reserves	25,000	(1,050,000)	(1,244,859)	(266,683)	783,317	(74.6)
Provision for Allowance	22,320	37,751	37,751	37,790	39	0.1
Other Fiscal	22,715	79,635	79,635	85,635	6,000	7.5
Prior year Surplus/Deficit	(458,868)	(166,250)	(166,250)	(12,600)	153,650	(92.4)
Expenditures	34,683,892	35,563,907	34,957,095	36,183,684	619,777	1.7
Total	\$34,683,892	\$35,563,907	\$34,957,095	\$36,183,684	\$619,777	1.7
Revenues						
Tax Revenues	(215,800)	(1,447,692)	(1,447,692)	(1,448,300)	(608)	0.0
Area Rate Revenue	(3,169,756)	(2,072,325)	(2,072,325)	(2,068,825)	3,500	(0.2)
Transfers from other Gov'ts	(521,049)	(610,600)	(610,600)	(701,900)	(91,300)	15.0
Fines and Fees	(48,553)	(44,000)	(68,200)	(60,000)	(16,000)	36.4
Licenses & Permits	(4,113,326)	(4,276,400)	(3,250,205)	(3,744,800)	531,600	(12.4)
Rental & Leasing	(1,495,414)	(1,341,900)	(1,518,461)	(1,370,170)	(28,270)	2.1
Recreational Revenue	(3,959,689)	(3,864,100)	(3,947,057)	(4,041,070)	(176,970)	4.6
Sales Revenue	(319,731)	(252,300)	(226,866)	(245,000)	7,300	(2.9)
Other Revenue	(3,305,365)	(2,034,600)	(2,199,079)	(2,185,000)	(150,400)	7.4
Revenues	(17,148,683)	(15,943,917)	(15,340,485)	(15,865,065)	78,852	(0.5)
Total	(17,148,683)	(15,943,917)	(15,340,485)	(15,865,065)	78,852	(0.5)
Net Cost	\$17,535,210	\$19,619,990	\$19,616,610	\$20,318,619	\$698,629	3.6

Finance

Business Plan - 2010/11

Mission: *Leading Financial Stewardship*

We lead financial stewardship through advice, services and policy.

Business Unit Overview:

Finance leads HRM's Fiscal Health & Accountability activities in support of the Executive Management Team's priority areas and provides services and advice to internal clients, Council and residents of HRM.

Chief Financial Officer/Director:

Cathie O'Toole, CGA

Revenue Operations Manager

Jerry Blackwood, CGA

Prepare billings; collect all revenues, administration of Animal Control and False Alarms By-Laws, Local Improvement Charges, Tax Sales, and Parking Regulations.

Accounting Operations Manager

Louis de Montbrun, CA

Accounts Payable Processing, Asset and Project Accounting, Claims preparation, Banking, Payroll Accounting, Service Delivery and Financial Reporting. Year-end audited financial statements, ensuring HRM complies with industry and legislative financial reporting requirements for Operating, Capital, Trust Funds and Reserves.

Procurement & Stores Operations Manager

Anne Feist, CPPB

Procurement services including purchasing, inventory, storage and disposal, coordination of contracts and contract administration. Supply eight (8) fuelling stations and four (4) salt sheds.

Payroll Operations Manager

Kevin Hislop

Responsible to provide all payroll related functions to HRM employees, Business Units and Boards and Commissions. Some of the services provided to clients include time and attendance tracking, payroll/benefits administration, bi-weekly payroll production, year end T4 production, labour and equipment costing, and providing policy /collective agreement interpretation and monitoring as related to payroll issues.

Budget & Financial Analysis Manager

Paul Fleming, MBA, CHRP

Manages the Operating, Capital and Reserve Budget processes, and provides customer service and stewardship support to Business Units through business analysis and financial consulting staff. Provides financial advice and analysis, ensuring compliance with HRM policies and legislation, in support of Council, EMT and Business Unit decision making.

Fiscal & Tax Policy Manager

Bruce Fisher, MPA, CMA

Develops, defines and refines policies related to fiscal management, financial planning, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning and leads the Multi Year Financial Strategy. HRM Finance lead on economic prosperity objectives. Provides advice and support to business units involved in policy and program delivery regarding grants.

**Corporate Reporting
& Financial Policy
Manager**

Pamela Caswill, CA

Researches, analyses and recommends financial reporting and performance standards, processes and policies. In conjunction with the Treasurer, the Investment team guides the long and short term investment policy of the Municipality and provides leadership and control to the overall process through cash management performance measurement. Provides stewardship over the banking applications used by HRM and its related organizations and leads the Disaster Financial Recovery claims process as required.

Summary of Business

- No changes.

Unit Structure

Changes:

Core Operations and Services provided:

- Accounts Payable Processing
- Project and Asset Accounting
- FTE Position Management
- Financial Reporting and Expenditure Analysis
- Council Report Review and Support
- Payroll Operations
- Procurement & Stores Operations
- Inventory Control
- Corporate Financial Planning & Budget Process Management
- Bylaw Registration and Administration, eg: False Alarms, Parking Meters
- Area Rate Analysis and Administration
- Coin Processing
- Collective Agreement Costing
- Job Costing
- Fiscal and Tax Policy
- Revenue & Tax Billing and Collection
- Financial Analysis & Consulting
- Customer Services & Inquiries
- Parking Ticket Enforcement
- HRM Investments & Cash Management
- Banking Relationships & Coordination
- Disaster Financial Assistance Claims Support
- Financial Policy Development & Implementation

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes full and part-time permanent positions)	188	203.5	204

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$4,074
1 Compensation and Benefits	671
2 Fines and Fees	(2,609)
3 Printing and Reproduction	(76)
4 Other Goods and Services	(105)
5 Contract Services	122
2010/11 Budget	\$2,077

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frame..

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

- **Economic Prosperity:** Providing support and developing financial approaches to help achieve HRM's economic prosperity objectives.
- **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. The budget and business planning process is the key mechanism to determine service and funding levels. During the next 2 - 3 fiscal years it will be increasingly difficult to devise funding strategies, and it may be necessary to re-align services to meet funding levels.

- **Misunderstanding and Inequities within the current tax structure:** The HRM Citizen Survey identified taxation and tax levels as a substantial concern for residents.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit's ability to deliver services (both internally and externally).

- **Operationalizing Tangible Capital Asset Accounting:** With the implementation of Tangible Capital Assets Accounting and Reporting in 09/10, new processes were developed with business unit stakeholders and these processes will continue to evolve during 10/11, including the implementation of the asset accounting module of SAP and a middleware application to link the source asset data to SAP.
- **Revenue Tools Benefits Realization:** Completion of the outstanding Hansen system modification requests and on-going support to realize all of the benefits of the new technology.
- **Physical Moves:** Although final outcomes surrounding new space for Finance with Corporate Accommodations remains uncertain, the 3rd Floor Duke Tower Finance staff is the business unit being considered to relocate to space in Alderney Gate, Dartmouth to achieve organizational cost savings. A move will cause disruption and will have an impact on the possible 130+ staff involved. The opening of the new Ragged Lake Transit Centre and changes at the Turner Drive stores location impacts many other Finance employees as well.

Opportunities:

- **Maximizing existing technologies:** Achieving improvements to our existing systems and enhancing the use of technology will create improved analysis and efficiencies.
- **Building financial capability in other business units:** Build on our own inventory of knowledge and enhance relationships and build financial capacity within other business units. Continue to develop and formalize policies and guidelines.
- **Continue to build our Management Team:** Continue to encourage a collaborative and open environment where we work as a team supporting each other through trust, advice and open communications.
- **Financial reporting improvements:** Ongoing review, development and improvement of financial information, reporting, business processes and policies will result in improved service delivery to clients and the public.

Business Unit Goals

The goals for the FINANCE are:

- Goal 1: Improved Employee Engagement and Satisfaction
- Goal 2: Improved Financial Information
- Goal 3: Promote Fiscal Health & Accountability
- Goal 4: Optimize use of Skills and Technology
- Goal 5: Meet Internal Service Expectations

Goal 1: Improved Employee Engagement and Satisfaction

Corporate Strategy Linkage:

EMT Priorities: Making HRM an Employer of Choice

Description:

Enhance staff retention, recruitment and succession planning. Develop staff and future leaders through internal and external training, mentoring, rewarding excellence, communications and creating a positive work environment.

Goal 1: Improved Employee Engagement and Satisfaction	
Objectives for 2010/2011:	
FIN 1.1	Encourage a professional, positive, supportive and challenging work environment through the continued implementation of: orientation materials, employee feedback tools, targeted professional development, training plans and clearly identified roles and performance expectations.
FIN 1.2	Recognize and reward employees and teams and ensure their achievements and acknowledgements are documented in personnel files where appropriate.
FIN 1.3	Improve internal and external communications with regular team meetings, annual employee sessions, and updated intranet and internet content.
Objectives for the next 3-5 years:	
FIN 1.4	Develop internal training opportunities for Finance staff through regular lunch and learns.
FIN 1.5	Implement the workforce planning initiative with Human Resources that will help to identify knowledge, skills and experience and analyze our business unit's workforce needs.
FIN 1.6	Identify, motivate and develop future talent in Finance. Establish training plans and opportunities for these individuals through the PDP process, succession planning and workforce planning.

Goal 2: Improved Financial Information

Corporate Strategy Linkage:

EMT Priorities: Practising Fiscal Responsibility, Providing Excellence in Service Delivery

Description:

Service delivery to clients and the public will benefit from review, development and improvement of financial information, business processes and policies.

Goal 2: Improved Financial Information	
<i>Objectives for 2010/2011:</i>	
FIN 2.1	Continue to improve reporting and assist in developing processes to address specific needs identified by internal and external clients.
FIN 2.2	Roll-out the methodology to conduct cost analysis of programs and services that can be used by business units.
FIN 2.3	Continue training and education for business units on use of SAP, financial business processes and policies. Further enhance relationships with business units.
FIN 2.4	Ensure requirements for the new request for proposal for banking services are drafted and a process for submissions and review is underway as the current banking agreement expires in Fall 2011.
FIN 2.5	Develop a project budget revision process, including information on appropriate sign-offs and Tangible Capital Asset implications.
FIN 2.6	Continue to document financial reporting, funding claim submission requirements and business processes for cost sharing agreements including: Gas Tax, Public Transit, Municipal Rural Infrastructure Fund Program and Build Canada.
FIN 2.7	Develop a plan to increase public availability of HRM's financial information through an electronic format.
<i>Objectives for the next 3-5 years:</i>	
FIN 2.8	Continue to develop and document business processes, work flow and guidelines and create manuals for each division and operational area.
FIN 2.9	Develop a process to include financial projections on projects.
FIN 2.10	Identify key policies and practices required to be developed and completed.

Goal 3: Promote Fiscal Health & Accountability

Corporate Strategy Linkage:

EMT Priorities: Practicing Fiscal Responsibility, Providing Excellence in Service Delivery

Community Outcome Areas: Foster Economic Prosperity

Description:

Finance is the lead on the Corporate Fiscal Responsibility Strategy. Finance will continue to implement Corporate Asset Accounting, update policies such as the Multi Year Financial Strategy and Council’s direction on HRM’s overall Financial Strategy, and continue to document business processes and enhance controls. Finance also has an important role in furthering Economic Prosperity objectives.

Goal 3: Promote Fiscal Health & Accountability	
<i>Objectives for 2010/2011:</i>	
FIN 3.1	Create a clear long term approach to the Multi-year Financial Strategy.
FIN 3.2	Develop and improve options for Reserves and Capital Strategy.
FIN 3.3	Incorporate Tangible Capital Asset and project budgeting and reporting into the Multi-Year Financial Strategy
FIN 3.4	Work with project managers in Infrastructure and Asset Management as well as other business units to develop clear roles, responsibilities and accountabilities around project reporting, approvals and cost-sharing. Ensure expectations around infrastructure reporting and financial aspects of capital project management are well understood.
FIN 3.5	Support Economic Prosperity. Develop options supporting investment in downtown.
<i>Objectives for the next 3-5 years:</i>	
FIN 3.6	Develop and refine the capacity to provide multi-year operational budgets and projects.
FIN 3.7	Review the non-profit tax exemption program
FIN 3.8	Analyze financial implications of new programs, services and resource requirements.

Goal 4: Optimize use of Skills and Technology

Corporate Strategy Linkage:

EMT Priorities: Providing Excellence in Service Delivery

Description:

Build knowledge and skills with technology and identify opportunities for enhancement.

Goal 4: Optimize use of Skills and Technology	
<i>Objectives for 2010/2011:</i>	
FIN 4.1	Develop a technology plan and approach for Finance by exploring the functionality potential of our current enterprise systems such as SAP and Hansen.
FIN 4.2	Review of information technology requests to ensure priority areas are being addressed.
FIN 4.3	Implement, as appropriate, the technology “quick hits” that were identified in the Business Process and Quality Assurance review reports.
FIN 4.4	Participation in education, awareness and/or training sessions on technology security and new desktop applications that are planned to roll out from BPIM.
<i>Objectives for the next 3-5 years:</i>	
FIN 4.5	Investigate opportunities and costs to implement our technology plan.
FIN 4.6	Identify the technology, skills and training requirements for key positions.
FIN 4.7	Ongoing use and development of future business analyst positions in Finance.

Goal 5: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priorities: Providing Excellence in Service Delivery

Description:

Finance is committed to meeting the Internal Service Expectations agreed upon from other Business Units.

Goal 5: Meet Internal Service Expectations	
Objectives for 2010/2011:	
FIN5.1	Ongoing staff participation in several corporate initiatives and committees such as the Capital Steering Committee, Employee Recognition Committee, Community Visioning, Sustainability-Green Team, Labour Management Committee, Asset Management Strategy, Central Library Steering Committee, Diversity Strategy, Corporate Safety and the Regional Plan Review.
FIN 5.2	Offer consultation and support to roll out new Corporate Policies and Initiatives.
FIN 5.3	Financial support, expertise, advice and analysis to business units as requested/required.
FIN 5.4	Ensure resources are available for an increased level of reports anticipated to be processed through FinTrack .

Service Level Changes

Increases In Services / New Initiatives:

- Increased collections capacity through reorganization of existing resources to create a collections division within Revenue.
- Implementation of the Dunning Module in Hansen to foster a more focussed collection effort and increase cash flow.
- Response to Capital Budget Infrastructure Initiative (fast track capital projects)
- Implementation of a Tangible Capital Asset sub-ledger to track asset costs, including opening value, additions, disposals, depreciation and net book value.
- Continued roll out of amended procurement policy that will streamline the tender/award process with a greater emphasis on core values and sustainability.
- Design and implementation of a new payroll journal to allow for electronic authorization via workflow. Implement electronic submissions of records of employment via the web.
- Implementation of a pilot for electronic pay stub distribution.
- Preparation/set up of new stores operations at the Ragged Lake Transit Centre
- Created a fully automated Capital Budget process with in-house software providing more time to review specifics and increase quality control and production time.

Decreases In Services / Operational Pressures (OP):

OP: Tight fiscal capacity increases pressure to monitor projections and budget.

OP: Hundreds of ideas received for efficiencies or revenue generation create a huge amount of analytical work which will require significant time to complete and may impact other initiatives.

OP: Turnover in positions from retirements, departures and secondments has resulted in many new staff with limited knowledge and experience.

Expected Services Not Being Delivered:

None

Finance

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Finance						
A301 Administration - Finance	333,397	377,980	380,572	396,745	18,765	5.0
M621 VIK - Special Events	0	0	8,000	0	0	-
	333,397	377,980	388,572	396,745	18,765	5.0
Finance						
A304 Financial Rpt & Trea	327,295	339,700	330,200	353,685	13,985	4.1
A351 Budget & Fin.Analysi	591,295	609,600	650,700	790,437	180,837	29.7
A810 Fiscal & Tax Policy	324,019	321,200	285,710	287,100	(34,100)	(10.6)
	1,242,609	1,270,500	1,266,610	1,431,222	160,722	12.7
Financial Services Admin						
A306 Cap Proj Overheads	246	(10)	0	(720)	(710)	7,100.0
A302 SMFS Admin.	161,377	184,400	177,500	190,645	6,245	3.4
	161,623	184,390	177,500	189,925	5,535	3.0
Revenue						
A311 Revenue - Administration	296,045	319,790	306,457	332,436	12,646	4.0
A312 Coin Room	216,170	213,180	209,537	247,500	34,320	16.1
A313 Payment Processing	292,895	286,780	288,826	300,030	13,250	4.6
A314 General Revenue	492,417	509,560	489,791	484,650	(24,910)	(4.9)
A315 Ticket Office	1,021,877	1,037,160	1,052,531	1,013,960	(23,200)	(2.2)
A316 Taxation	806,025	734,850	744,670	587,517	(147,333)	(20.0)
A325 Collections	0	0	0	261,927	261,927	-
A360 Parking Meters	228,122	227,790	239,070	234,224	6,434	2.8
	3,353,551	3,329,110	3,330,882	3,462,244	133,134	4.0
Accounting						
A321 Accounting Administrator	806,818	696,980	676,200	730,305	33,325	4.8
A322 Payment Processing	591,408	613,600	550,300	648,380	34,780	5.7
A323 Accounting Processing	616,412	561,100	600,878	691,380	130,280	23.2
A324 Accounting Reporting	332,526	365,500	355,600	387,380	21,880	6.0
	2,347,164	2,237,180	2,182,978	2,457,445	220,265	9.8
Procurement						
A331 General Purchasing	592,912	592,780	558,480	613,872	21,092	3.6
A332 Inventory & Asset Mg	126,838	90,750	108,450	93,670	2,920	3.2
A333 Stores-Transit/Fire	844,533	890,100	888,100	931,075	40,975	4.6
A334 Stores-East/West	560,437	577,200	579,000	610,230	33,030	5.7
A335 Procurement FSRs	469,825	460,880	488,780	574,330	113,450	24.6
A336 Procurement Staff	678,240	679,560	670,360	720,130	40,570	6.0
A337 Disp.of Surplus Equi	28,579	0	0	0	0	-
A338 Stores- Ragged Lake	0	0	0	73,235	73,235	-
	3,301,362	3,291,270	3,293,170	3,616,542	325,272	9.9
Payroll Operations						
A615 Payroll Operations	1,211,058	1,262,800	1,173,100	1,311,800	49,000	3.9
	1,211,058	1,262,800	1,173,100	1,311,800	49,000	3.9
Financial Services Division	10,374,758	10,304,750	10,157,630	11,037,956	733,206	7.1
Revenue Replacement Project						
A319 Lock Tools Replace	7,400	0	0	0	0	-
	7,400	0	0	0	0	-
PS TCA Project						
A391 PS3150 Compliance	160,846	188,300	175,100	172,650	(15,650)	(8.3)
	160,846	188,300	175,100	172,650	(15,650)	(8.3)
Business Process and Quality As						
A317 Bus Process & QA	340,561	285,100	285,100	0	(285,100)	(100.0)
	340,561	285,100	285,100	0	(285,100)	(100.0)
Total	\$12,459,571	\$12,426,630	\$12,273,012	\$13,038,573	\$611,943	4.9

Finance

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Finance						
A301 Administration - Finance	(434)	0	(600)	0	0	-
	(434)	0	(600)	0	0	-
Revenue						
A314 General Revenue	(180,004)	(181,900)	(156,000)	(155,200)	26,700	(14.7)
A315 Ticket Office	(6,450,114)	(6,332,300)	(6,560,000)	(8,420,000)	(2,087,700)	33.0
A316 Taxation	(1,803,886)	(1,831,100)	(1,735,000)	(2,218,800)	(387,700)	21.2
A325 Collections	0	0	0	(145,000)	(145,000)	-
	(8,434,004)	(8,345,300)	(8,451,000)	(10,939,000)	(2,593,700)	31.1
Accounting						
A321 Accounting Administratio	(3,430)	0	0	0	0	-
A322 Payment Processing	0	0	(14,200)	(15,000)	(15,000)	-
	(3,430)	0	(14,200)	(15,000)	(15,000)	-
Procurement						
A331 General Purchasing	(800)	0	(5,950)	0	0	-
A336 Procurement Staff	191	0	0	0	0	-
A337 Disp.of Surplus Equi	(26,418)	0	0	0	0	-
	(27,027)	0	(5,950)	0	0	-
Payroll Operations						
A615 Payroll Operations	(8,020)	(7,800)	(11,000)	(7,800)	0	-
	(8,020)	(7,800)	(11,000)	(7,800)	0	-
Financial Services Division	(8,472,481)	(8,353,100)	(8,482,150)	(10,961,800)	(2,608,700)	31.2
PS TCA Project						
A391 PS3150 Compliance	0	0	(3,900)	0	0	-
	0	0	(3,900)	0	0	-
Total	(8,472,915)	(8,353,100)	(8,486,650)	(10,961,800)	(2,608,700)	31.2

Finance

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Finance						
A301 Administration - Finance	332,963	377,980	379,972	396,745	18,765	5.0
M621 VIK - Special Events	0	0	8,000	0	0	-
	332,963	377,980	387,972	396,745	18,765	5.0
Finance						
A304 Financial Rpt & Trea	327,295	339,700	330,200	353,685	13,985	4.1
A351 Budget & Fin. Analysis	591,295	609,600	650,700	790,437	180,837	29.7
A810 Fiscal & Tax Policy	324,019	321,200	285,710	287,100	(34,100)	(10.6)
	1,242,609	1,270,500	1,266,610	1,431,222	160,722	12.7
Financial Services Admin						
A306 Cap Proj Overheads	246	(10)	0	(720)	(710)	7,100.0
A302 SMFS Admin.	161,377	184,400	177,500	190,645	6,245	3.4
	161,623	184,390	177,500	189,925	5,535	3.0
Revenue						
A311 Revenue - Administration	296,045	319,790	306,457	332,436	12,646	4.0
A312 Coin Room	216,170	213,180	209,537	247,500	34,320	16.1
A313 Payment Processing	292,895	286,780	288,826	300,030	13,250	4.6
A314 General Revenue	312,413	327,660	333,791	329,450	1,790	0.5
A315 Ticket Office	(5,428,237)	(5,295,140)	(5,507,469)	(7,406,040)	(2,110,900)	39.9
A316 Taxation	(997,862)	(1,096,250)	(990,330)	(1,631,283)	(535,033)	48.8
A325 Collections	0	0	0	116,927	116,927	-
A360 Parking Meters	228,122	227,790	239,070	234,224	6,434	2.8
	(5,080,454)	(5,016,190)	(5,120,118)	(7,476,756)	(2,460,566)	49.1
Accounting						
A321 Accounting Administration	803,388	696,980	676,200	730,305	33,325	4.8
A322 Payment Processing	591,408	613,600	536,100	633,380	19,780	3.2
A323 Accounting Processing	616,412	561,100	600,878	691,380	130,280	23.2
A324 Accounting Reporting	332,526	365,500	355,600	387,380	21,880	6.0
	2,343,734	2,237,180	2,168,778	2,442,445	205,265	9.2
Procurement						
A331 General Purchasing	592,112	592,780	552,530	613,872	21,092	3.6
A332 Inventory & Asset Mg	126,838	90,750	108,450	93,670	2,920	3.2
A333 Stores-Transit/Fire	844,533	890,100	888,100	931,075	40,975	4.6
A334 Stores-East/West	560,437	577,200	579,000	610,230	33,030	5.7
A335 Procurement FSRs	469,825	460,880	488,780	574,330	113,450	24.6
A336 Procurement Staff	678,430	679,560	670,360	720,130	40,570	6.0
A337 Disp. of Surplus Equi	2,161	0	0	0	0	-
A338 Stores- Ragged Lake	0	0	0	73,235	73,235	-
	3,274,335	3,291,270	3,287,220	3,616,542	325,272	9.9
Payroll Operations						
A615 Payroll Operations	1,203,038	1,255,000	1,162,100	1,304,000	49,000	3.9
	1,203,038	1,255,000	1,162,100	1,304,000	49,000	3.9
Financial Services Division	1,902,277	1,951,650	1,675,480	76,156	(1,875,494)	(96.1)
Revenue Replacement Project						
A319 Lock Tools Replace	7,400	0	0	0	0	-
	7,400	0	0	0	0	-
PS TCA Project						
A391 PS3150 Compliance	160,846	188,300	171,200	172,650	(15,650)	(8.3)
	160,846	188,300	171,200	172,650	(15,650)	(8.3)
Business Process and Quality As						
A317 Bus Process & QA	340,561	285,100	285,100	0	(285,100)	(100.0)
	340,561	285,100	285,100	0	(285,100)	(100.0)
Total	\$3,986,656	\$4,073,530	\$3,786,362	\$2,076,773	-\$1,996,757	(49.0)

Finance

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	10,804,399	10,907,000	10,675,228	11,577,850	670,850	6.2
Office	508,922	411,737	452,260	314,940	(96,797)	(23.5)
Professional Fees	260,420	132,800	137,900	135,400	2,600	2.0
Legal & Consulting Fees	71,231	6,000	20,400	4,160	(1,840)	(30.7)
External Services	626,723	612,300	715,500	734,050	121,750	19.9
Uniforms & Clothing	13,908	11,500	10,700	11,600	100	0.9
Supplies & Materials	54,903	61,930	59,930	60,750	(1,180)	(1.9)
Utilities	18	0	0	0	0	-
Building Costs	150	1,500	700	1,500	0	-
Equipment & Communications	88,971	82,600	78,500	83,300	700	0.8
Vehicle Expense	3,681	0	0	0	0	-
Travel	44,862	42,320	45,751	37,834	(4,486)	(10.6)
Training & Education	49,443	79,665	68,727	74,650	(5,015)	(6.3)
Facilities Rental	28,831	11,400	27,100	7,100	(4,300)	(37.7)
Advertising & Promotion	23,825	17,500	3,100	990	(16,510)	(94.3)
Other Goods & Services	108,654	141,578	96,566	106,955	(34,623)	(24.5)
Interdepartmental	33,096	23,300	(6,050)	13,594	(9,706)	(41.7)
Transfer to/from Reserves	(262,324)	0	0	0	0	-
Other Fiscal	(142)	(116,500)	(113,300)	(126,100)	(9,600)	8.2
Expenditures	12,459,571	12,426,630	12,273,012	13,038,573	611,943	4.9
Total	\$12,459,571	\$12,426,630	\$12,273,012	\$13,038,573	\$611,943	4.9
Revenues						
Area Rate Revenue	191	0	0	0	0	-
Fines and Fees	(4,827,272)	(4,698,300)	(4,820,000)	(4,803,800)	(105,500)	2.2
Tax Certificates	(366,991)	(372,300)	(320,000)	(350,000)	22,300	(6.0)
Sales Revenue	(3,210,049)	(3,244,500)	(3,280,000)	(5,755,000)	(2,510,500)	77.4
Other Revenue	(68,793)	(38,000)	(66,650)	(53,000)	(15,000)	39.5
Revenues	(8,472,915)	(8,353,100)	(8,486,650)	(10,961,800)	(2,608,700)	31.2
Total	(8,472,915)	(8,353,100)	(8,486,650)	(10,961,800)	(2,608,700)	31.2
Net Cost	\$3,986,656	\$4,073,530	\$3,786,362	\$2,076,773	-\$1,996,757	(49.0)

Fire and Emergency

Business Plan - 2010/11

Mission: *Halifax Regional Fire and Emergency members are dedicated to enhancing and preserving quality of life, property and environment through education, leadership, partnerships and effective response to emergencies by ensuring the citizens of HRM live in safe and welcoming communities.*

Business Unit Overview:

Halifax Regional Fire and Emergency (HRFE) provides emergency response twenty-four hours a day, seven days a week through 59 stations located throughout HRM which are staffed by career and volunteer firefighters. The services provided include fire suppression, emergency rescue response and extrication, dangerous goods response and emergency medical care. Non-emergency services include public awareness, inspections, investigations, technical expertise and training which is also provided to the public and other HRM Business units.

Director: **William H. Mosher**

Operational Support
Roy Hollett
Deputy Chief Director

The Operational Support Team is the infrastructure that supports the Operations Division. This section is responsible for Communications, Buildings & Fleet, Attendance Management, Human Resources, Fire Prevention, Marketing & Public Information, Safe Communities, Emergency Measures, Firefighter Assistance Program, along with the Strategic Initiative of the Urban Search & Rescue (USAR).
The Corporate Safety Division of HRM is also under Fire's umbrella and is responsible to ensure that HRM meets its legislative compliance under the Occupational Health & Safety Act.

Operations
Stephen Thurber
Deputy Chief Director

The Operations Team is responsible for the mitigation of emergency response, which is provided from 59 Fire Stations that covers all of HRM. These fire stations complement ranges from being fully career firefighters to fully volunteer firefighters, with some stations having a combination of career and volunteer firefighters. Also reporting to the Deputy of Operations are the Logistics Division, Training Division and Labour Relations. A special operations section also falls under Operations and is responsible for the coordination and development of the Marine/Dive Teams as well as the strategic initiative of the Chemical Biological Radiological Nuclear. (CBRN) Team.

Summary of
Business Unit
Structure Changes:

None

Core Operations and Services provided:

- 494 Career Staff (467 Uniformed & 27 Civilian)
- 705 Volunteer Firefighters (147 Urban & 558 Rural)
- Fire and Emergency Response, Medical Response
- Vehicle Rescue, Water/Ice Rescue, Structural/Confined Space Rescue, High Angle Rescue, and Search and Rescue
- Emergency Management Office (EMO)
- Corporate Safety Office
- Hazardous Material Response
- Inspections; Investigations
- Public Education; Public Information
- Emergency Responses: (2009/08 - 11,467); (2008/07 - 11,820) (2007/06 - 12,267)
- Smoke Detectors installed by Operations Crews (2009 - 51); (2008 - 41); (2007 - 53)
- Public Education Presentations conducted (2009 - 390) (2008 - 731), (2007 - 748)
- Public & Private Schools participating in Fire Prevention Week Activities (2009 - 109); (2008 - 109); (2007 - 109)
- Occupancy Inspections (2009 - 1474); (2008 - 3512); (2007 - 2200)
- 104 Fire Safety Plans Recorded in 2009
- 144 Front Line Apparatus (Engines, Pumpers, Aerials, Rescues & Tactical Support
- 168 Support Vehicles (Light Rescues, Air Supply Units, Utilities Trucks/Cars/Vans, Command and Speciality Trailers, Boats, Tractors, ATV's Antiques, etc.)

Funded Full Time Equivalent (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes Full and Part-time)	494 469 Uniformed 25 Civilians	494 467 Uniformed 27 Civilians	494 467 Uniformed 27 Civilians

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$54,248
1 Salaries & benefits - includes cost changes resulting from collective agreement increases, step level increases, classification reviews and employer benefit costs.	2,017
2 Increase in Honorariums to implement the first phase of a blended Honorarium System for all Fire Service Volunteers.	400
3 Inflation and Service Driver Increases to other Expenditure accounts.	42
4 Debt Service Costs.	14
5 Budget Transfers to Corporate for Printing and Computers	(26)
6 Fleet-Interdepartmental decrease. (Lower Fuel Prices).	(31)
7 Rural Fire Fuel decrease (Lower Fuel Prices).	(34)
8 Budget transfer to Community Development for Fire Halls (utilities).	(23)
9 Corporate across the board reductions.	(98)
10 Fire cost cutting exercise.	(879)
2010/11 Budget (SAP Version Z5)	\$55,630

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 timeframe.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

1. **External Partnerships:** Developing new and continuing to enhance existing partnerships with external agencies and other levels of government to provide services to our residents and visitors.
2. **Citizens Emergency Capability:** There is a need to further develop awareness programs and Joint Emergency Management teams that are designed to assist residents to be prepared and be able to take care of themselves for the first 72 hours in the event of an emergency.
3. **Volunteer Recruitment & Retention:** Halifax Regional Fire and Emergency faces a significant challenge in recruiting and retaining volunteer firefighters, which is also a major issue across the Province of NS and North America. Recruitment campaigns for volunteer firefighters are ongoing, with emphasis in communities with low volunteer turnout.
4. **Station Location Project:** The identification of fire station consolidation and closures will have an impact on the community they are located in and will require an effective communication strategy and discussion with stakeholders. Also a major component of a community Fire Underwriters Survey is the analysis of the placement of fire stations and firefighter response to emergencies which is a key component in the establishing of rating levels to the Insurance industry for fire insurance rates for the citizens of HRM.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit's ability to deliver services (both internally and externally).

1. **Service Delivery Technology:** The implementation of technological advances for the fire service is required to accurately measure service delivery. Research continues on finding ways to accurately measure our service delivery with tools such as Mobile Data Terminals (MDT's). A pilot project for 5 Mobile Data Terminals is underway this fiscal year to evaluate and determine the next course of action. The installation of a Station Alerting system and Automatic Vehicle Locators (AVL) technology has also been identified as tools to assist the Fire Service in its service delivery as well as increasing efficiencies. Fire Department Management (FDM) requires resources in order to further develop and maximize the full use of this software.

2. **Service Delivery - Resources:** The fire service continues to strive to minimize the impacts to service delivery by realigning staffing on a daily basis to meet or maintain current levels of service delivery. Staff also continues to work on the alignment of existing resources and shift schedules to increase efficiencies in service delivery as required.
3. **Service Delivery - Station Location:** As we move forward with the Station Location Project, this will be a challenge for the Fire Service as we make changes in service delivery with the building of new stations, closing redundant stations, and consolidating stations as identified for service improvements and efficiencies. RMS (formerly the Insurers' Advisory Organization) will assist our Fire Service in validating our service delivery.

Business Unit Goals

The goals for Fire and Emergency are:

- Goal 1: Fire Service Strategies aligned with Approved Service Delivery Standard
- Goal 2: EMO Preparedness and Business Continuity Management
- Goal 3: Marine Emergency Operations
- Goal 4: Emergency Response Speciality Teams
- Goal 5: Training Facility
- Goal 6: Depot & Life Safety Equipment Supply
- Goal 7: Corporate Safety
- Goal 8: Volunteer Resource Strategies
- Goal 9: Camp Courage
- Goal 10: Emergency Services Achievement Program
- Goal 11: Increased Level of Engagement in Fire & Emergency
- Goal 12: Meet Internal Service Expectations
- Goal 13: Meet Internal Partnership / Collaboration Requirements

Goal 1: Fire Service Strategies aligned with Approved Service Delivery Standard

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

Council Focus Area: Public Safety

EMT Priority: Excellence in Service Delivery

Description:

HRM Council reaffirmed and approved the direction set forth in the 08/09 Business Plan. The recommendation as approved by Council was for the Fire Service to continue to align its fire service strategies with the Service Delivery Standard approved by Council in February, 2006. The intent of the Service Delivery Standard will be to provide service level standards for future years to address service deficiencies and standardize the level of fire service throughout all of HRM. This standard is based on population density and will determine the resources, equipment and station locations that are required for efficient, effective service delivery. We will also be looking at the future growth of HRM, to align with the Regional Plan to provide better planning for future fire station sites.

Plans are also underway this year in developing the information and benchmarks to measure service delivery, as well as exploring the possibility of having the Risk Management Services (Insurers Advisory Organization) conduct an actuarial analysis to determine fire insurance premium ratings for HRM.

Goal 1: Fire Service Strategies aligned with Approved Service Delivery Standard	
<i>Objectives for 2010/2011:</i>	
FIRE 1.1	To develop and implement a service level agreement with HRP for Dispatch services.
FIRE 1.2	To continue to assess and evaluate the standard for response coverage for all Fire Service.
<i>Objectives for the next 3-5 years:</i>	
FIRE 1.3	To begin the actuarial analysis to be conducted by Risk Management Services (Insurers Advisory Organization) to determine Fire Insurance ratings which can benefit the citizens of HRM as a result of all the changes in fire protection since 1996 can reduce insurance rates.
FIRE 1.4	To develop a multi-year plans to improve service delivery: <ul style="list-style-type: none"> • Station locations and an emergency fleet that aligns with Regional Planning objectives; • Staff and equipment levels align with service delivery.

FIRE 1.5	To have the technology (ie MDT's/ Status heads) in place to monitor and assist in the evaluation of service delivery.
FIRE 1.6	To review and identify resource requirements to work on FDM to further develop and implement module programs to expand the functionality for data mining, report building, etc.

Goal 2: EMO Preparedness & Business Continuity Management

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

EMT Priority: Excellence in Service Delivery

Description:

In addition to ensuring professional municipal response to emergencies, the Emergency Management Office provides 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. This includes the update of existing data, the development of emergency plans, including business continuity plans, training, and exercises to measure preparedness, and to identify areas for improvements to ensure coordination and preparedness in the event of an emergency.

Goal 2: EMO Preparedness & Business Continuity Management	
<i>Objectives for 2010/2011:</i>	
FIRE 2.1	To complete the evacuation sector profiles updates and include a shared user access for all.
FIRE 2.2	To complete the assessment of HRM facilities that are eligible for fixed generators and to prioritize the purchase as budget permits.
FIRE 2.3	To complete the prioritization of Municipal Services in conjunction with the revised service catalogue for Business Continuity Planning.
FIRE 2.4	Based on the prioritization for services, EMO to coordinate the development of an overall Business Continuity Plan starting at the Business Unit level.
FIRE 2.5	To develop a business case seeking additional funding for Volunteer Response Organizations - Ground Search & Rescue Teams.
FIRE 2.6	To explore the feasibility of the implementation of an electronic Multi-Agency Tactical Response System.
FIRE 2.7	To begin discussions with Business Units on the Emergency Response Systems currently used to determine the feasibility of using one (1) emergency response system for all HRM Public Safety Agencies.
<i>Objectives for the next 3-5 years:</i>	
FIRE 2.8	To conduct a Hazard Assessment for HRM that complies with established Provincial EMO Standards.

FIRE 2.9	Upon completion of the Hazard Assessment, EMO will develop an encompassing Business Continuity Management Program for the Municipality.
FIRE 2.10	To develop a Service Level Agreement for Volunteer Organizations that interacts with the Municipality during times of emergency response.

Goal 3: Marine Emergency Operations

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

EMT Priorities – Excellence in Service Delivery

Description:

As part of the Emergency Operations, the Marine Emergency Operations Team would respond to all emergency situations on and around the harbour. The primary marine response capabilities focus on shoreline response, small pleasure water-craft, and Metro Transit Ferries. Halifax Regional Fire and Emergency does have a limited capability for emergency marine response and continues to work with other agencies such as the Department of National Defence, Port Authority, Queen’s Harbour Master, Coast Guard, and Halifax Regional Police to develop partnerships and educate each other on service level capabilities in the event of an emergency in Halifax Harbour.

Goal 3: Marine Emergency Operations	
<i>Objectives for 2010/2011:</i>	
FIRE 3.1	To continue to evaluate existing resources, equipment and current location to ensure optimized response capability.
FIRE 3.2	To explore and research boat designs to meet the current needs of our Fire Service.
FIRE 3.3	To conduct research on the feasibility of establishing a Search and Recovery Dive Team for Fire & Police.
<i>Objectives for the next 3-5 years:</i>	
FIRE 3.4	To purchase a purpose built boat to meet the needs of the Fire Service.
FIRE 3.5	Pending the feasibility study to establish a Search and Recovery Dive Team for Fire & Police through future budget processes.

Goal 4: Emergency Response Speciality Teams

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

EMT Priority: Excellence in Service Delivery

Description:

Firefighters are faced with serious unpractised challenges in the areas of Hazardous Material Emergency Response, Chemical-Biological-Radiological-Nuclear Responses (CBRN), Technical Rescue and Urban Search and Rescue (USAR). Firefighters are expected to perform these arduous tasks in the most physically and mentally demanding environments, without the benefit of “on site preplanning”. Halifax Regional Fire and Emergency has teams of highly skilled firefighters who have specialized training and equipment to mitigate these types of emergencies. Halifax Regional Fire and Emergency was the Heavy Urban Search and Rescue (HUSAR) Atlantic Task Force 5 Team with support from the Federal Government. Presently, the Urban Search and Rescue (USAR) team has been downgraded to a “Medium” team for response capability in HRM. We continue to having ongoing discussions with the Atlantic Provinces to establish a funding formula to assist HRM & Halifax Regional Fire and Emergency to re-establish the “Heavy” designation for the Atlantic Task Force 5 Team and deployment capability for the Atlantic Provinces.

Goal 4: Emergency Response Speciality Teams	
<i>Objectives for 2010/2011:</i>	
FIRE 4.1	To continue to develop internal resources with training, skill and utilization of equipment in support of deployment as required.
FIRE 4.2	Memorandum of Understanding has been drafted and sent to the NS Fire Marshal’s Office to begin Provincial approvals for HRFE’s response to areas outside of HRM’s boundaries for incidents involving Chemical, Biological, Radiological and Nuclear events within the Province.
FIRE 4.3	To seek financial support from the Atlantic Provinces to assist HRM in sustaining the “Heavy” designation for Halifax Regional Fire and Emergency as the Atlantic Task Force 5 Urban Search and Rescue (USAR) Team with response capabilities for the Atlantic Provinces.
<i>Objectives for the next 3-5 years:</i>	
FIRE 4.4	Depending on the outcome of the financial support for the USAR Team, this will determine the future level of response for this team.

Goal 5: Training Facility

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Today’s firefighters are faced with serious challenges as they must perform physically demanding skills in life threatening environments without the benefit of on site pre-job planning. This is compounded by a reduction in overall experience levels and opportunities to practice. The educational efforts for firefighters has been focussed on knowledge-based learning, however, it has become evident that for overall firefighter development and safety we must return to the learning and consistent practice of physical skills that will result in predictable and desired behaviours on the fire ground. Our Fire Service has limited time at the Waverley Firefighters School and the School is looking at increasing their Pre-Employment Firefighting Programs which will further impact our ability to use the facility for training. Also, it should be noted that the infrastructure at the Waverley Firefighters School is in need of re-capitalization and currently there is no plan or funding in place to complete this.

The construction of a proper training facility would allow firefighters, driving engineers, company officers and incident commanders to learn and practice team skills in a safe and controlled environment. This facility would also address environmental issues such as air pollution and contain ground run-off that could have effects on the environment. This type of training would also help to reduce injuries and/or deaths to firefighters and civilians, reduce property damage, increase efficiency and morale with improved training capabilities for the fire service.

Goal 5: Training Facility	
<i>Objectives for 2010/2011:</i>	
FIRE 5.1	To identify a future site location(s) and obtain the land to build a training facility.
<i>Objectives for the next 3-5 years:</i>	
FIRE 5.2	To continue to research and fully develop plans identifying Fire & Emergency’s training requirements for a training facility to reduce risk, liability, and to improve the safety of our firefighters.
FIRE 5.3	Research and explore alternative options to provide firefighter training.

Goal 6: Logistics Depot & Life Safety Equipment Supply

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

EMT Priority: Excellence in Service Delivery

Description:

The standardization of our life safety equipment along with the present facilities used by the Logistics Division has resulted in challenges for the Division. The division is currently housed in various buildings and has outgrown its space. This division is responsible for the care, maintenance, and storage of all the life safety equipment for approximately 467 uniformed personnel and 705 volunteer members. The division also stores and maintains all the USAR equipment. This division is also responsible for the preventative building maintenance programs and minor repairs for the 59 fire stations, and has proven to be very cost effective.

Goal 6: Logistics Depot & Life Safety Equipment Supply	
Objectives for 2010/2011:	
FIRE 6.1	To explore the feasibility of leasing larger space to bring the Logistics Division together in one facility to meet office and warehousing needs. The warehouse space currently used is leased and expires December 31, 2011.
Objectives for the next 3-5 years:	
FIRE 6.2	To obtain approval and funding to relocate the Logistics Division to a new location with preference to a municipally owned facility in accordance with the budget and business planning process.

Goal 7: Corporate Safety

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

The responsibility of Corporate Safety was transferred to Fire and Emergency in April of 2007. Since that time, the Division has worked diligently to establish a structure that would meet the needs of Corporate HRM. To date, many changes and improvements have been implemented to the HRM Safety Program. A safety structure has been implemented to provide efficient and effective client services, with Corporate Safety personnel now centrally located in one office. Uniformed Safety Officers now give an appearance of authority and professionalism that receives respect and cooperation. Corporate Safety has two vehicles assigned to the division to allow

officers to conduct inspections, investigations and write and deliver reports on site, without having to return to the office.

Goal 7: Corporate Safety	
<i>Objectives for 2010/2011:</i>	
FIRE 7.1	To improve the safety culture within HRM that will include health and safety attitude and behaviour changes, as well as a better understanding of occupational health and safety requirements for a safer workplace.
<i>Objectives for the next 3-5 years:</i>	
FIRE 7.2	A review of the existing staffing levels and work loads to ensure that Corporate Safety are meeting their mandate has identified the need for (1) Training Safety Officer.
FIRE 7.3	A review of the existing staffing levels and work loads to ensure that Corporate Safety are meeting their mandate has identified the need for (1) Administrative Support position to assist the division.
FIRE 7.4	To achieve and maintain compliance with all applicable regulatory requirements.
FIRE 7.5	To become a recognized leader in health and safety promotion.

Goal 8: Volunteer Resource Strategies

Corporate Strategy Linkage:

Community Outcome: Safe & Welcoming Communities

EMT Priority: Excellence in Service Delivery

Description:

Our volunteer firefighters are committed to protecting the citizens and property of HRM. Volunteer recruitment continues to be a challenge especially in areas that are fully protected by volunteers. The downward trend in volunteering is not only an issue for HRM but also for the Province and North America. As a result, we will continue to focus our efforts on the recruitment and retention of volunteers in our Fire Service.

Goal 8: Volunteer Resource Strategies	
<i>Objectives for 2010/2011:</i>	
FIRE 8.1	To address volunteer recruitment and retention issues by: <ul style="list-style-type: none"> • Conducting volunteer recruitments drives; • Developing strategies to assist with volunteer retention.

FIRE 8.2	Continue to work with the Provincial Fire Marshal's Office on a Provincial Recruitment and Retention Strategy. A Human Resources Staff person has been assigned to this working committee.
FIRE 8.3	To implement the first phase of a blended Honorarium System for Fire Service Volunteers.
Objectives for the next 3-5 years:	
FIRE 8.4	To seek required funding to implement the second phase of the blended Honorarium system.
FIRE 8.5	To have the honorarium funding added to the compensation model to ensure consistency with other compensation related areas.

Goal 9: Camp Courage

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Camp Courage, The First Responders Society is a non-profit registered charity established in 2006 under the direction of one of HRM's Firefighters. The purpose of this free Police, Fire and Paramedic camp is to inform and educate young women aged 15-19 about these non-traditional professions. The program accepts 24 candidates for eight days once a year and is divided among First Responders agencies, with two days dedicated to each of the three emergency services. Emergency Medical Care (EMC) focuses on various medical scenarios for paramedics. Halifax Regional Police, RCMP, and Customs contribute to the Policing portion of the program with the Military Police occasionally participating. Halifax Regional Fire and Emergency is responsible for the firefighting portion. This program has been funded through donations in kind from the above agencies, as well as through fundraising efforts by the First Responders Society. The goal of this camp is to instil confidence, provide more employment options and promote good values in our youth to be community oriented citizens which has proven to be successful for both camp participants and first responders agencies.

Goal 9: Camp Courage	
Objectives for 2010/2011:	
FIRE 9.1	To support Camp Courage with value in kind services.
Objectives for the next 3-5 years:	
FIRE 9.2	To continue to support Camp Courage as an outreach initiative to attract females to consider non-traditional roles for career choices for HRM and its Emergency Services.

Goal 10: Emergency Services Achievement Program

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

The Emergency Services Achievement Program (ESAP) is fully funded through a partnership with Human Resource Development Canada as a Youth Canada initiative to expose twelve (12) priority youth to practical life skills and employment scenarios, under the direction of the ESAP Coordinator who oversees the daily operations of the program. A funding application is submitted each year to Service Canada. The program is designed to deliver programs for teens to excite them about staying in school, avoiding integrity based issues and to develop an interest in fire services and recreation as a future career or voluntary positions.

Goal 10: Emergency Services Achievement Program	
<i>Objectives for 2010/2011:</i>	
FIRE 10.1	To support the Emergency Services Achievement Program (ESAP) with value in kind services.
<i>Objectives for the next 3-5 years:</i>	
FIRE 10.2	To continue to support the EASP Program as an outreach initiative assisting priority youth in making for choices regarding education and/or careers.

Goal 11: Increase Level of Employee Engagement in Fire and Emergency

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

HRM is committed to increasing the level of employee engagement in the organization. An engaged employee can be defined as an employee that is committed to personal growth and the growth of the organization, and acts accordingly. As well, an engaged employee commits their time and effort to help the organization succeed. The results of a recent survey have suggested that there is room for improvement within Fire and Emergency business unit. Engaged employees also assists us in the continuing efforts to maintain trained capable staff to replace retiring members at all levels as part of our Succession Planning goals

Goal 11: Increase Level of Employee Engagement in Fire and Emergency	
<i>Objectives for 2010/2011:</i>	
FIRE 11.1	Conduct interviews with employees to identify the positive and negative influences on employees within Fire and Emergency.
FIRE 11.2	Continue to provide opportunities for employees to further develop their career paths through secondment and other development opportunities.
FIRE 11.3	Review results of the update of the Employee Engagement Survey for measurable actions in response to findings.
FIRE 11.4	The Chief and Senior Staff to visit fire stations on an ongoing regular basis.
<i>Objectives for the next 3-5 years:</i>	
FIRE 11.5	Continue developing Succession Plans for key Fire and Emergency positions.

Goal 12: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Working with other business units will improve communication and business practices to ensure that HRM is working efficiently and effectively to improve service delivery for both internal and external clients.

Goal 12: Meet Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
FIRE 12.1	To work with BIPM in the roll out of the new Desktop applications planned for this budget year.
FIRE 12.2	To work with Police/HR/Finance in reviewing the Financial positions across the organization for horizontal equity and consistency.
FIRE 12.3	To continue to support Finance in the Corporate roll out of Policies, Multi year Financial Strategy, etc.
FIRE 12.4	To continue to support HR in the rollout of policies, collective bargaining, the development and delivery of programs (Workforce planning, etc.).
FIRE 12.5	To continue to work with HRP in the development of Service Level Agreement for Dispatch Services, Back-up Paging System.

FIRE 12.6	To continue to work with Solid Waste Resources (SWR) in the education of staff in source separation in accordance with HRM Building Standards for Recycling and Organics Program.
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Goal 13: Meet Internal Partnership / Collaboration Requirements

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Collaboration and the development of internal partnership will greatly assist HRM in providing service delivery for internal clients more efficiently and effectively.

Goal 13: Meet Internal Partnership / Collaboration Requirements	
<i>Objectives for 2010/2011:</i>	
FIRE 13.1	To continue to work with IAM on the status of facilities, advising of surplus property and future planning for the Fire Service.
FIRE 13.2	To continue to work with Police/RCMP/TPW to explore the feasibility of one Response system for HRM Public Safety Agencies during a multi-agency response.
FIRE 13.3	To continue to support TPW in the collaborative work on education and implementation of diversion program.
FIRE 13.4	To continue to work and support various Corporate Committees such as: Information Communication Technology, Corporate Accommodations, Special Events, etc. to ensure the various objectives/goals are moving forward within HRM.

Service Level Changes
<u>Increases In Services / New Initiatives:</u> None.
<u>Decreases In Services / Operational Pressures (OP):</u> OP/ Changes in day to day staffing complement may result in station closures during peak vacation periods as staff will be reassigned to other stations in an effort to reduce overtime expenditures, which may result in an increase in response times.
<u>Expected Services Not Being Delivered:</u> None

Fire & Emergency Services

Summary of Gross Expenditures by Division

	2008-2009 Actual	2009-2010 Budget	2009-2010 Projections	2010-2011 Budget	Change over	
					Budget	Var as %
Operations						
F110 Operations	35,597,953	37,080,500	36,735,523	38,825,700	1,745,200	4.7
F120 Training	1,196,769	1,262,700	1,494,038	1,306,300	43,600	3.5
F791 Rural Fire Debt Payments	710,874	800,900	804,200	815,160	14,260	1.8
F792 Rural Fire Fleet Mtn	127,478	161,500	135,100	127,500	(34,000)	(21.1)
F793 Rural Fire-Rural Op	2,832,871	2,815,400	2,796,369	2,521,000	(294,400)	(10.5)
F724 Enfield	40,000	40,000	40,000	40,000	0	-
F727 Milford Station	2,400	2,400	2,400	2,400	0	-
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	-
	40,548,345	42,203,400	42,047,630	43,678,060	1,474,660	3.5
Operations Support						
A451 Emerg Measures Recov	25,000	25,000	25,000	0	(25,000)	(100.0)
C801 Emergency Meas. Adm	153,362	121,400	167,813	122,530	1,130	0.9
F121 Career Development	217,882	303,700	274,814	154,545	(149,155)	(49.1)
F130 Prevention	1,189,134	1,775,200	1,671,360	1,826,700	51,500	2.9
F140 Administration	5,172,384	4,929,200	5,145,795	5,255,880	326,680	6.6
F141 Community Relations	124,124	137,200	137,430	134,500	(2,700)	(2.0)
F150 Mechanical Maint.	2,095,659	2,245,100	2,212,808	2,210,031	(35,069)	(1.6)
F160 Buildings & Logistic	1,919,730	1,889,700	2,090,335	2,032,100	142,400	7.5
F180 Safety & Strat. Init	379,973	295,400	205,968	192,650	(102,750)	(34.8)
F181 USAR Project	370,194	600,000	141,620	400,000	(200,000)	(33.3)
F182 Corporate Safety	17,839	53,800	42,054	28,420	(25,380)	(47.2)
F190 Communications	416,477	213,200	406,821	248,300	35,100	16.5
	12,081,759	12,588,900	12,521,818	12,605,656	16,756	0.1
Locked Cost Centres						
F725 Locked Zone 4	17	0	0	0	0	-
F751 Blocked District 1 Fire	140	0	0	0	0	-
F753 BlockFire D3 Rev&Cap	405	0	0	0	0	-
F756 Blocked District 6 Fire	2,734	0	0	0	0	-
F752 Blocked District 2 Fire	21	0	0	0	0	-
	3,316	0	0	0	0	-
Total	\$52,633,420	\$54,792,300	\$54,569,448	\$56,283,716	\$1,491,416	2.7

Fire & Emergency Services

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Operations						
F110 Operations	(404,990)	(70,000)	(278,427)	(329,000)	(259,000)	370.0
F120 Training	(14,393)	0	(1,690)	0	0	-
F793 Rural Fire-Rural Op	(171,094)	(24,500)	(22,548)	(24,500)	0	-
	(590,477)	(94,500)	(302,665)	(353,500)	(259,000)	274.1
Operations Support						
C801 Emergency Meas. Adm	(1,173)	0	0	0	0	-
F121 Career Development	(7,142)	0	(8,165)	0	0	-
F130 Prevention	(26,237)	0	(10,300)	0	0	-
F140 Administration	(171,671)	0	9,261	0	0	-
F141 Community Relations	(3,400)	0	(1,000)	0	0	-
F150 Mechanical Maint.	(205)	0	0	0	0	-
F160 Buildings & Logistic	(26,224)	0	(14,800)	0	0	-
F180 Safety & Strat. Init	(1,677)	0	(51,307)	0	0	-
F181 USAR Project	(356,898)	(450,000)	2,083	(300,000)	150,000	(33.3)
F182 Corporate Safety	0	0	(7,103)	0	0	-
	(594,626)	(450,000)	(81,331)	(300,000)	150,000	(33.3)
Total	(1,185,103)	(544,500)	(383,996)	(653,500)	(109,000)	20.0

Fire & Emergency Services

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Operations						
F110 Operations	35,192,963	37,010,500	36,457,096	38,496,700	1,486,200	4.0
F120 Training	1,182,376	1,262,700	1,492,348	1,306,300	43,600	3.5
F791 Rural Fire Debt Payments	710,874	800,900	804,200	815,160	14,260	1.8
F792 Rural Fire Fleet Mtn	127,478	161,500	135,100	127,500	(34,000)	(21.1)
F793 Rural Fire-Rural Op	2,661,777	2,790,900	2,773,821	2,496,500	(294,400)	(10.5)
F724 Enfield	40,000	40,000	40,000	40,000	0	-
F727 Milford Station	2,400	2,400	2,400	2,400	0	-
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	-
	39,957,867	42,108,900	41,744,965	43,324,560	1,215,660	2.9
Operations Support						
A451 Emerg Measures Recov	25,000	25,000	25,000		(25,000)	(100.0)
C801 Emergency Meas. Adm	152,189	121,400	167,813	122,530	1,130	0.9
F121 Career Development	210,740	303,700	266,649	154,545	(149,155)	(49.1)
F130 Prevention	1,162,897	1,775,200	1,661,060	1,826,700	51,500	2.9
F140 Administration	5,000,714	4,929,200	5,155,056	5,255,880	326,680	6.6
F141 Community Relations	120,724	137,200	136,430	134,500	(2,700)	(2.0)
F150 Mechanical Maint.	2,095,455	2,245,100	2,212,808	2,210,031	(35,069)	(1.6)
F160 Buildings & Logistic	1,893,506	1,889,700	2,075,535	2,032,100	142,400	7.5
F180 Safety & Strat. Init	378,296	295,400	154,661	192,650	(102,750)	(34.8)
F181 USAR Project	13,296	150,000	143,703	100,000	(50,000)	(33.3)
F182 Corporate Safety	17,839	53,800	34,951	28,420	(25,380)	(47.2)
F190 Communications	416,477	213,200	406,821	248,300	35,100	16.5
	11,487,133	12,138,900	12,440,487	12,305,656	166,756	1.4
Locked Cost Centres						
F725 Locked Zone 4	17	0	0	0	0	-
F751 Blocked District 1 Fire	140	0	0	0	0	-
F753 BlockFire D3 Rev&Cap	405	0	0	0	0	-
F756 Blocked District 6 Fire	2,734	0	0	0	0	-
F752 Blocked District 2 Fire	21	0	0	0	0	-
	3,316	0	0	0	0	-
Total	\$51,448,316	\$54,247,800	\$54,185,452	\$55,630,216	\$1,382,416	2.5

Fire & Emergency Services

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	42,758,268	44,592,900	44,476,479	46,909,900	2,317,000	5.2
Office	534,005	330,500	557,070	321,280	(9,220)	(2.8)
Professional Fees	6,537	5,000	90,000	5,000	0	-
Legal & Consulting Fees	85,655	25,000	2,000	25,000	0	-
External Services	235,140	275,900	220,420	278,900	3,000	1.1
Uniforms & Clothing	497,926	670,300	657,250	670,300	0	-
Salt	393	0	0	0	0	-
Supplies & Materials	159,854	170,900	167,260	162,850	(8,050)	(4.7)
Utilities	430,565	479,500	391,337	412,800	(66,700)	(13.9)
Building Costs	721,029	788,800	1,094,130	788,800	0	-
Equipment & Communications	2,100,728	2,146,400	1,609,414	1,666,300	(480,100)	(22.4)
Vehicle Expense	146,394	161,500	161,220	127,500	(34,000)	(21.1)
Travel	265,056	211,500	235,125	102,145	(109,355)	(51.7)
Training & Education	145,473	395,800	271,600	365,800	(30,000)	(7.6)
Facilities Rental	61,165	10,000	72,500	10,000	0	-
Advertising & Promotion	44,811	20,000	23,400	18,000	(2,000)	(10.0)
Other Goods & Services	708,751	594,900	614,735	551,550	(43,350)	(7.3)
Interdepartmental	2,645,115	2,736,500	2,747,908	2,701,431	(35,069)	(1.3)
Debt-Interest	135,494	188,100	208,703	181,960	(6,140)	(3.3)
Debt Principal	575,379	612,800	595,497	633,200	20,400	3.3
Insurance Costs	60,479	60,000	62,400	60,000	0	-
Grants & Tax Concessions	30,201	31,000	26,000	31,000	0	-
Transfer to/from Reserves	285,000	285,000	285,000	260,000	(25,000)	(8.8)
Expenditures	52,633,420	54,792,300	54,569,448	56,283,716	1,491,416	2.7
Total	\$52,633,420	\$54,792,300	\$54,569,448	\$56,283,716	\$1,491,416	2.7
Revenues						
Fines and Fees	(69,030)	(70,000)	(74,000)	(70,000)	0	-
Rental & Leasing	(40,279)	0	(27,384)	0	0	-
Other Revenue	(1,075,795)	(474,500)	(282,612)	(583,500)	(109,000)	23.0
Revenues	(1,185,103)	(544,500)	(383,996)	(653,500)	(109,000)	20.0
Total	(1,185,103)	(544,500)	(383,996)	(653,500)	(109,000)	20.0
Net Cost	\$51,448,316	\$54,247,800	\$54,185,452	\$55,630,216	\$1,382,416	2.5

Fiscal Services Business Plan 2010/11

Business Unit Overview:

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

Fiscal Services encompasses all non-departmental revenues and non-departmental obligations. The major components of Fiscal Services include:

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

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

Summary of 2010/11 Operating Budget

Revenues	Amount
Residential Property Taxes (net of appeals)	(182,954,000)
Commercial, Resource & Business Occupancy Property Taxes (net of appeals)	(182,866,000)
Deed Transfer Taxes	(30,000,000)
Payment in Lieu of Taxes & Tax Agreements	(37,577,038)
HRWC Water Dividend	(3,700,000)
Area Rates for Supplementary Education	(19,025,000)
Provincial Area Rates	(112,253,518)
Area Rate for Fire Protection	(9,142,000)
Interest Revenue	(3,332,000)
LIC & HRWC Recoverable Debt Charges	(3,497,191)
HST offset Unconditional Grant	(3,000,000)
Other Revenue	(6,133,606)
Total Revenues	(593,480,353)

Expenditures

Debt Charges (Principal & Interest)	38,632,312
Transfer to Reserves	25,662,736
Insurance Policy/Premium	4,550,600
Supplementary Education	19,025,000
Mandatory Provincial Payments	112,171,202
Fire Protection (Hydrants)	9,142,000
Grants & Tax Concessions	5,453,900
Operating Costs of New Capital	8,849,200
Provision for Valuation Allowance	3,500,000
Capital from Operating	33,098,624
Retirement Obligations	2,258,670
Transfers to Agencies	721,800
Other Expenditures	4,239,499
Total Expenditures	267,305,543

Fiscal Services Net Budget

(326,174,810)

Analysis of Budget Changes

Approved 2009/10 Business Plan Base Budget	(323,190,288)
Increase in Property Tax Revenue	(10,313,400)
Increase Debt Charges (Principal & Interest)	(1,485,946)
Increase in Revenue in Lieu of Taxes & Tax Agreements	(2,738,138)
Increase in Deed Transfer Taxes	(570,000)
Increase in Transfer to Reserves	12,453,236
Increase in Capital from Operating	(751,076)
Increase in Grants & Tax Concessions	(146,000)
Increase in HST Offset	(200,000)
Decrease in Interest Revenue	2,383,000
Increase in Operating Costs of New Capital	5,949,200
Other Fiscal Transactions (net)	(7,565,398)
Proposed 2010/11 Budget	(326,174,810)

Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2010/11 time frame.

Obligations / Responsibilities: Debt Repayment and Servicing

Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totaling about \$1million. Not all HRM's debt charges are included in Fiscal Services. The debt charges for Metro Transit, Solid Waste, Fire and some Area Rates are allocated to their respective departments. HRM's current debt charges of \$45.4 million represent 6.2% of gross expenditures. The

2010 - 11 Net HRM Debt Charges By Business Unit

	Principal	Interest	Other	Totals
Fiscal Services (<i>Note 1,2</i>)	25,416,660	7,607,467	582,288	33,606,415
Metro Transit	5,121,802	1,227,978		6,349,780
Solid Waste	2,584,797	816,455		3,401,252
Other (<i>Fire & Area Rates</i>)	1,362,512	652,595		2,015,107
Totals	34,485,771	10,304,495	582,288	45,372,554

Note 1: Other costs are broken-down as: Debenture Discounts (\$288,288) and, Bank Charges (\$302,000).

Note 2: Gross principal debt charges are \$37,394,285 with \$2,908,514 in recoveries from LIC and HRWC netting to \$34,485,770. Gross interest charges are \$11,095,378 with \$790,883 in recoveries from LIC and HRWC netting to \$10,304,495.

Obligations / Responsibilities: Reserve Funding

Reserves assist in planning for HRM’s future needs. In general, reserve funds are intended to serve three purposes:

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

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. The following is a list of reserves funded from the Fiscal Services' proposed operating budget in 2010/11 fiscal year. (A complete list of all HRM Reserves is shown under the Reserves Section of this Proposed 2010/11 Operating Budget

Reserve Transactions:	Amount
Transfers to Reserves	
Q126 Strategic Growth Reserve	5,000,000
Q120 Otter Lake Landfill Closures	10,000,000
Q129 Ferry Replacement Reserve	1,300,000
Q308 Operations Stabilization Reserve	2,698,700
Q309 Snow and Ice Reserve	4,677,211
Q133 CCC Bedford South Interchange Reserve	450,000
Q206 Fire Vehicle Equipment Reserve	300,000
Q125 Metro Park Parkade Reserve	223,800
Q313 Municipal Elections Reserve	400,000
Q316 DNA Costs (HRP and RCMP) Reserve	113,025
Q321 Information & Communication Technologies (ICT) Reserve	500,000
Total	25,662,736

Analysis of Reserve Budget Changes

Changes in Funding

Approved 2009/10 Reserve Transfer Budget	13,209,500
Increase in Q120 Otter Lake Landfill Closures	10,000,000
Decreased in New Debt Servicing Reserve	(3,000,000)
Increase in Q308 Operations Stabilization Reserve	2,698,700
Increase in Q313 Municipal Elections Reserve	400,000
Increase in Q321 Information & Communications Technologies Reserve	500,000
Increase in Q309 Snow and Ice Reserve	4,052,611
Increase in Q316 DNA Costs (HRP and RCMP) Reserve	1,925
Decrease in Reserve Interest	(2,200,000)
Increase in Funding Transfers to Reserves	12,453,236

Proposed Reserve Transfer Total

25,662,736

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

Obligations / Responsibilities: Transfers to Outside Agencies

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

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. Fiscal year 2010-11 is the fourth year of a four-year plan to unify the area rates for Supplementary Education. As per HRM's agreement with the school boards, the total payment for 2010-11 will be \$19,025,000.

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's budget.

Mandatory Education

Since 1996/97, the year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA). This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 10/11 is \$96.9 million, which is unchanged 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 an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. The estimate for 10/11 is \$6.6 million, an increase of \$205k over previous year's budget.

Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of \$7.9 million for 2010/11 is based upon assumed changes in CPI and uniform assessment.

The following is a list of budgeted 2010/11 fiscal year payments mandated by the Province:

	Estimated Amount
Halifax Regional School Board - Mandatory Education	96,976,800
Assessment Services	6,616,491
Correctional Services	6,358,796
Metropolitan Regional Housing Authority	2,301,431
Total Transfers	112,253,518

Deficits for Area Rates related to Provincial Services to be collected in 2010/11 **0**

World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2010/11 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 based upon Halifax CPI.

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 10/11 Area Rate is \$9,142,000. This amount is higher than previous years as last year, \$4,833,500 from previously collected funds was allocated in order to decrease the rate for 2009/10.

Obligations / Responsibilities: Grants to Non-Profit Organizations

Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2010/11 proposed budget includes the following amounts:

	Amount
Community Grants	572,700
Residential Tax Exemptions/Low Income Contingency	1,486,400
Non-Profit Tax Concessions	2,823,700
Fire Protection/Commercial Tax Concessions	571,100
Total	<u>5,453,900</u>

HRM's residential tax relief programs consist of rebate and deferral programs targeted at those households with annual income of less than \$29,000 per annum.

Changes over the 2010/11 budget are: an decrease of \$25,000 for the Residential Tax Exemption Program based on reduced uptake on the program, an increase of \$510,000 for the Barrington Heritage District Financial Incentives (Tax Credits), and an increase of \$299,000 for the Non-Profit Tax Exemption program based on increased average assessments and increased commercial tax rates, and an increase of \$70,000 in the Residential Fire Exemptions program.

Obligations / Responsibilities: Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$9.7 million to provide for the operating costs associated with new capital projects proposed for 2010/11. Funds for such projects are held in Fiscal until such time as the capital project is complete. At that time, they are transferred to the relevant business unit.

Obligations / Responsibilities: Other Fiscal Transactions

Also included within Fiscal Services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or “Pay as You Go”) are normally included here. In 2010/11 HRM has budgeted for \$32.0 million in Capital from Operating.

HRM has also included Provisions for Uncollected Debts of \$3.5 million in 10/11 compared to \$3.1 million in 09/10. These amounts include approximately \$2.4 million in respect of Grants-in-Lieu from the Federal and Provincial Governments for which HRM may be unable to enforce collection. HRM has also budgeted \$0.7 million for outstanding assessment appeals, and \$0.3 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia’s Financial Reporting and Accounting Manual (FRAM).

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

Expenditures

Insurance Claims	4,550,600
Compensation PPP (Retirement Obligation)	2,258,670

Revenues

Unconditional Transfers (HST Offset)	(3,000,000)
Parking Meters	(2,630,000)

Fiscal Services

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Private Roads						
R756 Petpeswick Drive	3,000	3,200	3,200	3,200	0	-
R757 Three Brooks Home Ow	0	53,940	53,940	53,940	0	-
	3,000	57,140	57,140	57,140	0	-
Debt Servicing						
M110 Debt & Interest Chg	40,594,344	46,189,588	45,444,147	45,372,554	(817,034)	(1.8)
M112 Alloc Debt Chg to BU	(12,732,574)	(10,163,826)	(10,163,826)	(11,766,138)	(1,602,312)	15.8
M113 Int.Pmt-Gen Govt	1,523,333	0	0	0	0	-
M114 Int.Pmt-Protect.Serv	597,713	0	0	0	0	-
M115 Int.Pmt-Transp.Serv.	4,367,276	0	0	0	0	-
M118 Int.Pmt-CD Planning	221,216	0	0	0	0	-
M119 Int.Pmt-CD Rec.	593,890	0	0	0	0	-
M122 HRWC Debt Charges	413,718	1,637,607	1,637,607	1,335,506	(302,101)	(18.4)
M530 Local Improvement Charges	4,165,570	3,781,392	3,781,392	3,690,391	(91,001)	(2.4)
	39,744,486	41,444,761	40,699,320	38,632,313	(2,812,448)	(6.8)
Transfers To Outside Agencies						
M230 Corrections Services	7,906,837	7,983,000	7,983,000	6,358,796	(1,624,204)	(20.3)
M240 Metro Housing Authority	2,629,553	2,726,500	2,726,500	2,219,115	(507,385)	(18.6)
M250 World Trade Centre	570,168	588,000	588,000	588,000	0	-
M280 Mandatory Education	93,092,130	96,565,200	96,565,200	96,976,800	411,600	0.4
M284 Suppl Education HFX	(0)	0	0	0	0	-
M285 Suppl Ed Dartmouth	0	0	0	0	0	-
M287 Suppl Educ.-CSAP	0	0	0	0	0	-
M288 Suppl Educ HRM-wide	20,320,127	19,705,700	19,705,700	19,025,000	(680,700)	(3.5)
M291 Fire Protection (Hydrants)	9,504,591	4,969,000	4,969,000	9,142,000	4,173,000	84.0
M292 NSLC Area Rate	1,093,979	0	0	0	0	-
M318 Prop Valuation Serv	6,132,881	6,300,500	6,300,500	6,616,491	315,991	5.0
	141,250,267	138,837,900	138,837,900	140,926,202	2,088,302	1.5
Other Fiscal Services						
M270 Compensation PPP	2,423,737	2,343,800	2,343,800	2,258,670	(85,130)	(3.6)
M310 Other Fiscal Serv.	2,248,744	9,793,550	9,342,950	3,456,858	(6,336,692)	(64.7)
M311 Grants & Tax Concessions	3,894,650	4,264,800	4,445,800	4,813,800	549,000	12.9
M341 Surplus/Deficit	0	0	(825,000)	0	0	-
M351 Managers Contingency	31,183	100,000	100,000	100,000	0	-
M361 Councillors Discreti	68,850	69,000	69,000	69,000	0	-
M451 Valuation Allowance	3,501,671	3,100,000	3,500,000	3,500,000	400,000	12.9
	12,168,835	19,671,150	18,976,550	14,198,328	(5,472,822)	(27.8)
Transfers to/fr Other Funds						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	15,000,000	10,000,000	200.0
M317 Oper Costs New Cap	3,194,866	2,900,000	2,872,378	8,849,200	5,949,200	205.1
M319 DNA Reserve	111,100	111,100	111,100	113,025	1,925	1.7
M320 Insurance Claims	4,183,061	4,200,000	4,200,000	4,550,600	350,600	8.3
M321 Ferry Replacement Reserve	0	1,300,000	1,300,000	1,300,000	0	-
M322 New Cap Replace Res	500,000	0	0	500,000	500,000	-
M323 InsuranceReimb.Claim	136,743	0	0	0	0	-
M325 CCC Bedford South Reserve	450,000	450,000	450,000	450,000	0	-
M411 Oper Stabiliz Resrv	0	0	0	2,473,700	2,473,700	-
M441 Interest on Reserves	3,995,859	2,265,000	1,233,000	0	(2,265,000)	(100.0)
M461 Capital Fr Operating	32,583,000	33,849,700	33,849,700	33,098,624	(751,076)	(2.2)
M471 Other Transfers	5,028,000	3,924,600	924,600	5,602,211	1,677,611	42.7
	55,182,629	54,000,400	49,940,778	71,937,360	17,936,960	33.2
Non-Departmental Revenue						
M555 Parkade	1,718,353	1,554,100	1,554,100	1,554,100	0	-
M580 Fiscal Services	412	100	100	100	0	-
	1,718,765	1,554,200	1,554,200	1,554,200	0	-
Total	\$250,067,982	\$255,565,551	\$250,065,888	\$267,305,543	\$11,739,992	4.6

Fiscal Services

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Private Roads						
R756 Petpeswick Drive	(3,200)	(3,200)	(3,200)	(3,200)	0	-
R757 Three Brooks Home Ow	0	(53,940)	(53,940)	(53,940)	0	-
	(3,200)	(57,140)	(57,140)	(57,140)	0	-
Debt Servicing						
M110 Debt & Interest Chg	(3,613)	0	0	0	0	-
M122 HRWC Debt Charges	(413,718)	(1,637,607)	(1,637,607)	(1,335,506)	302,101	(18.4)
M530 Local Improvement Charges	(3,660,304)	(3,781,392)	(3,781,392)	(3,690,391)	91,001	(2.4)
	(4,077,635)	(5,418,999)	(5,418,999)	(5,025,897)	393,102	(7.3)
Transfers To Outside Agencies						
M230 Corrections Services	(7,842,599)	(7,983,000)	(7,983,000)	(6,358,796)	1,624,204	(20.3)
M240 Metro Housing Authority	(2,377,867)	(2,726,500)	(2,726,500)	(2,219,115)	507,385	(18.6)
M280 Mandatory Education	(93,110,924)	(96,565,200)	(96,565,200)	(96,976,800)	(411,600)	0.4
M284 Suppl Education HFX	(0)	0	0	0	0	-
M285 Suppl Ed Dartmouth	0	0	0	0	0	-
M286 Suppl Ed County/Bed	(0)	0	0	0	0	-
M288 Suppl Educ HRM-wide	(20,110,519)	(19,705,700)	(19,705,700)	(19,025,000)	680,700	(3.5)
M292 NSLC Area Rate	(1,093,979)	0	0	0	0	-
M318 Prop Valuation Serv	(6,244,199)	(6,300,500)	(6,300,500)	(6,616,491)	(315,991)	5.0
	(130,780,088)	(133,280,900)	(133,280,900)	(131,196,202)	2,084,698	(1.6)
Other Fiscal Services						
M310 Other Fiscal Serv.	(273,838)	(435,000)	(537,500)	(526,860)	(91,860)	21.1
M311 Grants & Tax Concessions	(32,578)	0	0	0	0	-
M451 Valuation Allowance	(20,713)	0	0	0	0	-
	(327,129)	(435,000)	(537,500)	(526,860)	(91,860)	21.1
Transfers to/fr Other Funds						
M320 Insurance Claims	16,939	0	0	0	0	-
M323 InsuranceReimb.Claim	(136,743)	0	0	0	0	-
	(119,805)	0	0	0	0	-
Non-Departmental Revenue						
M510 Property Tax	(376,245,899)	(364,112,400)	(362,156,148)	(383,503,740)	(19,391,340)	5.3
M520 Deed Transfer	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
M540 Grants in Lieu	(27,828,898)	(29,514,900)	(28,545,958)	(28,842,098)	672,802	(2.3)
M550 Own Source Revenue	(17,442,500)	(12,070,000)	(11,109,000)	(9,692,000)	2,378,000	(19.7)
M555 Parkade	(1,718,353)	(1,554,100)	(1,554,100)	(1,554,100)	0	-
M560 Unconditional Trans.	(3,319,321)	(2,800,000)	(3,275,000)	(3,000,000)	(200,000)	7.1
M570 Conditional Transfer	(82,400)	(82,400)	(82,400)	(82,316)	84	(0.1)
M580 Fiscal Services	(820)	0	0	0	0	-
	(461,804,520)	(439,563,800)	(437,222,606)	(456,674,254)	(17,110,454)	3.9
Total	(597,112,377)	(578,755,839)	(576,517,145)	(593,480,353)	(14,724,514)	2.5

Fiscal Services

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Private Roads						
R756 Petpeswick Drive	(200)	0	0	0	0	-
	(200)	0	0	0	0	-
Debt Servicing						
M110 Debt & Interest Chg	40,590,730	46,189,588	45,444,147	45,372,554	(817,034)	(1.8)
M112 Alloc Debt Chg to BU	(12,732,574)	(10,163,826)	(10,163,826)	(11,766,138)	(1,602,312)	15.8
M113 Int.Pmt-Gen Govt	1,523,333	0	0	0	0	-
M114 Int.Pmt-Protect.Serv	597,713	0	0	0	0	-
M115 Int.Pmt-Transp.Serv.	4,367,276	0	0	0	0	-
M118 Int.Pmt-CD Planning	221,216	0	0	0	0	-
M119 Int.Pmt-CD Rec.	593,890	0	0	0	0	-
M530 Local Improvement Chrg	505,267	0	0	0	0	-
	35,666,851	36,025,762	35,280,321	33,606,416	(2,419,346)	(6.7)
Transfers To Outside Agencies						
M230 Corrections Services	64,238	0	0	0	0	-
M240 Metro Housing Authority	251,686	0	0	0	0	-
M250 World Trade Centre	570,168	588,000	588,000	588,000	0	-
M280 Mandatory Education	(18,794)	0	0	0	0	-
M284 Suppl Education HFX	(0)	0	0	0	0	-
M285 Suppl Ed Dartmouth	1	0	0	0	0	-
M286 Suppl Ed County/Bed	(0)	0	0	0	0	-
M287 Suppl Educ.-CSAP	0	0	0	0	0	-
M288 Suppl Educ HRM-wide	209,608	0	0	0	0	-
M291 Fire Protection (Hydrants)	9,504,591	4,969,000	4,969,000	9,142,000	4,173,000	84.0
M318 Prop Valuation Serv	(111,318)	0	0	0	0	-
	10,470,179	5,557,000	5,557,000	9,730,000	4,173,000	75.1
Other Fiscal Services						
M270 Compensation PPP	2,423,737	2,343,800	2,343,800	2,258,670	(85,130)	(3.6)
M310 Other Fiscal Serv.	1,974,906	9,358,550	8,805,450	2,929,998	(6,428,552)	(68.7)
M311 Grants & Tax Concessions	3,862,072	4,264,800	4,445,800	4,813,800	549,000	12.9
M341 Surplus/Deficit	0	0	(825,000)	0	0	-
M351 Managers Contingency	31,183	100,000	100,000	100,000	0	-
M361 Councillors Discreti	68,850	69,000	69,000	69,000	0	-
M451 Valuation Allowance	3,480,958	3,100,000	3,500,000	3,500,000	400,000	12.9
	11,841,706	19,236,150	18,439,050	13,671,468	(5,564,682)	(28.9)
Transfers to/fr Other Funds						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	15,000,000	10,000,000	200.0
M317 Oper Costs New Cap	3,194,866	2,900,000	2,872,378	8,849,200	5,949,200	205.1
M319 DNA Reserve	111,100	111,100	111,100	113,025	1,925	1.7
M320 Insurance Claims	4,200,000	4,200,000	4,200,000	4,550,600	350,600	8.3
M321 Ferry Replacement Reserv	0	1,300,000	1,300,000	1,300,000	0	-
M322 New Cap Replace Res	500,000	0	0	500,000	500,000	-
M323 InsuranceReimb.Claim	(0)	0	0	0	0	-
M325 CCC Bedford South Reser	450,000	450,000	450,000	450,000	0	-
M411 Oper Stabiliz Resrv	0	0	0	2,473,700	2,473,700	-
M441 Interest on Reserves	3,995,859	2,265,000	1,233,000	0	(2,265,000)	(100.0)
M461 Capital Fr Operating	32,583,000	33,849,700	33,849,700	33,098,624	(751,076)	(2.2)
M471 Other Transfers	5,028,000	3,924,600	924,600	5,602,211	1,677,611	42.7
	55,062,824	54,000,400	49,940,778	71,937,360	17,936,960	33.2
Non-Departmental Revenue						
M510 Property Tax	(376,245,899)	(364,112,400)	(362,156,148)	(383,503,740)	(19,391,340)	5.3
M520 Deed Transfer	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
M540 Grants in Lieu	(27,828,898)	(29,514,900)	(28,545,958)	(28,842,098)	672,802	(2.3)
M550 Own Source Revenue	(17,442,500)	(12,070,000)	(11,109,000)	(9,692,000)	2,378,000	(19.7)
M560 Unconditional Trans.	(3,319,321)	(2,800,000)	(3,275,000)	(3,000,000)	(200,000)	7.1
M570 Conditional Transfer	(82,400)	(82,400)	(82,400)	(82,316)	84	(0.1)
M580 Fiscal Services	(408)	100	100	100	0	-
	(460,085,755)	(438,009,600)	(435,668,406)	(455,120,054)	(17,110,454)	3.9
Total	(347,044,395)	(323,190,288)	(326,451,257)	(326,174,810)	(2,984,522)	0.9

Fiscal Services

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	3,622,022	6,465,400	6,195,800	1,947,870	(4,517,530)	(69.9)
Office	4,680	0	0	0	0	-
Legal & Consulting Fees	95,001	0	0	0	0	-
External Services	133,043	34,550	34,550	34,550	0	-
Supplies & Materials	5,817	0	0	0	0	-
Building Costs	6,018	0	0	0	0	-
Equipment & Communications	10,642	0	0	0	0	-
Vehicle Expense	304,267	0	0	0	0	-
Travel	3,011	0	0	0	0	-
Training & Education	2,902	0	0	0	0	-
Advertising & Promotion	1,090	0	0	0	0	-
Other Goods & Services	2,594,173	3,827,300	3,799,678	11,642,408	7,815,108	204.2
Interdepartmental	87,886	87,800	87,800	87,800	0	-
Debt-Interest	9,962,468	10,274,126	9,528,685	8,398,351	(1,875,775)	(18.3)
Debt Principal	27,243,730	29,170,062	29,170,062	28,325,174	(844,888)	(2.9)
Transfer Outside Agencies	130,106,353	137,472,740	137,472,740	132,563,142	(4,909,598)	(3.6)
Insurance Costs	3,105,316	4,200,000	4,200,000	4,550,600	350,600	8.3
Grants & Tax Concessions	3,963,500	5,599,900	5,599,900	5,453,900	(146,000)	(2.6)
Transfer to/from Reserves	20,636,399	13,209,500	9,177,500	25,662,736	12,453,236	94.3
Fire Protection	9,504,591	9,802,500	9,802,500	9,142,000	(660,500)	(6.7)
Capital from Operating	30,983,000	33,849,700	33,849,700	33,098,624	(751,076)	(2.2)
Debenture Discount	381,590	372,073	372,073	280,288	(91,785)	(24.7)
Provision for Allowance	3,501,671	3,100,000	3,500,000	3,500,000	400,000	12.9
Other Fiscal	2,934,269	2,683,100	2,683,100	2,618,100	(65,000)	(2.4)
Prior year Surplus/Deficit	874,544	(4,583,200)	(5,408,200)		4,583,200	(100.0)
Expenditures	250,067,982	255,565,551	250,065,888	267,305,543	11,739,992	4.6
Total	250,067,982	255,565,551	250,065,888	267,305,543	11,739,992	4.6
Revenues						
Tax Revenues	(373,721,444)	(362,737,292)	(355,678,794)	(377,132,691)	(14,395,399)	4.0
Deed Transfer Tax	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
Area Rate Revenue	(132,539,288)	(134,664,540)	(134,664,540)	(132,579,842)	2,084,698	(1.5)
Tax Agreements	(4,681,163)	(3,830,000)	(8,932,246)	(8,734,940)	(4,904,940)	128.1
Payments in Lieu of taxes	(27,828,898)	(29,514,900)	(28,545,958)	(28,842,098)	672,802	(2.3)
Transfers from other Gov'ts	(3,401,721)	(2,882,400)	(3,357,400)	(3,082,316)	(199,916)	6.9
Interest Revenue	(11,154,165)	(5,715,000)	(4,754,000)	(3,332,000)	2,383,000	(41.7)
Parking Meters	(2,638,668)	(2,625,000)	(2,625,000)	(2,630,000)	(5,000)	0.2
Rental & Leasing	(1,718,353)	(1,554,100)	(1,554,100)	(1,554,100)	0	-
Sales Revenue	(154)	0	0	0	0	-
HRWC Dividend	(3,622,229)	(3,700,000)	(3,700,000)	(3,700,000)	0	-
Other Revenue	(639,966)	(2,102,607)	(2,205,107)	(1,892,366)	210,241	(10.0)
Revenues	(597,112,377)	(578,755,839)	(576,517,145)	(593,480,353)	(14,724,514)	2.5
Total	(597,112,377)	(578,755,839)	(576,517,145)	(593,480,353)	(14,724,514)	2.5
Net Cost	(347,044,395)	(323,190,288)	(326,451,257)	(326,174,810)	(2,984,522)	0.9

Halifax Regional Municipality

Summary of Non-Departmental Revenues

	2008-2009 Actual	2009-2010 Budget	2009-2010 Projections	2010-2011 Budget	Change over Budget	Var as %
Tax Revenues						
Res. Property Taxes	(189,542,648)	(173,858,600)	(173,816,833)	(183,371,000)	(9,512,400)	5.5
Commercial Property Taxes	(147,591,319)	(167,207,000)	(159,960,000)	(177,677,000)	(10,470,000)	6.3
Resource Property Taxes	(1,343,498)	(1,257,000)	(1,226,459)	(1,313,000)	(56,000)	4.5
Recreational Non Profit	(12,689)	0	(13,470)	0	0	-
Resource Forest Taxes	(41,892)	0	(43,260)	0	0	-
Commercial Forest Taxes	(114,272)	0	(114,510)	0	0	-
Farm Acreage Taxes	(53,939)	0	0	0	0	-
Fire Protection	(11,112,949)	(4,969,000)	(5,065,853)	(9,142,000)	(4,173,000)	84.0
Business Occupancy Taxes	(23,011,385)	(14,881,000)	(14,400,000)	(5,156,000)	9,725,000	(65.4)
Capital Charges	(2,998,282)	(2,454,892)	(2,454,892)	(2,363,891)	91,001	(3.7)
Bus. Occupancy Open.	(2,222)	0	0	0	0	-
Bus. Occupancy Close	65,243	0	0	0	0	-
Bus.Occ. Appeals	157,479	123,000	0	123,000	0	-
Allow Resid.Appeals	424,408	417,000	120,000	417,000	0	-
Allow Comm.Appeals	964,063	1,143,000	1,100,000	1,143,000	0	-
Allow Resource Appea	48,157	14,000	3,283	14,000	0	-
Transfer - General Rate	96,700	37,800	37,800	37,800	0	-
Transfer - Urban Rate	347,600	155,400	155,400	155,400	0	-
	(373,721,444)	(362,737,292)	(355,678,794)	(377,132,691)	(14,395,399)	4.0
Deed Transfer Tax						
Deed Transfer Taxes	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
	(35,166,329)	(29,430,000)	(30,500,000)	(30,000,000)	(570,000)	1.9
Area Rate Revenue						
Area Rate Revenue	(130,783,288)	(133,338,040)	(133,338,040)	(131,253,342)	2,084,698	(1.6)
Area Rate LIC Residential	(600,303)	(940,000)	(940,000)	(940,000)	0	-
Area Rate LIC Commercial	(61,718)	(386,500)	(386,500)	(386,500)	0	-
Transfer from Area Rate	(1,093,979)	0	0	0	0	-
	(132,539,288)	(134,664,540)	(134,664,540)	(132,579,842)	2,084,698	(1.5)
Tax Agreements						
Tax Agreement - NSLC	(536,127)	(550,000)	(556,009)	(570,000)	(20,000)	3.6
Tax Agreement - NSPI	(2,162,497)	(2,132,000)	(2,162,497)	(2,162,500)	(30,500)	1.4
Tax Agreement - MT&T	(2,996,254)	(2,636,000)	(2,614,110)	(2,600,000)	36,000	(1.4)
Tax Agreement -NAM	0	0	(6,440)	(6,440)	(6,440)	-
Tax Agreement - Impe	0	0	(3,608,000)	(3,608,000)	(3,608,000)	-
Tax Agreement - Mari	0	0	(1,397,176)	(1,248,000)	(1,248,000)	-
Tax Agreement - Heritage	0	0	(134,521)	(140,000)	(140,000)	-
Tax Agreement - Other	(6,375)	(6,000)	0	0	6,000	(100.0)
Hfx Int'l Tax O-set	1,020,090	1,494,000	1,546,507	1,600,000	106,000	7.1
	(4,681,163)	(3,830,000)	(8,932,246)	(8,734,940)	(4,904,940)	128.1
Payments in Lieu of taxes						
Grant in Lieu - Federal	(18,368,481)	(17,651,600)	(17,419,262)	(18,081,000)	(429,400)	2.4
Grant in Lieu-Prov.	(5,767,586)	(6,007,700)	(5,886,129)	(6,029,500)	(21,800)	0.4
Grant in Lieu-CPC	(532,594)	(558,000)	(544,736)	(627,160)	(69,160)	12.4
Grant Lieu-Hflx Port	(1,732,478)	(1,935,200)	(1,876,195)	(1,894,000)	41,200	(2.1)
Grant in Lieu - CBC	(281,094)	(300,900)	(278,576)	(297,000)	3,900	(1.3)
Grant in Lieu - Via Rail	(136,011)	(140,600)	(159,596)	(167,000)	(26,400)	18.8
Grant in Lieu - WCB	(139,920)	(129,800)	(126,673)	(118,000)	11,800	(9.1)
Grant in Lieu - Citadel	0	(1,610,700)	(1,513,487)	(1,546,000)	64,700	(4.0)
Grant in Lieu-NRC	0	0	(69,055)	(71,000)	(71,000)	-
Grant in Lieu - Autoport	0	0	(661,251)	0	0	-
Grant in Lieu - Other	(870,735)	(1,180,400)	(10,998)	(11,438)	1,168,962	(99.0)
	(27,828,898)	(29,514,900)	(28,545,958)	(28,842,098)	672,802	(2.3)
Transfers from other Gov'ts						
Uncond.Grant NS(oth)	(3,319,321)	(2,800,000)	(3,275,000)	(3,000,000)	(200,000)	7.1
Public House. Amort.	(82,400)	(82,400)	(82,400)	(82,316)	84	(0.1)
	(3,401,721)	(2,882,400)	(3,357,400)	(3,082,316)	(199,916)	6.9
Interest Revenue						
Interest Revenue - Taxes	(2,669,979)	(2,222,000)	(2,133,000)	(2,240,000)	(18,000)	0.8
Int. Rev. - Invest.	(314,024)	(715,000)	(150,000)	0	715,000	(100.0)
Int. Rev. - Cap.Chrg	(521,335)	(413,000)	(430,000)	(440,000)	(27,000)	6.5
Interest Revenue - Other	(228,439)	(165,000)	(140,000)	(140,000)	25,000	(15.2)
Investment Income	(7,420,388)	(2,200,000)	(1,901,000)	(512,000)	1,688,000	(76.7)
	(11,154,165)	(5,715,000)	(4,754,000)	(3,332,000)	2,383,000	(41.7)

Halifax Regional Municipality
Summary of Non-Departmental Revenues *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Fee Revenue						
Parking Meters	(2,638,668)	(2,625,000)	(2,625,000)	(2,630,000)	(5,000)	0.2
Rental & Leasing	(1,718,353)	(1,554,100)	(1,554,100)	(1,554,100)	0	-
	(4,357,021)	(4,179,100)	(4,179,100)	(4,184,100)	(5,000)	-
Other Revenue						
Proceed Sale of Ass.	(154)	0	0	0	0	-
HRWC Dividend	(3,622,229)	(3,700,000)	(3,700,000)	(3,700,000)	0	-
Recov External Parti	(584,542)	(1,637,607)	(1,637,607)	(1,335,506)	302,101	(18.4)
NSF Chq Fee	(13,880)	(10,000)	(10,000)	(10,000)	0	-
Miscellaneous Revenue	(41,544)	(455,000)	(557,500)	(546,860)	(91,860)	20.2
	(4,262,348)	(5,802,607)	(5,905,107)	(5,592,366)	210,241	(18.4)
Total	(597,112,377)	(578,755,839)	(576,517,145)	(593,480,353)	(14,724,514)	2.5

Halifax Public Libraries

Business Plan - 2010/11

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

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

The Library's mission supports Halifax Regional Municipality's Community Outcome Areas of Diverse Recreation, Leisure and Cultural Choices, Well Planned and Engaged Communities and Safe and Welcoming Communities, Council Focus Areas of Community Planning and Infrastructure, and is also aligned with the EMT Priorities of Excellence in Service Delivery and Employer of Choice.

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 branches, mobile library, website, books by mail and home delivery services. These services are organized and provided under the direction of the following:

Director: Judith Hare, CEO BA (Hons), MLS	Responsible for providing vision, leadership and direction to the Library system and is the Secretary to the Halifax Regional Library Board. Oversees Senior Management and the Communications and Marketing Department.
Public Services Susan McLean BA (Hons), MLS	Responsible for the development of region-wide service including: information, youth, diversity, literacy, English Language Learning (ELL), older adults and reader's services, as well as community development initiatives. Also responsible for the three resource libraries: Alderney Gate, Keshen Goodman and Spring Garden Road Public Libraries.
Branch Services Vacant	Responsible for the delivery of library service from all outlets including branches, mobile library, Books by Mail and Home Delivery service.
Corporate Research & Development Paula Saulnier BA, BEd, MLIS	Responsible for statistical and demographic trend analysis for Halifax Public Libraries, for process design and implementation, project management and related organizational development facilitation.
Finance & Facilities Shawn West MBA, CMA	Responsible for financial planning and management of annual budgets, revenues and expenditures and procurement. Responsible for facilities, vehicles and asset management.

Information Technology and Collection Management Bruce Gorman BSc, MSc, ISP	Includes Collection Development, Collection Access, Information Technology and the Library's website. Responsible for ordering and receiving all materials for the Library's collection and making them accessible through the Library's catalogue and available to the public at library outlets. Responsible for the implementation and support of computer hardware and software and new technology throughout the Library system.
Human Resources Cathy Maddigan B. Comm, CHRP	Responsible for recruitment, employee and labour relations, collective bargaining, payroll, health and safety, training and development, employee assistance program, pension and group benefits etc. for all divisions and departments.
Summary of Business Unit Structure Changes:	N/A

Core Operations and Services provided:

- The Halifax Public Libraries system is comprised of 14 branch libraries, a mobile library that brings library service to communities outside the service area of a branch, home delivery and books by mail services for those unable to visit the Library due to disability, long-term illness or distance to nearest branch and a website (halifaxpubliclibraries.ca)
- In 2009-10 there were over 2,251,504 *in-person visits* and 1,283,877 *website visits*. While this is a small decrease to in-person visits due in part to the closure of the Captain William Spry Library for a month while undergoing renovations, the website visits experienced a 6.8% increase over the previous year. (2008/09: 2,372,967 in-person, 1,202,072 website; 2007/08: 2,369,249 in-person, 1,179,040 website).
- 170,000 active *registered borrowers*, which represents 45.7% of the population of HRM.
- 1,081,770 *items in the collection*, including books, CDs, DVDs, videos, newspapers, magazines and downloadable books, movies and music, with a *circulation* of over 4,746,499 items in 2009-10. This level of circulation is slightly less than the previous year due to closures and equates to 13 items borrowed per capita. (2008/09: 4,826,701; 2007/08: 4,641,711). Halifax Public Libraries ranks above the national average of 10.21 items borrowed per capita (2008-09 Canadian Urban Libraries Council statistics).
- *Online catalogue* to search the Library's extensive collection, place items on hold and check accounts from anywhere with Internet access.
- *Programming* that enhances opportunities for life long learning and community discussion, delivered largely in *partnership* with some 300 community groups.
- This year 4,614 *programs* were offered for children, teenagers and adults with 108,464 people attending. These programs ranged from baby & tot story times to reading support, to

family and senior drop-ins, school visits, teen programs, computer training, information and cultural programs, book clubs and heritage events.

- Literacy and English Language Learning tutoring and programs.
- Nearly 300 public access computers; and 5 learning labs.
- Computer reservation system to book a computer on-line or via an automated phone system.
- Wireless Internet access at all branches.
- Meeting rooms available for public use at most branches.

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes Full-Time and Part-Time Employees)	277.9	278.9 *	285.39 **

* Includes additional part-time hours at several branches across the region and 1 FTE for partial year at Woodlawn Public Library.

** Additional staff approved for expanded Woodlawn Public Library.

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000s)
2009/10 Budget	\$19,673.9
1 Salary & Benefit change includes increases for a provision for normal step increases and salaries as per the collective agreement and expanded Woodlawn staffing	648.8
2 Mandated across departments SER reductions for courier/postage, office furniture, equipment and supplies, vehicle fuel, local travel	(35.0)
3 Building maintenance and janitorial cleaning increase	17.8
4 Heating fuel decrease based in part on change in service delivery at new Woodlawn location and adjusted for inflation (-\$18.9k); plus difference of increase in electricity (\$5k)	(13.9)
5 Computer equipment decrease reflects ending hardware lease (\$75k one time only) and deferred replacement of PCs	(134.30)
6 Library materials decrease to achieve budget envelope reduction	(83.5)
7 Facilities rental increase to reflect leases contracts	18.00
8 Transfer to Central Library Reserve	760.8
2010/11 Gross Operating Budget	\$20,852.6
2009/10 Revenue Operating Budget	(5,310.8)
2010/11 Total Revenue Operating Budget	(5,310.8)
2010/11 Total NET Operating Budget	\$15,541.8

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frame.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

Opportunity:

- **Central Library Project:** Funding commitments from both the Federal and Provincial levels of Governments provide \$31 million toward the Central Library project for completion in 2013. The 'Halifax Central Library - Building Program and Space Requirements' report, prepared by the HOK Planning Group in 2008, builds on the urban design recommendations and guidelines included in the Spring Garden Road / Queen Street Area Joint Public Lands Plan. *A Partnership of Culture and Learning* is the focus for a new Central Library for Halifax. This direction was the result of extensive public consultations which were conducted in developing the 'Halifax Central Library - Building Program and Space Requirements'. The public consultations made it clear that the community is seeking a library to support, cultivate and sustain culture and learning in the community as a key community resource and partner. A Central Library within the Halifax Regional Municipality complements municipal strategic initiatives, including the extensive Halifax by Design project, the cultural plan, economic development and immigration strategies, youth engagement and is aligned with the Council Focus Area for Infrastructure. The Central Library speaks to quality of life initiatives and has the power to draw families and individuals into the downtown, cause corporations to locate in HRM and encourage new university graduates to remain here. The Central Library provides an opportunity to create a focal point and a demonstration of civic pride for both the municipality and the province.
- **Civic Engagement:** The Central Library project provides opportunity for meaningful civic engagement. The public dialogue begun during the Public Lands Plan consultations and continued through the development of the Central Library Building Program will continue to inform the design process generating public interest and excitement. The Library also continues to engage the community through new partnership initiatives at branches throughout the municipality.
- **Public Image:** The Halifax Public Libraries is a highly respected and valued service provider. The Library's public image and reputation for community-based 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 renovated and new facilities of Captain William Spry Library and the Woodlawn Library completed in 2009-10 will make the Halifax Public Libraries a showcase for modern technology; from large screen tv's, to an information portal, to portable computer labs, to gaming and media centers, the community will be exposed to the latest in technology. The Woodlawn Library also features a 100 seat auditorium for programming and community events

- **Support to Corporate 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 those 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. 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 assistance help individuals connect and learn the skills needed to use technology in daily life. Online learning and distance education are the new learning paradigms, through the use of tools such as interactive whiteboards, podcasting, and video conferencing we are 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 particularly the Integrated Library System.

(ILS). 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 systems are maturing into complete end to end solutions. From Radio Frequency Identification (RFID) tags on library material, to self check out and check in, automated material handling, enhanced security, reduced costs, and a better user experience, inventory management will revolutionise the library.

Green is here. The library as a community leader should take a lead role and develop a green strategy including energy consumption, green computing, waste diversion and recycling. The new Central Library will be a LEED Gold building, adding to its sustainability in the community.

- **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
- **Collections:** With the continuing acceptance and expansion of digital media, we have the opportunity to provide efficient, relevant collections in formats including downloadable audiobooks, ebooks, movies and music. With the addition of the popular Ipod format, this service has seen unprecedented popularity. The Library's research databases are available 24/7 via the Library website giving the community access to collections even when libraries are closed.

Advances in technology are providing the library with the opportunity to deploy search and discovery solutions similar to Google and the Google experience, further unleashing the potential of the catalogue and providing the user with a more rewarding experience. The user will be presented with one search box containing results from our catalogue, databases, and community information providing rich meaningful results.

The online social world continues to grow at a breakneck pace. Tools like Facebook and Twitter are as commonplace as podcasts and 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 second annual Podcamp Halifax which built on the success of the inaugural year with record attendance, international participants and a growing reputation. With more to come and other initiatives to engage this new generation, the library will be at the forefront.

Challenges:

- **Infrastructure Gap / Deteriorating Infrastructure:** The Library Master Facilities Plan provides the blueprint for short and long term development. The Plan now needs to be updated to review and address the needs of growing communities. Development of this plan ensures that the Library is aligning its capital projects to meet the priority needs of HRM residents.

Library service is delivered through 14 facilities, mainly 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 12.3%, in-person visits by 3%, computer use by 83%, requests to hold materials for specific borrowers by 75%, program attendance by 7% and transaction volume by 31%. 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.
- **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. The largest percentage growth in HRM population noted in the 2006 Census is the 50-64 age group (+19.46%). 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. In HRM, the largest decrease in growth in the adult population continues to be shown in the 20-34 age bracket, experiencing a 26.35% decrease since 1991; nevertheless, this group is the second largest percentage of the population at 22.45%. Children and young adults, 0-19, make up 22.73% of HRM's population; this segment of the population has continued to decrease in percentage size since the 1991 census. Addressing the needs of this target group 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 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:** Continuous improvement and innovation is increasingly challenging without the “seed money” required. New technologies are available that would considerably improve the library’s ability to manage transaction growth, such as RFID (Radio Frequency Identification) and smart book returns, but the implementation costs are prohibitive. We have the ideas to move ahead but no money to effect change.

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.

- **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, at \$4.60 per capita, Halifax continues to fall below the national average of \$5.21 per capita.

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.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit's ability to deliver services (both internally and externally).

Challenges:

- **Budget Planning Framework:** The Library cannot meaningfully develop strategic plans in an atmosphere of funding uncertainty. The Province has not implemented the recommended provincial funding formula which would increase dollars based on per capita funding. In this financial environment, it is challenging to advance service.
- **Succession Planning / Training and Development:** Current funding for staff training, and development and succession planning is inadequate to ensure skill development and preparation of employees to take on more senior responsibilities or key roles within the Library. In 2009/10 a leadership program for librarians and managers has been self-funded but funds cannot be further reallocated internally without reducing public service.

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, an 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.

- **Grants and Partnerships:** The Library has missed significant grant funding opportunities, employment and internship opportunities and other programs where matching funding is required.

Business Unit Goals

The goals for Halifax Public Libraries are:

- Goal 1: The Central Library reflects and engages the Municipality's imagination and aspirations.
- Goal 2: 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.
- Goal 3: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.
- Goal 4: To lead creative initiatives that connect, enrich and inspire discovery.
- Goal 5: Staff exemplify the Library's vision, mission and values.
- Goal 6 Demonstrate accountability and stewardship to ensure sustainability while building our capacity.
- Goal 7 Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.

Goal 1: The Central Library reflects and engages the Municipality's imagination and aspirations.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure

EMT Priorities: Excellence in Service Delivery

Community Outcomes: Diverse Recreation, Leisure and Cultural Choices
Well-Planned and Engaged Communities

Description:

A landmark Central Library in Halifax's downtown core will serve as a state-of-the-art information gateway, an icon of civic pride and aspirations, and a catalyst for economic and cultural vitality. It will provide services to peninsula residents, function as the hub of library operations in support of the entire branch network and create an engaging visitor destination for downtown. With the financial strategy approved and the architects selected the project will now move into the design phase, part of which will include a public consultation component. The Library will also implement the framework previously developed for the initiation of a capital campaign.

Goal 1: The Central Library reflects and engages the Municipality’s imagination and aspirations.	
<i>Objectives for 2010/2011:</i>	
LIB1.1	Demonstrate the value of the Central Library to the residents of HRM.
LIB 1.2	Design Central Library with approved architects in cooperation with HRM according to plan and schedules.
LIB 1.3	Ensure effective community engagement in the design phase of the Central Library project.
LIB 1.4	Launch fund-raising campaign for Central Library.

Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan.

Corporate Strategy Linkage:

Council Focus Area: Infrastructure
EMT Priorities: Excellence in Service Delivery,
 Practicing Fiscal Responsibility
Community Outcomes: Well-Planned and Engaged Communities

Description:

Inherent to providing good library service is the need for welcoming, attractive, safe and efficient facilities. In 2004 the Library’s Needs Assessment & Master Facilities Plan was accepted by HRM Council. Work continues in addressing the priorities it identified. The top 2 priorities of building a new Central Library and enlarging the Woodlawn Library have been moving forward in the past year. The new and expanded Woodlawn Library will open in April 2010.

Ongoing refurbishing of branches is required to protect the asset and ensure facilities remain in good repair. Proceeding with these projects is crucial to building capacity and strengthening the Library’s system of branches to meet the library service needs of HRM residents; the Sackville Public Library is the next priority. A review of the Master Facilities Plan at this time is appropriate to ensure optimizing existing resources and effectively planning for new resources. Effective management of ongoing maintenance issues and plans to address future maintenance and renovation needs ensure efficient use of facilities and reflects asset management.

Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan.	
<i>Objectives for 2010/2011:</i>	
LIB 2.1	Develop criteria and mechanisms for managing requests for system expansion.
LIB 2.2	Manage ongoing facilities maintenance projects and develop priorities.
<i>Objectives for the next 3-5 years:</i>	
LIB 2.3	Identify best practices from the Central Library and new Woodlawn Library processes related to space and facility usage that can be implemented at branches across the region.

Goal 3: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.

Corporate Strategy Linkage:

Council Focus Areas: Community Planning

EMT Priorities: Excellence in Service Delivery

Community Outcomes: Safe and Welcoming Community
Well-Planned and Engaged Communities

Description:

It is important that the Library work closely with the community in order to ensure that services are aligned with community need and that we are effectively allocating resources. Involving and working closely with citizens and partners results in outcomes that strengthen communities. In the upcoming year the Library's focus will be on diverse communities using various communication mechanisms to engage the community. The diversity of the communities throughout HRM is a unique strength honoured by the Library as it strives to provide relevant collections and services and present displays and programs for all ages reflective of this diverse heritage. Partnering with related community organizations to coordinate a variety of special events is integral to this aspect of the library's service delivery.

Goal 3: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.	
<i>Objectives for 2010/2011:</i>	
LIB 3.1	Create accessible environments and opportunities for diverse communities and organizations to connect, create and exchange ideas.
LIB 3.2	Strengthen our community networks, leverage staff community connections, pursue new partnerships, and create an inclusive community process.

Goal 4: To lead creative initiatives that connect, enrich and inspire discovery.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure

EMT Priorities: Excellence in Service Delivery

Community Outcomes: Diverse Recreation, Leisure and Cultural Choices

Description:

The creative use of Library resources and service delivery options is essential in responding to individual and community needs and enhancing the library experience. By proactively managing assets, including our collections, people, programming and technology, the Library works to maximize its contribution to the community through innovative solutions.

Technology is enabling a new generation of online social interaction. As a virtual gathering place, the Library is at the forefront of this movement and will provide pathways for this new interaction. New technology solutions, such as RFID, contribute to effective service delivery and help manage collections transaction growth. The Library is working with other HRM departments represented in the ITC committee who are also interested in RFID asset tagging to reduce service implementation and delivery costs. At the same time, the Library continues to explore new and alternative ways to offer library services and programs to the residents of HRM.

Goal 4: To lead creative initiatives that connect, enrich and inspire discovery.	
<i>Objectives for 2010/2011:</i>	
LIB 4.1	Identify and develop services in non-traditional ways and in non-traditional places to meet communities where they are.
LIB 4.2	Develop and implement automation initiatives (eg RFID) to improve customer service.
LIB 4.3	Explore service delivery alternatives to replace Mobile Library service.

Goal 5: Staff exemplify the Library’s vision, mission and values.

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

To successfully achieve our goals, staff need to embrace and model our core values that support our vision and mission. As a result, our recruitment and selection program must be designed to attract and retain staff who share these core values. Professional development opportunities and succession planning will support long term growth and the retention of critical knowledge within the Library through alignment with our goals. Further, a staff rewards and recognition program will be designed that celebrates the success and achievements of those individuals who exemplify our mission, vision and values.

Goal 5: Staff exemplify the Library’s vision, mission and values.	
<i>Objectives for 2010/2011:</i>	
LIB 5.1	Develop a recruitment and selection program to hire staff who demonstrate our core values and reflect our diverse communities.
LIB 5.2	Create a fully integrated talent management and succession plan.
LIB 5.3	Create a staff rewards and recognition program.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility
Excellence in Service Delivery

Description:

In addition to facilities addressed in Goal 2, effective management of library resources includes the broad spectrum of collections, IT infrastructure and vehicles. The Library strives to employ cost effective, efficient and innovative methods to preserve, plan for and strengthen resources in support of library service delivery.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.	
<i>Objectives for 2010/2011:</i>	
LIB 6.1	Effectively manage and safeguard library resources and plan for, maintain, and replace assets as necessary.

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.

Corporate Strategy Linkage:

EMT Priorities: Excellence in Service Delivery

Community Outcome: Well-Planned and Engaged Community

Description:

The Library is committed to working collaboratively with numerous partners in service delivery. Programs co-sponsored with community partners are delivered at all branches and consultation with related organizations help shape the direction of library programs and services to meet community needs.

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.	
<i>Objectives for 2010/2011:</i>	
LIB 7.1	Review and implement results of pilot of shared access service with university, college and regional public libraries through the Libraries Nova Scotia consortium (BARA – Borrow Anywhere, Return Anywhere).

Service Level Changes

Increases In Services / new initiatives:

- Expanded Woodlawn Library opened to the public in April 2010.
- Technology purchased in 2009/10 implemented, improving public access through a 'google-like' discovery tool for one stroke searching of Library materials, databases, HRM community organizations and continuing education courses.
- Public Consultation process as part of Central Library design development.
- Fundraising campaign for Central Library.
- Digitized collection pilot implemented in partnership with a community heritage organization..
- Evaluate success of a shared access pilot project with all Nova Scotian public and academic libraries (BARA - Borrow Anywhere Return Anywhere)
- Web payment solution for fines providing convenient customer service option
- Consultation with service partners focusing on First Nations community

Decreases In Services / Operational Pressures:

- Reduction in library materials budget puts added pressure on existing collection, will increase wait times and move the Library further below the national per capita average of dollars spent for library materials.
- Vacancy management reduction may impact public service response time and behind the scenes operations.
- Deferred replacement of PCs will put operations at risk if equipment fails.

Expected Services Not Being Delivered:

- Expansion of library service hours of operation cannot be funded..
- Unable to carry out update of Master Facility Plan
- Additional requests for new facilities cannot be addressed.
- Unable to carry out much needed renovations to the Sackville Public Library and Alderney gate Public Library.

Halifax Regional Library

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Library						
B011 Administrative Services	1,650,228	1,831,500	1,831,500	2,683,989	852,489	46.5
B012 Tech. Serv. & System	3,033,032	2,880,800	2,880,800	2,810,181	(70,619)	(2.5)
B013 Communications & Marketing	373,252	380,200	380,200	391,110	10,910	2.9
B014 Information Services	711,664	767,600	767,600	783,320	15,720	2.0
	5,768,176	5,860,100	5,860,100	6,668,600	808,500	13.8
Alderney Gate Library						
B021 Alderney Gate Adult	1,156,956	1,190,000	1,190,000	1,697,765	507,765	42.7
B022 Alderney Gate Youth	475,132	479,100	479,100		(479,100)	(100.0)
	1,632,088	1,669,100	1,669,100	1,697,765	28,665	1.7
Spring Garden Rd. Mem. Library						
B031 Spr.Garden General	365,589	432,800	432,800	433,520	720	0.2
B032 Spring Garden Road - Adult	989,721	1,030,900	1,030,900	1,508,251	477,351	46.3
B033 Spring Garden Road - Youth	431,190	443,900	443,900		(443,900)	(100.0)
	1,786,501	1,907,600	1,907,600	1,941,771	34,171	1.8
Branch Libraries						
B041 Branch Library Services	794,289	847,200	847,200	880,710	33,510	4.0
B042 Cole Harbour Library	889,385	909,900	909,900	930,203	20,303	2.2
B043 Dartmouth North Library	403,204	436,400	436,400	443,566	7,166	1.6
B044 Sackville Library	1,062,008	1,128,100	1,128,100	1,151,445	23,345	2.1
B045 Woodlawn Library	668,741	752,100	752,100	852,984	100,884	13.4
B046 Bedford Library	722,354	772,200	772,200	785,152	12,952	1.7
B047 Cpt Wil.Spry Library	873,206	896,700	896,700	911,345	14,645	1.6
B048 Halifax North Library	638,738	642,900	642,900	660,008	17,108	2.7
B049 Keshen Goodman Library	1,819,467	1,897,900	1,897,900	1,945,459	47,559	2.5
B050 Outreach Services	273,141	289,700	289,700	297,883	8,183	2.8
B051 Musq. Harb. Library	259,113	277,200	277,200	280,034	2,834	1.0
B052 Shatford Memorial Library	175,959	178,500	178,500	180,219	1,719	1.0
B053 Sheet Harbour Library	205,305	217,100	217,100	220,559	3,459	1.6
B054 Tantallon Library	933,699	991,200	991,200	1,004,848	13,648	1.4
	9,718,609	10,237,100	10,237,100	10,544,415	307,315	3.0
Restricted Funds						
B061 Special Projects	104,272	0	0	0	0	-
B062 Colpitts Donation	9,598	0	0	0	0	-
B064 ESL	69,966	0	0	0	0	-
B065 Literacy	45,779	0	0	0	0	-
B066 HIRA	33,816	0	0	0	0	-
B067 Justice Grant	102,287	0	0	0	0	-
	365,717	0	0	0	0	-
Total	\$19,271,091	\$19,673,900	\$19,673,900	\$20,852,551	\$1,178,651	6.0

Halifax Regional Library

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Library						
B011 Administrative Services	(3,863,718)	(3,865,300)	(3,865,300)	(4,803,700)	(938,400)	24.3
	(3,863,718)	(3,865,300)	(3,865,300)	(4,803,700)	(938,400)	24.3
Alderney Gate Library						
B021 Alderney Gate Adult	(73,340)	(77,000)	(77,000)	(58,803)	18,197	(23.6)
	(73,340)	(77,000)	(77,000)	(58,803)	18,197	(23.6)
Spring Garden Rd. Mem. Library						
B032 Spring Garden Road - Adult	(119,595)	(125,200)	(125,200)	(95,649)	29,551	(23.6)
	(119,595)	(125,200)	(125,200)	(95,649)	29,551	(23.6)
Branch Libraries						
B042 Cole Harbour Library	(51,250)	(54,000)	(54,000)	(41,253)	12,747	(23.6)
B043 Dartmouth North Library	(7,909)	(8,400)	(8,400)	(6,382)	2,018	(24.0)
B044 Sackville Library	(58,435)	(61,000)	(61,000)	(46,691)	14,309	(23.5)
B045 Woodlawn Library	(46,474)	(48,500)	(48,500)	(37,195)	11,305	(23.3)
B046 Bedford Library	(37,662)	(39,700)	(39,700)	(30,794)	8,906	(22.4)
B047 Cpt Wil.Spry Library	(24,655)	(26,700)	(26,700)	(20,361)	6,339	(23.7)
B048 Halifax North Library	(18,086)	(19,100)	(19,100)	(14,635)	4,465	(23.4)
B049 Keshen Goodman Library	(131,193)	(138,000)	(138,000)	(106,695)	31,305	(22.7)
B051 Musq. Harb. Library	(9,383)	(9,700)	(9,700)	(7,445)	2,255	(23.2)
B052 Shatford Memorial Library	(7,481)	(7,900)	(7,900)	(6,434)	1,466	(18.6)
B053 Sheet Harbour Library	(3,530)	(3,700)	(3,700)	(2,811)	889	(24.0)
B054 Tantallon Library	(40,149)	(41,700)	(41,700)	(31,953)	9,747	(23.4)
	(436,208)	(458,400)	(458,400)	(352,649)	105,751	(23.1)
Restricted Funds						
B061 Special Projects	(100,999)	0	0	0	0	-
B064 ESL	(50,964)	0	0	0	0	-
B065 Literacy	(43,294)	0	0	0	0	-
B066 HIRA	(33,800)	0	0	0	0	-
B067 Justice Grant	(48,638)	0	0	0	0	-
	(277,696)	0	0	0	0	-
Total	(4,770,558)	(4,525,900)	(4,525,900)	(5,310,801)	(784,901)	17.3

Halifax Regional Library

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Administration - Library						
B011 Administrative Services	(2,213,490)	(2,033,800)	(2,033,800)	(2,119,711)	(85,911)	4.2
B012 Tech. Serv. & System	3,033,032	2,880,800	2,880,800	2,810,181	(70,619)	(2.5)
B013 Communications & Marketing	373,252	380,200	380,200	391,110	10,910	2.9
B014 Information Services	711,664	767,600	767,600	783,320	15,720	2.0
	1,904,458	1,994,800	1,994,800	1,864,900	(129,900)	(6.5)
Alderney Gate Library						
B021 Alderney Gate Adult	1,083,616	1,113,000	1,113,000	1,638,962	525,962	47.3
B022 Alderney Gate Youth	475,132	479,100	479,100		(479,100)	(100.0)
	1,558,748	1,592,100	1,592,100	1,638,962	46,862	2.9
Spring Garden Rd. Mem. Library						
B031 Spr.Garden General	365,589	432,800	432,800	433,520	720	0.2
B032 Spring Garden Road - Adult	870,126	905,700	905,700	1,412,602	506,902	56.0
B033 Spring Garden Road - Youth	431,190	443,900	443,900		(443,900)	(100.0)
	1,666,906	1,782,400	1,782,400	1,846,122	63,722	3.6
Branch Libraries						
B041 Branch Library Services	794,289	847,200	847,200	880,710	33,510	4.0
B042 Cole Harbour Library	838,135	855,900	855,900	888,950	33,050	3.9
B043 Dartmouth North Library	395,295	428,000	428,000	437,184	9,184	2.1
B044 Sackville Library	1,003,573	1,067,100	1,067,100	1,104,754	37,654	3.5
B045 Woodlawn Library	622,267	703,600	703,600	815,789	112,189	15.9
B046 Bedford Library	684,691	732,500	732,500	754,358	21,858	3.0
B047 Cpt Wil.Spry Library	848,551	870,000	870,000	890,984	20,984	2.4
B048 Halifax North Library	620,652	623,800	623,800	645,373	21,573	3.5
B049 Keshen Goodman Library	1,688,274	1,759,900	1,759,900	1,838,764	78,864	4.5
B050 Outreach Services	273,141	289,700	289,700	297,883	8,183	2.8
B051 Musq. Harb. Library	249,730	267,500	267,500	272,589	5,089	1.9
B052 Shatford Memorial Library	168,478	170,600	170,600	173,785	3,185	1.9
B053 Sheet Harbour Library	201,774	213,400	213,400	217,748	4,348	2.0
B054 Tantallon Library	893,550	949,500	949,500	972,895	23,395	2.5
	9,282,401	9,778,700	9,778,700	10,191,766	413,066	4.2
Restricted Funds						
B061 Special Projects	3,273	0	0	0	0	-
B062 Colpitts Donation	9,598	0	0	0	0	-
B064 ESL	19,002	0	0	0	0	-
B065 Literacy	2,485	0	0	0	0	-
B066 HIRA	16	0	0	0	0	-
B067 Justice Grant	53,648	0	0	0	0	-
	88,021	0	0	0	0	-
Total	\$14,500,533	\$15,148,000	\$15,148,000	\$15,541,750	\$393,750	2.6

Halifax Regional Library

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	13,930,691	14,571,600	14,571,600	15,193,266	621,666	4.3
Office	500,357	484,400	484,400	503,430	19,030	3.9
Professional Fees	26,801	12,000	12,000	12,000	0	-
Legal & Consulting Fees	30,066	120,000	120,000	20,000	(100,000)	(83.3)
External Services	275,267	152,100	152,100	168,400	16,300	10.7
Uniforms & Clothing	577	2,000	2,000	2,000	0	-
Supplies & Materials	103,169	110,500	110,500	111,000	500	0.5
Utilities	308,542	380,400	380,400	364,500	(15,900)	(4.2)
Building Costs	275,264	344,900	344,900	372,800	27,900	8.1
Equipment & Communications	766,447	497,700	497,700	322,700	(175,000)	(35.2)
Vehicle Expense	89,793	92,200	92,200	83,000	(9,200)	(10.0)
Travel	106,348	38,000	38,000	34,200	(3,800)	(10.0)
Training & Education	66,157	90,000	90,000	90,000	0	-
Facilities Rental	946,860	975,000	975,000	995,000	20,000	2.1
Advertising & Promotion	34,130	31,300	31,300	31,300	0	-
Other Goods & Services	1,807,374	1,871,800	1,871,800	1,788,155	(83,645)	(4.5)
Interdepartmental	3,247	0	0	0	0	-
Transfer to/from Reserves	0	(100,000)	(100,000)	760,800	860,800	(860.8)
Expenditures	19,271,091	19,673,900	19,673,900	20,852,551	1,178,651	6.0
Total	19,271,091	19,673,900	19,673,900	20,852,551	1,178,651	6.0
Revenues						
Transfers from other Gov'ts	(3,840,401)	(3,840,400)	(3,840,400)	(4,785,800)	(945,400)	24.6
Fines and Fees	(606,796)	(649,600)	(649,600)	(496,101)	153,499	(23.6)
Rental & Leasing	(16,431)	(17,100)	(17,100)	(17,100)	0	-
Sales Revenue	(1,785)	0	0	0	0	-
Other Revenue	(305,145)	(18,800)	(18,800)	(11,800)	7,000	(37.2)
Revenues	(4,770,558)	(4,525,900)	(4,525,900)	(5,310,801)	(784,901)	17.3
Total	(4,770,558)	(4,525,900)	(4,525,900)	(5,310,801)	(784,901)	17.3
Net Cost	\$14,500,533	\$15,148,000	\$15,148,000	\$15,541,750	\$393,750	2.6

Human Resources

Business Plan - 2010/11

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

Business Unit Overview:

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

In order to achieve this effectiveness, 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.

Director: Catherine Mullally	Provides leadership and strategic direction in human resource management. Ensures HR structure and resources are aligned to support organizational and human resource effectiveness.
Client Services Gail Isles	Responsible for the provision of human resources expertise 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.
Labour Relations Andrea Gillis	Responsible for the labour relations strategy – 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.
Organizational Development & Health Tatjana Zatezalo	Responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Corporate Diversity, Business Transition, Conflict Resolution, and Workplace Health Services
Total Compensation Britt Wilson	Responsible for Total Compensation Strategy - Design & Administration, Benefits Plan Consulting & Administration, Human Resource Policy related to Compensation, Human Resource Information/Reporting (SAP/HR), Labour Market Research, Job Evaluation design and administration, and HR Business Process Consulting.

Summary of Business Unit Structure Changes: N/A

Core Operations and Services provided:

- Labour Relations Expertise, Collective Bargaining, and Grievance Management involving six (6) unions representing approximately 82% of HRM’s workforce
- Human Resource Management expertise
- Staffing/Recruitment/Retention activities
- HR Policy Development; Corporate Policy support
- Human Rights/Workplace Rights expertise and programs
- Corporate Diversity Leadership, Strategy, Training
- Change Management Consulting
- Corporate Training Programs/ Leadership Development
- Succession Planning program, tools and support
- Corporate Employee Rewards & Recognition Program
- Compensation/Benefits Strategy, Plan Design, Consulting & Administration
- Job Classification/Job Rating services
- Pension Plan Support; Retirement Administration, Consulting, & Educational Seminars
- Workplace Health Services, Short & Long Term Disability Case Management, Duty to Accommodate, Return to Work, & Workers Compensation Benefits (WCB)
- Healthy Workplace programs and expertise
- Employee & Family Assistance Program (EFAP)
- Organizational Design consulting
- Conflict Resolution support & expertise

Funded Full Time Equivalent (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes full and part time permanent positions)	44	48	48

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$4,772
1. Increase in compensation budget	145
2. Decrease in consulting budget	(30)
3. Decrease in corporate training budget	(25)
4. Cancellation of transfer from reserves	105
5. Increased recruiting budget	20
6. Other Decreases	(12)
7. New compensation recovery (external funding)	(80)
2010/11 Budget	\$4,895

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frame.

Challenges with Organization-Wide Impact:

As an internal service provider, the challenges and opportunities that impact service delivery affect most business units.

- 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. People are staying in school longer (or returning) and there is an increasing level of skills required for employment. The decline in the Canadian economy temporarily impacted the labour market challenges facing HRM. As a result there may have been an increase in available unskilled or semi-skilled labour but there remained a need to compete for skilled workers. Employment results for late 2009 indicate that unemployment levels are only slightly higher than the levels in 2008 and remain among the lowest in Canada. In addition, the economic decline did not improve the continued retirement challenge facing HRM. The nature of the defined benefit pension programs at HRM serve to protect 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 falling stock market. Finally, the need for fiscal restraint will require HRM to do more with less and that will necessitate HRM aggressively attracting and retaining high performing talent.

- **Employee Engagement:** To achieve organizational goals both now and into the future, leaders need to maximize employee engagement. The 2008 HRM Employee Engagement Survey identified a significant opportunity to increase employee engagement. Some of the reasons for the lack of engagement include:
 - Lack of recognition and total rewards package for employee contribution (Compensation)
 - Lack of opportunity for growth and advancement
 - Level of effectiveness of managers and supervisors
 - Capacity of employees to effectively perform the work required
 - Other factors included trust in senior leadership, senior leaders consideration for employee needs and an incongruence between values/goals of the employees and the organization.

- **Leadership Development:** 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.

It is also critical for HRM to invest in the development of our future leaders as pending retirements will not only impact at the executive level, but will cross other leadership levels which would normally house our “bench strength”.

- **Healthy Workplace:** Halifax Regional Municipality is committed to providing a healthy workplace culture for its employees. The organization recognizes that a healthy workplace positively influences an individual sense of worth, motivation and productivity, as well as provides additional means to achieve personal and professional satisfaction from work. A healthy work environment has a positive impact on the morale of employees and studies have shown that it can contribute 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.

- **Workforce Planning:** Workforce 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. Succession planning and talent management are elements of workforce planning that is already taking place. 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.

Opportunities with Organization-Wide Impact:

- **Diversity:** Valuing diversity continues to be an opportunity for increasing organization capability and effectiveness. Human Resources will continue to build a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.
- **Attendance Support Program -** In 2007/2008 absenteeism cost HRM \$5.5 million. In 2008/2009 the costs were in excess of \$6 million. These costs only represent the compensation paid to employees who were absent due to illness and do not include additional costs for overtime wages, temporary replacements, etc. In work groups where the attendance support program has been applied consistently, absenteeism costs are much lower than in work groups where consistency has not been achieved. Absenteeism has dropped steadily over the past year and is currently at its lowest level since 2007/08. With a more focused approach, HRM will continue to realize decreased absenteeism rates and increased savings.
- **WCB Program -** Over the past two years, Human Resources has applied a consistent effort to more effectively manage HRM's use of Workers Compensation Benefits (WCB). This has been expressed in standardizing the WCB incident reporting protocol, analyzing the environmental circumstances to minimize recurrence and actively providing early intervention to support timely recovery and return to employment. At the same time, efforts have been made to develop closer relationships with WCB service team to ensure proper understanding of HRM diverse needs as a client.

This coordinated approach has produced tangible results which are reflected in the following performance indicators. Between 2008-2009, despite a relatively steady claims volume:

- HRM WCB premium decreased by \$657,397 .00
- Total value of paid wage-replacement benefits decreased by \$254,541.00
- Average duration of time-loss claims decreased from 56 to 13 weeks
- Total number of benefit weeks paid fell from 878 to 569 annually
- HRM WCB premium rates remained below the average industry: -\$0.10 per \$100 of the assessable payroll when compared with the industry rate.
- HRM has been regularly and professionally represented during appeal proceedings

In addition, diligent efforts to emphasize the importance of WCB liabilities on a corporate level accounts for the growing recognition of the personal and financial value of early intervention and return to work support provided to individual employee.

Challenges with Service Delivery / Business Unit Impact

- **Capacity Planning:** Human Resources is currently challenged with increasing service requirements from business units particularly in the area of labour relations. New collective agreements concurrently negotiated, require training and administration advice from the Labour Relations Division to support consistent and effective administration of revised provisions. Also, business units are seeking training to develop managers' confidence and competence in managing within a unionised environment. Human Resources is also facing capacity challenges within our Organizational Development division as a result of HRM's commitment to transform our culture and create a respectful work environment that values individual contributions and demonstrates commitment to employees.
- **Total Compensation:** Labour market shortages particularly in the professional/technical areas have also created compensation issues at HRM. HR has undertaken a review of HRM's Total Compensation program based on market forecasting for public sector positions; however an ongoing financial commitment by HRM is required to support implementation. If the required improvements to the program are not able to be supported, HRM will continue to risk losing talent and/or not being able to recruit quality candidates.
- **Implementation of Human Resource Strategy:** HRM must create an "employer of choice" workplace to recruit and retain a skilled, effective, multi-generational workforce. HR is leading this initiative but requires corporate and council engagement. Without this environment, HRM risks losing current staff and/or not being able to recruit quality candidates.

Business Unit Goals

The goals for Human Resources are:

- Goal 1: Shaping Organizational Culture
- Goal 2: Supporting a Healthy Work Environment
- Goal 3: Implementation of Human Resources Strategy
- Goal 4: Valuing Diversity and Inclusion
- Goal 5: Managing Organizational Change
- Goal 6: Provision of Strategic Direction and Technical Expertise in the Management of Human Resources
- Goal 7: HR Support for Internal Service Expectations
- Goal 8: HR Internal Partnership / Collaboration Requirements

Goal 1: Shaping Organizational Culture

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Human Resources is committed to supporting the development of a respectful, constructive organizational culture that supports high performance, fosters collaboration and demonstrates HRM's commitment to service excellence.

Goal 1: Shaping Organizational Culture	
<i>Objectives for 2010/2011:</i>	
HR 1.1	Promote, facilitate and support HRM's core organizational values, ethics and principles as the cornerstones to HRM's organizational culture through workplace education programs, behavioral competencies and performance reviews
HR 1.2	Develop, promote and roll out Conflict Resolution Toolkit for leaders and employees to support the development and maintenance of positive work relationships
HR 1.3	Improve employee orientation program in partnership with Business Units
HR 1.4	Review and revise leadership training opportunities, programs, or activities, to further align with HRM competencies, culture and required business outcomes
HR 1.5	Complete the development of leadership performance indicators for inclusion in PDP's for all leadership levels
HR 1.6	Continue to review and revise HR policies and practices to support HRM in becoming an employer of choice

Objectives for the next 3-5 years:	
HR 1.7	Support and promote HRM's core organizational ethics and values
HR 1.8	Support and promote cultural transformation to improve organizational performance and employee engagement

Goal 2: Supporting a Healthy Work Environment

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Human Resources is committed to supporting a healthy, safe and harassment-free workplace to empower employees to live and work to their full potential. Highly effective organizations learn to shift their paradigm from health management to one of health promotion. Since there is a strong connection between the health and well being of people and their work environments, employees health is viewed as a foundation for sustained high performance and viability. When individuals feel valued, respected and satisfied in their jobs and work in safe and healthy environments, they are more likely to be productive and committed to their work. Ultimately, both the organization and the employees are positively impacted by focusing on healthy living and healthy working practices.

Goal 2: Supporting a Healthy Work Environment	
Objectives for 2010/2011:	
HR 2.1	Promote functional abilities as the baseline for managing health-related absences
HR 2.2	Facilitate additional learning and the use of Employee Family Assistance Program by managers/supervisors when dealing with staff-related challenges
HR 2.3	Promote prevention and education as optimal corporate health and safety strategies
HR 2.4	Complete duty to accommodate policy & protocol roll out (best practice)
Objectives for the next 3-5 years:	
HR 2.5	Promote "sick-leave" credits (health recovery benefit) as an employee benefit, not an entitlement
HR 2.6	Research options to reduce utilization of "sick-leave" credits for non health-related absences based on best practices
HR 2.7	Enhance and promote opportunities for flexibility of work environment (e.g. schedule and/or workload) as a way to support individual responsibility for maintaining good health and work-life balance

Goal 3: Implementation of Human Resources Strategy

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Planning for HRM's workforce and our ability to meet the needs of our citizens go hand in hand. Human Resources is committed to developing a Human Resources Strategy to guide the organization with identifying human resource requirements to meet business needs as well as assessing and developing HRM's capability to attract and retain an effective workforce now and into the future. Key elements of the strategy include forecasting and planning human resource requirements, training and development, career planning, total compensation, internal communications, labour relations, organizational culture and job satisfaction.

Goal 3: Implementation of Human Resources Strategy	
<i>Objectives for 2010/2011:</i>	
HR 3.1	Complete the development of a Workforce Plan to support the forecasting and planning of human resource requirements to meet service needs. Begin implementation across the organization
HR 3.2	Support EMT with the development of a strategic, long term approach to improve employee engagement throughout the organization
HR 3.3	Complete the development of an HRM People Plan to act as a blue print for the recruitment and retention of employees committed to excellence in public service. (Exemplary people practices to support HRM in becoming an employer of choice and improve organizational capability)
HR 3.4	Review and make recommendations for improvement to the total compensation program to enhance our ability to attract and retain a skilled, motivated workforce
HR 3.5	Review and make recommendations for improvement to the performance-based pay program for non union staff
HR 3.6	Develop an effective communications strategy to promote a Total Compensation value for employees including pay, compensation and benefits
HR 3.7	Review HRM's pension and benefits programs to ensure the organization obtains value for the significant investment made annually
HR 3.8	Continue to implement Corporate Labour Relations strategy and protocols through collective bargaining activities scheduled for 2010/11
HR 3.9	Facilitate and deliver labour relations training for HRM leaders working in a unionized environment
HR 3.10	Complete attendance support program revisions for approval and support implementation

HR 3.11	Continue to enhance the performance development program (PDP) for leadership positions ensuring alignment with competencies, Council and Corporate priorities
HR 3.12	In partnership with BPIM, finalize the project plan for the implementation of the SAP HR Training & Events module to house corporate training data. (Legislative compliance)
HR 3.13	Establish three key indicators to measure HR performance across the organization
Objectives for the next 3-5 years:	
HR 3.14	Explore opportunities for improving the delivery of HR services through the use of technology
HR 3.15	Research tools and partnership opportunities available to support career planning
HR 3.16	Implement the Workforce Planning framework in partnership with business units to align with short and long term business needs
HR 3.17	Implement the HRM People plan based on priorities and best practices to support HRM in becoming an Employer of Choice
HR 3.18	Continue to review learning and development program to ensure alignment with business needs
HR 3.19	Continue to implement the corporate labour relations strategy based on business needs and best practices
HR 3.20	Provide support to the CAO with measuring employee engagement to improve organizational effectiveness
HR 3.21	Conduct an HR audit to review HRM's HR policies, practices and procedures in relation to legislative compliance, business strategy and best practices with the goal of identifying areas for improvement

Goal 4: Valuing Diversity and Inclusion

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Diversity is an organizational strength and HR will continue to focus resources on supporting the building of a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.

Goal 4: Valuing Diversity and Inclusion	
<i>Objectives for 2010/2011:</i>	
HR 4.1	Provide support and expertise to business units with the implementation of diversity strategy and initiatives.
HR 4.2	Develop community partnerships to further HRM's diversity goals
HR 4.3	Continue to increase and update training programs in the area of diversity including human rights, cultural competence, disability awareness and respect in the workplace
HR 4.4	Complete the development of an M.O.U with Human Rights Commission
<i>Objectives for the next 3-5 years:</i>	
HR 4.5	Review and update corporate diversity strategy/plan in partnership with Business Units as required to meet business and community needs
HR 4.6	Conduct an employment equity survey

Goal 5: Managing Organizational Change

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Today's business environment produces change in the workplace more suddenly and frequently than ever before. New technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. People have deep attachments to their organization, work group, and way of working. The ability to adapt to changing work conditions is key for individual and organizational survival. Change will be ever present and learning to manage and lead change includes not only understanding human factors but also the skills required to manage and lead change effectively.

Goal 5: Managing Organizational Change	
<i>Objectives for 2010/2011:</i>	
HR 5.1	Develop and pilot a model/framework to support organization/Business Units with change/transition planning and implementation
HR 5.2	Develop and deliver change management training to HRM leaders
HR 5.3	Develop and deliver Employee Transition Toolkit for Managers to support changes to the workforce
HR 5.4	Support the corporate communications team with the development of an internal communications plan
<i>Objectives for the next 3-5 years:</i>	

HR 5.5	Support business units with the implementation of change and transition planning activities which have an employee impact
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Goal 6: Provision of Strategic Direction and Technical Expertise in the Management of Human Resources

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Build and retain a dynamic, diverse and motivated team of skilled Human Resource professionals that are adaptable, flexible and able to respond to changing requirements and demands.

Goal 6: Provision of Strategic Direction and Technical Expertise in the Management of Human Resources	
<i>Objectives for 2010/2011:</i>	
HR 6.1	Review HR's structure and resources to ensure alignment to meet organizational needs (effective service)
HR 6.2	Implement any required change to HR service delivery as a result of the Client Satisfaction Survey - September 2010
HR 6.3	Support ongoing staff development through the provision of training opportunities and stretch assignments for HR staff to enhance service delivery and support the Business Units in retaining a highly skilled and engaged team
<i>Objectives for the next 3-5 years:</i>	
HR 6.4	Continue to update and and implement HR Succession Plan
HR 6.5	Continue documentation of HR business processes to improve service delivery, support business transition and enable knowledge retention
HR 6.6	Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally
HR 6.7	Update action plan and continue with implementation of the corporate Employee Engagement Survey as it relates to HR staff

Goal 7: HR Support for Internal Service Expectations

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Excellence in Service Delivery

Fiscal Responsibility

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. As a corporate service provider the primary areas of expertise sought from Human Resources include leadership, strategic direction and technical expertise in the management of human resources. These internal service requests and requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 7: HR Support for Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
HR 7.1	Participate and provide input on corporate-wide initiatives such as the roll out of new desktop applications and operating system, review of the Multi-Year Financial Strategy, total compensation advice with respect to the Employee Engagement results; project support for Security Management System (badging), and participation in the implementation of corporate communications strategy
HR 7.2	Provide significant HR leadership, input, advice and support to Business Unit's faced with various staffing challenges: including but not limited to realignments, hiring of community boards, facility closures, service review, position management and training support
HR 7.3	Participate on corporate committees as required: Employee Recognition; Corporate Awards; Labour Management; Information, Communication and Technology; United Way; and Corporate Accommodations
HR 7.4	Provide support for 2011 Canada Games staff volunteer strategy

Goal 8: HR Internal Partnership / Collaboration Requirements

Corporate Strategy Linkage:

EMT Priority: Employer of Choice
Excellence in Service Delivery
Fiscal Responsibility

Description:

The provision of quality programs and services depends on business units and stakeholders working together. This is especially true in developing and implementing initiatives that have an effect throughout the organization. The internal partnership and collaboration requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 8: HR Internal Partnership / Collaboration Requirements	
<i>Objectives for 2010/2011:</i>	
HR 8.1	HR to be collaborative partner with Business Unit's requiring business process and/or policy change
<i>Objectives for the next 3-5 years:</i>	
HR 8.2	Develop and implement a Workforce Plan to address Business Unit's concerns with recruitment, retirements, internal movement, and career planning
HR 8.3	Develop and implement a People Plan to promote exemplary people practices in supporting HRM in becoming an employer of choice and improve organizational capability

Service Level Changes
<p><u>Increases In Services / new initiatives:</u></p> <ul style="list-style-type: none">• The development of a Workforce Planning tool to support the forecasting and planning of human resource requirements to meet service needs.• Increase in the support for diversity/inclusion programs and initiatives in partnership with Fire and Emergency Services.
<p><u>Decreases In Services / Operational Pressures:</u></p> <ul style="list-style-type: none">• Tight fiscal capacity increases pressure to manage position vacancies against service delivery requirements.• Succession planning program activities will be reduced as a result of a reduction in funds available for training, development and stretch assignments.• The requirement for workforce planning is critical to support business needs and resources to support this initiative are limited.• Increased workload for HR staff may effect service time.
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none">• None at this time.

Human Resources

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
A205 Administration	378,457	407,100	435,200	409,315	2,215	0.5
A210 Org.Develop.& Health	1,579,172	1,742,890	1,672,790	1,790,480	47,590	2.7
A220 Client Services	1,292,233	1,434,390	1,306,200	1,390,940	(43,450)	(3.0)
A221 WCB	5,842	25,000	25,000	105,470	80,470	321.9
A230 Total Compensation	673,124	718,890	686,490	708,774	(10,116)	(1.4)
A240 Labour Relations	339,497	443,890	539,193	570,050	126,160	28.4
Total	\$4,268,325	\$4,772,160	\$4,664,873	\$4,975,029	\$202,869	4.3

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
A210 Org.Develop.& Health	(3,045)	0	0	0	0	-
A220 Client Services	(3,706)	0	(600)	0	0	-
A230 Total Compensation	(750)	0	(32,150)	(80,000)	(80,000)	-
Total	(7,501)	0	(32,750)	(80,000)	(80,000)	-

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
A205 Administration	378,457	407,100	435,200	409,315	2,215	0.5
A210 Org.Develop.& Health	1,576,127	1,742,890	1,672,790	1,790,480	47,590	2.7
A220 Client Services	1,288,527	1,434,390	1,305,600	1,390,940	(43,450)	(3.0)
A221 WCB	5,842	25,000	25,000	105,470	80,470	321.9
A230 Total Compensation	672,374	718,890	654,340	628,774	(90,116)	(12.5)
A240 Labour Relations	339,497	443,890	539,193	570,050	126,160	28.4
Total	\$4,260,824	\$4,772,160	\$4,632,123	\$4,895,029	\$122,869	2.6

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	3,349,841	3,872,600	3,682,108	4,017,800	145,200	3.7
Office	86,071	67,900	88,570	56,410	(11,490)	(16.9)
Professional Fees	156,915	145,000	155,950	162,300	17,300	11.9
Legal & Consulting Fees	80,837	86,000	38,000	56,204	(29,796)	(34.6)
External Services	54,727	15,600	45,300	15,700	100	0.6
Supplies & Materials	6,588	7,000	7,000	7,000	0	-
Utilities	56	0	0	0	0	-
Building Costs	898	0	1,200	0	0	-
Equipment & Communications	393	2,000	2,000	2,000	0	-
Travel	57,153	23,900	40,500	19,995	(3,905)	(16.3)
Training & Education	348,163	392,800	367,500	368,300	(24,500)	(6.2)
Advertising & Promotion	20,202	1,000	2,000	2,000	(1,000)	(100.0)
Other Goods & Services	191,688	263,360	272,045	269,320	5,960	2.3
Interdepartmental	75	0	500	0	0	-
Transfer to/from Reserves	(85,281)	(105,000)	(37,800)	0	105,000	(100.0)
Expenditures	4,268,325	4,772,160	4,664,873	4,975,029	202,869	4.3
Total	\$4,268,325	\$4,772,160	\$4,664,873	\$4,975,029	\$202,869	4.3
Revenues						
Other Revenue	(7,501)	0	(32,750)	(80,000)	(80,000)	-
Revenues	(7,501)	0	(32,750)	(80,000)	(80,000)	-
Total	(7,501)	0	(32,750)	(80,000)	(80,000)	-
Net Cost	\$4,260,824	\$4,772,160	\$4,632,123	\$4,895,029	\$122,869	2.6

HRM Police

Combined Business Plan of Halifax Regional Police & RCMP Halifax District



PARTNERS IN POLICING

Business Plan - 2010/11

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: Supt. Darrell Beaton
Administration	Provides Financial, Human Resources, Fleet, Employee Family Assistance, accident reporting services and summary offence ticket processing.
Patrol / RCMP Offices	Provides 24/7 uniformed patrol and response by HRP and RCMP for all of HRM to emergency and non-emergency calls. Also includes the Quick Response Unit - Street Crime Enforcement Unit and the Integrated K-9 Unit (Police Service Dog) for all of HRM.
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, and Cold Case.
Shared Services/ Community Projects	Provides Audit/Policy, Bylaw, Animal Services, Taxi & Limousine. Youth Live, Exhibits/Property, School Crossing Guards Program, Booking, Commissionaires, Quartermasters/Lost/Found property and Integrated Emergency Services (911 Dispatch)
Support Operations	Provides records services, court file services and Training.
Public Safety Office	Responsible for addressing the recommendations of the Mayor's Roundtable Report, this office 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; Parks Patrol, Community Response Team and City Watch.

Core Operations and Services provided:

- The Halifax Regional Police and the Halifax District RCMP provide HRM with crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and Public Order maintenance services
- Combined HRP/RCMP human resources of 980 full time equivalents (FTE) sworn and civilian positions
- HRP vehicle fleet of 282 marked and unmarked vehicles (272 owned + 10 rental)
- RCMP vehicle fleet of 91 marked and unmarked vehicles (83 owned + 8 rental)
- HRP and RCMP responded to a total of 152,687 dispatched calls for service in 2009
- Integrated Emergency Services (IES) answered 89,658 Emergency 911 calls and 259,969 non-emergency calls in 2009, an average of 236 emergency calls and 712 non-emergency calls per day
- HRM Police had an average response time of 7.6 minutes to Priority 1 *Calls for Service*.

HRP Funded Full Time Equivalents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes permanent and temporary)	753 FTEs	769 FTEs	749.5 FTEs
	469 Police Officers Funded by HRM	470 Police Officers Funded by HRM	471 Police Officers Funded by HRM *
	22 Police Officers Funded by the Province of NS	39 Police Officers Funded by the Province of NS	39 Police Officers Funded by the Province of NS
	17 Police Officers Funded by Secondments	15 Police Officers Funded by Secondment	13 Police Officers Funded by Secondment
	245 civilians	245 Civilians	226.5 Civilians **

* Note: Two Community Response Team positions were moved from Civilian to Sworn, One sworn position in Computer Forensics changed to civilian.

**Note The civilian count of 2009/10 included part time positions counted as FTE. The new civilian FTE reflects the FTE counting guidelines of HRM.

RCMP Full Time Equivalents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
RCMP FTEs managed by Halifax District	228 FTEs	228 FTEs	230.5 FTEs
RCMP Halifax District Budget (as billed to HRM by NS DOJ under the PPSA*)	178 Police Officers and 28 support staff funded by HRM	178 Police Officers and 28 support staff funded by HRM	178 Police Officers and 29.5 support staff funded by HRM
Province of NS funded Police Officers and support staff under the PPSA	6 Police Officers and 1 support staff	6 Police Officers and 1 support staff	6 Police Officers and 1 support staff
	12 Police Officers funded under the Safer Streets initiative.	12 Police Officers funded under the Safer Streets initiative.	11 Police Officers and 1 Crime Analyst funded under the Safer Streets initiative.
RCMP Corporate funded support for HRM Versaterm CAD/RMS and corporate communications activities	Versaterm Sustainment FTEs 2 Communications FTE 1	Versaterm Sustainment FTEs 2 Communications FTE 1	Versaterm Sustainment ** FTEs 3 Communications FTE 1***

Note:

- * Note Provincial Police Service Agreement
- **Note Two RCMP positions (STIU Analyst and ORMS Coordinator) no longer corporately funded; however, funding for three Versadex support positions provided.
- ***Note One Communications Strategist position funded corporately by the RCMP

Analysis of Operating Budget Changes (HRP):

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$66,382
1 Compensation & Benefits – costing changes driven by union contracts, increased staffing for full year and employee benefits	3,545.4
2 Community Projects – reduction of 2 vacant positions	(105.1)
3 HRM Corporate wide reductions	(110.6)
4 Increased revenue for external secondments	(300)
5 Increased revenues for Fees	(82)
6 Facilities rent	48.2
7. Reduction in interdepartmental charges	(246.1)
8. Increase in cost of TMR contract	46.2
9. Miscellaneous decrease in various items	(22.8)
2010/11 Budget	<u><u>\$69,155</u></u>

Analysis of Operating Budget Changes (RCMP):

Operating Budget Change Details	(\$000's)
2009/10 Budget	\$20,353.1
1 Increased cost of contract reflects an increased per officer cost of 1.6%, \$114,050 to \$115,875	272.6
2010/11 Budget	<u><u>\$20,625.7</u></u>

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on HRP and RCMP in the 2010-2015 timeframe.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

- **Public Safety Office and the Response to the Mayors Roundtable:** The work on the Mayors Roundtable Report and the creation of the Public Safety Office has laid the groundwork for significant progress in several key areas and will continue in 2010/2011. Numerous initiatives are underway and planned within the following five themes:
 - Sustainability Initiatives,
 - Diversity
 - Police Community Response
 - Community Engagement
 - Partnerships
- **Community Response/ Crime Reduction:** HRM Police will continue to employ the HRP Community Response Model and the RCMP Crime Reduction Strategy to increase police visibility, reduce crime and the fear of crime, and increase public safety.
- **Major Event Preparation:** HRM Police will continue to prepare for major events coming to HRM in 2010/2011, including the two day concert on the Commons and the 2011 Canada Winter Games. These preparations will include the use of video surveillance.

Challenges with Service Delivery / Business Unit Impact:

These are issues which affect the business unit's ability to deliver services (both internally and externally).

- **Leveraging Information Technology:** HRM Police will continue to move forward with significant IT projects including a major upgrade to the records management system, expansion of digital imaging, electronic disclosure and crime analysis.
- **Contract Negotiations:** HRP - One contract is to be negotiated in 2010, the MAPP Collective Agreement.
- **Succession Management:** HRM Police will continue to develop the large number of new officers hired over the previous years with targeted training initiatives. Succession management for specialized positions and senior officers will continue through training and

development to ensure that there is sufficient expertise available to meet the challenges faced by both agencies.

Business Unit Goals

The goals for both HRM police services are:

1. Practise Fiscal stewardship and responsibility.
2. Provide excellence in Service Delivery.
3. By April 1, 2011 reduce the Center for Canadian Justice Statistics Reported Crime from 2009/10 levels by the following:

Category	HRP	RCMP
Crimes against persons	- 2 %	- 2 %
Crimes against property	- 2 %	- 2 %
Drug Charges laid	+ 5 %	+ 5 %

4. Increase from the 2009/10 total number of volunteers involved with HRM Policing by 5% by end of fiscal year 2011.

The above will be accomplished through the achievement of the following goals for HRM Police services:

- Goal 1: Mayor's Roundtable Report
- Goal 2: Community Response/Crime Reduction
- Goal 3: Major Event Preparation
- Goal 4: Leveraging Information Technology
- Goal 5: Contract Negotiation
- Goal 6: Succession Management

Goal 1: Mayors Roundtable Report

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

The work on the Mayors Roundtable Report and creation of the Public Safety Office has been laying the groundwork for significant progress in several key areas. The numerous initiatives have been organized within the following five themes:

1. Sustainability Initiatives: HRM as an organization must undertake a variety of initiatives to improve public safety.

2. Diversity: Strengthen HRM’s connection with our diverse communities while at the same time addressing quality-of-life issues within those communities.
3. Police Community Response: Halifax Regional Police and the RCMP Halifax District must continue to implement policing strategies which reduce crime and enhance public safety.
4. Community Engagement: Engage citizens and community groups in playing an active role in public safety in HRM.
5. Partnerships: Align with all levels of government, social agencies and community partners to realize efficiencies and improve public safety programs and services in HRM.

A detailed report was submitted to Chair and Members of the Halifax Regional Board of Police Commissioners on December 14, 2009.

Goal 1: Mayors Roundtable Report	
<i>Objectives for 2010/2011:</i>	
HRMP 1.1	Continue to implement, track progress, and refine the action plan for the Mayor’s Roundtable
HRMP 1.2	Implement a Public Safety communications plan.
HRMP 1.3	Implement, track progress and refine the HRM Public Safety Logic Model.
<i>Objectives for the next 3-5 years:</i>	
HRMP 1.4	Continue to implement, track progress and refine the action plan for the Mayor’s Roundtable.
HRMP 1.5	Continue to implement, track progress and refine the Public Safety Communications plan.
HRMP 1.6	Track the progress of the action plans of the ad-hoc Race Relations Working Group, the ad-hoc Housing Working Group and the Safer and Stronger Communities initiative.

Goal 2: Community Response/ Crime Reduction

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

Halifax Regional Police and Halifax District RCMP recognize that there is a continuing fear of crime and youth violence in the community and increasing the sense of safety in HRM is vital to the Municipality's growth and development. Police also recognize that there are other issues in local neighbourhoods and communities, such as noise, youth, graffiti and traffic, which are not as high profile in nature but are issues that are vital to quality of life and sense of safety within HRM; and that HRM has many unique and diverse communities with different needs. These issues have been identified as areas for priority by HRM Council in the Public Safety Focus Area. Dealing with the fear of crime and youth violence and local neighbourhood and community issues requires full commitment from the police, as well as support from other HRM Business Units, all levels of government, and cooperation and partnerships with businesses and citizens in all communities within HRM.

The public continues to demand a high level of service and visibility from the police. With growth in HRM and changes in technology, forensic identification, and Internet crimes, there is a continued increase in demand for services. Demands for disclosure and changes in government legislation and court decisions result in changes in processes which necessitate police officers spending more time on calls and preparing court files. The amount of time and resources required to process calls for service continues to increase; thereby decreasing the amount of pro-active time police officers can spend on local public disorder issues such as noise, graffiti and youth complaints. Police continue to examine technology processes and resource needs to determine the most efficient and effective way to meet the demands for service and visibility and to determine if new resources are required in the future.

As noted, HRM Police are committed to reducing crime as outlined in the following table:

Category	HRP	RCMP
Crimes against persons	- 2 %	- 2 %
Crimes against property	- 2 %	- 2 %
Drug Charges laid	+ 5 %	+ 5 %

Goal 2: Community Response/ Crime Reduction	
<i>Objectives for 2010/2011:</i>	
HRMP 2.1	Achieve the Crime Reduction Goals
HRMP 2.2	RCMP – Implement the next stages of its Crime Reduction strategy through expanded use of Crime Analysis techniques, including the use of the CompStat model.
HRMP 2.3	Evaluate current RCMP Crime Prevention/Community Policing programs to ensure alignment with community priorities (underway)
HRMP 2.4	Enhance the capacity to provide crime analysis products to front line policing to deal with emerging trends and hotspots.
<i>Objectives for the next 3-5 years:</i>	
HRMP 2.5	Enhance the economic viability of HRM through reduction in crime and increase the sense of safety felt by citizens of HRM

Goal 3: Major Event Preparation

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

HRM has and will continue to host national and international events that draw large crowds to our area. The HRP and the RCMP are actively working to strengthen our incident command system and expand our ability to provide a safe and welcoming environment for the citizens and guest of HRM. In the coming year, HRM will host the Queen’s Visit, the Navy’s 100th Anniversary, at least two major concerts on the Commons and the 2011 Canada Winter Games.

Goal 3: Major Event Preparation	
<i>Objectives for 2010/2011:</i>	
HRMP 3.1	Expand the capability to deploy closed circuit video for large scale events.
HRMP 3.2	Further develop the expertise of incident commanders to manage large scale events through training and mentorship.
HRMP 3.3	Provide a safe and positive experience for all attendees to major events in HRM.
<i>Objectives for the next 3-5 years:</i>	

HRMP 3.4	Develop the infrastructure and experience to support multiple large scale events in HRM.
HRMP 3.5	Research, procure and deploy Major Event/Emergency Management software.

Goal 4: Leveraging Information Technology

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

The HRP and RCMP continue to explore and develop new technological initiatives that leverage the investments made in infrastructure and information management. The goal of these initiatives is to improve the effectiveness of police personnel, to reduce crime and to improve public safety.

Goal 4: Leveraging Information Technology	
<i>Objectives for 2010/2011:</i>	
HRMP 4.1	Implement new Records Management System (RMS) servers and upgrade RMS to meet the Canadian Police Information Center (CPIC) Phase III and provide training to all HRP/RCMP members (sworn and civilian) on the upgraded RMS system .
HRMP 4.2	Re-platform Computer Aided Dispatch (CAD) onto new servers and upgrade CAD from V6.3 to V7.2 and ensure HRP and RCMP personnel are trained on its use.
HRMP 4.3	Implement E-File management solution (HRM electronic document storage).
HRMP 4.4	Implementation of Electronic Summary Offence Ticket (E-SOT) solution in collaboration with the Province of Nova Scotia
<i>Objectives for the next 3-5 years:</i>	
HRMP 4.5	Ensure HRM Police is positioned to quickly and efficiently respond to changes in the security architecture and IT infrastructure of national systems as they interface with HRM's CAD and RMS.

Goal 5: Contract Negotiations

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

One Collective Agreement is coming up for negotiation in the 2010-2011 Fiscal Year:

1. Municipal Association of Police Personnel (MAPP) who represent the 511 sworn officers and 106 civilian personnel within HRP

Goal 5: Contract Negotiations	
<i>Objectives for 2010/2011:</i>	
HRMP 5.1	Successfully negotiate an equitable collective agreement with MAPP.
<i>Objectives for the next 3-5 years:</i>	
HRMP 5.2	Maintain a stable workforce with no impacts on service delivery due to contract issues.

Goal 6: Succession Management

Corporate Strategy Linkage:

Outcome Area: Safe and Welcoming Communities

Council Focus Area: Public Safety

Description:

HRP retirements rates have slowed since 2009, however HRP is still continuing to deal with the loss of experience and expertise at all levels of the organization, and is especially prevalent in the specialized investigative sections (e.g. CID) and the mid and senior management levels. It is forecasted that 52 HRP officers will be eligible for retirement by the end of 2011. Historically, one third of officers eligible to retire will retire at their earliest date. At that rate, HRP is anticipating hiring at least 17 police officers over the next two years to replace retirees.

The internal focus of HRP has moved to training and staff development to gain expertise and the experience necessary to provide the professional level of service demanded by the public in policing a diverse society. The action plan continues to be implemented to deal with this challenge.

At a national level, the RCMP predicts that approximately 4% of their members will leave the organization in 2010-2011. The RCMP (nationally) has initiated a program to recruit and train approximately 770 cadets in 2010-2011 to pro-actively deal with expected attrition. The significant turnover of resources experienced by Halifax District RCMP over the last 2-3 years is

starting to slow. The Officer in Charge and the management team have, and will continue, to aggressively manage the training and succession planning of resources with RCMP Human Resources Branch to ensure the correct mix of service and experience is maintained within the District.

The overarching goal is for all HRP and the RCMP personnel to have the specialized skill sets required to support excellence in police service delivery.

Goal 6: Succession Management	
<i>Objectives for 2010/2011:</i>	
HRMP 6.1	Provide ongoing operational and investigative training to the large number of HRP and RCMP Patrol Officers hired over recent years
HRMP 6.2	Ensure middle managers are provided with appropriate professional development opportunities to prepare them for future leadership roles within the organization.
<i>Objectives for the next 3-5 years:</i>	
HRMP 6.3	Continue to deliver and improve on the HRP Block Training Module and Online Video Training
HRMP 6.4	For Halifax District RCMP to continue to develop and expand its District-level training program; and to maximize its use of training opportunities offered by the RCMP at the Division, Region and National levels.

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
There are no forecasted service level changes for HRM Police	
<u>Decreases In Services / Operational Pressures (OP):</u>	
There are no forecasted service level changes for HRM Police	
<u>Expected Services Not Being Delivered:</u>	
None	

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Executive Office						
P125 Audit & Planning	301,446	340,300	381,868	349,900	9,600	2.8
P130 Facilities & Prop.	242,203	147,800	191,990	81,000	(66,800)	(45.2)
P255 Exhibits & Property	440,724	351,000	479,522	347,770	(3,230)	(0.9)
P270 Commissionaires	1,429,343	1,301,300	1,309,162	1,329,200	27,900	2.1
P310 R.A.P.I.D.	15,954	71,800	28,763	71,600	(200)	(0.3)
P311 Projects Unit	186,720	268,600	334,202	434,800	166,200	61.9
P315 Inves. Call Back Unit	260,621	230,700	213,072	255,000	24,300	10.5
P370 Booking	567,426	578,100	600,207	624,900	46,800	8.1
	3,444,436	3,289,600	3,538,786	3,494,170	204,570	6.2
Chief's Division						
P105 Chief's Office	1,072,315	1,228,040	928,001	1,235,800	7,760	0.6
P110 Professional Stds	130,354	119,500	121,531	119,400	(100)	(0.1)
P120 Public Affairs	390,116	381,300	440,224	351,390	(29,910)	(7.8)
P135 Board Of Police Comm	9,720	7,000	9,037	7,000	0	-
	1,602,505	1,735,840	1,498,793	1,713,590	(22,250)	(1.3)
Chief's Office	5,046,940	5,025,440	5,037,579	5,207,760	182,320	3.6
Deputy Operational Support						
P115 Legal	122,406	135,000	290,243	135,000	0	-
P205 Superintendent's Off	402,002	483,400	435,166	490,000	6,600	1.4
P208 Back Check	145,541	308,400	387,554	306,400	(2,000)	(0.6)
	669,949	926,800	1,112,963	931,400	4,600	0.5
Support Division						
P225 Training	909,944	909,300	1,072,235	743,288	(166,012)	(18.3)
P245 Court Officers	1,020,943	997,600	1,108,269	1,024,800	27,200	2.7
P265 Records	498,762	583,800	624,698	611,200	27,400	4.7
	2,429,649	2,490,700	2,805,202	2,379,288	(111,412)	(4.5)
General Administration						
S110 General Manager's Of	107,493	118,800	138,850	136,030	17,230	14.5
S120 Comm. Proj. Admin.	176,946	289,800	204,200	245,100	(44,700)	(15.4)
	284,438	408,600	343,050	381,130	(27,470)	(6.7)
Facilities/Buildings						
S231 947 Mitchell	34,660	31,600	51,250	38,000	6,400	20.3
S232 1300 St Margaret's B	11,936	17,600	17,750	18,900	1,300	7.4
S233 3790 MacKintosh	1,151	0	0	0	0	-
	47,747	49,200	69,000	56,900	7,700	15.7
Initiatives						
S241 Paper Recycling	217,318	236,100	221,700	210,363	(25,737)	(10.9)
S242 Enviro Depot	575,048	613,900	637,900	796,400	182,500	29.7
S243 By Law Remedies	245,390	333,700	275,220	93,400	(240,300)	(72.0)
S244 Organic Carts	68,200	75,700	78,050	151,900	76,200	100.7
	1,105,955	1,259,400	1,212,870	1,252,063	(7,337)	(0.6)
Operations						
S210 Operation's Adm	285,232	280,700	296,650	286,810	6,110	2.2
S220 Trucking/Fleet serv	93,442	114,600	100,100	104,900	(9,700)	(8.5)
	1,532,377	1,703,900	1,678,620	1,700,673	(3,227)	(0.2)
Contractual Services						
S310 Contractual Serv Adm	201,383	287,800	253,500	296,900	9,100	3.2
S320 Animal control	847,036	958,900	935,950	990,300	31,400	3.3
S330 Taxi & Limousine	181,569	185,300	192,150	185,000	(300)	(0.2)
	1,229,988	1,432,000	1,381,600	1,472,200	40,200	2.8
Community Standards						
S410 By-Law Services Adm	343,157	410,500	328,350	449,700	39,200	9.5
S420 By-Law Serv.Enforce.	647,429	698,200	672,560	731,700	33,500	4.8
	990,586	1,108,700	1,000,910	1,181,400	72,700	6.6
Contracted Services						
P460 Sch. Crossing Guard	1,269,843	1,551,600	1,455,550	1,509,000	(42,600)	(2.7)
P463 Park Patrol	108	0	0	0	0	-
	1,269,951	1,551,600	1,455,550	1,509,000	(42,600)	(2.7)
Community Projects & Bylaw	5,307,339	6,204,800	5,859,730	6,244,403	39,603	0.6

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Division (*continued*)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
P210 EAP	89,027	95,100	109,661	114,700	19,600	20.6
P220 Human Resources	465,185	272,400	521,321	538,500	266,100	97.7
P230 Finance	508,116	478,700	531,558	492,800	14,100	2.9
P235 Extra Duty	294,335	448,000	458,341	450,700	2,700	0.6
P240 SOTS	474,404	510,300	548,566	463,100	(47,200)	(9.2)
P250 Fleet Maintenance	1,875,481	1,859,900	1,815,100	1,701,264	(158,636)	(8.5)
	3,706,547	3,664,400	3,984,547	3,761,064	96,664	2.6
Emergency 911 Communications						
A450 Integrated Emerg Srv	5,821,480	6,420,540	6,054,568	6,617,200	196,660	3.1
A452 Eric Spicer-Operatio	177,362	193,400	183,511	193,400	0	-
	5,998,842	6,613,940	6,238,079	6,810,600	196,660	3.0
Dispatch						
N711 Dispatch Centre	36,173	77,800	43,678	77,800	0	-
	36,173	77,800	43,678	77,800	0	-
Police						
N721 HRP	362,858	366,700	301,794	412,944	46,244	12.6
	362,858	366,700	301,794	412,944	46,244	12.6
Fire						
N731 Core Fire & EMO	157,600	157,600	654	157,600	0	-
N732 Rural Fire	458,600	458,600	544,746	458,600	0	-
	616,200	616,200	545,400	616,200	0	-
Non-Emergency						
N742 Transit	0	0	1,745	0	0	-
	0	0	1,745	0	0	-
Integrated Dispatch Communic	1,015,230	1,060,700	892,617	1,106,944	46,244	4.4
Integrated Emergency Service	7,014,072	7,674,640	7,130,696	7,917,544	242,904	3.2
Operational Support	19,127,557	20,961,340	20,893,138	21,233,699	272,359	1.3
Deputy Operations						
P405 Deputy Operations	1,084,252	988,100	902,736	1,053,500	65,400	6.6
	1,084,252	988,100	902,736	1,053,500	65,400	6.6
Criminal Investigations Divi						
P312 SES Technical Unit	294,589	214,500	297,150	224,600	10,100	4.7
P313 VICLAS	103,592	111,700	113,633	115,000	3,300	3.0
P314 Computer Forensics	186,587	181,000	206,924	191,100	10,100	5.6
P316 CID	3,184,651	3,052,700	3,406,987	3,950,030	897,330	29.4
P317 CATS Clearing Account	1,361,935	(268,700)	(268,700)	(5,100)	263,600	(98.1)
P320 Polygraph	767	169,200	183,140	188,000	18,800	11.1
P325 Identification	1,512,226	1,517,600	1,532,072	1,500,490	(17,110)	(1.1)
P330 Fraud Unit	1,057,392	1,041,000	1,075,539	1,070,800	29,800	2.9
P335 Special Enforcement	1,253,680	1,209,700	1,536,174	1,182,200	(27,500)	(2.3)
P340 Criminal Intel Unit	947,072	814,200	1,016,476	857,300	43,100	5.3
P345 Vice	959,811	432,200	725,551	406,500	(25,700)	(5.9)
P355 Crime Stoppers	33	0	0	0	0	-
P360 GIS	4,142,140	3,332,700	4,322,640	3,237,600	(95,100)	(2.9)
P375 Major Crime	3,021,738	2,567,100	2,899,308	2,802,810	235,710	9.2
P380 Crime Analysis	216,987	268,200	277,388	275,400	7,200	2.7
	18,243,201	14,643,100	17,324,282	15,996,730	1,353,630	9.2
Operations Central						
P410 Shared Resources	1,580,035	1,174,600	1,747,253	1,206,500	31,900	2.7
P415 Central	7,561,777	9,608,100	8,122,212	10,190,700	582,600	6.1
P435 Canine	5,968	20,600	30,238	20,600	0	-
P445 Marine	66,726	53,300	67,677	53,300	0	-
P455 Bike Patrol	14,106	6,000	4,212	6,000	0	-
P465 Mounted	19,949	8,200	12,678	8,200	0	-
P470 Port's Policing	295,013	332,800	400,449	333,400	600	0.2
P475 QRU	2,094,752	2,021,100	2,358,885	1,961,400	(59,700)	(3.0)
	11,638,326	13,224,700	12,743,604	13,780,100	555,400	4.2

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Division (*continued*)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Operations East						
P425 East	7,323,590	9,652,600	8,655,354	10,052,400	399,800	4.1
P450 Public Safety Unit	12,823	10,200	5,131	10,200	0	-
	7,336,412	9,662,800	8,660,485	10,062,600	399,800	4.1
Operations West						
P420 West	7,068,845	7,985,500	7,767,891	8,297,100	311,600	3.9
P440 ERT	13,024	16,100	11,989	16,100	0	-
	7,081,869	8,001,600	7,779,880	8,313,200	311,600	3.9
City Watch						
A551 City Watch	131,608	121,760	88,452	124,800	3,040	2.5
	131,608	121,760	88,452	124,800	3,040	2.5
Public Safety						
E123 Comm. Response	244,090	261,700	142,106	342,400	80,700	30.8
E126 Grant Funded Projects	791	0	0	0	0	-
P365 Accidents	186,404	194,400	145,955	163,600	(30,800)	(15.8)
P430 Victim Service	143,317	188,300	199,561	206,400	18,100	9.6
P480 CR/CP	1,031,102	824,600	1,629,127	860,000	35,400	4.3
P485 Traffic	676,676	851,300	733,150	829,100	(22,200)	(2.6)
	2,413,987	2,442,060	2,938,351	2,526,300	84,240	3.4
Operations Division	47,798,048	48,962,360	50,349,338	51,732,430	2,770,070	5.7
Locked Police Services						
P510 LockSuperintendent's	73	0	0	0	0	-
P305 LockSuperintendent's	793	0	0	0	0	-
P260 Locked Warrants Exec	234	0	0	0	0	-
P215 Locked Secondments	349	0	0	0	0	-
	1,448	0	0	0	0	-
Total	\$71,973,994	\$74,949,140	\$76,280,055	\$78,173,889	\$3,224,749	4.3

Halifax Regional Municipality Police Services

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Executive Office						
P130 Facilities & Prop.	270	0	(268)	0	0	-
P255 Exhibits & Property	(284)	0	(1,094)	0	0	-
P270 Commissionaires	(36,702)	(30,700)	(30,700)	(30,700)	0	-
P370 Booking	(102,647)	(103,000)	(103,000)	(103,000)	0	-
	(139,363)	(133,700)	(135,062)	(133,700)	0	-
Chief's Division						
P105 Chief's Office	(67,254)	0	(301,039)	0	0	-
P110 Professional Stds	(1,037)	(60,000)		0	60,000	(100.0)
P120 Public Affairs	(2,049)	0	0	0	0	-
	(70,339)	(60,000)	(301,039)	0	60,000	(100.0)
Chief's Office	(209,702)	(193,700)	(436,101)	(133,700)	60,000	(31.0)
Deputy Operational Support						
P205 Superintendent's Off	(155,008)	(167,200)	(176,997)	(167,200)	0	-
P208 Back Check	(160,997)	(308,400)	(496,107)	(308,400)	0	-
	(316,005)	(475,600)	(673,104)	(475,600)	0	-
Support Division						
P225 Training	(32,355)	0	(16,431)	0	0	-
P245 Court Officers	(1,850)	0	(1,804)	0	0	-
P265 Records	(288,246)	(234,000)	(225,608)	(271,000)	(37,000)	15.8
	(322,451)	(234,000)	(243,843)	(271,000)	(37,000)	15.8
Initiatives						
S110 General Manager's Of	30	0	0	0	0	-
S120 Comm. Proj. Admin.	(30)	0	0	0	0	-
S241 Paper Recycling	(234,092)	(235,000)	(228,600)	(235,000)	0	-
S242 Enviro Depot	(578,018)	(570,000)	(575,000)	(575,000)	(5,000)	0.9
S243 By Law Remedies	(693)	(500)	0	(500)	0	-
S244 Organic Carts	(73,771)	(80,000)	(65,000)	(70,000)	10,000	(12.5)
	(886,574)	(885,500)	(868,600)	(880,500)	5,000	(0.6)
Operations						
S210 Operation's Adm	(13,661)	(12,000)	(14,250)	(15,000)	(3,000)	25.0
	(900,234)	(897,500)	(882,850)	(895,500)	2,000	(0.2)
Contractual Services						
S320 Animal control	(147,931)	(150,000)	(167,900)	(150,000)	0	-
S330 Taxi & Limousine	(181,784)	(165,000)	(162,500)	(165,000)	0	-
	(329,715)	(315,000)	(330,400)	(315,000)	0	-
Community Standards						
S410 By-Law Services Adm	(22)	0	0	0	0	-
	(22)	0	0	0	0	-
Contracted Services						
P460 Sch. Crossing Guard	(24,204)	(27,700)	(27,700)	(27,700)	0	-
	(24,204)	(27,700)	(27,700)	(27,700)	0	-
Community Projects & Bylaw	(1,254,176)	(1,240,200)	(1,240,950)	(1,238,200)	2,000	(0.2)
Administration						
P220 Human Resources	(6,342)	0	(250)	0	0	-
P230 Finance	(149)	0	0	0	0	-
P235 Extra Duty	(400,263)	(412,400)	(409,369)	(412,400)	0	-
P240 SOTS	(116,387)	(94,500)	(99,642)	(139,500)	(45,000)	47.6
	(523,141)	(506,900)	(509,261)	(551,900)	(45,000)	8.9
Emergency 911 Communications						
A450 Integrated Emerg Srv	(100,950)	0	(30,042)	0	0	-
	(100,950)	0	(30,042)	0	0	-

Halifax Regional Municipality Police Services

Summary of Gross Revenue by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Integrated Emergency Service	(100,950)	0	(30,042)	0	0	-
Operational Support	(2,516,723)	(2,456,700)	(2,697,200)	(2,536,700)	(80,000)	3.3
Deputy Operations						
P405 Deputy Operations	(76,353)	0	(6,197)	0	0	-
	(76,353)	0	(6,197)	0	0	-
Criminal Investigations Divi						
P316 CID	(3,280,767)	(3,903,900)	(3,919,117)	(3,956,300)	(52,400)	1.3
P325 Identification	(30,526)	0	(89,994)	(90,000)	(90,000)	-
P335 Special Enforcement		0	(29,254)	(162,800)	(162,800)	-
P340 Criminal Intel Unit	(124,111)	0	(45,547)	(91,000)	(91,000)	-
P360 GIS	(123,443)	0	(69,321)	(387,600)	(387,600)	-
P375 Major Crime	(3,770)	0	(1,016)	(181,900)	(181,900)	-
	(3,562,617)	(3,903,900)	(4,154,249)	(4,869,600)	(965,700)	24.7
Operations Central						
P410 Shared Resources	0	(45,900)	(151,192)	(151,200)	(105,300)	229.4
P415 Central	(30,505)	0	(123,877)	(352,200)	(352,200)	-
P465 Mounted	(60)	0	0	0	0	-
P470 Port's Policing	(1,908,921)	(1,962,200)	(2,307,096)	(452,900)	1,509,300	(76.9)
P475 QRU	0	0	0	(135,600)	(135,600)	-
	(1,939,486)	(2,008,100)	(2,582,165)	(1,091,900)	916,200	(45.6)
Operations East						
P425 East	0	0	(5,236)	(61,300)	(61,300)	-
	0	0	(5,236)	(61,300)	(61,300)	-
Operations West						
P420 West	(3,705)	0	0	(275,700)	(275,700)	-
	(3,705)	0	0	(275,700)	(275,700)	-
City Watch						
A551 City Watch	(10,000)	(5,000)	(10,065)	(5,000)	0	-
	(10,000)	(5,000)	(10,065)	(5,000)	0	-
Public Safety						
E123 Comm. Response	(788)	0	0	0	0	-
E126 Grant Funded Projects	(791)	0	0	0	0	-
P430 Victim Service	(33,750)	0	(6,833)	(45,000)	(45,000)	-
P480 CR/CP	(7,750)	0	(10,943)	0	0	-
	(53,079)	(5,000)	(27,841)	(50,000)	(45,000)	900.0
Operations Division	(5,635,240)	(5,917,000)	(6,775,688)	(6,348,500)	(431,500)	7.3
Total	(8,361,665)	(8,567,400)	(9,908,989)	(9,018,900)	(451,500)	5.3

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Executive Office						
P125 Audit & Planning	301,446	340,300	381,868	349,900	9,600	2.8
P130 Facilities & Prop.	242,473	147,800	191,722	81,000	(66,800)	(45.2)
P255 Exhibits & Property	440,440	351,000	478,428	347,770	(3,230)	(0.9)
P270 Commissionaires	1,392,640	1,270,600	1,278,462	1,298,500	27,900	2.2
P310 R.A.P.I.D.	15,954	71,800	28,763	71,600	(200)	(0.3)
P311 Projects Unit	186,720	268,600	334,202	434,800	166,200	61.9
P315 Inves. Call BackUnit	260,621	230,700	213,072	255,000	24,300	10.5
P370 Booking	464,779	475,100	497,207	521,900	46,800	9.9
	3,305,073	3,155,900	3,403,724	3,360,470	204,570	6.5
Chief's Division						
P105 Chief's Office	1,005,061	1,228,040	626,962	1,235,800	7,760	0.6
P110 Professional Stds	129,318	59,500	121,531	119,400	59,900	100.7
P120 Public Affairs	388,067	381,300	440,224	351,390	(29,910)	(7.8)
P135 Board Of Police Comm	9,720	7,000	9,037	7,000	0	-
	1,532,165	1,675,840	1,197,754	1,713,590	37,750	2.3
Chief's Office	4,837,238	4,831,740	4,601,478	5,074,060	242,320	5.0
Deputy Operational Support						
P115 Legal	122,406	135,000	290,243	135,000	0	-
P205 Superintendent's Off	246,994	316,200	258,169	322,800	6,600	2.1
P208 Back Check	(15,456)		(108,553)	(2,000)	(2,000)	-
	353,944	451,200	439,859	455,800	4,600	1.0
Support Division						
P225 Training	877,589	909,300	1,055,804	743,288	(166,012)	(18.3)
P245 Court Officers	1,019,093	997,600	1,106,465	1,024,800	27,200	2.7
P265 Records	210,516	349,800	399,090	340,200	(9,600)	(2.7)
	2,107,198	2,256,700	2,561,359	2,108,288	(148,412)	(6.6)
General Administration						
S110 General Manager's Of	107,523	118,800	138,850	136,030	17,230	14.5
S120 Comm. Proj. Admin.	176,916	289,800	204,200	245,100	(44,700)	(15.4)
	284,438	408,600	343,050	381,130	(27,470)	(6.7)
Facilities/Buildings						
S231 947 Mitchell	34,660	31,600	51,250	38,000	6,400	20.3
S232 1300 St Margaret's B	11,936	17,600	17,750	18,900	1,300	7.4
S233 3790 MacKintosh	1,151	0	0	0	0	-
	47,747	49,200	69,000	56,900	7,700	15.7
Initiatives						
S241 Paper Recycling	(16,774)	1,100	(6,900)	(24,637)	(25,737)	(2,339.7)
S242 Enviro Depot	(2,970)	43,900	62,900	221,400	177,500	404.3
S243 By Law Remedies	244,697	333,200	275,220	92,900	(240,300)	(72.1)
S244 Organic Carts	(5,572)	(4,300)	13,050	81,900	86,200	(2,004.7)
	219,381	373,900	344,270	371,563	(2,337)	(0.6)
Operations						
S210 Operation's Adm	271,571	268,700	282,400	271,810	3,110	1.2
S220 Trucking/Fleet serv	93,442	114,600	100,100	104,900	(9,700)	(8.5)
	632,142	806,400	795,770	805,173	(1,227)	(0.2)
Contractual Services						
S310 Contractual Serv Adm	201,383	287,800	253,500	296,900	9,100	3.2
S320 Animal control	699,105	808,900	768,050	840,300	31,400	3.9
S330 Taxi & Limousine	(215)	20,300	29,650	20,000	(300)	(1.5)

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Division (*continued*)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
	900,273	1,117,000	1,051,200	1,157,200	40,200	3.6
Community Standards						
S410 By-Law Services Adm	343,134	410,500	328,350	449,700	39,200	9.5
S420 By-Law Serv.Enforce.	647,429	698,200	672,560	731,700	33,500	4.8
	990,563	1,108,700	1,000,910	1,181,400	72,700	6.6
Contracted Services						
P460 Sch. Crossing Guard	1,245,639	1,523,900	1,427,850	1,481,300	(42,600)	(2.8)
P463 Park Patrol	108	0	0	0	0	-
	1,245,747	1,523,900	1,427,850	1,481,300	(42,600)	(2.8)
Community Projects & Bylaw	4,053,163	4,964,600	4,618,780	5,006,203	41,603	0.8
Administration						
P210 EAP	89,027	95,100	109,661	114,700	19,600	20.6
P220 Human Resources	458,843	272,400	521,071	538,500	266,100	97.7
P230 Finance	507,967	478,700	531,558	492,800	14,100	2.9
P235 Extra Duty	(105,928)	35,600	48,972	38,300	2,700	7.6
P240 SOTS	358,017	415,800	448,924	323,600	(92,200)	(22.2)
P250 Fleet Maintenance	1,875,481	1,859,900	1,815,100	1,701,264	(158,636)	(8.5)
	3,183,406	3,157,500	3,475,286	3,209,164	51,664	1.6
Emergency 911 Communications						
A450 Integrated Emerg Srv	5,720,530	6,420,540	6,024,526	6,617,200	196,660	3.1
A452 Eric Spicer-Operatio	177,362	193,400	183,511	193,400	0	-
	5,897,892	6,613,940	6,208,037	6,810,600	196,660	3.0
Dispatch						
N711 Dispatch Centre	36,173	77,800	43,678	77,800	0	-
	36,173	77,800	43,678	77,800	0	-
Police						
N721 HRP	362,858	366,700	301,794	412,944	46,244	12.6
	362,858	366,700	301,794	412,944	46,244	12.6
Fire						
N731 Core Fire & EMO	157,600	157,600	654	157,600	0	-
N732 Rural Fire	458,600	458,600	544,746	458,600	0	-
	616,200	616,200	545,400	616,200	0	-
Non-Emergency						
N742 Transit	0	0	1,745	0	0	-
	0	0	1,745	0	0	-
Integrated Dispatch Communic	1,015,230	1,060,700	892,617	1,106,944	46,244	4.4
Integrated Emergency Service	6,913,122	7,674,640	7,100,654	7,917,544	242,904	3.2
Operational Support	16,610,834	18,504,640	18,195,938	18,696,999	192,359	1.0
Deputy Operations						
P405 Deputy Operations	1,007,900	988,100	896,539	1,053,500	65,400	6.6
	1,007,900	988,100	896,539	1,053,500	65,400	6.6

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Division (continued)

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Criminal Investigations Divi						
P312 SES Technical Unit	294,589	214,500	297,150	224,600	10,100	4.7
P313 VICLAS	103,592	111,700	113,633	115,000	3,300	3.0
P314 Computer Forensics	186,587	181,000	206,924	191,100	10,100	5.6
P316 CID	(96,116)	(851,200)	(512,130)	(6,270)	844,930	(99.3)
P317 CATS Clearing Account	1,361,935	(268,700)	(268,700)	(5,100)	263,600	(98.1)
P320 Polygraph	767	169,200	183,140	188,000	18,800	11.1
P325 Identification	1,481,700	1,517,600	1,442,078	1,410,490	(107,110)	(7.1)
P330 Fraud Unit	1,057,392	1,041,000	1,075,539	1,070,800	29,800	2.9
P335 Special Enforcement	1,253,680	1,209,700	1,506,920	1,019,400	(190,300)	(15.7)
P340 Criminal Intel Unit	822,961	814,200	970,929	766,300	(47,900)	(5.9)
P345 Vice	959,811	432,200	725,551	406,500	(25,700)	(5.9)
P355 Crime Stoppers	33	0	0	0	0	-
P360 GIS	4,018,696	3,332,700	4,253,319	2,850,000	(482,700)	(14.5)
P375 Major Crime	3,017,969	2,567,100	2,898,292	2,620,910	53,810	2.1
P380 Crime Analysis	216,987	268,200	277,388	275,400	7,200	2.7
	14,680,584	10,739,200	13,170,033	11,127,130	387,930	3.6
Operations Central						
P410 Shared Resources	1,580,035	1,128,700	1,596,061	1,055,300	(73,400)	(6.5)
P415 Central	7,531,272	9,608,100	7,998,335	9,838,500	230,400	2.4
P435 Canine	5,968	20,600	30,238	20,600	0	-
P445 Marine	66,726	53,300	67,677	53,300	0	-
P455 Bike Patrol	14,106	6,000	4,212	6,000	0	-
P465 Mounted	19,889	8,200	12,678	8,200	0	-
P470 Port's Policing	(1,613,908)	(1,629,400)	(1,906,647)	(119,500)	1,509,900	(92.7)
P475 QRU	2,094,752	2,021,100	2,358,885	1,825,800	(195,300)	(9.7)
	9,698,840	11,216,600	10,161,439	12,688,200	1,471,600	13.1
Operations East						
P425 East	7,323,590	9,652,600	8,650,118	9,991,100	338,500	3.5
P450 Public Safety Unit	12,823	10,200	5,131	10,200	0	-
	7,336,412	9,662,800	8,655,249	10,001,300	338,500	3.5
Operations West						
P420 West	7,065,140	7,985,500	7,767,891	8,021,400	35,900	0.4
P440 ERT	13,024	16,100	11,989	16,100	0	-
	7,078,164	8,001,600	7,779,880	8,037,500	35,900	0.4
City Watch						
A551 City Watch	121,608	116,760	78,387	119,800	3,040	2.6
	121,608	116,760	78,387	119,800	3,040	2.6
Public Safety						
E123 Comm. Response	243,302	261,700	142,106	342,400	80,700	30.8
P365 Accidents	186,404	194,400	145,955	163,600	(30,800)	(15.8)
P430 Victim Service	109,567	188,300	192,728	161,400	(26,900)	(14.3)
P480 CR/CP	1,023,351	824,600	1,618,184	860,000	35,400	4.3
P485 Traffic	676,676	851,300	733,150	829,100	(22,200)	(2.6)
	2,360,908	2,437,060	2,910,510	2,476,300	39,240	1.6
Operations Division	42,162,808	43,045,360	43,573,650	45,383,930	2,338,570	5.4
Locked Police Services						
P510 LockSuperintendent's	73	0	0	0	0	-
P305 LockSuperintendent's	793	0	0	0	0	-
P260 Locked Warrants Exec	234	0	0	0	0	-
P215 Locked Secondments	349	0	0	0	0	-
	1,448	0	0	0	0	-
Total	\$63,612,329	\$66,381,740	\$66,371,066	\$69,154,989	\$2,773,249	4.2

Halifax Regional Municipality Police Services

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	60,975,322	65,863,200	66,324,305	69,303,473	3,440,273	5.2
Office	918,629	785,300	923,143	714,290	(71,010)	(9.0)
Professional Fees	658	0	0	0	0	-
Legal & Consulting Fees	140,513	135,000	307,633	135,000	0	-
External Services	2,498,311	2,277,400	2,494,268	1,947,200	(330,200)	(14.5)
Uniforms & Clothing	275,566	287,300	362,644	282,300	(5,000)	(1.7)
Supplies & Materials	332,526	239,100	323,212	231,070	(8,030)	(3.4)
Utilities	30,679	23,400	30,260	25,500	2,100	9.0
Building Costs	343,773	69,400	180,954	76,700	7,300	10.5
Equipment & Communications	1,452,665	1,391,600	1,120,243	1,438,644	47,044	3.4
Vehicle Expense	247,777	205,900	286,796	204,200	(1,700)	(0.8)
Travel	314,865	177,500	263,670	133,598	(43,902)	(24.7)
Training & Education	212,574	258,400	165,989	256,400	(2,000)	(0.8)
Facilities Rental	581,642	488,300	624,868	673,130	184,830	37.9
Advertising & Promotion	28,730	32,900	41,253	27,090	(5,810)	(17.7)
Other Goods & Services	605,939	312,640	329,208	578,430	265,790	85.0
Interdepartmental	2,138,197	1,979,000	2,086,178	1,732,864	(246,136)	(12.4)
Insurance Costs	73,731	79,100	71,731	79,100	0	-
Transfer to/from Reserves	801,897	343,700	343,700	343,700	0	-
Other Fiscal	0	0	0	(8,800)	(8,800)	-
Expenditures	71,973,994	74,949,140	76,280,055	78,173,889	3,224,749	4.3
Total	\$71,973,994	\$74,949,140	\$76,280,055	\$78,173,889	\$3,224,749	4.3
Revenues						
Tax Revenues	(2,100)	(2,600)	(2,600)	(2,600)	0	-
Area Rate Revenue	(21,947)	(24,900)	(24,900)	(24,900)	0	-
Fines and Fees	(152,387)	(164,900)	(176,908)	(164,900)	0	-
Licenses & Permits	(329,715)	(315,000)	(330,400)	(315,000)	0	-
Sales Revenue	(1,215,002)	(1,119,500)	(1,120,417)	(1,206,500)	(87,000)	7.8
Other Revenue	(6,640,515)	(6,940,500)	(8,253,764)	(7,305,000)	(364,500)	5.3
Revenues	(8,361,665)	(8,567,400)	(9,908,989)	(9,018,900)	(451,500)	5.3
Total	(8,361,665)	(8,567,400)	(9,908,989)	(9,018,900)	(451,500)	5.3
Net Cost	\$63,612,329	\$66,381,740	\$66,371,066	\$69,154,989	\$2,773,249	4.2

RCMP

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
RCMP						
P710 RCMP	19,282,520	20,353,100	20,300,900	20,625,700	272,600	1.3
	19,282,520	20,353,100	20,300,900	20,625,700	272,600	1.3
Total	\$19,282,520	\$20,353,100	\$20,300,900	\$20,625,700	\$272,600	1.3

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
RCMP						
P710 RCMP	(771)	0	0	0	0	-
	(771)	0	0	0	0	-
Total	(771)	0	0	0	0	-

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
RCMP						
P710 RCMP	19,281,749	20,353,100	20,300,900	20,625,700	272,600	1.3
	19,281,749	20,353,100	20,300,900	20,625,700	272,600	1.3
Total	\$19,281,749	\$20,353,100	\$20,300,900	\$20,625,700	\$272,600	1.3

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Office	750	0	0	0	0	-
External Services	19,281,770	20,353,100	20,300,900	20,625,700	272,600	1.3
Expenditures	19,282,520	20,353,100	20,300,900	20,625,700	272,600	1.3
Total	\$19,282,520	\$20,353,100	\$20,300,900	\$20,625,700	\$272,600	1.3
Revenues						
Fines and Fees	(207)	0	0	0	0	-
Other Revenue	(564)	0	0	0	0	-
Revenues	(771)	0	0	0	0	-
Total	(771)	0	0	0	0	-
Net Cost	\$19,281,749	\$20,353,100	\$20,300,900	\$20,625,700	\$272,600	1.3

Infrastructure and Asset Management

Business Plan - 2010/11

Mission: *To work with HRM's citizens to plan and build sustainable infrastructure for a better tomorrow.*

Business Unit Overview:

Infrastructure and Asset Management (IAM) plays the lead role in coordination of HRM's infrastructure related services by providing a structured corporate focus on asset management. By working closely with Council, all business units and various external stakeholders, IAM develops policy and long range plans in support of financial and environmental sustainability of infrastructure and assets that support the delivery of municipal services to the residents of HRM.

Director: Phillip Townsend

Director's Office The Director's Office provides oversight and coordinated management to ensure IAM functions in accordance with HRM business policies and in a manner consistent with approved Community Outcomes, Council Focus Areas and EMT Priorities

Sustainable Environment Management Office (SEMO) This division delivers corporate strategic leadership, coordination, innovation and policy development promoting the environmental sustainability of HRM Infrastructure and HRM's stewardship of the natural environment (clean air, land, water and energy)

Richard MacLellan –
Manager

Real Property Planning This division delivers land use policy, conceptual parks design, open space master planning and strategic support for land acquisition and disposal of HRM owned property. The division also coordinates the planning and development of community and regional trails throughout HRM

Peter Bigelow – Manager

Facility Development This division plans and delivers capital projects for all HRM's buildings, parks and parkland on behalf of client business units. In addition, this division provides building and park related design and construction services in support of HRM's corporate and/or program initiatives

Terry Gallagher -
Manager

Design and Construction This division delivers a range of professional and technical services including surveying, engineering design, construction inspection, infrastructure management and record management with respect to capital roadway asset projects

David Hubley - Manager

Infrastructure Planning
Peter Duncan - Manager

This division provides dedicated resources that will use Asset Management principles to develop five-year infrastructure recapitalization and capability plans. In addition, this division administers the Capital Cost Contribution Program

Summary of Business
Unit Structure Changes:

During the 2009/10 business cycle, Strategic Transportation Planning was administered by IAM. However, the majority of this division's services were closely inter-connected to transit and transportation functions delivered through Transportation and Public Works (TPW). As a result, the Strategic Transportation Planning division has been re-aligned with TPW. Some functions relating to transportation asset life cycle management, infrastructure renewal strategies and funding program management have been retained by IAM and will be delivered through the Infrastructure Planning Division

Core Operations and Services provided:

Policy development, strategic planning and design and construction services with respect to HRM Infrastructure and major corporate assets including, but not limited to:

- 1,760 kms of public road and rights of way totalling 4900 hectares of property
- 847 kms of sidewalk
- 2090 kms of curb
- 87 Bridges
- 844 Public Parks
- 1957 parcels of Public Open Space
- 371 playgrounds, 190 ball fields, 113 general sports fields, 304 sport courts (sport court, basketball & tennis), 12 skateboard parks, 7 bike parks, 3 outdoor pools and 4 spray pools
- Over 12,000 hectares of HRM owned property
- 283 HRM owned buildings
- 257 additional buildings containing a municipal interest

Survey, civil engineering design, project management and inspection services in support of corporate infrastructure initiatives related to HRM owned and managed roads, parks, playgrounds, buildings and property

Promotion of sustainable infrastructure planning and stewardship of the natural environment through a range of initiatives and programs such as HRM's Pesticide By-Law, the non-recreational Lake Water Monitoring Program, HRM facility environmental assessments, measurements of environmental impacts on HRM infrastructure and maintenance of greenhouse gas (GHG) inventories

Capital planning for new infrastructure development in accordance with Council's approved Focus Areas, EMT Priorities and various approved community planning documents such as the Regional Plan

Comprehensive asset management programs including oversight for the Corporate Asset Management Project and the Capital Cost Contribution (CCC) Project

Development of recapitalization strategies to maximize the benefit and minimize risks associated with the ongoing use of existing HRM infrastructure and major capital assets

Leveraging of funds available from other levels of government to ensure maximum levels of infrastructure related services with a minimum direct cost to residents

Strategic advice and support for land acquisition and disposal of HRM owned property

Policy and planning relative to the development and maintenance of outdoor facilities and trails systems throughout HRM

Policy, planning, and project management relative to the development of new and/or expanded HRM owned buildings and facilities

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes permanent and temporary)	106	109	114

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2009/10 Budget	8,116
1 Increase in Compensation and Benefits	468.2
2 Increase in Operating cost of capital projects	73
3 Increase in funding from capital	-226.1
4 Decrease in 'across the board reductions'	-78
5 Decrease to Pesticide by-law enforcement education	-60
6 Decrease to vehicle use	-10
2010/11 Budget	8,283.1

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the business unit in the 2010-2015 time frame.

Challenges with Community-Wide Impact:

- **Aging Infrastructure:** The condition of HRM's infrastructure and major assets is deteriorating 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 organizations greatest risks. Developing an appropriate response is the principle component of the business unit's first three goals. This is a multi-year issue and a successful response must include a fundamental change in corporate and community culture with respect to management and funding of public infrastructure.
- **General Economic Uncertainty:** Uncertainty with respect to the global and local economy is a significant impediment to effective decision making for IAM, HRM and the community as a whole. Short term impacts such as fluctuations in construction costs have a substantial impact on the effectiveness of capital project delivery. In the longer term, the current situation could have effects on flexibility of capital plans and funding capabilities with respect to management of public infrastructure.
- **Promotion of the Concept of Sustainability of Infrastructure and Developing Corporate and Community Environmental Stewardship:** Understanding and support for these concepts is a fundamental component of the overall health of the community. Without a broad based corporate and public understanding and support for these concepts as primary decision making tools, the chances of reversing the deterioration of HRM's infrastructure are greatly reduced. Increased awareness of this important element will ultimately result in improved environmental conditions, and a less expensive, more liveable community.
- **Developing the Business Unit's Corporate and Community Profile:** Infrastructure and Asset Management must develop a strong presence and high profile both corporately and within the community at large. It is important for the business unit to take adequate steps to build sound working relationships within HRM, with all of the organization's external business partners and with all residents of HRM.
- **Climate Change:** Impacts from extreme weather events driven by climate change are a significant risk to the life cycle of new infrastructure and the re-capitalization of existing infrastructure in HRM. While this may not represent a significant impact during the time frame represented by this business plan, incorporating emerging knowledge of climate change impacts into infrastructure planning activities is of substantial importance and will be a key challenge in the future.

Challenges with Service Delivery / Business Unit Impact

- **Succession Planning:** A significant number of key staff members are eligible for retirement within the time frame of this plan. In addition, the competitive nature of the marketplace is such that key personnel are at a higher risk of leaving the organization for other opportunities. The business unit's ability to retain these people or find qualified replacements will have a substantial impact on service capability.

- **Balancing Resources and Service Expectations:** There is a disparity between the public's expectations and the capability of the organization to provide the expected service with existing resource levels. While this situation is not uncommon in public service, there are three significant elements that are contributing to a growing gap between service expectations and capability in IAM:
 - a) During recent years, HRM has made great strides in developing a series of strategic plans that have received significant public support. Carrying out many of the initiatives in those plans is a significant challenge to HRM and particularly to IAM's operational resources;

 - b) Due to the recent availability of significant amounts of infrastructure related stimulus funding, IAM is charged with the delivery of capability capital projects at a volume that exceeds operational capacity given existing resources. It is anticipated this level of capability project work will remain constant in the short term but decrease in the medium to long term as stimulus projects are completed over the next few years. Providing short term resource capacity that meets demand without creating long term capacity that exceeds anticipated future demand is a significant challenge.

 - c) The business unit's capacity to meet service expectations based on current demand is already strained. This imbalance is increased when unplanned and unfunded project requests are received during the business cycle. Successfully integrating unplanned service requests into the department's operational plan is becoming a greater challenge as capacity remains constant and demand increases.

Business Unit Goals

The goals for Infrastructure and Asset Management are:

- Goal 1: Long Range Capital Planning
- Goal 2: Asset Management Program Development
- Goal 3: Infrastructure Related Policy Development
- Goal 4: Environmental Sustainability Promotion
- Goal 5: Establishment of HRM as an Employer of Choice
- Goal 6: Efficient Capital Project Delivery
- Goal 7: Effective External Communications
- Goal 8: Internal Partnership / Collaboration Requirements

Goal 1: Long Range Capital Planning

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priority: Fiscal Responsibility

Description:

The condition of HRM's infrastructure and major capital assets is deteriorating while the ability to adequately fund upkeep and replacement is decreasing. This trend has been exacerbated during the 2009/10 business cycle with the addition of significant amounts of unexpected capability project work related to infrastructure stimulus funding. This has diverted short term capital budget resources toward capability projects at the expense of badly needed base re-capitalization work. In order to achieve sustainability and reverse this trend, comprehensive long range capital plans with an increased focus on base re-capitalization are required. The business unit began the process of developing these plans during the 08/09 business cycle and that process will be continued and expanded during the 10/11 cycle.

Goal 1: Long Range Capital Planning	
<i>Objectives for 2010/2011:</i>	
IAM 1.1	Develop strategies to re-align capital spending programs to provide a greater emphasis on re-capitalization and a reduced component of capability projects
IAM 1.2	Develop a comprehensive long term capital needs assessment
IAM 1.3	Ensure all individual HRM infrastructure projects funded through the gas tax program are in compliance with the approval criteria attached to the funds
<i>Objectives for the next 3-5 years:</i>	
IAM 1.4	Complete development of a 20-year capital plan prior the end of the 2012 business cycle identifying all major new capability project requirements

Goal 2: Asset Management Program Development

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

Developing a strategic corporate Asset Management Program as opposed to simply accounting for consumption of goods and services, is crucial to the long term sustainability of HRM's infrastructure and capital assets. New Public Sector Accounting Board of Canada (PSAB) requirements will be in place at the beginning of the 10/11 business cycle. IAM will utilize the comprehensive information collected in support of PSAB compliance as the foundation for corporate Asset Management planning to support the long term sustainability of HRM's infrastructure and capital assets.

Goal 2: Asset Management Program Development	
<i>Objectives for 2010/2011:</i>	
IAM 2.1	Configure the data collected for PSAB compliance so it can be used for Asset Management purposes.
IAM 2.2	Develop a common asset condition scoring system that converts various complex asset class ratings into common reference terminology
IAM 2.3	Continue condition reporting on roads, curbs, sidewalks and bridges and begin reporting on assets related to fleet and Waste Resources.
IAM 2.4	Complete an initial condition screening assessment of facilities in conjunction with Risk and Insurance Services to determine priorities for more detailed assessment.
IAM 2.5	Determine needs and specifications for Asset Management decision support software
IAM 2.6	Improve street degradation management through cooperation with relevant stakeholders whose activities impact street conditions
IAM 2.7	Work with Halifax Water and internal business units to develop a clear policy regarding ownership and management of the process to construct storm water systems in HRM
IAM 2.8	Finalize bridge ownership and confirm the level of responsibilities on cost-shared components with the Province
<i>Objectives for the next 3-5 years:</i>	
IAM 2.9	Continue the development of a systematic condition analysis/life cycle assessment program for infrastructure and major assets (including acquisition, maintenance and disposal of facilities).
IAM 2.10	Continue the program to implement Asset Management based decision support software into the corporate capital planning process

IAM 2.11	Develop a comprehensive draft Corporate Asset Management Plan for review and consideration by senior staff and Council
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Goal 3: Infrastructure Related Policy Development

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

In addition to the medium and long term initiatives outlined in the first two goals, IAM is also closely involved in the development of infrastructure related policy and planning that supports on-going and short term initiatives. This includes a wide range of infrastructure related policy development, functional plans, and master planning exercises in support of approved Council objectives.

Goal 3: Infrastructure Related Policy Development	
<i>Objectives for 2010/2011:</i>	
IAM 3.1	Advance the Regional Centre component of the Open Space Functional Plan
IAM 3.2	Develop a secondary open space plan for the areas between Main St., Dartmouth, Cherry Brook, Cole Harbour and Cow Bay (Cole Harbour Marsh).
IAM 3.3	Complete negotiations with the Province of Nova Scotia (PNS) for motorized and non-motorized trail use.
IAM 3.4	In conjunction with Community Development (CD), complete an analysis in support of identification and protection of key view planes on the North West Arm
IAM 3.5	Complete the Urban Forest Masterplan
IAM 3.6	Participate in the five-year review of the Regional Plan
IAM 3.7	Develop a recapitalization plan for HRM's beaches
IAM 3.8	Advance a rationalized infrastructure plan for the Capital District
<i>Objectives for the next 3-5 years:</i>	
IAM 3.9	Develop a policy around the level of capital investment and maintenance service levels that are to be applied to non-accepted streets and private roads

Goal 4: Environmental Sustainability Promotion

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

While it is vital that the business unit develops practical long range capital plans and effective Asset Management strategies, it is equally important that environmental sustainability be a significant component of these initiatives. IAM will be focussed on the promotion of a culture of environmental sustainability corporately and within the community.

Goal 4: Environmental Sustainability Promotion	
<i>Objectives for 2010/2011:</i>	
IAM 4.1	Reorganize the Corporate Sustainability Transition Team to a decentralized model for environmental sustainability and deliver an annual Corporate Sustainability Report
IAM 4.2	Complete an update of the 2005 Corporate Sustainability Analysis
IAM 4.3	Develop Strategic Partnership with Recreation Services and Planning Services for integration of environmental sustainability, urban design / Regional Centre, and Physical Activity Strategies
IAM 4.4	Promote HRM's position and engage with the Province of Nova Scotia regarding development of a provincial Water Strategy
IAM 4.5	Develop a recommendation for 2020 and 2050 GHG reduction targets to the Energy and Underground Services Committee (EUGS) and Regional Council
IAM 4.6	Continue engagement and education of Regional Council and organizational key influencers on issues related to sustainability
IAM 4.7	Organize and chair the corporate climate change management steering committee
IAM 4.8	Complete IAM contribution to the development of the environmentally based Hazard Management Functional Plan as set out in the Regional Plan
IAM 4.9	Increase energy and fuel efficiency and reduce GHG for HRM facilities and fleet vehicles
IAM 4.10	Promote and support legislative changes to require increased energy efficiency and reduced GHG emissions for all buildings and development in HRM
IAM 4.11	Assist with the development of the HRM by Design Sustainability Plan
IAM 4.12	Review potential budget capacity for climate change work by re-assessing the current contract provisions for delivery of Pesticide Bylaw related services
IAM 4.13	Network and source other environmental funding opportunities
IAM 4.14	Continue to review opportunities for implementation of alternative asphalt rehabilitation strategies with an emphasis on the feasibility of incorporating green recycling methodologies

Objectives for the next 3-5 years:	
IAM 4.15	Build capacity for climate change adaptation work
IAM 4.16	Provide project management support required to meet Environmental Goals and Sustainable Prosperity Act (EGSPA) and GHG Emission reduction commitments
IAM 4.18	Revise HRM Water policy and strategy to complement the Provincial Water Strategy expected in late 2010

Goal 5: Establishment of HRM as an Employer of Choice

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Employer of Choice and Excellence in Service Delivery

Description:

Maintaining a well prepared, capable and professionally satisfied workforce is an essential element of successful service delivery. HRM has committed to the establishment of the organization as an “Employer of Choice”. IAM will be supporting this commitment by focussing on the continued development of the business unit as an attractive place for existing employees to remain and a desirable destination for new HRM employees.

Goal 5: Establishment of HRM as an Employer of Choice	
Objectives for 2010/2011:	
IAM 5.1	Develop and implement a coordinated collaborative leadership approach to management of IAM
IAM 5.2	Effectively communicate IAM’s Business Plan and Operating Plan to all impacted staff
IAM 5.3	Complete IAM’s Professional Development Program (PDP) for employees in a timely manner and in a manner consistent with the department’s Business Plan and Operating Plan
IAM 5.4	Hold staff meetings at the business unit, divisional and section level on a regular basis
IAM 5.5	Ensure IAM management and supervisory staff are aware of, and make regular use of, a range of informal employee recognition methods
IAM 5.6	Ensure IAM management and supervisory staff are aware of the full scope of the HRM Corporate Employee Recognition Program
IAM 5.7	Ensure significant IAM achievements are communicated to all staff on a regular basis
IAM 5.8	Ensure all IAM position evaluations are completed and compensation is provided at a fair and equitable rate within the corporate program of compensation review and the negotiation of collective agreements

IAM 5.9	Complete comprehensive succession plans for all senior positions at risk within the business unit
IAM 5.10	Work with Human Resources respond to the results of the corporate Employee Engagement Survey, as it relates to IAM staff
IAM 5.11	Work with Human Resources to implement an HRM corporate diversity strategy / plan
IAM 5.12	Promote corporate safety strategies for IAM employees

Goal 6: Efficient Capital Project Delivery

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

IAM will contribute to the successful delivery of this goal with a series of procedural improvements and operational objectives intended to maintain or enhance existing service levels while responding to the strategic goals set out in this plan.

Goal 6: Efficient Capital Project Delivery	
<i>Objectives for 2010/2011:</i>	
IAM 6.1	Tender 90% of road-related capital projects no later than Fall 2010
IAM 6.2	Continue collaboration among IAM staff, other business units and external agencies on coordination of the delivery of capital projects
IAM 6.3	Develop an asphalt design manual that will assist in designing optimum road pavement and granular structures
IAM 6.4	Start or complete 80% of building and park-related capital projects within the business cycle
IAM 6.5	Close out the following significant major building projects: <ul style="list-style-type: none"> • Ragged Lake Transit Facility • Canada Games Centre • Prospect Community Centre • 4-Pad arena • Alderney 5
IAM 6.6	Provide project management support and assistance for delivery of facility-related improvements associated with the Canada Winter Games in 2011
IAM 6.7	Expand and enhance communications strategies regarding capital project delivery
IAM 6.8	Provide ongoing support for development of Transit Park and Ride facilities
IAM 6.9	Support the HRM Central Library Project

IAM 6.10	Advance Bloomfield project implementation to the RFP stage.
IAM 6.11	Deliver on all HRM Infrastructure Projects tied to cost sharing contracts with dates ending March 31/11 including
IAM 6.12	Support those Non-HRM Infrastructure Projects which are tied to cost sharing contracts with dates ending March 31/11 including the construction of the Larry Uteck and Margeson Drive interchanges
IAM 6.13	Support the Public Art Installations program with technical advice as required
IAM 6.14	Work with Real Estate, Community Development and the community to facilitate the sale of HRM owned lands in the Spring Garden Road area for redevelopment and revitalization
IAM 6.15	Advance the purchase of lands for strategic municipal purposes
IAM 6.16	Continue to work with CD for park and open space acquisitions for new communities under the master planning, subdivision and development agreement process
IAM 6.17	Increase short term resource support for delivery of approved capital projects without creating redundant long term capacity that exceeds projected future demand
IAM 6.18	Work with the Traffic Services Division of the Transportation and Public Works business unit to construct bike lanes in accordance with the Active Transportation Plan
IAM 6.19	Advance the Chain of Lakes Trail development through federal/provincial cost sharing. This includes eight kilometers of trail from Beechville to Joseph Howe Drive
IAM 6.20	Upgrade the six kilometers of existing trails connecting Portland Estates and Portland Hills to the Metro Link Terminal Station and the Mount Hope Interchange, to meet active transportation standards

Goal 7: Effective External Communications

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

IAM is a business unit that primarily provides internal services to other business units that provide more direct services to the residents of HRM. As a result, direct external relationships between IAM and the community are relatively limited. Despite this indirect connection to the public, IAM delivers a number of important services that would substantially benefit from a higher level of interaction and an increased level of effective communication with the public. During the coming business cycle, IAM will be carrying out a number of communications based initiatives designed to increase public awareness of the business unit's programs.

Goal 7: Effective External Communications	
Objectives for 2010/2011:	
IAM 7.1	Develop a communications plan for the SEMO to foster better public knowledge of corporate and business unit initiatives related to sustainability and environmental issues
IAM 7.2	Develop a strategic partnership with Adventure Earth Centre for delivery of community education regarding environmental sustainability
IAM 7.3	Utilize the team of Environmental Performance Officers for delivery of community education on sustainability and environmental related issues
IAM 7.4	Develop a close working relationship with the Green Municipal Fund (GMF) and the Federation of Canadian Municipalities (FCM)
IAM 7.5	Develop a close working relationships with educational institutions that offer programs complementary to IAM's employment needs
IAM 7.6	Develop a public and stakeholder communications plan and package to explain and promote the role of Active Transportation in HRM
IAM 7.7	Support the Community Visioning effort led by Community Development

Goal 8: Internal Partnership / Collaboration Requirements

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

IAM's mandate is weighted toward long range planning, strategic initiatives, and capital project management. However, despite the focus on these more strategic outcomes, IAM also supports the delivery of baseline municipal services from other business units across the organization.

Goal 8: Internal Partnership / Collaboration Requirements	
Objectives for 2010/2011:	
IAM 8.1	Support other HRM business unit-led service initiatives by accommodating Internal Service Requests (ISE's) throughout the business cycle. All ISE's to IAM have been reviewed and are accommodated within the business and operating plans for the department

Service Level Changes

Increases In Services / new initiatives:

- Increase in climate change education programs
- Increase in GHG inventory reporting

Decreases In Services / Operational Pressures:

- The public education component of the Pesticide Bylaw program will be eliminated. Bylaw services and permitting will continue as expected
- Corporate Accommodation services will be primarily focussed on delivery of a number of significant corporate relocations during the 2010/11 business cycle. As a result, there is no capacity for delivery of unplanned or unexpected Corporate Accommodations related activity
- Streetscape infrastructure improvements and recapitalization will be substantially reduced during this business cycle in order to offset operational budget challenges. The underground wiring program for Morris Street will be delivered as approved by Council. In addition, gateway improvements on Lower Water Street and Waterfront Development Corporation cooperative projects will also proceed subject to finalization of the relevant cost sharing programs. All other streetscape improvement and recapitalization activities will be deferred to future years

Expected Services Not Being Delivered:

- Construction of new pedestrian trails will not take place during this business cycle in order to offset operational budget challenges. Cost shared trail construction referred to in sections IAM 6.19 and IAM 6.20 will be delivered as planned

Infrastructure & Asset Management

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
IAM Admin						
I101 IAM Admin	387,025	386,120	350,900	406,373	20,253	5.2
	387,025	386,120	350,900	406,373	20,253	5.2
Facility Development						
W953 Capital Admin	1,187,953	1,183,600	1,196,975	1,213,459	29,859	2.5
W955 Corporate Accommodati	88,292	99,000	67,987	97,510	(1,490)	(1.5)
C727 New Facility Development	157,645	161,500	161,485	258,310	96,810	59.9
	1,433,890	1,444,100	1,426,447	1,569,279	125,179	8.7
Design & Construction						
R110 Design Admin.	308,193	322,180	343,154	356,976	34,796	10.8
R111 Design	1,096,528	1,131,400	1,122,661	1,184,337	52,937	4.7
R120 Construction Ser	1,008,960	1,049,300	1,041,628	1,090,687	41,387	3.9
R130 Infrastr MgmtServ.	284,272	268,000	262,201	284,255	16,255	6.1
R140 Surveying	821,367	951,800	942,800	997,482	45,682	4.8
R150 Record Management	361,364	384,200	327,247	335,632	(48,568)	(12.6)
	3,880,684	4,106,880	4,039,691	4,249,369	142,489	3.5
CCC Implementation Project						
C460 Infra Plan Office	155,817	304,400	180,600	314,872	10,472	3.4
	155,817	304,400	180,600	314,872	10,472	3.4
Parks Planning						
C781 Streetscape Coordinator	(1,260)	0	0	0	0	-
W943 Parks Planning	1,100,405	1,219,100	1,205,291	1,219,775	675	0.1
	1,099,146	1,219,100	1,205,291	1,219,775	675	0.1
Sustainable Environment						
D935 SEMO Administration	183,951	212,400	216,305	614,559	402,159	189.3
D940 SEMO Programs	143,727	169,100	148,950	0	(169,100)	(100.0)
D945 SEMO Projects	39,484	92,100	44,900	0	(92,100)	(100.0)
D947 SEMOEnvir. Water Qlty	129,928	252,100	178,690	0	(252,100)	(100.0)
D948 SEMOSust. Comm Proj	(0)	(300)	0	(300)	0	-
	497,090	725,400	588,845	614,259	(111,141)	(15.3)
Total	\$7,453,651	\$8,186,000	\$7,791,774	\$8,373,927	\$187,927	2.3

Infrastructure & Asset Management

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
IAM Admin						
I101 IAM Admin	(6,725)	0	0	0	0	-
	(6,725)	0	0	0	0	-
Facility Development						
W953 Capital Admin	(99)	0	0	0	0	-
	(99)	0	0	0	0	-
Design & Construction						
R110 Design Admin.	(58,916)	(70,000)	(207,480)	(90,800)	(20,800)	29.7
R150 Record Management	(1,157)	0	(1,500)	0	0	-
	(60,073)	(70,000)	(208,980)	(90,800)	(20,800)	29.7
Parks Planning						
W943 Parks Planning	(19,582)	0	(5,000)	0	0	-
	(19,582)	0	(5,000)	0	0	-
Sustainable Environment						
D935 SEMO Administration	(509)	0	0	0	0	-
D945 SEMO Projects	0	0	(1,318)	0	0	-
D948 SEMOSust. Comm Proj	0	0	(3,338)	0	0	-
	(509)	0	(4,656)	0	0	-
Total	(86,988)	(70,000)	(218,636)	(90,800)	(20,800)	29.7

Infrastructure & Asset Management

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
IAM Admin						
I101 IAM Admin	380,300	386,120	350,900	406,373	20,253	5.2
	380,300	386,120	350,900	406,373	20,253	5.2
Facility Development						
W953 Capital Admin	1,187,854	1,183,600	1,196,975	1,213,459	29,859	2.5
W955 Corporate Accommodatio	88,292	99,000	67,987	97,510	(1,490)	(1.5)
C727 New Facility Developmen	157,645	161,500	161,485	258,310	96,810	59.9
	1,433,791	1,444,100	1,426,447	1,569,279	125,179	8.7
Design & Construction						
R110 Design Admin.	249,277	252,180	135,674	266,176	13,996	5.6
R111 Design	1,096,528	1,131,400	1,122,661	1,184,337	52,937	4.7
R120 Construction Ser	1,008,960	1,049,300	1,041,628	1,090,687	41,387	3.9
R130 Infrastr MgmtServ.	284,272	268,000	262,201	284,255	16,255	6.1
R140 Surveying	821,367	951,800	942,800	997,482	45,682	4.8
R150 Record Management	360,207	384,200	325,747	335,632	(48,568)	(12.6)
	3,820,611	4,036,880	3,830,711	4,158,569	121,689	3.0
CCC Implementation Project						
C460 Infra Plan Office	155,817	304,400	180,600	314,872	10,472	3.4
	155,817	304,400	180,600	314,872	10,472	3.4
Parks Planning						
C781 Streetscape Coordinator	(1,260)	0	0	0	0	-
W943 Parks Planning	1,080,823	1,219,100	1,200,291	1,219,775	675	0.1
	1,079,563	1,219,100	1,200,291	1,219,775	675	0.1
Sustainable Environment						
D935 SEMO Administration	183,442	212,400	216,305	614,559	402,159	189.3
D940 SEMO Programs	143,727	169,100	148,950	0	(169,100)	(100.0)
D945 SEMO Projects	39,484	92,100	43,582	0	(92,100)	(100.0)
D947 SEMOEnvir.Water Qlty	129,928	252,100	178,690	0	(252,100)	(100.0)
D948 SEMOSust. Comm Proj	(0)	(300)	(3,338)	(300)	0	-
	496,581	725,400	584,189	614,259	(111,141)	(15.3)
Total	\$7,366,663	\$8,116,000	\$7,573,138	\$8,283,127	\$167,127	2.1

Infrastructure & Asset Management

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	6,352,962	7,126,100	7,023,151	7,594,315	468,215	6.6
Office	248,615	209,100	184,632	187,408	(21,692)	(10.4)
Professional Fees	52,245	3,000	5,000	3,000	0	-
Legal & Consulting Fees	66,464	83,300	156,213	63,601	(19,699)	(23.6)
External Services	134,483	627,800	406,273	516,927	(110,873)	(17.7)
Uniforms & Clothing	7,260	6,500	5,974	6,600	100	1.5
Supplies & Materials	6,740	7,000	5,183	6,610	(390)	(5.6)
Building Costs	7,030	13,100	8,391	13,200	100	0.8
Equipment & Communications	49,561	45,600	21,459	42,298	(3,302)	(7.2)
Vehicle Expense	9,750	4,800	4,400	4,800	0	-
Travel	194,768	181,500	181,704	165,209	(16,291)	(9.0)
Training & Education	30,720	45,900	41,890	46,479	579	1.3
Facilities Rental	21,048	37,600	45,200	37,799	199	0.5
Advertising & Promotion	47,734	19,900	13,683	14,359	(5,541)	(27.8)
Other Goods & Services	363,815	380,300	146,006	474,392	94,092	24.7
Interdepartmental	34,918	28,000	(67,970)	22,587	(5,413)	(19.3)
Transfer to/from Reserves	(184,463)	(409,000)	(91,800)	(374,968)	34,032	(8.3)
Other Fiscal	10,000	(224,500)	(297,615)	(450,689)	(226,189)	100.8
Expenditures	7,453,651	8,186,000	7,791,774	8,373,927	187,927	2.3
Total	\$7,453,651	\$8,186,000	\$7,791,774	\$8,373,927	\$187,927	2.3
Revenues						
Sales Revenue	(58,916)	(70,000)	(207,480)	(90,800)	(20,800)	29.7
Other Revenue	(28,073)	0	(11,156)	0	0	-
Revenues	(86,988)	(70,000)	(218,636)	(90,800)	(20,800)	29.7
Total	(86,988)	(70,000)	(218,636)	(90,800)	(20,800)	29.7
Net Cost	\$7,366,663	\$8,116,000	\$7,573,138	\$8,283,127	\$167,127	2.1

Legal Services & Risk Management

Business Plan - 2010/11

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

Business Unit Overview:

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

Director:

Mary Ellen Donovan

Legal Services

M. E. Donovan, QC
B.Sc., Dip. Engr.,
LL.B.

Legal Services (LS) functions to support Regional Council, its Boards and Committees and the Business Units, to provide general legal services including to undertake all litigation on behalf of the municipality; to provide contract drafting and review; to undertake property transactions, enforcement /prosecute municipal bylaws and provincial regulatory provisions, and general advice.

Insurance & Risk Management

Peter Ross, B.
Comm., MBA, CRM

Apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM, with the understanding that acceptance of risk is required to operate effectively and efficiently. The goal of this group avoid undue risk where possible, assigning risks to others where practical, diversify the risk where able, and for those risks retained by the HRM to work to reduce the frequency and the severity of any loss.

Summary of Business Unit

Structure Changes: No changes

Core Operations and Services provided:

Legal Services performs legal services including:

- Litigation including personal injury, property damage, construction claims, and general litigation;
- Planning appeals, hearings, agreements and advice;
- General contract negotiations and contract preparation;
- Labour and employment matters: arbitrations, labour relation board hearings, human rights appeals, Police Review Board hearings, policy advice, and general advice;
- Prosecutions of provincial offences and bylaw offences;
- A wide array of solicitor services including property transactions;
- Advice to Council, Boards and Commissions & staff;
- Drafting of By-laws;
- Regulatory matters including power, telecommunications and natural gas hearings.

Risk Management manages the risk portfolio including:

- The design and management of a program of self insurance, reserve funds and insurance coverage to fit the needs of HRM operations;
- Ongoing review and procurement and maintenance of optimum insurance coverage suitable to the needs of HRM;
- Determination of appropriate coverage limits, and self insurance levels;
- Ongoing review of contracts, leases, special events, to address risk exposures, administration of claims to achieve a reasonable resolution;
- Providing risk management advice, training and monitoring, particularly in the area of loss control, to all business units; and Claims management. (responding to more than 1300 claims annually)

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes permanent and temporary)	25	25	25

Analysis of Operating Budget Changes:

Operating Budget Change Details	
2009/10 Budget	\$2,194
1 Transfer to Reserves	(18)
2 Miscellaneous accounts	(4)
3 Salaries and Benefits	56
2010/11 Budget	\$2,228

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 timeframe.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

1. **Summary Proceedings Issues:** The number of summary offence matters has grown significantly in recent years, demanding more effective delivery of prosecution services. In the absence of a municipal court several initiatives have begun in cooperation with the provincial Department of Justice, HRP and RCMP to adjust the adjudicative systems to meet the need for additional judicial resources. It is anticipated that the first of the system improvements will be approved with legislative changes in the spring 2010 session of the Legislature, with implementation before the end of 2010.
2. **Electronic Summary Offence Tickets (ESOT) Project:** HRM is currently participating in the provincial Department of Justice (DOJ) ESOT project, which will allow the issuance of electronic SOTs, thereby finally achieving a “write once” approach to SOTs with the attendant administrative savings. Additionally, this system will significantly reduce the opportunity for human error in the issuance of SOTs, thereby reducing associated administrative and prosecution costs. It will also virtually eliminate the delay in transmission of data from policing services to the DOJ, facilitating prompt payment of tickets, thereby improving customer service. Implementation should commence spring 2011.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit’s ability to deliver services (both internally and externally).

1. **Challenge: Complex Commercial Matters:** The increase in the infrastructure budget has led to an increase in the need for commercial contracts. Legal Services is working to increase the internal expertise in this practice area to respond to this growth.
2. **Challenge: Increased Prosecution Services:** The creation of the Traffic Unit for the Halifax Regional Police has increased the number of summary offence tickets for motor vehicle offences from 35,000 to approximately 53,000. To respond to this workload, in 2008 the Provincial Court doubled the number of court sittings each week. In 2008 Legal Services had additional staff approved to manage the increased demands for prosecution services. Police and Legal Services are working collaboratively with the Province on innovative ways to

provide prosecution services in a more cost effective manner. Research is currently underway to identify alternate ways of service delivery. Any service delivery changes will require collaboration and support of external agencies. Existing staff is inadequate to address the service needs. In addition the requirement to provide trials in French is creating a budget pressure. LS is working with the Public Prosecution Service to develop cost effective service delivery models that will respond to this new cost.

- 3. Challenge: Increasing Insurance Cost:** The increase in HRM's activities have an impact on insurance cost and workload. For example, the increase in the number of routes and ridership on our transit system may increase claims and general liability insurance cost. The new waste water treatment system, buses, and improvements and additions to new facilities will increase asset value and may have an effect on property and automobile insurance. There is an indication of a "hard" market starting, a time when insurance costs increase due to the economic downturn throughout the world. Even a minor increase in insurance cost would be a significant cost. Last year the initial cost of insurance proposed an increase of approximately 37% for property insurance and 18% in general liability. We were able to reduce this impact and generate some savings by changing insurers. HRM may have to accept more risk through a higher deductible to reduce this cost or increase the budget for insurance. The insurance budget has remained constant for the last five years despite increased risk.

Business Unit Goals

The goals for Legal Services and Risk Management are:

- Goal 1: Summary proceedings issues- improving efficiency by reducing staff time
- Goal 2: Electronic summary offence tickets – improving efficiency and accuracy
- Goal 3: Increasing use of risk management tools within organization
- Goal 4: Managing insurance cost to maintain or reduce cost
- Goal 5 : Legal services file management system installation
- Goal 6: Workforce planning

Goal 1: Summary Proceedings Issues

Corporate Strategy Linkage:

Council Focus Area: Public Safety

EMT Priority: Providing Excellence in Service Delivery

Description:

More effective policing and more effective by-law enforcement in recent years have resulted in the need for additional legal resources to support these enforcement efforts. New court capacity was developed in 2008 to respond to this demand and LS added one FTE to respond to the additional capacity requirements. This has not proved adequate and therefore is creating staffing

pressures. LS will be working to address this issue through various means. As part of this initiative, staff is currently engaged in a number of initiatives with the Department of Justice (NS), HRP, RCMP and BPIM to adopt improved administrative judicial practices.

Goal 1: Summary Proceedings Issues	
Objectives for 2010/2011:	
LEG 1.1.	Continue exploring with the Province the creation of a municipal court.
LEG 1.2	Continue to work with the DOJ to reduce costs, improve access, and improve efficiency of the current court system.
LEG 1.3	Review with Police/RCMP/DOJ ideas to streamline prosecution services
LEG 1.4	Subject to legislative change, implement new application and arraignment process
LEG 1.5	Identify additional legislative/regulatory changes required for adoption of evidentiary certificates
LEG 1.6	Continue review of efficacy of current court processes.
Objectives for the next 3-5 years:	
LEG 1.7	Increase use of Police Certificate Evidence
LEG 1.8	Improved disclosure system

Goal 2: Electronic Summary Offence Tickets Project

Corporate Strategy Linkage:

EMT Priorities: Practising Fiscal Responsibility, Providing Excellence in Service Delivery

Description:

HRM is working with the Province to develop and implement an electronic summary offence ticket. This work will require changes to regulations. The Province has assigned project staff to work on this initiative and it is proceeding well. HRM will continue to provide input and resources as necessary.

Goal 2: Electronic Summary Offence Tickets Project	
Objectives for 2010/2011:	
LEG 2.1	Increase accuracy in SOTS resulting in fewer cases lost due to clerical errors.
LEG 2.2	Elimination of duplication of effort with respect to entering of SOT data by both police officers and support staff.

LEG 2.3	Significant reduction in time to issue SOTS with attendant improvement in utilization of policing resources.
LEG 2.4	Reduction in time delay between issuance of ticket and delivery of data to provincial court thereby improving service delivery and facilitating payment.

Goal 3: Risk Management

Corporate Strategy Linkage:

EMT Priority: Practicing Fiscal Responsibility.

Description:

As part of their business operations, staff has recognized and treated risk without a framework or tool to assist. To evaluate HRM's risk portfolio, HRM needs to measure these risks against each other using a common measure. As resources are limited, the use of risk management can allow management to make decisions and assign resources effectively. The framework to do this is enterprise risk management. Staff will work with other partners to establish an enterprise risk management tool.

Goal 3: Increased Risk Management	
<i>Objectives for 2010/2011:</i>	
LEG 3.1	Work with other partners to identify an enterprise risk management tool for HRM
LEG 3.2	Identify major risks to HRM and a method to rank risks against HRM risk criteria.
<i>Objectives for the next 3-5 years:</i>	
LEG 3.3	Complete a framework with which to identify and manage risk within the organization and a process to review its effectiveness

Goal 4: Managing Insurance Cost

Corporate Strategy Linkage:

EMT Priority: Practicing Fiscal Responsibility, Providing Excellence in Service Delivery

Description:

One of the Legal and Risk Management's challenge areas is increasing insurance cost. Staff is investigating a new information system to better manage claims information and partnering with other HRM departments at gathering and recording property information details. This will improve the ability of staff to control risk and manage the cost of risk. To determine if HRM has

retained the correct level of risk (deductible), staff will evaluate increasing self insurance vs. increased risk to determine if higher limits are prudent.

Goal 4: Manage Increasing Insurance Cost	
<i>Objectives for 2010/2011:</i>	
LEG 4.1	Implement an improved system to manage insurance and risk management information
LEG 4.2	Partner with other business units to improve information on risk especially related to assets.
LEG 4.3	Action a study to determine the cost of risk at present retention levels and at higher deductibles
<i>Objectives for the next 3-5 years:</i>	
LEG 4.4	Review costs programs at other amounts to determine cost savings.

Goal 5: Legal Services File Management System

Corporate Strategy Linkage:

EMT Priority: Providing Excellence in Service Delivery

Description:

Electronic file management systems facilitate more efficient delivery of legal services, improve efficiency of collaboration on litigation files, and improve the efficiency in the drafting of larger contracts in particular. The implementation of Livelink has begun with project completion expected in February 2011.

Goal 5: Legal Services File Management System	
<i>Objectives for 2010/2011:</i>	
LEG 5.1	Work with BPIM on installation of Open Office scheduled to start September 2010. Preparatory system investigative work has commenced.
LEG 5.2	Installation of a Legal Services file management system and training
<i>Objectives for the next 3-5 years:</i>	
LEG 5.3	Review installation for effectiveness and adequacy.

Goal 6: Workforce Planning

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

The goal is to maintain the highly productive work environment and positive workplace presently in Legal and Risk Management and to create opportunities for development and growth through training opportunities and assignments.

Goal 6: Workforce Planning	
<i>Objectives for 2010/2011:</i>	
LEG 6.1	Develop business case to address need for junior solicitor to undertake solicitor work.

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none"> • Increased work with regards to Harbour Solutions Project • Increased work in HR deemed significant because of collective bargaining, human rights, attendance management and policy review projects. • Governance Review and boundary realignment 	
<u>Decreases In Services / Operational Pressures (OP):</u>	
None	
<u>Expected Services Not Being Delivered:</u>	
None	

Legal Services & Risk Management

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Legal Services						
A110 Legal Services	2,193,303	2,338,490	2,306,159	2,456,105	117,615	5.0
A303 Insurance & Risk Mgm	45,700	(100)	(100)	0	100	(100.0)
	2,239,003	2,338,390	2,306,059	2,456,105	117,715	5.0
Total	\$2,239,003	\$2,338,390	\$2,306,059	\$2,456,105	\$117,715	5.0

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Legal Services						
A110 Legal Services	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
Total	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Legal Services						
A110 Legal Services	2,084,504	2,194,490	2,112,659	2,228,105	33,615	1.5
A303 Insurance & Risk Mgm	45,700	(100)	(100)	0	100	(100.0)
	2,130,205	2,194,390	2,112,559	2,228,105	33,715	1.5
Total	\$2,130,205	\$2,194,390	\$2,112,559	\$2,228,105	\$33,715	1.5

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	2,009,839	2,139,780	2,110,400	2,275,450	135,670	6.3
Office	66,898	73,800	67,397	71,880	(1,920)	(2.6)
Professional Fees	5,474	0	0	0	0	-
Legal & Consulting Fees	209,688	270,000	302,600	296,700	26,700	9.9
External Services	80,800	59,970	45,000	35,000	(24,970)	(41.6)
Supplies & Materials	497	0	0	0	0	-
Building Costs	26,761	10,000	1,500	10,000	0	-
Equipment & Communications	245	0	0	0	0	-
Travel	16,180	14,500	12,712	11,435	(3,065)	(21.1)
Training & Education	5,099	17,000	10,000	17,100	100	0.6
Advertising & Promotion	172	0	0	0	0	-
Other Goods & Services	88,340	88,840	91,950	91,740	2,900	3.3
Transfer to/from Reserves	(270,990)	(335,500)	(335,500)	(353,200)	(17,700)	5.3
Expenditures	2,239,003	2,338,390	2,306,059	2,456,105	117,715	5.0
Total	\$2,239,003	\$2,338,390	\$2,306,059	\$2,456,105	\$117,715	5.0
Revenues						
Fines and Fees	0	0	(9,500)	0	0	-
Sales Revenue	(106,098)	(144,000)	(144,000)	(144,000)	0	-
Other Revenue	(2,701)	0	(40,000)	(84,000)	(84,000)	-
Revenues	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
Total	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
Net Cost	\$2,130,205	\$2,194,390	\$2,112,559	\$2,228,105	\$33,715	1.5

Transportation and Public Works

Business Plan - 2010/11

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

Business Unit Overview:

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

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

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

Acting Director:	Ken Reashor, P. Eng. (Traffic Authority)
Corporate Fleet and Equipment Paul Beauchamp - Manager	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.
Metro Transit Pat Soanes – General Manager	Provides public transit services throughout HRM through conventional urban and rural transit, premium branded MetroLink and MetroX service, passenger ferry service and specialized Access-A-Bus services.
Municipal Operations Peter Verge - Manager	Proactively maintains and improves a safe, efficient, aesthetic and clean street, sidewalk, walkway, trail, park, playground, athletic field, cemetery and open space system for use by HRM residents and visitors.
Real Estate and Facility Services Peter Stickings - Manager	Responsible for the operation and property maintenance of HRM owned and leased corporate properties and buildings, delivery of acquisition and disposal services on behalf of the organization for municipal purposes, real estate advisory services, and the development and sale of HRM's Business Parks lots.

Service Delivery and Quality Improvement
Wayne Legere - Manager

Central service section that coordinates training and quality improvement initiatives for the business unit including organizational performance tools, citizen feedback systems, performance management and liaising with external agencies.

Traffic and Right of Way Services
Taso Koutroulakis – Acting Manager

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

Solid Waste Resources
Gord Helm- Manager

Manages the execution of the municipal solid waste source separated collection and diversion program 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; delivers the communication, education and compliance programs, and administers the Construction & Demolition Waste Management Strategy.

Strategic Transportation Planning
David McCusker - Manager

Delivers long-term strategic planning with respect to new demands on HRM’s transportation infrastructure. This program includes the measurement and monitoring of demands and modeling of future growth impacts, as well as the development of policy and plans aimed at making regional travel more sustainable.

Summary of Business Unit Structure Changes:

- Management Unit for Strategic Transportation Planning was added as part of a realignment in December 2009.
- Fleet Services was divided so that all transit fleet functions realign under Metro Transit. The remaining Fleet Services functions were renamed Corporate Fleet and Equipment Services.

Core Operations and Services provided:

- 1,600 km of roads, 1,925 km of curbs, 765 km of sidewalks, 60 km of gravel roads and 75 bridges maintained
- 270 traffic signals with the addition of 3 on average per year by HRM plus others by developers
- 170 of the signalized intersections are fully installed with LED’s
- In excess of 1,735 km of white and yellow centrelines painted
- More than 16,000 signs manufactured and 2,000 sign posts installed or repaired
- 39,400 street lights maintained by HRM, of which approximately 13,100 are owned by HRM
- 62,200 metres crosswalks, 13,800 metres stopbars, 4200 arrows painted
- 10 street sweepers; 5 sidewalk sweepers; 2 graffiti trucks; 73 snow and ice vehicles

- 6 major parks and the Public Gardens
- 25 million customers carried annually on all of Metro Transit's 56 fixed transit routes and 2 ferry routes
- 13 park and ride locations with over 1,340 parking spaces
- A modern, diverse fleet of 298 vehicles and 3 ferries
- 24 Access-A-Buses, a shared ride public transit service for persons who are unable to use the conventional (Non Low Floor) transit system due to a physical or cognitive disability serving 17,000 Access-a-Bus passengers per month
- Processes over 20,000 work orders annually to maintain over 2.5 million square feet of building space
- Own and maintain 260 buildings, 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 180 Sport courts
- Development and sales operations for 5 municipal business/industrial parks
- Operate and maintain 7 municipally owned cemeteries
- Service and maintain operational vehicles, 400 pieces of small equipment, 220 police vehicles, and 300 fire vehicles
- Consume 11,000,000 litres of vehicle fuel
- 1 mixed solid waste processing and disposal facility at Otter Lake
- 1 Materials Recovery Facility (Recyclables)
- 2 Compost Plants (New Era Technologies, Miller Composting)
- 1 Household Hazardous Waste Depot
- 2 rural waste transfer depots
- 16 private sector solid waste providers (collection & processing)
- Average annual (2009) solid waste tonnage (approx): 22,000 recyclables, 51,000 organics, 150,000 refuse, 90,000 construction and demolition material
- Approximately 152,000 tonnes of total waste received at Otter Lake (2008/9)
- Generation and sale of 2 Mega Watts electricity at closed landfill in Upper Sackville
- Strategic transportation planning to effectively manage the demands on HRM's network of roadways, and active transportation networks in accordance with the various approved community planning documents such as the Regional Plan and Active Transportation Plan
- Strategic property acquisition and disposal to support municipal infrastructure and programs

Funded Full Time Equivalentents (FTEs):

	2008/09 (Approved)	2009/10 (Approved)	2010/11 (Proposed)
Funded FTEs (includes permanent and temporary)	1210	1284	1284

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2009/10 Budget		\$ 98,485
1	Salaries & benefits - net changes resulting from merit increases, classification reviews, employer benefit costs, collective agreements.	4,550
2	Other External Services	921
3	Vehicle Fuel (diesel & gas) with contribution to Variable Operating Stabilization reserve.	(2,826)
4	Vehicle Fuel (diesel & gas) adjustment for volume	1,316
5	Regional Transportation Planning	480
6	Office costs, supplies, materials, vehicle expenses, equipment and communications and other goods & services	1,125
7	External Services - Contract increases Solid Waste	3,198
8	Transit Revenue (Buses and Ferries)	(1,014)
9	External Services - Contract increase Traffic Maintenance	68
10	Debt (Interest & Principal)	1,038
11	Other Fiscal-Trans to/from Capital & Prior Year surplus/deficit	(767)
12	Fleet and other interdepartmental	265
13	Area rate, rental/lease and other revenue	(6,279)
14	Corporate reductions	(343)
15	Business Unit reductions	(3,135)
2010/11 Budget		97,082

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frame.

Challenges with Community-wide Impact:

These are challenges or opportunities which affect the entire HRM Region, and which the Business Unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue.

Challenges:

- **Growing demand for provision of services:** There is a significant gap between citizen expectations and the services that can and should be reasonably provided. TPW 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 focussed 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.
- **Attraction and retention of required workforce:** HRM, as well as other public and private organizations, is facing significant challenges in attracting and retaining the qualified workforce needed for service delivery. This is an issue that will only further degenerate as more and more employees retire and organizations compete for the same limited pool of human resources. Currently there are key professional and trade designations that are already significantly depleted. In the absence of effective workforce attraction and retention strategies the ability to deliver timely, quality services will be diminished over time.
- **Global economic uncertainty:** HRM has a number of key commodities that can be affected by the current economic uncertainty, such as fuel, business lot sales, and sale of recyclable materials.

Opportunities:

- **Strategic Transportation Funding and The New Deal for Cities:** The additional funding provided by these two federal programs to Metro Transit and for transportation improvements will help to integrate HRM's transit and transportation systems making them safer and more efficient while focussing on being more environmentally responsible.
- **Strategic External Partnerships:** TPW will continue to develop and foster partnerships with external groups such as: Nova Scotia Community College (NSCC), Dartmouth Crossing, Community Fields, community trails groups, business park associations, Business Improvement Districts (BID's), universities, 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.

- **Business Park Operations:** TPW will continue to work collaboratively with Community Development 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 business park program necessary to support the Municipality's regional plan and economic strategies.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect the business unit's ability to deliver services (both internally and externally).

Challenges:

- **Succession Planning:** Over 47% of TPW's workforce is able to retire in the next 5 to 6 years. Combined, these employees have substantial operational and corporate knowledge which could be lost if steps are not taken to develop and train new and existing staff to replace the retiring staff. The potential drain of information must be recognized as a potential critical loss to the organization; however, it is one which can be managed with appropriate planning and employee development in advance of retirements.
- **Balancing Resources and Service Expectations:** There is a growing imbalance between the public service expectations and the capacity to provide the expected service with existing resources and funds. Successful management of this situation remains a significant challenge to TPW's ability to provide excellent customer service.
- **Expectations of modern workplace:** With succession planning, greater performance measurement expectations, and the requirements of the attendance support program, there are greater expectations now placed on our front line leaders. Training, process development, and the establishment of a series of standard operating practices will be required to help manage through this time. Alternative workforce opportunities need to be evaluated to meet the needs of today's increasingly diverse workforce.
- **Improvement in security of Non-Inventoried Assets:** TPW is responsible for the safe and secure operation of HRM owned buildings and facilities. TPW, as the largest operational unit, requires the utilization of a significant amount of non-inventoried assets. Despite some improvements in building control initiatives and safeguarding assets, HRM continues to be at risk in these areas. TPW must manage its resources with due diligence and take appropriate measures to safeguard the assets according to baseline security requirements and continuous security risk management.

- **Sustainable Environment Initiatives and Policy:** TPW operations encompass a significant number of activities that are included in the Provincial Environmental Goals and Sustainable Prosperity Act which will require development and implementation of policy and programs to meet legislative requirements. TPW must engage industry and stakeholders to establish a strategic framework for meeting those targets.

Opportunities:

- **Improved Utilization of Municipal Operations Staff:** There is a current initiative underway whereby Municipal Operations staff will better utilize their developed skills through the completion of specific capital project work. Municipal Operations staff will be engaged to construct several sidewalk renewal projects and playground installation work. This initiative is a continuation from 2007/08, which was very successful and is proving to be a rewarding experience for staff while improving the utilization of available in-house resources.
- **Automated Vehicle Locator (AVL) system in Municipal Operations:** This tool, if managed properly, promises to enable improvements in areas such as snow and ice removal, equipment usage, anti-idling, and work performance.
- **Customer Relationship Management:** There is an improved focus in the area of customer relationship management throughout the organization. As a result of process and system improvements, TPW has the capability to report more objectively on its provision of services to the citizens while monitoring overall performance. Internally, TPW has set a goal of achieving its service standard 90% of the time when responding to service calls. There should be noticeable improvements throughout TPW's management units resulting from this initiative. Metro Transit's trip planner service will be introduced utilizing the Google Trip Planner application.
- **Work Management Project:** This initiative will increase efficiency and effectiveness of demand and planned work in Municipal Operations, Traffic and Right of Way and Metro Transit. The initiative will include the approval of new service standards based on street classification and the implementation of a Road Patrol program similar to the Ontario Minimum Maintenance Standards developed by the Ontario Good Roads Association. Proactive identification of hazards in the right of way will allow better operational planning and improved service delivery.
- **Asset Repair and Replacement:** As part of the municipality compliance requirements under the public sector accounting practices, a portion of building repair and replacement work normally carried out under the capital budget program, will be delivered by operations staff. It is expected that this collaborative approach to routine repair, replacement, and commissioning of certain work within Real Estate and Facility Services will increase efficiency and effectiveness of demand and planned work in buildings managed and operated by Facility Services

Business Unit Goals

The goals for Transportation and Public Works are:

- Goal 1: Attract, develop and retain a quality workforce
- Goal 2: Continually improve an effective transportation and public works department
- Goal 3: Well managed, modern transit system meeting citizen transportation needs
- Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets
- Goal 5: Infrastructure management strategies implemented in support of long-term growth
- Goal 6: Deliver an efficient sustainable resource oriented solid waste program
- Goal 7: Prepared Emergency Management
- Goal 8: Provide operational support to Special Events
- Goal 9: Meet Internal Service Expectations

Goal 1: Attract, develop and retain a quality workforce

Corporate Strategy Linkage:

Executive Management Team (EMT) Priority - Employer of Choice

Description:

TPW provides a wide range of public services which requires a diverse workforce with a variety of skills, abilities and technical knowledge. In order to become a workplace of choice within HRM, TPW needs to understand all the workplace considerations necessary to attract, train, and retain capable staff. Being able to create the conditions for success for individuals will enable the entire workforce to meet the growing responsibilities associated with the provision of municipal services. This is achieved by ensuring staff are best positioned to provide quality service now and into the future. TPW is able to provide multiple employment development opportunities to employees based on the diversity of skills required and the variety of services provided which demonstrates the commitment to continuous learning within the workplace. These improvements will result in a high performing workplace that attracts and retains quality employees.

Goal 1: Attract, develop and retain a quality workforce	
Objectives for 2010/2011:	
<i>Outcome: A workplace of choice where staff are empowered and accountable</i>	
All of TPW	
TPW 1.1	Implementation of EMT's Employer of Choice Initiatives including: <ul style="list-style-type: none"> • Human Resources People Plan • Workforce Planning • Improvement of internal communications • Enhanced Leadership development
TPW 1.2	Use Attendance Support Program to reduce Workers Compensation Board, Sick leave and Long Term Disability usage within each management unit
TPW 1.3	Ensure timely employee performance development plan review
TPW 1.4	Provide a healthy, professional, clean, safe, respectful, and positive work environment for all employees
TPW 1.5	Employee Engagement <ul style="list-style-type: none"> • Hold an Employee Appreciation Day • Each management unit to conduct 'Leadership Forum' at not lower than Superintendent level • Better formalize Business Unit rewards and recognition • Continue to focus on competencies for front line supervisors
TPW 1.6	Promote TPW as a workplace of choice through various job fair opportunities
TPW 1.7	Continue to recognize staff through the Employee Recognition Committee
TPW 1.8	Identify up to five key positions targeted for leadership opportunities for improved succession planning and employee development
<i>Outcome: Enhance Frontline Transactional capacity within the workplace</i>	
All of TPW	
TPW 1.9	Support the development of a corporate HRM training database that will improve the reporting and evaluation of training and development initiatives implemented in TPW
Corporate Fleet Services	
TPW 1.10	Work with the Department of Education and Advance Training to increase the number of Apprentices relative to the number of Journeymen in the workplace
Municipal Operations	
TPW 1.11	Develop skill sets of seasonals/students to prepare them for future employment with HRM
Metro Transit	

TPW 1.12	Develop & Implement a continuous training program for Service Supervisors to develop new skills in an ever changing environment
<i>Outcome: A representative workplace that values diversity</i>	
All of TPW	
TPW 1.13	Incorporate strategies to develop and retain a skilled and diverse workforce to maintain effective service delivery
TPW 1.14	Pursue opportunities with community groups who promote non-traditional workforce
<i>Objectives for the next 3-5 years:</i>	
TPW 1.15	Planned training and development opportunities that meet the existing and future needs of employees, which include two professional development and/or training seminars in each management unit within the fiscal year
TPW 1.16	Individualized training and development plans to improve skills, abilities and knowledge
TPW 1.17	Develop an integrated succession plan for TPW employees addressing future skills and leadership gaps
TPW 1.18	Introduce and encourage development of appropriate leadership competencies for front line supervisors as designed by Human Resources
TPW 1.19	Develop recruitment and retention strategy for professional and technical staff

Goal 2: Continually improve an effective transportation and public works department

Corporate Strategy Linkage:

Community Outcome – Integrated and Affordable Transportation Networks
EMT Priority - Service Delivery, Fiscal Responsibility

Description:

Focussing on the continual improvement of TPW will enable the conditions for success, now and into the future. Aligning costs with services, reducing duplication, and improving cost recovery will enable the necessary environment to provide Council with the tools to make informed decisions with respect to the level and types of services provided by TPW. Taking the time to investigate best practices and to implement new options for service delivery, when feasible, will result in innovative approaches to continuously increase efficiency and effectiveness of service delivery and operations.

Goal 2: Continually improve an effective transportation and public works department	
Objectives for 2010/2011:	
<i>Outcome: Performance based Operations</i>	
All of TPW	
TPW 2.1	Improve AVL utilization at the front line supervisor level for performance measurement and administration of TPW vehicle anti-idling policy
Municipal Operations	
TPW 2.2	Review/revise asphalt specifications in partnership with Infrastructure and Asset Management Services (IAMS) Design & Construction to develop a construction manual for best practices and methodologies including the use of environmentally friendly products
TPW 2.3	In partnership with other internal business units and external stakeholders, continue to review and update the Municipal Services Guidelines (Red Book)
TPW 2.4	Contribute to the development of an operational procedure manual for all supervisors in Municipal Operations
TPW 2.5	Develop & tender Snow & Ice performance contracts
TPW 2.6	HRM operational staff utilized to deliver parks, sportsfields/playground and street sidewalk capital projects
Real Estate and Facility Services	
TPW 2.7	Provide additional contract supervision and management services within Real Estate and Facility Services for building related maintenance
TPW 2.8	Grow the Building Services Technician complement to improve the annual inspection plan for facilities, including an expansion of services to those operated under management agreements
TPW 2.9	Contribute to the development of an operational procedure manual for all supervisors in Real Estate and Facility Services
TPW 2.10	Continue to introduce performance based contracts for Custodial, Snow and Ice, and Mechanical Services, as well as increasing economies of scale through bulk purchasing power
TPW 2.11	Expand the use of performance based service level agreements to facility client groups
TPW 2.12	Continue to invest in gas conversions and energy initiatives that provide increased performance and operating efficiencies at HRM buildings
<i>Outcome: Effective relationships built with external and internal stakeholders and partners</i>	
All of TPW	
TPW 2.13	Continue to develop Service Level Agreements (SLAs) with both internal and external partners

<i>Outcome: Focus on service delivery improvement initiatives</i>	
All of TPW	
TPW 2.14	Evaluation of the Work Management Project <ul style="list-style-type: none"> • Council approval of road based service response standards • Continue road patrols in accordance with street classification hierarchy
TPW 2.15	Develop and implement a vehicle and equipment accident /incident review committee and policy for TPW (except Metro Transit)
Traffic & Right of Way Services	
TPW 2.16	Upgrade controllers and traffic signal equipment on specific corridors to improve efficiency and traffic coordination
<i>Outcome: HRM assets secured and safeguarded</i>	
All of TPW	
TPW 2.17	Conduct a full inventory of keys, tools and equipment currently in use and establish a process for the sign out and confirmation, in writing, of the assignment of responsibility and accountability for the care and keeping of the items
TPW 2.18	Develop strategies to control use of vehicles to ensure their security
TPW 2.19	Review and revise Business Unit Safety Governance to include: Joint Occupational Health and Safety (JOHS) Committees, accident reporting and monitoring and contractor language
<i>Outcome: Improve citizen awareness of and satisfaction with TPW Services</i>	
All of TPW	
TPW 2.20	Develop interactive web based information on TPW services and initiatives
TPW 2.21	Improve Public awareness of service standards and accomplishments through improved marketing and public relations
TPW 2.22	Respond to citizen based requests within established corporate standards 90% of the time
Real Estate and Facility Services	
TPW 2.23	Develop acquisition and disposal process to include enhanced communication/process for public property acquisition
<i>Outcome: Critical operational vehicles and equipment are available for core services</i>	
Corporate Fleet Services	
TPW 2.24	Stream line work processes to align with new operating software. The focus is to create efficiencies and reduce costs
<i>Objectives for the next 3-5 years:</i>	
TPW 2.25	Move of Fleet Garage from Turner Drive to Thornhill Drive, to enhance service and cure operational shortcomings

TPW 2.26	Implement AVL system for entire TPW general fleet and winter contracted vehicles
TPW 2.27	Install vehicle weigh scales at depots for Salt Management (3-5 years)
TPW 2.28	Cost/benefit analysis of contracted intrusion alarm monitoring costs, false alarm costs, and intrusion system upgrades required to coordinate and monitor all intrusion alarms internally
TPW 2.29	Develop effective vehicle usage recording system for operations activity charge backs, monitoring vehicle usage and unit costs of operation, and recording operator vehicle usage. (3 -5 years if ICT project is required)
TPW 2.30	Corporate Fleet, work with client to review and update vehicle tender specifications

Goal 3: Well managed, modern transit system meeting citizen transportation needs

Corporate Strategy Linkage:

Community Outcome – Integrated and Affordable Transportation Networks

Council Focus Area – Transportation, Public Safety, Infrastructure

EMT Priority - Service Delivery

Description:

Transit systems and services are a current growth area for larger municipalities. With funding improvements both federally and provincially there is significant focus on this necessary public service. Metro Transit has responded well to its continued, unprecedented growth and has made significant improvements to the level of service provided to the citizens. The commitment over the next three to five years is to continue to match service improvements and expansions that best meet the highest priority needs of the citizens of HRM. In addition, Metro Transit will continue to improve the passenger experience through passenger facility upgrades and access to real time route servicing information.

Goal 3: Well managed, modern transit system meeting citizen transportation needs	
Objectives for 2010/2011:	
<i>Outcome: Improve Operational Efficiency & Effectiveness</i>	
Metro Transit	
TPW 3.1	Develop new vehicle specifications and criteria for Access-a-Bus and HIAA MetroX vehicles
TPW 3.2	Increase annual ferry revenue by reducing the duration of the ferry dry-dock process

TPW 3.3	Improve quality of conventional buses through planned replacement of 5 articulated buses
TPW 3.4	Conduct Ferry Terminal Condition Assessment & Risk Mitigation Plan
TPW 3.5	Conduct a minimum of 6 Mid-life Bus Rebuilds
TPW 3.6	Replace 2 service vehicles for improved operations.
TPW 3.7	Improve quality of Access-A-Bus vehicles through phase replacement to 8 vehicles
TPW 3.8	Rebrand final ferry vessel
TPW 3.9	Employee Performance Management Module of Hastus Enterprise System. RGI, OA and ICT approval by end of Fiscal Year
TPW 3.10	DV/DC fully implemented by Jan/11. Fully implement Daily Vehicle/Daily Crew modules of Hastus Enterprise System for January 2011 for go live date
TPW 3.11	Implement, test, measure key performance indicators (KPI's) in 1010/11 with set targets established in 2011/12
<i>Outcome: Improved transit system safety and security</i>	
Metro Transit	
TPW 3.12	Enhanced security at Sackville, Portland Hills, Bridge, and Lacewood Terminals for customers & Operators by the replacement of existing or installation of new high resolution video surveillance equipment as a deterrent to improper activity and to allow for improved facial recognition of individuals involved in incidents
TPW 3.13	Investigate turnstiles at Ferry Terminals to enhance safety system improvements
TPW 3.14	Improve safety by monitoring and evaluating the completion of pre-trip inspection of buses
TPW 3.15	Develop & Introduce an Accident Adjudication Process for all Metro Transit vehicles
TPW 3.16	Introduce a Safety Data Tracking System
TPW 3.17	Ensure all driver abstracts and licence verifications are current
Strategic Transportation Planning	
TPW 3.18	Provide ongoing support for development of Transit Park and Ride facilities
<i>Outcome: Improve Customer Service</i>	
Metro Transit	
TPW 3.19	Continued focus on accessible landing pads
TPW 3.20	Undertake System Accessibility Study
TPW 3.21	Introduce a Customer Threat Awareness Program - "if you see it, say it"

TPW 3.22	Introduce a Customer Etiquette Program - strollers, backpacks, coffee, etc.
TPW 3.23	Design and introduce a Customer Satisfaction Survey process
TPW 3.24	Improve responsiveness to customer inquiries and complaints
<i>Outcome: Promote Culture Shift Through Organizational Development</i>	
Metro Transit	
TPW 3.25	Implement 2 year objectives of Continuous Operator Training and Development Program (3 Year Rolling Cycle)and investigate including a Threat Analysis component
TPW 3.26	Implement a structured program to evaluate and provide feedback of new Operators by conducting probationary interviews, ride checks and formal Driver evaluations
TPW 3.27	Develop Transit Security By-Law
TPW 3.28	Enhanced support for operators through: improved access to Employee Services Supervisors by reducing span of control (1to 90); improved post incident intervention; on board ride alongs and new operational structure
TPW 3.29	Expand Operator washroom facilities availability at key terminals – Highfield Park Terminal & Bridge Terminals
TPW 3.30	Improve supervisory span of control for Operators
TPW 3.31	Work with HR to develop a comprehensive wellness approach to attendance/case management
<i>Outcome: Expand Service</i>	
Metro Transit	
TPW 3.33	Commissioning and operate RLTC (Ragged Lake Transit Centre).
TPW 3.34	Improve Access-a-Bus service to clients through planned expansion of up to 6 vehicles.
TPW 3.35	Conversion of Routes 2 & 3 to fully Accessible Low Floor routes
TPW 3.36	Improve conventional service through planned expansion of 10 articulated Novas
TPW 3.37	Complete design for 4 th ferry completed and submit to Transport Canada by end of Fiscal Year
TPW 3.38	Bridge Terminal construction complete by August 2010
TPW 3.39	Lacewood Terminal siting and design complete, and construction tendered by late 2010
<i>Objectives for the next 3-5 years: Construct & Build</i>	
TPW 3.40	Lacewood Terminal construction and implementation
TPW 3.41	Identify and implement new technologies that support improved Operations and Employee self-service processes

TPW 3.42	Research and implement farebox technology to reduce fare disputes between Operators and customers
TPW 3.43	Research opportunities for implementation of Stop Annunciation Services on all buses

Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets

Corporate Strategy Linkage:

Community Outcome – Economic Prosperity

EMT Priority - Service Delivery, Fiscal Responsibility

Description:

In support of the overall corporate movement toward a more “green” corporate culture, TPW is committed to incorporating sustainable service practices wherever possible. As the HRM business unit with the largest workforce and greatest use of both service and transit vehicles, the commitment to being more environmentally, fiscally, socially and culturally conscious will have substantial impacts both on the organization and as a demonstration of leadership to our citizens. TPW is also responsible for providing alternative transportation options combined with an efficient transportation system and active transportation options improving the opportunities for alternative transportation.

Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets	
<i>Objectives for 2010/2011:</i>	
<i>Outcome: Implement sustainable service practices</i>	
All of TPW	
TPW 4.1	Develop Performance Measurement Framework
TPW 4.2	Develop Plan for source separation of waste collection programs at all HRM facilities/infrastructure/public spaces
Municipal Operations	
TPW 4.3	Branding of sportfields
Service Delivery & Quality Improvement (SDQI)	
TPW 4.4	Assist Management sections to identify performance measures, develop service standards and use measurement tools
<i>Outcome: Increased use of efficient, affordable and diverse transportation and environmental options</i>	
All of TPW	

TPW 4.5	Implement and monitor operating procedures for permissible idling
Traffic & Right of Way Services	
TPW 4.6	Convert conventional traffic signals to LEDs
TPW 4.7	Implement the amendments to the Streets By-Law S-300
TPW 4.8	Convert 2000 conventional street lights with LED cut-off lights
Fleet Services	
TPW 4.9	Work with Engineered Machine Products and the HRM Sustainable Environment Management Office on the Mini Hybrid project seeking to potentially expand use of these vehicles within the Transit Fleet
TPW 4.10	Presently fleet has identified re-usable materials such as oil, oil filters, and tires. Fleet will review the other materials it uses to see if there are opportunities to advance this process and recycle all re-usable equipment
Metro Transit	
TPW 4.11	Reduce idling of transit buses with Webasta heaters
Strategic Transportation Planning	
TPW 4.12	Develop Smart Trip, a program of commuter trip reduction, through implementation of transportation demand management principles
Objectives for the next 3-5 years:	
TPW 4.13	Near term plan to role out multi-stream waste collection infrastructure across all HRM facilities, public spaces and recreational facilities
TPW 4.14	Near term plan to implement By-Law S-600 practices across all HRM corporate operations, properties and facilities

Goal 5: Infrastructure management strategies implemented in support of long-term growth

Corporate Strategy Linkage:

Council Focus Area - Infrastructure
EMT Priority - Fiscal Responsibility

Description:

With the increased level of awareness of the Asset Management project and Council Focus Area of Infrastructure, HRM is making considerable progress in the area of infrastructure planning. A more formal separation of recapitalization and capability projects will help guide improvements in capital planning. Eventually the asset management project will establish guidelines for the recapitalization of its assets and asset classes. The development of a five year capital plan for capability and recapitalization projects that focuses on outcomes will assist in the decision making process, aligning resources with the identified requirements.

Goal 5: Infrastructure management strategies implemented in support of long-term growth	
<i>Objectives for 2010/2011:</i>	
<i>Outcome: Participate in the development & implementation of the long term capital infrastructure plan objectives</i>	
All of TPW	
TPW 5.1	Provide support and assistance to IAM in the furtherance of the Asset Management project, including development and implementation of revised business processes and asset commissioning
TPW 5.2	Improvements to Street Maintenance Directory for detailed private /unaccepted road maintenance, snow & ice priority levels, sanding /salting delineation and street lengths (review-2010, implement 3-5 yrs)
Municipal Operations	
TPW 5.3	Implement strategies on street management system to ensure appropriate snow management practices
Real Estate and Facility Services	
TPW 5.4	Implement strategies and recommendations of the Business Park Functional Plan to ensure timely and effective management practices for park development
TPW 5.5	Provide support and assistance with the Central Library funding strategy, specifically the marketing and disposal of the residual lands at Spring Garden, Clyde and Queen, including development and implementation of a disposal process and asset transactions and conveyances
TPW 5.6	To provide support and assistance to IAM/CD in the furtherance of the arena capacity study project.
Traffic & Right of Way Services	
TPW 5.7	Implement alternative traffic strategies and system capacity increases <ul style="list-style-type: none"> • Main Street widening (MacLaughlin Road to Wilfred Jackson Way) • Glendale/Old Beaverbank Road - left turn lane • Glendale/ Smokey – left turn lane • Norman Newman/ Eisener – right turn lane
Solid Waste Resources	
TPW 5.8	Implement recapitalization plan for the Materials Recycling Facility (MRF)
TPW 5.9	Implement recapitalization plan for two Source Separated Composting Facilities (SSCF) in support of increasing both capacity and process maturity end-state

TPW 5.10	Implement recapitalization plan for Otter Lake facility, to include Waste Stabilization Facility (WSF) structural and roof project, ongoing cell construction, cell capping and landfill gas management systems and equipment replacement
Strategic Transportation Planning	
TPW 5.11	Complete the Roadway Network and Transportation Demand Management Functional Plans
TPW 5.12	Revitalize discussions with the Province regarding a Capital Transportation Authority
TPW 5.13	Develop a Council and public education program around how the various transportation elements of the Regional Plan work together (e.g. Active Transportation, Transit Functional Plan/5-Year Approach to Transit, Roadway Network Optimization Plan, etc.)
<i>Outcome: Business Park development in support of economic growth</i>	
Real Estate and Facility Services	
TPW 5.14	Continue supporting the joint business relationship with Greater Halifax Partnership with respect to marketing and developing regional business parks
TPW 5.15	Work with Business Parks groups to bring to market serviced industrial lots in line with projected demand
TPW 5.16	Continue to support the Atlantic Gateway - Halifax Logistics Park to support development of the Gateway initiative
TPW 5.17	Implement Business Park Function Plan (BFPF) for Burnside and Bayer's Lake to support continued growth, development, and delivery of industrial lands with HRM
TPW 5.18	Improve HRM web page as a sales tool
TPW 5.19	Hold regular sessions with area Councillors with respect to business park development activity and trends
TPW 5.20	Complete key economic stimulus projects for the Business Parks - North Dartmouth Trunk Sewer Burnside and the Washmill Lake/102 underpass to Bayers Lake
Objectives for the next 3-5 years:	
TPW 5.21	Develop and maintain geospatial asset inventories for all infrastructure groups maintained by TPW
TPW 5.22	Implement asset management work order system for tracking all capital and operating costs against specific assets
TPW 5.23	Improvements to Street Maintenance Directory for detailed private /unaccepted road maintenance, snow & ice priority levels, sanding /salting delineation and street lengths (Operational Review-2010 ,Implement 3-5 yrs)

Goal 6 Deliver an efficient sustainable resource oriented solid waste program

Corporate Strategy Linkage:

EMT Priority - Service Delivery, Fiscal Responsibility

Description:

HRM has a world recognized solid waste program. Provincial Environmental Goals and Sustainable Prosperity Act (EGSPA) requirements require a further significant increase in diversion of materials from the landfill. HRM’s program of source separated recycling and composting is somewhat mature. Optimizing and expanding upon opportunities to further enhance diversion will require further measures to meet the 2015 target of 300 kg/capita disposal of waste/year. HRM must therefore introduce new technology and programs to increase the diversion of re-usable material in some form of energy recovery, bio-chemical or biofuels model, and find new markets for recyclable materials. HRM must also increase its composting capacity and continue to advance and enhance participation in the source-separated recycling program across the residential and Industrial, Commercial and Institutional (ICI) sectors. To achieve the EGSPA goal, HRM must work internally with other BU’s in setting the example within HRM and externally with both public and private sector stakeholders and partners, including the identification of new partners. This effort will require development and implementation of new programs, technology and policy to support those initiatives.

Goal 6: Deliver an efficient sustainable resource oriented solid waste program	
<i>Objectives for 2010/2011:</i>	
Solid Waste Resources	
TPW 6.1	Complete comprehensive analysis of current composting maturity states to evaluate ability to meet new Canadian Council of Ministers of the Environment (CCME) and NS composting guidelines in support of assessments of technology and/or operational adjustments to achieve compliance
TPW 6.2	Complete comprehensive molecular characterization analysis of existing residual waste streams destined for landfill in support of technology assessments for new programs
TPW 6.3	Expand existing education and compliance operations across both residential and ICI sectors
TPW 6.4	Develop framework with stakeholders for a strategic plan to achieve Environmental Goals and Sustainable Prosperity Act (EGSPA) targets for 2015
TPW 6.5	Negotiate renewal agreement for Otter Lake Waste Processing and Disposal Facilities
TPW 6.6	Administer and monitor the diversion of Construction & Demolition materials (By-Law L-200)

TPW 6.7	Monitor and support the prevention of the exportation of Industrial, Commercial & Institutional waste from HRM, except through intra municipal agreements
TPW 6.8	Work with stakeholder partner in the production and sale of electricity at Highway 101 landfill
TPW 6.9	Develop and manage an efficient program to deal with leachate from HRM Solid Waste Resource operational facilities, to include the exploration of utilizing Highway 101 Landfill site as a leachate treatment facility to meet HRM needs
TPW 6.10	Enhance Solid Waste Resources compliance and enforcement operations across HRM
TPW 6.11	Administer a Household Hazardous Waste (HHW) program which achieves the number of mobile depot events contained in the approved annual operating budget
TPW 6.12	Monitor the HRM diversion rate with a focus on identifying new initiatives and opportunities to increase the rate
TPW 6.13	Develop and implement Back-Yard Composter unit sale event
TPW 6.14	Develop and implement Residential Curbside Give-Away Weekend Event
TPW 6.15	Work with all Business Units to implement corporate compliance with By-Law S-600 at all HRM operations, sites, properties and facilities
TPW 6.16	Deliver timely, quality and reliable collection services to the performance standards of the contracts
TPW 6.17	Manage facility contracts and partnerships to ensure effective processing and marketing is maintained
Objectives for the next 3-5 years:	
TPW 6.18	Identify and implement new technology/process/facility to meet HRM compost capacity and Provincial maturity state guidelines and negotiate contract changes with stakeholders
TPW 6.19	Identify and implement new technology to increase landfill diversion rates to meet EGSPA target, to include assessment and confirmation of long-term plan for Otter Lake landfill (beyond 2024) and/or its successor site

Goal 7: Prepared Emergency Management

Corporate Strategy Linkage:

Council Focus Area - Public Safety

Description:

TPW provides substantial assistance in the municipal response to emergencies primarily through the provision of its own assets or by leveraging assets of others to accommodate/assist victims of emergencies, as well as providing the direct services to the public in order to restore the Municipality to its pre-emergency state as soon as possible. As emergencies increase in complexity and affect more people, the expectation to respond in an efficient and immediate manner increases. The complexities of asset provision and delivery of services also therefore

escalate. A well developed, planned response for addressing emergency situations will ensure that the citizens receive the necessary support and level of service needed to overcome the emergency.

Goal 7: Prepared Emergency Management	
Objectives for 2010/2011:	
<i>Outcome: Emergency Plan developed and implemented for TPW</i>	
All of TPW	
TPW 7.1	Develop training plan for key EMO staff and take part in EMO sponsored exercises
TPW 7.2	Re-write internal emergency response plan to focus on emergency management
TPW 7.3	Participate in EMO joint planning initiatives and operations
TPW 7.4	Develop an operational emergency management manual for each area directly involved with EMO operations including Transit, Municipal Operations, and Real Estate and Facility Services
TPW 7.5	Complete a Business Continuity Plan and Emergency Preparedness Plan
TPW 7.6	Participate and support the exploration of one response system for all HRM Public Safety Agencies during a multi-agency/multi-jurisdictional response

Goal 8: Provide operational support to Special Events

Corporate Strategy Linkage:
Council Focus Area – Infrastructure

Description:
Each year HRM plays host to a number of events which include an annual Concert on the Commons. HRM must also prepare for the 2011 Canada Winter Games. TPW will be required to support the planning effort for the Games by providing the functional expertise of TPW staff in the area of traffic planning, transit planning, municipal operations, and Real Estate and Facility Services will be required in order to ensure a successful Winter Games.

Goal 8: Provide operational support to Special Events	
Objectives for 2010/2011:	
<i>Outcome: Support the needs of the 2011 Canada Winter Games</i>	
All of TPW	
TPW 8.1	Provide staff support and input into facility planning and development in support of the Games

TPW 8.2	Support the planning and management of capital projects in consideration of the Games requirements
TPW 8.3	Work with staff and the Games Committee to develop transportation and facility strategies for the 2011 Winter Games and provide resources including fuel, bus operations, snow removal, etc.
TPW 8.4	Support Canada Winter Games by absorbing costs for staff secondments
TPW 8.5	Work with HRM Special Event Staff to develop and implement a solid waste source separated plan for the Canada Winter Games
<i>Outcome: Support the needs of Special Events</i>	
All of TPW	
TPW 8.5	Work with HRM Special Events Staff to develop transportation strategies for each event
TPW 8.6	Work with HRM Special Event Staff to develop and implement a solid waste source separated plan for all facilities and external sites

Goal 9: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Council Focus Area – Transportation, Public Safety, Infrastructure

EMT Priority - Service Delivery

Description:

Support and participate in initiatives identified by other Business Units as agreed upon in the Business Planning cycle.

Goal 9: Meet Internal Service Expectations	
<i>Objectives for 2010/2011:</i>	
TPW 9.1	Work with all HRM BUs in the development and implementation of BU source separated multi-unit receptacle programs and collection system in compliance with By-Law S-600 for all facilities, recreational areas and public venues
TPW 9.2	Participate and support BPIM in the rollout of new desktop software , operating system upgrades, Privacy Policy Rollout and providing increased notice of Corporate Office moves

TPW 9.3	<p>Participate and support various committees including:</p> <ul style="list-style-type: none"> • Community Visioning • Regional Plan Advisory Committee • HRMby Design Steering Committee • Cogswell Master Plan Steering Committee • Long term arena strategy • Cole Harbour, Musquodoboit Harbour, Eastern Passage facility needs analysis • Dartmouth Sportsplex Steering Committee • New committees as identified to support ongoing facilities, facility projects and related matters • Communications Strategy • Multi year Financial Strategy • Employee Recognition Committee • Labour Management Committee
TPW 9.4	<p>Support Business Units in office moves and relocations by providing leadership role for space design, planning and execution. (Community Development, Finance)</p>
TPW 9.5	<p>Support Business Units in the roll out of new policies and compliance/audits of existing policies, including:</p> <ul style="list-style-type: none"> • New finance policies • Hurricane Juan Audit • Property Tax and Rents per Management agreements • Duty to Accommodate • Substance Abuse Policy • Values and Ethics Policy <p>Multi Year Financial Strategy Communication Strategy</p>
TPW 9.6	<p>Provide input, participation and support for the Security Clearance Project</p>
TPW 9.7	<p>Support Corporate Safety in meeting HRM's obligations for compliance with Health and Safety Legislation</p>
TPW 9.8	<p>Support and implement Workforce Planning model provided by HR</p>
TPW 9.9	<p>Support and provide subject matter expertise for the implementation of Information, Communication & Technology Projects including:</p> <ul style="list-style-type: none"> • ICT0740 Corporate HR training and Development Solution • Asset Management Decision Support Tool
TPW 9.10	<p>Provide input, participation and support for collective bargaining processes (NSUPE/ATU)</p>
TPW 9.11	<p>Provide expertise to Infrastructure and Asset Management for assets condition assessment, rating and reporting (General and Facilities)</p>

TPW 9.12	Participate and support IAM Facility Rationalization initiative by providing information on facilities from which they currently deliver service, when they: <ul style="list-style-type: none"> a) are no longer capable of supporting an acceptable service level; or b) are being abandoned due to a discontinuation of service or if service is being relocated to another facility; or c) are in a condition that no longer supports further investment based on the existing use; or In the case of community run facilities, the facility is not being utilized or managed by community and community does not support an alternative service delivery model
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Service Level Changes
<p><u>Increases In Services / new initiatives:</u></p> <ul style="list-style-type: none"> • Expansion of 6 Access-A-Bus Vehicles • Addition of 3 new Conventional routes as listed in the Annual Plan • Increase in services 6 Metro Transit Routes as listed in the Annual Plan • Commissioning of Ragged Lake Transit Centre
<p><u>Decreases In Services / Operational Pressures:</u></p> <ul style="list-style-type: none"> • Adjustments to 15 routes to meet Service Standards in the 5year Strategic Plan
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none"> • Elimination of expanded weekly summer green bin program

Transportation & Public Works

Summary of Gross Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
TPW Administration						
R100 Directors Admin.	366,374	412,460	412,460	689,711	277,251	67.2
	366,374	412,460	412,460	689,711	277,251	67.2
New Integrated Security Manag						
R102 Integrated Sec Manag	69,327	124,100	117,100	353,524	229,424	184.9
	69,327	124,100	117,100	353,524	229,424	184.9
Service Delivery & Quality Im						
R101 Serv. Deliv. & Qualit	638,672	734,180	686,200	743,801	9,621	1.3
	707,999	858,280	803,300	1,097,325	239,045	27.9
Ops Admin						
W220 Clearing-Facilities	128,529	0	0	0	0	-
W959 Clearing - Capital	0	0	0	0	0	-
	128,529	0	0	0	0	-
Real Estate						
W400 Acquisitions & Disp	449,218	461,900	461,900	475,868	13,968	3.0
W500 Business Parks	392,136	395,100	395,100	406,484	11,384	2.9
W600 Locked Real Estate	624,842	585,800	0	0	(585,800)	(100.0)
	1,466,196	1,442,800	857,000	882,352	(560,448)	(38.8)
Contract Support						
W134 Capital Salary Costs	0	0	0	46	46	-
W135 Construction Services	370,994	408,200	408,200	399,951	(8,249)	(2.0)
	370,994	408,200	408,200	399,997	(8,203)	(2.0)
Operations						
W200 Facility Operations	3,441,147	3,550,300	3,485,900	3,227,436	(322,864)	(9.1)
W211 Clean & Tenant Serv.	2,670,932	2,741,800	2,941,800	2,823,292	81,492	3.0
W212 Structural and Arenas	2,074,763	2,113,000	2,132,838	2,177,516	64,516	3.1
W213 Mechanical & PM Serv	2,411,434	2,663,000	2,836,701	2,849,174	186,174	7.0
	10,598,276	11,068,100	11,397,239	11,077,418	9,318	0.1
Facilities						
W160 Facilities Admin	293,943	460,000	1,045,800	1,053,751	593,751	129.1
W202 TPW Commercial Lease:	3,357,434	3,634,300	3,295,161	3,641,864	7,564	0.2
W203 Alderney Gate FacMgt	2,078,876	2,109,300	2,109,300	2,103,208	(6,092)	(0.3)
	16,328,529	17,271,700	17,847,500	17,876,241	604,541	3.5
RPAM Admin						
W100 Admin/ServDelivery	207,986	243,800	243,800	246,835	3,035	1.2
	207,986	243,800	243,800	246,835	3,035	1.2
Real Estate and Facility Serv	18,502,234	19,366,500	19,356,500	19,405,425	38,925	0.2
Public Relations/debt						
R622 Public Relations	168,795	251,600	221,700	382,014	130,414	51.8
	168,795	251,600	221,700	382,014	130,414	51.8
Transit Total						
R631 Gen. Transit Admin.	20,714,865	22,078,849	19,779,871	280,017	(21,798,832)	(98.7)
R635 Operator's Expense	27,089,286	29,610,403	29,496,802	32,621,055	3,010,652	10.2
R636 Support Services - T	2,123,296	2,162,500	2,184,350	1,783,428	(379,072)	(17.5)
R637 Scheduling	658,307	789,000	739,548	910,716	121,716	15.4
R638 Gen. Operations Exp.	1,347,251	1,602,700	1,797,705	321,276	(1,281,424)	(80.0)
	51,933,004	56,243,452	53,998,276	35,916,492	(20,326,960)	(36.1)
Community Transit Total						
R641 Community Transit	592,649	493,398	524,648	347,840	(145,558)	(29.5)
	592,649	493,398	524,648	347,840	(145,558)	(29.5)
Access-A-Bus Total						
R652 AAB-Scheduling/Disp.	471,901	849,200	435,350	2,954,190	2,104,990	247.9
R653 Lock Contract Access	5,506	0	0	0	0	-
R654 AAB Operations	2,854,559	2,737,999	2,899,758	0	(2,737,999)	(100.0)
	3,331,965	3,587,199	3,335,108	2,954,190	(633,009)	(17.6)
Ferries Total						
R661 Gen. Ferry Expense	690,149	722,600	742,950	283,342	(439,258)	(60.8)
R668 Ferry Crew Expense	2,281,110	2,184,000	2,596,800	2,016,152	(167,848)	(7.7)
R671 Metro Tr. Debt Chrg	5,954,574	5,558,700	5,558,700	6,082,650	523,950	9.4
	8,925,833	8,465,300	8,898,450	8,382,144	(83,156)	(1.0)

Transportation & Public Works

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Fleet: Ilsley Site						
R932 Transit Shop Mtce.	509,554	593,000	597,000	614,145	21,145	3.6
R933 Fleet R&M:Trans.-Ils	42,725	(2,900)	(575,607)	17,345,995	17,348,895	(598,237.8)
R934 Fleet Ops:Trans.-Ils	(0)	(700)	(5,100)	958,889	959,589	(137,084.1)
	552,280	589,400	16,293	18,919,029	18,329,629	3,109.9
Fleet: Thornhill Site						
R935 Bus Rebuild Program	(56)	(200)	(200)	(200)	0	-
R936 Fleet R&M:Trans-Thor	(30)	73,580	163,167	2,298,380	2,224,800	3,023.6
R955 Fleet R&M:Transit Ferry	5,660	0	0	577,750	577,750	-
R960 Fleet R&M:Transit-AAB	0	(100)	1,700	613,376	613,476	(613,476.0)
R961 Fleet R&M:Trans Comm	(0)	0	50,000	147,417	147,417	-
	5,574	73,280	214,667	3,636,723	3,563,443	4,862.8
Metro Transit Services						
R667 Ferry Maintenance	0	0	0	579,910	579,910	-
R657 Security	0	0	0	339,174	339,174	-
R656 Safety and Training	0	0	0	307,927	307,927	-
R640 Commun and Systems	0	0	0	504,165	504,165	-
R624 Administration	0	0	0	178,069	178,069	-
A640 Veh. Track. & Comm.	270,906	387,400	380,700		(387,400)	(100.0)
	65,781,006	70,091,029	67,589,842	72,447,677	2,356,648	3.4
Transportation Services						
R170 Transportation Serv.	1,139,424	1,424,540	1,364,055	1,417,616	(6,924)	(0.5)
	1,139,424	1,424,540	1,364,055	1,417,616	(6,924)	(0.5)
Right of Way Services						
R112 Rights of Way Approval	556,487	560,850	551,338	461,180	(99,670)	(17.8)
	556,487	560,850	551,338	461,180	(99,670)	(17.8)
Sign Shop						
R747 Traffic Signs	1,399,863	1,470,740	1,476,178	1,431,142	(39,598)	(2.7)
	1,399,863	1,470,740	1,476,178	1,431,142	(39,598)	(2.7)
Traffic Signals & Streetlight						
R825 Streetlighting	5,733,948	6,650,900	6,559,417	6,486,435	(164,465)	(2.5)
R827 Traffic Lights	1,574,880	1,556,790	1,487,128	1,542,292	(14,498)	(0.9)
	7,308,828	8,207,690	8,046,545	8,028,727	(178,963)	(2.2)
Traffic & Transportation	10,404,602	11,663,820	11,438,116	11,338,665	(325,155)	(2.8)
Fleet: Administration						
R912 Fleet: Administration	440,206	521,420	498,321	422,985	(98,435)	(18.9)
	440,206	521,420	498,321	422,985	(98,435)	(18.9)
Fleet: Turner Site						
R970 Fleet R&M:Municipal	20,061	(900)	(899)	0	900	(100.0)
	20,061	(900)	(899)	0	900	(100.0)
Fleet: Emergency						
R981 Fleet R&M:Fire	20,606	(300)	11,000	0	300	(100.0)
R985 Fleet R&M:Police	(95)	(100)	0	0	100	(100.0)
	20,511	(400)	11,000	0	400	(100.0)
Fleet: Halifax Regional Water						
R991 Fleet: R&M HRWC	348,808	710,000	710,000	0	(710,000)	(100.0)
	348,808	710,000	710,000	0	(710,000)	(100.0)
Fleet Services	829,586	1,230,120	1,218,422	422,985	(807,135)	(65.6)
All Weather Program						
W187 Hfx Artificial Spfld	246,733	229,800	210,500	214,044	(15,756)	(6.9)
W190 Dart Artifical Spfld	161,801	165,200	156,100	139,100	(26,100)	(15.8)
	408,534	395,000	366,600	353,144	(41,856)	(10.6)
Municipal Operations Admin						
W120 Operations Admin	251,981	298,540	338,540	299,734	1,194	0.4
	660,516	693,540	705,140	652,878	(40,662)	(5.9)
Municipal Operations Support						
R710 Municipal Op Support	4,034,318	3,978,860	4,149,700	4,629,399	650,539	16.3
	4,034,318	3,978,860	4,149,700	4,629,399	650,539	16.3

Transportation & Public Works

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Streets & Roads						
R715 Administration - St.	2,350,489	2,003,380	2,289,158	2,091,840	88,460	4.4
R720 Street Clean/Graffiti	2,321,849	2,086,250	2,946,250	1,062,826	(1,023,424)	(49.1)
R721 Street Mtce-West Rgn	420,562	493,400	543,400	477,889	(15,511)	(3.1)
R723 Service Trucks/Litter	0	0	0	1,104,182	1,104,182	-
R732 Street Mtce-Cent Rgn	1,035,354	776,690	671,345	794,721	18,031	2.3
R735 Street Mtce-East Rgn	425,845	529,700	485,000	432,228	(97,472)	(18.4)
R899 Streets J/C Clearing	0	0	0	0	0	-
	6,554,099	5,889,420	6,935,153	5,963,686	74,266	1.3
Ice Control (East, West and						
R761 Locked Ice Control	465,216	0	0	0	0	-
R771 East - Ice Control	2,095,829	1,215,480	1,878,480	1,243,111	27,631	2.3
R772 West - Ice Control	2,898,057	1,482,980	2,282,980	1,682,621	199,641	13.5
R773 Central - Ice Control	2,325,266	1,138,790	1,738,790	1,252,466	113,676	10.0
	7,784,368	3,837,250	5,900,250	4,178,198	340,948	8.9
Plowing (East, West and Cent						
R762 Locked Plowing	155,911	0	0	0	0	-
R774 East - Plowing	1,932,031	1,775,480	2,565,480	1,695,997	(79,483)	(4.5)
R775 West - Plowing	2,276,146	2,228,380	3,223,380	2,144,719	(83,661)	(3.8)
R776 Central Plowing	1,993,343	1,442,790	2,107,790	1,381,815	(60,975)	(4.2)
	6,357,430	5,446,650	7,896,650	5,222,531	(224,119)	(4.1)
Snow Removal (East, West and						
R763 Locked Snow Removal	14,428	0	0	0	0	-
R777 East - Snow Removal	226,926	56,600	56,600	36,600	(20,000)	(35.3)
R778 West - Snow Removal	593,207	96,000	96,000	74,126	(21,874)	(22.8)
R779 Central - Snow Removal	234,272	18,400	18,400	16,400	(2,000)	(10.9)
	1,068,832	171,000	171,000	127,126	(43,874)	(25.7)
Sidewalk Plowing/Ice Control						
R764 Locked Swlk Plow/Ice	3,248,694	0	0	0	0	-
R780 East-Sidewalk Pl/Ice	1,276,511	2,100,680	2,087,680	2,055,795	(44,885)	(2.1)
R781 West-Sidewalk Pl/Ice	1,529,858	2,554,380	2,554,380	2,424,077	(130,303)	(5.1)
R782 Central-Swawk Pl/Ice	324,702	748,190	748,190	665,538	(82,652)	(11.0)
	6,379,765	5,403,250	5,390,250	5,145,410	(257,840)	(4.8)
Related Program Costs(East, W						
R765 LockRelated ProgCost	319,085	0	0	0	0	-
R783 East-Related Pr Cost	357,191	93,780	93,780	93,033	(747)	(0.8)
R784 West-Related Pr Cost	333,094	105,480	105,480	123,133	17,653	16.7
R785 Cent-Related Pr Cost	168,690	64,380	64,380	34,156	(30,224)	(46.9)
	1,178,060	263,640	263,640	250,322	(13,318)	(5.1)
Snow & Ice Control Priority 2						
R768 Priority 2&3 Snow &Ice	1,330,136	0	0	0	0	-
	1,330,136	0	0	0	0	-
Operation Coordinator/Snow &	24,098,591	15,121,790	19,621,790	14,923,587	(198,203)	(1.3)
Sidewalks						
R738 Waverley Sidewalks	0	6,700	6,700	6,700	0	-
R739 Fall River Sidewalks	53,722	0	0	0	0	-
R740 Concrete SW-Wst/Bedf	648,055	767,400	765,200	724,462	(42,938)	(5.6)
R741 Asphalt Crb/Wlk-E/C	273,643	448,200	237,200	417,240	(30,960)	(6.9)
R742 Concrete SW-East/Cen	521,039	584,500	651,500	631,022	46,522	8.0
R743 Asphalt Patching	1,003,048	828,900	1,047,800	789,343	(39,557)	(4.8)
R744 Sidewalks - East	0	0	(0)	0	0	-
R745 Sidewalks - West	(0)	0	0	0	0	-
	2,499,507	2,635,700	2,708,400	2,568,767	(66,933)	(2.5)
Public Works Operations	33,152,196	23,646,910	29,265,343	23,456,040	(190,870)	(0.8)

Transportation & Public Works

Summary of Gross Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Parks and Open Spaces						
R831 Parks/Open - Admin	38,575	243,600	206,100	262,769	19,169	7.9
R845 Parks Urban Forestry	869,727	933,800	933,800	1,091,500	157,700	16.9
R850 Public Garden Green	265,264	557,900	557,900	672,462	114,562	20.5
R851 Parks/Horticulture	1,489,968	927,300	942,300	972,083	44,783	4.8
R852 Cap Dis Main Weekend	170,395	547,500	647,500	508,863	(38,637)	(7.1)
R855 Parks Cemeteries	854,285	452,400	437,100	365,006	(87,394)	(19.3)
R860 Parks/Open-West	770,338	666,000	666,000	748,853	82,853	12.4
	4,458,551	4,328,500	4,390,700	4,621,536	293,036	6.8
Sportsfields & Playgrounds						
W180 Playgrounds East	1,143,358	1,147,900	870,300	617,394	(530,506)	(46.2)
W181 Sports/Play - Admin	329,116	474,300	171,800	486,715	12,415	2.6
W182 Sportsfields East	1,440,269	1,232,200	1,090,300	788,891	(443,309)	(36.0)
W183 Playgrounds Central	0	0	161,300	622,198	622,198	-
W184 Playgrounds West	758,297	856,700	824,400	837,099	(19,601)	(2.3)
W185 Sportsfields - Central	0	0	177,700	592,056	592,056	-
W186 Sportsfields West	997,182	1,117,600	1,091,900	1,028,940	(88,660)	(7.9)
W189 Sports/PlayR&M-frCpt	0	0	(0)	0	0	-
	4,668,223	4,828,700	4,387,700	4,973,293	144,593	3.0
Municipal Operations	46,973,803	37,476,510	42,898,583	38,333,146	856,636	2.3
Former Solid Waste System						
M431 Sack Landfill Reserv	250,000	0	0	0	0	-
R311 MA Solid Waste Debt	319,590	307,700	307,700	295,200	(12,500)	(4.1)
R314 Sckv. Landfill Site	0	0	0	100	100	-
R315 Leach. Trt./FlareStc	24,164	0	0	0	0	-
	593,754	307,700	307,700	295,300	(12,400)	(4.0)
Admin WR						
R321 Administration - WR	961,046	1,099,500	1,151,231	1,134,308	34,808	3.2
	961,046	1,099,500	1,151,231	1,134,308	34,808	3.2
SW Other						
R322 Collection & RRFB	11,428,254	11,815,400	11,775,400	12,072,400	257,000	2.2
R323 Waste Res Sy Debt Ch	1,159,893	136,800	136,800	196,400	59,600	43.6
R324 Compost Fac.Burnside	3,190,605	3,225,000	3,335,000	3,583,000	358,000	11.1
R325 Compost Fac.Ragged Lak	2,783,693	2,835,000	3,835,000	3,975,000	1,140,000	40.2
R328 Rural Depots	177,535	155,000	155,000	154,400	(600)	(0.4)
R330 Material Recov. Fac.	2,681,857	2,453,700	2,463,700	2,522,700	69,000	2.8
R331 RRFB Contract	215,623	247,200	247,200	285,301	38,101	15.4
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	-
R333 C & E Progrms HRM	329,302	327,900	327,900	295,110	(32,790)	(10.0)
R334 Household Haz. Waste	336,742	401,300	401,300	416,200	14,900	3.7
	22,603,503	21,897,300	22,977,300	23,800,511	1,903,211	8.7
Otter Lake						
R326 Otter Lake WSF	3,422,823	2,947,700	2,947,700	2,832,200	(115,500)	(3.9)
R327 Otter Lake RDF	6,240,686	6,927,300	6,927,300	7,136,900	209,600	3.0
R329 Otter Lake FEP	9,906,639	10,198,400	9,854,000	11,111,600	913,200	9.0
	19,570,148	20,073,400	19,729,000	21,080,700	1,007,300	5.0
Waste Resources	43,134,697	43,070,200	43,857,531	46,015,519	2,945,319	6.8
Solid Waste Services	43,728,450	43,377,900	44,165,231	46,310,819	2,932,919	6.8
Regional Transportation Plann						
R951 Regional Trans.Plann	489,546	544,000	524,100	469,391	(74,609)	(13.7)
	489,546	544,000	524,100	469,391	(74,609)	(13.7)
Total	\$187,783,600	\$185,020,619	\$188,406,554	\$190,515,144	\$5,494,525	3.0

Transportation & Public Works

Summary of Gross Revenue by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
TPW Administration						
R100 Directors Admin.	(23)	0	0	0	0	-
	(23)	0	0	0	0	-
Service Delivery & Quality Im						
R101 Serv. Deliv.& Qualit	(162,000)	(177,100)	(100,000)	(177,100)	0	-
	(162,000)	(177,100)	(100,000)	(177,100)	0	-
Ops Admin						
W220 Clearing-Facilities	(15,741)	0	0	0	0	-
	(15,741)	0	0	0	0	-
Real Estate	0	0	0	0	0	-
W400 Acquisitions & Disp	(107,530)	(303,400)	(195,000)	(303,400)	0	-
W500 Business Parks	(818,407)	(733,800)	(893,364)	(733,800)	0	-
	(925,937)	(1,037,200)	(1,088,364)	(1,037,200)	0	-
Operations						
W200 Facility Operations	44,593	0	0	0	0	-
W211 Clean & Tenant Serv.	(886)	0	0	0	0	-
W212 Structural and Arenas	(168,004)	0	0	0	0	-
W213 Mechanical & PM Serv	(2,313)	0	0	0	0	-
	(126,609)	0	0	0	0	-
Facilities						
W202 TPW Commercial Lease	(1,770,594)	(2,162,100)	(2,201,400)	(2,559,100)	(397,000)	18.4
W203 Alderney Gate FacMgt	(1,327,530)	(1,305,100)	(1,305,100)	(1,305,100)	0	-
	(3,224,733)	(3,467,200)	(3,506,500)	(3,864,200)	(397,000)	11.5
Real Estate and Facility Serv	(4,166,411)	(4,504,400)	(4,594,864)	(4,901,400)	(397,000)	8.8
Public Relations/debt						
R622 Public Relations	(583,225)	(655,700)	(655,700)	(680,700)	(25,000)	3.8
	(583,225)	(655,700)	(655,700)	(680,700)	(25,000)	3.8
Transit Total						
R631 Gen. Transit Admin.	(26,383,440)	(57,621,549)	(55,897,149)	0	57,621,549	(100.0)
R635 Operator's Expense	(10,210)	0	0	(64,704,213)	(64,704,213)	-
R636 Support Services - T	(15,878)	0	0	0	0	-
	(26,409,527)	(57,621,549)	(55,897,149)	(64,704,213)	(7,082,664)	12.3
Community Transit Total						
R641 Community Transit	(588,438)	(115,900)	(98,000)	(93,000)	22,900	(19.8)
	(588,438)	(115,900)	(98,000)	(93,000)	22,900	(19.8)
Access-A-Bus Total						
R652 AAB-Scheduling/Disp.	(148,775)	(179,500)	(165,000)	(180,000)	(500)	0.3
	(148,775)	(179,500)	(165,000)	(180,000)	(500)	0.3
Ferries Total						
R661 Gen. Ferry Expense	(1,783,625)	(1,981,600)	(2,021,600)	0	1,981,600	(100.0)
R668 Ferry Crew Expense	(226)	0	0	(1,976,100)	(1,976,100)	-
	(1,783,851)	(1,981,600)	(2,021,600)	(1,976,100)	5,500	(0.3)
Fleet: Ilsley Site						
R933 Fleet R&M:Trans.-Ils	(36,052)	0	(59,112)	0	0	-
	(36,052)	0	(59,112)	0	0	-
Fleet:Thornhill Site						
R955 Fleet R&M:Transit Ferry	(5,808)	0	0	0	0	-
	(5,808)	0	0	0	0	-
Metro Transit Services						
R624 Administration	0	0	0	(79,600)	(79,600)	-
A640 Veh. Track. & Comm.	(28,365)	(28,000)	(21,300)		28,000	(100.0)
	(29,584,042)	(60,582,249)	(58,917,861)	(67,713,613)	(7,131,364)	11.8
Transportation Services						
R170 Transportation Serv.	0	0	(10)	0	0	-
	0	0	(10)	0	0	-

Transportation & Public Works

Summary of Gross Revenue by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Right of Way Services						
R112 Rights of Way Approval	(420,664)	(418,100)	(383,617)	(509,600)	(91,500)	21.9
	(420,664)	(418,100)	(383,617)	(509,600)	(91,500)	21.9
Sign Shop						
R747 Traffic Signs	(55,235)	0	(105,419)	0	0	-
	(55,235)	0	(105,419)	0	0	-
Traffic Signals & Streetlight						
R825 Streetlighting	(94,240)	0	(53,000)	0	0	-
R827 Traffic Lights	(5,373)	0	(6,750)	0	0	-
	(99,613)	0	(59,750)	0	0	-
Traffic & Transportation	(575,513)	(418,100)	(548,796)	(509,600)	(91,500)	21.9
Fleet: Turner Site						
R970 Fleet R&M:Municipal	(14,792)	0	0	0	0	-
	(14,792)	0	0	0	0	-
Fleet: Emergency						
R981 Fleet R&M:Fire	(31,785)	0	(11,000)	0	0	-
	(31,785)	0	(11,000)	0	0	-
Fleet: Halifax Regional Water						
R991 Fleet: R&M HRWC	(348,808)	(710,000)	(710,000)	0	710,000	(100.0)
	(348,808)	(710,000)	(710,000)	0	710,000	(100.0)
Fleet Services	(395,385)	(710,000)	(721,000)	0	710,000	(100.0)
All Weather Program						
W187 Hfx Artificial Spfld	(169,159)	(135,000)	(154,900)	(135,000)	0	-
W190 Dart Artifical Spfld	(143,534)	(137,800)	(143,100)	(137,800)	0	-
	(312,693)	(272,800)	(298,000)	(272,800)	0	-
Municipal Operations Admin	(312,693)	(272,800)	(298,000)	(272,800)	0	-
Municipal Operations Support						
R710 Municipal Op Support	(149,555)	0	(166,000)	0	0	-
	(149,555)	0	(166,000)	0	0	-
Streets & Roads						
R715 Administration - St.	(6,884)	0	0	0	0	-
R720 Street Clean/Graffiti	(52)	0	0	0	0	-
	(6,936)	0	0	0	0	-
Plowing (East, West and Cent						
R775 West - Plowing	(101)	0	0	0	0	-
R776 Central Plowing	(68)	0	0	0	0	-
	(169)	0	0	0	0	-
Sidewalk Plowing/Ice Control						
R764 Locked Swlk Plow/Ice	(2,316,883)	0	0	0	0	-
R780 East-Sidewalk Pl/Ice	(369)	(1,059,600)	(1,059,600)	(1,059,600)	0	-
R781 West-Sidewalk Pl/Ice	456	(927,150)	(927,150)	(927,150)	0	-
R782 Central-Swalk Pl/Ice		(689,650)	(689,650)	(689,650)	0	-
	(2,316,797)	(2,676,400)	(2,676,400)	(2,676,400)	0	-
Operation Coordinator/Snow &	(2,316,966)	(2,676,400)	(2,676,400)	(2,676,400)	0	-
Sidewalks						
R738 Waverley Sidewalks	(6,551)	(6,700)	(6,700)	(6,700)	0	-
R740 Concrete SW-Wst/Bedf	(38)	0	0	0	0	-
	(6,590)	(6,700)	(6,700)	(6,700)	0	-

Transportation & Public Works

Summary of Gross Revenue by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Public Works Operations	(2,330,491)	(2,683,100)	(2,683,100)	(2,683,100)	0	-
Parks and Open Spaces						
R850 Public Garden Green	(113)	0	0	0	0	-
R851 Parks/Horticulture	(2,270)	0	(15,000)	0	0	-
R855 Parks Cemeteries	(434,375)	(394,100)	(244,100)	(674,225)	(280,125)	71.1
	(436,758)	(394,100)	(259,100)	(674,225)	(280,125)	71.1
Sportsfields & Playgrounds						
W180 Playgrounds East	(2,370)	0	0	0	0	-
W181 Sports/Play - Admin	(49,760)	(51,000)	(51,000)	(51,000)	0	-
W182 Sportsfields East	(89,028)	(80,700)	(101,100)	(80,700)	0	-
W184 Playgrounds West	(7,694)	0	0	0	0	-
W186 Sportsfields West	(71,873)	(80,700)	(80,700)	(80,700)	0	-
	(220,724)	(212,400)	(232,800)	(212,400)	0	-
Municipal Operations	(3,450,222)	(3,562,400)	(3,639,000)	(3,842,525)	(280,125)	7.9
Admin WR						
R321 Administration - WR	(10,302,919)	(10,340,700)	(10,038,015)	(10,740,015)	(399,315)	3.9
	(10,302,919)	(10,340,700)	(10,038,015)	(10,740,015)	(399,315)	3.9
SW Other						
R322 Collection & RRFB	(3,785,068)	(3,224,000)	(2,731,000)	(2,724,000)	500,000	(15.5)
R324 Compost Fac. Burnside	(679,919)	(680,000)	(740,000)	(779,000)	(99,000)	14.6
R325 Compost Fac. Ragged Lal	(396,212)	(400,000)	(410,000)	(424,000)	(24,000)	6.0
R330 Material Recov. Fac.	(1,480,911)	(1,029,600)	(1,382,000)	(1,245,769)	(216,169)	21.0
R331 RRFB Contract	(169,107)	(247,300)	(247,300)	(287,636)	(40,336)	16.3
R333 C & E Progrms HRM	(31,364)	0	(40,000)	0	0	-
R334 Household Haz. Waste	(7,325)	(8,000)	(8,000)	(8,000)	0	-
	(6,549,906)	(5,588,900)	(5,558,300)	(5,468,405)	120,495	(2.2)
Otter Lake						
R326 Otter Lake WSF	(0)	0	0	0	0	-
R329 Otter Lake FEP	(153,909)	(108,000)	(325,642)	(80,000)	28,000	(25.9)
	(153,910)	(108,000)	(325,642)	(80,000)	28,000	(25.9)
Waste Resources	(17,006,736)	(16,037,600)	(15,921,957)	(16,288,420)	(250,820)	1.6
Solid Waste Services	(17,006,736)	(16,037,600)	(15,921,957)	(16,288,420)	(250,820)	1.6
Regional Transportation Plann						
R951 Regional Trans.Plann	(576)	0	0	0	0	-
	(576)	0	0	0	0	-
Total	(55,340,906)	(85,991,849)	(84,443,478)	(93,432,658)	(7,440,809)	8.7

Transportation & Public Works

Summary of Net Expenditures by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
TPW Administration						
R100 Directors Admin.	366,352	412,460	412,460	689,711	277,251	67.2
	366,352	412,460	412,460	689,711	277,251	67.2
New Integrated Security Manag						
R102 Integrated Sec Manag	69,327	124,100	117,100	353,524	229,424	184.9
	69,327	124,100	117,100	353,524	229,424	184.9
Service Delivery & Quality Im						
R101 Serv. Deliv.& Qualit	476,672	557,080	586,200	566,701	9,621	1.7
	545,999	681,180	703,300	920,225	239,045	35.1
Ops Admin						
W220 Clearing-Facilities	112,788	0	0	0	0	-
W959 Clearing - Capital	0	0	0	0	0	-
	112,788	0	0	0	0	-
Real Estate						
W400 Acquisitions & Disp	341,689	158,500	266,900	172,468	13,968	8.8
W500 Business Parks	(426,271)	(338,700)	(498,264)	(327,316)	11,384	(3.4)
W600 Locked Real Estate	624,842	585,800			(585,800)	(100.0)
	540,259	405,600	(231,364)	(154,848)	(560,448)	(138.2)
Contract Support						
W134 Capital Salary Costs	0	0	0	46	46	-
W135 Construction Services	370,994	408,200	408,200	399,951	(8,249)	(2.0)
	370,994	408,200	408,200	399,997	(8,203)	(2.0)
Operations						
W200 Facility Operations	3,485,740	3,550,300	3,485,900	3,227,436	(322,864)	(9.1)
W211 Clean & Tenant Serv.	2,670,046	2,741,800	2,941,800	2,823,292	81,492	3.0
W212 Structural and Arenas	1,906,759	2,113,000	2,132,838	2,177,516	64,516	3.1
W213 Mechanical & PM Serv	2,409,121	2,663,000	2,836,701	2,849,174	186,174	7.0
	10,471,666	11,068,100	11,397,239	11,077,418	9,318	0.1
Facilities						
W160 Facilities Admin	293,943	460,000	1,045,800	1,053,751	593,751	129.1
W202 TPW Commercial Lease	1,586,841	1,472,200	1,093,761	1,082,764	(389,436)	(26.5)
W203 Alderney Gate FacMgt	751,346	804,200	804,200	798,108	(6,092)	(0.8)
	13,103,796	13,804,500	14,341,000	14,012,041	207,541	1.5
RPAM Admin						
W100 Admin/ServDelivery	207,986	243,800	243,800	246,835	3,035	1.2
	207,986	243,800	243,800	246,835	3,035	1.2
Real Estate and Facility Serv	14,335,823	14,862,100	14,761,636	14,504,025	(358,075)	(2.4)
Public Relations/debt						
R622 Public Relations	(414,430)	(404,100)	(434,000)	(298,686)	105,414	(26.1)
	(414,430)	(404,100)	(434,000)	(298,686)	105,414	(26.1)
Transit Total						
R631 Gen. Transit Admin.	(5,668,575)	(35,542,700)	(36,117,278)	280,017	35,822,717	(100.8)
R635 Operator's Expense	27,079,076	29,610,403	29,496,802	(32,083,158)	(61,693,561)	(208.4)
R636 Support Services - T	2,107,418	2,162,500	2,184,350	1,783,428	(379,072)	(17.5)
R637 Scheduling	658,307	789,000	739,548	910,716	121,716	15.4
R638 Gen. Operations Exp.	1,347,251	1,602,700	1,797,705	321,276	(1,281,424)	(80.0)
	25,523,477	(1,378,097)	(1,898,873)	(28,787,721)	(27,409,624)	1,988.9
Community Transit Total						
R641 Community Transit	4,211	377,498	426,648	254,840	(122,658)	(32.5)
	4,211	377,498	426,648	254,840	(122,658)	(32.5)

Transportation & Public Works

Summary of Net Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Access-A-Bus Total						
R652 AAB-Scheduling/Disp.	323,126	669,700	270,350	2,774,190	2,104,490	314.2
R653 Lock Contract Access	5,506	0	0	0	0	-
R654 AAB Operations	2,854,559	2,737,999	2,899,758	0	(2,737,999)	(100.0)
	3,183,191	3,407,699	3,170,108	2,774,190	(633,509)	(18.6)
Ferries Total						
R661 Gen. Ferry Expense	(1,093,476)	(1,259,000)	(1,278,650)	283,342	1,542,342	(122.5)
R668 Ferry Crew Expense	2,280,884	2,184,000	2,596,800	40,052	(2,143,948)	(98.2)
R671 Metro Tr. Debt Chrg	5,954,574	5,558,700	5,558,700	6,082,650	523,950	9.4
	7,141,982	6,483,700	6,876,850	6,406,044	(77,656)	(1.2)
Fleet: Ilsley Site						
R932 Transit Shop Mtce.	509,554	593,000	597,000	614,145	21,145	3.6
R933 Fleet R&M:Trans.-Ils	6,673	(2,900)	(634,719)	17,345,995	17,348,895	(598,237.8)
R934 Fleet Ops:Trans.-Ils	(0)	(700)	(5,100)	958,889	959,589	(137,084.1)
	516,227	589,400	(42,819)	18,919,029	18,329,629	3,109.9
Fleet: Thornhill Site						
R935 Bus Rebuild Program	(56)	(200)	(200)	(200)	0	-
R936 Fleet R&M:Trans-Thor	(30)	73,580	163,167	2,298,380	2,224,800	3,023.6
R955 Fleet R&M:Transit Ferry	(149)	0	0	577,750	577,750	-
R960 Fleet R&M:Transit-AAB	0	(100)	1,700	613,376	613,476	(613,476.0)
R961 Fleet R&M:Trans Comm	(0)		50,000	147,417	147,417	-
	(234)	73,280	214,667	3,636,723	3,563,443	4,862.8
Metro Transit Services						
R667 Ferry Maintenance	0	0	0	579,910	579,910	-
R657 Security	0	0	0	339,174	339,174	-
R656 Safety and Training	0	0	0	307,927	307,927	-
R640 Commun and Systems	0	0	0	504,165	504,165	-
R624 Administration	0	0	0	98,469	98,469	-
A640 Veh. Track. & Comm.	242,541	359,400	359,400		(359,400)	(100.0)
	36,196,964	9,508,780	8,671,981	4,734,064	(4,774,716)	(50.2)
Transportation Services						
R170 Transportation Serv.	1,139,424	1,424,540	1,364,045	1,417,616	(6,924)	(0.5)
	1,139,424	1,424,540	1,364,045	1,417,616	(6,924)	(0.5)
Right of Way Services						
R112 Rights of Way Approval	135,823	142,750	167,721	(48,420)	(191,170)	(133.9)
	135,823	142,750	167,721	(48,420)	(191,170)	(133.9)
Sign Shop						
R747 Traffic Signs	1,344,628	1,470,740	1,370,759	1,431,142	(39,598)	(2.7)
	1,344,628	1,470,740	1,370,759	1,431,142	(39,598)	(2.7)
Traffic Signals & Streetlight						
R825 Streetlighting	5,639,708	6,650,900	6,506,417	6,486,435	(164,465)	(2.5)
R827 Traffic Lights	1,569,507	1,556,790	1,480,378	1,542,292	(14,498)	(0.9)
	7,209,215	8,207,690	7,986,795	8,028,727	(178,963)	(2.2)
Traffic & Transportation	9,829,089	11,245,720	10,889,320	10,829,065	(416,655)	(3.7)
Fleet: Administration						
R912 Fleet: Administration	440,206	521,420	498,321	422,985	(98,435)	(18.9)
	440,206	521,420	498,321	422,985	(98,435)	(18.9)
Fleet: Turner Site						
R970 Fleet R&M:Municipal	5,269	(900)	(899)	0	900	(100.0)
	5,269	(900)	(899)	0	900	(100.0)
Fleet: Emergency						
R981 Fleet R&M:Fire	(11,179)	(300)	0	0	300	(100.0)
R985 Fleet R&M:Police	(95)	(100)	0	0	100	(100.0)
	(11,274)	(400)	0	0	400	(100.0)

Transportation & Public Works

Summary of Net Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Fleet: Halifax Regional Water						
R991 Fleet: R&M HRWC	0	(0)	(0)	0	0	(100.0)
	0	(0)	(0)	0	0	(100.0)
Fleet Services	434,201	520,120	497,422	422,985	(97,135)	(18.7)
All Weather Program						
W187 Hfx Artificial Spfld	77,574	94,800	55,600	79,044	(15,756)	(16.6)
W190 Dart Artificl Spfld	18,267	27,400	13,000	1,300	(26,100)	(95.3)
	95,842	122,200	68,600	80,344	(41,856)	(34.3)
Municipal Operations Admin						
W120 Operations Admin	251,981	298,540	338,540	299,734	1,194	0.4
	347,823	420,740	407,140	380,078	(40,662)	(9.7)
Municipal Operations Support						
R710 Municipal Op Support	3,884,763	3,978,860	3,983,700	4,629,399	650,539	16.3
	3,884,763	3,978,860	3,983,700	4,629,399	650,539	16.3
Streets & Roads						
R715 Administration - St.	2,343,605	2,003,380	2,289,158	2,091,840	88,460	4.4
R720 Street Clean/Graffiti	2,321,796	2,086,250	2,946,250	1,062,826	(1,023,424)	(49.1)
R721 Street Mtce-West Rgn	420,562	493,400	543,400	477,889	(15,511)	(3.1)
R723 Service Trucks/Litter	0	0	0	1,104,182	1,104,182	
R732 Street Mtce-Cent Rgn	1,035,354	776,690	671,345	794,721	18,031	2.3
R735 Street Mtce-East Rgn	425,845	529,700	485,000	432,228	(97,472)	(18.4)
R899 Streets J/C Clearing	0	0	0	0	0	
	6,547,162	5,889,420	6,935,153	5,963,686	74,266	1.3
Ice Control (East, West and						
R761 Locked Ice Control	465,216	0	0	0	0	-
R771 East - Ice Control	2,095,829	1,215,480	1,878,480	1,243,111	27,631	2.3
R772 West - Ice Control	2,898,057	1,482,980	2,282,980	1,682,621	199,641	13.5
R773 Central - Ice Control	2,325,266	1,138,790	1,738,790	1,252,466	113,676	10.0
	7,784,368	3,837,250	5,900,250	4,178,198	340,948	8.9
Plowing (East, West and Cent						
R762 Locked Plowing	155,911	0	0	0	0	-
R774 East - Plowing	1,932,031	1,775,480	2,565,480	1,695,997	(79,483)	(4.5)
R775 West - Plowing	2,276,045	2,228,380	3,223,380	2,144,719	(83,661)	(3.8)
R776 Central Plowing	1,993,275	1,442,790	2,107,790	1,381,815	(60,975)	(4.2)
	6,357,261	5,446,650	7,896,650	5,222,531	(224,119)	(4.1)
Snow Removal (East, West and						
R763 Locked Snow Removal	14,428	0	0	0	0	-
R777 East - Snow Removal	226,926	56,600	56,600	36,600	(20,000)	(35.3)
R778 West - Snow Removal	593,207	96,000	96,000	74,126	(21,874)	(22.8)
R779 Central - Snow Removal	234,272	18,400	18,400	16,400	(2,000)	(10.9)
	1,068,832	171,000	171,000	127,126	(43,874)	(25.7)
Sidewalk Plowing/Ice Control						
R764 Locked Swlk Plow/Ice	931,811	0	0	0	0	-
R780 East-Sidewalk Pl/Ice	1,276,142	1,041,080	1,028,080	996,195	(44,885)	(4.3)
R781 West-Sidewalk Pl/Ice	1,530,314	1,627,230	1,627,230	1,496,927	(130,303)	(8.0)
R782 Central-Swalk Pl/Ice	324,702	58,540	58,540	(24,112)	(82,652)	(141.2)
	4,062,968	2,726,850	2,713,850	2,469,010	(257,840)	(9.5)
Related Program Costs(East, W						
R765 LockRelated ProgCost	319,085	0	0	0	0	-
R783 East-Related Pr Cost	357,191	93,780	93,780	93,033	(747)	(0.8)
R784 West-Related Pr Cost	333,094	105,480	105,480	123,133	17,653	16.7
R785 Cent-Related Pr Cost	168,690	64,380	64,380	34,156	(30,224)	(46.9)
	1,178,060	263,640	263,640	250,322	(13,318)	(5.1)

Transportation & Public Works

Summary of Net Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Ice Control (East, West and						
R768 Priority 2&3 Snow &Ice	1,330,136	0	0	0	0	-
	1,330,136	0	0	0	0	-
Operation Coordinator/Snow &	21,781,625	12,445,390	16,945,390	12,247,187	(198,203)	(1.6)
Sidewalks						
R738 Waverley Sidewalks	(6,551)	0	0	0	0	-
R739 Fall River Sidewalks	53,722	0	0	0	0	-
R740 Concrete SW-Wst/Bedf	648,017	767,400	765,200	724,462	(42,938)	(5.6)
R741 Asphalt Crb/Wlk-E/C	273,643	448,200	237,200	417,240	(30,960)	(6.9)
R742 Concrete SW-East/Cen	521,039	584,500	651,500	631,022	46,522	8.0
R743 Asphalt Patching	1,003,048	828,900	1,047,800	789,343	(39,557)	(4.8)
R744 Sidewalks - East	0	0	(0)	0	0	-
R745 Sidewalks - West	(0)	0	0	0	0	-
	2,492,918	2,629,000	2,701,700	2,562,067	(66,933)	(2.5)
Public Works Operations	30,821,705	20,963,810	26,582,243	20,772,940	(190,870)	(0.9)
Parks and Open Spaces						
R831 Parks/Open - Admin	38,575	243,600	206,100	262,769	19,169	7.9
R845 Parks Urban Forestry	869,727	933,800	933,800	1,091,500	157,700	16.9
R850 Public Garden Green	265,151	557,900	557,900	672,462	114,562	20.5
R851 Parks/Horticulture	1,487,698	927,300	927,300	972,083	44,783	4.8
R852 Cap Dis Main Weekend	170,395	547,500	647,500	508,863	(38,637)	(7.1)
R855 Parks Cemeteries	419,910	58,300	193,000	(309,219)	(367,519)	(630.4)
R860 Parks/Open-West	770,338	666,000	666,000	748,853	82,853	12.4
	4,021,793	3,934,400	4,131,600	3,947,311	12,911	0.3
Sportsfields & Playgrounds						
W180 Playgrounds East	1,140,988	1,147,900	870,300	617,394	(530,506)	(46.2)
W181 Sports/Play - Admin	279,356	423,300	120,800	435,715	12,415	2.9
W182 Sportsfields East	1,351,241	1,151,500	989,200	708,191	(443,309)	(38.5)
W183 Playgrounds Central	0	0	161,300	622,198	622,198	-
W184 Playgrounds West	750,603	856,700	824,400	837,099	(19,601)	(2.3)
W185 Sportsfields - Central	0	0	177,700	592,056	592,056	-
W186 Sportsfields West	925,309	1,036,900	1,011,200	948,240	(88,660)	(8.6)
W189 Sports/PlayR&M-frCpt	0	0	(0)	0	0	-
	4,447,498	4,616,300	4,154,900	4,760,893	144,593	3.1
Municipal Operations	43,523,582	33,914,110	39,259,583	34,490,621	576,511	1.7
Former Solid Waste System						
M431 Sack Landfill Reserv	250,000	0	0	0	0	-
R311 MA Solid Waste Debt	319,590	307,700	307,700	295,200	(12,500)	(4.1)
R314 Sckv. Landfill Site	0	0	0	100	100	-
R315 Leach. Trt./FlareStc	24,164	0	0	0	0	-
	593,754	307,700	307,700	295,300	(12,400)	(4.0)
Admin WR						
R321 Administration - WR	(9,341,874)	(9,241,200)	(8,886,784)	(9,605,707)	(364,507)	3.9
	(9,341,874)	(9,241,200)	(8,886,784)	(9,605,707)	(364,507)	3.9

Transportation & Public Works

Summary of Net Expenditures by Division *(continued)*

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
SW Other						
R322 Collection & RRFB	7,643,186	8,591,400	9,044,400	9,348,400	757,000	8.8
R323 Waste Res Sy Debt Ch	1,159,893	136,800	136,800	196,400	59,600	43.6
R324 Compost Fac. Burnside	2,510,685	2,545,000	2,595,000	2,804,000	259,000	10.2
R325 Compost Fac. Ragged Lal	2,387,480	2,435,000	3,425,000	3,551,000	1,116,000	45.8
R328 Rural Depots	177,535	155,000	155,000	154,400	(600)	(0.4)
R330 Material Recov. Fac.	1,200,945	1,424,100	1,081,700	1,276,931	(147,169)	(10.3)
R331 RRFB Contract	46,516	(100)	(100)	(2,335)	(2,235)	2,235.0
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	-
R333 C & E Progrms HRM	297,938	327,900	287,900	295,110	(32,790)	(10.0)
R334 Household Haz. Waste	329,417	393,300	393,300	408,200	14,900	3.8
	16,053,597	16,308,400	17,419,000	18,332,106	2,023,706	12.4
Otter Lake						
R326 Otter Lake WSF	3,422,822	2,947,700	2,947,700	2,832,200	(115,500)	(3.9)
R327 Otter Lake RDF	6,240,686	6,927,300	6,927,300	7,136,900	209,600	3.0
R329 Otter Lake FEP	9,752,730	10,090,400	9,528,358	11,031,600	941,200	9.3
	19,416,238	19,965,400	19,403,358	21,000,700	1,035,300	5.2
Waste Resources	26,127,961	27,032,600	27,935,574	29,727,099	2,694,499	10.0
Solid Waste Services	26,721,715	27,340,300	28,243,274	30,022,399	2,682,099	9.8
Regional Transportation Plann						
R951 Regional Trans. Plann	488,970	544,000	524,100	469,391	(74,609)	(13.7)
	488,970	544,000	524,100	469,391	(74,609)	(13.7)
Total	\$132,442,694	\$99,028,770	\$103,963,076	\$97,082,486	-\$1,946,284	(2.0)

Transportation & Public Works

Summary by Expenditure & Revenue Types

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Expenditures						
Compensation & Benefits	76,802,961	80,020,500	80,775,595	84,485,512	4,465,012	5.6
Office	888,825	1,207,500	1,183,936	1,196,831	(10,669)	(0.9)
Professional Fees	19,473,144	20,425,000	21,173,739	456,587	(19,968,413)	(97.8)
Legal & Consulting Fees	108,173	175,100	193,500	153,212	(21,888)	(12.5)
External Services	31,283,478	27,649,600	31,023,109	50,993,193	23,343,593	84.4
Uniforms & Clothing	530,283	564,300	478,082	597,810	33,510	5.9
Salt	3,116,338	1,600,600	2,868,000	1,602,200	1,600	0.1
Supplies & Materials	3,204,367	2,873,800	3,009,484	2,757,857	(115,943)	(4.0)
Utilities	10,005,178	11,073,100	11,101,020	10,334,575	(738,525)	(6.7)
Building Costs	4,393,530	4,481,700	5,347,080	4,513,466	31,766	0.7
Equipment & Communications	8,041,709	4,016,700	6,141,464	4,030,119	13,419	0.3
Vehicle Expense	21,025,593	20,638,100	18,991,238	18,435,075	(2,203,025)	(10.7)
Travel	382,587	449,000	363,959	372,590	(76,410)	(17.0)
Training & Education	166,615	307,700	279,976	322,203	14,503	4.7
Facilities Rental	2,596,799	3,151,500	2,793,743	3,179,100	27,600	0.9
Advertising & Promotion	570,110	606,900	576,060	524,631	(82,269)	(13.6)
Other Goods & Services	1,637,548	2,002,170	1,886,710	2,121,563	119,393	6.0
Interdepartmental	(8,454,652)	(7,902,000)	(8,041,208)	(7,561,134)	340,866	(4.3)
Debt-Interest	2,538,078	2,006,800	2,013,600	2,067,450	60,650	3.0
Debt Principal	9,019,065	6,688,900	6,688,900	7,751,700	1,062,800	15.9
Insurance Costs	36,807	20,300	20,300	20,300	0	-
Transfer to/from Reserves	2,759,441	3,613,500	2,854,818	3,329,304	(284,196)	(7.9)
Other Fiscal	(3,651,854)	(972,600)	(3,639,000)	(1,121,300)	(148,700)	15.3
Prior year Surplus/Deficit	1,309,477	322,449	322,449	(47,700)	(370,149)	(114.8)
Expenditures	187,783,600	185,020,619	188,406,554	190,515,144	5,494,525	3.0
Total	\$187,783,600	\$185,020,619	\$188,406,554	\$190,515,144	\$5,494,525	3.0
Revenues						
Tax Revenues	(226,400)	(1,300)	(1,300)	(1,300)	0	-
Area Rate Revenue	(2,638,137)	(30,666,649)	(30,666,649)	(36,779,713)	(6,113,064)	19.9
Payments in Lieu of taxes	456	0	0	0	0	-
Transfers from other Gov'ts	(3,959,903)	(3,479,300)	(2,986,300)	(3,019,636)	459,664	(13.2)
Licenses & Permits	(251,023)	(249,000)	(227,000)	(369,000)	(120,000)	48.2
Rental & Leasing	(2,939,171)	(3,181,300)	(3,309,786)	(3,578,300)	(397,000)	12.5
Transit Revenue	(28,244,890)	(31,841,100)	(30,025,700)	(32,855,400)	(1,014,300)	3.2
Recreational Revenue	(3,726)	0	(1,814)	0	0	-
Tipping Fees - Waste Resource	(11,157,151)	(11,301,500)	(11,068,815)	(11,823,815)	(522,315)	4.6
Sales Revenue	(2,606,454)	(2,188,800)	(2,399,152)	(2,673,094)	(484,294)	22.1
Environmental Protection Levi	0	0	(419)	0	0	-
Other Revenue	(3,314,508)	(2,998,800)	(3,672,443)	(2,248,300)	750,500	(25.0)
Interdepartmental Revenue	0	(84,100)	(84,100)	(84,100)	0	-
Revenues	(55,340,906)	(85,991,849)	(84,443,478)	(93,432,658)	(7,440,809)	8.7
Total	(55,340,906)	(85,991,849)	(84,443,478)	(93,432,658)	(7,440,809)	8.7
Net Cost	\$132,442,694	\$99,028,770	\$103,963,076	\$97,082,486	-\$1,946,284	(2.0)

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:

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

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

Strategies for Reserves

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

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

Other aspects of the Policy include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Financial Reporting and Accounting Manual, Section 3.15 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

Equipment Reserves:

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

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

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

Q213 Fuel Systems (Pre-amalgamation): To provide for upgrade and replacement of HRM regional fuel depots. The source of funding which stopped flowing to the reserve prior to 1999 was \$0.01 of the \$0.02 per litre surcharge applied to HRM Business Units and outside agencies based on the litres of fuel issued through HRM Fuel Depots. Post-1999, the only funding source to the reserve are interest payments.

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 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 (M471).

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 Mount Hermon cemetery lots and from interest paid on the reserve.

Q312 Culture Development Reserve (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 largely funded from donations.

Q318 Library Capital Campaign (2005): This reserve is used to fund the Central Library fund raising capital campaign. Any additional funds beyond that required to cover campaign costs will be transferred to the capital project for architectural design fees, construction, materials, furniture and equipment for the Central Library. Funding will be from Provincial grant increases paid to the Halifax Regional Library and from interest paid to the reserve.

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from surplus form Halifax Metro Cente 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

Capital Reserves

The Halifax Regional Municipal Charter 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 Halifax Regional Municipality Charter. Under this Charter, 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, Parkland and pre-determined library land; and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 99 of the Halifax Regional Municipality Charter 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 Halifax Regional Municipality Charter 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 Halifax Regional Municipal Charter, 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 Halifax Regional Municipality Charter. Funding to come from real estate developers in the form of cash in-lieu of 5% assessed value of the subdivision's lots approved for development.

Q119 Sackville Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. 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 (M461) and from interest paid to the reserve.

Q124 Upper Sackville Turf (2000): This reserve provides funding to offset the costs of maintaining, upgrading, and eventual replacement of the artificial turf field and amenities at Weir Field in Upper Sackville. The reserve may also be used for upgrading and replacement of ancillary structures associated with the field such as lighting, bleachers, and the parking lot. The reserve is funded from 50% 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 and from interest paid to the reserve.

Q128 Rural Fire (2003): This reserve will be used to fund light vehicles (rescue, utility and tactical support), address health and safety concerns and assist in ensuring rural fire buildings comply to code in order to meet operational requirements. These safety issues may also include emergency power and accessibility in the event stations are needed as 'emergency shelters'. Funding to come from the operating budget of Fire Services (F793) and from interest paid to the reserve.

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

Q130 New Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life.

Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

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

Q133 Capital Cost Contribution Bedford South Interchange (2006): To fund HRM's share of an interchange to be built as per the Bedford South Charge Area plan. Funds will be used for oversized infrastructure which benefits existing communities in the areas surrounding the charge area. A contribution will be made annually from the operating budget of Fiscal Services (M310), in the amount of \$450,000 with interest earned at the prevailing market rate being paid to reserves. This contribution will stop in 2011/12 once the required amount of \$3,855,000 is fully funded.

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

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

Q136 Strategic Transit Fund (2006): As outlined in the Transit Funding Agreement between the Province of Nova Scotia and Halifax Regional Municipality, HRM will receive annual Strategic Transit funding. This agreement falls under the Canada-Nova Scotia Agreement on the Transfer of Federal Public Transit Funds. In return, the municipality is required to use the funds for investment in public transit infrastructure and to provide accountability documentation to the provincial government, who will act as administrator of the funds. The Municipality is required to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. This reserve ended March 31, 2010.

Q137 Regional Capital Cost Charges: This reserve is 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. Funding to come from an annual transfer of funds from the Operating Budget within Fiscal Services (M310).

Q139 Central Library Repayment Reserve: This reserve is to be used to fund HRM's commitment to the Central Library capital project. This Reserve is governed by Section 120 of the Halifax Charter. Proceeds from property sold by the Municipality must be placed in a Capital Reserve and is governed by the requirements of the Halifax Charter regarding its application. Funding will be provided through the sale of specific parcels of HRM-Owned properties as outlined in the Report to Council on November 18, 2008 over a period of 2 to 10 years.

Q140 Central Library Repayment Reserve: This reserve will be used to cover costs to preserve the structural integrity of the Central Library building, systems, and maintenance items. Funding to come an annual contribution from Central Library Operating Budget. Funding will begin upon completion of the build in 2013/14 and on the Reserve.

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

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, 2010 based on the 2009-2010 Proposed Operating , Capital and Reserve Budgets.

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED RESERVE BUDGET 2010/11
TO MARCH 31, 2011**

	Projected 31-Mar-10	Contributions	Interest	Withdrawals	Budget Projected Balance 31-Mar-11
Equipment Reserves	\$1,992,790	\$420,000	\$18,598	(\$330,000)	\$2,101,388
Operating Reserves	\$16,485,670	\$15,457,513	\$212,173	(\$7,564,922)	\$24,590,434
Capital Reserves	\$23,192,665	\$66,347,512	\$380,368	(\$53,939,142)	\$35,981,402
	<u>\$41,671,124</u>	<u>\$82,225,025</u>	<u>\$611,139</u>	<u>(\$61,834,064)</u>	<u>\$62,673,224</u>

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET**

		Projected Available Balance March 31/10	2010/11 Budgeted Contributions	2010/11 Projected Interest	2010/11 Capital Budget Withdrawals	2010/11 Operating Budget Withdrawals	2010/11 Other Budgeted Withdrawals	Projected Available Balance March 31/11
Equipment Reserves								
Q204	General Fleet	1,490,664	65,000	12,337	0	0	0	1,568,001
Q205	Police Vehicles	250,368	30,000	2,188	0	0	0	282,556
Q206	Fire Vehicles	449,756	325,000	3,839	-330,000	0	0	448,595
Q213	Fuel System	29,124	0	234	0	0	0	29,358
	Total Equipment Reserves	1,992,790	420,000	18,598	-330,000	0	0	2,101,388
Operating Reserves								
Q306	Self Insurance	3,171,876	0	26,121	0	-353,200	0	2,844,797
Q308	Operations Stabilization	556,519	2,473,700	18,019	0	0	0	3,048,238
Q309	Snow & Ice Control	3,727,641	4,677,211	55,430	0	0	0	8,460,282
Q310	Service Improvement	1,675,496	247,300	15,344	0	-144,235	0	1,793,905
Q311	Cemetery Maintenance	149,892	1,667	1,214	0	0	0	152,772
Q312	Culture Development Reserve	666,248	529,210	3,283	-375,000	-235,000	-300,000	288,741
Q313	Municipal Elections	575,448	603,100	7,909	0	0	0	1,186,457
Q314	EMO Cost Recovery	272,751	0	1,896	0	0	0	274,647
Q315	Marketing Levy Special Events	65,027	1,425,000	1,941	-125,000	-225,000	-957,500	184,467
Q316	DNA Costs (HRP and RCMP)	104,569	113,025	747	0	-109,300	0	109,042
Q317	Titanic Reserve	5,895	0	47	0	0	0	5,942
Q318 *	Library Capital Campaign	-1,281,737	760,800	0	0	0	0	-520,937
Q319	Major Events Facilities	955,356	0	22,339	0	0	-31,683	946,012
Q320	Operating Cost of Capital	125,338	3,673,500	11,791	0	-3,673,500	0	137,129
Q321	Information & Communication Tech	3,180,132	500,000	23,246	-962,000	-73,504	0	2,667,874
Q322	Police Emergency/Extraordinary Investigation	654,833	0	5,264	0	0	0	660,097
Q323	Police Officer On the Job Injury	566,214	0	4,552	0	0	0	570,765
Q324	Commons Enhancement	1,015	0	8	0	0	0	1,023
Q325	Provincially Funded Police Officers & Facility Lease	1,313,158	453,000	13,022	0	0	0	1,779,180
	Total Operating Reserves	16,485,670	15,457,513	212,173	-1,462,000	-4,813,739	-1,289,183	24,590,434
	Total Equipment & Operating Reserves	18,478,460	15,877,513	230,771	-1,792,000	-4,813,739	-1,289,183	26,691,822

* Projected balance is negative as the 3 year commitment for library is reflected in total commitments. Finance will monitor to ensure Reserve is not in a negative balance, per the Reserve Policy

Halifax Regional Municipality

DRAFT Project Budget FY 2010

Asset Class	Total Gross Budget	Cost Sharing	Reserves		LIC /Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget This Year
Buildings	54,896,333	17,693,333	9,732,333		1,650,000		29,075,666	25,820,667	2,095,500
Business Tools	1,705,000		962,000				962,000	743,000	802,500
Community & Property Development	2,892,000	500,000	500,000				1,000,000	1,892,000	153,000
District Activity Funds	1,495,000							1,495,000	
Equipment & Fleet	8,323,200		616,000				616,000	7,707,200	
Industrial Parks	15,600,000	8,333,334	7,266,666				15,600,000	0	
Metro Transit	23,638,300		2,000,000				2,000,000	21,638,300	5,420,200
Parks and Playgrounds	9,497,333	3,785,000	640,000				4,425,000	5,072,333	247,000
Roads & Streets	20,516,000	2,250,000			1,766,000		4,016,000	16,500,000	
Sidewalks, Curbs & Gutters	3,245,000				875,000		875,000	2,370,000	15,000
Solid Waste	8,623,700	1,757,000	6,866,700				8,623,700	0	50,000
Traffic Improvements	6,819,000	35,000	450,000			225,000	710,000	6,109,000	78,000
Totals for FY2010	157,250,866	34,353,667	29,033,699		4,291,000	225,000	67,903,366	89,347,500	8,861,200

Cost Sharing	34,353,667
Reserves	29,033,699
LIC / Area Rate	4,291,000
CCC	225,000
Total Funding	67,903,366

Capital From Operating	28,895,624
Capital Surplus	0
Crespool	300,000
Debt	30,344,833
Gas Tax	25,604,043
Operating Budget	4,203,000
Total Borrowing Other Transfers	89,347,500

Halifax Regional Municipality

Proposed Project Budget FY 2011

Asset Class	Total Gross Budget	Cost Sharing	Reserves	Local Improvement Charges /Area Rate	Capital Contribution Charges	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget This Year
Buildings	39,659,000	14,666,667	7,628,333			22,295,000	17,364,000	-810,000
Business Tools	6,713,000		3,030,000			3,030,000	3,683,000	585,800
Community & Property Development	10,365,000	5,000,000				5,000,000	5,365,000	100,000
District Activity Funds	1,495,000						1,495,000	
Equipment & Fleet	9,101,000		430,000			430,000	8,671,000	
Industrial Parks	21,100,000		21,100,000			21,100,000	0	
Metro Transit	27,519,000	450,000	4,500,000			4,950,000	22,569,000	3,362,600
Parks and Playgrounds	5,600,000		500,000			500,000	5,100,000	162,000
Roads & Streets	20,757,000	1,250,000		1,887,500		3,137,500	17,619,500	
Sidewalks, Curbs & Gutters	4,025,000			1,062,500		1,062,500	2,962,500	
Solid Waste	22,179,500		21,744,500			21,744,500	435,000	50,000
Traffic Improvements	14,026,000	35,000	380,000		2,145,000	2,560,000	11,466,000	76,000
Totals for FY2011	182,539,500	21,401,667	59,312,833	2,950,000	2,145,000	85,809,500	96,730,000	3,526,400

Cost Sharing	21,401,667
Reserves	59,312,833
Local Improvement Charge / Area Rate	2,950,000
Capital Contribution Charges	2,145,000
Total Funding	85,809,500

Capital From Operating	27,566,511
Capital Surplus	0
Crespool	300,000
Debt	33,393,489
Gas Tax	25,000,000
Operating Budget	10,470,000
Total Borrowing Other Transfers	96,730,000

Halifax Regional Municipality

Proposed Project Budget FY 2012

Asset Class	Total Gross Budget	Cost Sharing	Reserves	Local Improvement Charges /Area Rate	Capital Contribution Charges	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget This Year
Buildings	35,038,000	14,000,000	7,323,000			21,323,000	13,715,000	1,449,000
Business Tools	2,000,000						2,000,000	155,000
Community & Property Development	6,070,000	1,000,000				1,000,000	5,070,000	100,000
District Activity Funds	1,495,000						1,495,000	
Equipment & Fleet	11,815,000		380,000			380,000	11,435,000	24,000
Industrial Parks	21,100,000		21,100,000			21,100,000	0	
Metro Transit	23,503,000		1,800,000			1,800,000	21,703,000	5,423,300
Parks and Playgrounds	6,400,000		500,000			500,000	5,900,000	145,000
Roads & Streets	28,000,000	1,250,000		2,000,000		3,250,000	24,750,000	
Sidewalks, Curbs & Gutters	4,775,000			1,250,000		1,250,000	3,525,000	
Solid Waste	6,764,000		6,029,000			6,029,000	735,000	50,000
Traffic Improvements	10,607,000				135,000	135,000	10,472,000	25,000
Totals for FY2012	157,567,000	16,250,000	37,132,000	3,250,000	135,000	56,767,000	100,800,000	7,371,300

Cost Sharing	16,250,000
Reserves	37,132,000
Local Improvement Charge / Area Rate	3,250,000
Capital Contribution Charges	135,000
Total Funding	56,767,000

Capital From Operating	32,761,761
Capital Surplus	0
Crespool	300,000
Debt	34,953,239
Gas Tax	25,000,000
Operating Budget	7,785,000
Total Borrowing Other Transfers	100,800,000

Halifax Regional Municipality

Proposed Project Budget FY 2013

Asset Class	Total Gross Budget	Cost Sharing	Reserves	Local Improvement Charges /Area Rate	Capital Contribution Charges	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget This Year
Buildings	14,550,000		350,000			350,000	14,200,000	300,000
Business Tools	2,000,000						2,000,000	98,000
Community & Property Development	4,100,000						4,100,000	100,000
District Activity Funds	1,495,000						1,495,000	
Equipment & Fleet	9,786,000		380,000			380,000	9,406,000	
Industrial Parks	23,100,000		23,100,000			23,100,000	0	
Metro Transit	21,953,000						21,953,000	3,122,900
Parks and Playgrounds	6,500,000		500,000			500,000	6,000,000	155,000
Roads & Streets	30,915,000	1,250,000		2,000,000		3,250,000	27,665,000	
Sidewalks, Curbs & Gutters	7,000,000			2,000,000		2,000,000	5,000,000	
Solid Waste	5,950,000		5,215,000			5,215,000	735,000	50,000
Traffic Improvements	10,557,000						10,557,000	34,000
Totals for FY2013	137,906,000	1,250,000	29,545,000	4,000,000		34,795,000	103,111,000	3,859,900

Cost Sharing	1,250,000
Reserves	29,545,000
Local Improvement Charge / Area Rate	4,000,000
Capital Contribution Charges	
Total Funding	34,795,000

Capital From Operating	35,167,042
Capital Surplus	0
Crespool	300,000
Debt	34,948,958
Gas Tax	25,000,000
Operating Budget	7,695,000
Total Borrowing Other Transfers	103,111,000

Halifax Regional Municipality

Proposed Project Budget FY 2014

Asset Class	Total Gross Budget	Cost Sharing	Reserves	Local Improvement Charges /Area Rate	Capital Contribution Charges	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget This Year
Buildings	16,050,000		350,000			350,000	15,700,000	
Business Tools	2,000,000						2,000,000	
Community & Property Development	2,000,000						2,000,000	100,000
District Activity Funds	1,495,000						1,495,000	
Equipment & Fleet	8,880,000		380,000			380,000	8,500,000	
Industrial Parks	16,100,000		16,100,000			16,100,000	0	
Metro Transit	20,028,000						20,028,000	2,765,500
Parks and Playgrounds	6,500,000		500,000			500,000	6,000,000	155,000
Roads & Streets	34,115,000	1,250,000		2,000,000		3,250,000	30,865,000	
Sidewalks, Curbs & Gutters	10,000,000			2,500,000		2,500,000	7,500,000	
Solid Waste	2,321,000		1,586,000			1,586,000	735,000	50,000
Traffic Improvements	10,357,000						10,357,000	30,000
Totals for FY2014	129,846,000	1,250,000	18,916,000	4,500,000		24,666,000	105,180,000	3,100,500

Cost Sharing	1,250,000
Reserves	18,916,000
Local Improvement Charge / Area Rate	4,500,000
Capital Contribution Charges	
Total Funding	24,666,000

Capital From Operating	38,819,000
Capital Surplus	0
Crespool	300,000
Debt	34,626,000
Gas Tax	25,000,000
Operating Budget	6,435,000
Total Borrowing Other Transfers	105,180,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Buildings

Project Number	Project Name	2010	2011	2012	2013	2014
CBX01154	Accessibility - HRM Facilities	150,000	200,000	200,000	200,000	200,000
CBX01157	Alderney Gate Recaptalization(Bundle)	310,000	295,000	323,000	350,000	350,000
CBX01151	All Buildings Program (Bundle)	610,000				
CBX01274	Architecture - Exterior (Category 2)	85,000	50,000	50,000	100,000	100,000
CBX01273	Architecture - Interior (Category 5)	1,050,000	400,000	450,000	500,000	500,000
CBX01281	Beaverbank Community Centre	4,000,000	500,000			
CBX01144	Bedford 4-pad Arena	18,333,000				
CB100091	Canada Games Centre	4,000,000	500,000			
CBX01148	Centennial Pool Upgrades	2,700,000				
CBW00978	Central Library	10,000,000	22,000,000	21,000,000		
CBX01268	Consulting - Buildings (Category 0)	87,000	250,000	60,000	250,000	250,000
CBX01211	East Dartmouth Fire Station				500,000	4,000,000
CBX01275	Electrical (Category 7)	165,000	650,000	650,000	650,000	650,000
CBX01161	Energy Efficiency Projects	513,000	500,000	500,000	500,000	500,000
CBX01102	Fire Station Land Acquisition		735,000			
CBM00711	Fuel Depot Upgrades		400,000	400,000	400,000	400,000
CBX01046	Halifax City Hall Stone Restoration	1,333,333	2,000,000	2,000,000		
CBX01100	Herring Cove Fire Station	2,700,000				
CBX01168	HRM Heritage Bldings Upgrds(Bndle)	300,000				
CBX01210	Hubley Fire Station	2,750,000				
CBX01152	Major Facilities-Upgrades (Bundle)	2,101,000	3,258,000	1,500,000	6,500,000	6,500,000
CBX01269	Mechanical (Category 6)	400,000	860,000	1,185,000	1,000,000	1,000,000
CBX01140	Metropark Upgrades	60,000	60,000			
CBX01103	New Bedford West Fire Station			3,500,000	1,500,000	
CBX01141	North Preston Community Centre Expansion		1,000,000			
CBX01282	Porter's Lake Community Centre	2,144,000	1,056,000			
CBX01272	Roof (Category 3)	660,000	505,000	535,000	1,200,000	700,000
CBX01271	Site Work (Category 1)	325,000	1,040,000	60,000	200,000	200,000
CBX01056	Strategic Community Facility Planning	50,000	3,200,000	1,500,000	500,000	500,000
CBX01270	Structural (Category 4)	70,000	200,000	125,000	200,000	200,000
CBX01101	Three Harbour Fire Station			1,000,000		
Total	Buildings	54,896,333	39,659,000	35,038,000	14,550,000	16,050,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Business Tools

Project Number	Project Name	2010	2011	2012	2013	2014
CID00631	Asset Management		425,000	600,000	350,000	
CID01292	Automatic Vehicle Location Equipment		200,000			
CID01122	Corporate Customer Database	60,000	102,000			
CID00710	Corporate Document/Record Management	200,000	212,500	250,000	250,000	
CIO00261	Desktop Software Upgrade	230,000	230,000	230,000		
CID00748	Fibre Optics Network	300,000				
CID09995	Future Business Tools			270,000	750,000	1,350,000
CIR00256	GIS Infrastructure Upgrade	100,000		150,000		150,000
CIR00256	GIS Infrastructure Upgrade		125,000		150,000	
CBU01202	HRM Security Management-Security Cards	165,000				
CID00630	InfoTech Infrastructure Recapitalization		387,000	500,000	500,000	500,000
CBM00986	Non Inventoried Asset Management	200,000	331,500			
CIN00200	SAPHR Project	300,000	200,000			
CID01293	Streets and Services Permits	150,000				
CID09996	Trunk Mobile Radios - TMR		4,500,000			
Total	Business Tools	1,705,000	6,713,000	2,000,000	2,000,000	2,000,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Community & Property Development

Project Number	Project Name	2010	2011	2012	2013	2014
CDV00738	Center plans/Design (Visioning)		115,000	200,000	300,000	300,000
CDG01136	Civic Events and Infrastructure	50,000	50,000	50,000	50,000	50,000
CDG00498	Cogswell Design and Administration	100,000				
CDG00509	Cultural Facilities	50,000	50,000	50,000	50,000	50,000
CDX01182	Downtown Streetscapes	1,000,000	7,500,000	3,600,000	2,100,000	
CDG01135	HRM Public Art	250,000	200,000	200,000	200,000	200,000
CDG00487	Monuments and Commemoration	100,000	100,000	100,000	100,000	100,000
CDG01283	Regional Plan 5 year review		400,000	150,000		
CDG00493	Shubenacadie Canal Comm/Canal Greenway	584,000	500,000	420,000		
CDG00302	Special Places and People	150,000	50,000	50,000	50,000	50,000
CDV00734	Streetscaping in center hubs/corridors	483,000	1,000,000	1,000,000	1,000,000	1,000,000
CDV00721	Watershed Environmental Studies	125,000	400,000	250,000	250,000	250,000
Total	Community & Property Development	2,892,000	10,365,000	6,070,000	4,100,000	2,000,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

District Activity Funds

Project Number	Project Name	2010	2011	2012	2013	2014
CCV01301	District 1 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01310	District 10 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01311	District 11 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01312	District 12 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01313	District 13 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01314	District 14 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01315	District 15 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01316	District 16 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01317	District 17 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01318	District 18 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01319	District 19 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01302	District 2 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01320	District 20 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01321	District 21 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01322	District 22 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01323	District 23 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01303	District 3 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01304	District 4 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01305	District 5 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01306	District 6 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01307	District 7 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01308	District 8 Capital Funds	65,000	65,000	65,000	65,000	65,000
CCV01309	District 9 Capital Funds	65,000	65,000	65,000	65,000	65,000
Total	District Activity Funds	1,495,000	1,495,000	1,495,000	1,495,000	1,495,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Equipment & Fleet

Project Number	Project Name	2010	2011	2012	2013	2014
CTI00695	Emission Reduction - Public Transit Buses	36,000	50,000			
CVJ01222	EMO Emergency Situational Trailer			450,000		
CVJ01088	Fire Apparatus Replacement	1,922,200	2,360,000	4,000,000	3,378,000	3,200,000
CHJ01221	Fire Services Water Supply		400,000	400,000	400,000	400,000
CVJ01089	Fire Utility Replacement	500,000	300,000	300,000	300,000	300,000
CVD01087	Fleet Vehicle Replacement	1,310,000	2,200,000	4,000,000	3,378,000	3,000,000
CVK01206	Identification Unit - Police Services			100,000		
CEJ01220	Opticom Signalization System	80,000	80,000	80,000	80,000	80,000
CVK01090	Police Marked Cars	1,575,000	1,311,000	2,150,000	2,150,000	1,800,000
CVK01205	Police Negotiations Unit			125,000		
CVU01207	Replacement Ice Resurfacers			100,000	100,000	100,000
CEM01297	Salt Inventory Control	50,000				
CEJ01227	Self Contained Breathing Apparatus Replacement	2,400,000	2,400,000			
CHU01212	Vehicle Weigh Scales			110,000		
CEU01298	Welding Shop - Thornhill Drive	450,000				
Total	Equipment & Fleet	8,323,200	9,101,000	11,815,000	9,786,000	8,880,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Industrial Parks

Project Number	Project Name	2010	2011	2012	2013	2014
CQ300742	Aerotech Repositioning & Dvlmnt		1,000,000		2,000,000	
CQ300743	Bayers Lake Infill & Ragged Lk Dvlpmnt		10,000,000	6,000,000	6,000,000	6,000,000
CQ300741	Burnside & City of Lakes Development	3,000,000	10,000,000	15,000,000	15,000,000	10,000,000
CQ300746	Development Consulting	50,000	50,000	50,000	50,000	50,000
CQU01291	North Dartmouth Trunk Sewer	4,000,000				
CQ300745	Park sign renewal & Maintenance	50,000	50,000	50,000	50,000	50,000
CQ300748	Washmill Lake Court/102 Underpass/Regency Park Dr	8,500,000				
Total	Industrial Parks	15,600,000	21,100,000	21,100,000	23,100,000	16,100,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Metro Transit

Project Number	Project Name	2010	2011	2012	2013	2014
CBX01155	200 Ilsley Avenue -Safety Upgrades	340,000				
CVD00429	Access-A-Bus Expansion	550,000	900,000	900,000	900,000	
CVD00430	Access-A-Bus Replacement	70,000	543,000	797,000	520,000	450,000
CVD00436	Biennial Ferry Refit	580,000	500,000	520,000	520,000	520,000
CBT00432	Bus Stop Accessibility	0	125,000	125,000	125,000	125,000
CVD00434	Conventional Bus Expansion	7,129,000	4,000,000	8,425,000	5,075,000	4,500,000
CVD00435	Conventional Bus Replacement	3,200,000	3,700,000	1,350,000	2,700,000	4,500,000
CBX01171	Ferry Terminal Pontoon Protection(Bndl)	700,000				
CMX01229	FFE Ragged Lake Transit Facility	600,000				
CMU00981	MetroLink	1,479,300	8,400,000			
CVD00431	Mid Life Bus Rebuild	655,000	655,000	655,000	655,000	655,000
CMX01123	New Conventional Ferry	2,000,000	4,500,000	4,500,000		
CB200427	Ragged Lake Transit Centre				800,000	5,140,000
CMX01104	Rural Community Transit	0	2,656,000	1,450,000	4,970,000	1,500,000
CMU01289	Rural Transit Plan		325,000	325,000	325,000	
CVD00433	Service Vehicle Replacement	60,000	60,000	60,000	60,000	60,000
CBT00437	Shelters Replacement/Expansion		105,000	105,000	105,000	105,000
CBX01164	Transit Facilities Upgrades(Bundle)	400,000	425,000	450,000	450,000	450,000
CMU00982	Transit Security	400,000	425,000	450,000	450,000	450,000
CIU00875	Transit Software	500,000	200,000	200,000	200,000	140,000
CMU01095	Transit Strategy				350,000	
CMU01288	Transit System Accessibility	105,000				
CB200428	Transit Terminals Upgrade & Expansion	4,805,000		3,131,000	3,688,000	1,373,000
CMU01203	Vehicle Tracking & Communication Equipment Replacement	65,000		60,000	60,000	60,000
Total	Metro Transit	23,638,300	27,519,000	23,503,000	21,953,000	20,028,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Parks and Playgrounds

Project Number	Project Name	2010	2011	2012	2013	2014
CPX01061	Artificial Fields		100,000	1,400,000	600,000	600,000
CPX01179	Athletic Field/Park Equip (Bundle)	50,000	85,000	85,000	85,000	85,000
CPX01180	Ball Field Upgrades (Bundle)	70,000	178,000	250,000	200,000	250,000
CPX01181	Cemetery Upgrades (Bulk)	30,000	50,000	50,000	50,000	50,000
CPX01276	Chester Spur Line - ISF	1,000,000				
CPX01183	Horticultural Renovations	30,000	50,000	50,000	50,000	50,000
CDX01214	Indoor Soccer/Field Sport Facility	1,900,000				
CPX01184	Lawn Bowling Facilities (Bundle)		20,000	50,000	50,000	50,000
CPX01015	Mainland Common Development		100,000	100,000	50,000	
CPX01185	New Parks & Playgrounds (Bundle)	325,000	300,000	215,000	400,000	450,000
CPX01186	New Sports Court Developmnt(Bundle)		100,000	100,000	100,000	100,000
CPX01188	New Street Trees Program (Bundle)	125,000	225,000	250,000	250,000	275,000
CPX01189	Outdoor/SprayPools&Fountains(Bndle)	480,000	50,000	50,000	50,000	75,000
CPX01149	Park Land Acquisition	440,000	500,000	500,000	500,000	500,000
CPX01190	Parks Upgrades (Bundle)	259,000	475,000	500,000	515,000	565,000
CPX01191	Pathways-Park, Hrm Wide (Bundle)	50,000	135,000	125,000	125,000	150,000
CPX01192	Playgrnd Upgrds&Replacemnts(Bundle)	485,000	400,000	400,000	400,000	450,000
CPU00930	Point Pleasant Park Upgrades	1,333,333	300,000	400,000	400,000	475,000
CPX01278	Portland Hills Trail - RInC	600,000				
CPX01193	Public Gardens Upgrades	900,000	100,000	100,000	100,000	150,000
CPX01194	Regional Park Washroom Facility's(Bundle)	250,000	200,000		200,000	200,000
CPX01133	Regional Trails Acquisition	200,000				
CPX01196	Regional Trails Active Transportation	0	822,000	850,000	850,000	850,000
CDG00983	Regional Trails: Maintenance	70,000	100,000	100,000	100,000	125,000
CDG00984	Regional Trails-Active Transport-Gas Tax	200,000				
CPX01198	Skateboarding/Bike Facilities (Bundle)		100,000	100,000	100,000	100,000
CPX01199	Sports Court Upgrades (Bundle)	500,000	300,000	300,000	400,000	450,000
CPX01200	Sports Field Upgrades (Bundle)	50,000	175,000	200,000	200,000	250,000
CPX01201	Street Tree Replacement Program	125,000	185,000	175,000	175,000	200,000
CPX01178	Track and Field Upgrades (Bundle)	25,000	550,000	50,000	550,000	50,000
Total	Parks and Playgrounds	9,497,333	5,600,000	6,400,000	6,500,000	6,500,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Roads & Streets

Project Number	Project Name	2010	2011	2012	2013	2014
CRU01077	Bridges		1,109,000	1,295,000	2,000,000	2,500,000
CYU01076	Curb Renewals	560,000	680,000	1,500,000	2,000,000	2,000,000
CRX01279	Ernst Mill Bridge - ISF	1,570,000				
CRU01241	Gravel Roads & Street Drainage Maintenance-Ops	130,000	160,000	205,000	215,000	215,000
CZU01080	New Paving Streets - Core Area	1,032,000	1,275,000	1,500,000	1,500,000	1,500,000
CXU00585	New Paving Subdivision St's outside core	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
CRU01079	Other Road Related Works		600,000	2,000,000	2,000,000	2,000,000
CYU01081	Paving Renewal Program	3,284,000	3,753,000	4,500,000	5,500,000	6,500,000
CZU01082	Resurfacing	10,390,000	9,405,000	13,000,000	13,700,000	14,900,000
CRU01078	Street Planer Patching-Var Locations	1,050,000	1,275,000	1,500,000	1,500,000	2,000,000
Total	Roads & Streets	20,516,000	20,757,000	28,000,000	30,915,000	34,115,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Sidewalks, Curbs & Gutters

Project Number	Project Name	2010	2011	2012	2013	2014
CJU01083	New Sidewalks	1,750,000	2,125,000	2,500,000	4,000,000	5,000,000
CKU01084	Sidewalk Renewals	1,495,000	1,900,000	2,275,000	3,000,000	5,000,000
Total	Sidewalks, Curbs & Gutters	3,245,000	4,025,000	4,775,000	7,000,000	10,000,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Solid Waste

Project Number	Project Name	2010	2011	2012	2013	2014
CWU01295	Additional Green Carts for New Residents	300,000	435,000	735,000	735,000	735,000
CWU01065	Burner Installation Hwy101 Lndfill		30,000			
CWU01066	Cell 6 Construction - Otter Lake		16,600,000			
CWU01092	Dredging of Siltation Pond 08/09			180,000		
CWU01290	Environment Monitoring Site Work 101 Landfill	338,000	813,000	139,000	450,000	
CWU01296	Half Closure of Cell 4B - Otter Lake	2,385,000				
CWU01069	Half Closure of Cell 5 -Otter Lake	690,700	738,500	3,155,000	3,960,000	
CWU01267	Otter Lake Equipment	1,675,000	3,300,000	2,555,000	805,000	1,250,000
CWU01294	Refuse Trailers Rural Depots		263,000			336,000
CWU01062	Waste Stabilization Facility Otter Lake	3,235,000				
Total	Solid Waste	8,623,700	22,179,500	6,764,000	5,950,000	2,321,000

Halifax Regional Municipality

Proposed Projects - Alphabetical Listing

Traffic Improvements

Project Number	Project Name	2010	2011	2012	2013	2014
CTU00420	Active Transportation Plan Implementation	500,000	600,000	600,000	1,000,000	1,000,000
CTU00337	Controller Cabinet Replacement	100,000	325,000	250,000	250,000	250,000
CTR00904	Destination Signage Program		165,000	110,000	110,000	110,000
CTX01115	Dynamic Messaging Signs				2,000,000	
CTU00884	Functional Transportation Plans		150,000	100,000	100,000	100,000
CTX01116	Herring Cove Road Widening			1,800,000	400,000	1,350,000
CTU01086	Intersection Improvement Program	1,150,000	1,450,000	1,550,000	2,100,000	2,100,000
CTU01286	Joseph Howe Drive Turn Lanes		450,000			
CTV00725	Lacewood 4 Lane/Fairview Interchange		1,200,000	2,800,000		
CTU00971	Larry Uteck Interchange	450,000	380,000			
CTU00886	LED Traffic Signal Conversion Project	300,000	250,000			
CTU01287	Margeson Drive		900,000			
CTX01111	Margeson Drive Interchange	3,200,000				
CTX01112	Mt. Hope Avenue Extension					2,000,000
CTU01284	Overhead Wiring Conversion		750,000	750,000	750,000	750,000
CTR00906	Pedestrian Safety & Access Program	50,000	50,000	50,000	50,000	50,000
CTU00897	Road Corridor Land Acquisition		1,420,000	697,000	1,657,000	507,000
CTU01285	Road Network Model		414,000			
CTX01126	Road Oversizing -Bedford South CCC	19,000	97,000			
CTU01006	Roadway Oversizing - Bedford West CCC	135,000	3,250,000			
CRU00792	Street Lighting	200,000	310,000	160,000	160,000	160,000
CTR00423	Traffic Calming		50,000		50,000	
CTU00422	Traffic Signal Compliance Program	50,000	125,000	100,000	100,000	100,000
CTR00530	Traffic Signal Control System Integration	100,000	100,000	100,000	100,000	100,000
CTU01085	Traffic Signal Installation	35,000	560,000	460,000	500,000	500,000
CTU00419	Traffic Signal Rehabilitation	330,000	580,000	530,000	780,000	880,000
CTX01127	Traffic Signals - Bedford West CCC	100,000		150,000		
CTR00908	Transportation Demand Management Program	100,000	400,000	400,000	400,000	400,000
CTR00529	Various Traffic Related Studies		50,000		50,000	
Total	Traffic Improvements	6,819,000	14,026,000	10,607,000	10,557,000	10,357,000

Halifax Regional Municipality Operating Budget Impact of Projects

**Operating Cost
Gross**

Revenue

Net

FTE:

2010

		Operating Cost Gross	Revenue	Net	FTE:
Buildings					
CB100091	Canada Games Centre	1,400,000		1,400,000	3
CB200453	Dartmouth East Community Centre	100,000		100,000	
CB200454	Gordon R. Snow Community Centre	100,000		100,000	
CBG00720	Prospect Community Centre	168,000		168,000	
CBW00977	Woodlawn Public Library Expansion	315,500		315,500	
	Total	\$2,083,500		\$2,083,500	3
Business Tools					
CID00631	Asset Management	150,000		150,000	3
CID01122	Corporate Customer Database	162,500		162,500	2
CID00710	Corporate Document/Record Management	118,000		118,000	1
CIR00256	GIS Infrastructure Upgrade	75,000		75,000	1
CBU01202	HRM Security Management-Security Cards	66,000		66,000	3
CBM00986	Non Inventoried Asset Management	81,000		81,000	3
CIN00200	SAPHR Project	150,000		150,000	9
	Total	\$802,500		\$802,500	22
Community & Property Development					
CDG01136	Civic Events and Infrastructure	5,000		5,000	
CDX01182	Downtown Streetscapes	40,000		40,000	
CDG01135	HRM Public Art	40,000		40,000	
CDG00487	Monuments and Commemoration	15,000		15,000	
CDG00493	Shubenacadie Canal Comm/Canal Greenway	18,000		18,000	1
CDG00302	Special Places and People	5,000		5,000	
CDV00734	Streetscaping in center hubs/corridors	30,000		30,000	1
	Total	\$153,000		\$153,000	2
Metro Transit					
CVD00429	Access-A-Bus Expansion	412,100	-14,300	397,800	
CVD00430	Access-A-Bus Replacement	7,000		7,000	
CVD00436	Biennial Ferry Refit	6,000		6,000	
CVD00434	Conventional Bus Expansion	1,652,100	-131,400	1,520,700	
CVD00435	Conventional Bus Replacement	17,000		17,000	
CB200427	Ragged Lake Transit Centre	3,044,000		3,044,000	34
CMX01104	Rural Community Transit	0		0	4
CMU00982	Transit Security	33,000		33,000	
CIU00875	Transit Software	65,000		65,000	1
CMU01288	Transit System Accessibility	5,000		5,000	
CB200428	Transit Terminals Upgrade & Expansion	318,700		318,700	1
CMU01203	Vehicle Tracking & Communication Equipme	6,000		6,000	
	Total	\$5,565,900	-\$145,700	\$5,420,200	40
Parks and Playgrounds					
CPX01180	Ball Field Upgrades (Bundle)	5,000		5,000	
CPX01183	Horticultural Renovations	3,000		3,000	
CPX01185	New Parks & Playgrounds (Bundle)	34,000		34,000	
CPX01188	New Street Trees Program (Bundle)	15,000		15,000	
CPX01194	Regional Park Washroom Facility's(Bundle)	20,000		20,000	
CPX01196	Regional Trails Active Transportation	170,000		170,000	1
	Total	\$247,000		\$247,000	1
Sidewalks, Curbs & Gutters					
CJU01083	New Sidewalks	15,000		15,000	
	Total	\$15,000		\$15,000	
Solid Waste					
CWU01295	Additional Green Carts for New Residents	50,000		50,000	
	Total	\$50,000		\$50,000	
Traffic Improvements					
CTU00420	Active Transportation Plan Implementation	5,000		5,000	
CRU00792	Street Lighting	3,000		3,000	
CTR00908	Transportation Demand Management Progra	70,000		70,000	2
	Total	\$78,000		\$78,000	2
	Total	\$8,994,900	-\$145,700	\$8,849,200	70

Halifax Regional Municipality Proposed Business Plans and Budget 2010/11

APPENDIX "A"

Financial Information Tables by Business Unit

Office of the Chief Administrator

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$10,070,060	\$10,198,390	\$10,329,008	\$10,507,827	\$309,437	3.0
Gross Revenue	(854,060)	(287,400)	(349,225)	(116,400)	171,000	(59.5)
Net Budget						
CAO Office	454,806	446,290	474,650	420,385	(25,905)	(5.8)
CAO Administration	4,663,910	4,814,900	5,050,400	4,959,896	144,996	3.0
External & Corp. Affairs	575,469	902,800	706,833	974,807	72,007	8.0
Marketing, Design, Print Servic	1,764,972	1,843,600	1,844,873	2,072,677	229,077	12.4
DCAO Corporate Services & Str	1,288,266	1,419,320	1,418,947	1,465,878	46,558	3.3
DCAO Operations	468,578	484,080	484,080	497,784	13,704	2.8
Total	\$9,216,001	\$9,910,990	\$9,979,783	\$10,391,427	\$480,437	4.8

Business Planning & Information Management

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$19,791,312	\$19,449,518	\$18,494,401	\$19,864,695	\$415,177	2.1
Gross Revenues	(828,002)	(435,700)	(710,625)	(577,600)	(141,900)	32.6
Net Budget						
Commonwealth Games	19,700	0	145,000	0	0	-
Director of Business Plan. & In	767,766	850,011	1,116,305	915,819	65,808	7.7
Data Knowledge Management	246,970	315,175	335,110	497,141	181,966	57.7
Information Resource Managemt	493,102	579,908	579,078	607,418	27,510	4.7
Geographic Information Services	446,636	496,062	471,126	609,482	113,420	22.9
Data Management	810,407	955,836	927,385	1,014,167	58,331	6.1
Information Technology	3,584,984	2,215,663	1,258,113	2,010,283	(205,380)	(9.3)
Technology Infrastructure	4,159,026	4,474,100	4,344,731	4,444,168	(29,932)	(0.7)
Customer Care	2,518,451	2,275,525	2,332,123	2,411,745	136,220	6.0
Business Solutions	1,557,672	1,860,372	1,825,377	1,906,196	45,824	2.5
Project Management	915,400	1,197,121	1,052,121	1,192,048	(5,073)	(0.4)
Client Services	169,336	164,330	148,650	188,163	23,833	14.5
Customer Service Centres	587,018	674,945	608,959	713,749	38,804	5.7
Dispatch Services/Call Centre	1,800,205	1,875,738	1,860,838	1,917,299	41,561	2.2
E-Access & Services	510,342	593,956	491,396	616,056	22,100	3.7
Visitor Services	398,290	485,176	432,564	250,361	(234,815)	(48.4)
Harbour Solutions Project	819	(100)	(100)	(7,000)	(6,900)	6,900.0
Hurricane Juan	(3,112)	0	0	0	0	-
Total	\$18,963,310	\$19,013,818	\$17,783,776	\$19,287,095	\$273,277	1.4

Community Development

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$34,683,892	\$35,563,907	\$34,957,095	\$36,183,684	\$619,777	1.7
Gross Revenue	(17,148,683)	(15,943,917)	(15,340,485)	(15,865,065)	78,852	(0.5)
CDBU Administration	368,652	396,590	499,050	366,297	(30,293)	(7.6)
Market Development	403,550	401,600	401,600	401,600	0	-
Facilities	1,078,075	1,266,100	1,297,630	1,317,302	51,202	4.0
Community Relations	2,708,003	2,946,600	2,778,069	3,071,126	124,526	4.2
Development Services	2,067,695	2,276,400	2,923,562	2,936,352	659,952	29.0
Planning Services	3,362,347	3,688,800	3,243,521	3,512,976	(175,824)	(4.8)
Recreation Services	1,475,201	1,496,000	1,394,579	1,417,395	(78,605)	(5.3)
Outdoor Recreation	268,419	263,500	273,828	289,104	25,604	9.7
Aquatic Services	458,251	490,400	458,369	604,460	114,060	23.3
Mainland South & Area	1,095,508	1,060,300	1,112,451	1,000,140	(60,160)	(5.7)
Mainland N & Western	1,067,575	1,023,300	1,037,741	1,083,010	59,710	5.8
Bedford/Sack/Fall River	836,673	825,500	797,255	875,460	49,960	6.1
Cole Hb/E Shore & Valley	1,346,888	1,384,900	1,402,946	1,454,017	69,117	5.0
Peninsula	1,013,091	1,077,000	1,051,106	1,090,960	13,960	1.3
Dartmouth/Eastern Passage	824,928	825,200	798,296	824,580	(620)	(0.1)
Arenas	(27,364)	(11,600)	(62,393)	(126,640)	(115,040)	991.7
Facility Scheduling	323,809	320,700	320,300	337,750	17,050	5.3
Clearing Account REC	40,201	(163,800)	(163,800)	(185,100)	(21,300)	13.0
Area Services	36,916	52,500	52,500	50,670	(1,830)	(3.5)
Area Rate Services	(1,213,210)	0	0	(2,840)	(2,840)	(7,100,100.0)
Total	\$17,535,210	\$19,619,990	\$19,616,610	\$20,318,619	\$698,629	3.6

Finance

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$12,459,571	\$12,426,630	\$12,273,012	\$13,038,573	\$611,943	4.9
Gross Revenue	(8,472,915)	(8,353,100)	(8,486,650)	(10,961,800)	(2,608,700)	31.2
Net Budget						
Administration - Finance	332,963	377,980	387,972	396,745	18,765	5.0
Finance	1,242,609	1,270,500	1,266,610	1,431,222	160,722	12.7
Financial Services Admin	161,623	184,390	177,500	189,925	5,535	3.0
Revenue	(5,080,454)	(5,016,190)	(5,120,118)	(7,476,756)	(2,460,566)	49.1
Accounting	2,343,734	2,237,180	2,168,778	2,442,445	205,265	9.2
Procurement	3,274,335	3,291,270	3,287,220	3,616,542	325,272	9.9
Payroll Operations	1,203,038	1,255,000	1,162,100	1,304,000	49,000	3.9
Revenue Replacement Project	7,400	0	0	0	0	-
PS TCA Project	160,846	188,300	171,200	172,650	(15,650)	(8.3)
Business Process and Quality As	340,561	285,100	285,100	0	(285,100)	(100.0)
Total	\$3,986,656	\$4,073,530	\$3,786,362	\$2,076,773	-\$1,996,757	(49.0)

Fire & Emergency Services

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$52,633,420	\$54,792,300	\$54,569,448	\$56,283,716	\$1,491,416	2.7
Gross Revenue	(1,185,103)	(544,500)	(383,996)	(653,500)	(109,000)	20.0
Net Budget						
Operations	39,957,867	42,108,900	41,744,965	43,324,560	1,215,660	2.9
Operations Support	11,487,133	12,138,900	12,440,487	12,305,656	166,756	1.4
Locked Cost Centres	3,316	0	0	0	0	-
Total	\$51,448,316	\$54,247,800	\$54,185,452	\$55,630,216	\$1,382,416	2.5

Halifax Regional Library

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$19,271,091	\$19,673,900	\$19,673,900	\$20,852,551	\$1,178,651	6.0
Gross Revenues	(4,770,558)	(4,525,900)	(4,525,900)	(5,310,801)	(784,901)	17.3
Net Budget						
Administration - Library	1,904,458	1,994,800	1,994,800	1,864,900	(129,900)	(6.5)
Aldemey Gate Library	1,558,748	1,592,100	1,592,100	1,638,962	46,862	2.9
Spring Garden Rd. Mem. Library	1,666,906	1,782,400	1,782,400	1,846,122	63,722	3.6
Branch Libraries	9,282,401	9,778,700	9,778,700	10,191,766	413,066	4.2
Restricted Funds	88,021	0	0	0	0	-
Net Cost	\$14,500,533	\$15,148,000	\$15,148,000	\$15,541,750	\$393,750	2.6

Human Resources

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$4,260,824	\$4,772,160	\$4,632,123	\$4,895,029	\$122,869	2.6
Gross Revenue	(7,501)	0	(32,750)	(80,000)	(80,000)	-
Net Budget						
Administration	378,457	407,100	435,200	409,315	2,215	0.5
Org.Develop.& Health	1,576,127	1,742,890	1,672,790	1,790,480	47,590	2.7
Client Services	1,288,527	1,434,390	1,305,600	1,390,940	(43,450)	(3.0)
WCB	5,842	25,000	25,000	105,470	80,470	321.9
Total Compensation	672,374	718,890	654,340	628,774	(90,116)	(12.5)
Labour Relations	339,497	443,890	539,193	570,050	126,160	28.4
Total	\$4,260,824	\$4,772,160	\$4,632,123	\$4,895,029	\$122,869	2.6

Halifax Regional Municipality Police Services

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$71,973,994	\$74,949,140	\$76,280,055	\$78,173,889	\$3,224,749	4.3
Gross Revenue	(8,361,665)	(8,567,400)	(9,908,989)	(9,018,900)	(451,500)	5.3
Net Budget						
Executive Office	3,305,073	3,155,900	3,403,724	3,360,470	204,570	6.5
Chief's Division	1,532,165	1,675,840	1,197,754	1,713,590	37,750	2.3
Deputy Operational Support	353,944	451,200	439,859	455,800	4,600	1.0
Support Division	2,107,198	2,256,700	2,561,359	2,108,288	(148,412)	(6.6)
General Administration	284,438	408,600	343,050	381,130	(27,470)	(6.7)
Facilities/Buildings	47,747	49,200	69,000	56,900	7,700	15.7
Initiatives	219,381	373,900	344,270	371,563	(2,337)	(0.6)
Operations	632,142	806,400	795,770	805,173	(1,227)	(0.2)
Contractual Services	900,273	1,117,000	1,051,200	1,157,200	40,200	3.6
Community Standards	990,563	1,108,700	1,000,910	1,181,400	72,700	6.6
Contracted Services	1,245,747	1,523,900	1,427,850	1,481,300	(42,600)	(2.8)
Community Projects & Bylaw Administration	4,053,163	4,964,600	4,618,780	5,006,203	41,603	0.8
Emergency 911 Communications	3,183,406	3,157,500	3,475,286	3,209,164	51,664	1.6
Dispatch	5,897,892	6,613,940	6,208,037	6,810,600	196,660	3.0
Police	36,173	77,800	43,678	77,800	0	-
Fire	362,858	366,700	301,794	412,944	46,244	12.6
Non-Emergency	616,200	616,200	545,400	616,200	0	-
Integrated Emergency Service	0	0	1,745	0	0	-
Deputy Operations	6,913,122	7,674,640	7,100,654	7,917,544	242,904	3.2
Criminal Investigations Division	1,007,900	988,100	896,539	1,053,500	65,400	6.6
Operations Central	14,680,584	10,739,200	13,170,033	11,127,130	387,930	3.6
Operations East	9,698,840	11,216,600	10,161,439	12,688,200	1,471,600	13.1
Operations West	7,336,412	9,662,800	8,655,249	10,001,300	338,500	3.5
City Watch	7,078,164	8,001,600	7,779,880	8,037,500	35,900	0.4
Public Safety	121,608	116,760	78,387	119,800	3,040	2.6
Locked Police Services	2,360,908	2,437,060	2,910,510	2,476,300	39,240	1.6
	1,448	0	0	0	0	-
Total	\$63,612,329	\$66,381,740	\$66,371,066	\$69,154,989	\$2,773,249	4.2

Infrastructure & Asset Management

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$7,453,651	\$8,186,000	\$7,791,774	\$8,373,927	\$187,927	2.3
Gross Revenue	(86,988)	(70,000)	(218,636)	(90,800)	(20,800)	29.7
Net Budget						
IAM Admin	380,300	386,120	350,900	406,373	20,253	5.2
Facility Development	1,433,791	1,444,100	1,426,447	1,569,279	125,179	8.7
Design & Construction	3,820,611	4,036,880	3,830,711	4,158,569	121,689	3.0
CCC Implementation Project	155,817	304,400	180,600	314,872	10,472	3.4
Parks Planning	1,079,563	1,219,100	1,200,291	1,219,775	675	0.1
Sustainable Environment	496,581	725,400	584,189	614,259	(111,141)	(15.3)
Total	\$7,366,663	\$8,116,000	\$7,573,138	\$8,283,127	\$167,127	2.1

Legal Services & Risk Management

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$2,130,205	\$2,194,390	\$2,112,559	\$2,228,105	\$33,715	1.5
Gross Revenue	(108,799)	(144,000)	(193,500)	(228,000)	(84,000)	58.3
Net Budget						
Legal Services	2,130,205	2,194,390	2,112,559	2,228,105	33,715	1.5
Total	\$2,130,205	\$2,194,390	\$2,112,559	\$2,228,105	\$33,715	1.5

Transportation & Public Works

Summary of Budget by Division

	2008-2009	2009-2010	2009-2010	2010-2011	Change over	
	Actual	Budget	Projections	Budget	Budget	Var as %
Gross Expenditures	\$187,783,600	\$185,020,619	\$188,406,554	\$190,515,144	\$5,494,525	3.0
Gross Revenue	(55,340,906)	(85,991,849)	(84,443,478)	(93,432,658)	(7,440,809)	8.7
Net Budget						
TPW Administration	366,352	412,460	412,460	689,711	277,251	67.2
New Integrated Security Manag	69,327	124,100	117,100	353,524	229,424	184.9
Service Delivery & Quality Im	545,999	681,180	703,300	920,225	239,045	35.1
Ops Admin	112,788	0	0	0	0	-
Real Estate	540,259	405,600	(231,364)	(154,848)	(560,448)	(138.2)
Contract Support	370,994	408,200	408,200	399,997	(8,203)	(2.0)
Operations	10,471,666	11,068,100	11,397,239	11,077,418	9,318	0.1
Facilities	13,103,796	13,804,500	14,341,000	14,012,041	207,541	1.5
RPAM Admin	207,986	243,800	243,800	246,835	3,035	1.2
Public Relations/debt	(414,430)	(404,100)	(434,000)	(298,686)	105,414	(26.1)
Transit Total	25,523,477	(1,378,097)	(1,898,873)	(28,787,721)	(27,409,624)	1,988.9
Community Transit Total	4,211	377,498	426,648	254,840	(122,658)	(32.5)
Access-A-Bus Total	3,183,191	3,407,699	3,170,108	2,774,190	(633,509)	(18.6)
Ferries Total	7,141,982	6,483,700	6,876,850	6,406,044	(77,656)	(1.2)
Fleet: Ilsley Site	516,227	589,400	(42,819)	18,919,029	18,329,629	3,109.9
Fleet: Thornhill Site	(234)	73,280	214,667	3,636,723	3,563,443	4,862.8
Metro Transit Services	36,196,964	9,508,780	8,671,981	4,734,064	(4,774,716)	(50.2)
Transportation Services	1,139,424	1,424,540	1,364,045	1,417,616	(6,924)	(0.5)
Right of Way Services	135,823	142,750	167,721	(48,420)	(191,170)	(133.9)
Sign Shop	1,344,628	1,470,740	1,370,759	1,431,142	(39,598)	(2.7)
Traffic Signals & Streetlight	7,209,215	8,207,690	7,986,795	8,028,727	(178,963)	(2.2)
Fleet: Administration	440,206	521,420	498,321	422,985	(98,435)	(18.9)
Fleet: Turner Site	5,269	(900)	(899)	0	900	(100.0)
Fleet: Emergency	(11,274)	(400)	0	0	400	(100.0)
Fleet: Halifax Regional Water	0	(0)	(0)	0	0	(100.0)
All Weather Program	95,842	122,200	68,600	80,344	(41,856)	(34.3)
Municipal Operations Admin	347,823	420,740	407,140	380,078	(40,662)	(9.7)
Municipal Operations Support	3,884,763	3,978,860	3,983,700	4,629,399	650,539	16.3
Streets & Roads	6,547,162	5,889,420	6,935,153	5,963,686	74,266	1.3
Ice Control (East, West and	7,784,368	3,837,250	5,900,250	4,178,198	340,948	8.9
Plowing (East, West and Cent	6,357,261	5,446,650	7,896,650	5,222,531	(224,119)	(4.1)
Snow Removal (East, West and	1,068,832	171,000	171,000	127,126	(43,874)	(25.7)
Sidewalk Plowing/Ice Control	4,062,968	2,726,850	2,713,850	2,469,010	(257,840)	(9.5)
Related Program Costs(East, W	1,178,060	263,640	263,640	250,322	(13,318)	(5.1)
Ice Control (East, West and	1,330,136	0	0	0	0	-
Sidewalks	2,492,918	2,629,000	2,701,700	2,562,067	(66,933)	(2.5)
Parks and Open Spaces	4,021,793	3,934,400	4,131,600	3,947,311	12,911	0.3
Sportsfields & Playgrounds	4,447,498	4,616,300	4,154,900	4,760,893	144,593	3.1
Former Solid Waste System	593,754	307,700	307,700	295,300	(12,400)	(4.0)
Admin WR	(9,341,874)	(9,241,200)	(8,886,784)	(9,605,707)	(364,507)	3.9
SW Other	16,053,597	16,308,400	17,419,000	18,332,106	2,023,706	12.4
Otter Lake	19,416,238	19,965,400	19,403,358	21,000,700	1,035,300	5.2
Solid Waste Services	26,721,715	27,340,300	28,243,274	30,022,399	2,682,099	9.8
Regional Transportation Plann	488,970	544,000	524,100	469,391	(74,609)	(13.7)
Total	\$132,442,694	\$99,028,770	\$103,963,076	\$97,082,486	-\$1,946,284	(2.0)

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 <i>Provincial 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.