

HRM Approved Operating Budget 2013 / 14



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HALIFAX REGIONAL MUNICIPALITY

Approved 2013/2014 Operating & Project Budget

RESOLUTION for Approval of Operating & Project Budget and Tax Rates for Fiscal 2013/2014¹

It is hereby resolved that:

- a) the Operating Budget in the amount of **\$823,992,000** gross expenditures (which includes **\$694,503,000** in municipal expenditures including the reserve withdrawals specified in the Operating and Project Budget); **\$609,372,200** in property tax revenues (including area rate revenues) and **\$214,619,800** in other revenues be approved;
- b) the Project Budget in the amount of **\$165,042,500** be approved;
- c) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.668** for the urban area
 - (ii) **\$0.635** for the suburban area; and
 - (iii) **\$0.629** for the rural areaAnd applied to the taxable assessment of the property;
- d) the general rates of taxation on commercial property be set at
 - (i) **\$3.054** for the urban area;
 - (ii) **\$3.054** for the suburban area; and
 - (iii) **\$2.691** for the rural areaAnd applied to the taxable assessment of the property;
- e) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of \$0.299; and at a rate of \$0.304 for all commercial assessment;
- f) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of \$0.019; and at a rate of \$0.010 for all commercial assessment;
- g) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of \$0.019; and at a rate of \$0.009 for all commercial assessment;

¹ The Operating and Project Budgets, General Tax Rates and Area Rates for Supplementary Education, Fire Protection, Regional Transportation, and Local Transit, were approved by Regional Council on April 30, 2013. The Operating Budget was amended and the remaining area rates approved by Regional Council on June 18, 2013.

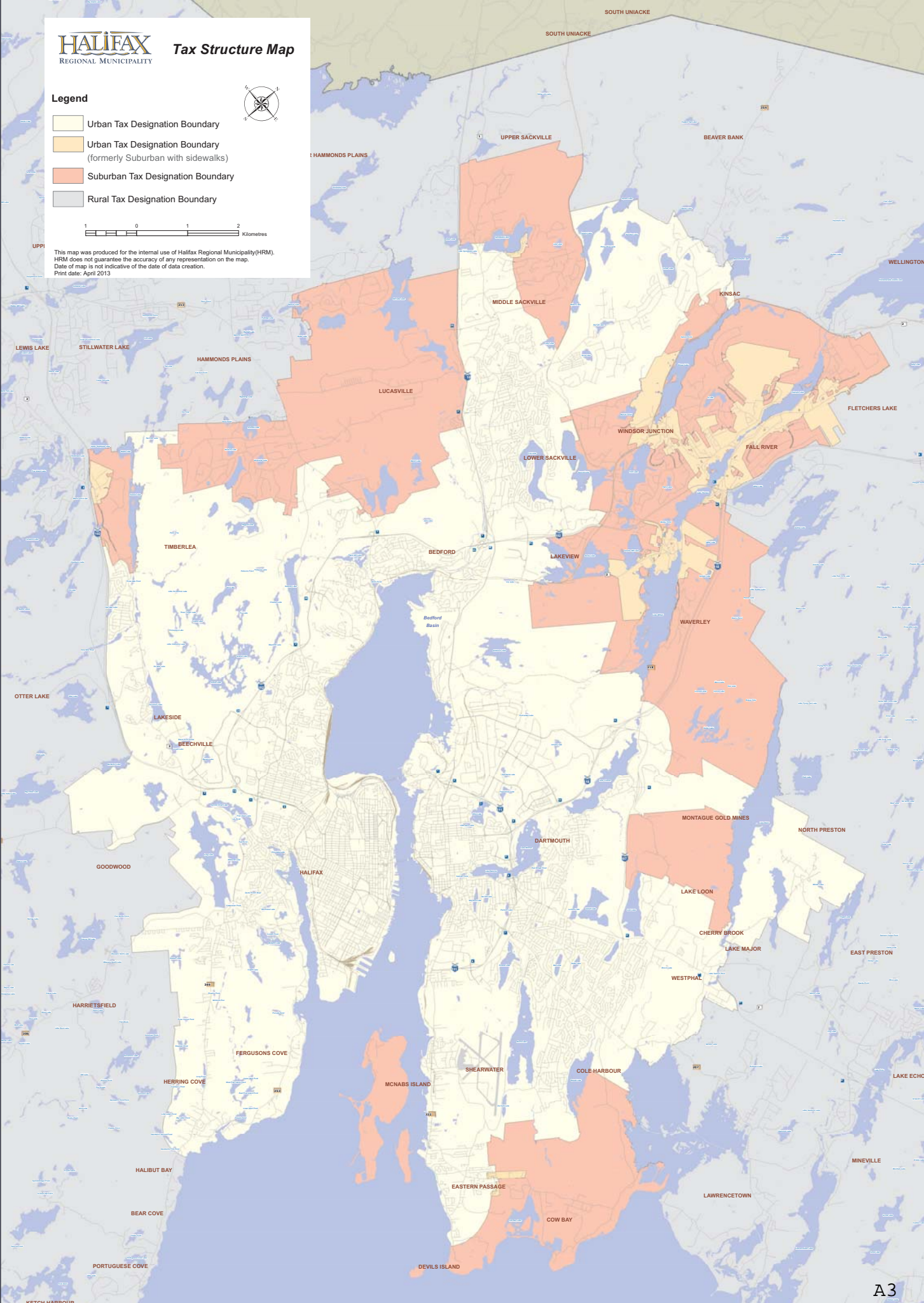
- h) the **Provincial Area Rate for Metro Regional Housing Authority** on residential and resource property be set at the rate of \$0.007; and at a rate of \$0.007 for all commercial assessment;
- i) the Metro Transit Annual Service Plan and the tax rates associated with Transit Taxation be set at
 - (i) **\$0.051** for the Regional Transportation tax rate;
 - (ii) **\$0.105** for the Local Transit tax rate
 And applied to the taxable assessment of the property;
- j) (i) the boundary of the urban, suburban and rural areas is as delineated in the “Tax Structure Map” attached to the April 25, 2013 staff report;
 (ii) the boundary of the Regional Transportation area includes all properties within communities included within the “Regional Transportation map” attached to the April 25, 2013 staff report;
 (iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop.
- k) **Supplementary Education**, under Section 80 of the Halifax Charter, shall be set at the rate of **\$0.035** to the residential and resource assessment and at **\$0.104** to the commercial assessment;
- l) **Fire Protection** rates shall be set at the rate of **\$0.025** for all residential and resource assessment and at **\$0.075** to the commercial assessment for properties which are within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes.
- m) Area rates shall be set on taxable residential, resource, and commercial assessment, as per the attached **Schedule of Area Tax Rates**;
- n) the final tax bills will become due on **Thursday, October 31, 2013**;
- o) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 121(2) of the Halifax Charter, be set at the rate of return on funds invested by HRM for the period April 1, 2013 to March 31, 2014;
- p) the interest rate on the Pollution Control Reserves be set at the rate of return on funds invested by HRM for the period April 1, 2013 to March 31, 2014;
- q) the interest rate on all reserves except for those identified in (o) and (p) above will be set at the rate of return on funds invested by HRM for the period April 1, 2013 to March 31, 2014;
- r) approve in advance, a funding commitment in the amount of \$72,400,000 for the 2014/15 fiscal year, for the projects listed in Appendix B of the April 25, 2013 staff report.

Legend

- Urban Tax Designation Boundary
- Urban Tax Designation Boundary
(formerly Suburban with sidewalks)
- Suburban Tax Designation Boundary
- Rural Tax Designation Boundary



This map was produced for the internal use of Halifax Regional Municipality (HRM). HRM does not guarantee the accuracy of any representation on the map. Date of map is not indicative of the date of data creation. Print date: April 2013



Schedule of General & Area Tax Rates	Residential and Resource Rate	Commercial Rate	
General Tax Rates for Municipal Services			
Urban Area	0.668	3.054	
Suburban Area	0.635	3.054	
Rural Area	0.629	2.691	
Tax Rates for Provincial Services (All of HRM)			
Mandatory Education	0.299	0.304	
Property Valuation Services	0.019	0.010	
Corrections Services	0.019	0.009	
Metro Housing Authority	0.007	0.007	
Supplementary Education			
HRM-wide	0.035	0.104	
Fire Protection			
To be levied on all assessable property that is within 1,200 feet of a fire hydrant:			
Fire Protection (Hydrants)	0.025	0.075	
Sidewalks			
Sheet Hbr & Area Streetscape Program (per property; not applicable to Resource assessr:	\$11.84	Flat Fee	\$11.84 Flat Fee
Transit Services			
Regional Transportation	0.051	n/a	
Local Transit	0.105	n/a	
Recreation			
Beaver Bank Recreation Centre	0.070	n/a	
Bedford Hammonds Plains Community Centre	0.018	0.018	
Gordon R. Snow Community Centre	0.063	0.063	
Riverline Activity Centre (Dutch Settlement)	0.032	n/a	
East Preston Recreation Centre	0.050	n/a	
Grand Lake Community Centre	0.021	n/a	
Lake & Shore Recreation Centre (Porter's Lake)	0.024	0.024	
Haliburton Highbury	0.023	n/a	
Hammonds Plains Common Rate	0.005	n/a	
Harrietsfield Williamswood	0.019	n/a	
Highland Park	0.005	n/a	
Hubbards Recreation Centre	0.031	n/a	
Ketch Harbour Area Residents Association (flat fee per dwelling)	\$66.67	Flat Fee	n/a
Kingswood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00 Flat Fee
LWF Recreation Centre (Urban Core)	0.030	n/a	
Lost Creek Community Association (flat fee per property)	\$50.00	Flat Fee	\$50.00 Flat Fee
Maplewood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00 Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00	Flat Fee	\$20.00 Flat Fee
Musquodoboit Harbour Common Rate	0.005	n/a	
Prospect Road Recreation Association	0.012	n/a	

continued on page 2

Schedule of General & Area Tax Rates	Residential and Resource Rate	Commercial Rate
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Schedule of General & Area Tax Rates (continued pg 1)	Residential and Resource Rate	Commercial Rate
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Prospect Road Recreation Centre	0.038	n/a
Sackville Heights Community Centre	0.010	0.010
St. Margaret's Centre	0.010	0.010
Three Brooks Homeowners Association (flat fee per property)	\$20.00 Flat Fee	n/a
Fox Hollow at St. Margaret's Bay Homeowners Association (flat fee per property)	\$60.00 Flat Fee	\$60.00 Flat Fee
Glen Arbour Residents Association (flat fee per property)	\$65.00 Flat Fee	\$65.00 Flat Fee
Silversides Residents Association (flat fee per property)	\$100.00 Flat Fee	\$100.00 Flat Fee
Upper Hammonds Plains (Maximum of \$300 per property)	0.170	n/a
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee
White Hills Residents Association (flat fee per property)	\$50.00 Flat Fee	\$50.00 Flat Fee

Business Improvement Districts

Downtown Halifax Business Commission (Minimum \$250, Maximum \$30,000)	n/a	0.0947
Downtown Dartmouth Business Commission (Minimum \$300, Maximum \$15,000)	n/a	0.3600
Spring Garden Area Business Association (Minimum \$250, Maximum: \$12,000)	n/a	0.3200
Quinpool Road Mainstreet District Association (Minimum \$250, Maximum \$7,000)	n/a	0.1900
Spryfield & District Business Commission (Minimum \$125, Maximum \$10,000)	n/a	0.2100
Main Street Dartmouth & Area Business Improvement Assoc (Min \$250, Max \$15,000)	n/a	0.1700
Sackville Business Association (Minimum \$200, Maximum \$7,000)	n/a	0.1400
North End Business Association Commercial (Minimum \$50, Maximum \$2,500)	n/a	0.1500

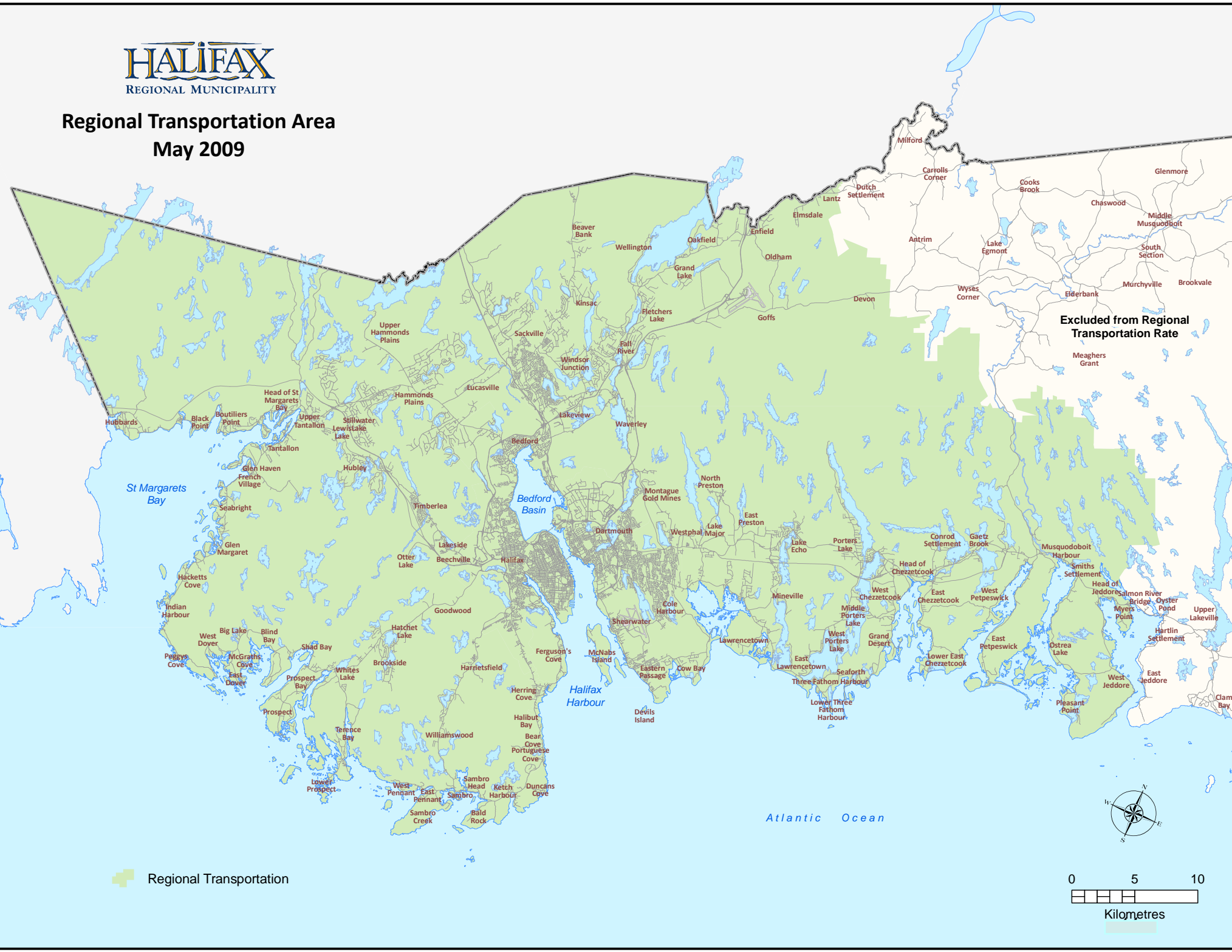
Private Road Maintenance Fees

Petpeswick Drive Improvement Society (flat fee per property)	\$200.00 Flat Fee	\$200.00 Flat Fee
Three Brooks Homeowner's Association (flat fee per property)	\$530.00 Flat Fee	\$530.00 Flat Fee
South West Grand Lake Property Owner's Association (flat fee per property)	Flat Fee Schedule	Flat Fee Schedule
Shag End Lot Owner's Association (flat fee per property)	\$600.00 Flat Fee	\$600.00 Flat Fee
River Bend Rd & River Court Homeowner's Association (flat fee per property)	Up to \$350 Flat Fee	Up to \$350 Flat Fee
Sambro Head Lot Owner's Association: Bald Rock Rd (flat fee per property)	\$385.33 Flat Fee	\$385.33 Flat Fee
St. Margaret's Village Community Association (flat fee per dwelling)	\$450.00 Flat Fee	\$450.00 Flat Fee
Rutter Court Residents Association (flat fee per dwelling)	\$350.00 Flat Fee	\$350.00 Flat Fee
Range Road Land Owner's Association (flat fee per property)	\$150.00 Flat Fee	\$150.00 Flat Fee


Local Improvement Charges

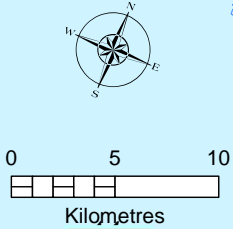
O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$160.00 Flat Fee	\$160.00 Flat Fee
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Regional Transportation Area
May 2009



**Excluded from Regional
Transportation Rate**

 Regional Transportation



Halifax-Facts...

- Population:** 413,700 (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



- # 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	

INTRODUCTION

Halifax Regional Municipality (HRM) is Nova Scotia's largest and most diverse municipality. Approximately 44 per cent of the province's population resides within HRM's boundaries (Statistics Canada, 2012). HRM has significant suburban and rural content, in addition to a large urban mix.

The land area of the municipality – equal to 5,577 square kilometers (2,224 square miles) or slightly larger than the province of Prince Edward Island – is home to 413,700 residents (2012) living in nearly 200 communities.

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.

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

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

HRM Statistics (2012)

Population:	413,700
Population growth:	1.0 %
Dwelling unit growth:	1.4 %
Inflation (CPI increase):	1.7 %
Median Family Income	\$76,500
Avg. Residential Assessment, Single Family Home (2013)	\$209,500
GDP (nominal)	\$18.4 Billion
Taxable Assessment Base (2013)	\$38.1 Billion

The Local Economy

Halifax has a diverse economy; the largest sectors in Halifax include trade (32,400 jobs), health care and social assistance (32,200 jobs), educational services (20,400 jobs) and public administration (17,500 jobs.) Employment in the Halifax region averaged 225,200 jobs during 2012. [StatsCan]

Over the past five years, despite a global economic slowdown, more than 11,000 new jobs [StatsCan] were created in HRM and 12,000 new homes were built. [PVSC] In 2012, the total value of building permits in HRM was \$920 million. [StatsCan] The Stanfield International Airport marked its busiest year in 2012, welcoming more than 3.6 million passengers, over half of all air passengers in Atlantic Canada. [HIAA press release]

The Municipal Government

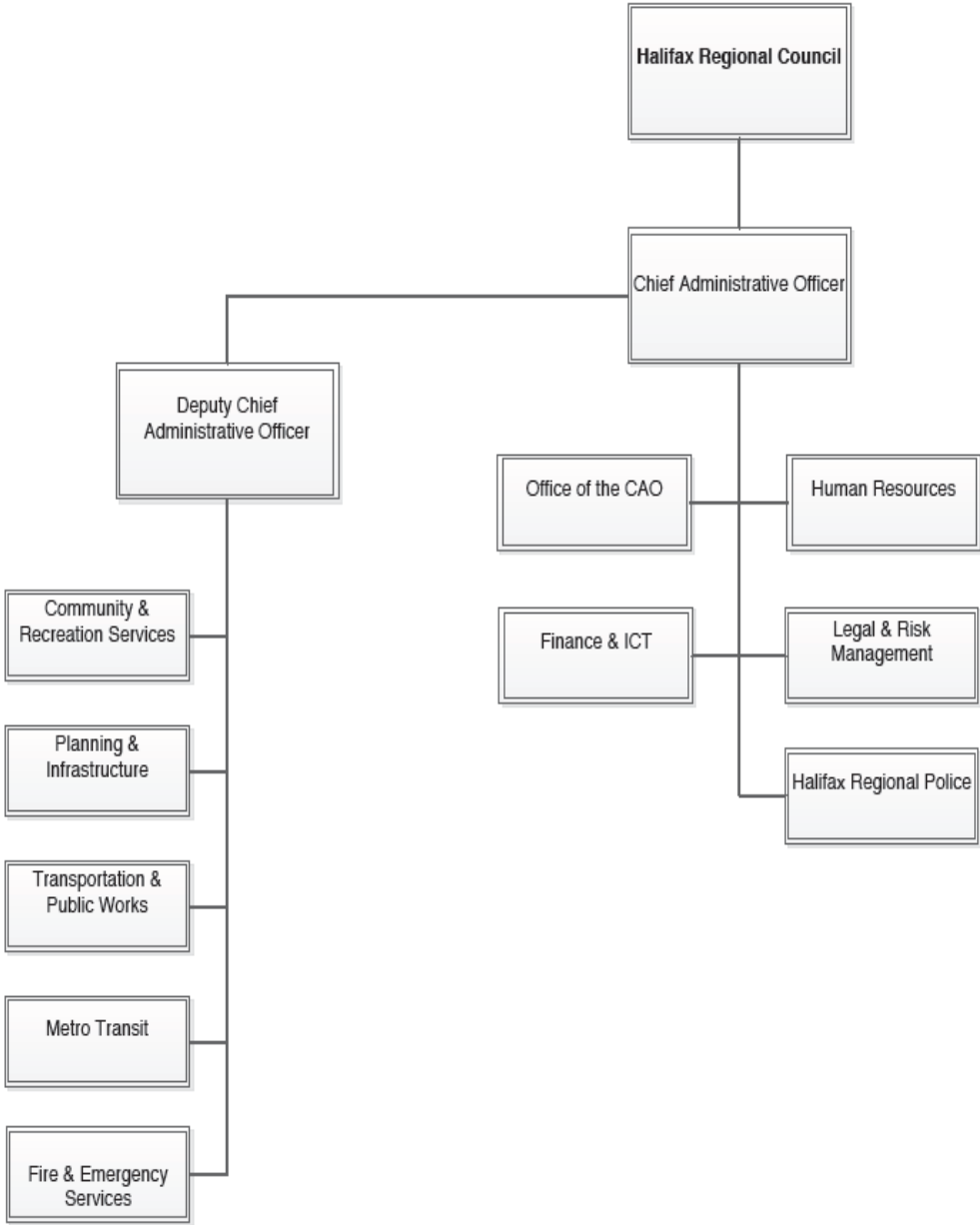
The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councilor for each District and a Mayor elected-at-large. In 2012 the number of Districts was reduced from 23 to the current 16. It is the responsibility of the Chief Administrative Officer to provide advice to Council and carry out its policies and programs, as well as oversee the operation of the Administration and its almost 4,000 full and part-time employees.

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

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

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

HALIFAX REGIONAL MUNICIPALITY



Overview and Analysis

Summary

For the 2013-2014 fiscal year, Regional Council approved its operating, project and reserve budgets. In addition to the provision of a wide range of public services, Council has set its priority outcomes in the four key areas of (1) Transportation, (2) Economic Development, (3) Healthy Communities, and (4) Governance and Communications.

The **key deliverables** include:

- A focus on technology upgrades for transit
- A continued focus on state of good repair and improvements to the road network
- Completion of the Regional Plan Review (RP+5)
- Enhanced public participation in local government

As a result of the approved budget, the **average municipal tax bill** for single family homes will increase at the rate of inflation + 0.3%, for an annual increase of 1.7%. In 2013, commercial tax rates were no longer linked to residential tax rates but, rather, total commercial tax revenues were determined in relationship to changes (increases) in Halifax's Gross Domestic Product (GDP). The average commercial municipal tax bill will increase by 2.1% per property (including expansions to existing properties).

The Consumer Price Index (CPI) in Halifax increased by 1.7% in 2012. For the 2013 Assessment Cap the Province is using a provincial CPI of 1.4%. The CPI does not, however, include the goods and services typically purchased by municipalities. In 2012, the number of dwelling units increased by 1.4%, while HRM's population increased by 1.0%.

As part of this budget, the estimated **tax supported debt** for the end of 2013-2014 is estimated at \$265.2 Million.

Strategy, Planning and Key Deliverables

Business Plans are developed by all HRM Business Units and include an overview of their operations, a financial summary, overview of Strategic Initiatives aligned with Priorities, and a summary of the specific deliverables for the Business Unit in the upcoming business cycle. The 2013/14 plans include several Key Performance Indicators (KPI) and Service Metrics that identify cost and service drivers that serve to gauge performance. These KPIs and Metrics will continue

to be refined in future years and be used to set targets for improvements in service and identify service efficiency opportunities, providing for greater accountability and transparency.

Council Focus Areas – Priority Outcomes

To provide a framework to consider program and service direction, the newly elected HRM Council underwent an exercise in December of 2012 to identify their priority outcomes for the community. These Priority Outcomes are themed into Council Focus Areas (CFAs) as follows:

Transportation
Healthy Communities
Economic Development
Governance and Communication

The CFA Priority Outcomes will guide the immediate and long-term investments and efforts for the Region and address many key issues facing our communities. They represent, in essence, Council's commitment to residents to deal with these issues over their term in office. The themes are not mutually exclusive since initiatives in one area often support another, however all elements are required to maintain and enhance the quality of life in HRM. The themes assist Council and staff in planning, tracking and executing on priorities.

The 2013/2014 Annual Budgets and Business Plans have been developed to deliver on the direction provided through the Council Focus Area Priority Outcomes. The Business Unit Strategic Initiatives and specific Deliverables throughout this plan are all aligned with priorities to provide transparency, accountability and traceability of resource commitments.

The following is a summary overview of 13/14 planned deliverables against Council's Priority Outcomes. Detailed lists of deliverables are included in each Business Unit Section of the Plan and by Priority Theme at the end of the Budget Book.

Transportation

HRM strives to have an integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.

The main elements of HRM's Transportation systems are:

- Transit
- Road Network
- Active Transportation Network

Transit

2013/14 is primarily a planning year for Transit. Although there will continue to be some modest service enhancements, a main focus will be on public consultation to determine the Community Values for their Transit Service and Community Priorities for future transit improvements.

The other main focus will be on technology upgrades. The HRM Transit system is lacking many of the basic technical tools currently available to a modern transit service. In 2013/14 Transit will invest \$8.8 million (\$36 million over the next 3 years) in technology upgrades. The 13/14 investments will see the implementation of enabling technologies to support Fare Box Technology, GPS, Automated Vehicle Location (AVL) tools, etc. These tools will enhance the rider experience and provide valuable capabilities to monitor and manage route design, scheduling, real time notifications, etc.

Road Network

Design, construction, and maintenance of municipal road networks is an integral part of the overall transportation system, ensuring that people and goods can move efficiently throughout the municipality. The 2013/14 plan will see a continued focus on “state of good repair” (maintenance of assets) to ensure the Surface Distress Index (SDI) remains within acceptable limits. This will be done in 13/14 through a combination of Street Recapitalization (\$20.5 million) and General Maintenance (\$3.8 million).

As the economy and population of HRM grows, so does the demand on the existing Road Network. Even with efforts to encourage the use of alternatives to single occupant vehicles like public transit, carpooling, and Active Transportation, continued growth will increase the pressures on our Road Networks, especially at critical points of congestion. As a result, improvement to the road network is another key component of the Transportation system. Some highlights of the 2013/14 plan include the Mainland North Corridor Analysis, community engagement and design for the North Park Corridor improvements, and intersection improvement initiatives.

Active Transportation

HRM’s Active Transportation system includes sidewalks, bicycle lanes, walkways, and multi-use trails. The long term plan is to create an interconnected system that offers a viable option to commuters, reducing the demand on the Road Network and limiting the increases in traffic volumes. The 2013/14 plan includes an additional bike lane on Kearney Lake Road, identification of strategic investment initiatives to support the Peninsula Halifax Corridor Bikeway, implementation of Phase 2 Burnside Drive Corridor, and design of Active Transportation bridges and overpasses.

Economic Development

HRM is working to be a sought after business destination that encourages entrepreneurial spirit and is responsive the needs of the business community.

Economic Development is important to the community since a strong tax base consisting of thriving, diverse businesses and a growing population creates opportunity for enhanced quality of life for residents, business and visitors. As a result, HRM's Economic Development efforts span a broad range of initiatives including, major planning processes, service improvements, arts and culture, and major capital investments.

The Regional Plan Review (RP+5) will be completed in 2013 including a Public Spaces Priorities Plan, Culture and Heritage Priorities Plan, Barrington South Heritage Conservation District. The Regional Centre Plan will proceed in 2013/14 including development of proposed generalized future land use maps and the first phase of neighbourhood level public consultation.

A strong municipality requires a strong and vibrant centre and HRM's Regional Centre is a major focus of the 2013/14 plan. During this planning cycle we will see substantial completion of HRM's new Central Library, a major streetscaping project on Queen Street, implementation of the Parking Strategy, analysis of the potential redevelopment for Cogswell Interchange, Strategic Surplus Property Disposals, and commencement of the Halifax Common Master Plan review.

In response to a shift in development from primarily low density residential, non-complex applications to higher density residential, industrial, commercial and institutional projects, significant service improvements are planned to commence in 2013. Capacity will be increased through recruitments, staff consolidations, and implementation of priority management systems to respond more quickly to development applications. In addition, HRM will review the regulatory environment and service culture including benchmarking, best practices, and researching development-related fees. HRM will also partner with stakeholders to define next steps with respect to barriers and unnecessary steps to starting a business and participate in the Province of Nova Scotia Access 2 Business project.

Healthy Communities

HRM is a safe, liveable and sustainable community that encourages active participation in civic life.

A safe community is a healthy community and in 2013/14 a review of the Public Safety Plan and Report Card on the Mayor's Roundtable on Violence will be undertaken, while violent crime and property crime will continue to be targeted through the use of Comstat (computer statistics) and intelligence lead policing. A 3% reduction in crimes against property and persons is targeted for 2013. There will also be a focus on traffic and crosswalk safety, including a report and development of action plans to improve the safety of pedestrians in crosswalks.

Environmental sustainability is important to the HRM community and the 2013/14 plan contains several environmental initiatives including LED Streetlight conversion, 1000 installs under the Solar City Project, Clean Nova Scotia RainYards Project, and Integrated Stormwater Policy development.

A healthy community is a physically active community and HRM's recreation services strive to provide access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. The 2013/14 plan focuses on increasing access to recreation and culture programs and services, including implementation of the "After the Bell" pilot program, expanding the Canadian Tire Jumpstart program for youth, implementation of year round programming at the Emera Oval, and complimentary swim lessons for children and youth.

A Healthy Community includes an adequate supply of affordable housing for citizens; therefore Regional Council has identified affordable housing as a priority. In 2013/14 data will be compiled to identify availability of housing choices compared to regional household income levels. This information will serve to define affordable housing and better inform any possible actions or initiatives.

Governance and Communication

HRMs governance structures and communication approach provides maximum opportunity for public engagement in, and enables appropriate stewardship of municipal affairs.

The main theme of HRM's Governance and Communications efforts in 2013/14 is enhanced public participation in local government, through openness, transparent dissemination of information, and opportunities for dialogue and public input through specific public engagements as well as broader enabling initiatives.

Several public engagement processes will be undertaken in 2013/14 including completion of the RP+5 Regional Plan Review, consultation on expansion/relocation of the Bedford Library, consultation on Transit values and priorities, etc.

A re-design of HRM's website will provide a current and sustainable portal for HRM citizens to obtain information, and engage and transact with the municipality. The website re-design will also provide an enhanced level of Councilor to public communication and overall operational transparency through a more robust web presence and social media capacity for individual Councilors.

In an effort to make information more accessible, in 2013/14 Routine Information Disclosure plans for all business units will be developed and an Open Data Pilot Project will be undertaken including 17 datasets and a contest to increase public awareness.

Staff will provide corporate strategic leadership and coordination on behalf of Council to review governance structures. Service to Community Councils will be enhanced through technology improvements, improved logistical support and the implementation of a pilot project to webcast Community Council Public Hearings.

Administrative Priority Outcomes

HRM Administration strives to be the best managed municipality in Canada through dedicated professional public service. To this end, in addition to Council's Priority Outcomes for the community, HRM Executive establishes Priority Outcomes for the administration of the organization. These are the "running the business" priorities that support continuous improvement and guide the organization in three key areas:

Financial Stewardship
Organizational Capacity
Service Excellence

Financial Stewardship

As a public service, the Administration is accountable to Council and the citizens of HRM for the stewardship of financial resources. This includes Financial Management, Asset Management, Risk Management, and Planning and Accountability. Highlights of key initiatives planned for 2013/14 include:

Asset Management

HRM owns \$5 billion worth of assets that support service delivery; therefore Asset Management is a critical component of HRM's financial management. In 2013/14 the Enterprise Asset Management Project will continue with development of key policies, asset inventories, and implementation of essential technical tools. In addition, several strategic initiatives related to asset management will be undertaken, including the Long Term Arena Strategy, 10 year Recreation Facility Capital Plan, and a 25 year Recapitalization Plan.

Financial Management

Additional financial stewardship initiatives to better manage resources include enhanced financial reporting, a strategic review of solid waste service delivery, an operational review of Halifax Regional Fire and Emergency services, Grants Policy and options to reform the Non-Profit Tax Program, and adoption of additional Development Charges that will benefit transportation and transit initiatives.

Risk Management

HRM currently has a comprehensive Operational Risk Management Program that addresses insurable risks created through service delivery operations. In 2013/14 this program will provide risk management seminars for internal and external clients to reduce exposure, develop a risk matrix to identify areas of risk, and implement standard risk reporting practises to all Business Units.

HRM does not currently have a formal Strategic Enterprise Risk Management (ERM) Program to inform its decision-making. In this business planning cycle, an Enterprise Risk Management Program comprised of a Risk Management Charter, Philosophy, Guidelines, Risk Register, and other risk strategies and techniques will be embedded as part of a pro-active, government-wide risk management regime. A robust risk management framework will enable staff at all levels of the organization to gain an appreciable understanding of broader government-wide trends and general issues which impact Council priorities (ranging from policy formulation to service delivery) and to provide a comprehensive response in the form of management practices to mitigate identified risks and unlock potential opportunities.

Planning and Accountability

Transparent and credible planning and reporting are essential components of an accountable public service. In this business cycle a comprehensive process of reporting against the plan will be implemented, including regular updates to Executive and Council.

Organizational Capacity

Creating organizational capacity through human and technology resources enables efficient and effective service delivery. Simply stated, it is the right people with the right skills doing the right things with the right tools.

HRM's "People Plan" guides the organization in its human resource initiatives and 2013/14 will see a focus on leadership and succession planning through development and implementation of a corporate leadership orientation program and toolkit for leaders, continued development and delivery of labour relations training for HRM leaders working in a unionized environment and development of a strategic plan that will address service delivery, succession management, organizational structure and change.

In today's world, leading organizations are those that maximize the benefits of technology to support service delivery processes and management of value added information to support informed decision making. In this business cycle HRM will invest heavily in technologies to enable Transit improvements, commence implementation of Business Intelligence processes and technology, deliver technological solutions for the Asset Data Registry and Operational EAM projects under the Enterprise Asset Management (EAM) Program, enabling enhanced management of HRM right-of-way (ROW) assets. HRM will also review Tools and Technologies to improve the customer experience when communicating with HRM by increasing the types of services offered to citizens on-line, identifying opportunities for on-line payment processing, and participate in the Access for Citizens portal initiative.

Service Excellence

HRM strives for excellence in service delivery through continuous improvement and performance management initiatives. These service improvement initiatives, although often incremental, create increased service capacity and/or financial flexibility to absorb inflationary costs or assign to other areas. Some highlights of the 2013/14 plan include:

- an HR Service Review
- enhancement to the level of administrative support to Councillors
- ensuring coordinated management responses are prepared to individual reports from the Auditor General
- ongoing development and refinement of Key Performance Indicators (KPI) and Service Standards across the organization
- exploring further opportunities to integrate call-taking and counter services within HRM
- integrating license and permit functions to stream line and improve services
- determine various options relating to the deployment of fire apparatus and station location, safe and effective staffing levels, organization structure and support processes

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- continue implementation of approximately 80 recommendations from the Catalyst Consulting Report on Legal Services
- achieve operational efficiencies by reducing composting facility waste water transport and treatment costs.

Key Financial Highlights

The gross amount of the operating budget is \$824 million, a net increase of \$34 million or 4.3% over the 2012-13 Budget.

Analysis of Expenditure Budget changes	(millions)
2012-13 Expense Budget	\$790.0
Increase Compensation & Benefits	14.1
-Additional Positions	7.4
-Compensation increases	3.6
-Other*	3.1
Capital from Operating	7.1
Transfer to Other Governments	6.4
Transfer to Reserves	3.8
Increase Misc. expenses	2.4
Decrease Prior Year Surplus	2.1
Decrease Debt Service	-1.9
2013-14 Expense Budget	\$824.0

*Note - \$3.1M includes Compensation & Benefits for the consolidation of the Sackville Sports Stadium and increase funding of LTD benefits.

Financial Restraint

- Expenditure management exercise resulting in flat or nearly flat expenditures plans for 13/14.
- Transfers, Inflation and wages resulted in an expenditure increase of \$21.9M, which was partially offset by over \$16M in operational efficiencies.
- HRM has budgeted for Fuel Prices of \$0.926 per litre for diesel, \$0.8656 per litre for Furnace Oil and \$0.9321 per litre for gasoline. HRM qualifies for certain Fuel Tax rebates.
- Overall municipal tax rates (general + area rates) have been reduced by 1.1% for residential and 3.4% for commercial properties.

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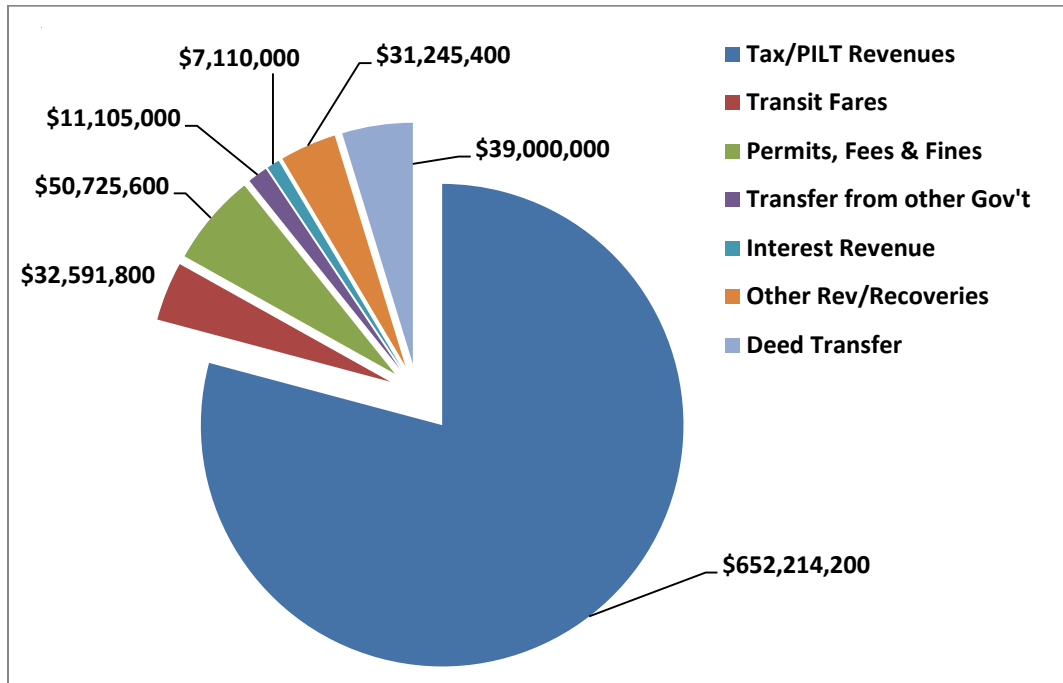
- As a result of increased assessment values, municipal property taxes on the average single-family home will increase by 1.7%. Average commercial taxes will increase by 2.1% per property.

Flexibility - The restraint initiatives undertaken in 13/14 have provided the flexibility to fund some new initiatives.

- Increased Capital investment on State of Good Repair \$\$3.7M
- All sidewalk costs in existing urban areas be funded \$2.3M
- HR Service Review, Safety Consultant and HR Internship– Bridging Program \$1M
- Trade Centre Ltd Marketing \$640K
- Professional Development & NFPA Certification and Emergency Communications Technical Support for Fire & Emergency - \$430K
- Managed Print Services \$300K

HRM Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
***** Planning & Infrastructure	5,946,042	6,111,100	5,562,971	6,217,000	105,900	1.7
***** Finance & Information,Comm	26,535,203	26,237,400	24,177,097	26,402,000	164,600	0.6
***** Office of the Auditor Gene	793,300	793,300	692,061	851,000	57,700	7.3
***** Community and Recreation Services	18,473,783	14,849,800	11,483,395	15,805,000	955,200	6.4
***** CAO	12,528,518	12,358,000	12,000,524	12,573,000	215,000	1.7
***** Fire & Emergency Services	57,662,841	55,055,900	55,084,864	55,968,000	912,100	1.7
***** Human Resources Services	5,336,970	5,376,400	5,144,232	5,720,000	343,600	6.4
***** Legal Services	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1
***** Non-Departmental	(339,718,342)	(351,158,700)	(346,990,251)	(363,435,000)	(12,276,300)	3.5
***** Metro Transit Services	(3,409,211)					
***** Outside Police BU (RCMP)	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
***** Regional Police	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	5.7
***** Transportation & Public Works	102,288,647	117,780,400	112,987,410	122,962,000	5,181,600	4.4
***** Non TCA Projects			111,984,874			
***** Library	17,535,154	17,573,700	17,625,201	16,905,000	(668,700)	(3.8)
***** Total	0	(0)	103,741,835	0	0	(1,400.0)

2013-14 Revenues



- The budget will decrease HRM's general property tax rates on all residential and commercial properties, with the exception of urban residential. The urban residential property tax rate will increase, because the sidewalk snow plowing area rate will be eliminated and the respective costs will be funded by the urban general rate. Also, in 2013-14, the sidewalk snow plowing service will be extended to all HRM sidewalks within the urban area. The transit area rates will remain unchanged.
- Commercial taxes will increase less than the growth in the HRM economy, i.e. based on HRM's Gross Domestic Product (GDP).
- The deed transfer tax was increased by \$3M with the increased economic activity within HRM.

Expenditures

- Debt charges for HRM are \$45.3 million principal and \$13.1 million interest and other charges for a total cost of \$58.4 million. This represents 7.1% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- HRM will recover \$11.8M of the Debt charges from HRWC, and \$3.6M from Area Rates and LICs.
- For 2013-14, HRM will pay \$6.8 million for its share of the cost of operating the provincial property assessment system.

2013 Project Budget

Most funding for the project budget is provided through reserves, debt financing and direct transfers from the operating budget (Capital from Operating or “pay-as-you-go”). Since all of these funding sources require payments from the operating budget, the processes for operating, reserve and capital budgets are closely linked. The Debt Servicing Plan, and cash flow projections from reserves, are all used to determine the total funding capacity available for the capital budget. Contributions to reserves, principal and interest payments, and Capital from Operating are included in the operating budget. Non-Tangible Capital Asset Projects are funded directly from the Operating Budget.

- The gross amount of the project budget is \$165 million
- The net amount of the project budget is \$111.9 million net of reserve withdrawals of \$48.2 million, cost sharing of \$1.5 million, and \$2.2 million of projects secured with local improvement charges.
- The net project budget will be funded by \$47.2 million of capital from operating, \$1.5 million from the Crespool (unspent capital), \$.5 million from Capital Surplus Reserve, \$25.2 million from Gas Tax, and borrowing of \$30.4 million or 18.4% of the gross project budget.

Budget Category	Total Gross Budget	Cost Sharing	Reserves	LIC/area Rate	CCC	Total Funding	Borrowing and Other Transfers
Buildings	23,920,000	-	2,175,000	2,190,000	-	4,365,000	19,555,000
Business Tools	5,835,000	-	1,620,000	-	-	1,620,000	4,215,000
Community & Property Development	4,840,000	-	2,835,000	-	-	2,835,000	2,005,000
District Activity Funds	1,504,000	-	-	-	-	-	1,504,000
Equipment & Fleet	6,430,000	-	630,000	-	-	630,000	5,800,000
Industrial Parks	19,790,000	-	19,790,000	-	-	19,790,000	-
Metro Transit	39,897,000	-	6,867,000	-	-	6,867,000	33,030,000
Parks and Playgrounds	8,086,500	1,161,500	550,000	-	-	1,711,500	6,375,000
Roads & Streets	26,665,000	300,000	100,000	-	-	400,000	26,265,000
Sidewalks, Curbs & Gutters	3,685,000	-	-	-	-	-	3,685,000
Solid Waste	2,795,000	-	2,795,000	-	-	2,795,000	-
Traffic Improvements	21,595,000	-	10,805,000	-	1,340,000	12,145,000	9,450,000
Grand Total	165,042,500	1,461,500	48,167,000	2,190,000	1,340,000	53,158,500	111,884,000
							Capital From Operating
							47,154,000
							Debt
							30,390,000
							Gas Tax Reserve
							25,150,000
							Crespool
							1,490,000
							Cappool
							545,000
							Other
							7,155,000
							Total
							111,884,000

The Gross 3-Year Project Plan

Budget Category	2013	2014	2015	Total
Buildings	23,920,000	20,005,000	28,675,000	72,600,000
Business Tools	5,835,000	5,175,000	4,425,000	15,435,000
Community & Property Development	4,840,000	7,595,000	3,385,000	15,820,000
District Activity Funds	1,504,000	1,504,000	1,504,000	4,512,000
Equipment & Fleet	6,430,000	7,760,000	8,710,000	22,900,000
Industrial Parks	19,790,000	15,075,000	30,790,000	65,655,000
Metro Transit	39,897,000	26,362,000	24,512,000	90,771,000
Parks and Playgrounds	8,086,500	6,895,000	7,245,000	22,226,500
Roads & Streets	26,665,000	29,315,000	28,190,000	84,170,000
Sidewalks, Curbs & Gutters	3,685,000	5,050,000	5,100,000	13,835,000
Solid Waste	2,795,000	3,195,000	25,022,000	31,012,000
Traffic Improvements	21,595,000	18,135,000	14,945,000	54,675,000
Grand Total	165,042,500	146,066,000	182,503,000	493,611,500
Borrowing and Other Transfers	2013	2014	2015	Total
Capital From Operating	40,354,000	43,231,000	44,711,000	128,296,000
Capital From Operating - Transit	6,800,000	6,425,000	4,575,000	17,800,000
Debt	30,390,000	32,632,000	34,341,000	97,363,000
Gas Tax Reserve	25,150,000	25,150,000	25,150,000	75,450,000
Crespool	1,490,000	1,500,000	1,500,000	4,490,000
Cappool	545,000	1,000,000	1,000,000	2,545,000
Other	7,155,000	-	-	7,155,000
Total	111,884,000	109,938,000	111,277,000	333,099,000

Note: Crespool and Cappool includes "unspent capital funds remaining from previously completed projects"

The main theme in the 2013/14 Project Budget is a strong emphasis on spending to maintain assets in a state of good repair.

Assessments and Taxation

Assessments

HRM receives an updated property assessment roll in late December of each year.

Property assessments in Nova Scotia reflect market values. In 2005, the Province instituted a cap on increases in the value of residential assessment. In 2007-08 the cap was set at 10%. The cap has since been set at the Nova Scotia Consumer Price Index. For 2013-14, the cap rate is 1.4 %. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.

In the 2013 assessment base, total residential assessments in HRM have increased from \$29.6 billion to \$31.2 billion, an increase of \$1.6 billion or 5.6%. The average assessed value of a single-family home in HRM increased from \$203,700 to \$209,500 or 2.8%. Most of the remaining increase was due to the addition of new properties.

Residential Assessment:	up \$1.6 billion or 5.6%
Commercial Assessment:	up \$398 million or 6.4%
Residential General Tax:	up \$10 million or 0.05%
Commercial General Tax:	up \$9.6 million or 0.05%
Business Occupancy Tax:	down \$4 million or 100%
Property Tax Revenues:	up \$15.7 million or 4.1%
Deed Transfer Taxes:	up \$3 million or 8.3%

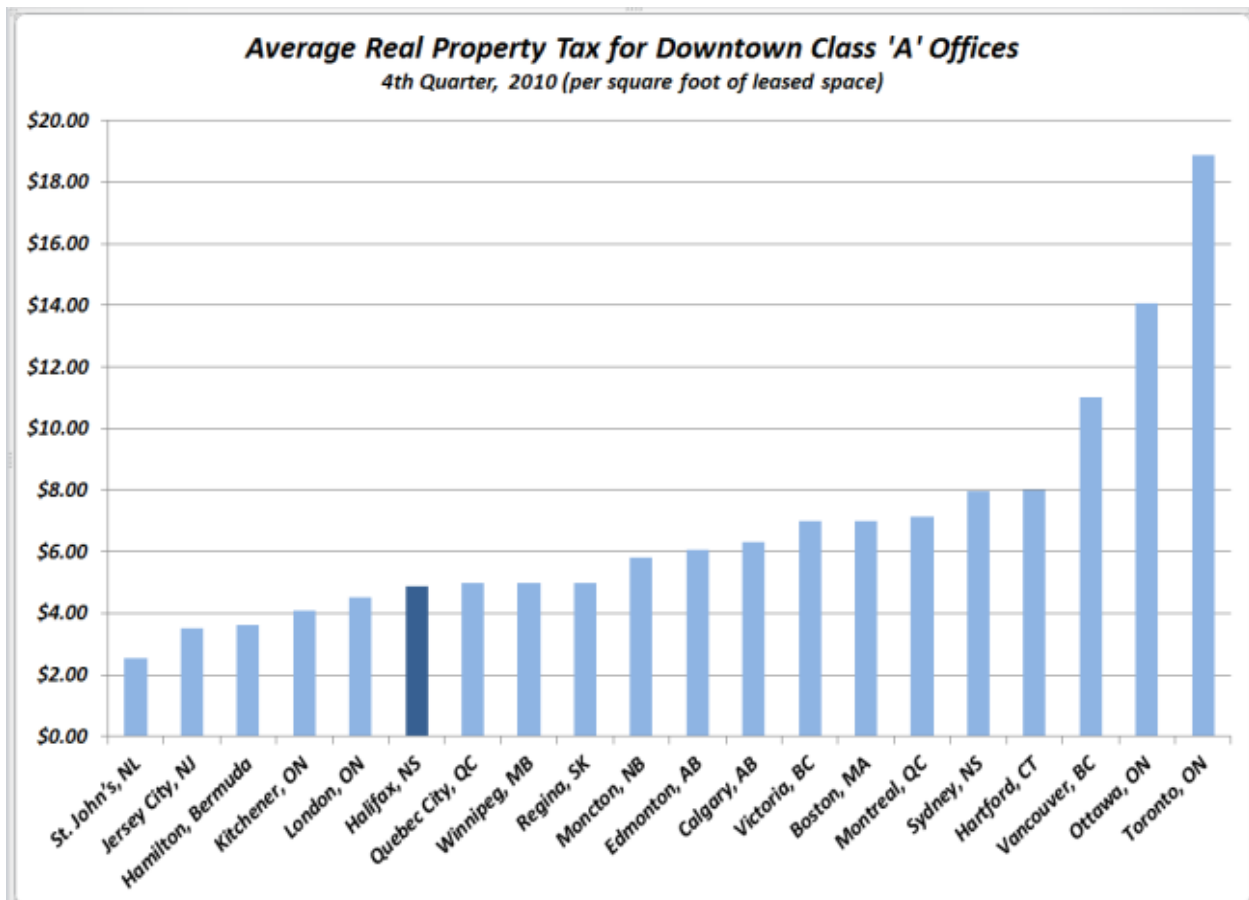
Property Tax Assessments				
	2012-13	2013-14	change	
Residential	29,633,014,700	31,282,514,300	1,649,499,600	5.6%
Resource	216,734,100	220,892,500	4,158,400	1.9%
Sub-Total	29,849,748,800	31,503,406,800	1,653,658,000	5.5%
Commercial	6,206,673,100	6,604,666,300	397,993,200	6.4%
Business				
Occupancy	155,292,700	0	-155,292,700	-100%
Sub-Total	6,361,965,800	6,604,666,300	242,700,500	3.8%
TOTAL	36,211,714,600	38,108,073,100	1,896,358,500	5.2%

Note: Excludes properties billed by tax agreement.

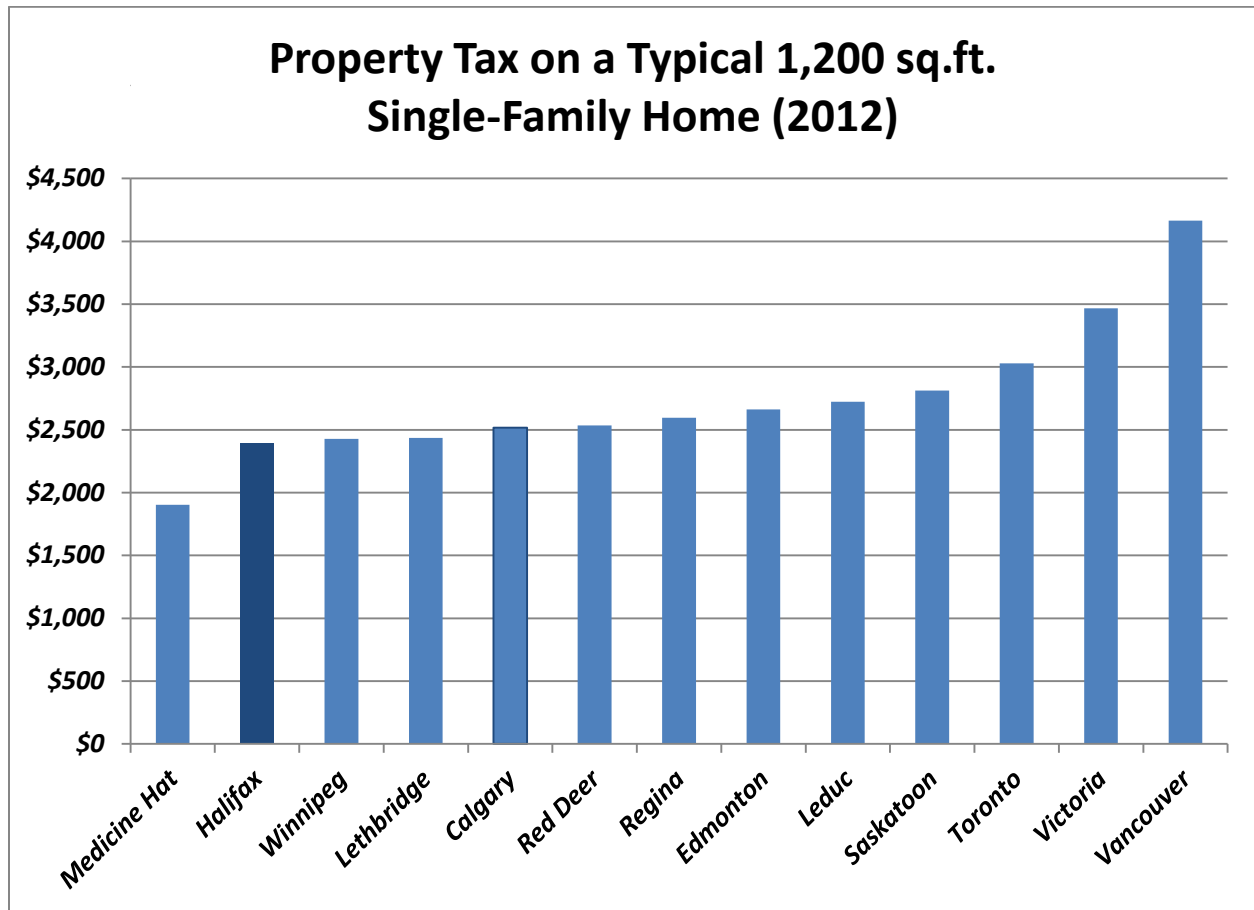
Commercial taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Historically, commercial properties pay tax at a much higher tax rate than residential properties. Secondly, commercial taxation and the services received by the commercial sector influence HRM's economic competitiveness.

Taxable commercial assessment has risen 6.4%, and the Business Occupancy Tax has been eliminated for 2013/14.

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



Source: Colliers



Source: The City of Calgary, Residential Property Taxes and Utility Charges Survey.
The typical home is defined as a 25 to 30 year-old detached 3-bedroom bungalow with a main floor area of 1,200 square feet, finished full basement and a double car garage, on a 6,000 square foot lot.

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Property Tax Rates

Rates for 2013-14 are as follows:

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

<u>General Rates</u>	2012-13	2013-14	<u>change</u>	
Urban	0.661	0.668	0.007	1.06%
Suburban	0.645	0.635	-0.010	-1.55%
Rural	0.639	0.629	-0.010	-1.56%
 <u>Transit Rates</u>				
Regional Transportation	0.051	0.051	0.000	0.0%
Local Transit	0.105	0.105	0.000	0.0%
 <u>Other Municipal Rates</u>				
Supplementary Education	0.037	0.035	-0.002	-5.4%
Fire Protection	0.028	0.025	-0.003	-10.7%
 <u>Mandatory Provincial Rates</u>				
Education	0.294	0.299	0.005	1.8%
Property Valuation Services	0.020	0.019	-0.001	-5.0%
Correction Services	0.020	0.019	-0.001	-5.0%
Metro Reg. Housing Authority	0.006	0.007	0.001	16.7%
Total Mandatory Provincial	0.340	0.344	0.004	1.3%

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

<u>General Rates</u>	2012-13	2013-14	<u>change</u>	
Urban	3.084	3.054	-0.030	-0.97%
Suburban	3.084	3.054	-0.030	-0.97%
Rural	2.733	2.691	-0.042	-1.54%
<u>Other Municipal Rates</u>				
Supplementary Education	0.110	0.104	-0.006	-5.5%
Fire Protection	0.082	0.075	-0.007	-8.5%
<u>Mandatory Provincial Rates</u>				
Education	0.296	0.304	0.008	2.7%
Property Valuation Services	0.011	0.010	-0.001	-9.1%
Correction Services	0.009	0.009	0.000	0.0%
Metro Reg. Housing Authority	0.006	0.007	0.001	16.7%
<i>Total Mandatory Provincial</i>	<i>0.322</i>	<i>0.330</i>	<i>0.008</i>	<i>2.5%</i>

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

Municipal General Property Tax Revenues
(after Assessment Appeals)

	<u>2012-13*</u>	<u>2013-14</u>	<u>change</u>	
<i>Residential</i>	<i>196,022,700</i>	<i>205,669,000</i>	<i>9,646,300</i>	<i>4.9%</i>
<i>Resource</i>	<i>1,385,500</i>	<i>1,390,000</i>	<i>4,500</i>	<i>0.3%</i>
<i>Commercial</i>	<i>188,912,600</i>	<i>197,074,000</i>	<i>8,161,400</i>	<i>4.3%</i>
<i>Business Occupancy</i>	<i>3,996,800</i>	<i>0</i>	<i>-3,996,800</i>	<i>-100.0%</i>
<i>TOTAL</i>	<i>390,317,600</i>	<i>404,133,000</i>	<i>13,815,400</i>	<i>3.5%</i>

* 2012-13 amounts restated to include tax revenues from sidewalk snow plowing area rate

Based on the proposed tax rates, net property tax revenues are expected to increase from \$390.3 million to \$404.1 million. This is an increase of approximately \$13.8 million or 3.5%.

Tax Structure

The HRM tax structure includes a Base or General Tax Rate (for rural taxpayers); a Suburban General Tax Rate; and an Urban General Tax Rate. That structure was revised by Council in 2003. Its guiding principles are to ensure that:

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

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

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

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

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

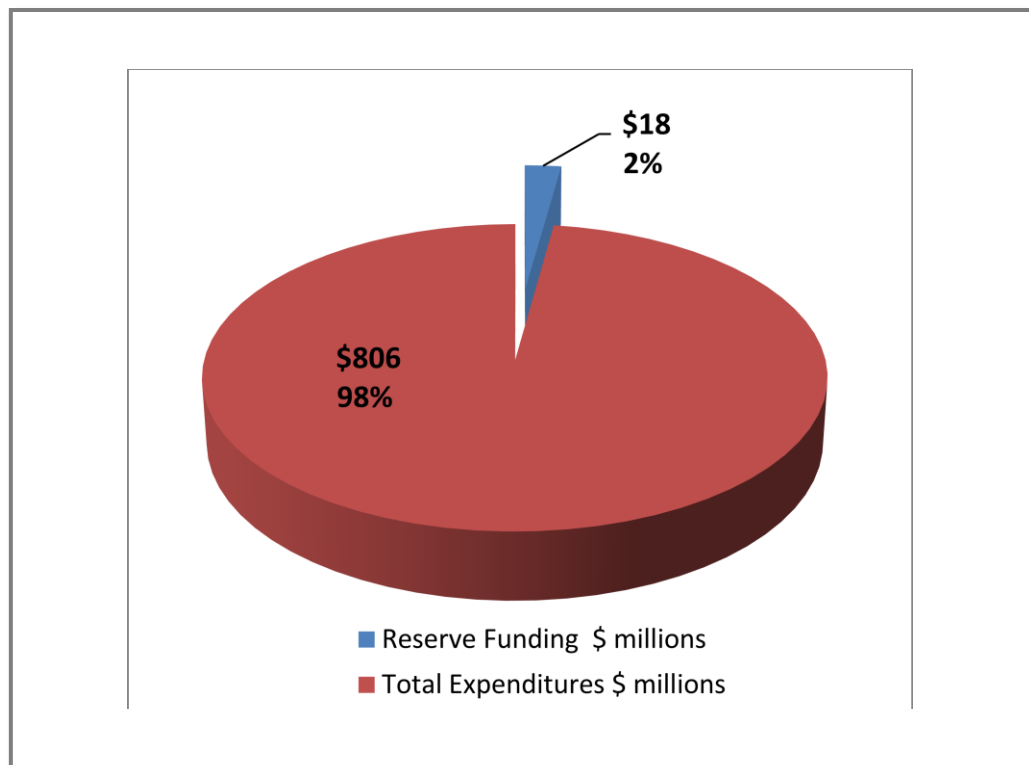
Approved Tax Structure Model

<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,	Included in the Base General Tax Rate		
Administration			
Fire Suppression			
Street lighting			
Crosswalk Guards			
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	
Sidewalks	Area Rate	Not applicable	Included in the General Tax Rate
Transit	Area Rate	Area Rate	Area Rate
Fire Hydrants	Area Rate	Area Rate	Area Rate

Reserve Budget

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

- Reserve balances are projected to increase from \$106.4 million to \$116.5 million.
- Equipment and operating reserves will decrease by \$8.3M due to funding of LED project.
- Capital Reserves show an increase of \$18.4 million. This increase is due to a higher than budgeted March 31, 2013 year-end balance, higher contributions to the capital reserves in 2013/14 with a corresponding increase in budgeted 2013/14 withdrawals to fund projects. Within capital reserves there is a \$25 million gas tax revenue contribution and corresponding withdrawal related to Gas Tax funded projects.



Significant Budgetary Issues and Challenges

Infrastructure

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

Council has described the longer term project budget pressures as the impact of continued asset decline, understanding the impact of Service Improvement projects, increasing the capacity of the project budget. The 2013/2014 Project Budget continues to emphasize strong planning and increased funding to maintain assets in a state of good repair. HRM is required to be able to report on all of the assets owned by the municipality, their expected remaining useful life, and their estimated value. Information on the condition of municipal assets is being collected as well. To date, detailed condition data is kept on roads, sidewalks, bridges, vehicles, and ferries, and the condition of these assets has stabilized since 2010. It is too early to say whether this trend will continue, but it is a positive sign that increased spending to maintain assets in a state of good repair will yield the desired results.

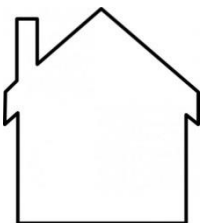
Principles of Budgeting and Accounting

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

A budget is prepared for each of the funds and includes all HRM business units and the Halifax Regional Library, a separate board of Regional Council. These fund budgets, do not include the Halifax Regional Water Commission, a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board, nor certain agencies, boards and commissions (often in the recreation area) which are not owned or controlled by HRM. Separate budgets are prepared by these entities. In 2013-14 both the Sackville Sports Stadium and the BMO Centre have been consolidated into HRM's budget.

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

The Tax Process

Assessment of Property Value (set by PVSC)	X	Tax Rate / \$100 of Assessed Value (Set by Regional Council)	=	HRM Tax Burden (HRM Revenue)
	X			+
				Provincial Transfer Payments (Collected for the Province)
				=
				Total Tax Burden (Paid by the Property Owner)

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 Charter, only a one-year project budget may be approved by Council, however a 10-year project plan is presented to Council for approval in principle only, for years 2 through 10. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation and occasionally through the Federation of Canadian Municipalities.

PSAB requires that interest costs be accrued and although FRAM recommends that municipality's budget for interest on an accrual basis, municipalities have the option of budgeting for interest on either a cash or accrual basis. HRM budgets for interest on long term debt on the cash basis and the difference between the amount of accrued interest recorded in the financial statements and the cash-based interest included in the budget is recorded as an amount to be recovered from future revenues in the financial statements.

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

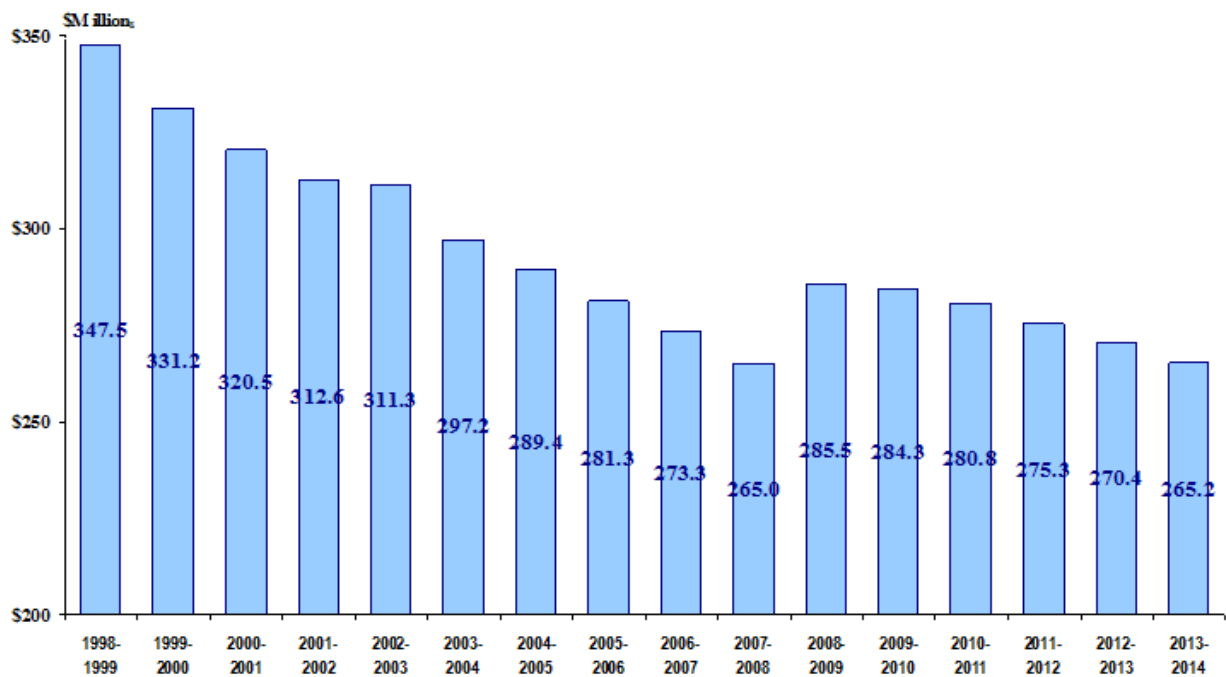
The budget is prepared on a non-consolidated basis since its purpose is primarily to support the setting of annual tax rates. The year-end financial statements are prepared on a consolidated basis. Throughout the fiscal year, HRM provides non-consolidated quarterly reports of actual year-to-date results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

A Multi-Year Financial Strategy (MYFS)

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

In 2009, the Debt Servicing Plan was reviewed and revisions were approved by Council. Based on that review, the objective is to grow the Project Budget while reducing reliance on debt, and, increasing capital from operating. The goal is to eventually have all ongoing “Base” Projects (i.e.: recapitalization) funded through Capital from Operating or Reserves and to use debt only for new “Capability” projects. To achieve this, targets for debt and capital from operating have been set based on a “per dwelling unit” amount. Tax supported debt per dwelling will be reduced by 3% each year. To support the project budget, Capital from Operating per dwelling will grow by 3% each year over the consumer price index (inflation). The combination of these two factors will allow the project budget to grow but the proportion of that budget being funded by debt to fall. HRM Debt outstanding at March 31 of each year is estimated as follows:

HRM Approved Debt
Approved for Funding Purposes – Unaudited Estimate



Note: Estimates as of March 31st, end of fiscal year. Includes Issued, Approved and Work-in-Progress. To be adjusted for additional debt from elimination of LICs on Sidewalks

Staff Complement

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.

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, but not temporary or seasonal positions. This is distinct from headcount, which represents the number of employees in those positions. For example, two half-time positions would equal one FTE.

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

ATU	2080 hrs per year	CUPE	2088 hrs per year
IAFF	2184 hrs per year	MAPP	2088 hrs per year
Non Union	1827 hrs per year	NSUPE	1827 hrs per year

Corporate Summary of FTEs:

Business Units	Budget	Budget	From Budget
	2012-13	2013-14	12/13 to 13/14
Chief Administrative Office	76.0	4.0	80.0
Community and Recreation Services ¹	307.5	16.5	324.0
Finance & Information, Communications and Technology	298.0	-9.5	288.5
Fire & Emergency Services	488.0	1.0	489.0
Human Resources	54.0	0.0	54.0
Legal Services & Risk Management	26.0	6.5	32.5
Halifax Regional Library ²	286.8	9.0	295.7
Halifax Regional Police	702.0	-7.0	695.0
RCMP	178.0	0.0	178.0
Planning & Infrastructure	84.0	-3.0	81.0
Transportation & Public Works	562.0	-1.0	561.0
General Rated Services	3,062.3	16.5	3,078.7
Metro Transit Services ³	849.5	49.0	898.5
Total:	3,911.8	65.5	3,977.2

1. Now includes Sackville Sports Stadium – 15.5 FTE's
2. Central Library support staff – 9 FTE's
3. Transit staff to support expanded service – 49 FTE's

Halifax Regional Municipality
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HRM Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
***** Planning & Infrastructure	7,610,142	7,755,100	6,934,636	8,152,900	397,800	5.1
***** Finance & Information,Comm	29,119,603	28,917,400	27,003,840	29,140,000	222,600	0.8
***** Office of the Auditor Gene	793,300	793,300	692,061	851,000	57,700	7.3
***** Community and Recreation Services	40,193,383	35,973,300	41,627,175	43,332,300	7,359,000	20.5
***** CAO	16,054,945	16,151,700	16,324,856	16,269,600	117,900	0.7
***** Fire & Emergency Services	58,316,341	55,411,400	55,418,905	56,615,400	1,204,000	2.2
***** Human Resources Services	5,416,970	5,456,400	5,214,612	5,800,000	343,600	6.3
***** Legal Services	2,619,695	2,647,400	3,068,185	3,390,500	743,100	28.1
***** Non-Departmental	255,160,442	269,816,600	281,379,802	283,056,900	13,240,300	4.9
***** Metro Transit Services	92,935,189	101,465,300	100,008,488	106,204,000	4,738,700	4.7
***** Outside Police BU (RCMP)	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
***** Regional Police	78,139,800	77,231,400	77,271,642	81,472,800	4,241,400	5.5
***** Transportatation & Public Works	127,206,485	142,296,600	137,119,903	143,949,100	1,652,500	1.2
***** Non TCA Projects			112,552,009			
***** Outside Agency Support	574,400	504,400	8,679,528	504,400		
***** Library	22,845,955	22,934,900	23,770,950	22,253,100	(681,800)	(3.0)
***** Total	758,700,850	790,026,200	919,504,558	823,992,000	33,965,800	4.3

HRM Summary of Gross Revenues						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
***** Planning & Infrastructure	(1,664,100)	(1,644,000)	(1,371,666)	(1,935,900)	(291,900)	17.8
***** Finance & Information,Comm	(2,584,400)	(2,680,000)	(2,826,743)	(2,738,000)	(58,000)	2.2
***** Community and Recreation Services	(21,719,600)	(21,123,500)	(30,143,780)	(27,527,300)	(6,403,800)	30.3
***** CAO	(3,526,427)	(3,793,700)	(4,324,332)	(3,696,600)	97,100	(2.6)
***** Fire & Emergency Services	(653,500)	(355,500)	(334,041)	(647,400)	(291,900)	82.1
***** Human Resources Services	(80,000)	(80,000)	(70,380)	(80,000)		
***** Legal Services	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8
***** Non-Departmental	(594,878,784)	(620,975,300)	(628,370,053)	(646,491,900)	(25,516,600)	4.1
***** Metro Transit Services	(96,344,400)	(101,465,300)	(100,008,488)	(106,204,000)	(4,738,700)	4.7
***** Regional Police	(6,252,500)	(7,317,700)	(8,540,167)	(7,588,800)	(271,100)	3.7
***** Transportatation & Public Works	(24,917,838)	(24,516,200)	(24,132,493)	(20,987,100)	3,529,100	(14.4)
***** Non TCA Projects			(567,135)			
***** Library	(5,310,801)	(5,361,200)	(6,145,749)	(5,348,100)	13,100	(0.2)
***** Total	(758,700,850)	(790,026,200)	(815,762,723)	(823,992,000)	(33,965,800)	4.3

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

HRM Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	301,227,652	310,663,100	311,058,933	324,756,100	14,093,000	4.5
* Office	9,299,688	9,370,460	8,694,992	10,068,500	698,040	7.4
* External Services	84,128,874	91,780,370	113,499,377	94,829,400	3,049,030	3.3
* Supplies	3,639,981	3,571,800	4,243,202	3,675,700	103,900	2.9
* Materials	3,440,657	4,364,200	4,212,791	4,214,600	(149,600)	(3.4)
* Building Costs	19,009,672	21,759,550	20,971,560	22,475,300	715,750	3.3
* Equipment & Communications	11,041,630	10,937,500	12,374,093	10,505,800	(431,700)	(3.9)
* Vehicle Expense	20,576,648	25,353,850	25,790,904	26,554,600	1,200,750	4.7
* Other Goods & Services	22,541,751	22,803,390	17,808,977	21,836,000	(967,390)	(4.2)
* Interdepartmental	(11,310)	(167,700)	(172,070)	(1,800)	165,900	(98.9)
* Debt Service	50,028,633	60,321,000	60,385,224	58,387,900	(1,933,100)	(3.2)
* Other Fiscal	233,776,974	229,268,680	340,636,575	246,689,900	17,421,220	7.6
** Total	758,700,850	790,026,200	919,504,558	823,992,000	33,965,800	4.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(433,072,927)	(438,297,500)	(445,686,945)	(447,028,400)	(8,730,900)	2.0
* Area Rate Revenue	(174,672,692)	(186,628,300)	(184,791,181)	(203,492,800)	(16,864,500)	9.0
* Tax Agreements	(8,373,000)	(8,297,000)	(8,450,418)	(7,806,000)	491,000	(5.9)
* Payments in Lieu of taxes	(31,353,000)	(33,594,000)	(33,634,056)	(34,887,000)	(1,293,000)	3.8
* Transfers from other Gov'ts	(11,246,750)	(11,468,100)	(11,262,777)	(11,105,000)	363,100	(3.2)
* Interest Revenue	(6,150,000)	(6,390,000)	(7,308,082)	(7,110,000)	(720,000)	11.3
* Fee Revenues	(77,200,104)	(76,929,400)	(78,135,037)	(83,317,400)	(6,388,000)	8.3
* Other Revenue	(16,632,377)	(28,421,900)	(46,494,227)	(29,245,400)	(823,500)	2.9
** Total	(758,700,850)	(790,026,200)	(815,762,723)	(823,992,000)	(33,965,800)	4.3
Net Surplus/Deficit	0	0	103,741,835	0	0	(1,400.0)

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	235,773,722	242,064,160	234,783,295	252,348,600	10,284,440	4.2
6002 Salaries - Overtime	9,494,723	11,701,800	11,388,569	12,227,800	526,000	4.5
6003 Wages - Regular	275,616	328,300	4,273,530	(328,300)	(100.0)	
6004 Wages - Overtime	22,364	22,000	9,126	(22,000)	(100.0)	
6050 Court Time	1,108,600	1,108,600	1,003,314	1,187,500	78,900	7.1
6051 Shift Agreements	54,438	54,500	213,069	54,500		
6052 Shift Differentials	417,296	417,700	310,480	424,600	6,900	1.7
6053 Extra Duty	400,000	400,000	575,508	400,000		
6054 Vacation payout			825,686			
6099 Other Allowances	347,600	127,600	55,889	97,000	(30,600)	(24.0)
6100 Benefits - Salaries	42,824,166	43,080,855	44,305,833	46,114,000	3,033,145	7.0
6101 Benefits - Wages	863,431	924,100	290,116	(924,100)	(100.0)	
6110 Vacancy Management	(5,900,000)	(3,612,700)		(4,307,500)	(694,800)	19.2
6150 Honorariums	1,712,150	1,712,700	1,695,324	1,712,800	100	0.0
6151 Vehicle Allowance	44,063	29,510	10,869	15,300	(14,210)	(48.2)
6152 Retirement Incentives	3,743,768	3,511,735	4,681,255	5,060,000	1,548,265	44.1
6153 Severance			1,308,059			
6154 Workers' Compensation	4,713,439	4,702,840	4,676,997	5,099,700	396,860	8.4
6155 Overtime Meals	29,450	26,400	69,530	29,900	3,500	13.3
6156 Clothing Allowance	585,297	591,400	645,466	621,600	30,200	5.1
6157 stipends	313,200	313,200	278,180	313,200		
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(57,005)	(18,000)		
6194 Sick Bank allowance			218,990			
6199 Comp & Ben InterDept	(59,536)	(880,600)	(189,367)	(797,000)	83,600	(9.5)
9200 HR CATS Wage/Ben	4,465,765	4,057,000	(161,989)	4,172,100	115,100	2.8
9210 HR CATS OT Wage/Ben	13,100		(151,788)			
9230 HR CATS OT Meals	3,000					
* Compensation and Benefits	301,227,652	310,663,100	311,058,933	324,756,100	14,093,000	4.5
6201 Telephone	2,576,587	2,664,140	2,654,498	2,647,450	(16,690)	(0.6)
6202 Courier/Postage	900,611	1,149,000	897,504	970,800	(178,200)	(15.5)
6203 Office Furn/Equip	780,924	695,210	564,486	732,400	37,190	5.3
6204 Computer S/W & Lic	3,283,891	2,952,300	2,745,083	3,094,500	142,200	4.8
6205 Printing & Reproduction	669,166	863,500	658,804	1,362,450	498,950	57.8
6206 Microfilms	11,450			4,800	4,800	
6207 Office Supplies	968,974	908,630	760,580	893,400	(15,230)	(1.7)
6208 Binding	17,000	17,000	17,343	15,000	(2,000)	(11.8)
6290 Office TCA Transfer			(115)	35,500	35,500	
6299 Other Office Expenses	91,085	120,680	396,808	312,200	191,520	158.7
* Office	9,299,688	9,370,460	8,694,992	10,068,500	698,040	7.4
6301 Professional Fees	607,241	647,100	782,822	617,000	(30,100)	(4.7)
6302 Legal Fees	472,613	502,800	533,346	530,000	27,200	5.4
6303 Consulting Fees	446,761	642,100	2,888,561	628,800	(13,300)	(2.1)
6304 Janitorial Services	1,792,474	1,964,030	1,955,866	2,253,700	289,670	14.7
6305 Property Appraisal	71,916	74,500	38,808	78,500	4,000	5.4
6306 Property Survey			9,500	7,500	7,500	
6307 Design Services			598			
6308 Snow Removal	1,556,100	1,005,700	1,037,770	1,147,900	142,200	14.1
6309 Litigation Disbursements	25,000	27,000	42,939	27,000		
6310 Outside Personnel	593,600	1,026,900	1,255,071	822,400	(204,500)	(19.9)
6311 Security	632,000	688,900	848,716	988,700	299,800	43.5
6312 Refuse Collection	544,700	658,500	551,494	694,000	35,500	5.4
6314 Prosecution Services	156,000	163,100	160,857	163,100		
6315 Outside Policing		22,671,000	22,701,119	23,450,000	779,000	3.4
6390 Ext Svc TCA Transfer			(204,940)	34,200	34,200	
6399 Contract Services	77,230,469	61,708,740	80,896,850	63,386,600	1,677,860	2.7
* External Services	84,128,874	91,780,370	113,499,377	94,829,400	3,049,030	3.3
6401 Uniforms & Clothing	1,530,050	1,448,900	1,159,930	1,490,800	41,900	2.9
6402 Med & First Aid Supp	48,950	31,100	41,072	19,200	(11,900)	(38.3)
6403 Patrol Equip Supplies	205,700	226,500	254,623	380,500	154,000	68.0

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Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6404 Rec Prog Supplies	338,046	429,100	364,134	425,200	(3,900)	(0.9)
6405 Photo Supp & Equip	51,290	46,600	47,248	31,500	(15,100)	(32.4)
6406 Bridge Tolls	546,340	549,300	467,618	446,300	(103,000)	(18.8)
6407 Cleaning/Sanitary Supplies	407,689	478,700	581,702	479,800	1,100	0.2
6408 Pre School Nutrition	55,550					
6409 Personal Protect Equ	38,270	33,700	61,573	29,400	(4,300)	(12.8)
6490 Supplies TCA Transfer		(1,000)		61,700	62,700	(6,270.0)
6499 Other Supplies	418,096	328,900	1,265,302	311,300	(17,600)	(5.4)
* Supplies	3,639,981	3,571,800	4,243,202	3,675,700	103,900	2.9
6501 Asphalt	270,700	1,206,900	234,130	906,900	(300,000)	(24.9)
6502 Chemicals	184,854	121,000	167,803	143,900	22,900	18.9
6503 Fertilizer	48,600	51,100	28,130	51,100		
6504 Hardware	291,703	286,900	252,449	316,600	29,700	10.4
6505 Lubricants	34,000	29,300	32,395	29,100	(200)	(0.7)
6506 Lumber	59,200	63,500	92,946	61,300	(2,200)	(3.5)
6507 Propane	87,300	74,300	85,360	140,100	65,800	88.6
6508 Ready Mix Concrete	32,500	59,800	97,427	59,800		
6509 Reagents	1,000					
6510 Road Oils	16,300	11,700	21,840	11,700		
6511 Salt	1,602,200	1,626,800	2,347,341	1,627,200	400	0.0
6512 Sand	145,100	157,900	23,144	157,500	(400)	(0.3)
6513 Seeds & Plants	52,100	50,300	60,592	58,800	8,500	16.9
6514 Sods	28,500	36,900	27,958	38,900	2,000	5.4
6515 Stone and Gravel	79,100	86,500	96,153	86,500		
6516 Topsoil	69,300	77,700	99,207	77,700		
6517 Paint	292,300	275,600	372,863	300,400	24,800	9.0
6518 Metal	56,100	56,200	35,208	56,200		
6519 Welding Supplies	15,900	3,000	10,308	3,000		
6520 Salt-Sand Mix	600	600	100,701	600		
6522 Greenhouse Materials	12,700					
6549 Non-Stock Items	200					
6590 Materials TCA Transfer			(26,499)			
6599 Other Materials	60,400	88,200	53,334	87,300	(900)	(1.0)
* Materials	3,440,657	4,364,200	4,212,791	4,214,600	(149,600)	(3.4)
6602 Electrical	956,239	978,600	953,044	983,500	4,900	0.5
6603 Grounds and Landscaping	1,947,136	2,083,300	1,594,378	2,048,600	(34,700)	(1.7)
6604 Bus Gates/Shltr-R&M	13,000	10,000	13,680	10,000		
6605 Municipal Taxes	1,018,069	1,015,270	815,765	916,700	(98,570)	(9.7)
6606 Heating Fuel	2,206,166	2,737,240	2,334,877	2,769,400	32,160	1.2
6607 Electricity	9,020,280	10,948,860	10,722,056	11,890,600	941,740	8.6
6608 Water	591,902	626,360	624,704	701,800	75,440	12.0
6609 Elevator & Escalator	103,000	100,000	106,246	104,500	4,500	4.5
6610 Building - Exterior	91,700	160,100	316,785	281,600	121,500	75.9
6611 Building - Interior	546,625	366,500	472,600	493,100	126,600	34.5
6612 Safety Systems	200,300	257,700	379,320	396,600	138,900	53.9
6613 Overhead Doors	80,000	80,000	198,360	80,000		
6614 Envir Assess/Cleanup	7,400	28,500	141,161	36,500	8,000	28.1
6615 Vandalism Clean-up/Repair		201,900	129,315	201,900		
6616 Natural Gas-Buildings	485,000	490,000	789,261	590,300	100,300	20.5
6617 Pest Management	20,100	24,500	48,922	78,200	53,700	219.2
6690 Building ExpTCA Trsf			29,976			
6699 Other Building Cost	1,722,755	1,650,720	1,301,111	892,000	(758,720)	(46.0)
* Building Costs	19,009,672	21,759,550	20,971,560	22,475,300	715,750	3.3
6701 Equipment Purchase	2,336,761	2,183,200	1,676,077	1,793,400	(389,800)	(17.9)
6702 Small Tools	189,330	199,400	222,697	231,500	32,100	16.1
6703 Computer Equipment/Rentals	120,290	2,250,300	1,655,153	1,726,400	(523,900)	(23.3)
6704 Equipment Rental	2,281,426	2,361,200	4,715,364	2,352,800	(8,400)	(0.4)
6705 Equip - R&M	1,036,540	958,700	765,642	1,019,900	61,200	6.4
6706 Computer R&M	2,365,322	223,000	269,563	399,800	176,800	79.3
6707 Plumbing & Heating	180,300	190,400	260,752	190,700	300	0.2
6708 Mechanical Equipment	737,600	704,100	1,119,589	641,900	(62,200)	(8.8)

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6711 Communication System	767,361	703,000	559,570	968,200	265,200	37.7
6731 Airtime	587,100	915,200	828,898	857,200	(58,000)	(6.3)
6732 Mobile Data	274,000	189,000	247,977	257,000	68,000	36.0
6733 Site Rentals	53,800	12,000	18,512	19,000	7,000	58.3
6790 Equipment TCA Transfer		(2,000)	(14,255)	(2,000)		
* Equipment & Communications	11,041,630	10,937,500	12,374,093	10,505,800	(431,700)	(3.9)
6801 Vehicle Purchase	40,000					
6802 Vehicle R&M	7,948,067	10,276,200	10,619,455	10,921,700	645,500	6.3
6803 Vehicle Fuel - Diesel	9,328,092	12,110,500	12,059,460	12,715,500	605,000	5.0
6804 Vehicle Fuel - Gasoline	1,708,188	1,952,350	2,269,480	1,918,700	(33,650)	(1.7)
6805 Tires and Tubes	971,000	1,001,500	834,940	1,053,500	52,000	5.2
6806 Long Term Fleet Rentals	134,700	107,000	10,184	27,900	(79,100)	(73.9)
6807 Vehicle Leases	369,900	272,700	220,053	120,500	(152,200)	(55.8)
6890 Vehicle TCA Transfer		(429,000)	(272,219)	(15,800)	413,200	(96.3)
6899 Other Vehicle Expense	76,701	62,600	49,549	(187,400)	(250,000)	(399.4)
* Vehicle Expense	20,576,648	25,353,850	25,790,904	26,554,600	1,200,750	4.7
6901 Membership Dues	403,914	415,200	420,192	478,350	63,150	15.2
6902 Conferences and Workshops	191,846	217,600	165,453	205,950	(11,650)	(5.4)
6903 Travel - Local	857,889	945,200	936,240	949,900	4,700	0.5
6904 Travel - Out of Town	450,337	465,100	510,799	525,900	60,800	13.1
6905 Training & Education	1,084,594	1,359,000	907,099	1,548,000	189,000	13.9
6906 Licenses & Agreements	548,400	561,400	508,408	520,300	(41,100)	(7.3)
6907 Commission Fees	260,100	260,000	336,739	350,000	90,000	34.6
6908 Medical Examinations	73,200	65,500	99,029	60,400	(5,100)	(7.8)
6909 Cost of Sales	735,000	800,000	576,568	632,800	(167,200)	(20.9)
6910 Signage	145,350	135,100	76,737	126,800	(8,300)	(6.1)
6911 Facilities Rental	5,436,137	5,671,130	5,258,795	5,558,200	(112,930)	(2.0)
6912 Advertising and Promotion	742,430	883,505	927,036	964,350	80,845	9.2
6913 Awards	166,388	169,100	129,695	162,650	(6,450)	(3.8)
6914 Recruiting	66,700	63,000	141,980	119,000	56,000	88.9
6915 Research Data Acquisition	40,123	39,500	22,271	12,900	(26,600)	(67.3)
6916 Public Education	196,800	366,200	137,532	298,600	(67,600)	(18.5)
6917 Books and Periodicals	1,886,117	2,084,880	2,695,311	1,976,200	(108,680)	(5.2)
6918 Meals	143,616	127,300	102,879	123,150	(4,150)	(3.3)
6919 Special Projects	1,092,528	1,662,100	801,553	2,354,900	692,800	41.7
6920 Land Purchase			159,643			
6925 Sidewalks		500,000			(500,000)	(100.0)
6929 Procurement Card Clearing	5,290		9,857			
6932 Youth Programming Services			121,732	95,000	95,000	
6933 Community Events	1,034,970	956,300	923,492	1,061,900	105,600	11.0
6936 Staff Relations	55,676	51,200	7,413	50,000	(1,200)	(2.3)
6937 Corporate Training	255,000	255,000	176,025	255,000		
6939 Duty to Accomodate	200	200		200		
6940 Fencing	135,700	142,000	161,765	142,000		
6941 Playground Equipment	460,377	404,200	58,971	80,400	(323,800)	(80.1)
6942 Management Fees	246,900	246,900	575,970	707,000	460,100	186.4
6943 Health and Wellness	108,940	150,700	123,119	150,900	200	0.1
6946 Branch Programming	20,000	20,000	21,150	28,100	8,100	40.5
6947 Literacy/Heritage Pr	4,500	4,500	16,119	10,500	6,000	133.3
6948 Arts/Perform.Program	7,000	11,000	11,997	8,600	(2,400)	(21.8)
6949 Readers Serv Program	3,400	3,400	7,937		(3,400)	(100.0)
6950 Region.Serv.Program	3,800	3,800	14,512	16,500	12,700	334.2
6951 Reference Programming	200	200	200		(200)	(100.0)
6952 Team Services Programming	7,000	13,000	14,538		(13,000)	(100.0)
6953 Special Projects				788,500	788,500	
6960 Loss on Disposal			626,290			
6990 Gds & Svcs TCA Trsf			(2,942)	20,700	20,700	
6999 Other Goods and Services	5,546,852	3,616,275	(46,544)	1,305,700	(2,310,575)	(63.9)
* Other Goods & Services	22,541,751	22,803,390	17,808,977	21,836,000	(967,390)	(4.2)

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
7001 Interdept Equip Chg	9,477,363		78			
7003 Fleet Long Term (Rev)	(9,477,363)					
7004 Other Intdept (Rev)	(221,600)		(394)			
7005 Interdept EXP	3,404,600	1,969,000	1,969,000	2,016,300	47,300	2.4
7006 Interdepartmental Revenues	(3,256,850)	(1,969,000)	(1,969,000)	(2,016,300)	(47,300)	2.4
7007 ItnTrsf Paper Recyc			(126)			
7008 ItnTrsf IT & Commun			2,831			
7009 Internal Transfers Other			(25,268)	(500)	(500)	
7011 Int Trf Record Check				(2,300)	(2,300)	
7090 Trf Interdept Vehicl			(134,725)			
7099 Interdept Chargeback	(157,460)	(167,700)	87		167,700	(100.0)
9900 Rev/Exp.Vehicle Rental	(0)		(14,379)	1,000	1,000	
9911 PM Labour-Reg			(383)			
9972 Truck Stock Chargeback RPS			(184)			
9981 Labour/Adm			(16)			
9985 Direct/Overhead Charges			14			
* Interdepartmental	(11,310)	(167,700)	(172,070)	(1,800)	165,900	(98.9)
8010 Other Interest	21,100	21,200	62,225	36,200	15,000	70.8
8011 Interest on Debentures	10,848,520	14,170,600	14,047,717	13,044,000	(1,126,600)	(8.0)
8012 Principal on Debentures	39,156,613	46,126,800	46,272,849	45,305,300	(821,500)	(1.8)
* Debt Service	50,028,633	60,321,000	60,385,224	58,387,900	(1,933,100)	(3.2)
8016 Provision for Allowance	3,555,317	2,559,100	7,611,560	3,000,000	440,900	17.2
8017 Bank Charges	330,180	330,200	325,329	377,100	46,900	14.2
8022 Transf to/fr Trust			(79,762)	(800)	(800)	
8024 Transf to/fr Capital	2,978,257	4,709,200	3,770,846	1,846,000	(2,863,200)	(60.8)
8026 Property Damage			87,082			
8034 Approp for Forecast		1,777,734		1,406,535	(371,199)	(20.9)
8045 Amortization Expense			112,334,639			
9001 Current Yr. Sur/Def			3,638,579			
* Other Fiscal	233,776,974	229,268,680	340,636,575	246,689,900	17,421,220	7.6
** Total	758,700,850	790,026,200	919,504,558	823,992,000	33,965,800	4.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4001 Residential Property Taxes	(194,017,000)	(193,867,500)	(194,034,610)	(205,399,000)	(11,531,500)	5.9
4002 Commercial Property Taxes	(187,991,171)	(188,447,000)	(189,705,247)	(199,097,400)	(10,650,400)	5.7
4003 Business Occupancy Taxes	(4,889,756)	(3,986,000)	(4,089,757)		3,986,000	(100.0)
4005 Resource Property Taxes	(1,371,000)	(1,380,000)	(1,376,734)	(1,383,000)	(3,000)	0.2
4006 Recreational Non Profit	(14,000)	(15,000)	(15,257)	(15,000)		
4007 Resource Forest Taxes	(43,000)	(42,000)	(42,158)	(42,000)		
4008 Commercial Forest Taxes	(115,000)	(92,000)	(91,682)	(92,000)		
4012 Fire Protection	(9,505,000)	(11,945,000)	(12,293,262)		11,945,000	(100.0)
4100 Deed Transfer Taxes	(32,390,000)	(36,000,000)	(42,123,935)	(39,000,000)	(3,000,000)	8.3
4101 Capital Charges	(2,737,000)	(2,523,000)	(1,914,303)	(2,000,000)	523,000	(20.7)
4201 Area Rate Residential	(784,892)	(562,700)	(495,332)	(127,609,600)	(127,046,900)	22,578.1
4204 Area Rate Local Transit	(21,922,000)	(23,445,000)	(23,788,629)	(25,012,000)	(1,567,000)	6.7
4205 Area Rate Reg Transp	(13,933,000)	(14,923,000)	(14,940,999)	(15,898,000)	(975,000)	6.5
4206 Area Rate Resource				(880,300)	(880,300)	
* Area Rate Revenue	(174,672,692)	(186,628,300)	(184,791,181)	(203,492,800)	(16,864,500)	9.0
4501 Tax Agreement - NSLC	(655,000)	(650,000)	(646,677)	(669,000)	(19,000)	2.9
4502 Tax Agreement - NSPI	(2,163,000)	(2,590,000)	(2,597,697)	(3,021,000)	(431,000)	16.6
4504 Tax Agreement - NAM	(7,000)	(7,000)			7,000	(100.0)
4505 Tax Agreement - Impe	(3,608,000)	(3,800,000)	(3,808,000)	(3,608,000)	192,000	(5.1)
4506 Tax Agreement - Mari	(1,286,000)	(1,120,000)	(1,104,402)	(1,073,000)	47,000	(4.2)
4507 Tax Agreement - Heritage	(156,000)	(300,000)	(318,742)	(384,000)	(84,000)	28.0
4602 Grant in Lieu - Provincial	(7,336,000)	(7,801,200)	(7,974,803)	(8,334,300)	(533,100)	6.8
4608 Grant in Lieu - WCB	(137,000)	(135,000)	(133,860)	(136,000)	(1,000)	0.7
4609 Grant in Lieu - Citadel	(1,596,000)	(1,517,000)	(1,501,514)	(1,031,000)	486,000	(32.0)
4610 Grant in Lieu-NRC	(77,000)	(77,000)	(78,524)	(74,000)	3,000	(3.9)
4650 Grant in Lieu - Other	(13,000)	(12,000)	(147,914)	(161,000)	(149,000)	1,241.7
* Payments in Lieu of taxes	(31,353,000)	(33,594,000)	(33,634,056)	(34,887,000)	(1,293,000)	3.8

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4702 Cond. Grant (Infr)	(170,250)					
4703 Cond. Grant NS(Other)	(4,785,800)	(4,835,200)	(4,835,200)	(4,835,200)		
4706 Uncond. Grant NS(oth)	(3,250,000)	(3,310,000)	(3,293,073)	(3,300,000)	10,000	(0.3)
4750 Other Grants	(2,999,700)	(3,281,900)	(3,134,504)	(2,969,800)	312,100	(9.5)
* Transfers from other Gov'ts	(11,246,750)	(11,468,100)	(11,262,777)	(11,105,000)	363,100	(3.2)
4801 Interest Revenue - Taxes	(3,700,000)	(4,600,000)	(4,499,486)	(4,500,000)	100,000	(2.2)
4803 Int. Rev. - Cap.Chrg	(450,000)	(500,000)	(616,324)	(500,000)		
4850 Interest Revenue - Other	(565,000)	(190,000)	(112,211)	(110,000)	80,000	(42.1)
4860 Investment Income	(1,435,000)	(1,100,000)	(2,080,061)	(2,000,000)	(900,000)	81.8
* Interest Revenue	(6,150,000)	(6,390,000)	(7,308,082)	(7,110,000)	(720,000)	11.3
4901 Parking Meters	(2,750,000)	(2,800,000)	(2,805,409)	(2,818,000)	(18,000)	0.6
4903 Building Permits	(3,952,358)	(4,190,000)	(4,793,419)	(4,500,000)	(310,000)	7.4
4904 Plumbing Permits	(128,000)	(128,000)	(151,174)	(130,000)	(2,000)	1.6
4905 Street opening Permits	(290,755)	(291,000)	(198,021)	(294,400)	(3,400)	1.2
4906 Subdivision Application	(110,000)	(110,000)	(94,921)	(110,000)		
4907 Taxi Licenses	(165,000)	(165,000)	(158,350)	(165,000)		
4908 Animal Licenses	(150,000)	(150,000)	(237,365)	(200,000)	(50,000)	33.3
4909 False Alarm Recovery	(395,900)	(290,000)	(288,272)	(280,000)	10,000	(3.4)
4910 NSLC Offences	(14,000)	(16,000)	(14,100)	(16,000)		
4911 Zoning Fees	(70,000)	(70,000)	(98,025)	(90,000)	(20,000)	28.6
4912 Signs & Encroachments	(332,954)	(300,000)	(464,271)	(290,000)	10,000	(3.3)
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4915 Minor Variance	(10,000)	(10,000)	(20,100)	(18,000)	(8,000)	80.0
4920 Development Permits	(52,700)	(352,700)	(335,070)	(400,000)	(47,300)	13.4
4950 Other Licenses & Permits	(52,500)	(52,500)	(33,775)	(52,500)		
4951 By-Law F300 Revenue	(1,785,000)	(1,785,000)	(1,766,073)	(1,800,000)	(15,000)	0.8
5101 Parking Rentals	(2,677,800)	(2,313,900)	(2,328,233)	(2,702,000)	(388,100)	16.8
5102 Facilities Rentals	(3,797,370)	(3,225,600)	(3,172,008)	(3,223,300)	2,300	(0.1)
5150 Other Rental Revenue	(2,500)	(2,700)	(76,413)	(43,500)	(40,800)	1,511.1
5201 Fare Revenue	(29,399,700)	(30,069,300)	(28,380,589)	(30,200,000)	(130,700)	0.4
5202 Charter Revenue			(2,195)			
5204 Administration Fees	(203,000)	(205,200)	(219,432)	(205,200)		
5205 Tax Certificates	(325,000)	(315,000)	(299,570)	(315,000)		
5206 Stipends	(30,600)	(38,500)	(32,550)	(38,500)		
5207 Arts & Crafts Revenue	(72,900)	(70,170)	(72,819)	(76,600)	(6,430)	9.2
5208 Dance & Drama Revenue	(109,850)	(98,070)	(69,512)	(99,300)	(1,230)	1.3
5209 Community Events Revenue	(278,000)	(277,600)	(399,855)	(320,900)	(43,300)	15.6
5210 Sport and Fitness Revenue	(628,700)	(623,110)	(613,077)	(820,400)	(197,290)	31.7
5211 Program Facil. Rev.	(88,500)	(84,050)	(88,342)	(89,600)	(5,550)	6.6
5212 Leisure Skills Revenue	(329,800)	(225,490)	(213,939)	(262,300)	(36,810)	16.3
5213 Play. & Camp Rev.	(507,420)	(510,150)	(506,380)	(568,400)	(58,250)	11.4
5214 Wellness Revenue	(26,500)	(13,660)	(12,991)	(12,500)	1,160	(8.5)
5215 Aquat.Rev.-Instuct.	(644,900)	(449,100)	(442,429)	(1,006,300)	(557,200)	124.1
5216 Aquat.Rev.-Recreat.	(101,000)	(53,100)	(56,603)	(179,900)	(126,800)	238.8
5219 Ice Rentals	(1,215,210)	(1,192,200)	(3,007,310)	(3,631,700)	(2,439,500)	204.6
5220 Public Skates				(29,800)	(29,800)	
5222 Access-A-Bus Fare Revenue	(194,300)	(194,000)	(209,973)	(220,000)	(26,000)	13.4
5223 Comm.Transit Fare Re	(93,000)	(93,000)	(33,113)		93,000	(100.0)
5224 Ferry Fare Revenue	(1,976,100)	(1,976,000)	(1,898,832)	(2,100,000)	(124,000)	6.3
5225 Tipping Fees-Waste R	(11,151,000)	(11,254,900)	(10,944,580)	(11,095,000)	159,900	(1.4)
5227 Photocopier Revenue	(200)	(200)	(492)	(200)		
5228 Membership Revenue	(128,400)	(85,500)	(88,177)	(936,400)	(850,900)	995.2
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(152,326)	(145,000)		
5254 SOT Cancellation Fees			(30)			
5255 Engineering Fees	(70,386)	(80,000)	(63,907)		80,000	(100.0)
5256 SOT Revenue	(3,000,000)	(2,700,000)	(3,231,440)	(3,000,000)	(300,000)	11.1
5402 Sale of Bottles	(105,000)	(95,000)	(68,766)	(85,000)	10,000	(10.5)
5403 Sales of Other Recyclables	(2,280,700)	(2,346,200)	(2,068,855)	(2,165,000)	181,200	(7.7)
5404 Canteen Revenue	(3,300)	(1,700)	(5,785)	(2,600)	(900)	52.9
5405 Bar Revenue	(1,000)	(4,000)			4,000	(100.0)
5410 Gain on Disposal			(567,135)			
5450 Other Sales Revenue	(1,283,800)	(1,096,000)	(991,279)	(1,350,000)	(254,000)	23.2

Halifax Regional Municipality
2013/14 Annual Budget (Proposed)

Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5502 HRWC Dividend	(3,700,000)	(3,700,000)	(3,971,445)	(4,200,000)	(500,000)	13.5
5503 Advertising Revenue	(682,800)	(682,800)	(600,013)	(799,300)	(116,500)	17.1
5507 Overages and Shortages			(1,425)			
5508 Recov External Parti	(10,358,777)	(21,840,500)	(35,348,473)	(21,478,800)	361,700	(1.7)
5509 NSF Chq Fee	(10,000)	(20,000)	(19,920)	(28,400)	(8,400)	42.0
5513 Government Rebates			(611)			
5515 accident Rebates			(200)			
5520 Donations	(5,000)	(5,000)	(544,181)	(5,000)		
5521 CUPE Administration Fee	(80,000)	(80,000)	(70,038)	(80,000)		
5600 Miscellaneous Revenue	(1,790,400)	(2,088,200)	(5,937,921)	(2,648,400)	(560,200)	26.8
5804 Transfer - Urban Rate				(100)	(100)	
* Other Revenue	(16,632,377)	(28,421,900)	(46,494,227)	(29,245,400)	(823,500)	2.9
** Total	(758,700,850)	(790,026,200)	(815,762,723)	(823,992,000)	(33,965,800)	4.3
Net Surplus/Deficit	0	0	103,741,835	0	0	(1,400.0)

Office of the Auditor General

2013/14 Budget and Business Plan

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

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

Auditor General Office Summary of Expense & Revenue Types

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	668,916	728,000	626,226	780,000	52,000	7.1
* Office	24,029	16,000	13,776	17,000	1,000	6.3
* External Services	56,400	11,300	29,973	11,000	(300)	(2.7)
* Supplies		1,000		1,000		
* Equipment & Communications	1,200	6,000	4,857	6,000		
* Other Goods & Services	92,755	81,000	15,914	86,000	5,000	6.2
* Interdepartmental			1,314			
* Other Fiscal	(50,000)	(50,000)		(50,000)		
** Total	793,300	793,300	692,061	851,000	57,700	7.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
** Total						
Net Surplus/Deficit	793,300	793,300	692,061	851,000	57,700	7.3

Auditor General Office Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A317 Bus Process & QA G100 Off of the Aud Gen	793,300	793,300	692,061	851,000	57,700	7.3
* Total	793,300	793,300	692,061	851,000	57,700	7.3

Auditor General Office Summary of Gross Expenditures

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A317 Bus Process & QA G100 Off of the Aud Gen	793,300	793,300	692,061	851,000	57,700	7.3
* Total	793,300	793,300	692,061	851,000	57,700	7.3

Auditor General Office Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	590,964	631,000	541,332	663,000	32,000	5.1
6005 PDP Increases			(6,140)			
6054 Vacation payout			2,420			
6100 Benefits - Salaries	69,510	86,000	80,578	106,000	20,000	23.3
6152 Retirement Incentives	2,023	3,000	2,201	3,000		
6154 Workers' Compensation	6,419	8,000	5,836	8,000		
* Compensation and Benefits	668,916	728,000	626,226	780,000	52,000	7.1
6201 Telephone	3,819	5,000	4,251	5,000		
6202 Courier/Postage	450	1,000	274	1,000		
6203 Office Furn/Equip	6,210	3,000	3,237	2,000	(1,000)	(33.3)
6204 Computer S/W & Lic	5,000		1,377	2,000	2,000	
6207 Office Supplies	8,550	7,000	4,637	7,000		
* Office	24,029	16,000	13,776	17,000	1,000	6.3
6301 Professional Fees	44,500	1,300		1,000	(300)	(23.1)
6302 Legal Fees			3,880	10,000	10,000	
6311 Security			311			
6399 Contract Services	11,900	10,000	25,783		(10,000)	(100.0)
* External Services	56,400	11,300	29,973	11,000	(300)	(2.7)
6499 Other Supplies		1,000		1,000		
* Supplies		1,000		1,000		
6703 Computer Equipment/Rentals	1,200	6,000	4,857	6,000		
* Equipment & Communications	1,200	6,000	4,857	6,000		
6901 Membership Dues	5,000	10,000	6,898	10,000		
6902 Conferences and Workshops	7,650	10,000	4,165	10,000		
6903 Travel - Local	3,600	2,000	1,741	2,000		
6904 Travel - Out of Town	355	1,000	429	1,000		
6905 Training & Education	20,200	1,000	601	6,000	5,000	500.0
6911 Facilities Rental			294			
6912 Advertising and Promotion	450					
6917 Books and Periodicals	1,500	2,000	1,315	2,000		
6919 Special Projects	54,000	54,000		54,000		
6938 Rewarding Excellence		1,000	473	1,000		
* Other Goods & Services	92,755	81,000	15,914	86,000	5,000	6.2
7008 IntnTrsf IT & Commun			1,314			
* Interdepartmental			1,314			
8008 Transfer to/from Reserves	(50,000)	(50,000)		(50,000)		
* Other Fiscal	(50,000)	(50,000)		(50,000)		
** Total	793,300	793,300	692,061	851,000	57,700	7.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue						
** Total						
Net Surplus/Deficit	793,300	793,300	692,061	851,000	57,700	7.3

Chief Administrative Office

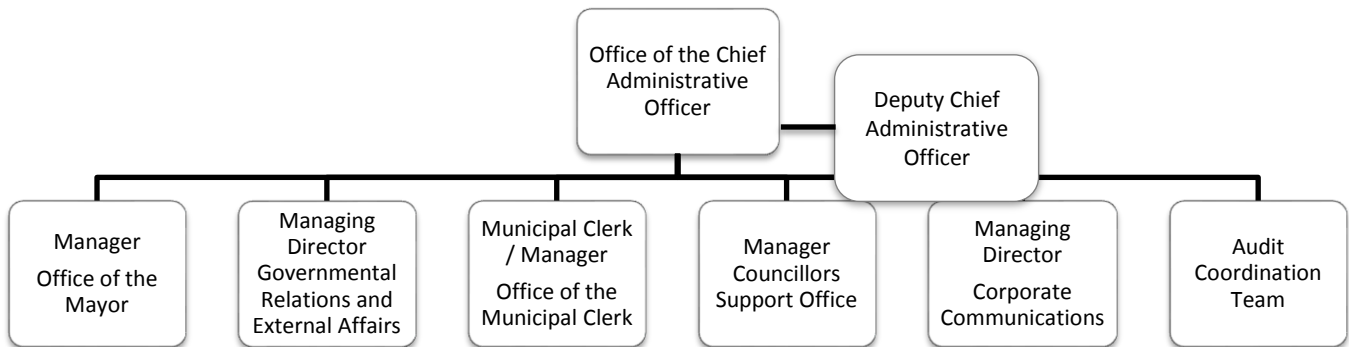
2013/14 Budget and Business Plan

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

Chief Administrative Office Overview

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

Chief Administrative Office Org Chart



Funded Full Time Equivalents (FTEs)

Chief Administrative Office	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	76	+4	80

Chief Administrative Office Operating Budget Overview

CAO Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	8,347,007	8,341,100	7,835,855	8,073,400	(267,700)	(3.2)
* Office	999,180	1,455,200	1,095,491	1,060,200	(395,000)	(27.1)
* External Services	381,265	1,034,700	1,399,119	214,400	(820,300)	(79.3)
* Supplies	102,360	102,400	70,190	90,400	(12,000)	(11.7)
* Materials			73	500	500	
* Building Costs			203			
* Equipment & Communications	44,300	43,400	69,124	53,000	9,600	22.1
* Vehicle Expense	50,301	44,000	39,162	46,700	2,700	6.1
* Other Goods & Services	1,018,405	1,058,900	825,625	929,300	(129,600)	(12.2)
* Interdepartmental			(36,816)			
* Other Fiscal	5,112,127	4,072,000	5,026,830	5,801,700	1,729,700	42.5
** Total	16,054,945	16,151,700	16,324,856	16,269,600	117,900	0.7
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(1,843,927)		(1,931,108)	(1,909,400)	(1,909,400)	
* Area Rate Revenue		(1,968,100)			1,968,100	(100.0)
* Payments in Lieu of taxes		(157,000)	(157,000)	(138,000)	19,000	(12.1)
* Fee Revenues	(32,300)	(40,200)	(33,042)	(40,200)		
* Other Revenue	(1,650,200)	(1,628,400)	(2,203,182)	(1,609,000)	19,400	(1.2)
** Total	(3,526,427)	(3,793,700)	(4,324,332)	(3,696,600)	97,100	(2.6)
Net Surplus/Deficit	12,528,518	12,358,000	12,000,524	12,573,000	215,000	1.7

Chief Administrative Office Budget Overview by Service Area

CAO Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
CAO Office	800,300	662,600	583,153	621,900	(40,700)	(6.1)
DCAO Operations	514,840	521,000	571,021	519,800	(1,200)	(0.2)
Mayors Office	775,447	780,600	682,840	805,000	24,400	3.1
Councillor Support	2,993,424	2,684,500	2,574,148	2,564,100	(120,400)	(4.5)
Municipal Clerks	2,028,989	2,038,900	1,972,994	2,190,900	152,000	7.5
Government Relations & External Affairs	2,488,906	2,581,800	2,838,262	2,651,000	69,200	2.7
Corporate Communications	2,926,612	3,088,600	2,778,106	3,220,300	131,700	4.3
	12,528,518	12,358,000	12,000,524	12,573,000	215,000	

Chief Administrative Office Key Metrics

Key Metrics and Drivers	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	66%	67%	70%	69%	65%
Expenditures per Dwelling (186,447 dwellings)	55.22	58.51	62.99	62.04	65.41

Chief Administrative Office Strategic Initiatives for 2013/14

Financial Stewardship

Contributing to financial sustainability and long term overall fiscal health of the organization is an ongoing challenge for every staff member at HRM. The challenge before the CAO Business Unit is one of providing leadership to ensure finances are well managed, lines of accountability are clear and financial plans are aligned with corporate goals. This provides Council with a high degree of flexibility and a range of opportunities regarding spending alternatives, service delivery options and tax rate variations.

Intergovernmental Relations and External Affairs

Ensuring HRM develops and maintains an excellent working relationship with senior levels of government provides significant benefit to the organization and to the community. Providing leadership and organizational focus to this regulatory, legislative and financial relationship is a key initiative for the CAO Business Unit in the upcoming year.

Corporate Communications

Ensuring HRM communicates internally and externally in a professional and highly effective manner continues to be a key challenge to the business unit for 2013/14. Development of a more cohesive, strategic and pro-active communications program presents a significant opportunity to improve corporate culture within the organization and establish stronger communication links with the community.

Operational Efficiency

Financial resources available to the public service continue to be under very significant pressure while taxpayers’ expectation of service continues to increase. These circumstances will not change in the future and the CAO Business Unit must continue to provide leadership and direction to ensure HRM’s organizational structure is appropriately sized and properly aligned to respond to this challenge.

Governance

Continuous governance improvements are both a challenge and an opportunity for the CAO Business Unit in the coming year. Supporting the new Community Council structure, a reduced Council size and responding to Council’s interest in an improved governance structure that supports effective decision making will continue to be a priority for the business unit during this business cycle.

Summary of 2013/14 Chief Administrative Office Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
<ul style="list-style-type: none"> Operational efficiencies in supplies, equipment, facilities rental, training, conferences, membership dues etc. 	80,600	0	0
<ul style="list-style-type: none"> Reduction in External Services such as professional and consulting fees and contract services 	28,000	0	0
<ul style="list-style-type: none"> Vacancy management 	135,400	0	0
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
<ul style="list-style-type: none"> Development of a corporate policy coordination division with Government Relations and External Affairs (GREA) to be implemented in 13/14 	Delivered within existing corporate envelope	0	0
<ul style="list-style-type: none"> Increase Councillor support resources to reflect one support role for each two Councillors plus two additional positions (total three new positions) 	170,000	0	0

2013/14 Chief Administrative Office Service Area Plans

Office of the Chief Administrative Officer (CAO Office):

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

Services Delivered:

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

CAO Office Budget Overview

CAO Office Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	732,506	585,900	553,553	562,900	(23,000)	(3.9)
* Office	35,630	15,300	17,466	17,100	1,800	11.8
* External Services	135,665	30,000			(30,000)	(100.0)
* Equipment & Communications	900			3,500	3,500	
* Vehicle Expense				4,700	4,700	
* Other Goods & Services	120,599	31,400	12,135	33,700	2,300	7.3
* Other Fiscal	(225,000)					
** Total	800,300	662,600	583,153	621,900	(40,700)	(6.1)
Net Surplus/Deficit	800,300	662,600	583,153	621,900	(40,700)	(6.1)

2013/14 CAO Office Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 1.1	Provide corporate strategic leadership and coordination of deliverables of the Economic Strategy, Economic Development governance review, and on-going support to the BIDs	Economic Development
CAO 1.2	Provide strategic direction and leadership to the strategic review of solid waste service delivery	Financial Stewardship
CAO 1.3	Provide strategic leadership and direction on HRM's role in the development approval process including delivery of major projects such as the Nova Centre and the Irving shipbuilding program	Excellence in Service Delivery
CAO 1.4	Provide corporate strategic leadership and coordination on behalf of Council to review governance structures	Governance and Communication

Office of the Deputy Chief Administrative Officer (DCAO Office):

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

Services Delivered:

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

DCAO Office Budget Overview

DCAO Operations Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	378,009	380,800	430,580	394,100	13,300	3.5
* Office	8,786	8,800	6,641	7,100	(1,700)	(19.3)
* External Services	116,200	116,200	126,968	116,200		
* Other Goods & Services	11,845	15,200	6,815	2,400	(12,800)	(84.2)
* Interdepartmental			18			
** Total	514,840	521,000	571,021	519,800	(1,200)	(0.2)
Net Surplus/Deficit	514,840	521,000	571,021	519,800	(1,200)	(0.2)

2013/14 DCAO Office Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 2.1	Guide and support the implementation of policies and priorities as directed by Council	Governance and Communication
CAO 2.2	Provide leadership and strategic oversight to the successful delivery of operational business unit key deliverables	Excellence in Service Delivery
CAO 2.3	Provide leadership and strategic support to the operational review of Halifax Regional Fire and Emergency services	Excellence in Service Delivery
CAO 2.4	Provide operational oversight of the Solid Waste Review	Financial Stewardship

Office of the Mayor:

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

Services Delivered:

- Mayoral Support - *Delivery of legislative and administrative support to the Mayor*
- Issue Coordination - *Coordination of resident issues, providing responses to residents' questions*
- Mayoral Correspondence - *Preparing correspondence and district communications on behalf of the Mayor*

Office of the Mayor Budget Overview

Mayor's Office Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	584,862	623,700	610,390	635,900	12,200	2.0
* Office	30,685	30,100	25,750	31,000	900	3.0
* External Services	2,500	2,500			(2,500)	(100.0)
* Supplies	500	500	334	500		
* Materials			73	500	500	
* Building Costs			203			
* Equipment & Communications	500	500	3	500		
* Other Goods & Services	156,400	147,700	56,337	136,600	(11,100)	(7.5)
* Interdepartmental			36			
** Total	775,447	805,000	693,126	805,000		
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue		(24,400)	(10,286)		24,400	(100.0)
** Total		(24,400)	(10,286)		24,400	(100.0)
Net Surplus/Deficit	775,447	780,600	682,840	805,000	24,400	3.1

Councillors Support Office:

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

Services Delivered:

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

Councillors Support Office Budget Overview

Councillors Support Office Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,661,437	2,384,500	2,315,458	2,257,300	(127,200)	(5.3)
* Office	85,594	85,500	68,582	75,200	(10,300)	(12.0)
* Equipment & Communications						
* Vehicle Expense	50,301	44,000	39,139	42,000	(2,000)	(4.5)
* Other Goods & Services	226,692	209,000	206,647	228,100	19,100	9.1
* Interdepartmental			(12,232)			
** Total	3,024,024	2,723,000	2,617,594	2,602,600	(120,400)	(4.4)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(30,600)	(38,500)	(32,550)	(38,500)		
* Other Revenue			(10,896)			
** Total	(30,600)	(38,500)	(43,446)	(38,500)		
Net Surplus/Deficit	2,993,424	2,684,500	2,574,148	2,564,100	(120,400)	(4.5)

2013/14 Councillors Support Office Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 3.1	Establish an enhanced level of administrative support to Councillors by providing a support staff ratio of one Constituency Coordinator for each two Council positions plus two additional support positions before the end of the first quarter of 2013	Excellence in Service Delivery
CAO 3.2	Establish an enhanced level of customized technological capacity by providing and supporting an increased range of wireless alternatives for Councillors	Excellence in Service Delivery
CAO 3.3	Provide an enhanced level of Councillor to public communication and overall operational transparency through a more robust web presence and social media capacity for individual Councillors by the end of the 13/14 business cycle	Governance and Communication

The Office of the Municipal Clerk:

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

Services Delivered:

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

Office of the Municipal Clerk Budget Overview

Municipal Clerks Office Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,425,488	1,659,900	1,581,712	1,476,900	(183,000)	(11.0)
* Office	68,618	478,300	166,615	66,600	(411,700)	(86.1)
* External Services	76,300	836,500	1,085,320	49,400	(787,100)	(94.1)
* Supplies	9,000	9,000	1,489	8,000	(1,000)	(11.1)
* Building Costs						
* Equipment & Communications	5,000	5,000	23,202	4,400	(600)	(12.0)
* Vehicle Expense			23			
* Other Goods & Services	245,183	398,000	391,170	184,100	(213,900)	(53.7)
* Interdepartmental			12,591			
* Other Fiscal	203,100	(1,344,100)	(881,642)	403,200	1,747,300	(130.0)
** Total	2,032,689	2,042,600	2,380,478	2,192,600	150,000	7.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(1,700)	(1,700)	(492)	(1,700)		
* Other Revenue	(2,000)	(2,000)	(406,992)		2,000	(100.0)
** Total	(3,700)	(3,700)	(407,485)	(1,700)	2,000	(54.1)
Net Surplus/Deficit	2,028,989	2,038,900	1,972,994	2,190,900	152,000	7.5

2013/14 Office of the Municipal Clerk Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 4.1	Enhance the professionalism of Community Council service delivery through technological improvements, improved logistical support and the implementation of a pilot project to webcast Community Council Public Hearings	Governance and Communication
CAO 4.2	Lead the development of a Routine Information Disclosure plan for all business units before the end of the 13/14 business cycle	Governance and Communication
CAO 4.3	Implement the strategic plan for corporate records management before the end of the 13/14 business cycle	Excellence in Service Delivery
CAO 4.4	Support Council's review of governance alternatives beginning with Standing and Advisory Committees before the end of the 13/14 business cycle	Governance and Communication

Government Relations & External Affairs:

Government Relations & External Affairs provides strategic advice to the corporation on a range of initiatives focussed on creating opportunities for effective integration with external partners.

Services Delivered:

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

Government Relations & External Affairs Budget Overview

Government Relations & External Affairs Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	656,569	755,000	626,769	782,200	27,200	3.6
* Office	8,761	7,400	4,140	3,100	(4,300)	(58.1)
* External Services	4,750	3,700	137,502		(3,700)	(100.0)
* Other Goods & Services	126,926	123,700	5,206	13,600	(110,100)	(89.0)
* Interdepartmental			100,000			
* Other Fiscal	5,134,027	5,416,100	5,808,472	5,498,500	82,400	1.5
** Total	5,931,033	6,305,900	6,682,088	6,297,400	(8,500)	(0.1)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(1,843,927)		(1,931,108)	(1,909,400)	(1,909,400)	
* Area Rate Revenue		(1,968,100)			1,968,100	(100.0)
* Payments in Lieu of taxes		(157,000)	(157,000)	(138,000)	19,000	(12.1)
* Other Revenue	(1,598,200)	(1,599,000)	(1,755,719)	(1,599,000)		
** Total	(3,442,127)	(3,724,100)	(3,843,827)	(3,646,400)	77,700	(2.1)
Net Surplus/Deficit	2,488,906	2,581,800	2,838,262	2,651,000	69,200	2.7

2013/14 Government Relations & External Affairs Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 5.1	Based on the recent Auditor General's report, ensure year 3 economic strategy priorities are identified and incorporated into a SLA between HRM and GHP tying costs with services provided to show value for investment and including development and reporting on performance measures and financial outcomes.	Economic Development
CAO 5.2	Engage African Nova Scotian communities through ongoing consultations that will inform the work of HRM and support future collaborations and initiatives	Governance and Communication
CAO 5.3	Establish a framework to provide central corporate support for policy development across HRM	Excellence in Service Delivery
CAO 5.4	Coordinate a review of HRM's outstanding legislative amendment requests to determine their ongoing relevance and necessity	Governance and Communication

Corporate Communications:

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

Services Delivered:

- Marketing Strategies - *Development and implementation of integrated strategies to deliver marketing and creative products and services that support Business Unit and Corporation outcomes*

- Visual Identity Standards Oversight - *Oversight of the development and implementation of HRM visual identity standards and templates*
- Media Relations - *Management of the interaction between all media and HRM*
- Metro Transit Communications - *Management of all Metro Transit customer communications and engagement*
- Issue / Crisis Communications - *Strategic issues management, crisis communications and public relations counsel to all municipal interests*
- Internal Communications Projects - *Delivery of strategies and tools to promote and maintain employee engagement, leadership visibility, and promote an organizational culture of accountability, continuous improvement and performance measurement*
- Print Services - *Delivery of printing, copying, bindery and distribution/mailing services for the corporation*

Corporate Communications Budget Overview

Corporate Communications Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,908,136	1,951,300	1,717,394	1,964,100	12,800	0.7
* Office	761,106	829,800	806,296	860,100	30,300	3.7
* External Services	45,850	45,800	49,330	48,800	3,000	6.6
* Supplies	92,860	92,900	68,368	81,900	(11,000)	(11.8)
* Equipment & Communications	37,900	37,900	45,919	44,600	6,700	17.7
* Other Goods & Services	130,760	133,900	147,316	330,800	196,900	147.1
* Interdepartmental			(137,229)			
* Other Fiscal			100,000	(100,000)	(100,000)	
** Total	2,976,612	3,091,600	2,797,394	3,230,300	138,700	4.5
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue	(50,000)	(3,000)	(19,288)	(10,000)	(7,000)	233.3
** Total	(50,000)	(3,000)	(19,288)	(10,000)	(7,000)	233.3
Net Surplus/Deficit	2,926,612	3,088,600	2,778,106	3,220,300	131,700	4.3

2013/14 Corporate Communication Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 6.1	Work with GHP to develop and deliver a municipal branding program to Council for review during the 13/14 business cycle	Governance and Communication
CAO 6.2	Implement a corporate internal corporate communications program to improve employee engagement in the public service	Excellence in Service Delivery
CAO 6.3	Deliver an enhance on-line program of web based improvements to support more effective community engagement	Governance and Communication
CAO 6.4	Implement a direct to stakeholder public communications program through screen displays located in HRM facilities	Governance and Communication

Audit Coordination Team:

The role of the Municipal Auditor General (AG) is to assist the Municipality in holding the organization accountable for stewardship over public funds and for the achievement of value for money. In response to this, the administration has a responsibility to ensure all Audit Report recommendations are appropriately answered and implemented.

In order to facilitate this process, an internal project team, the Audit Coordination Team, has been created to develop a framework to ensure the work is completed efficiently, timely, accurately and in the best interest of the Municipality. By focusing on continuous improvement, HRM will become an even stronger organization supported by a strong, credible and accountable public service.

The Audit Coordination, assigns accountabilities for addressing recommendations from AG reports, and monitors the progress of implementing recommendations.

Services Delivered:

- AG Report Response – *coordination and assistance with the development of corporate responses to reports released by the municipal Office of the Auditor General*
- Change Coordination – *coordination of the implementation of recommendations contained within reports released by the municipal Office of the Auditor General*
- Progress Reporting – *assignment of accountabilities for addressing recommendations from AG reports and reporting the progress of implementing recommendations.*

2013/14 Audit Coordination Team Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CAO 7.1	Ensure coordinated management responses are prepared to individual reports from the Auditor General	Excellence in Service Delivery
CAO 7.2	Develop, monitor and support (where required) implementation plans in response to reports and recommendations from the Auditor General	Excellence in Service Delivery
CAO 7.3	Continue to develop administrative procedures and tools to improve corporate monitoring and reporting in relation to recommendations from the Auditor General	Excellence in Service Delivery
CAO 7.4	Identify corporate themes (i.e. policy gaps) and/or needs identified by the Auditor General	Excellence in Service Delivery

CAO Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
E200 Councillor's Support	2,993,424	2,684,500	2,574,148	2,564,100	(120,400)	(4.5)
*** Councillor Support	2,993,424	2,684,500	2,574,148	2,564,100	(120,400)	(4.5)
E300 Mayor's office	775,447	780,600	682,840	805,000	24,400	3.1
*** Mayors Office	775,447	780,600	682,840	805,000	24,400	3.1
E124 DCAO-Corp Serv & Str	281,811		1,992			
E110 CAO Office	540,576	662,600	581,148	621,900	(40,700)	(6.1)
E130 FCM Conference 2011	(22,087)		14			
*** CAO Office	800,300	662,600	583,153	621,900	(40,700)	(6.1)
C711 Destination Halifax	389,350	393,000	415,188	386,600	(6,400)	(1.6)
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,650,000	1,570,000	170,000	12.1
E400 Intergovrn. Relation	631,309	788,800	773,074	694,400	(94,400)	(12.0)
E600 Economic Development	68,247					
*** Government Relations & Externa	2,488,906	2,581,800	2,838,262	2,651,000	69,200	2.7
A124 Office Services	1,074,846	824,900	691,276	731,100	(93,800)	(11.4)
A620 Mrkt & Promotions	1,046,741	1,463,200	1,728,420	1,763,250	300,050	20.5
A621 Mrkt & Prom.-Hbr Sol						
A622 Corporate PR/Media	403,920	370,800	251,808	399,550	28,750	7.8
A623 PR/Planning Mgmt	401,105	429,700	106,602	326,400	(103,300)	(24.0)
*** Corporate Communications	2,926,612	3,088,600	2,778,106	3,220,300	131,700	4.3
A121 Municipal Clerk	1,097,131	1,096,400	1,099,045	1,098,200	1,800	0.2
A125 Elections	203,100	203,200	203,100	403,200	200,000	98.4
A722 Access & Privacy	180,059	182,000	175,238	186,500	4,500	2.5
A725 Information Management	548,699	557,300	494,353	503,000	(54,300)	(9.7)
A122 Info Resource Mgmt			1,258			
*** Municipal Clerks	2,028,989	2,038,900	1,972,994	2,190,900	152,000	7.5
C001 DCAO - Operations	514,840	521,000	571,021	519,800	(1,200)	(0.2)
*** DCAO Operations	514,840	521,000	571,021	519,800	(1,200)	(0.2)
**** Total	12,528,518	12,358,000	12,000,524	12,573,000	215,000	1.7

CAO Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
E200 Councillor's Support	3,024,024	2,723,000	2,617,594	2,602,600	(120,400)	(4.4)
*** Councillor Support	3,024,024	2,723,000	2,617,594	2,602,600	(120,400)	(4.4)
E300 Mayor's office	775,447	805,000	693,126	805,000		
*** Mayors Office	775,447	805,000	693,126	805,000		
E124 DCAO-Corp Serv & Str	281,811		1,992			
E110 CAO Office	540,576	662,600	581,148	621,900	(40,700)	(6.1)
E130 FCM Conference 2011	(22,087)		14			
*** CAO Office	800,300	662,600	583,153	621,900	(40,700)	(6.1)
C511 Downtown Dartmouth BID	215,376	260,700	263,202	267,300	6,600	2.5
C512 Downtown Halifax BID	812,610	933,000	915,738	875,800	(57,200)	(6.1)
C513 Spring Garden Road BID	308,966	386,800	382,085	359,500	(27,300)	(7.1)
C514 Quinpool Road BID	91,722	103,300	97,011	98,500	(4,800)	(4.6)
C515 Spryfield & District BID	68,005	71,200	69,204	73,200	2,000	2.8
C516 Sackville Drive BID	155,861	161,500	160,566	164,900	3,400	2.1
C517 Dart Main St BID	82,645	94,100	93,803	92,000	(2,100)	(2.2)
C518 Agricola/Gottingen BID	108,742	114,500	106,498	116,200	1,700	1.5
C711 Destination Halifax	1,987,550	1,992,000	2,160,907	1,985,600	(6,400)	(0.3)
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,650,000	1,570,000	170,000	12.1
E127 ALLIES Partnership Grant			10,000			
E400 Intergovrn. Relation	631,309	788,800	773,074	694,400	(94,400)	(12.0)
E600 Economic Development	68,247					
*** Government Relations & Externa	5,931,033	6,305,900	6,682,088	6,297,400	(8,500)	(0.1)
A124 Office Services	1,124,846	827,900	710,564	741,100	(86,800)	(10.5)
A620 Mrkt & Promotions	1,046,741	1,463,200	1,728,420	1,763,250	300,050	20.5
A621 Mrkt & Prom.-Hbr Sol						
A622 Corporate PR/Media	403,920	370,800	251,808	399,550	28,750	7.8
A623 PR/Planning Mgmt	401,105	429,700	106,602	326,400	(103,300)	(24.0)
*** Corporate Communications	2,976,612	3,091,600	2,797,394	3,230,300	138,700	4.5
A121 Municipal Clerk	1,097,131	1,096,400	1,099,045	1,098,200	1,800	0.2
A125 Elections	203,100	203,200	609,386	403,200	200,000	98.4
A722 Access & Privacy	180,259	182,200	177,308	186,700	4,500	2.5
A725 Information Management	552,199	560,800	493,128	504,500	(56,300)	(10.0)
A122 Info Resource Mgmt			1,612			
*** Municipal Clerks	2,032,689	2,042,600	2,380,478	2,192,600	150,000	7.3
C001 DCAO - Operations	514,840	521,000	571,021	519,800	(1,200)	(0.2)
*** DCAO Operations	514,840	521,000	571,021	519,800	(1,200)	(0.2)
**** Total	16,054,945	16,151,700	16,324,856	16,269,600	117,900	0.7

CAO Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
E200 Councillor's Support	(30,600)	(38,500)	(43,446)	(38,500)		
* Councillor Support	(30,600)	(38,500)	(43,446)	(38,500)		
E300 Mayor's office		(24,400)	(10,286)		24,400	(100.0)
* Mayors Office		(24,400)	(10,286)		24,400	(100.0)
C511 Downtown Dartmouth BID	(215,376)	(260,700)	(263,202)	(267,300)	(6,600)	2.5
C512 Downtown Halifax BID	(812,610)	(933,000)	(915,738)	(875,800)	57,200	(6.1)
C513 Spring Garden Road BID	(308,966)	(386,800)	(382,085)	(359,500)	27,300	(7.1)
C514 Quinpool Road BID	(91,722)	(103,300)	(97,011)	(98,500)	4,800	(4.6)
C515 Spryfield & District BID	(68,005)	(71,200)	(69,204)	(73,200)	(2,000)	2.8
C516 Sackville Drive BID	(155,861)	(161,500)	(160,566)	(164,900)	(3,400)	2.1
C517 Dartmouth Main Street BID	(82,645)	(94,100)	(93,803)	(92,000)	2,100	(2.2)
C518 Agricola/Gottingen BID	(108,742)	(114,500)	(106,498)	(116,200)	(1,700)	1.5
C711 Destination Halifax	(1,598,200)	(1,599,000)	(1,745,719)	(1,599,000)		
E127 ALLIES Partnership Grant			(10,000)			
* Government Relations & External	(3,442,127)	(3,724,100)	(3,843,827)	(3,646,400)	77,700	(2.1)
A124 Office Services	(50,000)	(3,000)	(19,288)	(10,000)	(7,000)	233.3
* Corporate Communications	(50,000)	(3,000)	(19,288)	(10,000)	(7,000)	233.3
A125 Elections			(406,286)			
A722 Access & Privacy	(200)	(200)	(2,070)	(200)		
A725 Information Management	(3,500)	(3,500)	1,225	(1,500)	2,000	(57.1)
A122 Info Resource Mgmt			(354)			
* Municipal Clerks	(3,700)	(3,700)	(407,485)	(1,700)	2,000	(54.1)
** Total	(3,526,427)	(3,793,700)	(4,324,332)	(3,696,600)	97,100	(2.6)

CAO Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	7,013,502	6,988,400	6,726,180	6,885,200	(103,200)	(1.5)
6002 Salaries - Overtime	36,533	28,000	11,946	20,500	(7,500)	(26.8)
6003 Wages - Regular		53,300	23,958		(53,300)	(100.0)
6005 PDP Increases			(87,414)			
6054 Vacation payout			18,253			
6099 Other Allowances			19,000			
6100 Benefits - Salaries	1,145,222	1,182,400	1,083,844	1,168,000	(14,400)	(1.2)
6101 Benefits - Wages		100	17		(100)	(100.0)
6110 Vacancy Management		(54,100)		(135,400)	(81,300)	150.3
6151 Vehicle Allowance	8,600	5,700		2,900	(2,800)	(49.1)
6152 Retirement Incentives	37,326	39,000	36,735	41,400	2,400	6.2
6153 Severance						
6154 Workers' Compensation	105,424	97,900	70,000	90,800	(7,100)	(7.3)
6155 Overtime Meals	400	400			(400)	(100.0)
6199 Comp & Ben InterDept			(66,663)			
* Compensation and Benefits	8,347,007	8,341,100	7,835,855	8,073,400	(267,700)	(3.2)
6201 Telephone	109,819	155,300	121,502	100,200	(55,100)	(35.5)
6202 Courier/Postage	580,800	813,500	610,602	624,400	(189,100)	(23.2)
6203 Office Furn/Equip	129,320	149,900	117,060	137,000	(12,900)	(8.6)
6204 Computer S/W & Lic	7,600	7,600	14,530	7,600		
6205 Printing & Reproduction	84,280	242,000	143,066	115,300	(126,700)	(52.4)
6206 Microfilms	1,900					
6207 Office Supplies	78,341	79,900	81,446	68,800	(11,100)	(13.9)
6299 Other Office Expenses	7,120	7,000	7,285	6,900	(100)	(1.4)
* Office	999,180	1,455,200	1,095,491	1,060,200	(395,000)	(27.1)
6301 Professional Fees	15,300	16,900	4,449	10,600	(6,300)	(37.3)
6303 Consulting Fees	43,265	36,500	2,086	2,800	(33,700)	(92.3)
6310 Outside Personnel		231,200	249,326		(231,200)	(100.0)
6312 Refuse Collection			1,193			
6399 Contract Services	322,700	750,100	1,142,065	201,000	(549,100)	(73.2)
* External Services	381,265	1,034,700	1,399,119	214,400	(820,300)	(79.3)
6401 Uniforms & Clothing	300	300	333		(300)	(100.0)
6402 Med & First Aid Supp			12,595			
6405 Photo Supp & Equip	900	900	907	900		
6406 Bridge Tolls	500	500	344	500		
6499 Other Supplies	100,660	100,700	56,012	89,000	(11,700)	(11.6)
* Supplies	102,360	102,400	70,190	90,400	(12,000)	(11.7)
6513 Seeds & Plants			73	500	500	
* Materials			73	500	500	
6602 Electrical			203			
* Building Costs			203			
6701 Equipment Purchase			12,817			
6702 Small Tools			777			
6703 Computer Equipment/Rentals	7,400	7,400	8,610	5,500	(1,900)	(25.7)
6704 Equipment Rental			104			
6705 Equip - R&M	34,900	34,900	44,877	45,900	11,000	31.5

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6706 Computer R&M	1,100	1,100	1,825	1,600	500	45.5
6708 Mechanical Equipment			21			
6711 Communication System	900		93			
* Equipment & Communications	44,300	43,400	69,124	53,000	9,600	22.1
6804 Vehicle Fuel - Gasoline			23	2,400	2,400	
6899 Other Vehicle Expense	50,301	44,000	39,139	44,300	300	0.7
* Vehicle Expense	50,301	44,000	39,162	46,700	2,700	6.1
6901 Membership Dues	133,045	130,800	129,944	128,800	(2,000)	(1.5)
6902 Conferences and Workshops	42,749	33,600	17,851	40,800	7,200	21.4
6903 Travel - Local	62,385	75,000	66,566	68,900	(6,100)	(8.1)
6904 Travel - Out of Town	72,151	44,400	35,778	52,100	7,700	17.3
6905 Training & Education	39,193	38,900	11,824	34,350	(4,550)	(11.7)
6906 Licenses & Agreements	7,000	7,000		7,000		
6911 Facilities Rental	56,975	99,500	125,872	1,000	(98,500)	(99.0)
6912 Advertising and Promotion	178,504	250,200	231,673	180,300	(69,900)	(27.9)
6913 Awards	9,714	9,700	2,397	9,500	(200)	(2.1)
6915 Research Data Acquisition	2,440	2,400	18,099	5,900	3,500	145.8
6916 Public Education	38,800	38,800	32,444	35,000	(3,800)	(9.8)
6917 Books and Periodicals	6,375	6,000	7,604	6,250	250	4.2
6918 Meals	21,382	20,200	18,884	16,000	(4,200)	(20.8)
6919 Special Projects	178,526	191,900	90,594	271,000	79,100	41.2
6929 Procurement Card Clearing			32			
6933 Community Events	95,400	95,400	26,912	70,300	(25,100)	(26.3)
6936 Staff Relations	8,700	200			(200)	(100.0)
6938 Rewarding Excellence	5,516	13,900	260		(13,900)	(100.0)
6999 Other Goods and Services	59,550	1,000	8,892	2,100	1,100	110.0
* Other Goods & Services	1,018,405	1,058,900	825,625	929,300	(129,600)	(12.2)
7007 IntTrsf Paper Recyc			1,008			
7009 Internal Transfers Other			(10,676)			
7012 Int Trf Print/Reprod			(6,099)			
7015 Int Trf FacilityRent			1,810			
7099 Interdept Chargeback			(22,948)			
9911 PM Labour-Reg			90			
* Interdepartmental			(36,816)			
8001 Transf Outside Agenc	3,386,810	3,957,000	4,188,542	3,928,500	(28,500)	(0.7)
8004 Grants	1,691,900	1,400,000	1,660,000	1,570,000	170,000	12.1
8008 Transfer to/from Reserves	(21,900)	(1,344,100)	(781,642)	303,200	1,647,300	(122.6)
8016 Provision for Allowance	55,317	59,100	(40,070)		(59,100)	(100.0)
* Other Fiscal	5,112,127	4,072,000	5,026,830	5,801,700	1,729,700	42.5
** Total	16,054,945	16,151,700	16,324,856	16,269,600	117,900	0.7
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4002 Commercial Property Taxes	(1,713,171)		(1,797,288)	(1,909,400)	(1,909,400)	
4003 Business Occupancy Taxes	(130,756)		(133,819)			
* Tax Revenue	(1,843,927)		(1,931,108)	(1,909,400)	(1,909,400)	
4200 Area Rate Revenue		(1,968,100)			1,968,100	(100.0)
* Area Rate Revenue		(1,968,100)			1,968,100	(100.0)
4601 Grant in Lieu - Federal		(55,800)	(55,800)	(34,700)	21,100	(37.8)
4602 Grant in Lieu - Provincial		(101,200)	(101,200)	(103,300)	(2,100)	2.1
* Payments in Lieu of taxes		(157,000)	(157,000)	(138,000)	19,000	(12.1)
4950 Other Licenses & Permits	(1,500)	(1,500)		(1,500)		
5206 Stipends	(30,600)	(38,500)	(32,550)	(38,500)		
5227 Photocopier Revenue	(200)	(200)	(492)	(200)		
* Fee Revenues	(32,300)	(40,200)	(33,042)	(40,200)		
5508 Recov External Parti	(1,650,200)	(1,628,400)	(2,203,182)	(1,609,000)	19,400	(1.2)
* Other Revenue	(1,650,200)	(1,628,400)	(2,203,182)	(1,609,000)	19,400	(1.2)
** Total	(3,526,427)	(3,793,700)	(4,324,332)	(3,696,600)	97,100	(2.6)
Net Surplus/Deficit	12,528,518	12,358,000	12,000,524	12,573,000	215,000	1.7

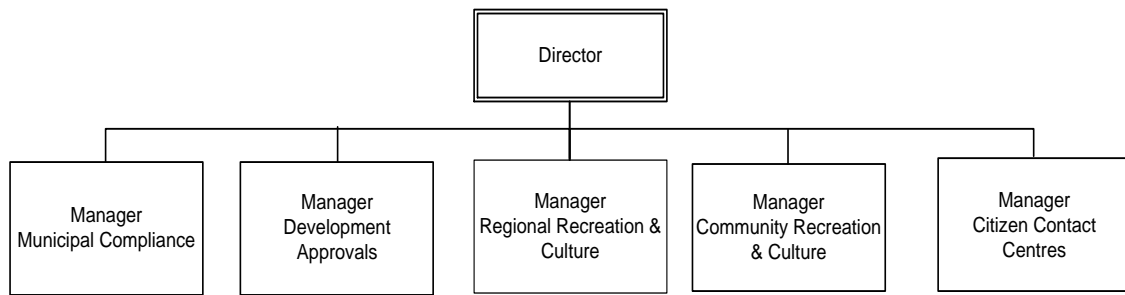
Community and Recreation Services

2013/14 Budget and Business Plan

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

Community and Recreation Services Overview

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



Funded Full Time Equivalents (FTEs)

Community & Recreation Services	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	307.5	+16.5	324

The following FTE changes have occurred in Community & Recreation Services since 2012/13:

- 1 FTE declared redundant
- 1 FTE transferred to Government Relations and External Affairs (CAO)
- 1 FTE transferred to Legal Services
- 1 FTE Transferred from TPW
- 1 FTE (New) Multi-District Facility Coordinator
- 2 FTEs (New) for Development Approvals
- 20 FTEs from Sackville Sports Stadium now represented under C&RS

Community and Recreation Services Operating Budget Overview

CRS Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	26,583,884	24,530,200	28,100,054	27,637,100	3,106,900	12.7
* Office	906,743	869,400	1,050,044	1,165,200	295,800	34.0
* External Services	2,270,736	2,762,100	2,699,552	3,900,900	1,138,800	41.2
* Supplies	487,496	513,200	1,356,443	517,000	3,800	0.7
* Materials	7,000	1,500	16,972	96,300	94,800	6,320.0
* Building Costs	1,111,158	1,051,200	886,402	2,037,900	986,700	93.9
* Equipment & Communications	322,468	388,400	486,239	584,200	195,800	50.4
* Vehicle Expense	183,470	175,100	10,016	17,400	(157,700)	(90.1)
* Other Goods & Services	3,189,088	3,286,200	2,861,608	3,697,500	411,300	12.5
* Interdepartmental	2,821,467	(167,700)	(178,378)	1,000	168,700	(100.6)
* Debt Service	1,135,383	1,101,600	1,214,499	1,314,500	212,900	19.3
* Other Fiscal	1,174,490	1,462,100	3,123,724	2,363,300	901,200	61.6
** Total	40,193,383	35,973,300	41,627,175	43,332,300	7,359,000	20.5
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(2,940,120)	(3,136,100)	(3,129,495)	(3,292,100)	(156,000)	5.0
* Transfers from other Gov'ts	(233,186)					
* Fee Revenues	(17,776,117)	(17,200,400)	(20,974,278)	(23,210,400)	(6,010,000)	34.9
* Other Revenue	(770,177)	(787,000)	(6,040,007)	(1,024,800)	(237,800)	30.2
** Total	(21,719,600)	(21,123,500)	(30,143,780)	(27,527,300)	(6,403,800)	30.3
Net Surplus/Deficit	18,473,783	14,849,800	11,483,395	15,805,000	955,200	6.4

Community and Recreation Services Budget Overview by Service Area

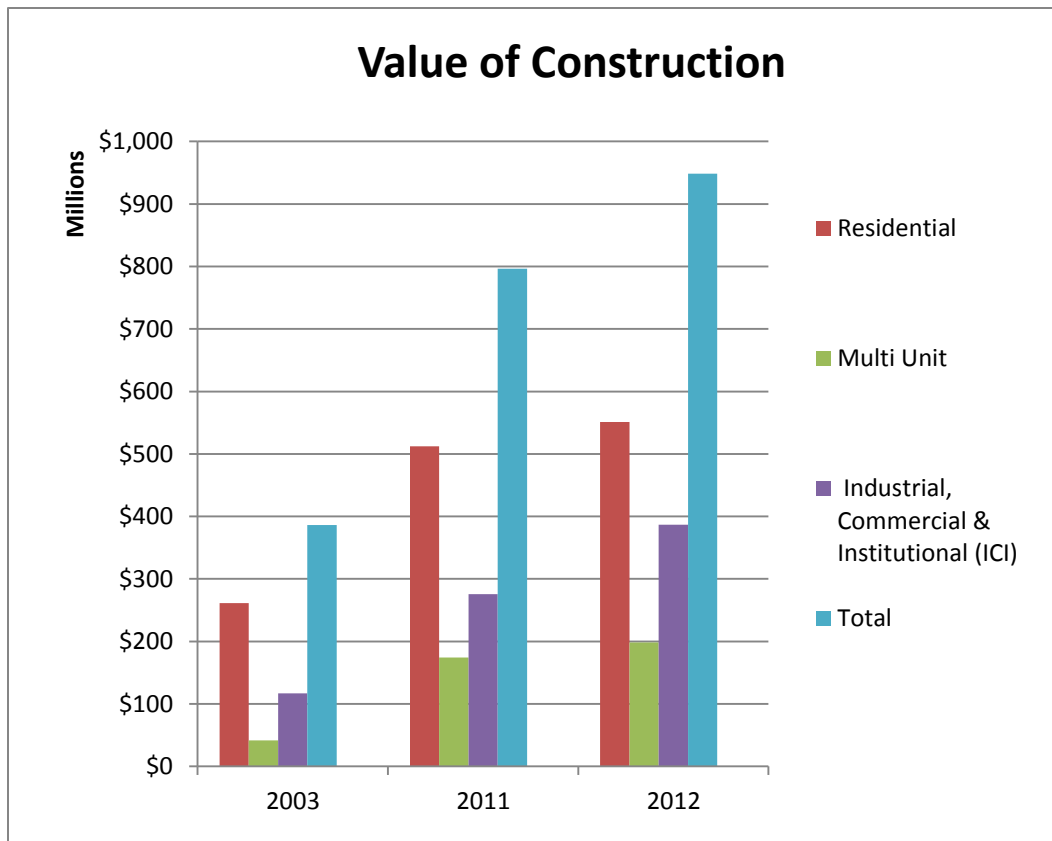
CRS Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Municipal Compliance Summary of Expense & Revenue Types	(3,871,169)	(3,647,248)	(6,297,685)	(4,822,400)	(1,175,152)	32.2
Citizen Contact Centres Summary of Expense & Revenue Types	2,575,553	2,791,520	2,673,314	2,836,900	45,380	1.6
CRS Administration Summary of Expense & Revenue Types	283,610	365,700	409,048	395,200	29,500	8.1
Community Recreation Summary of Expense & Revenue Types	10,302,157	7,059,600	6,700,621	7,268,300	208,700	3.0
Regional Recreation Summary of Expense & Revenue Types	3,672,842	3,823,780	4,111,783	4,816,300	992,520	26.0
Development Approvals Summary of Expense & Revenue Types	5,510,790	4,456,448	3,886,313	5,310,700	854,252	19.2
	18,473,783	14,849,800	11,483,395	15,805,000	955,200	

*C&RS 2013 Budget reflects budgets recently transferred in for:

- BMO Centre
- Sackville Sports stadium

Key Business Unit Metrics

Key Metrics and Drivers	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	64%	66%	62%	63%	66%
Expenditures per Dwelling	\$236	\$253	\$244	\$209	\$215
# of Dwellings	178,510	181,213	183,547	186,447	186,447
Total Value of Construction	\$681.1M	\$793.7M	\$796.2M	\$948.3M	\$1.2B



Community and Recreation Services Strategic Initiatives for 2013/14

This proposed budget will enable staff to address Regional Council's priority outcomes as follows:

Healthier Communities

- New youth-at-risk program opportunities
- Increased access to recreation through:
 - New/expanded Programs, focused on unstructured play
 - Frozen/reduced rates at HRM owned and operated facilities
 - Community Access Plan and centralized scheduling for all HRM arenas
 - Accessibility upgrades
 - New facilities

Foster Economic Development:

- Increased organizational capacity to process applications/permits
- No new/increased development-related fees
- Continued focus on red tape reduction and rationalization of fees

Improved Governance and Financial Stewardship of HRM's recreational and cultural assets

Recreation – Increased Access and Unstructured Play

Community Recreation and Culture is responding to the trend whereby citizens are expressing their desire to participate in more unstructured play and physical activity opportunities that are informal, unstructured and easy to access. Eliminating barriers to participation and creating access for all ages has been an ongoing emphasis of recreation and staff are developing strategies and programs to enhance the commitment to accessible recreation. Such activities include expanding the Canadian Tire Jumpstart program, expanding the Outdoor Recreation and Environmental Education program, offering complimentary summer beach swim lessons for all ages and working in partnership with the province on an after school access program in 4 rural areas. Research continues to indicate that participation in play for early childhood years builds stronger problem solving skills, creative thinking and socialization skills – all contributing to the building of healthier individuals and communities.

Development Approvals Response Times

Building on last year's objective to establish a culture of Red Carpet vs. Red Tape, a significant re-structuring of the Development Approvals division has been undertaken to increase organizational capacity and better facilitate more effective and efficient approval processes. Along with this, the division will begin to identify, prioritize, and embark on a program of continuous improvement for its business processes.

Summary of 2013/14 Community and Recreation Services Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
Reduced operating costs for 311	\$100,000		
Vacancy Management	\$97,000		
Operational Efficiencies office supplies, contract services, Recreation Program Supplies	\$112,000		
Reduced costs for Parks Patrol Contract	\$70,000		
Reduction in Vehicle Expenses	\$156,000		
Increased Revenue	\$1,124,000		
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
Implement Souls Strong Program (Youth-At-Risk)	Federal Funding		
Implement "After the Bell" in partnership with the Province (Pilot)	Provincial Funding		
Expand HRM Kids (Canadian Tire Jumpstart Program)	\$40,000		
HRM Beaches Swim Program Complimentary Lessons (Pilot)	\$25,000		
Implement Year Round Oval Programming Complimentary In-line Skate Usage	\$95,000		
Expand Outdoor Recreation /Environmental Education Program (Pilot)	\$67,000		
Recreation / Culture Facility Needs Assessments	\$225,000		
Additional Civic Event Funding	\$100,000		
Bedford Community Centre and All Weather Field	\$5,000,000 Capital		
Accessibility Upgrades	\$200,000 Capital		
Cultural Inventory and Restoration	\$400,000 Reserve		
New Public Art	\$100,000 Reserve		

2013/14 Community and Recreation Services Service Area Plans

Citizen Contact Centres:

The Citizen Contact Centre provides the citizens of HRM with easy access to municipal services whether by phone, in-person, or on-line. HRM maintains five Customer Service Centres throughout the Municipality, providing citizens with a wide range of municipal services. Citizens can also call 311 Halifax toll-free from anywhere throughout HRM and access a wide variety of municipal information and services in over 150 languages using a telephone interpretation service.

Services Delivered:

- Information / Service Request Intake and Response - *Provides general information and referrals for Tier 1 inquiries; obtain information and perform triage for Tier 2 requests for services and/or information*
- Licences, Permits, Products, or Services Payments - *An in-person service consisting of processing and/or accepting payment for various licenses, permits, products or services*
- Urgent Service Request Intake and Response – *Takes urgent requests for service and dispatches appropriate service responders during regular business hours.*
- After-Hours Alarm Monitoring and Responder Dispatch - *Takes urgent after hour calls, monitors various alarm systems such as elevators, pumping stations, etc., and dispatches appropriate service responders.*

Citizen Contact Centres Budget Overview

Citizen Contact Centres Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,594,567	2,417,920	2,436,316	2,545,700	127,780	5.3
* Office	96,933	117,900	79,062	101,000	(16,900)	(14.3)
* External Services	133,969	150,900	116,769	140,900	(10,000)	(6.6)
* Supplies				400	400	
* Building Costs	500					
* Equipment & Communications	800	800	130	800		
* Other Goods & Services	28,784	104,000	19,074	28,100	(75,900)	(73.0)
* Interdepartmental			21,571	20,000	20,000	
** Total	2,855,553	2,791,520	2,672,923	2,836,900	45,380	1.6
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(280,000)					
* Other Revenue			391			
** Total	(280,000)		391			
Net Surplus/Deficit	2,575,553	2,791,520	2,673,314	2,836,900	45,380	1.6

Key Citizen Contact Centres Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Projection	Target
Grade of Service Target (GOS - 80% of calls answered within 25 seconds)	76%	76%	75%	80%
Call Volume	535,434	516,272	480,000	535,000
# of Counter Service Transactions	123,000	121,000	105,000	120,000
Customer Satisfaction – Call Centre	92%	93%	85%	85%
Abandonment Rate	7%	6%	7%	7%

2013/14 Citizen Contact Centres Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CRS 1.1	<p>Explore further opportunities to integrate call-taking and counter services within HRM</p> <ul style="list-style-type: none"> a) Intake and processing of development permit applications and payment processing b) Recreation program intake and payment processing c) Halifax Water call-taking 	Organizational Capacity
CRS 1.2	<p>Review Tools and Technologies to improve customer experience when communicating with HRM</p> <ul style="list-style-type: none"> a) Work with Business Units to increase the types of services offered to citizens on-line b) Begin identifying opportunities for on-line payment processing c) Participate in the Access for Citizens portal initiative 	Organizational Capacity
CRS 1.3	<p>Improve Corporate Customer Service Culture</p> <ul style="list-style-type: none"> a) Create new program of service quality in all Customer Service Centres b) Measure the performance and create a rewards and recognition program c) Explore opportunities to engage all employees in creating a corporate customer service culture 	Service Excellence

Development Approvals:

The Development Approvals division provides a single area of responsibility and contact for citizens and the development community for both as-of-right and discretionary land development projects.

Services Delivered:

- As-of-Right Land Development Regulation – Responds to requests for land development approval (variances), through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the HRM Charter.

- Discretionary Land Development Regulation - Responds to requests for land development approval, through Council, as per the requirements of various HRM Municipal Planning Strategies, the Regional Plan and the HRM Charter.
- Heritage Properties Program - Respond to land development requests, through staff or Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street HCD and the Heritage Property Act.
- Subdivision Approvals - Respond to requests for subdivision approval as per the requirements of the Regional Subdivision By-law and the HRM Charter.
- Civic Addressing - Assignment and correction of civic addresses, including street naming and community names / boundary delineation.
- Asset Naming Policy Administration - Responds to requests as per Council's Asset Naming Policy.

Development Approvals Budget Overview

Development Approvals Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	5,529,593	4,833,048	4,353,207	5,761,250	928,202	19.2
* Office	126,007	113,500	87,569	113,450	(50)	(0.0)
* External Services	28,300	14,000	69,262	34,000	20,000	142.9
* Supplies	4,100	2,100	2,153	2,100		
* Materials			3			
* Building Costs	3,000	3,000		3,000		
* Equipment & Communications	2,000	1,800	738	1,800		
* Vehicle Expense	30,700	30,700	64		(30,700)	(100.0)
* Other Goods & Services	147,183	135,500	72,974	139,500	4,000	3.0
* Interdepartmental	23,528		16,369			
* Other Fiscal	305,800	305,800	236,537	305,800		
** Total	6,200,211	5,439,448	4,838,875	6,360,900	921,452	16.9
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(577,809)	(871,000)	(826,819)	(929,700)	(58,700)	6.7
* Other Revenue	(111,612)	(112,000)	(125,743)	(120,500)	(8,500)	7.6
** Total	(689,421)	(983,000)	(952,562)	(1,050,200)	(67,200)	6.8
Net Surplus/Deficit	5,510,790	4,456,448	3,886,313	5,310,700	854,252	19.2

Key Development Approvals Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Projection	Target
# Subdivision Applications Processed	520	509	500	510
# Development Permit Applications Processed	5163	5288	5060	5170
# Discretionary Land Development Applications Processed	61	91	98	85
# Heritage Property Transactions	1,741	1,744	1,710	1,730
# Civic Addressing Transactions	2550	5034	3906	5000

2013/14 Development Approvals Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CRS 2.1	Improve Development Approvals Organizational Capacity: <ol style="list-style-type: none"> a) realize full staff complement including 3 interns b) consolidate technical staff in Halifax and Dartmouth offices c) establish priority management systems to respond faster to development applications 	Economic Development
CRS 2.2	Develop continuous improvement plan to streamline the development review process: <ol style="list-style-type: none"> a) work with Government Relations and External Affairs (GREA) and Greater Halifax Partnership (GHP) to address HRM's regulatory environment and service culture including benchmarking, best practices, and research development-related fees b) clarify roles and responsibilities with partner departments & agencies c) implement performance standards and report on division Key Performance Indicators (KPIs) d) define next steps with respect to barriers and unnecessary steps to starting a business, participate in the provincial Access 2 Business project (A2B) 	Economic Development

Municipal Compliance:

Municipal Compliance maximizes efficiency and develops synergies of bylaw enforcement from a centralized management group.

Services Delivered:

- Animal Control - *HRM Animal Services responds to animal related public safety and nuisance issues. Enforcement and public education services are performed by HRM Animal Services staff. Sheltering services for lost and impounded pets are provided through a contractual arrangement.*
- Parking Enforcement - *Patrol municipality for compliance with parking regulations*
- Licencing - *The administration and issuance of various licences, as well as the inspection of licensed service providers for compliance with by-laws and regulations*
- Building Approvals - *HRM reviews and issues permits and performs inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings*
- Building / Property Standards - *This service includes minimum standards investigations and compliance related to dangerous and unsightly premises, sub-standard residential housing, and rooming house licensing*
- By-Law Enforcement - *The enforcement of HRM's By-Laws through response to complaints by way of site inspection, evidence gathering and remedy as required*

Municipal Compliance Budget Overview

Municipal Compliance Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	5,557,090	5,678,752	5,145,118	5,303,650	(375,102)	(6.6)
* External Services	1,136,772	1,389,700	1,415,168	1,339,700	(50,000)	(3.6)
* Supplies	18,600	31,700	15,241	31,900	200	0.6
* Materials			226			
* Building Costs	1,800	1,800		126,800	125,000	6,944.4
* Equipment & Communications	49,708	94,700	114,657	114,800	20,100	21.2
* Vehicle Expense	135,352	124,900	2,147	2,000	(122,900)	(98.4)
* Other Goods & Services	50,552	64,400	50,580	72,450	8,050	12.5
* Interdepartmental	70,595		3,031			
* Other Fiscal			53,083	60,000	60,000	
** Total	7,198,625	7,577,252	6,957,081	7,289,100	(288,152)	(3.8)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(62,936)					
* Fee Revenues	(10,988,358)	(11,206,000)	(13,093,131)	(12,093,000)	(887,000)	7.9
* Other Revenue	(18,500)	(18,500)	(161,634)	(18,500)		
** Total	(11,069,794)	(11,224,500)	(13,254,765)	(12,111,500)	(887,000)	7.9
Net Surplus/Deficit	(3,871,169)	(3,647,248)	(6,297,685)	(4,822,400)	(1,175,152)	32.2

Key Municipal Compliance Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Projection	Target
Parking Enforcement Tickets	141,742	172,000	190,000	190,000
Animal Control - Service Requests	11,990	12,000	13,700	14,000
Animal Control - Animals handled	828	830	890	900
Bylaw Services - Service Requests	4,594	4,800	5,891	5,900
Bylaw Services - Inspections	19,147	18,000	17,600	18,500
Taxi License Renewals	1,915	1,986	2,759	2,650
Building Inspections & Reviews	23,045	27,000	28,500	30,000
Permits Issued	4,609	3,954	4,515	5,000
Minimum Standards Inspections (M100)	649	703	610	650

2013/14 Municipal Compliance Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CRS 3.1	Integrate license and permit functions with TPW to stream line and improve services	Organizational Capacity
CRS 3.2	Improve By-law / land use compliance services by integrating delivery and reduce costs for By-law case file management <ul style="list-style-type: none"> Co-locate staff with the balance of the By-Law Services Team 	Service Excellence
CRS 3.3	Improve building inspections output and processing time <ul style="list-style-type: none"> Co-locate staff to create efficiencies 	Economic Development
CRS 3.4	Undertake substantial review of development/construction permit fees in partnership with GHP	Economic Development

Regional Recreation and Culture:

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

Services Delivered:

- Regional Recreation Planning - *Development of recreation strategic plans through the assessment of needs for recreation programs and facilities*
- Facility Partnership Management - *Alternate service delivery through agreements with community groups and board-run facilities (e.g. Facility Lease Agreement (FLA) boards, Multi-District facilities etc.)*
- Arts and Culture Development and Support - *Implementation programs, plans, and policies related to culture and art.*
- Civic, Cultural, and Arts Events Support - *Planning, financial support, delivery and logistical support of cultural, and arts festivals and events such as Natal Day, Canada Day, Parade of Lights, Nocturne, etc.*
- Volunteer and Non-Profit Support - *Supports the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM*

Regional Recreation and Culture Budget Overview

Regional Recreation Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,817,245	1,666,780	6,054,633	3,957,600	2,290,820	137.4
* Office	47,719	45,200	331,788	323,950	278,750	616.7
* External Services	87,796	247,800	422,947	1,309,500	1,061,700	428.5
* Supplies	2,000	2,000	953,937	88,300	86,300	4,315.0
* Materials			6,072	94,700	94,700	
* Building Costs	30,000	30,000	535,058	1,356,400	1,326,400	4,421.3
* Equipment & Communications			3,745	172,800	172,800	
* Other Goods & Services	1,252,567	1,269,000	1,605,978	1,616,350	347,350	27.4
* Interdepartmental	7,615		105,251	1,000	1,000	
* Debt Service			279,916	276,000	276,000	
* Other Fiscal	974,065	1,109,100	1,380,747	1,547,800	438,700	39.6
** Total	4,219,007	4,369,880	11,680,071	10,744,400	6,374,520	145.9
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(486,000)	(486,100)	(2,467,410)	(5,609,000)	(5,122,900)	1,053.9
* Other Revenue	(60,165)	(60,000)	(5,100,878)	(319,100)	(259,100)	431.8
** Total	(546,165)	(546,100)	(7,568,288)	(5,928,100)	(5,382,000)	985.5
Net Surplus/Deficit	3,672,842	3,823,780	4,111,783	4,816,300	992,520	26.0

Key Regional Recreation and Culture Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Target
# Hallmark / Large Scale Events	23	22	31	22
Value of Hallmark / Large Scale Event Grants	666,000	939,000	1.45M ¹	1M
# Facility Agreements	34	34	34	33
Financial Support Provided through Facility Lease Agreements	1,060,000	1,300,000	1,300,000	1,300,000

¹ Increase in 12/13 can be attributed to the grants for Tall Ships and events supported under the exception clause of the Marketing Levy Special Events Reserve (MLSER)

2013/14 Regional Recreation and Culture Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CRS 4.1	Implement the Multi-district Facility Project Phase 2: a) Review governance, business model, and community alignment b) Provide recommendations to Regional Council related to updated management agreements	Governance and Communication
CRS 4.2	Implement the Long Term Arena Strategy: a) Implement the Community Access Plan across all HRM owned arenas b) Implement a pilot for centralized scheduling within multi-district facilities c) Present implementation recommendations to Regional Council related to the multi-pad consolidation projects for Halifax and Dartmouth	Financial Stewardship
CRS 4.3	Implement Auditor General Recommendations: a) Complete scope of work for cultural artefact inventory update and initiate first phase b) Update and implement policies and procedures related to the accession and deaccession of cultural artefacts c) Finalize management agreement for Halifax Metro Centre	Governance and Communication
CRS 4.4	Develop 10 year Recreation Facility Capital Plan: a) Increase organizational capacity to address recreation facility optimization, rationalization, and new requests b) Develop peninsula-specific short term transition and capital plan c) Complete Dartmouth Sportsplex preliminary design and business case d) Prioritize annual and 10 year capital budget for recreation needs	Financial Stewardship
CRS 4.5	Event Strategy a) Review and update HRM Event Strategy b) Review and align event granting policy and process with HRM Granting Framework consistent with AG recommendation c) Undertake assessment of funding allocations for all HRM events	Economic Development
CRS 4.6	Benchmark Arts & Culture Funding	Economic Development

Community Recreation and Culture:

Community Recreation and Culture division delivers/facilitates a variety of diverse programs and services designed to engage HRM residents and enhance their quality of life. Areas of responsibility include: recreation programming, community youth development, youth-at-risk services, leadership development, arts and culture programming, aquatics, physical activity initiatives, environmental education and outdoor recreation and local community events. Staff is also responsible for the liaison between community boards within the Facility Lease Agreement program and other community development initiatives.

Services Delivered:

- Recreation Program Delivery - *Delivery of neighbourhood-based inclusive recreation programs and services. Children and youth are priority target groups and programs include arts and cultural activities, dance, swimming, sport, skating, physical activity, etc. Staff design and schedule class sessions, coordinate, hire and train instructors, coordinate equipment and supply needs, coordinate public relations and promotion tools.*
- Recreation Facility Scheduling - *Scheduling rentals for HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional School Board schools*
- Youth Development - *The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.*
- Community Development and Support - *Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects*

Community Recreation and Culture Budget Overview

Community Recreation Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	10,667,401	9,594,400	9,763,596	9,614,400	20,000	0.2
* Office	384,551	363,900	333,698	351,300	(12,600)	(3.5)
* External Services	520,147	419,500	350,417	353,900	(65,600)	(15.6)
* Supplies	393,096	376,000	368,207	367,100	(8,900)	(2.4)
* Materials	7,000	1,500	3,641	1,600	100	6.7
* Building Costs	176,797	126,800	136,625	118,500	(8,300)	(6.5)
* Equipment & Communications	254,330	273,200	250,308	253,900	(19,300)	(7.1)
* Vehicle Expense	17,418	19,500	7,805	15,400	(4,100)	(21.0)
* Other Goods & Services	996,528	1,087,100	944,577	1,155,200	68,100	6.3
* Interdepartmental	2,884,489	(167,700)	(328,083)	(20,000)	147,700	(88.1)
* Other Fiscal	29,300	29,300	(61,010)	29,300		
** Total	16,331,057	12,123,500	11,769,782	12,240,600	117,100	1.0
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(170,250)					
* Fee Revenues	(5,443,950)	(4,637,300)	(4,586,918)	(4,578,700)	58,600	(1.3)
* Other Revenue	(414,700)	(426,600)	(482,243)	(393,600)	33,000	(7.7)
** Total	(6,028,900)	(5,063,900)	(5,069,161)	(4,972,300)	91,600	(1.8)
Net Surplus/Deficit	10,302,157	7,059,600	6,700,621	7,268,300	208,700	3.0

Key Community Recreation and Culture Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Target
# Direct Programs delivered by Community Recreation & Culture	8,135	6,533 ¹	6,589	6,600
# of Registrants	60,426	50,169	48,645	49,000
# Youth Enrolled in Leadership Training	1160	900	900	900
# Participants at Emera Oval	100,000	130,000	130,000	130,000
# Community based partnerships	180	186	190	190

¹Reduction in program offerings can be attributed to the closure of Northcliffe Centre

2013/14 Community Recreation and Culture Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
CRS 5.1	<p>Increase access to HRM's recreation and culture programs and services:</p> <ul style="list-style-type: none"> a) Implement the provincially funded "After the Bell" pilot program in 4 rural areas of HRM to create afterschool recreation opportunities for youth b) Expand the Canadian Tire Jumpstart funding program and increase Recreation program opportunities for youth in need c) Implement a year round program at the Emera Oval for Spring, Summer and Fall emphasizing unstructured physical activity and offering complimentary in-line skate usage d) Implement Girls United program pending Provincial funding e) Implement complimentary swimming lessons for children and youth on HRM beaches for July and August f) Enhance after school physical activity programs by increasing access to schools g) Implement pilot phase of an Outdoor Recreation and Environmental Education program expansion by locating a new program in the Fall River, Lockview, Windsor Junction area as well as satellite programming in Tantallon and Dartmouth h) Facilitate new program delivery for September 2013, at the newly constructed Bedford/Hammonds Plains Community Centre and all-weather field 	Healthy Communities
CRS 5.2	<p>Explore expansion of youth-at-risk programs:</p> <ul style="list-style-type: none"> a) Investigate new programs and variations of existing programs with Youth LIVE b) Implement Soul's Strong program, pending Federal funding c) Implement Girls United program, pending Provincial funding 	Healthy Communities
CRS 5.3	<p>Implement service improvement/efficiency initiatives:</p> <ul style="list-style-type: none"> a) Assess summer camp and beach operations for efficiencies b) Train and develop Area Managers in their new roles as Asset Operator / Asset Owner c) Develop tools to measure Community Recreation and Culture's key performance indicators (KPIs) 	Service Excellence

CRS Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
C410 Director's Office	357,679	365,700	409,048	395,200	29,500	8.1
C412 2011 CWG Project Off	(74,069)		(0)			
**** CRS Administration	283,610	365,700	409,048	395,200	29,500	8.1
C705 Facility Management	1,228,296	1,730,980	1,622,463	2,024,800	293,820	17.0
C730 Locked Cultural Affairs	583,861		1,041			
C760 Community/CivicEvent	936,020	1,191,700	1,112,017	1,350,100	158,400	13.3
D710 Community Developers	681,700	618,100	563,597	731,300	113,200	18.3
*** Regional Recreation Operation	3,429,877	3,540,780	3,299,118	4,106,200	565,420	16.0
C707 Sackville Stadium			739,107			
Z111 Front Desk Lead			(1,878,344)			
Z112 Stadium Operations			324,486	503,600	503,600	
Z113 Front Desk			91,912	211,700	211,700	
Z117 Sales & Marketing			61,502	115,300	115,300	
Z121 Stadium Other			17,185	(80,600)	(80,600)	
Z122 Stadium Security			52,337			
Z125 Stadium Admin.			540,209	840,700	840,700	
Z126 Part Time Staff			6,010			
* Stadium Overall			(45,596)	1,590,700	1,590,700	
Z141 Arena				(267,700)	(267,700)	
Z146 Arena Skate Helpers			6,446			
* Arena			6,446	(267,700)	(267,700)	
Z114 Reception			69,031			
Z115 Woman's Gym			49,945			
Z118 Fitness Centre General			64,905	(225,900)	(225,900)	
Z119 Trainers			100,257			
Z142 Group Exercise			33,317	26,400	26,400	
Z143 Mind & Body			9,555	(4,200)	(4,200)	
Z144 F & L Leisure			6,453	(26,000)	(26,000)	
Z145 Camps			43,663	(36,200)	(36,200)	
Z161 Personal Training			9,107	(6,500)	(6,500)	
Z162 Dance			6,581			
Z164 F & L Fitness				(11,200)	(11,200)	
Z165 Training & Cycle Zone				(65,200)	(65,200)	
* Fitness & Leisure			392,814	(348,800)	(348,800)	
Z116 Aquatics Operations				349,200	349,200	
Z123 Stad. Aquatics General			83,896	(23,600)	(23,600)	
Z124 Lifeguards			124,048			
Z182 Aqua Fit & Leisure			9,823	(2,800)	(2,800)	
Z183 Aquasize			21,831			
Z184 Leadership			7,772	(11,800)	(11,800)	
Z185 First Aid & Sp Prgms			150	(10,500)	(10,500)	
Z186 Learn to Swim			135,556	(372,700)	(372,700)	
Z187 Technical Services			2,367			
* Aquatics			385,443	(72,200)	(72,200)	
Z101 Curling Centre				(74,800)	(74,800)	
Z102 Commercial				(177,200)	(177,200)	

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Community and Recreation Services

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
** Sackville Sports Stadium			739,107	650,000	650,000	
C706 BMO Centre			(270,096)	(226,000)	(226,000)	
D104 LEED's Facilities	106,065	146,100	203,654	146,100		
C910 Facility Transfers	136,900	136,900	140,000	140,000	3,100	2.3
*** Regional Recreation Facilitie	242,965	283,000	812,665	710,100	427,100	150.9
**** Regional Recreation	3,672,842	3,823,780	4,111,783	4,816,300	992,520	26.0
A315 Ticket Office	(5,423,081)	(5,072,400)	(5,841,435)	(5,319,100)	(246,700)	4.9
S320 Animal control	863,700	946,050	858,066	973,150	27,100	2.9
S330 Taxi & Limousine	23,000	(193,500)	(259,862)	(202,300)	(8,800)	4.5
P463 Park Patrol		259,000			(259,000)	(100.0)
*** License	(4,536,381)	(4,060,850)	(5,243,232)	(4,548,250)	(487,400)	12.0
C431 Solid Waste Enforcement	140,820		(3,092)			
S310 Contractual Serv Adm	333,000	181,450	180,104	195,200	13,750	7.6
S410 By-Law Services Adm	456,400	518,100	413,080	469,400	(48,700)	(9.4)
S420 By-Law Serv.Enforce.	716,900	1,133,552	912,605	1,119,550	(14,002)	(1.2)
S421 Contracted Remedies			47,463			
*** Bylaw	1,647,120	1,833,102	1,550,160	1,784,150	(48,952)	(2.7)
C430 Permits & Inspection	(981,908)	(1,419,500)	(2,604,613)	(2,058,300)	(638,800)	45.0
*** Building Standards	(981,908)	(1,419,500)	(2,604,613)	(2,058,300)	(638,800)	45.0
**** Municipal Compliance	(3,871,169)	(3,647,248)	(6,297,685)	(4,822,400)	(1,175,152)	32.2
C310 Planning & Applic.	2,160,100	2,057,000	1,729,171	2,087,700	30,700	1.5
C330 Civic Addressing	195,921	189,500	116,722	130,300	(59,200)	(31.2)
C420 Subdivision & Dev.	2,196,249	1,465,448	1,338,212	2,184,800	719,352	49.1
C450 Development Engineering	958,520	744,500	702,208	907,900	163,400	21.9
**** Development Approvals	5,510,790	4,456,448	3,886,313	5,310,700	854,252	19.2
S210 Operation's Adm	276,800	279,100	259,547	327,600	48,500	17.4
S220 Trucking/Fleet Services	13,800	8,200	6,556	11,600	3,400	41.5
** Operations	290,600	287,300	266,103	339,200	51,900	18.1
S231 947 Mitchell	38,500	89,200	86,765	87,100	(2,100)	(2.4)
S232 1300 St. Margaret's Bay	19,500	15,100	15,558	16,500	1,400	9.3
** Facilities/Buildings	58,000	104,300	102,322	103,600	(700)	(0.7)
S241 Paper Recycling	35,600	28,900	18,252	235,300	206,400	714.2
S242 Enviro Depot	171,700	170,400	112,297	145,600	(24,800)	(14.6)
S243 By Law Remedies	93,800	75,000	65,907	75,000		
S244 Organic Carts	85,400	97,200	22,829	34,000	(63,200)	(65.0)
S245 Commercial Depot		(45,500)	11,287	12,100	57,600	(126.6)
** Initiatives	386,500	326,000	230,572	502,000	176,000	54.0
*** Youth Live	735,100	717,600	598,998	944,800	227,200	31.7
D160 SMBC Prog. & Maint.	52,126	44,500	48,120	53,200	8,700	19.6
D170 CWSCC Prog. & Maint.	398,592	(30,500)	(45,860)	136,700	167,200	(548.2)
D175 Capt. Will Spry Aqua	83,137	36,200	95,397	74,200	38,000	105.0
D176 CWSCC Fitness Ctr	(31,184)	(32,300)	(32,756)	(22,100)	10,200	(31.6)
D180 Herring Cv. AreaProg	146,258	141,420	122,819	149,100	7,680	5.4
D220 Northcliffe Aquatics	(12,881)		(6,039)			
D320 Bedford Outdoor Pool	25,064	12,400	(15,934)	(8,800)	(21,200)	(171.0)
D540 Beaches/Common Pool	422,609	416,500	446,035	485,000	68,500	16.4
D570 Needham Aquatics	118,828	91,200	67,615	83,100	(8,100)	(8.9)
D830 NS Hospital Aquatics	764	(4,000)	(2,955)		4,000	(100.0)
* Aquatic Services	1,203,313	675,420	676,444	950,400	274,980	40.7
C471 Halifax Commons Oval	150,000	244,200	219,228	215,000	(29,200)	(12.0)
** Aquatics & Oval	1,353,313	919,620	895,672	1,165,400	245,780	26.7
C726 Marketing & Promotions	142,025	91,000	74,664	91,000		
C762 Youth Advocate Program	504,166	504,400	467,627		(504,400)	(100.0)
D101 Rec. Prog. Admin.	917,877	679,900	588,517	653,900	(26,000)	(3.8)
** Recreation Services	1,564,068	1,275,300	1,130,807	744,900	(530,400)	(41.6)

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
D755 Rec/Enviro Leadership	313,950	308,950	270,910	390,000	81,050	26.2
** Outdoor Recreation	313,950	308,950	270,910	390,000	81,050	26.2
D155 Area Prog. & Maint.	321,161	315,990	314,499	238,900	(77,090)	(24.4)
D165 Locked CLCC Maint.	109,700					
D210 Area Prog. & Maint.	480,961	329,350	362,979	342,500	13,150	4.0
D230 Northcliffe Maint.	259,500		(57)			
D270 Lakeside Maint.	84,600		(29,982)			
D580 St Andrews Prog&Main	286,177	187,780	179,172	195,800	8,020	4.3
* Mainland N & Western	1,542,099	833,120	826,611	777,200	(55,920)	(6.7)
D310 BSFR Prog. & Maint.	853,204	785,210	783,749	820,800	35,590	4.5
D330 Mid. Musq. Program	38,891	38,600	37,977	38,600	0	0.0
D340 Fall River Rec. Ctr.	43,100		4,538	2,700	2,700	
D975 Bedford Leisure Club			798	500	500	
* Bedford/Sack/Fall River	935,195	823,810	827,061	862,600	38,790	4.7
D410 Musq Harbour Program	293,336	220,370	219,003	228,900	8,530	3.9
D420 MH Office & FitnessCtr	65,006	67,550	71,098	72,800	5,250	7.8
D430 Sheet Hbr. Prog.	171,396	164,050	141,823	161,100	(2,950)	(1.8)
D440 Sheet Hbr. Fitness Ctr	58,440	64,500	61,138	64,600	100	0.2
D620 Pres/LkEcho/LT Prog	48,118	44,720	65,253	27,300	(17,420)	(39.0)
D630 Cole Harbour Program	322,517	371,020	382,782	393,900	22,880	6.2
D172 NPCC Prog. & Maint	456,054	339,700	312,964	359,500	19,800	5.8
* Cole Hb/E Shore & Valley	1,414,867	1,271,910	1,254,061	1,308,100	36,190	2.8
D510 Area Prog. & Maint.	315,242	292,310	249,375	297,100	4,790	1.6
D520 Dixon Maintenance	85,100					
D550 Dixon Program	261,671	262,390	281,873	264,900	2,510	1.0
D560 Needham Maint.	161,600					
D585 BloomfieldProg& Main	17,585	(44,600)	(41,764)	(10,600)	34,000	(76.2)
D590 Citadel Prog & Maint.	293,879	191,700	163,386	262,300	70,600	36.8
* Peninsula	1,135,077	701,800	652,870	813,700	111,900	15.9
D810 Area Prog. & Maint.	686,637	495,530	523,272	520,000	24,470	4.9
D811 Rec. Arts & Culture		247,100	194,016	222,700	(24,400)	(9.9)
D815 Dart North Com Ctr	250,075	235,160	209,144	225,100	(10,060)	(4.3)
D820 Findlay Maintenance	105,900		3,308			
D840 Grant Activities			(9,931)			
* Dartmouth/Eastern Passage	1,042,612	977,790	919,809	967,800	(9,990)	(1.0)
** Progr & Community Dev	6,069,850	4,608,430	4,480,412	4,729,400	120,970	2.6
D960 Devonshire Arena	(77,516)	(205,950)	(225,976)	(226,500)	(20,550)	10.0
D970 Le Brun Centre	42,487	(296,750)	(269,484)	(267,400)	29,350	(9.9)
D980 Gray Arena	(66,269)	(343,450)	(313,842)	(313,400)	30,050	(8.7)
D985 Bowles Arena	(24,220)	(312,250)	(311,319)	(312,700)	(450)	0.1
* Arenas	(125,518)	(1,158,400)	(1,120,621)	(1,120,000)	38,400	(3.3)
D911 Outdoor - Bookings	341,027	336,400	299,371	362,100	25,700	7.6
* Facility Scheduling	341,027	336,400	299,371	362,100	25,700	7.6
** Arenas & Scheduling	215,509	(822,000)	(821,250)	(757,900)	64,100	(7.8)
D999 Clearing Account Rec			101,763			
** Clearing Account REC			101,763			
C220 Riverlake Com. Ctr.	4,914	5,300	(176)	5,300		
C230 Waverly Com. Centre	22,705	23,100	23,100	23,100		
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,859	6,900	6,207	6,900		
C270 Lucasville Comm. Ctr	8,190	8,700	6,478	8,700		
** Area Services	50,368	51,700	43,309	51,700		
*** Community Recreation Services	9,567,057	6,342,000	6,101,623	6,323,500	(18,500)	(0.3)
**** Community Recreation	10,302,157	7,059,600	6,700,621	7,268,300	208,700	3.0
A663 Alderney Gate	217,117	211,000	204,971	168,600	(42,400)	(20.1)
A664 West end Mall	108,309	108,500	107,658	168,600	60,100	55.4
A665 Scotia Square	161,690	158,200	166,100	169,700	11,500	7.3
A667 Acadia Centre	110,399	108,650	105,405	117,000	8,350	7.7
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
A661 Lkd Admin. & Storefr	8,748					
*** Customer Service Centres	626,263	606,350	604,134	643,900	37,550	6.2
A625 Call Centre	1,949,290	2,185,170	2,069,181	2,193,000	7,830	0.4
**** Citizen Contact Centres	2,575,553	2,791,520	2,673,314	2,836,900	45,380	1.6
**** Total	18,473,783	14,849,800	11,483,395	15,805,000	955,200	6.4

CRS Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
C410 Director's Office	357,679	365,700	409,048	395,200	29,500	8.1
C412 2011 CWG Project Off	(74,069)		(0)			
**** CRS Administration	283,610	365,700	409,048	395,200	29,500	8.1
C705 Facility Management	1,310,196	1,812,980	1,703,782	2,106,300	293,320	16.2
C730 Locked Cultural Affairs	608,861		1,041			
C760 Community/CivicEvent	1,190,120	1,470,800	1,476,881	1,675,100	204,300	13.9
C764 Cultural Development			(11,035)			
D710 Community Developers	716,865	653,100	573,652	741,300	88,200	13.5
*** Regional Recreation Operation	3,826,042	3,936,880	3,744,320	4,522,700	585,820	14.9
C707 Sackville Stadium			3,696,775			
Z111 Front Desk Lead			4,087			
Z112 Stadium Operations			324,486	503,600	503,600	
Z113 Front Desk			91,912	211,700	211,700	
Z117 Sales & Marketing			61,502	115,300	115,300	
Z121 Stadium Other			17,185	23,400	23,400	
Z122 Stadium Security			52,337			
Z125 Stadium Admin.			542,401	840,700	840,700	
Z126 Part Time Staff			6,010			
* Stadium Overall			4,796,695	1,694,700	1,694,700	
Z141 Arena				359,100	359,100	
Z146 Arena Skate Helpers			6,446			
* Arena			6,446	359,100	359,100	
Z114 Reception			69,031			
Z115 Woman's Gym			49,945			
Z118 Fitness Centre General			64,905	549,100	549,100	
Z119 Trainers			100,257			
Z142 Group Exercise			33,317	38,900	38,900	
Z143 Mind & Body			9,555	9,700	9,700	
Z144 F & L Leisure			6,453	16,700	16,700	
Z145 Camps			43,663	26,400	26,400	
Z161 Personal Training			9,107	13,500	13,500	
Z162 Dance			6,581			
Z164 F & L Fitness				11,000	11,000	
Z165 Training & Cycle Zone				60,800	60,800	
* Fitness & Leisure			392,814	726,100	726,100	
Z116 Aquatics Operations				349,200	349,200	
Z123 Stad. Aquatics General			83,896	230,600	230,600	
Z124 Lifeguards			124,048			
Z182 Aqua Fit & Leisure			9,823	38,100	38,100	
Z183 Aquasize			21,831			
Z184 Leadership			7,772	23,200	23,200	
Z185 First Aid & Sp Prgms			150	13,200	13,200	
Z186 Learn to Swim			135,556	153,100	153,100	
Z187 Technical Services			2,367			
* Aquatics			385,443	807,400	807,400	
Z101 Curling Centre				49,400	49,400	
Z102 Commercial				208,900	208,900	
** Sackville Sports Stadium			5,581,398	3,845,600	3,845,600	
C706 BMO Centre			1,853,275	1,940,000	1,940,000	
D104 LEED's Facilities	106,065	146,100	203,654	146,100		
C910 Facility Transfers	286,900	286,900	297,424	290,000	3,100	1.1
*** Regional Recreation Facilitie	392,965	433,000	7,935,751	6,221,700	5,788,700	1,336.9
**** Regional Recreation	4,219,007	4,369,880	11,680,071	10,744,400	6,374,520	145.9
A315 Ticket Office	1,076,919	1,127,600	1,271,022	1,380,900	253,300	22.5
S320 Animal control	1,013,700	1,096,050	1,095,431	1,173,150	77,100	7.0
S330 Taxi & Limousine	188,000	251,500	199,722	257,700	6,200	2.5
P463 Park Patrol		259,000			(259,000)	(100.0)
*** License	2,278,619	2,734,150	2,566,175	2,811,750	77,600	2.8

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Community and Recreation Services

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
C431 Solid Waste Enforcement	203,756		(3,092)			
S310 Contractual Serv Adm	333,000	181,450	180,104	195,200	13,750	7.6
S410 By-Law Services Adm	474,900	536,600	491,779	487,900	(48,700)	(9.1)
S420 By-Law Serv.Enforce.	716,900	1,133,552	912,605	1,119,550	(14,002)	(1.2)
S421 Contracted Remedies			128,764			
*** Bylaw	1,728,556	1,851,602	1,710,160	1,802,650	(48,952)	(2.6)
C430 Permits & Inspection	3,191,450	2,991,500	2,680,746	2,674,700	(316,800)	(10.6)
*** Building Standards	3,191,450	2,991,500	2,680,746	2,674,700	(316,800)	(10.6)
**** Municipal Compliance	7,198,625	7,577,252	6,957,081	7,289,100	(288,152)	(3.8)
C310 Planning & Applic.	2,190,800	2,114,600	1,780,775	2,145,300	30,700	1.5
C330 Civic Addressing	307,533	301,500	240,427	250,800	(50,700)	(16.8)
C420 Subdivision & Dev.	2,492,903	2,028,148	1,916,528	2,802,800	774,652	38.2
C450 Development Engineering	1,208,975	995,200	901,145	1,162,000	166,800	16.8
**** Development Approvals	6,200,211	5,439,448	4,838,875	6,360,900	921,452	16.9
S210 Operation's Adm	291,800	294,100	273,088	342,600	48,500	16.5
S220 Trucking/Fleet Services	13,800	8,200	6,556	11,600	3,400	41.5
** Operations	305,600	302,300	279,644	354,200	51,900	17.2
S231 947 Mitchell	38,500	89,200	86,765	87,100	(2,100)	(2.4)
S232 1300 St. Margaret's Bay	19,500	15,100	15,558	16,500	1,400	9.3
** Facilities/Buildings	58,000	104,300	102,322	103,600	(700)	(0.7)
S241 Paper Recycling	270,600	78,900	64,384	283,300	204,400	259.1
S242 Enviro Depot	746,700	592,900	529,835	580,600	(12,300)	(2.1)
S243 By Law Remedies	114,300	95,500	93,506	99,000	3,500	3.7
S244 Organic Carts	155,400	109,700	23,438	34,000	(75,700)	(69.0)
S245 Commercial Depot		72,000	112,834	127,100	55,100	76.5
** Initiatives	1,287,000	949,000	823,997	1,124,000	175,000	18.4
C405 Block:Community Proj						
*** Youth Live	1,650,600	1,355,600	1,205,963	1,581,800	226,200	16.7
D160 SMBC Prog. & Maint.	140,126	137,900	149,342	154,400	16,500	12.0
D170 CWSCC Prog. & Maint.	575,092	(21,000)	(25,710)	152,200	173,200	(824.8)
D175 Capt. Will Spry Aqua	371,637	451,700	501,421	474,700	23,000	5.1
D176 CWSCC Fitness Ctr	44,916	44,900	34,822	43,400	(1,500)	(3.3)
D180 Herring Cv. AreaProg	189,008	196,200	180,843	217,900	21,700	11.1
D220 Northcliffe Aquatics	448,519		(6,112)			
D320 Bedford Outdoor Pool	75,964	74,400	71,001	72,200	(2,200)	(3.0)
D540 Beaches/Common Pool	475,909	470,600	479,953	496,000	25,400	5.4
D570 Needham Aquatics	159,228	158,200	155,481	165,600	7,400	4.7
D830 NS Hospital Aquatics	10,964	11,000	3,167		(11,000)	(100.0)
* Aquatic Services	2,491,363	1,523,900	1,544,206	1,776,400	252,500	16.6
C471 Halifax Commons Oval	150,000	274,200	264,888	245,000	(29,200)	(10.6)
** Aquatics & Oval	2,641,363	1,798,100	1,809,094	2,021,400	223,300	12.4
C726 Marketing & Promotions	142,025	91,000	74,664	91,000		
C762 Youth Advocate Program	674,416	504,400	470,304		(504,400)	(100.0)
D101 Rec. Prog. Admin.	917,877	679,900	595,481	653,900	(26,000)	(3.8)
** Recreation Services	1,734,318	1,275,300	1,140,449	744,900	(530,400)	(41.6)
D755 Rec/Enviro Leadership	439,950	368,600	318,656	459,600	91,000	24.7
** Outdoor Recreation	439,950	368,600	318,656	459,600	91,000	24.7
D155 Area Prog. & Maint.	566,661	569,400	566,159	479,600	(89,800)	(15.8)
D165 Locked CLCC Maint.	109,700					
D210 Area Prog. & Maint.	757,961	469,100	490,982	489,800	20,700	4.4
D230 Northcliffe Maint.	259,500		(57)			
D270 Lakeside Maint.	84,600					
D580 St Andrews Prog&Main	397,477	308,100	315,092	327,100	19,000	6.2
* Mainland N & Western	2,175,899	1,346,600	1,372,177	1,296,500	(50,100)	(3.7)
D310 BSFR Prog. & Maint.	1,312,204	1,254,600	1,229,699	1,285,300	30,700	2.4
D330 Mid. Musq. Program	53,891	53,800	52,864	51,000	(2,800)	(5.2)
D340 Fall River Rec. Ctr.	43,100		4,538	2,700	2,700	
D975 Bedford Leisure Club			798	500	500	
* Bedford/Sack/Fall River	1,409,195	1,308,400	1,287,899	1,339,500	31,100	2.4

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Community and Recreation Services

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
D410 Musq Harbour Program	375,256	303,100	285,826	294,000	(9,100)	(3.0)
D420 MH Office & FitnessCtr	97,506	100,500	98,480	105,800	5,300	5.3
D430 Sheet Hbr. Prog.	196,896	189,800	160,154	181,700	(8,100)	(4.3)
D440 Sheet Hbr. Fitness Ctr	69,440	75,500	69,537	75,200	(300)	(0.4)
D620 Pres/LkEcho/LT Prog	82,118	79,200	83,568	44,100	(35,100)	(44.3)
D630 Cole Harbour Program	427,517	477,200	499,852	513,000	35,800	7.5
D172 NPCC Prog. & Maint	500,054	384,100	359,571	414,500	30,400	7.9
* Cole Hb/E Shore & Valley	1,748,787	1,609,400	1,556,987	1,628,300	18,900	1.2
D510 Area Prog. & Maint.	400,442	400,500	362,852	404,100	3,600	0.9
D520 Dixon Maintenance	85,100					
D550 Dixon Program	356,171	352,100	394,211	372,400	20,300	5.8
D560 Needham Maint.	161,600					
D585 BloomfieldProg& Main	114,585	57,300	62,642	58,300	1,000	1.7
D590 Citadel Prog & Maint.	427,379	376,000	361,838	447,200	71,200	18.9
* Peninsula	1,545,277	1,185,900	1,181,544	1,282,000	96,100	8.1
D810 Area Prog. & Maint.	1,068,607	886,200	845,897	897,300	11,100	1.3
D811 Rec. Arts & Culture		247,100	194,016	222,700	(24,400)	(9.9)
D815 Dart North Com Ctre	283,075	272,000	258,934	266,000	(6,000)	(2.2)
D820 Findlay Maintenance	105,900		3,308			
D840 Grant Activities			54,995	14,800	14,800	
* Dartmouth/Eastern Passage	1,457,582	1,405,300	1,357,151	1,400,800	(4,500)	(0.3)
** Progr & Community Dev	8,336,740	6,855,600	6,755,757	6,947,100	91,500	1.3
D960 Devonshire Arena	161,500	13,000	3,401	5,500	(7,500)	(57.7)
D970 Le Brun Centre	353,850	2,300	2,834	4,000	1,700	73.9
D980 Gray Arena	289,042	17,100	10,100	11,900	(5,200)	(30.4)
D985 Bowles Arena	295,700	10,200	7,347	8,200	(2,000)	(19.6)
* Arenas	1,100,092	42,600	23,683	29,600	(13,000)	(30.5)
D911 Outdoor - Bookings	372,227	370,600	337,504	399,100	28,500	7.7
* Facility Scheduling	372,227	370,600	337,504	399,100	28,500	7.7
** Arenas & Scheduling	1,472,319	413,200	361,187	428,700	15,500	3.8
D999 Clearing Account Rec			101,763			
** Clearing Account REC			101,763			
C220 Riverlake Com. Ctr.	4,914	5,300	6,432	5,300		
C230 Waverly Com. Centre	28,105	28,500	23,100	28,500		
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,859	6,900	6,207	6,900		
C270 Lucasville Comm. Ctr	8,190	8,700	6,478	8,700		
C290 Upper Sack. Com. Ctr			26,995			
** Area Services	55,768	57,100	76,912	57,100		
*** Community Recreation Services	14,680,457	10,767,900	10,563,819	10,658,800	(109,100)	(1.0)
**** Community Recreation	16,331,057	12,123,500	11,769,782	12,240,600	117,100	1.0
A663 Alderney Gate	217,117	211,000	204,971	168,600	(42,400)	(20.1)
A664 West end Mall	108,309	108,500	107,658	168,600	60,100	55.4
A665 Scotia Square	161,690	158,200	166,091	169,700	11,500	7.3
A667 Acadia Centre	110,399	108,650	105,405	117,000	8,350	7.7
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
A661 Lkd Admin. & Storefr	288,748					
*** Customer Service Centres	906,263	606,350	604,125	643,900	37,550	6.2
A625 Call Centre	1,949,290	2,185,170	2,068,798	2,193,000	7,830	0.4
**** Citizen Contact Centres	2,855,553	2,791,520	2,672,923	2,836,900	45,380	1.6
C105 Sackville Hts El Sch	201,100	216,800	216,431	229,700	12,900	6.0
C106 Prospect Rd Rec Ctr	231,400	245,900	245,278	255,100	9,200	3.7
C107 GlenArb Hme Owners	21,385	21,400	21,385	21,500	100	0.5
C108 White Hill Res Assoc	27,550	27,600	27,550	27,600		
C110 East Preston Rec Ctr	29,400	31,100	31,218	32,300	1,200	3.9
C111 Lost Creek Comm Asso	7,300	7,300	7,300	9,000	1,700	23.3
C112 Waterstone Neighbour	14,175					
C113 Bedford Hamm P C/Ctr	437,300	480,100	479,873	518,800	38,700	8.1
C114 Ketch Hbr Resi. Asso	10,000	10,100	10,067	10,100		
C115 Mineville Community	10,320	10,300	10,340	10,500	200	1.9
C117 Three Brks Homeowner				2,900	2,900	

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Community and Recreation Services

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
C120 Haliburton Hills	43,700	46,000	46,001	47,700	1,700	3.7
C125 Beaver Bank Rec Centre	200,700	209,500	209,471	216,700	7,200	3.4
C130 Highland Park	7,300	7,900	7,859	8,300	400	5.1
C132 Birch Bear Run HO	6,660	6,700	6,660		(6,700)	(100.0)
C135 Kingswood Ratepayers	52,450	52,500	52,450	52,500		
C140 Prospect	73,100	77,700	77,456	80,600	2,900	3.7
C145 Westwood H Res Assoc	32,650	33,400	33,400	33,500	100	0.3
C150 Up. Hammonds Plains	39,200	39,200	39,238	38,100	(1,100)	(2.8)
C155 Harrietsfield Rec Ct	27,800	29,200	29,244	30,800	1,600	5.5
C160 Musquodoboit Harbour	8,500	8,800	8,794	9,300	500	5.7
C165 Dutch Settlement	10,100	11,000	10,969	11,600	600	5.5
C170 Hammonds Plns Com.RT	57,000	60,200	60,260	63,000	2,800	4.7
C175 Hubbards Rec. Centre	36,900	40,200	40,175	41,700	1,500	3.7
C180 Grand Lake Com. Ctr	17,800	19,300	19,222	21,000	1,700	8.8
C185 District 3 Cap. Fund	266,400					
C190 Maplewood Subdivisio	18,350	18,400	18,350	18,400		
C194 Fall River Rec Ctr	768,000	829,000	826,569	876,700	47,700	5.8
C196 Silverside Res.Assoc	16,300	16,300	16,300	16,300		
C198 St. Marg/Fox Hollow	6,180	6,200	6,180	6,200		
C199 St. Marg Bay Ctr	260,400	282,700	281,481	296,000	13,300	4.7
C210 LWF Recreation Ctr	165,900	177,600	177,203	183,500	5,900	3.3
C215 Porters lake Com Ctr		283,600	282,672	295,800	12,200	4.3
**** Area Rate Services	3,105,320	3,306,000	3,299,395	3,465,200	159,200	4.8
***** Total	40,193,383	35,973,300	41,627,175	43,332,300	7,359,000	20.5

CRS Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
C705 Facility Management	(81,900)	(82,000)	(81,319)	(81,500)	500	(0.6)
C730 Locked Cultural Affairs	(25,000)					
C760 Community/CivicEvent	(254,100)	(279,100)	(364,864)	(325,000)	(45,900)	16.4
C764 Cultural Development			11,035			
D710 Community Developers	(35,165)	(35,000)	(10,054)	(10,000)	25,000	(71.4)
*** Regional Recreation Operation	(396,165)	(396,100)	(445,202)	(416,500)	(20,400)	5.2
C707 Sackville Stadium			(2,957,668)			
Z111 Front Desk Lead			(1,882,431)			
Z121 Stadium Other				(104,000)	(104,000)	
Z125 Stadium Admin.			(2,192)			
* Stadium Overall			(4,842,291)	(104,000)	(104,000)	
Z141 Arena				(626,800)	(626,800)	
* Arena				(626,800)	(626,800)	
Z118 Fitness Centre General				(775,000)	(775,000)	
Z142 Group Exercise				(12,500)	(12,500)	
Z143 Mind & Body				(13,900)	(13,900)	
Z144 F & L Leisure				(42,700)	(42,700)	
Z145 Camps				(62,600)	(62,600)	
Z161 Personal Training				(20,000)	(20,000)	
Z164 F & L Fitness				(22,200)	(22,200)	
Z165 Training & Cycle Zone				(126,000)	(126,000)	
* Fitness & Leisure				(1,074,900)	(1,074,900)	
Z123 Stad. Aquatics General				(254,200)	(254,200)	
Z182 Aqua Fit & Leisure				(40,900)	(40,900)	
Z184 Leadership				(35,000)	(35,000)	
Z185 First Aid & Sp Prgms				(23,700)	(23,700)	
Z186 Learn to Swim				(525,800)	(525,800)	
Z187 Technical Services						
* Aquatics				(879,600)	(879,600)	
Z101 Curling Centre				(124,200)	(124,200)	
Z102 Commercial				(386,100)	(386,100)	
** Sackville Sports Stadium			(4,842,291)	(3,195,600)	(3,195,600)	
C706 BMO Centre			(2,123,371)	(2,166,000)	(2,166,000)	
C910 Facility Transfers	(150,000)	(150,000)	(157,424)	(150,000)		
*** Regional Recreation Facilitie	(150,000)	(150,000)	(7,123,086)	(5,511,600)	(5,361,600)	3,574.4
**** Regional Recreation	(546,165)	(546,100)	(7,568,288)	(5,928,100)	(5,382,000)	985.5

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Community and Recreation Services

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A315 Ticket Office	(6,500,000)	(6,200,000)	(7,112,458)	(6,700,000)	(500,000)	8.1
S320 Animal control	(150,000)	(150,000)	(237,365)	(200,000)	(50,000)	33.3
S330 Taxi & Limousine	(165,000)	(445,000)	(459,584)	(460,000)	(15,000)	3.4
*** License	(6,815,000)	(6,795,000)	(7,809,407)	(7,360,000)	(565,000)	8.3
C431 Solid Waste Enforcement	(62,936)					
S410 By-Law Services Adm	(18,500)	(18,500)	(78,699)	(18,500)		
S421 Contracted Remedies			(81,301)			
*** Bylaw	(81,436)	(18,500)	(160,000)	(18,500)		
C430 Permits & Inspection	(4,173,358)	(4,411,000)	(5,285,358)	(4,733,000)	(322,000)	7.3
*** Building Standards	(4,173,358)	(4,411,000)	(5,285,358)	(4,733,000)	(322,000)	7.3
**** Municipal Compliance	(11,069,794)	(11,224,500)	(13,254,765)	(12,111,500)	(887,000)	7.9
C310 Planning & Applic.	(30,700)	(57,600)	(51,603)	(57,600)		
C330 Civic Addressing	(111,612)	(112,000)	(123,705)	(120,500)	(8,500)	7.6
C420 Subdivision & Dev.	(296,654)	(562,700)	(578,316)	(618,000)	(55,300)	9.8
C450 Development Engineering	(250,455)	(250,700)	(198,937)	(254,100)	(3,400)	1.4
**** Development Approvals	(689,421)	(983,000)	(952,562)	(1,050,200)	(67,200)	6.8
S210 Operation's Adm	(15,000)	(15,000)	(13,541)	(15,000)		
** Operations	(15,000)	(15,000)	(13,541)	(15,000)		
S241 Paper Recycling	(235,000)	(50,000)	(46,131)	(48,000)	2,000	(4.0)
S242 Enviro Depot	(575,000)	(422,500)	(417,538)	(435,000)	(12,500)	3.0
S243 By Law Remedies	(20,500)	(20,500)	(27,600)	(24,000)	(3,500)	17.1
S244 Organic Carts	(70,000)	(12,500)	(609)		12,500	(100.0)
S245 Commercial Depot		(117,500)	(101,547)	(115,000)	2,500	(2.1)
** Initiatives	(900,500)	(623,000)	(593,424)	(622,000)	1,000	(0.2)
*** Youth Live	(915,500)	(638,000)	(606,965)	(637,000)	1,000	(0.2)
D160 SMBC Prog. & Maint.	(88,000)	(93,400)	(101,222)	(101,200)	(7,800)	8.4
D170 CWSCC Prog. & Maint.	(176,500)	(9,500)	(20,150)	(15,500)	(6,000)	63.2
D175 Capt. Will Spry Aqua	(288,500)	(415,500)	(406,023)	(400,500)	15,000	(3.6)
D176 CWSCC Fitness Ctr	(76,100)	(77,200)	(67,577)	(65,500)	11,700	(15.2)
D180 Herring Cv. AreaProg	(42,750)	(54,780)	(58,023)	(68,800)	(14,020)	25.6
D220 Northcliffe Aquatics	(461,400)		73			
D320 Bedford Outdoor Pool	(50,900)	(62,000)	(86,935)	(81,000)	(19,000)	30.6
D540 Beaches/Common Pool	(53,300)	(54,100)	(33,917)	(11,000)	43,100	(79.7)
D570 Needham Aquatics	(40,400)	(67,000)	(87,866)	(82,500)	(15,500)	23.1
D830 NS Hospital Aquatics	(10,200)	(15,000)	(6,122)		15,000	(100.0)
* Aquatic Services	(1,288,050)	(848,480)	(867,763)	(826,000)	22,480	(2.6)
C471 Halifax Commons Oval		(30,000)	(45,660)	(30,000)		
** Aquatics & Oval	(1,288,050)	(878,480)	(913,422)	(856,000)	22,480	(2.6)
C762 Youth Advocate Program	(170,250)		(2,678)			
D101 Rec. Prog. Admin.			(6,964)			
** Recreation Services	(170,250)		(9,642)			
D755 Rec/Enviro Leadership	(126,000)	(59,650)	(47,746)	(69,600)	(9,950)	16.7
D210 Area Prog. & Maint.	(277,000)	(139,750)	(128,003)	(147,300)	(7,550)	5.4
D270 Lakeside Maint.			(29,982)			
* Mainland N & Western	(633,800)	(513,480)	(545,566)	(519,300)	(5,820)	1.1
D310 BSFR Prog. & Maint.	(459,000)	(469,390)	(445,950)	(464,500)	4,890	(1.0)
D330 Mid. Musq. Program	(15,000)	(15,200)	(14,887)	(12,400)	2,800	(18.4)
* Bedford/Sack/Fall River	(474,000)	(484,590)	(460,838)	(476,900)	7,690	(1.6)
D410 Musq Harbour Program	(81,920)	(82,730)	(66,823)	(65,100)	17,630	(21.3)
D420 MH Office & FitnessCtr	(32,500)	(32,950)	(27,382)	(33,000)	(50)	0.2
D430 Sheet Hbr. Prog.	(25,500)	(25,750)	(18,331)	(20,600)	5,150	(20.0)
D440 Sheet Hbr. Fitness Ctr	(11,000)	(11,000)	(8,399)	(10,600)	400	(3.6)
D620 Pres/LkEcho/LT Prog	(34,000)	(34,480)	(18,314)	(16,800)	17,680	(51.3)
D630 Cole Harbour Program	(105,000)	(106,180)	(117,070)	(119,100)	(12,920)	12.2
D172 NPCC Prog. & Maint	(44,000)	(44,400)	(46,607)	(55,000)	(10,600)	23.9
* Cole Hb/E Shore & Valley	(333,920)	(337,490)	(302,926)	(320,200)	17,290	(5.1)
D510 Area Prog. & Maint.	(85,200)	(108,190)	(113,477)	(107,000)	1,190	(1.1)
D550 Dixon Program	(94,500)	(89,710)	(112,338)	(107,500)	(17,790)	19.8
D585 BloomfieldProg& Main	(97,000)	(101,900)	(104,407)	(68,900)	33,000	(32.4)
D590 Citadel Prog & Maint.	(133,500)	(184,300)	(198,452)	(184,900)	(600)	0.3
* Peninsula	(410,200)	(484,100)	(528,674)	(468,300)	15,800	(3.3)

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
D810 Area Prog. & Maint.	(381,970)	(390,670)	(322,625)	(377,300)	13,370	(3.4)
D840 Grant Activities			(64,927)	(14,800)	(14,800)	
* Dartmouth/Eastern Passage	(414,970)	(427,510)	(437,342)	(433,000)	(5,490)	1.3
** Progr & Community Dev	(2,266,890)	(2,247,170)	(2,275,345)	(2,217,700)	29,470	(1.3)
D960 Devonshire Arena	(239,016)	(218,950)	(229,377)	(232,000)	(13,050)	6.0
D970 Le Brun Centre	(311,363)	(299,050)	(272,319)	(271,400)	27,650	(9.2)
D980 Gray Arena	(355,311)	(360,550)	(323,942)	(325,300)	35,250	(9.8)
D985 Bowles Arena	(319,920)	(322,450)	(318,666)	(320,900)	1,550	(0.5)
* Arenas	(1,225,610)	(1,201,000)	(1,144,304)	(1,149,600)	51,400	(4.3)
D911 Outdoor - Bookings	(31,200)	(34,200)	(38,134)	(37,000)	(2,800)	8.2
* Facility Scheduling	(31,200)	(34,200)	(38,134)	(37,000)	(2,800)	8.2
** Arenas & Scheduling	(1,256,810)	(1,235,200)	(1,182,437)	(1,186,600)	48,600	(3.9)
C220 Riverlake Com. Ctr.			(6,608)			
C230 Waverly Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(26,995)			
** Area Services	(5,400)	(5,400)	(33,603)	(5,400)		
*** Community Recreation Services	(5,113,400)	(4,425,900)	(4,462,196)	(4,335,300)	90,600	(2.0)
**** Community Recreation	(6,028,900)	(5,063,900)	(5,069,161)	(4,972,300)	91,600	(1.8)
A665 Scotia Square			9			
A661 Lkd Admin. & Storefr	(280,000)					
*** Customer Service Centres	(280,000)		9			
A625 Call Centre			382			
**** Citizen Contact Centres	(280,000)		391			
C105 Sackville Hts El Sch	(201,100)	(216,800)	(216,431)	(229,700)	(12,900)	6.0
C106 Prospect Rd Rec Ctr	(231,400)	(245,900)	(245,278)	(255,100)	(9,200)	3.7
C107 GlenArb Hme Owners	(21,385)	(21,400)	(21,385)	(21,500)	(100)	0.5
C108 White Hill Res Assoc	(27,550)	(27,600)	(27,550)	(27,600)		
C110 East Preston Rec Ctr	(29,400)	(31,100)	(31,218)	(32,300)	(1,200)	3.9
C111 Lost Creek Comm Asso	(7,300)	(7,300)	(7,300)	(9,000)	(1,700)	23.3
C112 Waterstone Neighbour	(14,175)					
C113 Bedford Hamm P C/Ctr	(437,300)	(480,100)	(479,873)	(518,800)	(38,700)	8.1
C114 Ketch Hbr Resi. Asso	(10,000)	(10,100)	(10,067)	(10,100)		
C115 Mineville Community	(10,320)	(10,300)	(10,340)	(10,500)	(200)	1.9
C117 Three Brks Homeowner				(2,900)	(2,900)	
C120 Haliburton Hills	(43,700)	(46,000)	(46,001)	(47,700)	(1,700)	3.7
C125 Beaver Bank Rec Centre	(200,700)	(209,500)	(209,471)	(216,700)	(7,200)	3.4
C130 Highland Park	(7,300)	(7,900)	(7,859)	(8,300)	(400)	5.1
C132 Birch Bear Run HO	(6,660)	(6,700)	(6,660)		6,700	(100.0)
C135 Kingswood Ratepayers	(52,450)	(52,500)	(52,450)	(52,500)		
C140 Prospect	(73,100)	(77,700)	(77,456)	(80,600)	(2,900)	3.7
C142 Glengarry Estates HO						
C145 Westwood H Res Assoc	(32,650)	(33,400)	(33,400)	(33,500)	(100)	0.3
C150 Up. Hammonds Plains	(39,200)	(39,200)	(39,238)	(38,100)	1,100	(2.8)
C155 Harrietsfield Rec Ct	(27,800)	(29,200)	(29,244)	(30,800)	(1,600)	5.5
C160 Musquodoboit Harbour	(8,500)	(8,800)	(8,794)	(9,300)	(500)	5.7
C165 Dutch Settlement	(10,100)	(11,000)	(10,969)	(11,600)	(600)	5.5
C170 Hammonds Plns Com.RT	(57,000)	(60,200)	(60,260)	(63,000)	(2,800)	4.7
C175 Hubbards Rec. Centre	(36,900)	(40,200)	(40,175)	(41,700)	(1,500)	3.7
C180 Grand Lake Com. Ctr	(17,800)	(19,300)	(19,222)	(21,000)	(1,700)	8.8
C185 District 3 Cap. Fund	(266,400)					
C190 Maplewood Subdivisio	(18,350)	(18,400)	(18,350)	(18,400)		
C194 Fall River Rec Ctr	(768,000)	(829,000)	(826,569)	(876,700)	(47,700)	5.8
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,300)		
C198 St. Marg/Fox Hollow	(6,180)	(6,200)	(6,180)	(6,200)		
C199 St. Marg Bay Ctr	(260,400)	(282,700)	(281,481)	(296,000)	(13,300)	4.7
C210 LWF Recreation Ctr	(165,900)	(177,600)	(177,203)	(183,500)	(5,900)	3.3
C215 Porters lake Com Ctr		(283,600)	(282,672)	(295,800)	(12,200)	4.3
**** Area Rate Services	(3,105,320)	(3,306,000)	(3,299,395)	(3,465,200)	(159,200)	4.8
***** Total	(21,719,600)	(21,123,500)	(30,143,780)	(27,527,300)	(6,403,800)	30.3

CRS Summary of Expense & Revenue Types

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	17,854,216	16,930,100	20,222,610	19,248,600	2,318,500	13.7
6002 Salaries - Overtime	122,307	171,500	142,244	219,700	48,200	28.1
6003 Wages - Regular			4,069,722	95,000	95,000	
6004 Wages - Overtime			5,547			
6005 PDP Increases			(133,223)			
6051 Shift Agreements	10,017	10,000	14,931	10,000		
6052 Shift Differentials				6,400	6,400	
6054 Vacation payout			24,578			
6099 Other Allowances			2,027			
6100 Benefits - Salaries	3,374,285	3,207,500	3,334,717	3,650,800	443,300	13.8
6101 Benefits - Wages			268,300			
6110 Vacancy Management		(348,900)		(444,800)	(95,900)	27.5
6150 Honorariums	7,850	8,400	7,244	8,500	100	1.2
6151 Vehicle Allowance	18,800	14,400	240	5,700	(8,700)	(60.4)
6152 Retirement Incentives	92,774	96,100	90,553	110,700	14,600	15.2
6154 Workers' Compensation	323,550	297,800	367,191	296,800	(1,000)	(0.3)
6155 Overtime Meals	1,120	1,100	255	600	(500)	(45.5)
6157 stipends	313,200	313,200	273,180	313,200		
6199 Comp & Ben InterDept		(228,000)	(663,991)	(56,200)	171,800	(75.4)
9200 HR CATS Wage/Ben	4,465,765	4,057,000	32,085	4,172,100	115,100	2.8
9210 HR CATS OT Wage/Ben			41,864			
9230 HR CATS OT Meals			(20)			
* Compensation and Benefits	26,583,884	24,530,200	28,100,054	27,637,100	3,106,900	12.7
6201 Telephone	366,140	390,750	366,537	386,050	(4,700)	(1.2)
6202 Courier/Postage	87,298	91,100	80,916	95,600	4,500	4.9
6203 Office Furn/Equip	95,970	92,650	92,682	141,400	48,750	52.6
6204 Computer S/W & Lic	8,430	7,300	2,134	19,100	11,800	161.6
6205 Printing & Reproduction	116,580	105,700	85,844	95,650	(10,050)	(9.5)
6207 Office Supplies	184,400	169,100	123,050	196,300	27,200	16.1
6299 Other Office Expenses	47,925	12,800	298,882	231,100	218,300	1,705.5
* Office	906,743	869,400	1,050,044	1,165,200	295,800	34.0
6301 Professional Fees	10,900	10,700	6,442	10,700		
6302 Legal Fees	1,500	1,500	3,413	1,500		
6303 Consulting Fees	106,977	52,100	64,880	41,500	(10,600)	(20.3)
6304 Janitorial Services	65,240	50,000	83,621	290,100	240,100	480.2
6308 Snow Removal	22,100	22,700	39,773	56,600	33,900	149.3
6310 Outside Personnel	16,000	13,000	1,772	13,500	500	3.8
6311 Security	19,900	12,700	8,965	19,000	6,300	49.6
6312 Refuse Collection	16,200	21,800	14,300	25,500	3,700	17.0
6399 Contract Services	2,011,919	2,577,600	2,476,387	3,442,500	864,900	33.6
* External Services	2,270,736	2,762,100	2,699,552	3,900,900	1,138,800	41.2
6401 Uniforms & Clothing	66,850	76,600	58,524	81,500	4,900	6.4
6402 Med & First Aid Supp	9,150	7,900	7,940	8,300	400	5.1
6404 Rec Prog Supplies	337,746	396,800	312,504	362,900	(33,900)	(8.5)
6406 Bridge Tolls	700	1,500	8,000	6,800	5,300	353.3
6407 Cleaning/Sanitary Supplies	17,500	19,400	13,172	38,800	19,400	100.0
6409 Personal Protect Equ				1,000	1,000	
6499 Other Supplies		11,000	956,302	17,700	6,700	60.9
* Supplies	487,496	513,200	1,356,443	517,000	3,800	0.7
6502 Chemicals			256	20,900	20,900	
6504 Hardware	2,000	500	4,480	1,000	500	100.0
6506 Lumber	3,000	500	1,429	300	(200)	(40.0)
6507 Propane			45	65,800	65,800	

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Community and Recreation Services

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6511 Salt			42			
6512 Sand			22			
6513 Seeds & Plants			5,800	8,000	8,000	
6514 Sodds			1,250			
6516 Topsoil			2,905			
6517 Paint	2,000	500	477	300	(200)	(40.0)
6599 Other Materials			267			
* Materials	7,000	1,500	16,972	96,300	94,800	6,320.0
6602 Electrical	100	100	6,894	5,000	4,900	4,900.0
6603 Grounds and Landscaping	167,236	124,700	16,984	75,700	(49,000)	(39.3)
6604 Bus Gates/Shltr-R&M			6,996			
6605 Municipal Taxes			142	43,400	43,400	
6606 Heating Fuel	71,197	95,400	115,286	279,800	184,400	193.3
6607 Electricity	60,000	90,100	595,475	1,053,700	963,600	1,069.5
6608 Water	8,100	12,700	11,143	74,100	61,400	483.5
6610 Building - Exterior			15,254	21,500	21,500	
6611 Building - Interior	144,025	2,000	9,168	248,900	246,900	12,345.0
6612 Safety Systems	1,800	1,700	6,897	1,500	(200)	(11.8)
6617 Pest Management		500	481	2,200	1,700	340.0
6699 Other Building Cost	658,700	724,000	101,683	232,100	(491,900)	(67.9)
* Building Costs	1,111,158	1,051,200	886,402	2,037,900	986,700	93.9
6701 Equipment Purchase	196,130	286,800	405,288	410,100	123,300	43.0
6702 Small Tools	800	800	1,823	2,500	1,700	212.5
6703 Computer Equipment/Rentals	3,008	1,600	1,348	2,600	1,000	62.5
6704 Equipment Rental	27,500	13,600	16,372	16,700	3,100	22.8
6705 Equip - R&M	42,030	37,100	16,841	76,300	39,200	105.7
6706 Computer R&M	17,500	11,000	237	14,500	3,500	31.8
6707 Plumbing & Heating	2,500	5,000	3,248	5,000		
6708 Mechanical Equipment	500		96	1,000	1,000	
6711 Communication System	32,500	32,500	40,987	55,500	23,000	70.8
* Equipment & Communications	322,468	388,400	486,239	584,200	195,800	50.4
6802 Vehicle R&M	1,000	6,000	1,389	7,000	1,000	16.7
6803 Vehicle Fuel - Diesel			64			
6804 Vehicle Fuel - Gasoline	8,118	9,200	6,276	7,900	(1,300)	(14.1)
6806 Long Term Fleet Rentals			1,034			
6807 Vehicle Leases	174,352	159,900	790	2,500	(157,400)	(98.4)
6899 Other Vehicle Expense			463			
* Vehicle Expense	183,470	175,100	10,016	17,400	(157,700)	(90.1)
6901 Membership Dues	26,580	28,600	36,268	37,200	8,600	30.1
6902 Conferences and Workshops	11,763	11,000	2,828	19,250	8,250	75.0
6903 Travel - Local	192,394	192,900	161,136	174,850	(18,050)	(9.4)
6904 Travel - Out of Town	16,795	15,800	8,978	16,700	900	5.7
6905 Training & Education	61,189	74,800	41,285	93,550	18,750	25.1
6906 Licenses & Agreements			(852)	2,400	2,400	
6907 Commission Fees	100		453			
6909 Cost of Sales	310,000	300,000	261,140	282,800	(17,200)	(5.7)
6910 Signage	39,550	40,200	20,577	46,900	6,700	16.7
6911 Facilities Rental	364,421	351,800	294,901	365,100	13,300	3.8
6912 Advertising and Promotion	76,903	149,500	53,761	128,250	(21,250)	(14.2)
6913 Awards	53,830	62,100	61,149	51,550	(10,550)	(17.0)
6915 Research Data Acquisition	6,000	6,000		2,000	(4,000)	(66.7)
6916 Public Education	77,920	77,900	31,476	50,900	(27,000)	(34.7)
6917 Books and Periodicals	18,800	18,800	4,318	13,900	(4,900)	(26.1)
6918 Meals	2,962	2,700	1,633	2,300	(400)	(14.8)
6919 Special Projects	276,046	456,900	232,729	965,400	508,500	111.3
6928 Committee Expenses	600	500	200	300	(200)	(40.0)
6932 Youth Programming Services			121,732			

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Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6933 Community Events	922,870	844,400	872,030	981,100	136,700	16.2
6938 Rewarding Excellence	12,806	16,800	3,196	26,750	9,950	59.2
6940 Fencing			13,630			
6941 Playground Equipment	434,377	364,300	15,382	40,500	(323,800)	(88.9)
6942 Management Fees	146,900	146,900	345,470	357,000	210,100	143.0
6943 Health and Wellness	14,935	20,000		30,200	10,200	51.0
6999 Other Goods and Services	121,347	104,300	278,187	8,600	(95,700)	(91.8)
* Other Goods & Services	3,189,088	3,286,200	2,861,608	3,697,500	411,300	12.5
7001 Interdept Equip Chg	112,127					
7002 Other Interdept Chg	400		394			
7004 Other Intdept (Rev)			(394)			
7005 Interdept EXP	2,874,100					
7007 ItnTrsf Paper Recyc			(171,822)			
7008 ItnTrsf IT & Commun			3,643			
7009 Internal Transfers Other			18,942			
7010 IntTrfr Insur Funds			(3,328)			
7011 Int Trf Record Check			7,225			
7012 Int Trf Print/Reprod			660			
7013 Int Trf Extra Duty			41,147			
7015 Int Trf FacilityRent			(78,663)			
7099 Interdept Chargeback	(165,160)	(167,700)			167,700	(100.0)
9900 Rev/Exp. Vehicle Rental			1,451	1,000	1,000	
9911 PM Labour-Reg			2,367			
9981 Labour/Adm			(16)			
9985 Direct/Overhead Charges			14			
* Interdepartmental	2,821,467	(167,700)	(178,378)	1,000	168,700	(100.6)
8010 Other Interest	700	800	803	800		
8011 Interest on Debentures	447,770	424,800	398,807	448,700	23,900	5.6
8012 Principal on Debentures	684,513	673,600	812,456	862,600	189,000	28.1
8013 Loan Principal Repayment	2,400	2,400	2,434	2,400		
* Debt Service	1,135,383	1,101,600	1,214,499	1,314,500	212,900	19.3
8001 Transf Outside Agenc	1,899,979	3,373,100	1,049,597	1,899,000	(1,474,100)	(43.7)
8003 Insurance Pol/Prem	22,950	25,700	19,631	79,300	53,600	208.6
8004 Grants	2,937,694	2,305,800	1,975,004	2,003,665	(302,135)	(13.1)
8008 Transfer to/from Reserves	(2,303,594)	(3,962,734)	(1,356,605)	(2,763,500)	1,199,234	(30.3)
8015 Debenture Discount			1,530			
8017 Bank Charges	180	200	128	47,100	46,900	23,450.0
8022 Transf to/fr Trust			(30,563)			
8024 Transf to/fr Capital	2,671,583	2,931,000	1,185,823	518,900	(2,412,100)	(82.3)
8034 Approp for Forecast		1,777,734		1,406,535	(371,199)	(20.9)
9000 Prior Year Surplus/Deficit	(4,054,302)	(4,988,700)	(3,312)	(827,700)	4,161,000	(83.4)
9001 Current Yr. Sur/Def			282,490			
* Other Fiscal	1,174,490	1,462,100	3,123,724	2,363,300	901,200	61.6
** Total	40,193,383	35,973,300	41,627,175	43,332,300	7,359,000	20.5
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(2,940,120)	(3,136,100)	(3,129,495)		3,136,100	(100.0)
4201 Area Rate Residential				(3,105,900)	(3,105,900)	
4202 Area Rate Commercial				(153,900)	(153,900)	
4206 Area Rate Resource				(32,300)	(32,300)	
* Area Rate Revenue	(2,940,120)	(3,136,100)	(3,129,495)	(3,292,100)	(156,000)	5.0
4702 Cond. Grant (Infr)	(170,250)					
4750 Other Grants	(62,936)					
* Transfers from other Gov'ts	(233,186)					
4902 Fines Fees	(3,500,000)	(3,500,000)	(3,881,041)	(3,700,000)	(200,000)	5.7
4903 Building Permits	(3,952,358)	(4,190,000)	(4,793,419)	(4,500,000)	(310,000)	7.4
4904 Plumbing Permits	(128,000)	(128,000)	(151,174)	(130,000)	(2,000)	1.6
4905 Street opening Permits	(110,755)	(111,000)	(78,383)	(114,400)	(3,400)	3.1
4906 Subdivision Application	(110,000)	(110,000)	(94,921)	(110,000)		
4907 Taxi Licenses	(165,000)	(165,000)	(158,350)	(165,000)		
4908 Animal Licenses	(150,000)	(150,000)	(237,365)	(200,000)	(50,000)	33.3
4911 Zoning Fees	(70,000)	(70,000)	(98,025)	(90,000)	(20,000)	28.6

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Community and Recreation Services

Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4912 Signs & Encroachments	(143,954)	(110,000)	(370,591)	(100,000)	10,000	(9.1)
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(49,700)	(39,550)	(49,700)		
4915 Minor Variance	(10,000)	(10,000)	(20,100)	(18,000)	(8,000)	80.0
4916 Vending Licenses	(50,000)	(40,000)	(35,752)	(40,000)		
4920 Development Permits	(52,700)	(352,700)	(335,070)	(400,000)	(47,300)	13.4
4950 Other Licenses & Permits	(51,000)	(51,000)	(33,489)	(51,000)		
5101 Parking Rentals	(177,000)	(187,000)	(214,231)	(202,000)	(15,000)	8.0
5102 Facilities Rentals	(801,970)	(660,600)	(709,036)	(749,800)	(89,200)	13.5
5150 Other Rental Revenue	(2,500)	(2,700)	(2,275)	(43,500)	(40,800)	1,511.1
5151 Lease Revenue				(492,900)	(492,900)	
5204 Administration Fees	(203,000)	(205,200)	(211,352)	(205,200)		
5207 Arts & Crafts Revenue	(72,900)	(70,170)	(72,819)	(76,600)	(6,430)	9.2
5208 Dance & Drama Revenue	(109,850)	(98,070)	(69,512)	(99,300)	(1,230)	1.3
5209 Community Events Revenue	(278,000)	(277,600)	(396,894)	(320,900)	(43,300)	15.6
5210 Sport and Fitness Revenue	(628,700)	(623,110)	(609,074)	(820,400)	(197,290)	31.7
5211 Program Facil. Rev.	(88,500)	(84,050)	(88,342)	(89,600)	(5,550)	6.6
5212 Leisure Skills Revenue	(329,800)	(225,490)	(213,939)	(262,300)	(36,810)	16.3
5213 Play. & Camp Rev.	(507,420)	(510,150)	(506,380)	(568,400)	(58,250)	11.4
5214 Wellness Revenue	(26,500)	(13,660)	(12,991)	(12,500)	1,160	(8.5)
5215 Aquat.Rev.-Instuct.	(644,900)	(449,100)	(442,429)	(1,006,300)	(557,200)	124.1
5216 Aquat.Rev.-Recreat.	(101,000)	(53,100)	(56,603)	(179,900)	(126,800)	238.8
5219 Ice Rentals	(1,215,210)	(1,192,200)	(3,007,310)	(3,631,700)	(2,439,500)	204.6
5220 Public Skates				(29,800)	(29,800)	
5228 Membership Revenue	(128,400)	(85,500)	(88,177)	(936,400)	(850,900)	995.2
5235 GRS Drop In Program			(1,668)	(29,300)	(29,300)	
5250 Sales of Services Other	(295,700)	(137,600)	(131,795)	(147,100)	(9,500)	6.9
5253 Subdiv Insp Fees	(40,000)	(40,000)	(46,233)	(40,000)		
5256 SOT Revenue	(3,000,000)	(2,700,000)	(3,231,440)	(3,000,000)	(300,000)	11.1
5402 Sale of Bottles	(105,000)	(95,000)	(68,766)	(85,000)	10,000	(10.5)
5403 Sales of Other Recyclables	(470,000)	(445,000)	(450,319)	(465,000)	(20,000)	4.5
5404 Canteen Revenue	(3,300)	(1,700)	(2,594)	(2,600)	(900)	52.9
5405 Bar Revenue	(1,000)	(4,000)			4,000	(100.0)
5450 Other Sales Revenue			(12,869)	(43,800)	(43,800)	
* Fee Revenues	(17,776,117)	(17,200,400)	(20,974,278)	(23,210,400)	(6,010,000)	34.9
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5503 Advertising Revenue	(2,100)	(1,800)	(1,217)	(159,300)	(157,500)	8,750.0
5507 Overages and Shortages			(1,443)			
5508 Recov External Parti	(417,577)	(417,000)	(2,464,559)	(364,300)	52,700	(12.6)
5509 NSF Chq Fee				(8,400)	(8,400)	
5600 Miscellaneous Revenue	(179,900)	(192,900)	(3,402,887)	(314,300)	(121,400)	62.9
5803 Transfer - General Rate	(9,800)	(7,900)	(7,900)	(5,500)	2,400	(30.4)
5804 Transfer - Urban Rate	(155,400)	(162,000)	(162,000)	(167,600)	(5,600)	3.5
* Other Revenue	(770,177)	(787,000)	(6,040,007)	(1,024,800)	(237,800)	30.2
** Total	(21,719,600)	(21,123,500)	(30,143,780)	(27,527,300)	(6,403,800)	30.3
Net Surplus/Deficit	18,473,783	14,849,800	11,483,395	15,805,000	955,200	6.4

Finance and Information, Communication and Technology

2013/14 Budget and Business Plan

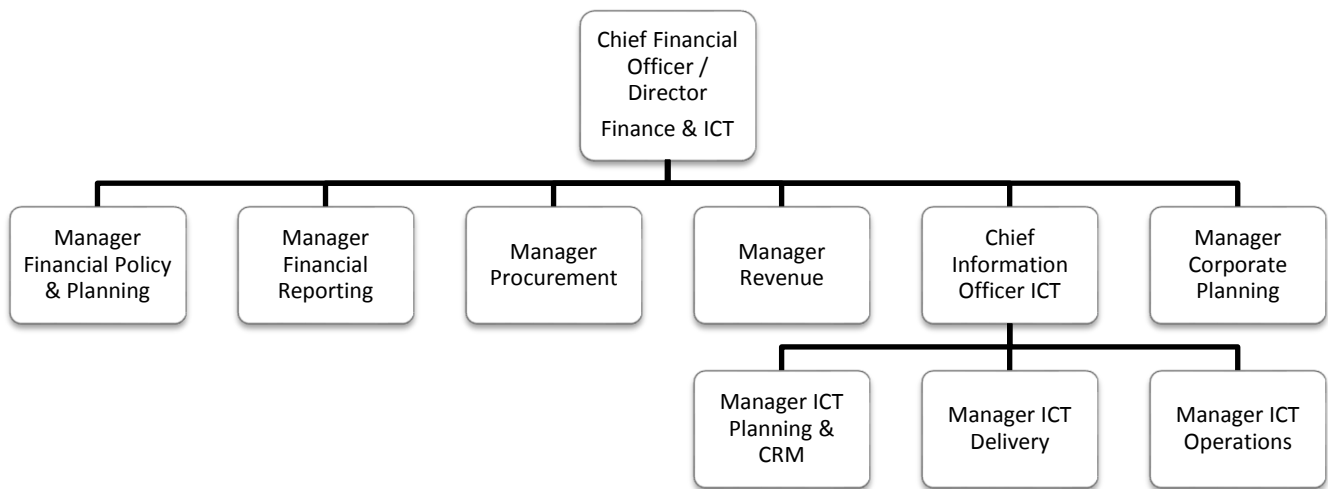
Mission: *Leading Financial and Technological Stewardship*

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

Finance and Information, Communication and Technology Overview

Finance leads HRM’s Financial Stewardship activities in support of the administrative outcomes and provides services and advice to internal clients, Council and residents of HRM. ICT supports Organizational Capacity by providing reliable, cost effective, information and technology services to Business Units and Council.

Finance and Information, Communication and Technology Org Chart



Funded Full Time Equivalentents (FTEs)

	2012/13 Approved (Apr1/12)	2013/14 Proposed Change (+/-)	2013/14 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	298	-9.5	288.5

Finance and Information, Communication and Technology Operating Budget Overview

FICT Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	21,684,283	21,178,200	19,542,344	21,311,900	133,700	0.6
* Office	3,972,993	3,572,300	3,529,201	4,196,800	624,500	17.5
* External Services	671,485	939,000	1,400,049	800,800	(138,200)	(14.7)
* Supplies	29,470	34,000	19,564	29,400	(4,600)	(13.5)
* Materials	34,700	24,000	20,405	24,000		
* Building Costs	2,000		428			
* Equipment & Communications	2,670,558	2,670,100	2,193,172	2,303,500	(366,600)	(13.7)
* Vehicle Expense	3,000	9,100	11,466	26,500	17,400	191.2
6936 Staff Relations						
* Other Goods & Services	513,837	562,700	496,342	519,100	(43,600)	(7.7)
7014 Int Trf Extra Vehicl						
* Interdepartmental	12,526		(34,355)			
* Other Fiscal	(475,249)	(72,000)	(174,777)	(72,000)		
** Total	29,119,603	28,917,400	27,003,840	29,140,000	222,600	0.8
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(2,380,000)	(2,370,000)	(2,337,404)	(2,375,000)	(5,000)	0.2
* Other Revenue	(204,400)	(310,000)	(489,339)	(363,000)	(53,000)	17.1
** Total	(2,584,400)	(2,680,000)	(2,826,743)	(2,738,000)	(58,000)	2.2
Net Surplus/Deficit	26,535,203	26,237,400	24,177,097	26,402,000	164,600	0.6

Finance and Information, Communication and Technology Budget Overview by Service Area

FICT Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Finance & ICT Admin Summary of Expense & Revenue Types	713,620	764,000	390,932	521,200	(242,800)	(31.8)
Finance Summary of Expense & Revenue Types	10,314,261	9,448,000	8,718,017	9,441,300	(6,700)	(0.1)
Information, Communications and Technology Summary of Expense &	14,928,070	15,505,000	14,612,590	15,717,400	212,400	1.4
Corporate Planning Summary of Expense & Revenue Types	579,252	520,400	455,559	722,100	201,700	38.8
	26,535,203	26,237,400	24,177,097	26,402,000	164,600	

Finance and Information, Communication and Technology Key Metrics

Key Metrics and Drivers	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	73%	74%	73%	72%	73%
Expenditures per Dwelling (186,447)	\$ 150.80	\$ 156.18	\$ 155.10	\$ 150.03	\$ 155.68

Finance and Information, Communication and Technology Strategic Initiatives for 2013/14

The municipality strives to achieve long term fiscal sustainability and strong economic prosperity. These goals require strong financial planning and solid, consistent financial stewardship. As a result, our focus is on longer term financial visioning, planning and connecting those plans to strategies and actions underway across the organization. Initiatives such as the review of the Regional Plan, Capital Projects, Economic Development and the Centre Plan all tie into the financial health of the organization, its tax structures and policies, and its ability to fund and plan for future community improvements. Finance supports this both through broad policy initiatives and building stronger financial capabilities across the organization.

Long term fiscal sustainability, longer-term budgeting, a comprehensive review of our Tax Strategy and a focus on internal controls for the Audit and Finance Standing Committee all contribute to these initiatives. There is a growing need for greater transparency and accountability across the organization so in supporting an initiative such as Open Data this continues to be a strategic priority for FICT.

Financial Stewardship is achieving a balance of legislative compliance and public expectations and needs through the efficient and effective management of municipal resources. HRM's management practices support sustainable long term Operating and Capital financial plans to ensure HRM's Finances are well managed while managing, reporting and mitigating future risks. Information, Communication and Technology and Corporate Planning continue to support business process efficiency and organizational capacity through service improvement and technology implementation initiatives.

Summary of 2013/14 Finance and Information, Communication and Technology Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
Compensation Efficiencies	\$642,000	\$642,000	\$642,000
Computer Hardware Cost Reductions	\$200,000	\$200,000	\$200,000
Continued Efficiencies	\$158,000	\$158,000	\$158,000
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
<i>Managed Print Services (Total Cost 600K) Public Consultation on the Budget Ongoing work on further organization efficiencies:</i> <ul style="list-style-type: none"> • <i>Procurement Coordination</i> • <i>Shared Services</i> • <i>Business Process Improvements</i> 	\$300,000	\$300,000	\$300,000

2013/14 Finance and Information, Communication and Technology Service Area Plans

Finance:

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

Services Delivered:

- Budgeting - *Multi-Year Financial Strategy; coordination of the annual operating, project and reserve budgets;*
- Financial Analysis and Reporting - *Project and asset accounting, projection financial reporting and revenue and expenditure analysis;*
- Financial Support and Oversight - *Council report review and support, provision of specialized financial advice to the municipality, support Business Units by providing timely and appropriate financial advice and guidance, costing of collective agreement changes, cost-sharing claims coordination and preparation, compliance with policy and legislation;*

- Investment Management - *Investment strategy and cash management, investment policy*
- Taxation - *Taxation policy, administration of area rate guidelines, tax billings, tax sales and corporate collections, tax rebate programs*
- Revenue Management - *General revenue billings, payment processing, coin processing*
- Accounts Payable Processing - *Record approved invoices and pay vendors for HRM, Library and various ABC's.*
- Payroll - *Provision of payroll functions to HRM and several Agencies, Boards, and Commissions; Position Management*
- Procurement and Disposal - *Acquisition of goods, services, construction and facilities; coordination of contracts and contract administration; surplus storage and disposal*
- Inventory Management - *Warehouse and inventory management of stores locations, fuel depots and salt shed*
- Grants Support - *Supporting the Grants Committee including grants, tax exemptions, funding for BIDs and below-market sales and leases*
- On-street Parking – *Maintenance, revenue collection and auditing of Parking Meters*
- By-law Administration - *Revenue and recovery billings per HRM by-laws (LIC's, Solid Waste, False Alarms)*

Finance Budget Overview

Finance Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	11,926,538	11,010,200	10,547,545	11,021,900	11,700	0.1
* Office	186,358	187,400	161,043	183,600	(3,800)	(2.0)
* External Services	389,474	415,700	407,581	376,600	(39,100)	(9.4)
* Supplies	29,470	33,700	19,564	29,100	(4,600)	(13.6)
* Materials	34,700	24,000	20,405	24,000		
* Building Costs	1,500		20			
* Equipment & Communications	92,450	94,000	79,908	103,900	9,900	10.5
* Vehicle Expense	3,000	9,100	11,349	26,500	17,400	191.2
* Other Goods & Services	216,131	219,900	201,967	229,700	9,800	4.5
* Interdepartmental	12,526		6,804			
* Other Fiscal	(127,086)		(100,000)			
** Total	12,765,061	11,994,000	11,356,186	11,995,300	1,300	0.0
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(2,380,000)	(2,370,000)	(2,337,118)	(2,375,000)	(5,000)	0.2
* Other Revenue	(70,800)	(176,000)	(301,051)	(179,000)	(3,000)	1.7
** Total	(2,450,800)	(2,546,000)	(2,638,169)	(2,554,000)	(8,000)	0.3
Net Surplus/Deficit	10,314,261	9,448,000	8,718,017	9,441,300	(6,700)	(0.1)

Information, Communications and Technology Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	8,557,795	9,006,900	8,171,520	9,284,700	277,800	3.1
* Office	3,697,722	3,305,600	3,333,596	3,947,000	641,400	19.4
* External Services	201,049	391,200	861,902	299,600	(91,600)	(23.4)
* Building Costs			409			
* Equipment & Communications	2,577,108	2,575,100	2,113,265	2,199,600	(375,500)	(14.6)
* Vehicle Expense			117			
* Other Goods & Services	242,559	298,200	252,621	242,500	(55,700)	(18.7)
* Interdepartmental			(41,177)			
* Other Fiscal	(348,163)	(72,000)	(74,777)	(72,000)		
** Total	14,928,070	15,505,000	14,617,476	15,901,400	396,400	2.6
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues			(286)			
* Other Revenue			(4,600)	(184,000)	(184,000)	
** Total			(4,886)	(184,000)	(184,000)	
Net Surplus/Deficit	14,928,070	15,505,000	14,612,590	15,717,400	212,400	1.4

Key Service Area Metrics	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Debt Service Ratios	6.97%	6.69%	7.68%	7.10%
Residential Tax Revenue lost due to appeals	.01%	.02%	.03%	.02%
Commercial Tax Revenue lost due to appeals	1.7%	1.1%	1.5%	1.5%
Total uncollected taxes as a % of current year tax levy	5.2%	5.1%	5.4%	5.2%
Total uncollected current year taxes as a % of current year tax levy	3.6%	3.5%	3.5%	3.3%
% Of General Revenue Receivables over 90 days	16.5%	10.9%	13%	11%
% Resident Inquiries completed within 2 business days	92%	94%	93%	93%

2013/14 Finance Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
FICT 1.1	Citizen Engagement for the 14-15 Budget	Governance and Communication
FICT 1.2	Research and consultation on Economic Competitiveness and Tax	Financial Stewardship
FICT 1.3	Complete the Grants Policy and options to reform the Non-Profit Tax Program	Financial Stewardship
FICT 1.4	Determine HRM's role in the East Port District Energy Project	Financial Stewardship
FICT 1.5	Provide timely and accurate financial information including surpluses or deficits, to Management and Council, to allow for timely priority and operational adjustment, if required.	Financial Stewardship

Information, Communication and Technology (ICT):

ICT is organized into three divisions, ICT Planning and CRM (Client Relationship Management), ICT Delivery and ICT Operations which emphasize the development, delivery and management of technology based business solutions to business units and citizens in support of Halifax Regional Municipality's strategic outcomes.

Services Delivered:

- *Service Desk - ICT Service Desk provides break / fix support to and manages service requests for HRM employees across all of HRM's ICT infrastructure and business applications.*
- *Enabling New & Enhanced Business Solutions – Facilitates transformation in HRM service delivery through the introduction of beneficial changes to process and supporting technologies. In partnership with business units, this service ensures that we jointly maximize HRM capital investments.*
- *Data Management and Analytics – Comprises all of the disciplines related to managing data as a valuable asset for HRM. Providing consulting and management services resulting in access to complete, accurate and up-to-date data that can be transformed to information and knowledge which enable improved decision making.*
- *ICT Business Application Management – Applying best practices to the lifecycle management of HRM's valuable application assets which provide focused capabilities to business units in support of their service delivery to the public.*
- *ICT Infrastructure Management – Applying best practices to the lifecycle management of HRM's valuable ICT infrastructure assets. These assets act as a critical foundation in support of the delivery of focused capabilities to business units to enhance their service delivery.*
- *Personal Computing Services – Delivering a bundle of personal computing assets and supporting services to enable HRM daily business functions and service delivery. This includes the lifecycle management of devices such as laptops, desktops and printers and the provisioning and management of desktop software.*
- *Telecommunications Services – Applying best practices to the contracting, provisioning and management of telecommunications services including internet access, cellular voice and data, desktop telephone, long distance, and mobile radio.*

Information, Communication and Technology Budget Overview

Finance & ICT Admin Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	720,339	805,000	410,603	438,300	(366,700)	(45.6)
* Office	42,063	34,300	32,185	29,200	(5,100)	(14.9)
* External Services	38,962	20,100	98,029	17,600	(2,500)	(12.4)
* Supplies		300		300		
* Building Costs	500					
* Equipment & Communications	1,000	1,000			(1,000)	(100.0)
* Other Goods & Services	44,356	37,300	33,786	35,800	(1,500)	(4.0)
* Interdepartmental			18			
** Total	847,220	898,000	574,620	521,200	(376,800)	(42.0)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues						
* Other Revenue	(133,600)	(134,000)	(183,688)		134,000	(100.0)
** Total	(133,600)	(134,000)	(183,688)		134,000	(100.0)
Net Surplus/Deficit	713,620	764,000	390,932	521,200	(242,800)	(31.8)

Key Service Area Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Target
ICT Service Desk-Contact Volume	30,321	37,789	45,761	45,000
ICT Service Desk- Grade of Service	63%	70%	61%*	75%
ICT-Service Desk-Customer Satisfaction	N/A	93%	93.7%	85%
Prevented unauthorized access to firewall Ports	83,295,450	72,281,082	149,641,152	N/A
Blocked Viruses attached to Email	8,964	261,338	32,233	N/A
Number Spam Messages blocked	65,721,492	69,313,453	4,941,535	N/A
Number Viruses detected and cleaned from desktops	8,000	4,332	5,879	N/A

*negatively impacted by implementation of Microsoft Exchange which resulted in a significant increase.

2013/14 Information, Communication and Technology Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
FICT 2.1	Develop 3-5 year ICT plan, which is aligned with the strategic priorities of the organization.	Organizational Capacity
FICT 2.2	Procure and commence implementation of replacement AVL (automated vehicle technology) system for conventional transit vehicles, which will support implementation of stop annunciation capability and improved public interfaces for transit riders in 2014/15.	Organizational Capacity
FICT 2.3	Complete open data pilot which includes liberation of 17 HRM datasets and the completion of an open data contest to raise awareness and interest in open data. Report to Regional Council on the outcomes of the pilot and recommendations for the future.	Governance & Communication

FICT 2.4	Provide replacement for the existing HRM website (Halifax.ca), providing a current and sustainable portal for HRM citizens to obtain information, and engage and transact with the municipality.	Organizational Capacity
FICT 2.5	Deliver and manage technological solutions for the Asset Data Registry and Operational EAM projects under the Enterprise Asset Management (EAM) Program, enabling enhanced management of HRM right-of-way (ROW) assets in 13/14.	Organizational Capacity
FICT 2.6	Procure and commence implementation of Business Intelligence processes and technology to maximize the benefit and use of information assets and support data driven decision making across the organization.	Organizational Capacity

Corporate Planning Office:

The Corporate Planning Office provides support to the organization by assisting business units in service improvement; strategic and operational decision making, and maximizing collaboration on Council’s priorities.

Services Delivered:

- Strategic and Business Planning Support - *assist Business Units in strategic and operational planning, decision-making, and accountability reporting, ensuring that these processes are tightly integrated with HRM's budgeting processes to maximize collaboration on HRM's priorities.*
- Performance Measurement and Service Improvement Support - *provide methods and tools that allow for a coordinated, focussed, and objective review of corporate service delivery through service definition, standards, performance measurement, and process improvement services.*
- Corporate Risk Management – *development, implementation, maintenance and continuous improvement of the organization’s Enterprise Risk Management processes.*

Corporate Planning Office Budget Overview

Corporate Planning Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	479,611	356,100	412,676	567,000	210,900	59.2
* Office	46,850	45,000	2,377	37,000	(8,000)	(17.8)
* External Services	42,000	112,000	32,537	107,000	(5,000)	(4.5)
* Other Goods & Services	10,791	7,300	7,969	11,100	3,800	52.1
** Total	579,252	520,400	455,559	722,100	201,700	38.8
Net Surplus/Deficit	579,252	520,400	455,559	722,100	201,700	38.8

2013/14 Corporate Planning Office Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
FICT 3.1	Development of Key Performance Indicators (KPI) and Service Standards	Service Excellence
FICT 3.2	Establish Enterprise Risk Management for HRM	Financial Stewardship
FICT 3.3	Implement Business Plan Accountability Reporting against Priorities	Financial Stewardship

FICT Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A301 Admin-FICT	401,795	764,000	390,932	521,200	(242,800)	(31.8)
A610 Lkd Dir.of Business	311,825					
*** Admin - Finance & IT	713,620	764,000	390,932	521,200	(242,800)	(31.8)
A302 Service Review	579,252	520,400	455,559	722,100	201,700	38.8
*** Corporate Planning	579,252	520,400	455,559	722,100	201,700	38.8
C771 BID's Contributions Fund	100,000	100,000	(5,229)	100,000		
* Grants	100,000	100,000	(5,229)	100,000		
A615 Payroll Ctrl's & Rptg	1,350,898	416,000	332,078	427,400	11,400	2.7
A616 Payroll Service Delivery		729,000	781,871	765,000	36,000	4.9
A617 Payroll Processing		289,000	299,137	302,500	13,500	4.7
* Payroll	1,350,898	1,434,000	1,413,086	1,494,900	60,900	4.2
A810 Fiscal & Tax Policy	287,771	1,084,000	1,041,227	1,058,500	(25,500)	(2.4)
A811 Community Grants	216,717	215,900	209,908	229,500	13,600	6.3
A351 LkdBudget & Fin.Anly	1,039,852					
** Fiscal Policy & Financial Plan	2,995,238	2,833,900	2,658,991	2,882,900	49,000	1.7
A311 Revenue - Administration	363,680	378,000	321,744	233,700	(144,300)	(38.2)
A304 Treasury & Investments	312,744	193,000	186,014	198,900	5,900	3.1
A312 Coin Room	287,903	286,900	265,549	291,700	4,800	1.7
A313 Cash Management	314,961	315,000	312,949	331,800	16,800	5.3
A314 General Revenue	318,637	174,000	185,221	205,600	31,600	18.2
A316 Taxation	(1,520,644)	(1,604,000)	(1,601,201)	(1,620,100)	(16,100)	1.0
A325 Collections	123,244	64,000	39,874	76,400	12,400	19.4
A360 Parking Meters	228,775	215,500	209,550	222,600	7,100	3.3
** Revenue	429,300	22,400	(80,301)	(59,400)	(81,800)	(365.2)
A321 Accounting Admin	322,239	442,800	467,431	420,600	(22,200)	(5.0)
A322 Payment Processing	572,987	572,000	497,038	583,700	11,700	2.0
A323 Accounting Ctrl's/Rpt	647,421	479,500	471,861	504,700	25,200	5.3
A324 Accounting Svce Del	1,026,200	960,700	921,414	981,500	20,800	2.2
A306 LkdCap Salary Policy	(7,859)					
** Accounting	2,560,988	2,455,000	2,357,744	2,490,500	35,500	1.4
A331 General Purchasing	696,774	711,000	598,272	704,400	(6,600)	(0.9)
A332 Inventory & Asset Mg	120,608	127,000	134,029	155,900	28,900	22.8
A333 Stores-Transit/Fire	838,372	780,300	722,849	551,400	(228,900)	(29.3)
A334 Stores-East/West	685,992	616,400	564,065	556,100	(60,300)	(9.8)
A335 Procurement PSRs	580,421	582,000	541,061	518,700	(63,300)	(10.9)
A336 Procurement Staff	667,669	685,000	668,076	718,200	33,200	4.8
A337 Disp.of Surplus Equi			921			
A338 Stores- Ragged Lake	738,899	635,000	552,309	419,100	(215,900)	(34.0)
A339 Inventory Administration				503,500	503,500	
** Procurement	4,328,735	4,136,700	3,781,582	4,127,300	(9,400)	(0.2)
*** Finance	10,314,261	9,448,000	8,718,017	9,441,300	(6,700)	(0.1)
A721 ICT Planning & CRM Admin	273,902	301,400	359,962	285,600	(15,800)	(5.2)
A723 CRM	1,437,796	1,458,700	1,517,983	1,547,700	89,000	6.1
A724 Enterprise Architecture	390,798	561,300	404,994	595,950	34,650	6.2
A642 Portfolio Management		137,600	164,962	389,550	251,950	183.1
** ICT Planning & CRM	2,102,496	2,459,000	2,447,901	2,818,800	359,800	14.6
A731 ICT Delivery Admin.	251,343	240,800	297,127	(89,300)	(330,100)	(137.1)
A732 Business Applications	886,100	1,273,200	1,315,794	3,010,300	1,737,100	136.4
A733 Enterprise Applications	1,369,999	1,146,600	1,303,647	1,903,400	756,800	66.0
A734 ICT Proj Mgmt (PMO)	505,346	1,014,000	935,852	1,120,800	106,800	10.5
A735 Systems Development	1,493,818	1,476,400	971,443		(1,476,400)	(100.0)
A438 Locked IT CAPITAL	1,700					
** ICT Delivery	4,508,306	5,151,000	4,823,863	5,945,200	794,200	15.4
A421 ICT Corporate Services	841,114	823,500	812,451	3,006,700	2,183,200	265.1
A741 ICT Operations Admin.	2,380,265	2,456,500	1,963,517	374,300	(2,082,200)	(84.8)
A742 Technology Infrastructure	1,703,437	1,605,800	1,497,147	1,842,800	237,000	14.8
A743 ICT Asset Management	3,392,452	3,009,200	3,067,711	1,729,600	(1,279,600)	(42.5)
** ICT Operations	8,317,268	7,895,000	7,340,826	6,953,400	(941,600)	(11.9)
*** Information Technology	14,928,070	15,505,000	14,612,590	15,717,400	212,400	1.4
**** Total	26,535,203	26,237,400	24,177,097	26,402,000	164,600	0.6

FICT Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A301 Admin-FICT	401,795	898,000	574,620	521,200	(376,800)	(42.0)
A610 Lkd Dir.of Business	445,425					
*** Admin - Finance & IT	847,220	898,000	574,620	521,200	(376,800)	(42.0)
A302 Service Review	579,252	520,400	455,559	722,100	201,700	38.8
*** Corporate Planning	579,252	520,400	455,559	722,100	201,700	38.8
C771 BID's Contributions Fund	100,000	100,000	21	100,000		
* Grants	100,000	100,000	21	100,000		
A615 Payroll Ctrl's & Rptg	1,358,698	416,000	383,357	427,400	11,400	2.7
A616 Payroll Service Delivery		767,000	794,007	799,000	32,000	4.2
A617 Payroll Processing		289,000	299,137	302,500	13,500	4.7
* Payroll	1,358,698	1,472,000	1,476,500	1,528,900	56,900	3.9
A810 Fiscal & Tax Policy	287,771	1,084,000	1,041,844	1,058,500	(25,500)	(2.4)
A811 Community Grants	216,717	215,900	209,908	229,500	13,600	6.3
A351 LkdBudget & Fin.Anly	1,039,852					
** Fiscal Policy & Financial Plan	3,003,038	2,871,900	2,728,273	2,916,900	45,000	1.6
A311 Revenue - Administration	363,680	378,000	321,744	233,700	(144,300)	(38.2)
A304 Treasury & Investments	312,744	193,000	186,014	198,900	5,900	3.1
A312 Coin Room	287,903	296,900	304,162	306,700	9,800	3.3
A313 Cash Management	314,961	315,000	312,949	331,800	16,800	5.3
A314 General Revenue	476,637	332,000	328,327	350,600	18,600	5.6
A316 Taxation	589,356	496,000	464,441	494,900	(1,100)	(0.2)
A325 Collections	283,244	284,000	284,250	296,400	12,400	4.4
A360 Parking Meters	228,775	215,500	209,550	222,600	7,100	3.3
** Revenue	2,857,300	2,510,400	2,411,436	2,435,600	(74,800)	(3.0)
A321 Accounting Admin	322,239	442,800	467,431	420,600	(22,200)	(5.0)
A322 Payment Processing	587,987	592,000	529,321	608,700	16,700	2.8
A323 Accounting Ctrl's/Rpt	647,421	479,500	471,861	504,700	25,200	5.3
A324 Accounting Svce Del	1,026,200	960,700	922,660	981,500	20,800	2.2
A306 LkdCap Salary Policy	(7,859)					
** Accounting	2,575,988	2,475,000	2,391,273	2,515,500	40,500	1.6
A331 General Purchasing	696,774	711,000	630,831	704,400	(6,600)	(0.9)
A332 Inventory & Asset Mg	120,608	127,000	134,029	155,900	28,900	22.8
A333 Stores-Transit/Fire	838,372	780,300	722,849	551,400	(228,900)	(29.3)
A334 Stores-East/West	685,992	616,400	564,065	556,100	(60,300)	(9.8)
A335 Procurement PSRs	580,421	582,000	541,061	518,700	(63,300)	(10.9)
A336 Procurement Staff	667,669	685,000	668,076	718,200	33,200	4.8
A337 Disp.of Surplus Equi			11,983			
A338 Stores- Ragged Lake	738,899	635,000	552,309	419,100	(215,900)	(34.0)
A339 Inventory Administration				503,500	503,500	
** Procurement	4,328,735	4,136,700	3,825,204	4,127,300	(9,400)	(0.2)
*** Finance	12,765,061	11,994,000	11,356,186	11,995,300	1,300	0.0
A721 ICT Planning & CRM Admin	273,902	301,400	359,962	285,600	(15,800)	(5.2)
A723 CRM	1,437,796	1,458,700	1,517,983	1,547,700	89,000	6.1
A724 Enterprise Architecture	390,798	561,300	404,994	595,950	34,650	6.2
A642 Portfolio Management		137,600	164,962	389,550	251,950	183.1
** ICT Planning & CRM	2,102,496	2,459,000	2,447,901	2,818,800	359,800	14.6
A731 ICT Delivery Admin.	251,343	240,800	297,127	(89,300)	(330,100)	(137.1)
A732 Business Applications	886,100	1,273,200	1,315,794	3,081,600	1,808,400	142.0
A733 Enterprise Applications	1,369,999	1,146,600	1,305,701	1,994,400	847,800	73.9
A734 ICT Proj Mgmt (PMO)	505,346	1,014,000	935,852	1,120,800	106,800	10.5
A735 Systems Development	1,493,818	1,476,400	971,443		(1,476,400)	(100.0)
A438 Locked IT CAPITAL	1,700					
** ICT Delivery	4,508,306	5,151,000	4,825,916	6,107,500	956,500	18.6
A421 ICT Corporate Services	841,114	823,500	812,511	3,006,700	2,183,200	265.1
A741 ICT Operations Admin.	2,380,265	2,456,500	1,963,517	374,300	(2,082,200)	(84.8)
A742 Technology Infrastructure	1,703,437	1,605,800	1,497,147	1,858,700	252,900	15.7
A743 ICT Asset Management	3,392,452	3,009,200	3,070,483	1,735,400	(1,273,800)	(42.3)
** ICT Operations	8,317,268	7,895,000	7,343,659	6,975,100	(919,900)	(11.7)
*** Information Technology	14,928,070	15,505,000	14,617,476	15,901,400	396,400	2.6
**** Total	29,119,603	28,917,400	27,003,840	29,140,000	222,600	0.8

FICT Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A301 Admin-FICT		(134,000)	(183,688)		134,000	(100.0)
A610 Lkd Dir.of Business	(133,600)					
*** Admin - Finance & IT	(133,600)	(134,000)	(183,688)		134,000	(100.0)
C771 BID's Contributions Fund			(5,250)			
* Grants			(5,250)			
A615 Payroll Ctrl's & Rptg	(7,800)		(51,278)			
A616 Payroll Service Delivery		(38,000)	(12,136)	(34,000)	4,000	(10.5)
* Payroll	(7,800)	(38,000)	(63,415)	(34,000)	4,000	(10.5)
A810 Fiscal & Tax Policy			(617)			
** Fiscal Policy & Financial Plan	(7,800)	(38,000)	(69,282)	(34,000)	4,000	(10.5)
A312 Coin Room		(10,000)	(38,612)	(15,000)	(5,000)	50.0
A314 General Revenue	(158,000)	(158,000)	(143,106)	(145,000)	13,000	(8.2)
A316 Taxation	(2,110,000)	(2,100,000)	(2,065,643)	(2,115,000)	(15,000)	0.7
A325 Collections	(160,000)	(220,000)	(244,376)	(220,000)		
** Revenue	(2,428,000)	(2,488,000)	(2,491,737)	(2,495,000)	(7,000)	0.3
A322 Payment Processing	(15,000)	(20,000)	(32,283)	(25,000)	(5,000)	25.0
A324 Accounting Svce Del			(1,246)			
** Accounting	(15,000)	(20,000)	(33,529)	(25,000)	(5,000)	25.0
A331 General Purchasing			(32,559)			
A337 Disp.of Surplus Equi			(11,062)			
** Procurement			(43,621)			
*** Finance	(2,450,800)	(2,546,000)	(2,638,169)	(2,554,000)	(8,000)	0.3
A732 Business Applications				(71,300)	(71,300)	
A733 Enterprise Applications			(2,054)	(91,000)	(91,000)	
A430 Lkd IT Business Sol.						
** ICT Delivery			(2,054)	(162,300)	(162,300)	
A421 ICT Corporate Services			(60)			
A742 Technology Infrastructure				(15,900)	(15,900)	
A743 ICT Asset Management			(2,772)	(5,800)	(5,800)	
** ICT Operations			(2,832)	(21,700)	(21,700)	
*** Information Technology			(4,886)	(184,000)	(184,000)	
**** Total	(2,584,400)	(2,680,000)	(2,826,743)	(2,738,000)	(58,000)	2.2

FICT Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	17,538,113	17,375,700	16,061,238	17,727,700	352,000	2.0
6002 Salaries - Overtime	394,362	312,600	324,358	328,100	15,500	5.0
6005 PDP Increases			(160,935)			
6051 Shift Agreements	2,200	2,200	2,742	2,200		
6054 Vacation payout			46,319			
6099 Other Allowances	50,600	30,600	6,835		(30,600)	(100.0)
6100 Benefits - Salaries	3,252,001	3,265,100	3,051,112	3,311,200	46,100	1.4
6101 Benefits - Wages			(3)			
6110 Vacancy Management		(228,700)		(471,700)	(243,000)	106.3
6151 Vehicle Allowance						
6152 Retirement Incentives	99,631	104,500	94,608	109,300	4,800	4.6
6153 Severence			188,600			
6154 Workers' Compensation	324,776	308,000	278,203	297,000	(11,000)	(3.6)
6155 Overtime Meals	4,200	4,100	1,662	4,000	(100)	(2.4)
6156 Clothing Allowance	2,300	4,100	2,254	4,100		
6158 WCB Recoverable Earnings			(436)			
6199 Comp & Ben InterDept			(355,293)			
9200 HR CATS Wage/Ben			1,079			
9210 HR CATS OT Wage/Ben	13,100					
9230 HR CATS OT Meals	3,000					
* Compensation and Benefits	21,684,283	21,178,200	19,542,344	21,311,900	133,700	0.6
6201 Telephone	990,140	966,700	951,526	939,000	(27,700)	(2.9)
6202 Courier/Postage	55,036	53,700	37,724	56,800	3,100	5.8
6203 Office Furn/Equip	53,508	43,300	51,203	34,500	(8,800)	(20.3)
6204 Computer S/W & Lic	2,723,863	2,371,600	2,383,504	2,456,700	85,100	3.6
6205 Printing & Reproduction	28,770	28,800	18,311	617,600	588,800	2,044.4
6207 Office Supplies	118,316	102,800	85,583	90,900	(11,900)	(11.6)
6208 Binding						
6299 Other Office Expenses	3,360	5,400	1,350	1,300	(4,100)	(75.9)
* Office	3,972,993	3,572,300	3,529,201	4,196,800	624,500	17.5
6301 Professional Fees	170,200	166,000	185,228	135,000	(31,000)	(18.7)
6303 Consulting Fees	136,889	281,500	228,366	179,500	(102,000)	(36.2)
6310 Outside Personnel	2,000					
6311 Security		10,000	3,445	1,000	(9,000)	(90.0)
6312 Refuse Collection				6,000	6,000	
6399 Contract Services	362,396	481,500	983,010	479,300	(2,200)	(0.5)
* External Services	671,485	939,000	1,400,049	800,800	(138,200)	(14.7)
6401 Uniforms & Clothing	23,500	25,500	14,465	25,500		
6402 Med & First Aid Supp		300		300		
6406 Bridge Tolls	500	500	238	200	(300)	(60.0)
6407 Cleaning/Sanitary Supplies	400	700	1,852	1,700	1,000	142.9
6409 Personal Protect Equ	5,070	7,000	2,545	1,700	(5,300)	(75.7)
6499 Other Supplies			463			
* Supplies	29,470	34,000	19,564	29,400	(4,600)	(13.5)
6504 Hardware	31,200	24,000	19,934	24,000		
6506 Lumber			142			
6507 Propane			24			
6517 Paint			306			
6599 Other Materials	3,500					
* Materials	34,700	24,000	20,405	24,000		
6603 Grounds and Landscaping	500					
6699 Other Building Cost	1,500		428			
* Building Costs	2,000		428			
6701 Equipment Purchase	42,350	31,100	26,503	15,100	(16,000)	(51.4)
6702 Small Tools	2,000	1,500	416	1,500		
6703 Computer Equipment/Rentals	21,929	2,161,200	1,620,971	1,637,300	(523,900)	(24.2)

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6704 Equipment Rental			11,960			
6705 Equip - R&M	37,800	60,500	51,987	86,000	25,500	42.1
6706 Computer R&M	2,151,918	12,300	132,316	197,100	184,800	1,502.4
6711 Communication System	414,561	403,500	349,019	366,500	(37,000)	(9.2)
* Equipment & Communications	2,670,558	2,670,100	2,193,172	2,303,500	(366,600)	(13.7)
6802 Vehicle R&M	3,000	9,100	12,750	25,000	15,900	174.7
6803 Vehicle Fuel - Diesel			(3,557)			
6804 Vehicle Fuel - Gasoline			1,773	1,500	1,500	
6805 Tires and Tubes			500			
* Vehicle Expense	3,000	9,100	11,466	26,500	17,400	191.2
6901 Membership Dues	33,270	30,800	22,824	39,450	8,650	28.1
6902 Conferences and Workshops	33,075	44,100	28,224	31,100	(13,000)	(29.5)
6903 Travel - Local	101,197	73,200	40,975	60,650	(12,550)	(17.1)
6904 Travel - Out of Town	20,274	30,100	55,780	48,300	18,200	60.5
6905 Training & Education	159,353	233,400	193,668	191,800	(41,600)	(17.8)
6906 Licenses & Agreements		1,000	0	1,000		
6908 Medical Examinations			150			
6911 Facilities Rental	3,780	5,100	6,146	4,500	(600)	(11.8)
6912 Advertising and Promotion	12,114	5,000	12,510	3,700	(1,300)	(26.0)
6913 Awards	5,262	5,400	305	4,100	(1,300)	(24.1)
6915 Research Data Acquisition	500					
6917 Books and Periodicals	12,278	6,900	8,394	9,250	2,350	34.1
6918 Meals	8,396	7,700	11,459	7,250	(450)	(5.8)
6919 Special Projects	100,000	100,000	100,000	100,000		
6938 Rewarding Excellence	16,949	16,000	7,836	17,000	1,000	6.3
6999 Other Goods and Services	7,389	4,000	8,072	1,000	(3,000)	(75.0)
* Other Goods & Services	513,837	562,700	496,342	519,100	(43,600)	(7.7)
7001 Interdept Equip Chg	12,526		78			
7007 ItnTrsf Paper Recyc			836			
7008 ItnTrsf IT & Commun			(16,898)			
7009 Internal Transfers Other			(2,707)			
7013 Int Trf Extra Duty			3,397			
7015 Int Trf FacilityRent			385			
7099 Interdept Chargeback			(20,000)			
9911 PM Labour-Reg			554			
* Interdepartmental	12,526		(34,355)			
8008 Transfer to/from Reserves	(73,504)	(72,000)	(174,777)	(72,000)		
8024 Transf to/fr Capital	(401,745)					
* Other Fiscal	(475,249)	(72,000)	(174,777)	(72,000)		
** Total	29,119,603	28,917,400	27,003,840	29,140,000	222,600	0.8
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4909 False Alarm Recovery	(125,000)	(125,000)	(113,899)	(115,000)	10,000	(8.0)
4916 Vending Licenses			(5,250)			
4950 Other Licenses & Permits			(286)			
4951 By-Law F300 Revenue	(1,785,000)	(1,785,000)	(1,766,073)	(1,800,000)	(15,000)	0.8
5205 Tax Certificates	(325,000)	(315,000)	(299,570)	(315,000)		
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(152,326)	(145,000)		
* Fee Revenues	(2,380,000)	(2,370,000)	(2,337,404)	(2,375,000)	(5,000)	0.2
5508 Recov External Parti	(204,400)	(310,000)	(456,780)	(363,000)	(53,000)	17.1
5600 Miscellaneous Revenue			(32,559)			
* Other Revenue	(204,400)	(310,000)	(489,339)	(363,000)	(53,000)	17.1
** Total	(2,584,400)	(2,680,000)	(2,826,743)	(2,738,000)	(58,000)	2.2
Net Surplus/Deficit	26,535,203	26,237,400	24,177,097	26,402,000	164,600	0.6

Halifax Regional Fire and Emergency

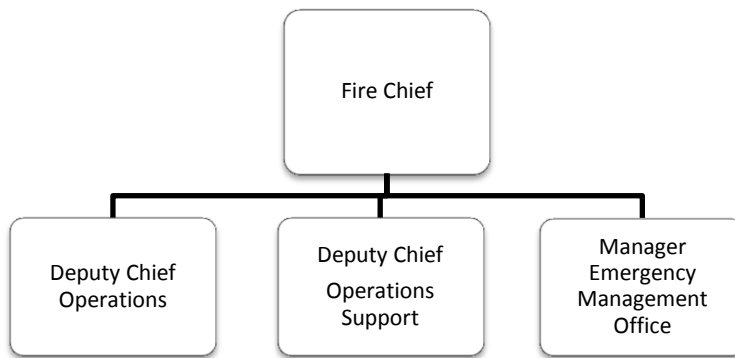
2013/14 Budget and Business Plan

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

Halifax Regional Fire and Emergency Overview

Halifax Regional Fire and Emergency (HRFE) serve and protect 413,700 permanent residents in a 5,577 km² area. Strategically located in 57 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, USAR – urban search & rescue), hazardous materials response including CBRN (chemical, biological, radioactive, & nuclear), pre-hospital emergency medical services, and emergency preparedness.

Fire and Emergency Organization Chart



Funded Full Time Equivalents (FTEs)

	2011/12 Approved FTE's (as of March 31/12)	2012/13 Approved FTE's (as of April 1/12)	2013/14 Approved
Funded FTEs Includes full & part-time permanent positions	488	1	489

Halifax Regional Fire and Emergency Operating Budget Overview

FIRE Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	49,377,900	49,746,800	49,965,938	52,110,400	2,363,600	4.8
* Office	312,800	414,300	365,639	456,300	42,000	10.1
* External Services	291,400	279,300	211,142	271,000	(8,300)	(3.0)
* Supplies	683,200	585,600	601,278	497,500	(88,100)	(15.0)
* Materials			23,239			
* Building Costs	1,038,900	949,100	1,299,801	152,100	(797,000)	(84.0)
* Equipment & Communications	1,650,800	1,166,200	908,204	909,300	(256,900)	(22.0)
* Vehicle Expense			3,622			
* Other Goods & Services	926,341	1,002,600	784,809	1,189,300	186,700	18.6
* Interdepartmental	2,884,700		42,821			
* Debt Service	816,800	1,059,000	1,048,516	981,000	(78,000)	(7.4)
* Other Fiscal	333,500	208,500	163,898	48,500	(160,000)	(76.7)
** Total	58,316,341	55,411,400	55,418,905	56,615,400	1,204,000	2.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(70,000)	(81,100)	(79,270)	(81,100)		
* Other Revenue	(583,500)	(274,400)	(254,771)	(566,300)	(291,900)	106.4
** Total	(653,500)	(355,500)	(334,041)	(647,400)	(291,900)	82.1

Halifax Regional Fire and Emergency Budget Overview by Service Area

Fire Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Operations Summary of Expense & Revenue Types	44,189,300	44,276,800	44,885,683	45,191,200	914,400	2.1
Operations Support Summary of Expense & Revenue Types	11,080,241	10,779,100	10,199,181	10,776,800	(2,300)	(0.0)
Fire Locked Cost Centres Summary of Expense & Revenue Types	2,393,300					
	57,662,841	55,055,900	55,084,864	55,968,000	912,100	

Halifax Regional Fire and Emergency Key Metrics

Key Metrics and Drivers	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	87.2%	89.2%	90.3%	90.7%	93.4%
Expenditures per Dwelling (186,447 dwellings)	\$274	\$282	\$293	\$296	\$299

Halifax Regional Fire and Emergency Strategic Initiatives for 2013/14

Operational Review / Strategic Master Plan

During 2012, Fire & Emergency implemented Phase 1 of the Operational Review with a re-alignment of the Management Team. In 2013/14, Phase II will see Fire and Emergency develop a long-range strategic operations plan for emergency service protection in HRM. This review will examine current and projected emergency response and safety needs of the community, in conjunction with the Fire Underwriters Study (FUS) study. One important deliverable from this review will be a strategic master plan with recommendations for Councils' consideration. Upon approval and implementation, HRFE will be in a position to provide a more effective and efficient emergency response service.

Fire Underwriters Study

In 2012, HRM retained SCM Risk Management Services (formerly Insurers' Advisory Organization) to complete a comprehensive review of existing HRFE assets, procedures, and equipment considering the fire hazards that exists in HRM. The FUS will provide strategic direction regarding the benefits of investments in fire protection as they relate to the insurance industry. The grading derived using FUS methodology is used by the Insurance Industry to set base fire insurance rates for properties. The high level outcomes of this project include evaluating the level of fire risk throughout HRM, the level of fire protection throughout HRM, the distribution of fire stations, apparatus, response boundaries, agreements and contracts, future growth and development patterns.

This is the first time a Fire Underwriters Study for all of HRM has been undertaken since amalgamation. HRM Communities will benefit with the updated fire insurance grades that can provide cost savings to property owners through reduced insurance premiums. This is one service area that does result in a return on investment for the Municipality.

Recruitment & Outreach

Although HRFE does not have an immediate need to recruit firefighters, HRFE staff with support of Human Resources are conducting a thorough analysis of operational requirements, forecasting hiring needs, reviewing industry best practices to develop a new, comprehensive firefighter recruitment and outreach program over the next 12 to 18 months.

Volunteer Recruitment

Across North America, it is becoming more difficult to attract and retain "active" volunteer firefighters. HRFE is no exception and during 13/14 volunteer recruitment campaigns will be held in targeted communities most in need of a vibrant volunteer force.

Communication and Technology

Since amalgamation in 1996, capital expenditures have focused on upgrading Fire and Emergency's fleet and fire stations across HRM. The emphasis in 2013/14 will be information technology to support rational decision making for planning, risk management, comprehensive training, and intelligent deployment; enabling Fire and Emergency to meet the needs of the community more efficiently than before.

Summary of 2013/14 Halifax Regional Fire and Emergency Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
<ul style="list-style-type: none"> • Fire Realignment and Vacancy Management Savings • Reserve Contribution Savings • Cost Recovery (New) – for Legislated Inspections • Corporate Efficiencies 	<p>722,500</p> <p>160,000</p> <p>300,200</p> <p>430,000</p>		
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
<ul style="list-style-type: none"> • Professional Development & Certification • Emergency Communications Technical Support • Fire Training Centre – Phase 1 - Land Acquisition (CBX01102) • Municipal Operations Centre (EOC) transition from Emergency Management System (EMS) to Incident Command System (ICS) 	<p>250,000</p> <p>180,000</p> <p>Staff Time</p> <p>Staff Time</p>	<p>1,000,000</p> <p>TBD</p>	<p>900,000</p> <p>TBD</p>

2013/14 Halifax Regional Fire and Emergency Service Area Plans

Operations:

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

Services Delivered:

- Fire Rescue and Emergency Services - Career and volunteer fire crews provide a full range of emergency services including fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle, trench and confined space rescue), hazardous Materials (Hazmat) including Chemical, Biological, Radioactive, & Nuclear (CBRN) response, and pre-hospital emergency medical response to the First Medical Responder (FMR) Level.

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

Operations Budget Overview

Key metrics that drive budget and service delivery are community risks and the resources required to address these risks. The standard of care for the Fire Service is National Fire Protection Association (NFPA) Standards. Although not mandated by legislation, these internationally recognized standards set minimum performance criteria. Professional development and succession planning will focus on the transition to recognized industry standards and professional certification for all positions in the department, beginning with the rank of Division Commander, who will obtain professional certification through the Fire Service Professional Qualifications Board.

Operations budget drivers include: unionized salary increases and related overtime costs, increased equipment costs, honorariums and stipends paid to volunteer firefighters, and training costs.

Operations Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	41,084,800	41,259,100	41,804,802	43,838,000	2,578,900	6.3
* Office			162			
* External Services	108,400	86,000	82,757	51,000	(35,000)	(40.7)
* Supplies	220,800	177,000	70,406		(177,000)	(100.0)
* Materials			23,103			
* Building Costs	1,038,900	937,600	1,278,799		(937,600)	(100.0)
* Equipment & Communications	977,700	874,700	640,535	555,000	(319,700)	(36.5)
* Vehicle Expense			3,610			
* Other Goods & Services	47,400	62,400	88,207	61,900	(500)	(0.8)
* Interdepartmental	(2,000)		18,167			
* Debt Service	816,800	1,059,000	1,048,516	981,000	(78,000)	(7.4)
* Other Fiscal	250,000	125,000	101,494		(125,000)	(100.0)
** Total	44,542,800	44,580,800	45,160,559	45,486,900	906,100	2.0
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(70,000)	(81,100)	(79,270)	(81,100)		
* Other Revenue	(283,500)	(222,900)	(195,606)	(214,600)	8,300	(3.7)
** Total	(353,500)	(304,000)	(274,876)	(295,700)	8,300	(2.7)
Net Surplus/Deficit	44,189,300	44,276,800	44,885,683	45,191,200	914,400	2.1

Key Service Area Metrics	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
*Overtime as % of Base Salary (Operations)	4.29	5.21	4.11	3.12
Cost Per Capita (Net Fire Budget)	\$136	\$141	\$137	\$138
Cost Per Square Kilometer of Coverage (Net Fire Budget)	\$10,096	\$10,493	\$10,051	\$10,195

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

2013/14 Operations Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
F&E 1.1	Determine the current and projected emergency response and fire safety needs of the community in conjunction with the recommendations from Fire Underwriters Study.	Excellence in Service Delivery
F&E 1.2	Determine various options relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.	Excellence in Service Delivery
F&E 1.3	Develop a new firefighter recruitment and selection process based on best industry practices.	Organizational Capacity
F&E 1.4	Develop a proactive Community Outreach Program.	Organizational Capacity
F&E 1.5	Develop a succession management program for all management positions.	Organizational Capacity

Operations Support:

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

Services Delivered:

- Fire Prevention – Responsible for life safety inspections and code enforcement, fire investigations, plans examination and public safety education, issues permits to support the prevention of fire related incidents.
- Professional Development, Training & Safety - Train and certify firefighters, company officers, and chief officers to industry and regulatory standards to support provision of effective and safe fire and emergency responses. This division also oversees all department accident reporting and investigates serious accidents directly. This division produces safety related policies and procedures and delivers health and safety training, investigates safety complaints, consults on safety challenges and represents the department to outside agencies i.e. NS Department of Labour.
- Communications and Technology – Fire relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Section staff evaluates ways to improve emergency response capability through the use of technology and stream-lining business processes.
- Logistics - The provision of physical equipment and resources needed for day-to-day operations including repairs and maintenance on self-contained breathing apparatus.

- Emergency Management Office - Ensures a professional municipal response to emergencies by providing leadership to HRM and agencies to ensure readiness in the event of a disaster or large scale emergency situation with multi-agency / multi-jurisdictional emergency response (large scale incident) coordination.
- Fire Fighter Assistance Program & Health and Wellness – Staff coordinate the Firefighter Assistance Program (FFAP), Critical Incident Stress Management Program (CSIM) and peer referral programs for career & volunteer members.

Operations Support Budget Overview

Operations Support has undergone a minor-re-alignment by integrating the Safety and Training Divisions and creating the Professional Development, Training and Safety Division. Another organizational change was the budget transfer of (\$800K) effective 13/14 to Transportation & Public Works (TPW) for all rural Fire Station’s utilities and maintenance costs; all fire facilities are now under the Transportation & Public Works Business Unit.

Operations Support Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	8,293,100	8,487,700	8,161,136	8,272,400	(215,300)	(2.5)
* Office	312,800	414,300	365,476	456,300	42,000	10.1
* External Services	183,000	193,300	128,384	220,000	26,700	13.8
* Supplies	462,400	408,600	530,872	497,500	88,900	21.8
* Materials			136			
* Building Costs		11,500	21,003	152,100	140,600	1,222.6
* Equipment & Communications	673,100	291,500	267,669	354,300	62,800	21.5
* Vehicle Expense			11			
* Other Goods & Services	878,941	940,200	696,601	1,127,400	187,200	19.9
* Interdepartmental	493,400		24,654			
* Other Fiscal	83,500	83,500	62,404	48,500	(35,000)	(41.9)
** Total	11,380,241	10,830,600	10,258,346	11,128,500	297,900	2.8
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue	(300,000)	(51,500)	(59,166)	(351,700)	(300,200)	582.9
** Total	(300,000)	(51,500)	(59,166)	(351,700)	(300,200)	582.9
Net Surplus/Deficit	11,080,241	10,779,100	10,199,181	10,776,800	(2,300)	(0.0)

Key Service Area Metrics	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	64%	62%	80%	77%
Cost to train & equip a Volunteer Firefighter	\$5,000	\$5,000	\$5,000	
Average Turnover of 125 Volunteers Per year			\$625,000	
Total Properties in FDM			150,267	
# of Assembly Occupancies			3201	
Percentage of Assembly Occupancies Inspected – 3 Year Inspection Cycle			14%	
# of M-100 By-Law Issues Managed (2 Year Period)			1061	
# of M-100 By-Law – that are Fire Safety related (2 Year Period)			75	
# of M-100 By-Law Complaints (2 Year Period)			510	

2013/14 Operations Support Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
F&E 2.1	Explore alternative delivery methods for life safety inspections based on the risk associated with particular occupancies.	Excellence in Service Delivery
F&E 2.2	Conduct a community hazard assessment that supports accepted industry standards around hazards, risk and vulnerability assessment (HRVA) practices	Excellence in Service Delivery
F&E 2.3	Complete the transition of HRM Emergency Operations Centre (EOC) from an Emergency Scene Management (ESM) to an Incident Command (ICS) based system for use by all HRM public safety agencies.	Organizational Capacity
F&E 2.4	Complete evacuation sector profile update and ensures a shared user access.	Organizational Capacity
F&E 2.5	Determine training facility requirements in support of firefighter competencies.	Organizational Capacity
F&E 2.6	Develop partnerships with outside agencies to assist in obtaining professional certification for identified positions to industry standards (NFPA).	Organizational Capacity
F&E 2.7	Emergency Communications Technical Support for CAD/FDM – 2 FTE’s to be hired for these technical positions.	Organizational Capacity

FIRE Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
F110 Operations	41,073,800	41,321,200	41,813,109	44,135,100	2,813,900	6.8
F791 Rural Fire Debt Payments	816,800	1,059,000	1,049,105	981,000	(78,000)	(7.4)
F793 Rural Fire-Rural Op	2,256,300	1,854,200	1,981,069	32,700	(1,821,500)	(98.2)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	44,189,300	44,276,800	44,885,683	45,191,200	914,400	2.1
A451 Emerg Measures Recov	25,000	25,000	25,000		(25,000)	(100.0)
C801 Emergency Meas. Adm	140,600	215,300	106,626	208,600	(6,700)	(3.1)
F120 Training	1,489,649	1,646,900	1,580,712	1,924,000	277,100	16.8
F121 Career Development	103,620	127,600	69,223	125,000	(2,600)	(2.0)
F130 Prevention	1,893,220	1,948,200	1,877,162	1,745,500	(202,700)	(10.4)
F140 Administration	4,883,046	4,828,900	4,482,204	4,206,200	(622,700)	(12.9)
F141 Community Relations	94,984	96,000	92,030	116,000	20,000	20.8
F160 Buildings & Logistic	1,969,400	1,449,800	1,536,935	1,741,500	291,700	20.1
F180 Safety & Strat. Init	137,422	107,400	58,738	100,500	(6,900)	(6.4)
F181 USAR Project	100,000		958			
F190 Communications	243,300	334,000	369,592	609,500	275,500	82.5
** Operations Support	11,080,241	10,779,100	10,199,181	10,776,800	(2,300)	(0.0)
F150 Lock: Fire Fleet	2,393,300					
** Locked Cost Centres	2,393,300					
*** Total	57,662,841	55,055,900	55,084,864	55,968,000	912,100	1.7

FIRE Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
F110 Operations	41,402,800	41,579,100	42,054,159	44,393,000	2,813,900	6.8
F791 Rural Fire Debt Payments	816,800	1,059,000	1,049,105	981,000	(78,000)	(7.4)
F793 Rural Fire-Rural Op	2,280,800	1,900,300	2,014,895	70,500	(1,829,800)	(96.3)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	44,542,800	44,580,800	45,160,559	45,486,900	906,100	2.0
A451 Emerg Measures Recov	25,000	25,000	25,000		(25,000)	(100.0)
C801 Emergency Meas. Adm	140,600	215,300	109,339	208,600	(6,700)	(3.1)
F120 Training	1,489,649	1,649,900	1,581,012	1,927,000	277,100	16.8
F121 Career Development	103,620	127,600	78,019	125,000	(2,600)	(2.0)
F130 Prevention	1,893,220	1,958,700	1,884,784	2,056,200	97,500	5.0
F140 Administration	4,883,046	4,831,900	4,484,555	4,209,200	(622,700)	(12.9)
F141 Community Relations	94,984	96,000	95,020	116,000	20,000	20.8
F160 Buildings & Logistic	1,969,400	1,454,800	1,540,532	1,746,500	291,700	20.1
F180 Safety & Strat. Init	137,422	137,400	90,493	130,500	(6,900)	(5.0)
F181 USAR Project	400,000					
F190 Communications	243,300	334,000	369,592	609,500	275,500	82.5
** Operations Support	11,380,241	10,830,600	10,258,346	11,128,500	297,900	2.8
F150 Lock: Fire Fleet	2,393,300					
** Locked Cost Centres	2,393,300					
*** Total	58,316,341	55,411,400	55,418,905	56,615,400	1,204,000	2.2

FIRE Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
F110 Operations	(329,000)	(257,900)	(241,049)	(257,900)		
F793 Rural Fire-Rural Op	(24,500)	(46,100)	(33,826)	(37,800)	8,300	(18.0)
* Operations	(353,500)	(304,000)	(274,876)	(295,700)	8,300	(2.7)
C801 Emergency Meas. Adm			(2,713)			
F120 Training		(3,000)	(300)	(3,000)		
F121 Career Development			(8,796)			
F130 Prevention		(10,500)	(7,622)	(310,700)	(300,200)	2,859.0
F140 Administration		(3,000)	(2,351)	(3,000)		
F141 Community Relations			(2,990)			
F160 Buildings & Logistic		(5,000)	(3,597)	(5,000)		
F180 Safety & Strat. Init		(30,000)	(31,755)	(30,000)		
F181 USAR Project	(300,000)		958			
* Operations Support	(300,000)	(51,500)	(59,166)	(351,700)	(300,200)	582.9
** Total	(653,500)	(355,500)	(334,041)	(647,400)	(291,900)	82.1

FIRE Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	38,347,700	39,793,000	38,053,170	41,888,600	2,095,600	5.3
6002 Salaries - Overtime	1,711,400	1,337,800	1,682,962	1,351,800	14,000	1.0
6003 Wages - Regular			1,675			
6005 PDP Increases			(70,385)			
6054 Vacation payout			95,675			
6099 Other Allowances	80,000	80,000		80,000		
6100 Benefits - Salaries	6,518,600	6,802,000	6,769,822	7,218,900	416,900	6.1
6101 Benefits - Wages			521			
6110 Vacancy Management		(1,028,500)		(1,235,000)	(206,500)	20.1
6150 Honorariums	1,704,300	1,704,300	1,687,781	1,704,300		
6151 Vehicle Allowance			4,869			
6152 Retirement Incentives	294,800	318,000	310,576	354,700	36,700	11.5
6153 Severance			681,233			
6154 Workers' Compensation	632,900	652,000	639,145	658,900	6,900	1.1
6156 Clothing Allowance	88,200	88,200	87,400	88,200		
6199 Comp & Ben InterDept			(32,164)			
9200 HR CATS Wage/Ben			51,617			
9210 HR CATS OT Wage/Ben			2,042			
* Compensation and Benefits	49,377,900	49,746,800	49,965,938	52,110,400	2,363,600	4.8
6201 Telephone	97,700	191,000	231,548	250,000	59,000	30.9
6202 Courier/Postage	11,300	11,300	15,231	11,300		
6203 Office Furn/Equip	108,900	108,900	58,047	100,000	(8,900)	(8.2)
6204 Computer S/W & Lic	6,100	6,100	252	5,000	(1,100)	(18.0)
6205 Printing & Reproduction	1,800	10,000	7,298	10,000		
6207 Office Supplies	87,000	87,000	53,263	80,000	(7,000)	(8.0)
* Office	312,800	414,300	365,639	456,300	42,000	10.1
6301 Professional Fees	65,000	60,000	52,157	60,000		
6302 Legal Fees	25,000	20,000	21,256	20,000		
6308 Snow Removal	50,000	25,000	17,013	20,000	(5,000)	(20.0)
6311 Security	9,800	6,000	19,058	16,000	10,000	166.7
6312 Refuse Collection			2,393			
6399 Contract Services	141,600	168,300	99,265	155,000	(13,300)	(7.9)
* External Services	291,400	279,300	211,142	271,000	(8,300)	(3.0)
6401 Uniforms & Clothing	520,300	443,000	431,403	325,000	(118,000)	(26.6)
6402 Med & First Aid Supp	16,800		855			
6404 Rec Prog Supplies		30,000	48,497	60,000	30,000	100.0
6405 Photo Supp & Equip	3,600	5,600	3,392	5,500	(100)	(1.8)
6407 Cleaning/Sanitary Supplies	73,600	102,000	113,145	102,000		
6499 Other Supplies	68,900	5,000	3,987	5,000		
* Supplies	683,200	585,600	601,278	497,500	(88,100)	(15.0)
6501 Asphalt			5,047			
6504 Hardware			4,872			
6505 Lubricants			36			
6506 Lumber			1,863			
6507 Propane			6,634			
6511 Salt			1			
6517 Paint			4,785			
* Materials			23,239			
6602 Electrical			3,699			
6606 Heating Fuel	231,900	255,900	239,383		(255,900)	(100.0)
6607 Electricity	180,000	225,200	272,151		(225,200)	(100.0)
6608 Water	18,500	25,500	23,741	10,000	(15,500)	(60.8)
6609 Elevator & Escalator			6,479			
6610 Building - Exterior			7,218			
6611 Building - Interior	70,500	20,500	9,796		(20,500)	(100.0)
6612 Safety Systems			6,408			
6613 Overhead Doors			857			
6616 Natural Gas-Buildings			5,497			
6617 Pest Management			261			
6699 Other Building Cost	538,000	422,000	724,312	142,100	(279,900)	(66.3)

Halifax Regional Municipality
2013/14 Business Plans and Budget (Approved)

Fire and Emergency

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Building Costs	1,038,900	949,100	1,299,801	152,100	(797,000)	(84.0)
6701 Equipment Purchase	1,349,700	884,700	629,794	612,500	(272,200)	(30.8)
6702 Small Tools	49,600	55,000	39,630	60,000	5,000	9.1
6703 Computer Equipment/Rentals	6,000	6,000	1,515	6,000		
6704 Equipment Rental			15,135			
6705 Equip - R&M	146,800	136,800	117,782	136,800		
6706 Computer R&M	3,700	3,700	641	2,000	(1,700)	(45.9)
6707 Plumbing & Heating	15,000	10,000	3,106		(10,000)	(100.0)
6708 Mechanical Equipment	15,000	10,000	25,568		(10,000)	(100.0)
6711 Communication System	65,000	60,000	75,033	92,000	32,000	53.3
* Equipment & Communications	1,650,800	1,166,200	908,204	909,300	(256,900)	(22.0)
6802 Vehicle R&M			133			
6803 Vehicle Fuel - Diesel			3,489			
* Vehicle Expense			3,622			
6901 Membership Dues	12,200	15,000	15,174	15,000		
6903 Travel - Local	37,800	47,000	41,349	50,000	3,000	6.4
6904 Travel - Out of Town	64,400	80,000	63,413	75,000	(5,000)	(6.3)
6905 Training & Education	237,429	230,000	150,689	455,000	225,000	97.8
6906 Licenses & Agreements	51,700	51,700	51,493	47,700	(4,000)	(7.7)
6908 Medical Examinations	45,000	34,800	4,484	25,000	(9,800)	(28.2)
6911 Facilities Rental	70,000	70,000	68,722	69,500	(500)	(0.7)
6912 Advertising and Promotion	11,550	11,000	13,823	18,000	7,000	63.6
6913 Awards	48,204	50,000	42,435	50,000		
6914 Recruiting	65,000	40,000	19,320	40,000		
6915 Research Data Acquisition	2,650	2,600	100		(2,600)	(100.0)
6916 Public Education	25,000	71,800	44,416	60,000	(11,800)	(16.4)
6917 Books and Periodicals	42,000	47,000	19,244	25,000	(22,000)	(46.8)
6918 Meals	40,018	35,000	33,382	35,000		
6919 Special Projects			2,358			
6928 Committee Expenses	7,500	5,000		2,000	(3,000)	(60.0)
6929 Procurement Card Clearing			909			
6933 Community Events	10,200	10,000	6,491	10,000		
6938 Rewarding Excellence	17,200	20,000	38,701	40,000	20,000	100.0
6943 Health and Wellness	93,840	130,000	122,963	120,000	(10,000)	(7.7)
6999 Other Goods and Services	44,650	51,700	45,343	52,100	400	0.8
* Other Goods & Services	926,341	1,002,600	784,809	1,189,300	186,700	18.6
7001 Interdept Equip Chg	2,393,300					
7004 Other Intdept (Rev)	(2,000)					
7005 Interdept EXP	493,400					
7007 ItnTrsf Paper Recyc			21,735			
7008 ItnTrsf IT & Commun			3,062			
7009 Internal Transfers Other			2,350			
9910 PM Shop Expenses			50			
9911 PM Labour-Reg			15,624			
* Interdepartmental	2,884,700		42,821			
8011 Interest on Debentures	176,700	210,000	199,564	179,000	(31,000)	(14.8)
8012 Principal on Debentures	640,100	849,000	848,952	802,000	(47,000)	(5.5)
* Debt Service	816,800	1,059,000	1,048,516	981,000	(78,000)	(7.4)
8002 Insurance Claims			(23,506)			
8003 Insurance Pol/Prem			2,875			
8004 Grants	48,500	48,500	46,529	48,500		
8008 Transfer to/from Reserves	285,000	160,000	138,000		(160,000)	(100.0)
* Other Fiscal	333,500	208,500	163,898	48,500	(160,000)	(76.7)
** Total	58,316,341	55,411,400	55,418,905	56,615,400	1,204,000	2.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4909 False Alarm Recovery	(70,000)	(60,000)	(58,124)	(60,000)		
5102 Facilities Rentals		(21,100)	(21,146)	(21,100)		
* Fee Revenues	(70,000)	(81,100)	(79,270)	(81,100)		
5508 Recov External Parti	(559,000)	(266,900)	(247,860)	(258,600)	8,300	(3.1)
5600 Miscellaneous Revenue	(24,500)	(7,500)	(6,911)	(307,700)	(300,200)	4,002.7
* Other Revenue	(583,500)	(274,400)	(254,771)	(566,300)	(291,900)	106.4
** Total	(653,500)	(355,500)	(334,041)	(647,400)	(291,900)	82.1
Net Surplus/Deficit	57,662,841	55,055,900	55,084,864	55,968,000	912,100	1.7

Corporate Accounts (Formerly Fiscal Services)

**2013/14
Budget and Business Plan**

Corporate Accounts Overview

Corporate Accounts, formerly called “Fiscal Services”, includes HRM’s financial responsibilities and obligations that are not directly related to any specific Business Unit.

This encompasses:

- Property Tax Revenue
- Provincial Area Rates collected and transferred to the Province
- Debt and Interest expenses/revenue
- Insurance costs
- Reserve Funds
- Private Roads & Local Improvement Charges

Corporate Accounts Operating Budget Overview

Corporate Accounts Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,150,578	5,965,000	5,718,584	8,173,000	2,208,000	37.0
* Office			37,305			
* External Services	35,600	35,000	138,068	32,500	(2,500)	(7.1)
* Supplies			3,131			
* Building Costs		448,000	198		(448,000)	(100.0)
* Equipment & Communications			9,288			
* Vehicle Expense		13,000	328,726		(13,000)	(100.0)
* Other Goods & Services	2,889,580	1,638,000	(141,590)	1,490,900	(147,100)	(9.0)
* Interdepartmental	288,000		(466,560)			
* Debt Service	38,455,000	48,228,000	48,154,187	46,515,000	(1,713,000)	(3.6)
* Other Fiscal	212,341,684	213,489,600	227,598,464	226,845,500	13,355,900	6.3
** Total	255,160,442	269,816,600	281,379,802	283,056,900	13,240,300	4.9
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(403,163,000)	(408,300,500)	(413,806,797)	(413,189,000)	(4,888,500)	1.2
* Area Rate Revenue	(133,016,984)	(140,464,700)	(140,180,853)	(159,250,500)	(18,785,800)	13.4
* Tax Agreements	(8,373,000)	(8,297,000)	(8,450,418)	(7,806,000)	491,000	(5.9)
* Payments in Lieu of taxes	(31,353,000)	(33,437,000)	(33,477,056)	(34,749,000)	(1,312,000)	3.9
* Transfers from other Gov'ts	(3,291,000)	(3,351,000)	(3,293,073)	(3,300,000)	51,000	(1.5)
* Interest Revenue	(6,150,000)	(6,390,000)	(7,308,082)	(7,110,000)	(720,000)	11.3
* Fee Revenues	(4,450,000)	(4,700,000)	(4,608,922)	(4,900,000)	(200,000)	4.3
* Other Revenue	(5,081,800)	(16,035,100)	(17,244,851)	(16,187,400)	(152,300)	0.9
** Total	(594,878,784)	(620,975,300)	(628,370,053)	(646,491,900)	(25,516,600)	4.1
Net Surplus/Deficit	(339,718,342)	(351,158,700)	(346,990,251)	(363,435,000)	(12,276,300)	3.5

Corporate Accounts Budget Overview

Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var %
Debt Services	35,371,000	34,659,000	34,413,221	33,443,000	(1,216,000)	-3.5%
Provincial Area Rates	113,278,103	121,531,000	121,658,211	129,567,000	8,036,000	6.6%
Other Transfers	35,278,748	30,637,000	29,736,542	29,649,000	(988,000)	-3.2%
Grants	5,805,000	5,755,000	4,728,924	6,124,000	369,000	6.4%
Valuation Allowance	3,500,000	2,500,000	7,651,630	3,000,000	500,000	20%
Reserves	16,793,700	19,750,000	15,631,005	19,274,000	(476,000)	-2.4%
Capital from Operating	33,535,300	36,208,000	36,208,000	40,354,000	4,146,000	11.5%
Operating Cost of Capital (OCC)	2,275,750	421,900	(1,576,548)	1,139,000	717,100	170%
Non-Dept Revenue & Area Rates	(604,464,651)	(603,845,600)	(609,558,708)	(629,737,000)	(25,891,400)	4.3%
Other	18,908,708	1,225,000	14,117,472	3,752,000	2,527,000	206%
Total Corp Accounts	(339,718,342)	(351,158,700)	(346,990,251)	(363,435,000)	(12,276,300)	3.5%

2013/14 Corporate Account Summary

Debt Servicing:

The Debt Servicing Plan is to reduce HRM's tax supported debt by 3% per dwelling each year. Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totalling about \$1.3 million. A small percentage of HRM's debt charges are included in their respective departments; Metro Transit, Solid Waste, Fire and some Area Rates.

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 required under legislation or agreements signed by HRM.

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

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

i) **Mandatory Education**

This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 2013/14 is \$114 million, an increase of \$7.7 million from the prior year.

ii) **Assessment**

Property Valuation Services Corporation is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. HRM's share of the Uniform Assessment and its assessment accounts. The cost estimate for 2013-14 is \$6.6 million.

iii) Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM's budgeted amount of \$6.5 million for 2013/14 is an increase of \$40,000 from the prior year.

iv) Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$2.5 million for 2013/14 is an increase of \$273,000 from the prior year.

2) World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2013/14 fiscal year, HRM has budgeted an amount of \$626,000, an increase of \$38,000 from the previous year.

3) Supplementary Education

HRM provides funding to the Halifax Regional School Board (HRSB) and the province-wide Acadian school board, Conseil scolaire acadien provincial (CSAP). Per HRM's agreement with the above school boards, the total payment for 2013-14 will be \$17.9 million, a decrease of \$224,000 from the prior year.

4) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to make a contribution to Halifax Regional Water Commission (HRWC) 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 13/14 Area Rate is \$11.7M.

Transfers to/from Other Funds:

This includes funding for both HRM Insurance and Reserves. Reserves are funds set aside for a specific purpose; i.e: Ferry Replacement, similar to how an individual might create a savings account for a specific purpose. Reserves are currently under review to ensure that they fit within the long term Operating and Capital plan.

Other Fiscal Services:

Includes funding for: Grants and Tax Concessions, Valuation Allowance, Retirement Obligation, etc. It also contains provisions for salary and wage compensation for collective bargaining.

Obligations / Responsibilities:	Grants & Concessions to Non-Profit Organizations
Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2013/14 budget includes the following amounts:	
Community Grants	500,000
Residential Tax Exemptions/Low Income Contingency	1,335,000
Non-Profit Tax Concessions	3,535,000
Tax Concessions - Fire Protection on exempt properties	125,000
Subtotal Grant & Tax Concessions (M311)	\$ 5,495,000
Councillors Discretionary Grants	69,000
Commercial Tax Concessions - Barrington Street Heritage	560,000
Total Grant & Tax Concessions	\$ 6,124,000

Corporate Accounts Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
M110 Debt & Interest Chg	47,294,000	46,723,000	39,719,122	45,326,000	(1,397,000)	(3.0)
M112 Alloc Debt Chg to BU	(11,923,000)	(12,064,000)	(12,052,973)	(11,883,000)	181,000	(1.5)
M113 Int.Pmt-Gen Govt			1,126,984			
M114 Int.Pmt-Protect.Serv			465,220			
M115 Int.Pmt-Transp.Serv.			3,619,120			
M116 Int.Pmt-EMS			100,098			
M118 Int.Pmt-CD Planning			51,366			
M119 Int.Pmt-CD Rec.			1,384,284			
* Debt Servicing	35,371,000	34,659,000	34,413,221	33,443,000	(1,216,000)	(3.5)
M250 World Trade Centre	588,000	588,000	583,657	626,000	38,000	6.5
M291 Fire Protection (Hydrants)	9,505,000					
* Transfers To Outside Agencies	10,093,000	588,000	583,657	626,000	38,000	6.5
M270 Compensation PPP	2,621,000	2,139,000	3,572,667	4,308,000	2,169,000	101.4
M310 Other Fiscal Serv.	(784,592)	3,919,000	649,627	3,989,000	70,000	1.8
M311 Grants & Tax Concessions	5,065,000	5,065,000	4,599,340	5,495,000	430,000	8.5
M341 Surplus/Deficit		(4,900,000)	6,219,000	(4,711,000)	189,000	(3.9)
M351 Managers Contingency	100,000	100,000	2,314	100,000		
M361 Councillors Discreti	69,000	69,000	66,694	69,000		
M451 Valuation Allowance	3,500,000	2,500,000	7,651,630	3,000,000	500,000	20.0
* Other Fiscal Services	10,570,408	8,892,000	22,761,272	12,250,000	3,358,000	37.8
M316 Strategic Growth Fund	17,478,000	5,000,000	5,000,000	5,000,000		
M317 Oper Costs New Cap	2,275,750	421,900	(1,576,548)	1,139,000	717,100	170.0
M319 DNA Reserve	113,000	113,000	113,000	113,000		
M320 Insurance Claims	4,693,000	4,736,000	3,791,029	4,736,000		
M322 New Cap Replace Res	1,000,000	1,000,000	1,000,000	1,000,000		
M323 InsuranceReimb.Claim			(20,929)			
M325 CCC Bedford South Reserve	90,000					
M421 Service Improve Resr	100,000					
M433 Waste Resource Cap R		7,978,000	7,978,000	7,978,000		
M461 Capital Fr Operating	33,535,300	36,208,000	36,208,000	40,354,000	4,146,000	11.5
M471 Other Transfers	870,000	923,000	923,000	447,000	(476,000)	(51.6)
* Transfers to/fr Other Funds	60,155,050	56,379,900	53,415,553	60,767,000	4,387,100	7.8
M510 Property Tax	(376,243,800)	(365,959,600)	(365,755,817)	(384,022,000)	(18,062,400)	4.9
M520 Deed Transfer	(32,390,000)	(36,000,000)	(42,123,935)	(39,000,000)	(3,000,000)	8.3
M540 Grants in Lieu	(31,353,000)	(33,437,000)	(33,477,056)	(34,749,000)	(1,312,000)	3.9
M550 Own Source Revenue	(12,630,000)	(12,930,000)	(13,514,074)	(9,450,000)	3,480,000	(26.9)
M560 Unconditional Trans.	(3,250,000)	(3,310,000)	(3,293,073)	(3,300,000)	10,000	(0.3)
M570 Conditional Transfer	(41,000)	(41,000)			41,000	(100.0)
* Non-Departmental Revenue	(455,907,800)	(451,677,600)	(458,163,955)	(470,521,000)	(18,843,400)	4.2
R786 Bald Rock Road Maint			0			
* Private Roads			0			
** Total	(339,718,342)	(351,158,700)	(346,990,251)	(363,435,000)	(12,276,300)	3.5

Corporate Accounts Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
M110 Debt & Interest Chg	47,294,000	46,723,000	39,719,136	45,326,000	(1,397,000)	(3.0)
M112 Alloc Debt Chg to BU	(11,923,000)	(12,064,000)	(12,052,973)	(11,883,000)	181,000	(1.5)
M113 Int.Pmt-Gen Govt			1,126,984			
M114 Int.Pmt-Protect.Serv			465,220			
M115 Int.Pmt-Transp.Serv.			3,619,120			
M116 Int.Pmt-EMS			100,098			
M118 Int.Pmt-CD Planning			51,366			
M119 Int.Pmt-CD Rec.			1,384,284			
M122 HRWC Debt Charges	1,017,000	11,675,000	11,675,337	11,190,000	(485,000)	(4.2)
M530 Local Improvement Charges	3,826,086	3,181,100	3,120,441	2,507,000	(674,100)	(21.2)
* Debt Servicing	40,214,086	49,515,100	49,209,014	47,140,000	(2,375,100)	(4.8)
M230 Corrections Services	4,924,683	6,427,000	6,523,363	6,381,000	(46,000)	(0.7)
M240 Metro Housing Authority	2,324,348	2,263,000	2,163,988	2,536,000	273,000	12.1
M250 World Trade Centre	588,000	588,000	583,657	626,000	38,000	6.5
M280 Mandatory Education	99,370,524	106,248,000	106,160,913	113,965,000	7,717,000	7.3
M288 Suppl Educ HRM-wide	18,527,200	18,104,000	17,921,951	17,880,000	(224,000)	(1.2)
M291 Fire Protection (Hydrants)	9,505,000	11,945,000	12,293,262	11,689,000	(256,000)	(2.1)
M318 Prop Valuation Serv	6,658,548	6,593,000	6,648,799	6,607,000	14,000	0.2
* Transfers To Outside Agencies	141,898,303	152,168,000	152,295,932	159,684,000	7,516,000	4.9
M270 Compensation PPP	2,621,000	2,139,000	3,572,667	4,308,000	2,169,000	101.4
M310 Other Fiscal Serv.	(284,592)	4,709,000	1,638,714	4,919,400	210,400	4.5
M311 Grants & Tax Concessions	5,065,000	5,065,000	4,599,340	5,495,000	430,000	8.5
M341 Surplus/Deficit		(4,900,000)	6,219,000	(4,711,000)	189,000	(3.9)
M351 Managers Contingency	100,000	100,000	2,314	100,000		
M361 Councillors Discreti	69,000	69,000	66,694	69,000		
M451 Valuation Allowance	3,500,000	2,500,000	7,651,630	3,000,000	500,000	20.0
* Other Fiscal Services	11,070,408	9,682,000	23,750,359	13,180,400	3,498,400	36.1
M316 Strategic Growth Fund	17,478,000	5,000,000	5,000,000	5,000,000		
M317 Oper Costs New Cap	2,275,750	421,900	(1,576,548)	1,139,000	717,100	170.0
M319 DNA Reserve	113,000	113,000	113,000	113,000		
M320 Insurance Claims	4,693,000	4,736,000	4,438,418	4,736,000		
M322 New Cap Replace Res	1,000,000	1,000,000	1,000,000	1,000,000		
M323 InsuranceReimb.Claim			73,168			
M325 CCC Bedford South Reserve	90,000					
M421 Service Improve Resr	100,000					
M433 Waste Resource Cap R		7,978,000	7,978,000	7,978,000		
M461 Capital Fr Operating	33,535,300	36,208,000	36,208,000	40,354,000	4,146,000	11.5
M471 Other Transfers	870,000	923,000	923,000	447,000	(476,000)	(51.6)
* Transfers to/fr Other Funds	60,155,050	56,379,900	54,157,038	60,767,000	4,387,100	7.8
M555 Parkade	1,700,000	1,900,000	1,795,434	2,100,000	200,000	10.5
* Non-Departmental Revenue	1,700,000	1,900,000	1,795,434	2,100,000	200,000	10.5
R756 Petpeswick Drive	3,600	3,600	3,600	3,600		
R757 Three Brooks Home Ow	41,400	41,400	41,400	48,800	7,400	17.9
R758 Shag End Lot Owner	39,600	39,600	39,600	39,600		
R759 SW Grand Lake Prop	30,445	30,450	30,445	31,600	1,150	3.8
R769 River Bend HOA	7,550	7,550	7,550	7,800	250	3.3
R786 Bald Rock Road Maint		5,800	5,780	5,800		
R787 SMCA Road Maint		43,200	43,650	43,700	500	1.2
R788 Rutter Court Road				4,600	4,600	
* Private Roads	122,595	171,600	172,025	185,500	13,900	8.1
** Total	255,160,442	269,816,600	281,379,802	283,056,900	13,240,300	4.9

Corporate Accounts Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
M110 Debt & Interest Chg			(14)			
M122 HRWC Debt Charges	(1,017,000)	(11,675,000)	(11,675,337)	(11,190,000)	485,000	(4.2)
M530 Local Improvement Charges	(3,826,086)	(3,181,100)	(3,120,441)	(2,507,000)	674,100	(21.2)
* Debt Servicing	(4,843,086)	(14,856,100)	(14,795,792)	(13,697,000)	1,159,100	(7.8)
M230 Corrections Services	(4,924,683)	(6,427,000)	(6,523,363)	(6,381,000)	46,000	(0.7)
M240 Metro Housing Authority	(2,324,348)	(2,263,000)	(2,163,988)	(2,536,000)	(273,000)	12.1
M280 Mandatory Education	(99,370,524)	(106,248,000)	(106,160,913)	(113,965,000)	(7,717,000)	7.3
M288 Suppl Educ HRM-wide	(18,527,200)	(18,104,000)	(17,921,951)	(17,880,000)	224,000	(1.2)
M291 Fire Protection (Hydrants)		(11,945,000)	(12,293,262)	(11,689,000)	256,000	(2.1)
M318 Prop Valuation Serv	(6,658,548)	(6,593,000)	(6,648,799)	(6,607,000)	(14,000)	0.2
* Transfers To Outside Agencies	(131,805,303)	(151,580,000)	(151,712,275)	(159,058,000)	(7,478,000)	4.9
M310 Other Fiscal Serv.	(500,000)	(790,000)	(989,087)	(930,400)	(140,400)	17.8
* Other Fiscal Services	(500,000)	(790,000)	(989,087)	(930,400)	(140,400)	17.8
M320 Insurance Claims			(647,388)			
M323 Insurance Reimb.Claim			(94,097)			
* Transfers to/fr Other Funds			(741,485)			
M510 Property Tax	(376,243,800)	(365,959,600)	(365,755,817)	(384,022,000)	(18,062,400)	4.9
M520 Deed Transfer	(32,390,000)	(36,000,000)	(42,123,935)	(39,000,000)	(3,000,000)	8.3
M540 Grants in Lieu	(31,353,000)	(33,437,000)	(33,477,056)	(34,749,000)	(1,312,000)	3.9
M550 Own Source Revenue	(12,630,000)	(12,930,000)	(13,514,074)	(9,450,000)	3,480,000	(26.9)
M555 Parkade	(1,700,000)	(1,900,000)	(1,795,434)	(2,100,000)	(200,000)	10.5
M560 Unconditional Trans.	(3,250,000)	(3,310,000)	(3,293,073)	(3,300,000)	10,000	(0.3)
M570 Conditional Transfer	(41,000)	(41,000)			41,000	(100.0)
* Non-Departmental Revenue	(457,607,800)	(453,577,600)	(459,959,389)	(472,621,000)	(19,043,400)	4.2
R756 Petpeswick Drive	(3,600)	(3,600)	(3,600)	(3,600)		
R757 Three Brooks Home Ow	(41,400)	(41,400)	(41,400)	(48,800)	(7,400)	17.9
R758 Shag End Lot Owner	(39,600)	(39,600)	(39,600)	(39,600)		
R759 SW Grand Lake Prop	(30,445)	(30,450)	(30,445)	(31,600)	(1,150)	3.8
R769 River Bend HOA	(7,550)	(7,550)	(7,550)	(7,800)	(250)	3.3
R786 Bald Rock Road Maint		(5,800)	(5,780)	(5,800)		
R787 SMCA Road Maint		(43,200)	(43,650)	(43,700)	(500)	1.2
R788 Rutter Court Road				(4,600)	(4,600)	
* Private Roads	(122,595)	(171,600)	(172,025)	(185,500)	(13,900)	8.1
** Total	(594,878,784)	(620,975,300)	(628,370,053)	(646,491,900)	(25,516,600)	4.1

Corporate Accounts Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	3,267,578	4,130,000	(308,011)	4,751,000	621,000	15.0
6002 Salaries - Overtime			(345)			
6005 PDP Increases			948,980			
6054 Vacation payout			21,340			
6099 Other Allowances	200,000					
6100 Benefits - Salaries			388,408	320,000	320,000	
6110 Vacancy Management	(4,500,000)					
6152 Retirement Incentives	2,183,000	1,835,000	2,961,369	3,102,000	1,267,000	69.0
6154 Workers' Compensation			954			
6199 Comp & Ben InterDept			1,705,889			
* Compensation and Benefits	1,150,578	5,965,000	5,718,584	8,173,000	2,208,000	37.0
6201 Telephone			7,611			
6202 Courier/Postage			303			
6203 Office Furn/Equip			6,432			
6204 Computer S/W & Lic			22,959			
* Office			37,305			
6301 Professional Fees			42,655			
6302 Legal Fees			17,178			
6303 Consulting Fees			27,299			
6399 Contract Services	35,600	35,000	50,936	32,500	(2,500)	(7.1)
* External Services	35,600	35,000	138,068	32,500	(2,500)	(7.1)
6499 Other Supplies			3,131			
* Supplies			3,131			
6607 Electricity		448,000	198		(448,000)	(100.0)
* Building Costs		448,000	198		(448,000)	(100.0)
6704 Equipment Rental			9,288			
* Equipment & Communications			9,288			
6802 Vehicle R&M			328,726			
6803 Vehicle Fuel - Diesel		13,000			(13,000)	(100.0)
* Vehicle Expense		13,000	328,726		(13,000)	(100.0)
6901 Membership Dues			1,163			
6902 Conferences and Workshops			80			
6903 Travel - Local			4,031			
6904 Travel - Out of Town			2,244			
6905 Training & Education			4,106			
6908 Medical Examinations			68,004			
6909 Cost of Sales	425,000	500,000	315,428	350,000	(150,000)	(30.0)
6917 Books and Periodicals			1,159			
6938 Rewarding Excellence			539			
6942 Management Fees			129,729	150,000	150,000	
6999 Other Goods and Services	2,464,580	1,138,000	(668,073)	990,900	(147,100)	(12.9)
* Other Goods & Services	2,889,580	1,638,000	(141,590)	1,490,900	(147,100)	(9.0)
7006 Interdepartmental Revenues	88,000					
7008 IntTrsf IT & Commun			300			
7009 Internal Transfers Other			(787,368)			
7010 IntTrfr Insur Funds			165,803			
7011 Int Trf Record Check			(3,295)			
7099 Interdept Chargeback	200,000		158,000			
* Interdepartmental	288,000		(466,560)			
8011 Interest on Debentures	8,245,000	11,830,000	11,745,983	10,948,000	(882,000)	(7.5)
8012 Principal on Debentures	30,210,000	36,398,000	36,408,204	35,567,000	(831,000)	(2.3)
* Debt Service	38,455,000	48,228,000	48,154,187	46,515,000	(1,713,000)	(3.6)
8001 Transf Outside Agenc	133,313,595	140,820,600	140,665,390	148,714,500	7,893,900	5.6
8002 Insurance Claims			960,521			
8003 Insurance Pol/Prem	4,321,000	4,364,000	1,885,394	4,265,100	(98,900)	(2.3)
8004 Grants	573,000	569,000	486,508	569,000		
8005 Tax Exemptions	1,487,000	1,485,000	1,373,962	1,335,000	(150,000)	(10.1)
8006 Tax Concess Non Prof	2,977,000	2,985,000	2,680,506	3,535,000	550,000	18.4
8007 Tax Concess Commerci	768,000	716,000	251,768	755,000	39,000	5.4
8008 Transfer to/from Reserves	20,146,800	14,759,700	28,292,456	15,232,700	473,000	3.2
8009 Fire Protection	9,694,000	10,829,000	10,851,388	11,327,000	498,000	4.6

Halifax Regional Municipality
2013/14 Business Plans and Budget (Approved)

Corporate Accounts

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
8014 Capital from Operating	33,535,300	36,208,000	36,208,000	40,354,000	4,146,000	11.5
8015 Debenture Discount	340,000	299,000	298,600	288,000	(11,000)	(3.7)
8016 Provision for Allowance	3,500,000	2,500,000	7,651,630	3,000,000	500,000	20.0
8017 Bank Charges	330,000	330,000	325,201	330,000		
8024 Transf to/fr Capital	2,140,286	1,834,300	2,585,023	1,383,200	(451,100)	(24.6)
8026 Property Damage			87,082			
9000 Prior Year Surplus/Deficit	(784,297)	(4,210,000)	(7,004,964)	(4,243,000)	(33,000)	0.8
* Other Fiscal	212,341,684	213,489,600	227,598,464	226,845,500	13,355,900	6.3
** Total	255,160,442	269,816,600	281,379,802	283,056,900	13,240,300	4.9
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4001 Residential Property Taxes	(194,017,000)	(193,867,500)	(194,034,610)	(205,399,000)	(11,531,500)	5.9
4002 Commercial Property Taxes	(158,212,000)	(158,450,000)	(157,958,919)	(165,258,000)	(6,808,000)	4.3
4003 Business Occupancy Taxes	(4,759,000)	(3,986,000)	(3,955,938)		3,986,000	(100.0)
4005 Resource Property Taxes	(1,371,000)	(1,380,000)	(1,376,734)	(1,383,000)	(3,000)	0.2
4006 Recreational Non Profit	(14,000)	(15,000)	(15,257)	(15,000)		
4007 Resource Forest Taxes	(43,000)	(42,000)	(42,158)	(42,000)		
4008 Commercial Forest Taxes	(115,000)	(92,000)	(91,682)	(92,000)		
4012 Fire Protection	(9,505,000)	(11,945,000)	(12,293,262)		11,945,000	(100.0)
4100 Deed Transfer Taxes	(32,390,000)	(36,000,000)	(42,123,935)	(39,000,000)	(3,000,000)	8.3
4101 Capital Charges	(2,737,000)	(2,523,000)	(1,914,303)	(2,000,000)	523,000	(20.7)
* Tax Revenue	(403,163,000)	(408,300,500)	(413,806,797)	(413,189,000)	(4,888,500)	1.2
4200 Area Rate Revenue	(131,927,898)	(139,806,600)	(139,591,039)		139,806,600	(100.0)
4201 Area Rate Residential	(784,892)	(562,700)	(495,332)	(124,463,500)	(123,900,800)	22,019.0
4202 Area Rate Commercial	(304,194)	(95,400)	(94,483)	(33,939,000)	(33,843,600)	35,475.5
4206 Area Rate Resource				(848,000)	(848,000)	
* Area Rate Revenue	(133,016,984)	(140,464,700)	(140,180,853)	(159,250,500)	(18,785,800)	13.4
4501 Tax Agreement - NSLC	(655,000)	(650,000)	(646,677)	(669,000)	(19,000)	2.9
4502 Tax Agreement - NSPI	(2,163,000)	(2,590,000)	(2,597,697)	(3,021,000)	(431,000)	16.6
4503 Tax Agreement - MT&T	(2,292,000)	(2,150,000)	(1,962,272)	(1,788,000)	362,000	(16.8)
4504 Tax Agreement - NAM	(7,000)	(7,000)			7,000	(100.0)
4505 Tax Agreement - Impe	(3,608,000)	(3,800,000)	(3,808,000)	(3,608,000)	192,000	(5.1)
4506 Tax Agreement - Mari	(1,286,000)	(1,120,000)	(1,104,402)	(1,073,000)	47,000	(4.2)
4507 Tax Agreement - Heritage	(156,000)	(300,000)	(318,742)	(384,000)	(84,000)	28.0
4551 Hfx Int'l Tax O-set	1,794,000	2,320,000	1,987,372	2,737,000	417,000	18.0
* Tax Agreements	(8,373,000)	(8,297,000)	(8,450,418)	(7,806,000)	491,000	(5.9)
4601 Grant in Lieu - Federal	(19,253,000)	(20,450,000)	(20,190,718)	(21,578,000)	(1,128,000)	5.5
4602 Grant in Lieu - Provincial	(7,336,000)	(7,700,000)	(7,873,603)	(8,231,000)	(531,000)	6.9
4603 Grant in Lieu - CPC	(686,000)	(680,000)	(674,934)	(686,000)	(6,000)	0.9
4605 Grant Lieu - Hflx Port	(1,749,000)	(2,425,000)	(2,424,296)	(2,374,000)	51,000	(2.1)
4606 Grant in Lieu - CBC	(339,000)	(306,000)	(300,307)	(330,000)	(24,000)	7.8
4607 Grant in Lieu - Via Rail	(167,000)	(135,000)	(151,387)	(148,000)	(13,000)	9.6
4608 Grant in Lieu - WCB	(137,000)	(135,000)	(133,860)	(136,000)	(1,000)	0.7
4609 Grant in Lieu - Citadel	(1,596,000)	(1,517,000)	(1,501,514)	(1,031,000)	486,000	(32.0)
4610 Grant in Lieu - NRC	(77,000)	(77,000)	(78,524)	(74,000)	3,000	(3.9)
4650 Grant in Lieu - Other	(13,000)	(12,000)	(147,914)	(161,000)	(149,000)	1,241.7
* Payments in Lieu of taxes	(31,353,000)	(33,437,000)	(33,477,056)	(34,749,000)	(1,312,000)	3.9
4706 Uncond. Grant NS(oth)	(3,250,000)	(3,310,000)	(3,293,073)	(3,300,000)	10,000	(0.3)
4707 Public House. Amort.	(41,000)	(41,000)			41,000	(100.0)
* Transfers from other Gov'ts	(3,291,000)	(3,351,000)	(3,293,073)	(3,300,000)	51,000	(1.5)
4801 Interest Revenue - Taxes	(3,700,000)	(4,600,000)	(4,499,486)	(4,500,000)	100,000	(2.2)
4803 Int. Rev. - Cap.Chrg	(450,000)	(500,000)	(616,324)	(500,000)		
4850 Interest Revenue - Other	(565,000)	(190,000)	(112,211)	(110,000)	80,000	(42.1)
4860 Investment Income	(1,435,000)	(1,100,000)	(2,080,061)	(2,000,000)	(900,000)	81.8
* Interest Revenue	(6,150,000)	(6,390,000)	(7,308,082)	(7,110,000)	(720,000)	11.3
4901 Parking Meters	(2,750,000)	(2,800,000)	(2,805,409)	(2,800,000)		
5101 Parking Rentals	(1,700,000)	(1,900,000)	(1,795,434)	(2,100,000)	(200,000)	10.5
5204 Administration Fees			(8,080)			
* Fee Revenues	(4,450,000)	(4,700,000)	(4,608,922)	(4,900,000)	(200,000)	4.3
5502 HRWC Dividend	(3,700,000)	(3,700,000)	(3,971,445)	(4,200,000)	(500,000)	13.5
5508 Recov External Parti	(1,017,000)	(11,675,000)	(12,416,822)	(11,190,000)	485,000	(4.2)
5509 NSF Chq Fee	(10,000)	(20,000)	(19,920)	(20,000)		
5600 Miscellaneous Revenue	(520,000)	(810,000)	(1,006,563)	(950,400)	(140,400)	17.3
5803 Transfer - General Rate	9,800	7,900	7,900	5,500	(2,400)	(30.4)
5804 Transfer - Urban Rate	155,400	162,000	162,000	167,500	5,500	3.4
* Other Revenue	(5,081,800)	(16,035,100)	(17,244,851)	(16,187,400)	(152,300)	0.9
** Total	(594,878,784)	(620,975,300)	(628,370,053)	(646,491,900)	(25,516,600)	4.1
Net Surplus/Deficit	(339,718,342)	(351,158,700)	(346,990,251)	(363,435,000)	(12,276,300)	3.5

Halifax Public Libraries

2013/14

Budget and Business Plan

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

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

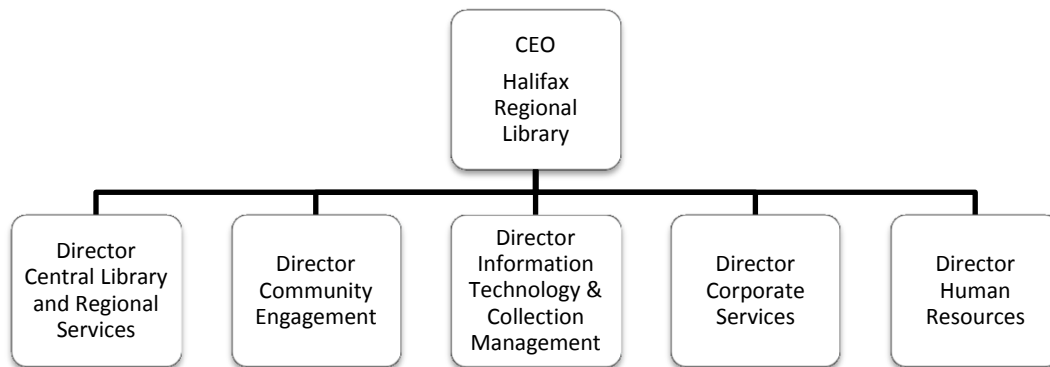
Halifax Public Libraries Overview

The Halifax Public Libraries provides public library service to the residents of HRM under the direction of the Halifax Regional Library Board in alignment with the strategic vision and mission, through its network of 14 branches, a website, Books by Mail and Home Delivery services.

A collection of nearly 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, videos and audiobooks. As well, a range of programs for all ages are designed in collaboration with the communities served by each branch, including: reading development for children, puppet shows, homework help, teen volunteers, book talks and author visits, cultural and heritage events, income tax clinics, computer training, English language learning and literacy tutoring, as well as services and programs for newcomers to Canada.

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

Halifax Public Libraries Organizational Chart



Funded Full Time Equivalent (FTEs)

	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	286.8	+9	295.7

Halifax Public Libraries Operating Budget Overview

Library Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	16,657,291	16,897,900	16,843,048	16,968,900	71,000	0.4
* Office	511,224	621,860	434,708	506,900	(114,960)	(18.5)
* External Services	245,534	584,170	464,120	641,700	57,530	9.8
* Supplies	108,800	108,800	89,442	70,300	(38,500)	(35.4)
* Materials	27,100	2,100	2,554	2,100		
* Building Costs	915,261	944,790	823,870	915,200	(29,590)	(3.1)
* Equipment & Communications	398,200	663,200	306,002	515,800	(147,400)	(22.2)
* Vehicle Expense	85,074	58,850	76		(58,850)	(100.0)
* Other Goods & Services	3,136,671	3,515,890	3,906,641	3,094,700	(421,190)	(12.0)
* Interdepartmental			302,320	1,000	1,000	
* Other Fiscal	760,800	(462,660)	598,169	(463,500)	(840)	0.2
** Total	22,845,955	22,934,900	23,770,950	22,253,100	(681,800)	(3.0)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(4,785,800)	(4,835,200)	(4,835,200)	(4,835,200)		
* Fee Revenues	(513,201)	(513,200)	(497,591)	(495,900)	17,300	(3.4)
* Other Revenue	(11,800)	(12,800)	(812,957)	(17,000)	(4,200)	32.8
** Total	(5,310,801)	(5,361,200)	(6,145,749)	(5,348,100)	13,100	(0.2)
Net Surplus/Deficit	17,535,154	17,573,700	17,625,201	16,905,000	(668,700)	(3.8)

Halifax Public Libraries Budget Overview by Service Area

Library Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
Branch Libraries Summary of Expense & Revenue Types	15,284,509	15,435,920	14,522,230	15,555,700	119,780	0.8
Information Technology/Collection Summary	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
Administration-Library Summary of Expense & Revenue Types	(2,117,615)	(2,701,700)	(3,007,941)	(3,049,300)	(347,600)	12.9
Restricted Funds Summary of Expense & Revenue Types			17,644			
Capital Summary of Expense & Revenue Types			980,154			
	17,535,154	17,573,700	17,625,201	16,905,000	(668,700)	

Halifax Public Libraries Key Metrics

Key Metrics and Drivers	09-10 Actual	10-11 Actual	11-12 Actual	12-13 Projection	13-14 Target
Compensation as a % of Total	71%	73%	72.91%	73.68%	75.97%
Expenditures per Dwelling (186,447 dwellings)	113.89	116.75	122.53	123.01	119.80

Halifax Public Libraries Strategic Initiatives for 2013-14

Central Library:

The extensive public consultation program launched in 2010-11 made it clear that the community strongly supports the Central Library vision and the role of the Library as a cultural hub, community meeting place and resource for culture and learning. The Central Library speaks to quality of life initiatives, the revitalization of the downtown and economic prosperity with the power to draw families and individuals into the center core. The Central Library provides an opportunity to create a focal point, sparking other initiatives and is a tangible demonstration of civic pride and confidence for both the municipality and the province. In 2011-12, the Central Library construction plans were approved by the HRM Design Review Committee. In 2012-13, the interior design was finalized to support the library services and programs.

The Capital Campaign is currently in its 'quiet phase,' engaging major gift donors. The Paul O'Regan Hall was established through a generous donation of \$1M from the O'Regan family. In 2013-14, the community component will be launched to fulfill the Library Board's commitment towards construction costs and potentially achieve an amount towards enhancing the Library's collections.

The new management structure for the Central Library, approved in 2012-13, is being implemented, bringing staff together in the Spring Garden Road Library to form the Central Library team. With an anticipated system wide increase in library use due to the Central Library, new service and program planning will be a key opportunity and focus for 2013-14. With state of the art technology throughout Central, planning is in place to ensure residents of HRM will be exposed to the latest technology as they navigate in a high tech society. The shelving and furniture planning is in progress after extensive consultation, the Central Library will honour the spaces and places in the Library that the public have asked for. Library collections will be acquired and catalogued in the coming year, enhancing collections across the region with the opening of the Central Library.

Going forward in 2013-2014, to continue to engage the public in the Central Library project, the Library will take part in community events such as Doors Open, an international event promoting buildings of architectural, historic, cultural and social significance.

Community-Led Service:

The Library continues to develop, implement and integrate the community-led service model through internal capacity building and service development. The Library is increasingly viewed as a place for meeting and connecting with others. Community-Led service engages communities in the development and delivery of library services resulting in more targeted service and strengthened community partnerships. The Library is exploring a range of opportunities to engage the public in service development and delivery. Community consultation and branch partnerships at the Cole Harbour and Halifax North branch libraries are assisting in understanding the needs of the communities of North and East Preston and the First Nations community. Refurbishment to the Cole Harbour Library, planned for 2013-14, will further the role of the Library as an innovator and community hub. The Library works with over 300 partners and supports partnered grants in a range of community development initiatives. Halifax Public Libraries work collaboratively with communities to support and develop community strengths and initiatives.

Diversity and Accessibility:

The Library provides opportunities for diverse communities to connect, create and exchange ideas. 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 cultural initiatives. Online access to community resources and cultural events, through archived web and podcasts, expand the availability of these events to people across the HRM who cannot attend them in person. The Keshen Goodman Library has developed community-led services initiatives with the immigrant community through a Citizenship and Immigration Canada grant. In 2013-14, lessons learned and best practices from this highly successful project will be integrated regionally to other library branches. The Library is currently working on a Universal Access plan to provide barrier-free access to HRM residents.

Customer Focused Library Collections:

With the continuing acceptance and explosion of online digital media lending and the remarkable growth of e-book readers, the library is in the forefront of unique change. As public interest and demand continues to grow, the library will grow with it. Online collections continue to expand and add to the user experience.

Beginning in 2013-14, the Library will utilize an evidence-based stock management system provided by the subscription software service, *collectionHQ*. This tool will allow us to select, manage and promote our collection and will enable collection development to be more effective, customer focused and performance based.

The Library's Discover catalogue continues to benefit from enhancements and improvements with the addition of even more opportunities for customers to contribute content and to benefit from increased access to reviews, reading suggestions and electronic newsletters in their areas of interest.

The ongoing demand for online content, particularly e-books has made publishers take notice as they increase their prices and reduce selection making it more challenging to respond to an ever increasing demand for this format by our library customers. We expect that streaming digital content will be the next area of demand and expectation with our customers and we will be required to respond to this new challenge in order to remain current and responsive.

Library Service to Rural Communities:

The Library is participating in a province-wide study of rural library service sponsored by NS Department of Communities, Culture and Heritage. The study is seeking to identify ways to improve and sustain public library service in the province. The Library will be consulting with the public to learn about their experiences with the Library and their ideas and expectations for the future. This year the Library intends to explore shared service delivery models in rural areas with a focus on Middle Musquodoboit.

In 2012-13, the Library continued 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.

Technology:

The Library continues to offer opportunities for customers to bridge the digital divide and foster advanced learning. Public access to computers, assistive technology, gaming, learning and media centres will be augmented by improved access on a variety of mobile devices. The Library will join the majority of forward thinking organizations who provide direct access to services for their customers via smartphones and tablets. As new technologies emerge, the Library will continue to seek avenues to provide access to such technologies as quickly as possible. The demand for 24/7 online service will continue to grow. In 2013-14, tablets will also be employed in Library branches to provide in-house cutting edge technology to customers. An ongoing expectation for a full suite of remotely accessible services will see improved computer booking, print management and online payment options. The Library will continue to foster engagement in the social media sphere through participation events such as Podcamp, Twitter as well as blogs and RSS feeds.

With increasing circulation of 25% due to the Central Library, Automated Material Handling (AMH) and Radio Frequency Identification (RFID) tags on library material are essential cost avoidance strategies. In 2012-13, the RFID project was awarded by Council and will be implemented in 2013-14. The AMH project continues with an RFP currently in progress and an expected installation at the Central Library in 2013-14 with specific branches to follow in 2014-15.

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. We must continue to bear in mind that mission critical assets require routine maintenance, incremental improvements and periodic reinvestment in order to remain viable.

Infrastructure:

The Library Master Facilities Plan provides the blueprint for short and long term development. The updated Plan will be presented to Council in 2013 and will address the needs of growing and changing communities. Development of this plan ensures that the Library is aligning its capital projects to meet the priority needs of HRM residents. Implementation of the Plan recommendations for the next 5-10 years will face competing priorities for capital funding. Approval of the Plan will allow the Library's state of good repair and replacement projects to be integrated into future HRM Capital budget plan.

Library service is delivered through 14 facilities, many that are leased, that vary in quality and condition. A continuous improvement and refurbishment program attempts to address aging infrastructure and provide the public with attractive, healthy spaces. Funding to provide quality public spaces and improve service delivery is included in the HRM Capital Budget proposal for the upcoming year, for the refurbishment of the Cole Harbour Library.

Library Organizational Capacity:

Keeping pace with technological advances in software, systems and devices has placed increased pressure on the Library's training budget to ensure staff skills are meeting customer needs. This, coupled in particular with the Library's community-led initiatives, is changing the Library's staff profile and recruitment needs. As a result, in 2013-14, the Library's core competencies are being reviewed and updated to ensure we have the capacity to meet evolving customer service demands. A workforce survey is being initiated to ensure the Library reflects the communities served.

Summary of 2013-14 Halifax Public Libraries Changes

Cost Reduction Initiatives	Proposed 13-14 Savings	Projected 14-15 Savings	Projected 15-16 Savings
Compensation and Benefits • Staffing reorganization and vacancy management	83,000		
Office / Supplies • Datalines agreement to be paid 50% by the Province of Nova Scotia (one year only) • Efficiencies in postage/courier; printing , office, computer and processing supplies • Cleaning supplies incorporated in cleaning contracts	124,360		
Building Costs • Postponement of other building maintenance activities where possible	33,090		
Equipment and Communications • Deferred replacement or upgrade of furniture and equipment • Deferred evergreen of computer equipment	137,900		
Goods and Services • Training / education program reduction • Library materials reduction • Alternate meeting methods / efficiencies to local travel	180,000		
New or Expanded Service Initiatives	Proposed 13-14 Cost	Projected 14-15 Costs	Projected 15-16 Costs
No new or expanded service initiatives for which additional funding is requested			

2013-14 Halifax Public Libraries Service Area Plans

Branches / Public Services:

Public library service is provided to residents of HRM via fourteen (14) branches, Books by Mail and Home Delivery Services, with annual visits of 2.3 million in-person and 1.6 million on-line. Currently 39% of HRM residents have a library card; while this is a 5% decrease in the last year, Halifax Public Libraries continues to rank in the upper quartile of 40 large urban public library systems in Canada for the percentage of population registered.

Services Delivered:

- **Community Engagement** – provides direct library services for all HRM communities through the Library’s branches, Books by Mail and Home Delivery service; works with community members, partners and staff to develop community-led library services and facilitate accessibility and respect for diversity.
 - Borrowing / lending services, including interlibrary loans which allows residents to borrow materials from other lending libraries in Nova Scotia and across Canada.

- Books by Mail Service enables residents who live outside the service area of a library branch to borrow materials by mail.
 - Home Delivery Service enables residents who are unable to visit a library branch due to a disability, a long-term illness, or caregiver responsibilities to have materials delivered to their home.
 - Borrow Anywhere / Return Anywhere (BARA) allows customers to borrow and return materials from any public, university or college library in Nova Scotia.
 - Meeting rooms, available in many library outlets, are popular community resources, with 4,525 bookings projected for 2012-13 by non-profit and for-profit groups, HRM and the Library itself.
 - Programs for all ages are delivered, including children's storytimes, school visits, teen programs, computer learning, book clubs, heritage events, public lectures, income tax clinics, and seniors and family drop-ins. Over 130,000 residents attended more than 5,800 programs in 2012-13.
 - Literacy Upgrading and English Language Learning tutoring services for adults and Reading Support for children. Over 15,200 residents used these services in 2012-13.
 - Over 20,500 volunteer hours are donated by adults and youth annually. Following a community-led model, the library partners with over 300 community groups fostering learning, community development and engagement.
-
- **Central Library and Regional Services** – responsible for the Spring Garden Road Library in 2013-14 Central Library service development and delivery, as well as, the development of system-wide programming and services for all ages.
 - Circulation Services manage customer registrations and borrowing; 4,725,000 items borrowed in 2012/13 (projected)
 - Delivery services facilitates daily distribution of library materials between library outlets in the region.
 - The Central Library will be the home of regional Adult Services including Adult Programming and Information / Readers services. This department will provide vibrant dynamic programming in the new Central Library as well as throughout the region. In addition, the Library will aid our customers in finding what they need. Whether it is a great book, the answer to a tough reference question, or genealogy information on a relative from years gone by, Central Library will be the place to go.
 - Youth Services will also be at the Central Library. With the Teen and Children's department residing on the expansive 2nd floor, young people will have spaces and places to call their own, from a music studio, to computer gaming, to a climbing tree, to lounge space looking over Spring Garden Road, young people of all ages will want to be at the Central Library.
 - The exciting Emerging Technologies department will be a focal point of the Central Library with technology around every corner. If you want to learn about the latest trends, the Library will be the place to be.
-
- **Communications and Marketing** - develops all communications and marketing strategies, as well as, promotional materials, including the publication of the Library Guide; manages special events and represents the library to the media. Supports the Central Library capital campaign.

Branches / Public Services Budget Overview

Branch Libraries Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	13,108,136	13,127,010	12,209,995	13,526,900	399,890	3.0
* Office	173,470	181,470	153,121	179,200	(2,270)	(1.3)
* External Services	186,534	211,130	264,173	252,300	41,170	19.5
* Supplies	23,900	23,900	6,590	2,000	(21,900)	(91.6)
* Materials	27,100	2,100	2,554	2,100		
* Building Costs	875,361	901,140	805,495	905,200	4,060	0.5
* Equipment & Communications	58,100	132,100	217,368	119,600	(12,500)	(9.5)
* Vehicle Expense	66,279	38,350	76		(38,350)	(100.0)
* Other Goods & Services	1,272,730	1,312,820	1,059,874	1,048,100	(264,720)	(20.2)
* Interdepartmental			294,592			
* Other Fiscal		13,000	12,279	12,200	(800)	(6.2)
** Total	15,791,610	15,943,020	15,026,117	16,047,600	104,580	0.7
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(505,301)	(505,300)	(493,576)	(491,900)	13,400	(2.7)
* Other Revenue	(1,800)	(1,800)	(10,310)		1,800	(100.0)
** Total	(507,101)	(507,100)	(503,886)	(491,900)	15,200	(3.0)
Net Surplus/Deficit	15,284,509	15,435,920	14,522,230	15,555,700	119,780	0.8

Key Service Area Metrics	10-11	11-12	12-13	13-14
	Actual	Actual	Actual	Target
Circulation (Total)	4,930,019	4,875,328	4,723,147	
<i>Circulation per capita</i>	13.22	12.49	12.10	
<i>Digital Media Checkouts</i>	76,592	177,060	281,198	
<i>Home Delivery / Books by Mail Checkouts to 571 residents</i>	55,195	55,952	58,987	
In-Person visits	2,349,138	2,322,740	2,317,634	
<i>Visits per capita</i>	6.30	5.95	5.94	
Website visits	1,355,316	1,468,334	1,579,501	
Program Attendance (Total)	117,073	129,304	130,401	
<i>Attendance per Program Offered</i>	22.88	23.62	22.26	
<i>Literacy Program Attendance</i>	18,871	19,027	15,171	
Information Questions Asked	331,862	330,369	303,195	
Meeting Room Bookings	4,145	4,479	4,525	

A projected **2,317,634 visits will be made in-person to Halifax Public Libraries' 14 branches in 2012-13**. This represents 64 visits per open hour which means that somewhere across the region someone walked into a public library every minute of the 36,139 hours the library was open.

2013-14 Branches / Public Services Key Deliverables

BU #	2013-14 Deliverables	Strategic Alignment
<p>1.0</p> <p>1.1</p> <p>1.2</p> <p>1.3</p> <p>1.4</p> <p>1.5</p> <p>1.6</p>	<p>Library Strategic Plan Goal: The Central Library reflects and engages the Municipality’s imagination and aspirations.</p> <ul style="list-style-type: none"> • Complete furniture and fixture plans in alignment with Interior Design plan • Demonstrate the value of the Central Library to the residents of HRM • Ensure community engagement and communication throughout the construction phase of the Central Library project • Refine staffing model for Central Library service delivery, including new services such as Media Space and Laptop Doctor • Continue to develop transition plans for service delivery for the Central Library and the community branch network. • Collaborate with federal, provincial and municipal partners to manage the Central Library funding as per the Central Library Contribution Agreement – Building Canada Fund. 	<p>Economic Development</p> <ul style="list-style-type: none"> • Regional Centre • Arts, Traditions, Cultural Heritage <p>Healthy Communities</p> <ul style="list-style-type: none"> • Environment and Sustainability <p>Excellence in Service Delivery</p> <ul style="list-style-type: none"> • Continuous Improvement
<p>2.0</p> <p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p>	<p>Library Strategic Plan Goal: The Library is a community-centred system that fosters social understanding and cooperation among the diverse communities of the Municipality.</p> <ul style="list-style-type: none"> • Revise Immigrant Service Plan 2010-13 based on learnings from Citizenship and Immigration Canada funded Immigrant Integration demonstration project at the Keshen Goodman Library. Implement according to the plan in designated branches across HRM. • Implementation of the Service to First Nations Communities Plan. • Implementation of Community-Led Service to communities of North Preston, East Preston and Cherry Brook by the Cole Harbour Library. • Explore potential models of shared service delivery in rural areas with a focus on Middle Musquodoboit, following a Provincial Rural Service Review. • Develop and implement a regional universal access plan in collaboration with community partners through the new Diversity Manager position. • Refine and refresh Imagination Stations (early learning areas) in Bedford, Sheet Harbour, Musquodoboit Harbour and Halifax North. • Continue to provide, review and support volunteer opportunities for adult and youth to ensure ongoing high standards of service and a rewarding volunteer experience. 	<p>Economic Development</p> <ul style="list-style-type: none"> • Arts, Traditions, Cultural Heritage <p>Health Communities</p> <ul style="list-style-type: none"> • Public Safety <p>Governance Communication</p> <ul style="list-style-type: none"> • Citizens as Partners • Rural Issues
<p>3.0</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p>Library Strategic Plan Goal: Lead creative initiatives that connect, enrich and inspire discovery.</p> <ul style="list-style-type: none"> • Implement the revised teen reading strategy. • Continue to implement plan for Library and Archives Canada (LAC) “Lest We Forget” Pilot. • Review Service Plans for public use technology – family and public computers, gaming. • Refine and implement the website plan to enhance our ability to engage an ever growing segment of customers. • Promote and introduce online services to Halifax Regional School Board students with a focus on homework help and reading resources. • Install Apple computers and iPads for pilot at Captain William Spry and Keshen Goodman libraries and implement throughout the system based on pilot results. 	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • Information Technology <p>Economic Development</p> <ul style="list-style-type: none"> • Arts, Traditions, Cultural Heritage <p>Excellence in Service Delivery</p> <ul style="list-style-type: none"> • Continuous Improvement

Information Technology and Collection Management:

Provides the infrastructure to support the delivery of library service throughout the region, encompassing library materials and technological infrastructure. A sophisticated integrated library system (ILS) supports a library materials database, customer database and community resources database of clubs, organizations and continuing education courses across HRM.

Services Delivered:

- **Collection Management** - responsible for ordering and receiving all materials for the Library's collection and making them accessible through the Library's on-line catalogue and available to the public at library outlets electronically.
 - A collection of nearly 1 million items is available to borrow or use in-house, including books, magazines, DVDs, CDs, electronic resources as well as downloadable e-books, videos and audiobooks.
- **Information Technology** - responsible for the implementation and support of public use computer hardware and software, office technology and new technology throughout the Library system. The information technology environment is complex, including highly specialized library applications, open source solutions, partnerships with the Province of Nova Scotia and a website with over 5,000 hits per day.

Information Technology and Collection Management Budget Overview

Information Technology/Collection Summary of Expense & Revenue						
Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,008,670	2,095,250	1,914,864	1,925,200	(170,050)	(8.1)
* Office	179,010	188,650	192,165	137,100	(51,550)	(27.3)
* External Services	12,000	12,000	9,060	30,200	18,200	151.7
* Supplies	82,000	82,000	81,510	64,900	(17,100)	(20.9)
* Building Costs			298			
* Equipment & Communications	336,100	511,100	337,175	390,700	(120,400)	(23.6)
* Other Goods & Services	1,750,480	1,950,480	2,578,041	1,850,500	(99,980)	(5.1)
** Total	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
Net Surplus/Deficit	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)

Key Service Area Metrics	10-11	11-12	12-13	13-14
	Actual	Actual	Actual	Target
Wifi Connections	72,036	100,239	130,190	
Public Use Computer Bookings	547,792	578,857	606,810	
Catalogue Logins	1,294,407	1,348,113	1,314,823	
Collection Size	1,035,718	1,002,364	988,136	
<i>Collection per capita</i>	2.78	2.57	2.53	
Titles Added to the Collection	25,641	28,757	30,308	
Items added to the Collection	90,576	99,207	107,245	

2013/14 Information Technology and Collection Management Key Deliverables

BU #	2013-14 Deliverables	Strategic Alignment
4.0	Library Strategic Plan Goal: The Central Library reflects and engages the Municipality’s imagination and aspirations.	Economic Development
4.1	<ul style="list-style-type: none"> Implement plan to acquire, catalogue, process and store materials for an opening day collection for Central Library. 	<ul style="list-style-type: none"> Arts, Traditions, Cultural Heritage Financial Stewardship Asset Management
5.0	Library Strategic Plan Goal: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.	Excellence in Service Delivery –
5.1	<ul style="list-style-type: none"> Implement a software suite solution to enable improved PC booking, print management and web payment. 	<ul style="list-style-type: none"> Continuous Improvement
5.2	<ul style="list-style-type: none"> Implement collectionHQ (a subscription based hosted software application to improve collection analysis and selection). 	<ul style="list-style-type: none"> Asset Management
5.3	<ul style="list-style-type: none"> Upgrade wifi (expand foot print) of Spring Garden Road and Halifax North libraries. 	<ul style="list-style-type: none"> Organizational Capacity
5.4	<ul style="list-style-type: none"> Develop and implement RFID (Radio Frequency Identification). 	<ul style="list-style-type: none"> Information Technology
5.5	<ul style="list-style-type: none"> Develop Automated Materials Handling (AMH) system implementation plan and prepare installation of AMH system at the Central Library. 	<ul style="list-style-type: none"> Business Intelligence
5.6	<ul style="list-style-type: none"> Develop and implement automation initiatives to improve customer service. 	

Administrative Services:

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

Services Delivered:

- **Corporate Services** - includes Administration, Finance and Facilities, and Research and Development.
 - Library Administration - provides administrative support services to the Library Board, CEO, Senior Management Team and all managers across the Library system. This is the only administrative support division in the Library system.
 - Finance and Facilities - ensures the appropriate implementation of all finance and facilities processes in a manner that supports customer services, is cost-effective and is coordinated with all branches and departments. The department encompasses all the finance functions as well as the facility functions. It ensures funding levels and facility maintenance are adequate to support the various programs and initiatives provided by the library system and that all public service needs are being met. The department works in synergy with all HRM departments covering these areas. Key functional areas include financial planning and analysis, financial reporting, procurement, facility condition and effectiveness, asset management and budgeting.

- Research and Development - encompasses a number of management services to facilitate processes, planning, conduct research and carry out the analysis of management information in support of system-wide library service development and delivery. The consolidation of these outcome areas in one Library department ensures centralized and consistent process management, performance analysis and reporting, reduces duplication at the branch and department level and creates overall efficiencies and consistency.
- **Human Resources / Payroll** - provides payroll and HR programs and services for approximately 403 employees (466 positions) in all branches and departments. The department also provides payroll support for approximately 25 grant workers and oversight for 375 volunteers. Key functional areas include: labour and employee relations, occupational health and safety, training and development, recruitment and selection, organizational development and compensation, benefits and recognition. The Library presently shares services with HRM to reduce duplication of resources, reduce costs and benefit from economies of scale by participating in: the HRM Pension Plan, Flex Benefits, SAP and Corporate Training.

Administrative Services Budget Overview

Administration-Library Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,540,485	1,546,020	1,382,958	1,399,300	(146,720)	(9.5)
* Office	158,744	156,740	147,748	132,100	(24,640)	(15.7)
* External Services	47,000	125,000	68,198	90,000	(35,000)	(28.0)
* Supplies	2,900	2,900	1,341	3,400	500	17.2
* Building Costs	39,900	43,650	18,077	10,000	(33,650)	(77.1)
* Equipment & Communications	4,000	10,000	7,589	5,000	(5,000)	(50.0)
* Vehicle Expense	18,795	20,500			(20,500)	(100.0)
* Other Goods & Services	113,461	247,590	227,932	166,100	(81,490)	(32.9)
* Interdepartmental			7,710	1,000	1,000	
* Other Fiscal	760,800					
** Total	2,686,085	2,152,400	1,861,552	1,806,900	(345,500)	(16.1)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(4,785,800)	(4,835,200)	(4,835,200)	(4,835,200)		
* Fee Revenues	(7,900)	(7,900)	(4,015)	(4,000)	3,900	(49.4)
* Other Revenue	(10,000)	(11,000)	(30,278)	(17,000)	(6,000)	54.5
** Total	(4,803,700)	(4,854,100)	(4,869,493)	(4,856,200)	(2,100)	0.0
Net Surplus/Deficit	(2,117,615)	(2,701,700)	(3,007,941)	(3,049,300)	(347,600)	12.9

Key Service Area Metrics	10-11	11-12	12-13	13-14
	Actual	Actual	Actual	Target
Job Postings	112	97	163	

2013-14 Administrative Services Key Deliverables

BU #	2013-14 Deliverables	Strategic Alignment
6.0 6.1 6.2 6.3 6.4 6.5 6.6	<p>Library Strategic Plan Goal: Improve Library Organizational Capacity; staff exemplify the Library's vision, mission and values</p> <ul style="list-style-type: none"> Review existing rewards and recognition program initiatives and update program as appropriate. Review and update Job Evaluation program. Prepare for Collective Bargaining for March 31, 2014 expiry. Re-define core competencies for all positions. Revise Behavioural Interviewing program and training materials. Conduct a staff workforce survey. 	<p>Organizational Capacity</p> <ul style="list-style-type: none"> Workplace Culture Succession Planning Learning
7.0 7.1 7.2 7.3 7.4 7.5	<p>Library Strategic Plan Goal: Service is delivered in high quality, well, designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Master Facilities Plan.</p> <ul style="list-style-type: none"> Begin implementation of the Master Facilities Plan according to approved plan Develop priorities to manage ongoing facilities maintenance and projects. Develop and implement plan for security review of urban branches to ensure customer and staff safety; carry out security review of the Dartmouth North Library. Develop refurbishment plan for Cole Harbour Library and implement to improve circulation service delivery and public spaces. Begin consultation for expansion / relocation of the Bedford Library. Identify best practices from the Central Library and other facility projects related to space and facility usage that can be implemented at branches across the region. 	<p>Financial Stewardship</p> <ul style="list-style-type: none"> Asset Management Planning and Accountability <p>Governance and Communication</p> <ul style="list-style-type: none"> Rural Issues in HRM <p>Healthy Communities</p> <ul style="list-style-type: none"> Public Safety <p>Organizational Capacity</p> <ul style="list-style-type: none"> Health and Safety
8.0 8.1	<p>Library Strategic Plan Goal: The Library is a community-centred system that fosters social understanding and cooperation among the diverse communities of the Municipality.</p> <ul style="list-style-type: none"> Complete annual Branch Profiles including use trend analysis and complete demographic analysis of Statistics Canada 2011 Census data as released during 2013-14. 	<p>Excellence in Service Delivery</p> <ul style="list-style-type: none"> Performance Measures Continuous Improvement
9.0 9.1	<p>Library Strategic Plan Goal: Lead creative initiatives that connect, enrich and inspire discovery.</p> <ul style="list-style-type: none"> Facilitate statistical analysis and survey development/ analysis for library divisions to inform service delivery decisions. 	<p>Excellence in Service Delivery</p> <ul style="list-style-type: none"> Performance Measures
10.0 10.1 10.2 10.3	<p>Library Strategic Plan Goal: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.</p> <ul style="list-style-type: none"> Conduct OH&S Risk Assessments for all Branches. Develop and implement facilities asset management plan. Implement according to plan. Integrate management of Capital Campaign donations with Finance Department. 	<p>Healthy Communities</p> <ul style="list-style-type: none"> Public Safety <p>Financial Stewardship</p> <ul style="list-style-type: none"> Financial management Asset Management <p>Organizations Capacity</p> <ul style="list-style-type: none"> Health and Safety

Central Library Capital Campaign:

In 2013-14, the Library will continue to draw down from the Capital Campaign and Development Operating Reserve account, approved by Council in 2005, to support the capital campaign process of raising funds for the new Central Library. The Campaign is currently in the 'quiet phase' of engaging major gift donors; a community campaign will be launched in 2013-14.

Services Delivered:

- Fund development and management.

Central Library Capital Campaign Budget Overview

Restricted Funds Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits		129,620	197,131	117,500	(12,120)	(9.4)
* Office		95,000	7,710	58,500	(36,500)	(38.4)
* External Services		236,040	122,690	269,200	33,160	14.0
* Equipment & Communications		10,000	14,930	500	(9,500)	(95.0)
* Interdepartmental			18			
* Other Fiscal		(475,660)	406,740	(475,700)	(40)	0.0
** Total			790,013			
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue			(772,370)			
** Total			(772,370)			
Net Surplus/Deficit			17,644			

2013/14 Central Library Capital Campaign Key Deliverables

BU #	2013-14 Deliverables	Strategic Alignment
11.0	Library Strategic Plan Goal: The Central Library reflects and engages the Municipality's imagination and aspirations.	Financial Stewardship
11.1	<ul style="list-style-type: none"> • Launch the community fund-raising campaign for Central Library. 	<ul style="list-style-type: none"> • Financial Management
11.2	<ul style="list-style-type: none"> • Develop and implement plan for 'quiet phase' of Campaign 	<ul style="list-style-type: none"> • Planning and Accountability

Library Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
B011 Administrative Services	(2,117,615)	(2,701,700)	(3,007,941)	(3,049,300)	(347,600)	12.9
* Administrative Services	(2,117,615)	(2,701,700)	(3,007,941)	(3,049,300)	(347,600)	12.9
B012 Info Tech & Coll Mgmt	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
* Information Technology/Collecti	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
B013 Communications & Mkt	397,036	415,600	455,055	577,700	162,100	39.0
B014 Information Services	665,736	676,640	554,063		(676,640)	(100.0)
B021 Alderney Gate Library	1,533,147	1,576,720	1,469,799	1,500,000	(76,720)	(4.9)
B031 LKD Spr. Garden Gen	470,708	467,890	375,813		(467,890)	(100.0)
B032 Spring Garden Adult	1,322,153	1,339,880	1,347,751	3,457,100	2,117,220	158.0
B041 Branch Library Services	1,073,582	1,035,800	960,906	717,200	(318,600)	(30.8)
B042 Cole Harbour Library	799,589	813,710	794,232	863,900	50,190	6.2
B043 Dartmouth North Library	396,296	412,290	412,808	420,600	8,310	2.0
B044 Sackville Library	1,167,170	991,180	819,405	818,400	(172,780)	(17.4)
B045 Woodlawn Library	1,714,078	1,729,910	1,715,075	1,791,400	61,490	3.6
B046 Bedford Library	712,891	732,050	721,167	734,100	2,050	0.3
B047 Cpt Wil. Spry Library	820,739	856,510	795,340	672,500	(184,010)	(21.5)
B048 Halifax North Library	598,110	671,350	648,182	703,100	31,750	4.7
B049 Keshen Goodman Library	1,788,622	1,857,470	1,642,094	1,803,000	(54,470)	(2.9)
B050 Locked Outreach Services	298,113	305,010	283,042		(305,010)	(100.0)
B051 Musq. Harb. Library	253,063	255,420	237,799	167,700	(87,720)	(34.3)
B052 Shatford Memorial Library	142,050	146,670	148,532	149,300	2,630	1.8
B053 Sheet Harbour Library	199,957	200,430	186,304	201,900	1,470	0.7
B054 Tantallon Library	931,469	951,390	954,863	977,800	26,410	2.8
* Branches/Public Services	15,284,509	15,435,920	14,522,230	15,555,700	119,780	0.8
B071 Capital Transactions			980,154			
* Capital Transactions			980,154			
** Library General Rate	17,535,154	17,573,700	17,607,558	16,905,000	(668,700)	(3.8)
B061 Restricted Fund			5,769			
B062 Restricted Colpitts			11,874			
* Restricted Funds			17,644			
** Library Restricted Funds			17,644			
*** Total	17,535,154	17,573,700	17,625,201	16,905,000	(668,700)	(3.8)

Library Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
B011 Administrative Services	2,686,085	2,152,400	1,861,552	1,806,900	(345,500)	(16.1)
* Administrative Services	2,686,085	2,152,400	1,861,552	1,806,900	(345,500)	(16.1)
B012 Info Tech & Coll Mgmt	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
* Information Technology/Collecti	4,368,260	4,839,480	5,113,114	4,398,600	(440,880)	(9.1)
B013 Communications & Mkt	397,036	415,600	455,055	577,700	162,100	39.0
B014 Information Services	665,736	676,640	554,063		(676,640)	(100.0)
B021 Alderney Gate Library	1,591,950	1,635,520	1,524,840	1,554,600	(80,920)	(4.9)
B031 LKD Spr. Garden Gen	470,708	467,890	375,813		(467,890)	(100.0)
B032 Spring Garden Adult	1,417,802	1,435,530	1,433,121	3,542,500	2,106,970	146.8
B041 Branch Library Services	1,073,582	1,035,800	960,906	717,200	(318,600)	(30.8)
B042 Cole Harbour Library	840,842	854,960	834,801	893,300	38,340	4.5
B043 Dartmouth North Library	402,678	418,670	420,568	427,600	8,930	2.1
B044 Sackville Library	1,213,861	1,037,870	861,795	860,600	(177,270)	(17.1)
B045 Woodlawn Library	1,751,273	1,767,110	1,775,638	1,850,800	83,690	4.7
B046 Bedford Library	743,685	762,840	747,311	760,700	(2,140)	(0.3)
B047 Cpt Wil. Spry Library	841,100	876,870	819,864	696,500	(180,370)	(20.6)
B048 Halifax North Library	612,745	685,990	665,355	720,500	34,510	5.0
B049 Keshen Goodman Library	1,895,317	1,964,170	1,743,207	1,906,200	(57,970)	(3.0)
B050 Locked Outreach Services	298,113	305,010	283,042		(305,010)	(100.0)
B051 Musq. Harb. Library	260,508	262,870	244,742	174,900	(87,970)	(33.5)
B052 Shatford Memorial Library	148,484	153,100	153,512	153,900	800	0.5
B053 Sheet Harbour Library	202,768	203,240	189,419	204,700	1,460	0.7
B054 Tantallon Library	963,422	983,340	983,061	1,005,900	22,560	2.3
* Branches/Public Services	15,791,610	15,943,020	15,026,117	16,047,600	104,580	0.7
B071 Capital Transactions			980,154			
* Capital Transactions			980,154			
** Library General Rate	22,845,955	22,934,900	22,980,937	22,253,100	(681,800)	(3.0)
B061 Restricted Fund			22,039			
B062 Restricted Colpitts			11,874			
B063 Res Capital Campaign			537,326			
B064 Res Eng Lang Learn			92,118			
B065 Restricted - Literacy			53,790			
B066 Restricted - HIRA			8,450			
B067 Restricted - Justice			64,416			
* Restricted Funds			790,013			
** Library Restricted Funds			790,013			
*** Total	22,845,955	22,934,900	23,770,950	22,253,100	(681,800)	(3.0)

Library Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
B011 Administrative Services	(4,803,700)	(4,854,100)	(4,869,493)	(4,856,200)	(2,100)	0.0
* Administrative Services	(4,803,700)	(4,854,100)	(4,869,493)	(4,856,200)	(2,100)	0.0
B021 Alderney Gate Library	(58,803)	(58,800)	(55,041)	(54,600)	4,200	(7.1)
B032 Spring Garden Adult	(95,649)	(95,650)	(85,370)	(85,400)	10,250	(10.7)
B042 Cole Harbour Library	(41,253)	(41,250)	(40,569)	(29,400)	11,850	(28.7)
B043 Dartmouth North Library	(6,382)	(6,380)	(7,761)	(7,000)	(620)	9.7
B044 Sackville Library	(46,691)	(46,690)	(42,390)	(42,200)	4,490	(9.6)
B045 Woodlawn Library	(37,195)	(37,200)	(60,563)	(59,400)	(22,200)	59.7
B046 Bedford Library	(30,794)	(30,790)	(26,144)	(26,600)	4,190	(13.6)
B047 Cpt Wil. Spry Library	(20,361)	(20,360)	(24,524)	(24,000)	(3,640)	17.9
B048 Halifax North Library	(14,635)	(14,640)	(17,173)	(17,400)	(2,760)	18.9
B049 Keshen Goodman Library	(106,695)	(106,700)	(101,113)	(103,200)	3,500	(3.3)
B051 Musq. Harb. Library	(7,445)	(7,450)	(6,944)	(7,200)	250	(3.4)
B052 Shatford Memorial Library	(6,434)	(6,430)	(4,981)	(4,600)	1,830	(28.5)
B053 Sheet Harbour Library	(2,811)	(2,810)	(3,115)	(2,800)	10	(0.4)
B054 Tantallon Library	(31,953)	(31,950)	(28,198)	(28,100)	3,850	(12.1)
* Branches/Public Services	(507,101)	(507,100)	(503,886)	(491,900)	15,200	(3.0)
** Library General Rate	(5,310,801)	(5,361,200)	(5,373,379)	(5,348,100)	13,100	(0.2)
B061 Restricted Fund			(16,270)			
B063 Res Capital Campaign			(537,326)			
B064 Res Eng Lang Learn			(92,118)			
B065 Restricted - Literacy			(53,790)			
B066 Restricted - HIRA			(8,450)			
B067 Restricted - Justice			(64,416)			
* Restricted Funds			(772,370)			
** Library Restricted Funds			(772,370)			
*** Total	(5,310,801)	(5,361,200)	(6,145,749)	(5,348,100)	13,100	(0.2)

Library Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	13,988,803	14,163,460	13,159,323	14,216,900	53,440	0.4
6002 Salaries - Overtime			48,510			
6054 Vacation payout			18,203			
6099 Other Allowances			9,498			
6100 Benefits - Salaries	2,491,349	2,546,455	2,285,110	2,561,400	14,945	0.6
6151 Vehicle Allowance	5,510	5,510	5,760	5,800	290	5.3
6152 Retirement Incentives	81,662	91,035	72,970	91,500	465	0.5
6154 Workers' Compensation	89,967	91,440	80,316	93,300	1,860	2.0
6155 Overtime Meals			165			
6194 Sick Bank allowance			1,138,100			
9200 HR CATS Wage/Ben			24,244			
9210 HR CATS OT Wage/Ben			849			
* Compensation and Benefits	16,657,291	16,897,900	16,843,048	16,968,900	71,000	0.4
6201 Telephone	199,294	147,290	94,664	116,800	(30,490)	(20.7)
6202 Courier/Postage	34,200	54,200	39,633	31,000	(23,200)	(42.8)
6203 Office Furn/Equip	42,370	42,360	36,438	42,600	240	0.6
6204 Computer S/W & Lic	40,000	60,000	25,609	63,000	3,000	5.0
6205 Printing & Reproduction	72,000	130,000	70,081	105,000	(25,000)	(19.2)
6207 Office Supplies	90,520	95,530	77,987	87,500	(8,030)	(8.4)
6208 Binding	17,000	17,000	17,343	15,000	(2,000)	(11.8)
6299 Other Office Expenses	15,840	75,480	72,953	46,000	(29,480)	(39.1)
* Office	511,224	621,860	434,708	506,900	(114,960)	(18.5)
6301 Professional Fees	12,000	90,000	173,829	65,000	(25,000)	(27.8)
6302 Legal Fees	20,000	30,000	448	15,000	(15,000)	(50.0)
6304 Janitorial Services	186,534	211,130	198,580	203,700	(7,430)	(3.5)
6308 Snow Removal			40,645	36,800	36,800	
6311 Security			9,172			
6312 Refuse Collection			10,629	11,800	11,800	
6399 Contract Services	27,000	253,040	30,815	309,400	56,360	22.3
* External Services	245,534	584,170	464,120	641,700	57,530	9.8
6401 Uniforms & Clothing	2,000	2,000	1,107	2,000		
6402 Med & First Aid Supp			19			
6406 Bridge Tolls			1,744	500	500	
6407 Cleaning/Sanitary Supplies	21,900	21,900	4,118		(21,900)	(100.0)
6499 Other Supplies	84,900	84,900	82,454	67,800	(17,100)	(20.1)
* Supplies	108,800	108,800	89,442	70,300	(38,500)	(35.4)
6504 Hardware			536			
6506 Lumber			956			
6507 Propane	27,100	2,100	1,061	2,100		
* Materials	27,100	2,100	2,554	2,100		
6602 Electrical			7,437			
6603 Grounds and Landscaping			3,784	4,000	4,000	
6605 Municipal Taxes	200,269	200,270	227,680	217,000	16,730	8.4
6606 Heating Fuel	107,137	105,340	51,153	73,100	(32,240)	(30.6)
6607 Electricity	256,500	282,400	291,059	312,100	29,700	10.5
6608 Water	17,500	19,160	17,706	14,700	(4,460)	(23.3)
6609 Elevator & Escalator			6,887	4,500	4,500	
6611 Building - Interior			383			
6612 Safety Systems			3,125	1,600	1,600	
6616 Natural Gas-Buildings			52,544	49,900	49,900	
6617 Pest Management			209			
6699 Other Building Cost	333,855	337,620	161,904	238,300	(99,320)	(29.4)
* Building Costs	915,261	944,790	823,870	915,200	(29,590)	(3.1)

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6701 Equipment Purchase	208,200	486,300	155,822	324,300	(162,000)	(33.3)
6702 Small Tools			127			
6705 Equip - R&M	23,100	5,000	149	3,000	(2,000)	(40.0)
6706 Computer R&M	166,900	171,900	128,259	171,900		
6707 Plumbing & Heating			1,298			
6708 Mechanical Equipment			20,348	16,600	16,600	
* Equipment & Communications	398,200	663,200	306,002	515,800	(147,400)	(22.2)
6802 Vehicle R&M	44,600	24,600	46		(24,600)	(100.0)
6803 Vehicle Fuel - Diesel	14,825					
6804 Vehicle Fuel - Gasoline	25,649	34,250	30		(34,250)	(100.0)
* Vehicle Expense	85,074	58,850	76		(58,850)	(100.0)
6901 Membership Dues	12,500	12,500	12,689	12,500		
6903 Travel - Local	34,200	40,000	32,559	35,000	(5,000)	(12.5)
6904 Travel - Out of Town		40,000	48,286	40,000		
6905 Training & Education	51,669	135,000	93,488	60,000	(75,000)	(55.6)
6906 Licenses & Agreements			196			
6911 Facilities Rental	1,207,162	1,232,330	961,559	965,800	(266,530)	(21.6)
6912 Advertising and Promotion	20,085	30,005	40,506	55,000	24,995	83.3
6917 Books and Periodicals	1,750,480	1,950,480	2,590,519	1,850,500	(99,980)	(5.1)
6918 Meals		5,000	1,018	5,000		
6919 Special Projects			25,303			
6928 Committee Expenses	7,500	7,500	7,845	6,000	(1,500)	(20.0)
6933 Community Events	6,000	6,000	6,218		(6,000)	(100.0)
6946 Branch Programming	20,000	20,000	21,150	28,100	8,100	40.5
6947 Literacy/Heritage Pr	4,500	4,500	16,119	10,500	6,000	133.3
6948 Arts/Perform.Program	7,000	11,000	11,997	8,600	(2,400)	(21.8)
6949 Readers Serv Program	3,400	3,400	7,937		(3,400)	(100.0)
6950 Region.Serv.Program	3,800	3,800	14,512	16,500	12,700	334.2
6951 Reference Programming	200	200	200		(200)	(100.0)
6952 Team Services Programming	7,000	13,000	14,538		(13,000)	(100.0)
6999 Other Goods and Services	1,175	1,175	4	1,200	25	2.1
* Other Goods & Services	3,136,671	3,515,890	3,906,641	3,094,700	(421,190)	(12.0)
7007 IntnTrsf Paper Recyc			34,942			
7009 Internal Transfers Other			50			
7011 Int Trf Record Check			780	1,000	1,000	
7012 Int Trf Print/Reprod			5,439			
7015 Int Trf FacilityRent			251,891			
7099 Interdept Chargeback			5,383			
9911 PM Labour-Reg			3,834			
* Interdepartmental			302,320	1,000	1,000	
8008 Transfer to/from Reserves	760,800	(462,660)	419,740	(462,700)	(40)	0.0
8022 Transf to/fr Trust			(721)	(800)	(800)	
8045 Amortization Expense			179,149			
* Other Fiscal	760,800	(462,660)	598,169	(463,500)	(840)	0.2
** Total	22,845,955	22,934,900	23,770,950	22,253,100	(681,800)	(3.0)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4703 Cond.Grant NS(Other)	(4,785,800)	(4,835,200)	(4,835,200)	(4,835,200)		
* Transfers from other Gov'ts	(4,785,800)	(4,835,200)	(4,835,200)	(4,835,200)		
4902 Fines Fees	(496,101)	(496,100)	(487,216)	(486,300)	9,800	(2.0)
5102 Facilities Rentals	(17,100)	(17,100)	(10,376)	(9,600)	7,500	(43.9)
* Fee Revenues	(513,201)	(513,200)	(497,591)	(495,900)	17,300	(3.4)
5508 Recov External Parti			(21,104)			
5520 Donations	(5,000)	(5,000)	(544,181)	(5,000)		
5600 Miscellaneous Revenue	(6,800)	(7,800)	(247,672)	(12,000)	(4,200)	53.8
* Other Revenue	(11,800)	(12,800)	(812,957)	(17,000)	(4,200)	32.8
** Total	(5,310,801)	(5,361,200)	(6,145,749)	(5,348,100)	13,100	(0.2)
Net Surplus/Deficit	17,535,154	17,573,700	17,625,201	16,905,000	(668,700)	(3.8)

Human Resources

2013/14 Budget and Business Plan

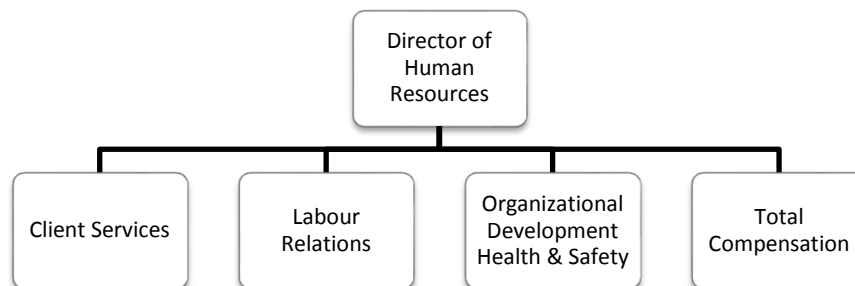
Mission: *Human Resources is committed to providing innovative and practical human resource strategies and solutions that address business needs and promote service excellence*

Human Resources Overview

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

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

Human Resources Org Chart



Funded Full Time Equivalents (FTEs)

	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	54	0	54

Human Resources Operating Budget Overview

HR Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	4,527,419	4,612,500	4,332,586	4,815,300	202,800	4.4
* Office	55,178	56,700	54,836	57,300	600	1.1
* External Services	306,160	290,800	392,317	450,300	159,500	54.8
* Supplies	7,000	9,000	6,345	1,500	(7,500)	(83.3)
* Building Costs			198			
* Equipment & Communications	2,000	3,000		3,000		
* Vehicle Expense			1,250			
* Other Goods & Services	519,213	484,400	426,803	472,600	(11,800)	(2.4)
* Interdepartmental			276			
** Total	5,416,970	5,456,400	5,214,612	5,800,000	343,600	6.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(70,380)	(80,000)		
** Total	(80,000)	(80,000)	(70,380)	(80,000)		
Net Surplus/Deficit	5,336,970	5,376,400	5,144,232	5,720,000	343,600	6.4

Human Resources Budget Overview by Service Area

Human Resources Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
Administration Summary of Expense & Revenue Types	401,941	420,600	434,094	505,900	85,300	20.3
Client Services Summary of Expense & Revenue Types	1,429,492	1,461,600	1,369,963	1,546,300	84,700	5.8
Labour Relations Summary of Expense & Revenue Types	556,347	472,600	541,461	580,600	108,000	22.9
Health Summary of Expense & Revenue Types	1,819,116	1,943,200	1,817,374	1,946,200	3,000	0.2
WCB Summary of Expense & Revenue Types	112,949	94,300	93,713	96,900	2,600	2.8
Corporate Safety Summary of Expense & Revenue Types	315,200	262,000	189,740	353,700	91,700	35.0
Total Compensation Summary of Expense & Revenue Types	701,925	722,100	697,886	690,400	(31,700)	(4.4)
	5,336,970	5,376,400	5,144,232	5,720,000	343,600	82.4

Key Business Unit Metrics

Key Metrics and Drivers	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	80%	81%	84%	82%	84%
Expenditures per Dwelling (186,447 dwellings)	\$27	\$29	\$27	\$28	\$30

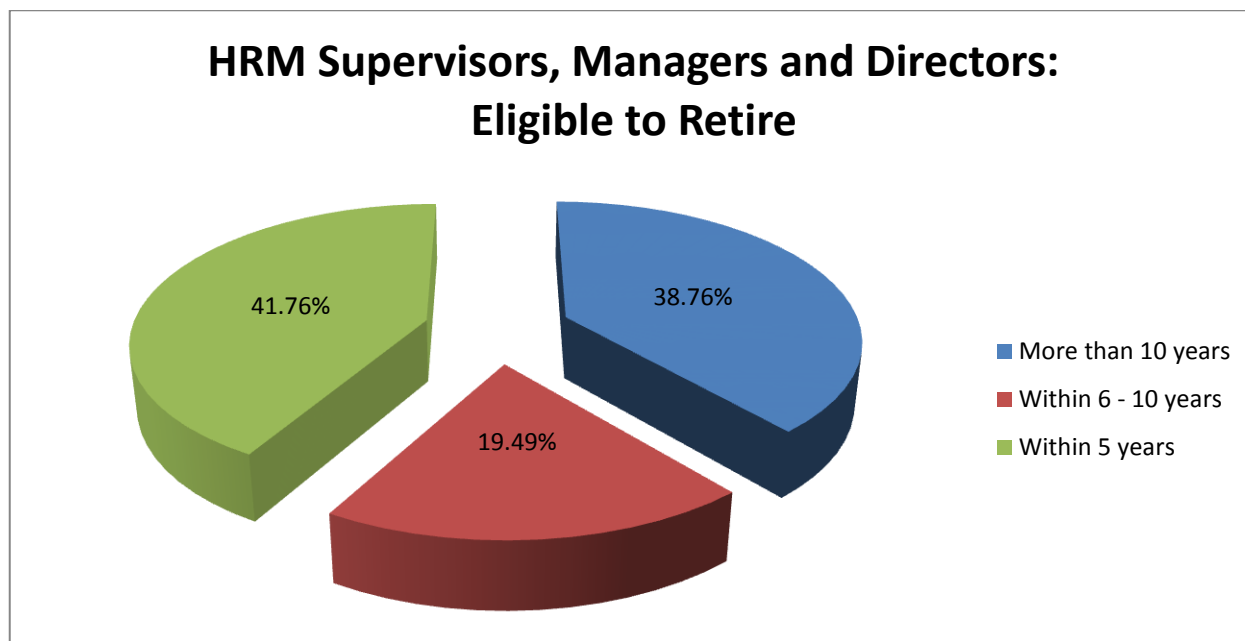
Human Resources Strategic Initiatives for 2013/14

Human Resources' multi-year People Plan, is a foundational strategy for the Administrative Priority **Organizational Capacity**. All of HR's strategic initiatives are directly aligned with the goals and objectives of this document; therefore, the main areas of challenge and opportunity for 2013/14 remain consistent with those of 2012/13:

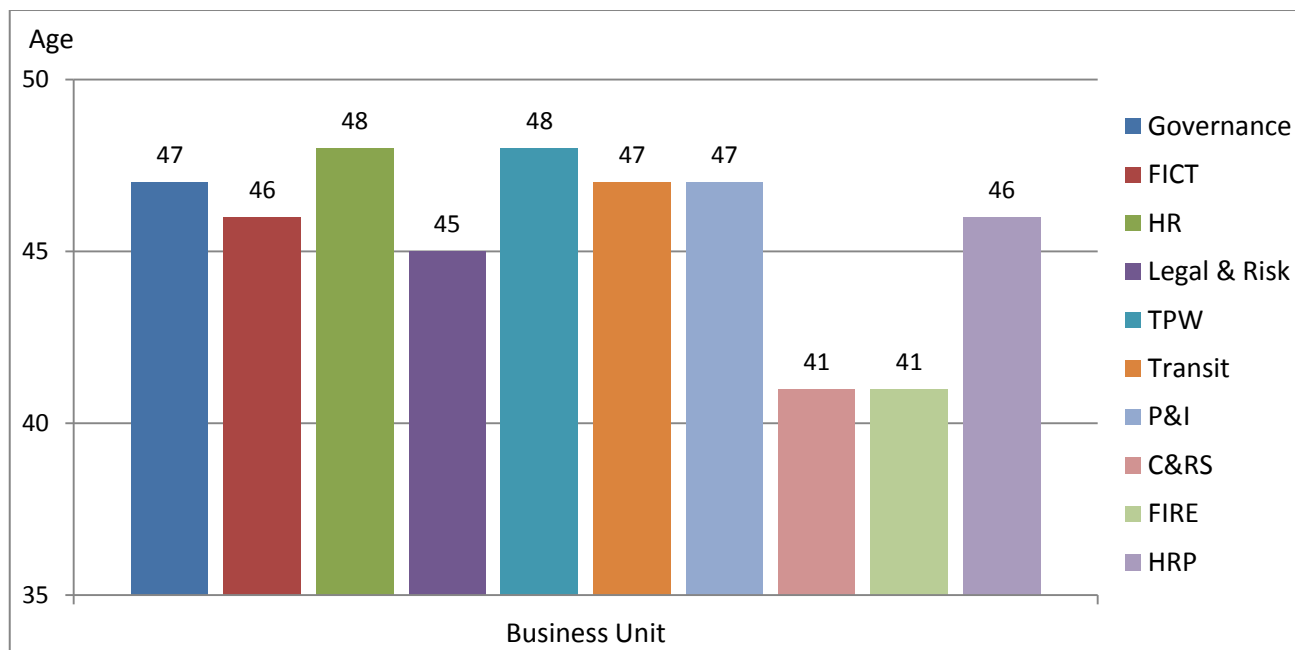
HRM has strong and effective formal and informal leaders at every level of the organization

Leadership practices play a critical role with respect to organizational success and organizations need to move from the traditional "command and control model" to one of "relationship management." This is a significant shift for our organization as past practice often contributes to how we define our present role as leaders. HRM has an opportunity to invest in the development of our current & future leaders impacting our workplace culture and organizational effectiveness.

The number of HRM leaders who are eligible to retire continues to grow with over 41% eligible to retire within five (5) years. These statistics emphasize the need for business units to continue efforts in both workforce and succession planning, with advice and guidance from HR, to ensure HRM has sufficient resources for a sustainable municipal government administration.



The average age of HRM employees is also increasing:



And overall retirement trends are increasing across the organization:



HRM attracts and retains a diverse, highly skilled, high performing workforce

Over the last number of years, HR has continued to work with business units in the area of diversity and inclusion. Valuing diversity continues to be an opportunity for increasing organizational capacity and effectiveness and this year will see the results of a self-identification survey to assess the level of diversity in the workplace and to determine what initiatives are required to promote a culture of inclusion.

Human Resources will continue to support the building of a workforce that is representative of our community and reflects a variety of talents, skills and perspectives. Work will also continue with business units for guidance in workforce planning so that HRM has the right number of people with the right set of competencies in the right jobs at the right time.

HRM has a positive and constructive workplace culture

HR will continue to deliver ethics training to all HRM leadership positions as well as to all employees in the upcoming year. This is part of Organizational Capacity but is also aligned with recommendations from the Auditor General's report: *A Review of Concerts Held on The North Common – January 2006 To March 2011*.

HRM is a safe and healthy workplace

HRM must continue work on reducing the cost of absenteeism. Ownership of the program and the responsibility to manage employees' attendance in the workplace must continue to be reinforced with Supervisors and Managers. Human Resources will continue to work with business units, providing tools, advice and support, to assist in addressing and managing workplace absences.

Healthy Workplace: HRM recognizes that a healthy workplace positively influences employee motivation and productivity, as well as personal and professional satisfaction from work. 2013/14 will see continued efforts to expand existing health and wellness programs for HRM, especially for those areas where preventative measures may be taken.

Safe Workplace: HRM believes in the importance of a Safety 1st culture and will continue to focus on leadership training in understanding roles, responsibilities and continuing to bring safety to front line employees. In 2013/14, operational plans will reflect efforts to enhance reporting metrics to focus on trending and accident prevention

Summary of 2013/14 Human Resources Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
<ul style="list-style-type: none"> • EFAP Supplemental Costs • HR Programs/Consulting Fees • Vacancy Savings 	<p>\$30,000</p> <p>\$43,000</p> <p>\$90,000</p>		
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
<ul style="list-style-type: none"> • Human Resources Service Review* • Safety Consultant (2 year term) 	<p>\$100,000</p> <p>\$37,500</p>	\$70,000	\$37,500
<i>*Estimated Cost – RFP pending</i>			

2013/14 Human Resources Service Area Plans

Director's Office:

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

Services Delivered:

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

Director's Office Budget Overview

Administration Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	322,027	332,000	329,837	343,800	11,800	3.6
* Office	26,612	27,400	28,492	28,000	600	2.2
* External Services	9,160	9,200	6,325	107,000	97,800	1,063.0
* Equipment & Communications	2,000	2,000		2,000		
* Other Goods & Services	42,142	50,000	69,441	25,100	(24,900)	(49.8)
** Total	401,941	420,600	434,094	505,900	85,300	20.3
Net Surplus/Deficit	401,941	420,600	434,094	505,900	85,300	20.3

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as % of Total	69%	77%	80%	76%	68%
% of People Plan tasks completed (Multi-Year 2011-14 plan)	-	-	-	72%	100%

2013/14 Director’s Office Key Deliverables

Under the guidance and direction of the Director of Human Resources, a review of HR service delivery will be conducted to improve the quality and efficiency of delivering HR services and advice to HRM’s ten (10) Business Units. A key component of this transformation is the development and implementation of a Service Catalogue and Service Level Management process that will align with human resources best practices. The outcome of the review will support the Administrative Priorities of Organizational Capacity as well as Excellence in Service Delivery.

The Director of HR will also oversee Year Two activities of HR’s strategy document (The People Plan) in 2013/14. These initiatives directly support and are aligned with the Administrative Priority of Organizational Capacity.

Some vacancy savings will be realized for the 2013/14 year by not backfilling selected upcoming retirement vacancies. There will be other program reductions to achieve cost savings as well as a reduction in the Total Compensation consulting budget.

BU #	13/14 Deliverables	Strategic Alignment
HR 1.1	Begin the implementation of Year Two activities of the HRM People Plan: Exemplary people practices to support HRM with improving organizational capacity.	Organizational Capacity
HR 1.2	Conduct an HR Service Review to improve the quality and efficiency of delivering HR services and advice to HRM’s business units	Excellence in Service Delivery

Client Services:

Client Services provides expertise and consulting to Business Units to ensure efficient and consistent delivery of service and integration of human resource principles and practices in day-to-day operations, including: recruitment/selection/staffing, workforce planning, succession planning, career development and management, organizational design and realignment, general HR administration, employee relations, and performance management.

Services Delivered:

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

- Consulting expertise in the areas of organizational design and realignment, HR administration, employee relations, and performance management

Client Services Budget Overview

Client Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,316,430	1,348,400	1,203,712	1,433,100	84,700	6.3
* Office	9,658	9,700	11,178	9,700		
* External Services	78,200	78,200	128,587	78,200		
* Other Goods & Services	25,204	25,300	26,376	25,300		
* Interdepartmental			110			
** Total	1,429,492	1,461,600	1,369,963	1,546,300	84,700	5.8
Net Surplus/Deficit	1,429,492	1,461,600	1,369,963	1,546,300	84,700	5.8

Key Service Area Metrics	09/10	10/11	11/12	12/13*	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	-	90%	91%	90%	93%
Turnover rate	-	9.25%			
Turnover rate (permanent employees only)	-	4.78%			
# Jobs Filled	-	920	1072	1184	n/a
Internal Hire Rate	-	30%	49%	55%	n/a
External Hire Rate ¹	-	70%	51%	45%	n/a

* Data from April 1 – Dec 31, 2012

2013/14 Client Services Key Deliverables

Corporate Works/Workopolis is HRM's online Applicant Tracking System (ATS) that internal and external job seekers use to apply for positions and subsequently track those applications. On July 1, 2013, Corporate Works will no longer exist as Workopolis; the parent company has chosen to focus solely on the job applicant through their recruitment module and not on the corporate side of the business. The process for securing another service provider, is in progress through an RFP process in partnership with Information, Communication, & Technology (ICT) staff. A new software system will be operational for when Corporate Works becomes obsolete.

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

Workforce planning is still a key initiative for HRM in order to ensure there is organizational capacity to meet demands of the organization and, by extension, the citizens of HRM now and into the future. Further support, advice and tools for the business unit to continue to build their workforce plans will be provided..

Change will continue within HRM as the organization strives to achieve service excellence for citizens within a financially sustainable framework. Client Services staff will continue to support business units through change and transition which will contribute to HRM’s goal of a constructive, high performing workplace culture.

BU #	13/14 Deliverables	Strategic Alignment
HR 2.1	Support business units with the implementation of change and transition planning activities which have an employee impact.	Organizational Capacity
HR 2.2	Guide Business Units in the use of the workforce planning workbook and advise on how to action results.	Organizational Capacity
HR 2.3	Applicant Tracking system – new system/software in place by July 2013.	Organizational Capacity

Labour Relations:

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

Labour Relations also assures compliance support with collective agreement provisions and supports collaboration initiatives with union representatives in support of Service Excellence.

Services Delivered:

- Coordination of corporate Collective Bargaining initiatives
- Communication of various plans to different unions, work groups, etc.
- Grievance management
- Provision of advice & subject matter expertise regarding the daily administration of collective agreements
- Provision of training & development for managing employees within a unionized environment
- Coordination of bumping provisions in collective agreements

Labour Relations Budget Overview

Labour Relations Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	526,614	442,600	515,239	550,600	108,000	24.4
* Office	2,563	3,200	3,656	3,200		
* External Services	5,500					
* Other Goods & Services	21,670	26,800	22,566	26,800		
** Total	556,347	472,600	541,461	580,600	108,000	22.9
Net Surplus/Deficit	556,347	472,600	541,461	580,600	108,000	22.9

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	91%	95%	96%	94%	95%
Overtime (\$)	\$26,439	\$98	\$18,300	\$12,500	\$0
# Grievances	-	-	-	72	-

2013/14 Labour Relations Key Deliverables

Collective bargaining activities scheduled to begin in 2013/14 fiscal year include CUPE 108, CUPE 4814 (Crossing Guards) and reopener negotiations with the Halifax Regional Police Association (HRPA) and the International Association of Fire Fighters (IAFF). Bargaining will also commence in 2014 with NSUPE 13 whose collective agreement expires in the same year.

Labour Relations training has been developed and will be rolled out to HRM leaders who are managing in a unionized environment. The training will focus on progressive discipline, grievance handling, duty to accommodate, attendance support, and collective agreement administration. Collective Bargaining training started in 12/13 and will continue into 13/14 with management bargaining teams.

Support and advice will continue to be provided to Business Unit managers regarding employee attendance at work, culpable absenteeism, duty to accommodate as well as addressing barriers to timely return to work within collective agreements.

BU #	13/14 Deliverables	Strategic Alignment
HR 3.1	Lead collective bargaining activities scheduled for 2013/14.	Organizational Capacity
HR 3.2	Complete development and implementation of a Duty to Accommodate business practice and procedures.	Organizational Capacity
HR 3.3	Continue to develop and deliver labour relations training for HRM leaders working in a unionized environment.	Organizational Capacity

Organizational Development, Health, and Safety:

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

Services Delivered:

- Prevention and resolution of workplace conflicts
- Dispute Resolution Services including expertise in mediation, facilitated discussions, workplace assessments and other types of conflict resolution tools as well as training resources and coaching.
- Provision of a Corporate Diversity Strategy and coordination of corporate diversity initiatives
- Facilitation of employment equity strategy and program development
- Leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion well as the Employee and Family Assistance Program (EFAP)
- Corporate learning and development program and expertise in adult learning to support continuous learning and service excellence
- Leadership development coaching and support
- Provision of organizational development services including needs assessments, customized training, workforce analytics, program and policy development and coaching
- Leadership and expertise to support a "SAFETY First" workplace culture

Organizational Development, Health, and Safety Budget Overview

Organizational Development & Health Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,321,571	1,445,500	1,331,610	1,383,600	(61,900)	(4.3)
* Office	10,575	10,600	7,686	10,600		
* External Services	163,300	163,400	250,132	245,100	81,700	50.0
* Supplies	7,000	7,000	6,186		(7,000)	(100.0)
* Building Costs			198			
* Other Goods & Services	316,670	316,700	221,561	306,900	(9,800)	(3.1)
** Total	1,819,116	1,943,200	1,817,374	1,946,200	3,000	0.2
Net Surplus/Deficit	1,819,116	1,943,200	1,817,374	1,946,200	3,000	0.2

WCB Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	67,679	79,000	79,486	81,600	2,600	3.3
* Office			164			
* Other Goods & Services	45,270	15,300	14,405	15,300		
** Total	112,949	94,300	94,055	96,900	2,600	2.8
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue			(342)			
** Total			(342)			
Net Surplus/Deficit	112,949	94,300	93,713	96,900	2,600	2.8

Corporate Safety Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	286,700	249,000	164,113	341,200	92,200	37.0
* Supplies		2,000	159	1,500	(500)	(25.0)
* Equipment & Communications		1,000		1,000		
* Vehicle Expense			1,250			
* Other Goods & Services	28,500	10,000	24,218	10,000		
** Total	315,200	262,000	189,740	353,700	91,700	35.0
Net Surplus/Deficit	315,200	262,000	189,740	353,700	91,700	35.0

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	69%	68%	75%	71%	75%

2013/14 Organizational Development, Health, and Safety Key Deliverables

Organizational Development, Health & Safety (ODHS) ODHS initiatives and deliverables in 13/14 are aligned with all five priority areas in the HRM People Plan including the following: Employee Learning and Development, Leadership Development, Diversity & Inclusion, Conflict Resolution as well as employee Health and Safety.

BU #	13/14 Deliverables	Strategic Alignment
HR 4.1	Develop and implement a leadership corporate orientation program and toolkit for leaders.	Organizational Capacity
HR 4.2	Develop and circulate a diversity survey to assess not only the level of diversity in the workplace, but also to determine what initiatives are required to promote a culture of inclusion.	Organizational Capacity
HR 4.3	Review and update corporate diversity strategy/plan in partnership with business units as required to meet business needs.	Organizational Capacity
HR 4.4	Develop and deliver mandatory ethics training for employees, inclusive of	Organizational

	accountability.	Capacity
HR 4.5	Update and distribute changes to the Workplace Rights Policies (anti-harassment and anti-bullying).	Organizational Capacity
HR 4.6	Development of online learning programs and resources	Organizational Capacity
HR 4.7	Develop and implement safety education training for supervisors, managers, and leaders.	Organizational Capacity
HR 4.8	Expand wellness and healthy workplace initiatives to ensure alignment with workplace trends regarding illness and injury.	Organizational Capacity
HR 4.9	Implementation of Return-To-Work (RTW) and Duty-To-Accommodate (DTA) processes for all Business Units.	Organizational Capacity
HR 4.10	Develop effective Health Promotion website on the <i>Inside HRM</i> platform.	Organizational Capacity

Total Compensation:

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

Services Delivered:

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

Total Compensation Budget Overview

Total Compensation Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	686,398	716,000	708,589	681,400	(34,600)	(4.8)
* Office	5,770	5,800	3,660	5,800		
* External Services	50,000	40,000	7,273	20,000	(20,000)	(50.0)
* Other Goods & Services	39,757	40,300	48,236	63,200	22,900	56.8
* Interdepartmental			165			
** Total	781,925	802,100	767,924	770,400	(31,700)	(4.0)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(70,038)	(80,000)		
** Total	(80,000)	(80,000)	(70,038)	(80,000)		
Net Surplus/Deficit	701,925	722,100	697,886	690,400	(31,700)	(4.4)

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	89%	90%	92%	91%	87%
PRL* Processing Time	3 weeks	2 weeks	2 weeks	2 weeks	2 weeks
Customer Service Request Processing Times	2 days	2 days	2 days	2 days	2 days
Non Union Salary Bands relative to Compensation Philosophy	100%	100%	100%	100%	100%
Retirement Rate	123	154	136	143	-

* Pre-Retirement Leave

2013/14 Total Compensation Key Deliverables

For 2013/14, Total Compensation will be focussing on the fiscal sustainability of the Total Compensation programs at HRM and leveraging enhancements in the quality and availability of data on our workforce. The Total Compensation team will also be working with all areas of Human Resources to structure fiscally sustainable programs that will continue to attract and retain talent.

BU #	13/14 Deliverables	Strategic Alignment
HR 5.1	Continue work on developing progressive employment and compensation policies, programs, and practices that are fiscally sustainable	Organizational Capacity
HR 5.2	Provision of subject matter expertise and technical support for collective bargaining	Organizational Capacity
HR 5.3	Conduct a service review with respect to the administration of employee benefit programs	Organizational Capacity

HR Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A205 Administration	401,941	420,600	434,094	505,900	85,300	20.3
A210 Org.Develop.& Health	1,819,116	1,943,200	1,817,374	1,946,200	3,000	0.2
A220 Client Services	1,429,492	1,461,600	1,369,963	1,546,300	84,700	5.8
A221 WCB	112,949	94,300	93,713	96,900	2,600	2.8
A230 Total Compensation	701,925	722,100	697,886	690,400	(31,700)	(4.4)
A240 Labour Relations	556,347	472,600	541,461	580,600	108,000	22.9
F182 Corporate Safety	315,200	262,000	189,740	353,700	91,700	35.0
** Total	5,336,970	5,376,400	5,144,232	5,720,000	343,600	6.4

Summary of Gross Expenditures

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A205 Administration	401,941	420,600	434,094	505,900	85,300	20.3
A210 Org.Develop.& Health	1,819,116	1,943,200	1,817,374	1,946,200	3,000	0.2
A220 Client Services	1,429,492	1,461,600	1,369,963	1,546,300	84,700	5.8
A221 WCB	112,949	94,300	94,055	96,900	2,600	2.8
A230 Total Compensation	781,925	802,100	767,924	770,400	(31,700)	(4.0)
A240 Labour Relations	556,347	472,600	541,461	580,600	108,000	22.9
F182 Corporate Safety	315,200	262,000	189,740	353,700	91,700	35.0
** Total	5,416,970	5,456,400	5,214,612	5,800,000	343,600	6.3

Summary of Gross Revenue

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A221 WCB			(342)			
A230 Total Compensation	(80,000)	(80,000)	(70,038)	(80,000)		
** Total	(80,000)	(80,000)	(70,380)	(80,000)		

HR Summary Detail						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	3,813,145	3,986,600	3,720,290	4,174,000	187,400	4.7
6002 Salaries - Overtime	9,067	9,000	18,342	9,000		
6005 PDP Increases			(98,178)			
6054 Vacation payout			2,947			
6099 Other Allowances			3,162			
6100 Benefits - Salaries	628,898	669,900	618,696	708,400	38,500	5.7
6110 Vacancy Management		(128,000)		(151,500)	(23,500)	18.4
6152 Retirement Incentives	21,584	24,000	22,269	26,500	2,500	10.4
6154 Workers' Compensation	54,725	51,000	46,964	48,900	(2,100)	(4.1)
6199 Comp & Ben InterDept			(1,905)			
* Compensation and Benefits	4,527,419	4,612,500	4,332,586	4,815,300	202,800	4.4
6201 Telephone	28,668	29,300	23,374	27,400	(1,900)	(6.5)
6202 Courier/Postage	2,880	3,000	3,685	2,900	(100)	(3.3)
6203 Office Furn/Equip	4,860	4,900	7,469	10,500	5,600	114.3
6204 Computer S/W & Lic	500	500	323	500		
6205 Printing & Reproduction			1,839			
6207 Office Supplies	18,270	19,000	17,017	16,000	(3,000)	(15.8)
6299 Other Office Expenses			1,131			
* Office	55,178	56,700	54,836	57,300	600	1.1
6301 Professional Fees	157,700	152,200	157,716	164,200	12,000	7.9
6303 Consulting Fees	54,560	44,600	7,273	24,600	(20,000)	(44.8)
6399 Contract Services	93,900	94,000	227,329	261,500	167,500	178.2
* External Services	306,160	290,800	392,317	450,300	159,500	54.8
6401 Uniforms & Clothing		2,000		1,500	(500)	(25.0)
6402 Med & First Aid Supp	7,000	7,000	6,186		(7,000)	(100.0)
6406 Bridge Tolls			159			
* Supplies	7,000	9,000	6,345	1,500	(7,500)	(83.3)
6699 Other Building Cost			198			
* Building Costs			198			
6701 Equipment Purchase		1,000		1,000		
6705 Equip - R&M	2,000	2,000		2,000		
* Equipment & Communications	2,000	3,000		3,000		
6899 Other Vehicle Expense			1,250			
* Vehicle Expense			1,250			
6901 Membership Dues	21,544	25,100	34,032	30,000	4,900	19.5
6902 Conferences and Workshops			12,567			
6903 Travel - Local	18,995	19,200	29,538	19,200		
6904 Travel - Out of Town	2,000	3,000	15,793	3,000		
6905 Training & Education	44,210	50,800	26,227	50,100	(700)	(1.4)
6908 Medical Examinations			1,635			
6913 Awards			(989)			
6914 Recruiting			20,419			
6917 Books and Periodicals	8,401	9,500	6,310	9,000	(500)	(5.3)
6918 Meals	3,728	3,700	339	3,200	(500)	(13.5)
6919 Special Projects	64,349	72,600	66,889	67,600	(5,000)	(6.9)
6928 Committee Expenses	9,825	9,800	5,335		(9,800)	(100.0)
6937 Corporate Training	255,000	255,000	174,164	255,000		
6938 Rewarding Excellence	10,191	10,700	381	10,500	(200)	(1.9)
6999 Other Goods and Services	80,970	25,000	34,162	25,000		
* Other Goods & Services	519,213	484,400	426,803	472,600	(11,800)	(2.4)
7007 ItnTrsf Paper Recyc			276			
* Interdepartmental			276			
** Total	5,416,970	5,456,400	5,214,612	5,800,000	343,600	6.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
5508 Recov External Parti			(342)			
5521 CUPE Administration Fee	(80,000)	(80,000)	(70,038)	(80,000)		
* Other Revenue	(80,000)	(80,000)	(70,380)	(80,000)		
** Total	(80,000)	(80,000)	(70,380)	(80,000)		
Net Surplus/Deficit	5,336,970	5,376,400	5,144,232	5,720,000	343,600	6.4



Halifax Regional Police

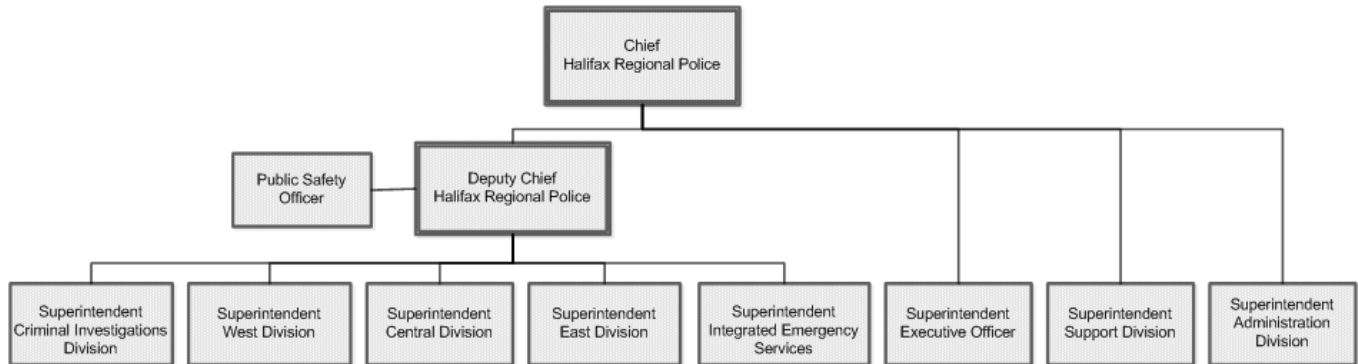
2013/14 Budget and Business Plan

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

Halifax Regional Police Overview

The Halifax Regional Police (HRP) is responsible for providing policing services in the core urban areas of Halifax Regional Municipality.

Halifax Regional Police Org Chart



Funded Full Time Equivalent (FTEs)

Halifax Regional Police Services	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	702 FTEs 522 Officers 180 Civilians	-7.0 -9 +2	695 FTEs 513 182

Halifax Regional Police Operating Budget Overview

Police Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	69,294,600	71,150,900	70,491,590	74,624,800	3,473,900	4.9
* Office	843,600	778,600	703,091	782,600	4,000	0.5
* External Services	2,341,700	2,336,200	2,169,259	2,525,700	189,500	8.1
* Supplies	492,400	477,400	391,738	536,700	59,300	12.4
* Materials			7,508			
* Building Costs	113,400	96,400	84,526	72,500	(23,900)	(24.8)
* Equipment & Communications	1,415,600	1,363,000	1,160,041	1,646,800	283,800	20.8
* Vehicle Expense	112,100	91,000	4,571	11,000	(80,000)	(87.9)
* Other Goods & Services	1,225,000	1,212,600	1,184,668	1,301,200	88,600	7.3
* Interdepartmental	1,873,100		(32,401)	(3,800)	(3,800)	
* Other Fiscal	428,300	(274,700)	1,107,051	(24,700)	250,000	(91.0)
** Total	78,139,800	77,231,400	77,271,642	81,472,800	4,241,400	5.5
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(14,400)	(14,400)	(14,537)		14,400	(100.0)
* Fee Revenues	(508,900)	(566,000)	(688,559)	(666,000)	(100,000)	17.7
* Other Revenue	(5,729,200)	(6,737,300)	(7,837,070)	(6,922,800)	(185,500)	2.8
** Total	(6,252,500)	(7,317,700)	(8,540,167)	(7,588,800)	(271,100)	3.7
Net Surplus/Deficit	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	5.7

Halifax Regional Police Budget Overview

Police Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Chief's Office Summary of Expense & Revenue Types	4,731,400	4,402,200	4,392,536	4,615,000	212,800	4.8
Operational Support Summary of Expense & Revenue Types	17,020,300	14,798,300	13,741,269	15,294,300	496,000	3.4
Operations Division Summary of Expense & Revenue Types	50,135,600	50,713,200	50,597,669	53,974,700	3,261,500	6.4
	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	14.6

Halifax Regional Police Key Metrics

Key Metrics and Drivers	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total Gross Expenditures	86.98	88.05	87.17	91.51	91.64
Expenditures per Dwelling (186,447 dwellings)	\$392.85	\$397.48	\$418.39	\$416.81	\$434.55

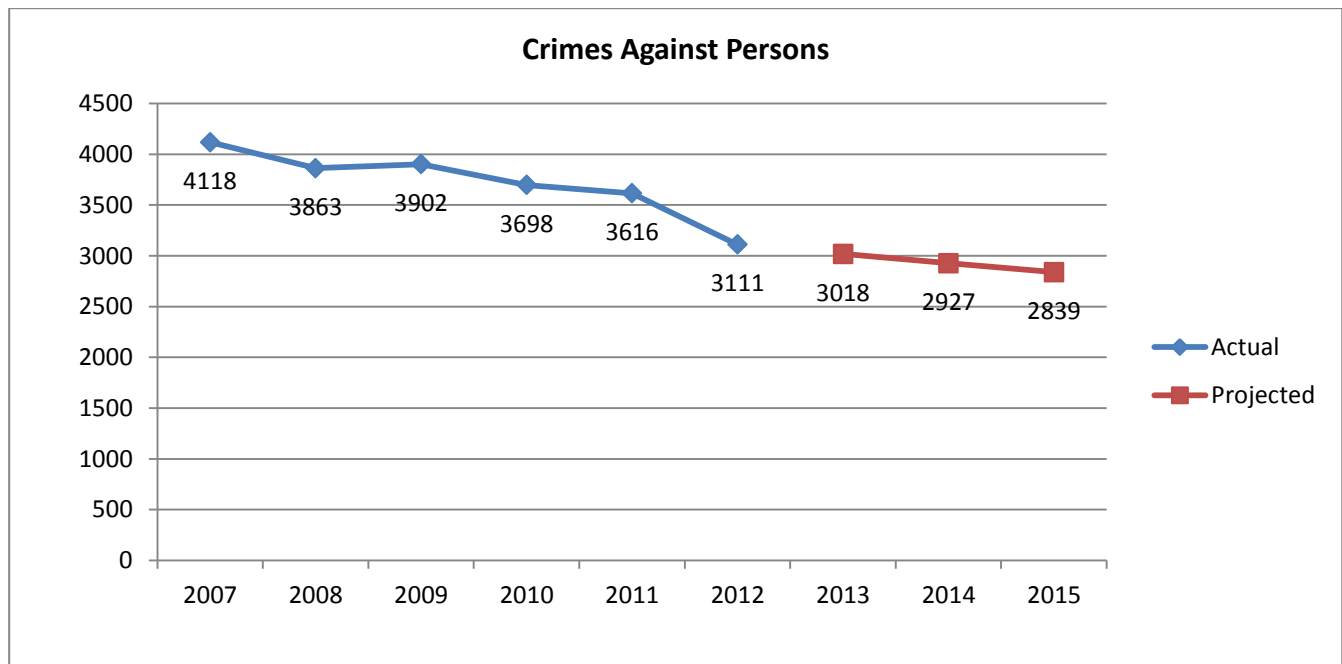
Halifax Regional Police Strategic Initiatives for 2013/14

The following strategic initiatives will guide the direction of Halifax Regional Police in the 2013/14 timeframe:

- Strategic Plan:** HRP is undertaking a strategic planning initiative that will align with HRM's three year operational budget plan and 10 year capital plan.
- Public Safety:** Continues to be a key strategic focus for HRP moving through the 2013/14 timeframe. HRP will work to support the update on the Mayor's Roundtable on Violence and prepare a report card on progress. We will continue to work with and educate our stakeholders in the community to address public safety issues and reinforce the important role they play in public safety within our communities. A strong commitment from our community partners is necessary to achieve public safety, especially in times of fiscal restraint and competing priorities. Only a strong partnership of all engaged stakeholders will result in the win-win of a safe community for all to work and live.
- Crime Reduction Strategies:** Continue to leverage the HRP/RCMP joint crime reduction strategy model (Comstat) in each of the three operational divisions to target offenders, highlight "hotspots" for crime and deploy resources through directed patrol to increase police visibility, reduce crime and the fear of crime, and increase public safety.

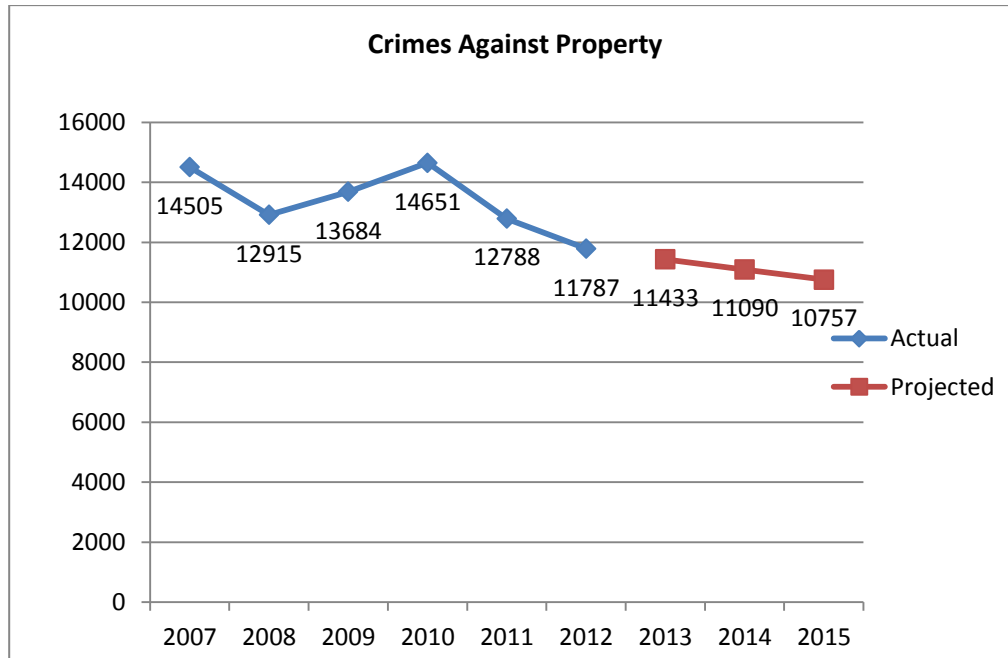
- **Leveraging Information technology:** We will continue to move forward with significant IT initiatives to maximize the efficiency and effectiveness of present systems. The initiatives will include continued ongoing upgrades to the computer aided dispatch and records management systems, data storage/disclosure solutions, communications intercept and crime analysis tools. HRP added a full-time crime analyst to staff in 2012 with another slated to be added in April 2013. This will increase the ability to leverage analytical data in our crime reduction strategies. HRP will continue to improve upon a crime mapping system that was launched in February 2013 that uploads crime data on specific types of crime and is accessible to the general public through the police website. We are implementing on-line criminal records checks and a process to improve our on-line reporting.
- **Contract Negotiations:** HRP will be engaging in a reopener of the HRP collective agreement in the spring of 2013.
- **Financial Management:** Police will continue our work in the area of fiscal management, court and overtime management, sick/attendance management, cost reduction opportunities and the continued move towards the use of line item budgeting.

Five-year crime trend – Crimes against Persons – HRM



The above chart shows the trending in crimes against persons from 2007-2012. HRP is projecting a 3% reduction in crimes against persons in each year over the next three years.

Five-year crime trend – Crimes against Property – HRM



The above chart shows the trending in crimes against property from 2007-2012. HRP is projecting a 3% reduction in crimes against property in each year over the next three years.

Calls for Service

- HRM police responded to a total of 172,651 dispatched calls for service in 2012, with HRP accounting for 120,448 calls and the RCMP totalling 52,203.
- HRP had an average response time of 5.00 minutes to priority 1 calls for service with the RCMP's average being 11.68 minutes, making the overall average 8.34 minutes in HRM.
- Integrated Emergency Services (IES), which is managed by Halifax Regional Police, answered 126,505 Emergency 911 calls and 247,277 non-emergency calls in 2012 for an average of 347 emergency calls and 677 non-emergency calls per day in HRM

Crime Reduction (HRM is a single Census Metropolitan Area, CMA, for crime reporting purposes)

- For year end 2012 crimes against persons were reduced by 14% (3616 to 3111)
- Crimes against property were reduced by 8% (12,788 to 11,787)
- Break and enters were reduced by 20% (1912 to 1528)
- Year-end Total Crime was reduced by 9% (25,642 to 23262)
- Drugs charges decreased by 4% (1386 to 1333) in 2012
- The total street value of all drugs seized by the integrated drug unit in 2012 was \$1,935,197.20 an increase of over \$600,000 from 2011.
- Comstat, an intelligence-led crime reporting and tracking tool, was expanded to all three HRP divisions in 2012 allowing officers to track crime trends, identify hot spots and repeat offenders. This information

assists HRP divisional commanders in the deployment of front-line policing resources where most needed to fight emerging crime trends.

- Crime mapping was launched in 2012 giving citizens in HRM a snapshot of specific crime data in their neighborhoods. Further technical enhancements and initiatives will provide even more data to citizen in 2013.
- HRP added one full-time crime analyst in 2012 to support crime reduction initiatives and will hire an additional analyst in 2013 to support Comstat at the divisional level.

Public Safety

- To date, 87% of the recommendations of the Response to the Mayor's Roundtable have been significantly acted upon or completed. Thirteen recommendations were one-time actions and have been implemented, 43 involve ongoing or evolving commitments, and 7 are tasks presently in progress and one remains subject to direction from the Supreme Court of Canada.
- In December 2012 Council identified Public Safety as a continued strategic priority area and on March 5th, 2013 initiated a review of the original Task Force on Violence and Public Safety Report. This review will evaluate public safety progress to date and provide a current state assessment on violence in the municipality.
- HRM's Interim Public Safety Officer will be assisting with the review anticipated to be completed by early June. It is expected that priorities and initiatives of the Public Safety Office will adapt during the upcoming year in response to the review.
- The Public Safety Office will continue to promote the Cure Violence project for HRM. This innovative violence interruption program (formally known as Ceasefire Chicago) employs an interdisciplinary, public health approach to violence prevention. A proposal for federal funding for a pilot in HRM has been submitted.
- In 2012 there were 6,435 visits to the HRM Public safety webpages and 16,154 views of the HRM Public Safety blogs.

Significant achievements attributed to the work of the HRM Public Safety Office over the past year include:

- Introduction of a Crime Free Multi-Housing (CFMH) Program - the CFMH program is designed to help apartment owners, residents and police work collaboratively to keep illegal and nuisance activity off rental properties. The program is the first of its kind in Nova Scotia and is a joint initiative of Halifax District RCMP, Halifax Regional Police and the Atlantic Coordinating Committee on Crime Prevention and Community Safety.
- Introduction of HRM Crime Mapping - an interactive online website that provides citizens with contextual and timely information about crime in HRM. The site is updated daily with visual plotting on a map of HRM of five crime types: robberies, assaults, break and enters, thefts of vehicles and thefts from vehicles.
- Uniacke Drug Market Intervention Project - this is a pilot project partnership between Halifax Regional Police and many community partners designed to give street level drug dealers a chance to turn their lives around by entering life/job skills training instead of facing criminal charges. Four men are currently participating.

In 2013, the Public Safety Office will focus on:

- An education campaign addressing downtown bar-related violence is also anticipated for the upcoming year. Such an effort will compliment ongoing downtown violence policing initiatives

- The Public Safety Office will coordinate a prescription drug drop-off event for HRM this year. Such a program will not only assist police in preventing criminal drug transactions, but will aid in ensuring unused and expired medications are not available for abuse by youth and are not inappropriately disposed of into the environment.
- The Public Safety Office will be assisting with the review requested by the Mayor and Council on the status of the recommendations made in the Mayor’s Roundtable on Violence Report. The Public Safety Officer will ensure researchers are provided with a review of office activities and accomplishments since inception, as well as access to current relevant data

Summary of 2013/14 Halifax Regional Police Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
Budget Efficiencies			
1. LT Fleet Rentals – Over the past two years, existing fleet has become diversified, thus eliminating the need for rental vehicles.	\$ 75,300		
2. Rationalization of senior management.	\$ 142,500	\$294,000	
3. Rationalization of civilian support.	\$ 226,100		
4. Conversion of sworn positions to civilian.	\$ 119,000	\$163,900	\$212,500
Total	\$562,900	\$457,900	\$212,500
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
Service Enhancements			
1. Funding for rising costs of Police specialized IT requirements (software licenses, maintenance programs, warranty, upgrades, etc.)	\$10,700	\$11,800	\$13,000
2. Increase specialized and serious investigations (wire taps, witness protection, source program, etc.)	\$505,000	\$505,200	\$505,500
3. Specialized Equipment for specialized teams including Emergency Response Team (ERT), Public Safety Unit (PSU), etc. These teams are used to respond to very specific and serious situations, requiring specialized equipment and controls.	\$57,000	\$12,000	\$12,000
4. Overtime/Court Time – Historically underfunded. Annual increase required for overtime and court time at the same rate as is determined for regular salaries.	\$254,400	\$149,300	\$155,300
Total	\$827,100	\$678,300	\$685,800

2013/14 Halifax Regional Police Service Area Plans

Chief's Office: HRP; Chief Jean-Michel Blais

The Halifax Regional Police (HRP) is responsible for delivering an effective and efficient police service that provides safety, peace and order in our communities to ensure that the citizens and visitors to our community feel safe.

Services Delivered:

- Financial Stewardship - *The Chief's Office is responsible for ensuring the efficient and effective use of police resources to achieve the goals and objectives of HRP.*
- Strategic Plan - *The Chief, being new to his position in HRP, has begun the process of developing a strategic plan to guide the future direction of the organization looking at capital and operational issues.*
- Executive Office – *Manages the creation and maintenance of audit and policy, lost/found property services, booking and professional standards.*
- Public Relations Unit - *Creates and implements communication plans and strategies for both internal and external audiences.*

Chief's Office Budget Overview

Chief's Office Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,564,000	2,578,800	2,515,346	2,449,500	(129,300)	(5.0)
* Office	191,000	173,700	136,143	173,300	(400)	(0.2)
* External Services	1,541,300	1,536,200	1,401,798	1,644,300	108,100	7.0
* Supplies	254,100	245,100	202,899	247,100	2,000	0.8
* Materials			7,335			
* Building Costs	61,000	56,000	67,324	47,400	(8,600)	(15.4)
* Equipment & Communications	35,800	17,500	16,156	13,500	(4,000)	(22.9)
* Vehicle Expense	600					
* Other Goods & Services	61,300	90,200	115,916	81,200	(9,000)	(10.0)
* Interdepartmental			12,933			
* Other Fiscal	80,500	(169,500)	38,166	80,500	250,000	(147.5)
** Total	4,789,600	4,528,000	4,514,015	4,736,800	208,800	4.6
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue	(58,200)	(125,800)	(121,478)	(121,800)	4,000	(3.2)
** Total	(58,200)	(125,800)	(121,478)	(121,800)	4,000	(3.2)
Net Surplus/Deficit	4,731,400	4,402,200	4,392,536	4,615,000	212,800	4.8

Key Chief's Office Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Target
Crime Severity Index *	96.82	87.4	TBA	
Solvency rate	29%	35%	35%	36%
Citizens Survey Results	86%	83%	83%	85%

*<http://www.statcan.gc.ca/pub/85-002-x/2012001/article/11692/tbl/csivalue-igcvaleurs-2011-eng.htm>

The Crime Severity Index is calculated using Incident-based Uniform Crime Reporting Survey (UCR2) data and includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index enables citizens to track changes in the severity of police-reported crime from year to year. It does so by taking into account not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes by assigning a weight to crime types. Further information on the CSI can be found at the link above.

2013/14 Chief's Office Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
HRP 1.1	Strike a committee to develop a strategic plan that will address service delivery, succession management, organizational structure and change as well as capital projects	Organizational Capacity
HRP 1.2	Create financial efficiencies to provide the most efficient and effective use of budget resources	Financial Stewardship
HRP 1.3	Accountability through professional standards	Excellence in Service Delivery
HRP 1.4	Create a business coordinator and policy position within the organization to ensure we are meeting set goals and objectives	Organizational Capacity
HRP 1.5	Provide leadership and coordination to corporate strategic alignment in public safety by convening meetings, reviewing and tracking progress and planning for the next business cycle	Excellence in Service Delivery
HRP 1.6	Review and report on the Public Safety Plan – Report card on the Mayor's Roundtable on Violence	Healthy Communities

HRP Operations:

HRP Operations is primarily responsible for delivering the front-line emergency response and follow-up service to citizens of HRM. Operations is comprised of Patrol, Criminal Investigations and the Public Safety Office

Services Delivered:

- Criminal Investigation Division (CID 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, Major Crime, Financial Crime, Vice, HRP Forensic Identification, Drugs, Cold Case, Sexual Assault, High Risk Offender Enforcement, Computer Forensics and Internet Child Exploitation.*

- Patrol (Central, East and West) - Provides 24/7 uniformed patrol and response by HRP to emergency and non-emergency calls. Also includes the Quick Response Unit and the integrated K-9 Unit (Police Service Dog).
- Public Safety Office - This service is comprised of a Public Safety Officer; Community Relations/Crime Prevention office (including School Officers, Volunteer Services and Victim Services); Traffic Section; Mobile Mental Health Team; Community Response Team and City Watch.

HRP Operations Budget Overview

Operational Division Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	52,989,900	54,531,500	54,091,875	57,623,500	3,092,000	5.7
* Office	389,000	377,400	381,043	370,800	(6,600)	(1.7)
* External Services	393,200	438,700	328,981	481,500	42,800	9.8
* Supplies	193,100	187,100	159,546	216,500	29,400	15.7
* Building Costs	40,000	28,000	14,033	19,500	(8,500)	(30.4)
* Equipment & Communications	153,900	88,700	148,130	432,000	343,300	387.0
* Vehicle Expense	111,500	91,000	3,420	11,000	(80,000)	(87.9)
* Other Goods & Services	706,800	721,100	721,590	833,800	112,700	15.6
* Interdepartmental	(155,200)		4,537	(500)	(500)	
* Other Fiscal	347,800	(105,200)	655,200	(105,200)		
** Total	55,170,000	56,358,300	56,508,355	59,882,900	3,524,600	6.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues			20			
* Other Revenue	(5,034,400)	(5,645,100)	(5,910,706)	(5,908,200)	(263,100)	4.7
** Total	(5,034,400)	(5,645,100)	(5,910,686)	(5,908,200)	(263,100)	4.7
Net Surplus/Deficit	50,135,600	50,713,200	50,597,669	53,974,700	3,261,500	6.4

Key Operations Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Target
Crime severity index*	96.82	87.4	TBA	
Overall crime reduction/property			8%	3%
Increase solvency rate	29%	35%	35%	36%

2013/14 HRP Operations Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
HRP 2.1	Continue with our crime reduction strategy with a goal of 3% reduction in both crimes against property and crimes against persons in 2013,	Healthy Communities
HRP 2.2	Continue to target violent crime and property crime using Comstat and intelligence led policing	Healthy Communities
HRP 2.3	Increase the availability of crime data to citizens of HRM using crime mapping system and other initiatives	Communication
HRP 2.4	Revisit our Community Response Model of Policing to update it to a crime	Healthy Communities

	reduction strategy that can be communicated to all staff.	
HRP 2.5	Focus on traffic safety including speeding and crosswalk safety	Healthy Communities
HRP 2.6	Continue to enhance our technical crime solving capabilities	Excellence in Service Delivery
HRP 2.7	Develop an education campaign relating to downtown violence	Communication
HRP 2.8	Coordinate a prescription drug drop off event	Healthy Communities
HRP 2.9	Continue to address the recommendations in the Mayor's Roundtable report and any further recommendations resulting from the upcoming review.	Healthy Communities

HRP Operational Support:

HRP Operational Support is primarily responsible for providing the Administrative services to support the front-line and emergency operation described above

Services Delivered:

- Administration - Provides financial, human resources, fleet, employee family assistance, accident reporting services, summary offence ticket processing
- Support Division - Provides support services relative to training, records, court files, booking and the school crossing guard program.
- Integrated Emergency Services - Provides 911 emergency call-taking for all calls within HRM, non-emergency call taking for Halifax Regional Police and Halifax Regional Fire and Emergency and dispatch services for HRP, HRFE and RCMP Halifax District.

HRP Operational Support Budget Overview

Operations Support Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	13,740,700	14,040,600	13,884,369	14,551,800	511,200	3.6
* Office	263,600	227,500	185,905	238,500	11,000	4.8
* External Services	407,200	361,300	438,480	399,900	38,600	10.7
* Supplies	45,200	45,200	29,293	73,100	27,900	61.7
* Materials			173			
* Building Costs	12,400	12,400	3,169	5,600	(6,800)	(54.8)
* Equipment & Communications	1,225,900	1,256,800	995,755	1,201,300	(55,500)	(4.4)
* Vehicle Expense			1,151			
* Other Goods & Services	456,900	401,300	347,162	386,200	(15,100)	(3.8)
* Interdepartmental	2,028,300		(49,871)	(3,300)	(3,300)	
* Other Fiscal			413,685			
** Total	18,180,200	16,345,100	16,249,272	16,853,100	508,000	3.1
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(14,400)	(14,400)	(14,537)		14,400	(100.0)
* Fee Revenues	(508,900)	(566,000)	(688,579)	(666,000)	(100,000)	17.7
* Other Revenue	(636,600)	(966,400)	(1,804,886)	(892,800)	73,600	(7.6)
** Total	(1,159,900)	(1,546,800)	(2,508,003)	(1,558,800)	(12,000)	0.8
Net Surplus/Deficit	17,020,300	14,798,300	13,741,269	15,294,300	496,000	3.4

Key Operational Support Metrics	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Target
Reduce overtime costs				2%
Numbers of training hours	41,467	25,262	30,225	30,000
Number of courses offered on-line using the portal	N/A	N/A	N/A	10% of total

2013/14 HRP Operational Support Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
HRP 3.1	Negotiate the re-opener in the HRP collective agreement.	Organizational Capacity
HRP 3.2	Continue to put financial monitoring practices in place to reduce court and overtime costs, manage attendance and increase the accuracy of the line item budget	Financial Stewardship
HRP 3.3	Continue to expand the Portal capacity which will allow for blended training opportunities, on-line training opportunities and will dissemination and tracking of mandatory DOJ training. .	Organizational Capacity
HRP 3.4	Implement effective part time schedule in IES to reduce overtime costs and develop staff for full-time positions	Financial Stewardship
HRP 3.5	Develop a performance management system to identify employee performance issues in the early stages and provide development goals and opportunities for the future.	Organizational Capacity
HRP 3.6	Investigate a pilot project targeting police witness management which will reduce court call-outs which in turn will reduce overtime costs while increasing police presence on the front-line.	Financial Stewardship

Police Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P110 Professional Stds	130,000	241,400	256,225	294,800	53,400	22.1
P125 Audit & Planning	625,100	471,600	396,762	304,900	(166,700)	(35.3)
P130 Facilities & Prop.	80,600	80,600	139,479	80,600		
P255 Exhibits & Property	376,400	366,100	417,970	417,000	50,900	13.9
P270 Commissionaires	1,238,900	1,010,100	1,053,740	1,117,200	107,100	10.6
P310 R.A.P.I.D.	31,600	22,500	7,450	12,000	(10,500)	(46.7)
P311 Projects Unit	416,600	437,300	479,240	521,300	84,000	19.2
*** Executive Office	2,899,200	2,629,600	2,750,866	2,747,800	118,200	4.5
P105 Chief's Office	1,024,900	1,073,000	1,139,013	1,351,700	278,700	26.0
P120 Public Affairs	420,000	438,200	411,958	458,200	20,000	4.6
P135 Board Of Police Comm	7,000	37,000	38,944		(37,000)	(100.0)
S110 LKD General Manager	141,100	142,100	754		(142,100)	(100.0)
S120 Comm. Proj. Admin.	239,200	82,300	51,001	57,300	(25,000)	(30.4)
*** Chief's Division	1,832,200	1,772,600	1,641,671	1,867,200	94,600	5.3
**** Chief's Office	4,731,400	4,402,200	4,392,536	4,615,000	212,800	4.8
P115 Legal	176,400	176,400	80,948	176,400		
P205 Superintendent's Off	201,400	298,900	460,631	401,200	102,300	34.2
P208 Back Check	254,400	(114,800)	(107,417)	(105,700)	9,100	(7.9)
*** Deputy Operational Support	632,200	360,500	434,163	471,900	111,400	30.9
P225 Training	1,004,100	946,200	871,961	1,047,800	101,600	10.7
P235 Extra Duty	39,400	(11,900)	(71,407)	(62,900)	(51,000)	428.6
P245 Court Officers	1,156,500	1,097,600	1,469,372	1,399,600	302,000	27.5
P265 Records	402,000	264,300	42,657	150,000	(114,300)	(43.2)
P370 Booking	523,500	696,700	610,961	727,900	31,200	4.5
P440 ERT	25,700	28,200	32,905	58,900	30,700	108.9
P460 Sch. Crossing Guard	1,679,100	1,712,500	1,525,965	1,608,900	(103,600)	(6.0)
P505 Police Science Train			2			
*** Support Division	4,830,300	4,733,600	4,482,416	4,930,200	196,600	4.2
P210 EAP	117,800	121,800	76,129	141,200	19,400	15.9
P220 Human Resources	469,800	453,200	554,283	367,800	(85,400)	(18.8)
P230 Finance	512,300	618,300	502,973	537,200	(81,100)	(13.1)
P240 SOTS	512,200	383,900	344,311	540,700	156,800	40.8
P250 Fleet Maintenance	1,813,800	80,000	49,170	80,000		
*** Administration	3,425,900	1,657,200	1,526,867	1,666,900	9,700	0.6
A450 Integrated Emerg Srv	6,831,500	7,002,400	6,348,269	7,180,800	178,400	2.5
A452 Eric Spicer-Operatio	193,400	10,200	1,556	10,200		
** Emergency 911 Communications	7,024,900	7,012,600	6,349,825	7,191,000	178,400	2.5
N711 Dispatch Centre	77,800	42,000	39,089	42,000		
* Dispatch	77,800	42,000	39,089	42,000		
N721 HRP	413,000	292,300	293,101	302,300	10,000	3.4
* Police	413,000	292,300	293,101	302,300	10,000	3.4
N731 Core Fire & EMO	157,600	53,000	51,380	53,000		
N732 Rural Fire	458,600	647,100	564,429	637,000	(10,100)	(1.6)
* Fire	616,200	700,100	615,809	690,000	(10,100)	(1.4)
** Integrated Dispatch Communic	1,107,000	1,034,400	947,999	1,034,300	(100)	(0.0)
*** Integrated Emergency Service	8,131,900	8,047,000	7,297,823	8,225,300	178,300	2.2
**** Operational Support	17,020,300	14,798,300	13,741,269	15,294,300	496,000	3.4
P405 Deputy Operations	925,500	866,900	884,069	591,700	(275,200)	(31.7)
P410 Shared Resources	2,038,700	1,573,300	1,514,889	1,367,600	(205,700)	(13.1)
*** Deputy Operations	2,964,200	2,440,200	2,398,958	1,959,300	(480,900)	(19.7)

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P312 SES Technical Unit	382,100	364,400	295,198	533,600	169,200	46.4
P313 VICLAS	117,200	115,700	117,659	127,100	11,400	9.9
P314 Computer Forensics	214,100	214,400	216,813	242,600	28,200	13.2
P315 Inves. Call BackUnit	107,300	73,000	19,402	127,200	54,200	74.2
P316 CID	1,009,900	1,346,400	1,745,409	(2,756,300)	(4,102,700)	(304.7)
P317 CATS Clearing Account			1,643,309			
P320 Polygraph	105,900	109,000	105,316	115,500	6,500	6.0
P325 Identification	2,020,100	1,673,300	1,400,160	1,714,200	40,900	2.4
P330 Fraud Unit	921,000	1,209,200	1,107,515	940,300	(268,900)	(22.2)
P335 Special Enforcement	1,481,000	1,736,000	1,520,697	1,574,400	(161,600)	(9.3)
P340 Criminal Intel Unit	1,025,200	899,500	967,218	1,179,300	279,800	31.1
P345 Vice	942,800	788,600	687,994	787,800	(800)	(0.1)
P360 GIS	3,822,600	3,798,700	3,775,419	3,009,700	(789,000)	(20.8)
P375 Major Crime	2,464,700	2,426,000	2,222,389	2,837,100	411,100	16.9
P380 Crime Analysis	541,000	565,200	541,284	816,800	251,600	44.5
*** Criminal Investigations Divi	15,154,900	15,319,400	16,365,783	11,249,300	(4,070,100)	(26.6)
P415 Central	8,734,700	8,915,300	8,736,839	12,495,300	3,580,000	40.2
P450 Public Safety Unit	2,500	2,500	9,932	37,100	34,600	1,384.0
P455 Bike Patrol	16,000	16,000	2,915	16,000		
P465 Mounted	14,500	15,700	14,855	226,000	210,300	1,339.5
P470 Port's Policing	14,600	(76,800)	(99,463)	145,300	222,100	(289.2)
P475 QRU - Central Patrol	2,346,400	2,396,600	2,277,939	848,700	(1,547,900)	(64.6)
*** Operations Central	11,128,700	11,269,300	10,943,016	13,768,400	2,499,100	22.2
P425 East	9,082,600	10,160,200	9,992,450	11,038,400	878,200	8.6
P435 Canine	30,700	30,700	10,881	30,700		
P445 Marine	53,300	70,800	71,801	71,900	1,100	1.6
P490 QRU - East Patrol				804,900	804,900	
*** Operations East	9,166,600	10,261,700	10,075,133	11,945,900	1,684,200	16.4
P420 West	8,819,300	8,712,100	8,404,268	10,371,200	1,659,100	19.0
P495 QRU - West Patrol				803,500	803,500	
*** Operations West	8,819,300	8,712,100	8,404,268	11,174,700	2,462,600	28.3
A551 City Watch	121,000	119,100	80,157	112,500	(6,600)	(5.5)
** City Watch	121,000	119,100	80,157	112,500	(6,600)	(5.5)
E123 Comm. Response	239,700	234,600	198,244	230,500	(4,100)	(1.7)
P365 Accidents	111,000	114,700	107,457	225,600	110,900	96.7
P430 Victim Service	157,000	170,900	170,346	185,300	14,400	8.4
P480 CR/CP	1,573,800	1,146,100	1,110,835	1,300,100	154,000	13.4
P481 Youth Advocate Program				526,000	526,000	
P485 Traffic	699,400	925,100	743,472	1,083,700	158,600	17.1
P486 Mental Health Crisis				213,400	213,400	
*** Public Safety	2,901,900	2,710,500	2,410,511	3,877,100	1,166,600	43.0
**** Operations Division	50,135,600	50,713,200	50,597,669	53,974,700	3,261,500	6.4
***** HRM Police	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	5.7
***** Total	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	5.7

Police Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P110 Professional Stds	130,000	241,400	256,225	294,800	53,400	22.1
P125 Audit & Planning	625,100	471,600	396,762	304,900	(166,700)	(35.3)
P130 Facilities & Prop.	80,600	80,600	139,479	80,600		
P255 Exhibits & Property	376,400	366,100	418,042	417,000	50,900	13.9
P270 Commissionaires	1,274,000	1,046,200	1,087,073	1,149,300	103,100	9.9
P310 R.A.P.I.D.	31,600	22,500	7,570	12,000	(10,500)	(46.7)
P311 Projects Unit	416,600	437,300	479,240	521,300	84,000	19.2
*** Executive Office	2,934,300	2,665,700	2,784,391	2,779,900	114,200	4.3
P105 Chief's Office	1,048,000	1,162,700	1,226,736	1,441,400	278,700	24.0
P120 Public Affairs	420,000	438,200	412,188	458,200	20,000	4.6
P135 Board Of Police Comm	7,000	37,000	38,944		(37,000)	(100.0)
S110 LKD General Manager	141,100	142,100	754		(142,100)	(100.0)
S120 Comm. Proj. Admin.	239,200	82,300	51,001	57,300	(25,000)	(30.4)
*** Chief's Division	1,855,300	1,862,300	1,729,623	1,956,900	94,600	5.1
**** Chief's Office	4,789,600	4,528,000	4,514,015	4,736,800	208,800	4.6
P115 Legal	176,400	176,400	80,948	176,400		
P205 Superintendent's Off	418,600	422,200	591,684	524,500	102,300	24.2
P208 Back Check	254,400	209,400	209,454	218,500	9,100	4.3
*** Deputy Operational Support	849,400	808,000	882,086	919,400	111,400	13.8
P225 Training	1,111,400	1,053,300	1,006,118	1,047,800	(5,500)	(0.5)
P235 Extra Duty	451,800	400,500	489,184	349,500	(51,000)	(12.7)
P245 Court Officers	1,156,500	1,097,600	1,472,872	1,399,600	302,000	27.5
P265 Records	659,000	664,300	560,849	650,000	(14,300)	(2.2)
P370 Booking	637,900	816,900	737,021	854,000	37,100	4.5
P440 ERT	25,700	28,200	32,905	58,900	30,700	108.9
P460 Sch. Crossing Guard	1,693,700	1,727,100	1,540,502	1,609,100	(118,000)	(6.8)
P505 Police Science Train			2			
*** Support Division	5,736,000	5,787,900	5,839,453	5,968,900	181,000	3.1
P210 EAP	117,800	121,800	76,129	141,200	19,400	15.9
P220 Human Resources	469,800	453,200	954,455	367,800	(85,400)	(18.8)
P230 Finance	512,300	618,300	546,832	537,200	(81,100)	(13.1)
P240 SOTS	549,200	428,900	386,790	585,700	156,800	36.6
P250 Fleet Maintenance	1,813,800	80,000	49,252	80,000		
*** Administration	3,462,900	1,702,200	2,013,457	1,711,900	9,700	0.6
A450 Integrated Emerg Srv	6,831,500	7,002,400	6,564,722	7,208,400	206,000	2.9
A452 Eric Spicer-Operatio	193,400	10,200	1,556	10,200		
** Emergency 911 Communications	7,024,900	7,012,600	6,566,278	7,218,600	206,000	2.9
N711 Dispatch Centre	77,800	42,000	39,089	42,000		
* Dispatch	77,800	42,000	39,089	42,000		
N721 HRP	413,000	292,300	293,101	302,300	10,000	3.4
* Police	413,000	292,300	293,101	302,300	10,000	3.4
N731 Core Fire & EMO	157,600	53,000	51,380	53,000		
N732 Rural Fire	458,600	647,100	564,429	637,000	(10,100)	(1.6)
* Fire	616,200	700,100	615,809	690,000	(10,100)	(1.4)
** Integrated Dispatch Communic	1,107,000	1,034,400	947,999	1,034,300	(100)	(0.0)
*** Integrated Emergency Service	8,131,900	8,047,000	7,514,276	8,252,900	205,900	2.6
**** Operational Support	18,180,200	16,345,100	16,249,272	16,853,100	508,000	3.1
P405 Deputy Operations	925,500	866,900	960,006	591,700	(275,200)	(31.7)
P410 Shared Resources	2,038,700	1,573,300	1,515,141	1,367,600	(205,700)	(13.1)
*** Deputy Operations	2,964,200	2,440,200	2,475,146	1,959,300	(480,900)	(19.7)

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P313 VICLAS	117,200	115,700	117,659	127,100	11,400	9.9
P314 Computer Forensics	214,100	214,400	216,813	242,600	28,200	13.2
P315 Inves. Call BackUnit	107,300	73,000	19,402	127,200	54,200	74.2
P316 CID	5,029,600	5,512,300	5,956,382	1,675,000	(3,837,300)	(69.6)
P317 CATS Clearing Account			1,643,309			
P320 Polygraph	105,900	109,000	105,316	115,500	6,500	6.0
P325 Identification	2,020,100	1,673,300	1,396,984	1,714,200	40,900	2.4
P330 Fraud Unit	921,000	1,209,200	1,107,515	940,300	(268,900)	(22.2)
P335 Special Enforcement	1,592,500	1,836,300	1,628,089	1,574,400	(261,900)	(14.3)
P340 Criminal Intel Unit	1,025,200	1,000,300	967,218	1,407,600	407,300	40.7
P345 Vice	942,800	838,300	726,284	787,800	(50,500)	(6.0)
P360 GIS	4,051,200	4,076,000	4,030,457	3,293,800	(782,200)	(19.2)
P375 Major Crime	2,662,800	2,723,700	2,530,242	3,037,000	313,300	11.5
P380 Crime Analysis	541,000	565,200	644,348	816,800	251,600	44.5
*** Criminal Investigations Divi	19,712,800	20,311,100	21,385,216	16,392,900	(3,918,200)	(19.3)
P415 Central	8,853,600	9,189,300	9,118,366	12,706,700	3,517,400	38.3
P450 Public Safety Unit	2,500	2,500	9,932	37,100	34,600	1,384.0
P455 Bike Patrol	16,000	16,000	2,915	16,000		
P465 Mounted	14,500	15,700	14,855	226,000	210,300	1,339.5
P470 Port's Policing	213,600	222,500	202,332	344,600	122,100	54.9
P475 QRU - Central Patrol	2,346,400	2,396,600	2,277,939	848,700	(1,547,900)	(64.6)
*** Operations Central	11,446,600	11,842,600	11,626,339	14,179,100	2,336,500	19.7
P425 East	9,082,600	10,160,200	9,988,568	11,128,600	968,400	9.5
P435 Canine	30,700	30,700	10,881	30,700		
P445 Marine	53,300	70,800	71,801	71,900	1,100	1.6
P490 QRU - East Patrol				804,900	804,900	
*** Operations East	9,166,600	10,261,700	10,071,250	12,036,100	1,774,400	17.3
P420 West	8,914,300	8,737,200	8,506,741	10,371,200	1,634,000	18.7
P495 QRU - West Patrol				803,500	803,500	
*** Operations West	8,914,300	8,737,200	8,506,741	11,174,700	2,437,500	27.9
A551 City Watch	131,000	129,100	90,157	122,500	(6,600)	(5.1)
** City Watch	131,000	129,100	90,157	122,500	(6,600)	(5.1)
E123 Comm. Response	239,700	234,600	198,319	230,500	(4,100)	(1.7)
P365 Accidents	111,000	114,700	107,437	225,600	110,900	96.7
P430 Victim Service	210,600	215,900	194,346	230,300	14,400	6.7
P480 CR/CP	1,573,800	1,146,100	1,106,272	1,300,100	154,000	13.4
P481 Youth Advocate Program				526,000	526,000	
P485 Traffic	699,400	925,100	747,130	1,083,700	158,600	17.1
P486 Mental Health Crisis				422,100	422,100	
*** Public Safety	2,965,500	2,765,500	2,443,662	4,140,800	1,375,300	49.7
**** Operations Division	55,170,000	56,358,300	56,508,355	59,882,900	3,524,600	6.3
***** HRM Police	78,139,800	77,231,400	77,271,642	81,472,800	4,241,400	5.5
***** Total	78,139,800	77,231,400	77,271,642	81,472,800	4,241,400	5.5

Police Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P255 Exhibits & Property			(72)			
P270 Commissionaires	(35,100)	(36,100)	(33,334)	(32,100)	4,000	(11.1)
P310 R.A.P.I.D.			(120)			
** Executive Office	(35,100)	(36,100)	(33,526)	(32,100)	4,000	(11.1)
P105 Chief's Office	(23,100)	(89,700)	(87,723)	(89,700)		
P120 Public Affairs			(230)			
** Chief's Division	(23,100)	(89,700)	(87,953)	(89,700)		
*** Chief's Office	(58,200)	(125,800)	(121,478)	(121,800)	4,000	(3.2)
P205 Superintendent's Office	(217,200)	(123,300)	(131,053)	(123,300)		
P208 Back Check		(324,200)	(316,870)	(324,200)		
** Deputy Operational Support	(217,200)	(447,500)	(447,923)	(447,500)		
P225 Training	(107,300)	(107,100)	(134,157)		107,100	(100.0)
P235 Extra Duty	(412,400)	(412,400)	(560,590)	(412,400)		
P245 Court Officers			(3,500)			
P265 Records	(257,000)	(400,000)	(518,192)	(500,000)	(100,000)	25.0
P370 Booking	(114,400)	(120,200)	(126,060)	(126,100)	(5,900)	4.9
P460 Sch. Crossing Guard	(14,600)	(14,600)	(14,537)	(200)	14,400	(98.6)
** Support Division	(905,700)	(1,054,300)	(1,357,037)	(1,038,700)	15,600	(1.5)
P220 Human Resources			(400,171)			
P230 Finance			(43,858)			
P240 SOTS	(37,000)	(45,000)	(42,479)	(45,000)		
P250 Fleet Maintenance			(82)			
** Administration	(37,000)	(45,000)	(486,590)	(45,000)		
A450 Integrated Emerg Srv			(216,453)	(27,600)	(27,600)	
* Emergency 911 Communications			(216,453)	(27,600)	(27,600)	
** Integrated Emergency Services			(216,453)	(27,600)	(27,600)	
*** Operational Support	(1,159,900)	(1,546,800)	(2,508,003)	(1,558,800)	(12,000)	0.8
P405 Deputy Operations			(75,937)			
P410 Shared Resources			(252)			
** Deputy Operations			(76,189)			
P316 CID	(4,019,700)	(4,165,900)	(4,210,973)	(4,431,300)	(265,400)	6.4
P325 Identification			3,176			
P335 Special Enforcement	(111,500)	(100,300)	(107,392)		100,300	(100.0)
P340 Criminal Intel Unit		(100,800)		(228,300)	(127,500)	126.5
P345 Vice		(49,700)	(38,290)		49,700	(100.0)
P360 GIS	(228,600)	(277,300)	(255,038)	(284,100)	(6,800)	2.5
P375 Major Crime	(198,100)	(297,700)	(307,852)	(199,900)	97,800	(32.9)
P380 Crime Analysis			(103,064)			
** Criminal Investigations Divis	(4,557,900)	(4,991,700)	(5,019,433)	(5,143,600)	(151,900)	3.0
P415 Central	(118,900)	(274,000)	(381,527)	(211,400)	62,600	(22.8)
P470 Port's Policing	(199,000)	(299,300)	(301,795)	(199,300)	100,000	(33.4)
** Operations Central	(317,900)	(573,300)	(683,322)	(410,700)	162,600	(28.4)
P425 East			3,882	(90,200)	(90,200)	
** Operations East			3,882	(90,200)	(90,200)	
P420 West	(95,000)	(25,100)	(102,474)		25,100	(100.0)
** Operations West	(95,000)	(25,100)	(102,474)		25,100	(100.0)
A551 City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
* City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
E123 Comm. Response			(75)			
P365 Accidents			20			
P430 Victim Service	(53,600)	(45,000)	(24,000)	(45,000)		
P480 CR/CP			4,563			
P485 Traffic			(3,659)			
P486 Mental Health Crisis				(208,700)	(208,700)	
** Public Safety	(63,600)	(55,000)	(33,151)	(263,700)	(208,700)	379.5
*** Operations Division	(5,034,400)	(5,645,100)	(5,910,686)	(5,908,200)	(263,100)	4.7
**** HRM Police	(6,252,500)	(7,317,700)	(8,540,167)	(7,588,800)	(271,100)	3.7
***** Total	(6,252,500)	(7,317,700)	(8,540,167)	(7,588,800)	(271,100)	3.7

Police Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	54,032,900	55,718,400	54,928,598	58,058,100	2,339,700	4.2
6002 Salaries - Overtime	2,467,500	2,467,500	2,564,240	2,643,000	175,500	7.1
6005 PDP Increases			(68,453)			
6050 Court Time	1,108,600	1,108,600	1,003,314	1,187,500	78,900	7.1
6051 Shift Agreements			60,719			
6052 Shift Differentials	403,700	403,700	297,673	403,700		
6053 Extra Duty	400,000	400,000	575,508	400,000		
6054 Vacation payout			71,004			
6099 Other Allowances	17,000	17,000		17,000		
6100 Benefits - Salaries	9,588,900	10,179,900	10,121,670	10,346,800	166,900	1.6
6110 Vacancy Management		(317,700)		(317,700)		
6152 Retirement Incentives	374,000	401,400	511,639	560,000	158,600	39.5
6153 Severance			280,926			
6154 Workers' Compensation	480,100	471,700	190,926	457,800	(13,900)	(2.9)
6155 Overtime Meals			180			
6156 Clothing Allowance	421,900	421,900	422,802	418,100	(3,800)	(0.9)
6157 stipends			5,000			
6158 WCB Recoverable Earnings			(8,336)			
6199 Comp & Ben InterDept		(121,500)	(506,059)	450,500	572,000	(470.8)
9200 HR CATS Wage/Ben			49,879			
9210 HR CATS OT Wage/Ben			(9,640)			
* Compensation and Benefits	69,294,600	71,150,900	70,491,590	74,624,800	3,473,900	4.9
6201 Telephone	397,400	397,400	416,675	373,000	(24,400)	(6.1)
6202 Courier/Postage	12,600	7,500	29,207	29,100	21,600	288.0
6203 Office Furn/Equip	141,400	116,400	53,551	111,700	(4,700)	(4.0)
6204 Computer S/W & Lic	115,500	107,300	74,254	118,000	10,700	10.0
6205 Printing & Reproduction	8,400		5,301	3,600	3,600	
6207 Office Supplies	168,300	150,000	123,689	147,200	(2,800)	(1.9)
6299 Other Office Expenses			412			
* Office	843,600	778,600	703,091	782,600	4,000	0.5
6302 Legal Fees	176,400	176,400	80,948	176,400		
6303 Consulting Fees				37,900	37,900	
6304 Janitorial Services	49,300	49,300	49,479	52,000	2,700	5.5
6311 Security			1,785			
6312 Refuse Collection			18,451	15,000	15,000	
6315 Outside Policing			263,151	450,000	450,000	
6399 Contract Services	2,116,000	2,110,500	1,755,445	1,794,400	(316,100)	(15.0)
* External Services	2,341,700	2,336,200	2,169,259	2,525,700	189,500	8.1
6401 Uniforms & Clothing	271,200	248,200	127,694	164,100	(84,100)	(33.9)
6402 Med & First Aid Supp	300	300			(300)	(100.0)
6403 Patrol Equip Supplies	174,500	188,500	215,759	342,000	153,500	81.4
6405 Photo Supp & Equip	40,400	35,000	41,037	20,000	(15,000)	(42.9)
6406 Bridge Tolls	600					
6407 Cleaning/Sanitary Supplies	1,500	1,500	3,907	5,700	4,200	280.0
6499 Other Supplies	3,900	3,900	3,341	4,900	1,000	25.6
* Supplies	492,400	477,400	391,738	536,700	59,300	12.4
6502 Chemicals			154			
6505 Lubricants			19			
6517 Paint			7,335			
* Materials			7,508			

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6602 Electrical			6,077			
6605 Municipal Taxes	1,800		36			
6607 Electricity	6,000	6,400	6,723	6,400		
6699 Other Building Cost	105,600	90,000	71,689	66,100	(23,900)	(26.6)
* Building Costs	113,400	96,400	84,526	72,500	(23,900)	(24.8)
6701 Equipment Purchase	132,900	110,200	150,669	123,500	13,300	12.1
6702 Small Tools	5,000					
6703 Computer Equipment/Rentals	14,900	5,000	6,403	9,500	4,500	90.0
6704 Equipment Rental			4,686	1,800	1,800	
6705 Equip - R&M	308,900	183,000	106,525	190,500	7,500	4.1
6706 Computer R&M	19,000	19,000	5,828	8,700	(10,300)	(54.2)
6708 Mechanical Equipment	4,100	4,100	2,427	4,100		
6711 Communication System	208,100	179,500	45,502	429,500	250,000	139.3
6730 Communication Circuits	111,800	50,000	48,553	50,000		
6731 Airtime	412,100	740,200	725,087	750,200	10,000	1.4
6732 Mobile Data	145,000	60,000	57,018	60,000		
6733 Site Rentals	53,800	12,000	18,512	19,000	7,000	58.3
6790 Equipment TCA Transfer			(11,169)			
* Equipment & Communications	1,415,600	1,363,000	1,160,041	1,646,800	283,800	20.8
6802 Vehicle R&M	6,000		1,151			
6803 Vehicle Fuel - Diesel	5,800	9,000	2,635	10,000	1,000	11.1
6804 Vehicle Fuel - Gasoline	5,000	6,700	784	1,000	(5,700)	(85.1)
6806 Long Term Fleet Rentals	95,300	75,300			(75,300)	(100.0)
* Vehicle Expense	112,100	91,000	4,571	11,000	(80,000)	(87.9)
6901 Membership Dues	11,600	11,600	29,251	27,200	15,600	134.5
6902 Conferences and Workshops	25,700	50,000	48,200	19,200	(30,800)	(61.6)
6903 Travel - Local	12,900	12,900	12,889	25,900	13,000	100.8
6904 Travel - Out of Town	100,000	100,000	210,745	149,200	49,200	49.2
6905 Training & Education	256,300	256,300	125,966	195,000	(61,300)	(23.9)
6906 Licenses & Agreements	62,200	31,100	36,263	14,000	(17,100)	(55.0)
6911 Facilities Rental	657,100	677,100	673,227	778,200	101,100	14.9
6912 Advertising and Promotion	26,800	16,800	10,010	20,500	3,700	22.0
6913 Awards			5			
6915 Research Data Acquisition				1,500	1,500	
6917 Books and Periodicals	4,700	4,700	5,686	10,400	5,700	121.3
6918 Meals	38,900	30,000	20,175	27,300	(2,700)	(9.0)
6919 Special Projects	12,600	12,600	1,627	23,300	10,700	84.9
6928 Committee Expenses	500	500		500		
6937 Corporate Training			1,812			
6938 Rewarding Excellence	14,200	9,000	3,687	9,000		
6999 Other Goods and Services	1,500		5,127			
* Other Goods & Services	1,225,000	1,212,600	1,184,668	1,301,200	88,600	7.3
7001 Interdept Equip Chg	1,813,800					
7002 Other Interdept Chg	214,500					
7005 Interdept EXP	37,100					
7007 ItnTrsf Paper Recyc			14,301			
7008 ItnTrsf IT & Commun			2,628			
7009 Internal Transfers Other			428	(500)	(500)	
7011 Int Trf Record Check			(4,710)	(3,300)	(3,300)	
7013 Int Trf Extra Duty			(44,544)			
7015 Int Trf FacilityRent			419			
7090 Trf Interdept Vehicl			(27,043)			
7099 Interdept Chargeback	(192,300)					
9910 PM Shop Expenses			25,706			
9911 PM Labour-Reg			414			
* Interdepartmental	1,873,100		(32,401)	(3,800)	(3,800)	
8003 Insurance Pol/Prem	84,600	84,600	66,351	84,600		
8008 Transfer to/from Reserves	343,700	(359,300)	1,040,700	(109,300)	250,000	(69.6)
* Other Fiscal	428,300	(274,700)	1,107,051	(24,700)	250,000	(91.0)
** Total	78,139,800	77,231,400	77,271,642	81,472,800	4,241,400	5.5

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Halifax Regional Police

Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(14,400)	(14,400)	(14,537)		14,400	(100.0)
* Area Rate Revenue	(14,400)	(14,400)	(14,537)		14,400	(100.0)
4909 False Alarm Recovery	(200,900)	(105,000)	(116,249)	(105,000)		
4910 NSLC Offences	(14,000)	(16,000)	(14,100)	(16,000)		
5250 Sales of Services Other	(294,000)	(445,000)	(558,181)	(545,000)	(100,000)	22.5
5254 SOT Cancellation Fees			(30)			
* Fee Revenues	(508,900)	(566,000)	(688,559)	(666,000)	(100,000)	17.7
5508 Recov External Parti	(5,111,600)	(6,119,700)	(7,252,176)	(6,308,800)	(189,100)	3.1
5600 Miscellaneous Revenue	(617,600)	(617,600)	(584,894)	(614,000)	3,600	(0.6)
* Other Revenue	(5,729,200)	(6,737,300)	(7,837,070)	(6,922,800)	(185,500)	2.8
** Total	(6,252,500)	(7,317,700)	(8,540,167)	(7,588,800)	(271,100)	3.7
Net Surplus/Deficit	71,887,300	69,913,700	68,731,475	73,884,000	3,970,300	5.7

RCMP Summary of Expense & Revenue Types

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* External Services	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
** Total	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
Net Surplus/Deficit	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5

RCMP Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P710 RCMP	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
* RCMP	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
** Total	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5

RCMP Summary of Gross Expenditures

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
P710 RCMP	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
* RCMP	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
** Total	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5

RCMP Summary Details

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6315 Outside Policing		22,671,000	22,437,968	23,000,000	329,000	1.5
6399 Contract Services	21,714,200					
* External Services	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
** Total	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5
Net Surplus/Deficit	21,714,200	22,671,000	22,437,968	23,000,000	329,000	1.5

Legal, Insurance and Risk Management Services

2013/14 Budget and Business Plan

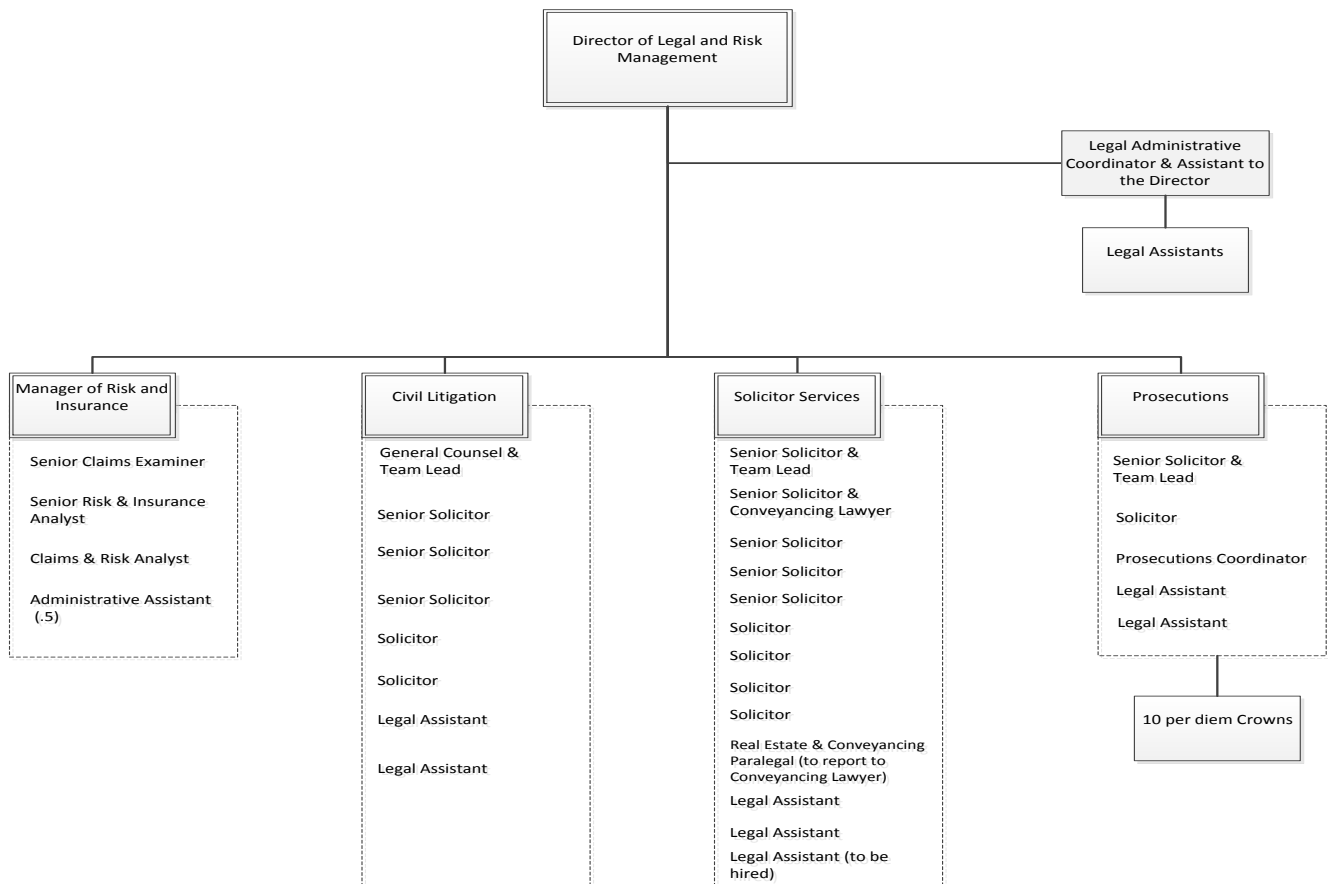
Mission: *To provide Halifax Regional Municipality with quality, cost effective, timely and accessible legal, insurance and risk management services for all facets of its operations across the organization.*

Legal, Insurance and Risk Management Services Overview

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

- Legal Services** supports Regional Council, its boards, commissions, committees and the business units, to provide legal services including all litigation, contract drafting and review, By-law development and reform, property transactions, prosecution of municipal By-laws and provincial regulatory offences, and general advice. (When final hires are made, will consist of 18 lawyers and 10 staff = 28 FTE)
- Risk and Insurance Services** is responsible for the management, investigation and resolution of any insurance claim brought against or made on behalf of HRM, the application of sound risk management processes to identify, analyze, mitigate, respond to or avoid exposures, claims or other risks to HRM and the public and are responsible for the acquisition and maintenance of insurance coverage for Mayor, Council, Municipal operations, property, assets, Boards, Commissions or others for whom HRM is contractually obligated to respond to or provide insurance for. (4.5 FTE)

Legal, Insurance and Risk Management Services Org Chart



Funded Full Time Equivalents (FTE's)

Legal Insurance & Risk Management Services	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	26	+6.5	32.5

Legal, Insurance and Risk Management Services Operating Budget Overview

Legal Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,450,165	2,480,000	2,558,374	3,050,800	570,800	23.0
* Office	76,719	68,900	91,259	117,600	48,700	70.7
* External Services	341,813	360,100	582,744	508,100	148,000	41.1
* Supplies				4,000	4,000	
* Building Costs	10,000					
* Equipment & Communications			21			
* Other Goods & Services	112,334	110,400	140,864	180,900	70,500	63.9
* Interdepartmental			(11,109)			
* Other Fiscal	(371,336)	(372,000)	(293,969)	(470,900)	(98,900)	26.6
** Total	2,619,695	2,647,400	3,068,185	3,390,500	743,100	28.1
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(144,100)	(209,400)	(218,527)	(211,500)	(2,100)	1.0
* Other Revenue	(50,000)		(29,642)	(31,000)	(31,000)	
** Total	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8
Net Surplus/Deficit	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1

Legal Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A110 Legal Services	2,425,595	2,438,000	2,818,360	3,148,000	710,000	29.1
A303 Risk & Insurance Services			1,656			
* Legal Services	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1
** Total	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1

Legal Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Insurance & Risk Management Summary of Expense & Revenue Types			1,656			
Legal Services Summary of Expense & Revenue Types	2,425,595	2,438,000	2,818,360	3,148,000	710,000	29.1
	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1

Legal, Insurance and Risk Management Services Key Metrics

Key Metrics and Drivers	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	92%	91%	94%	88%	85%
Expenditures per Dwelling (186,447 dwellings)	\$14.11	\$13.93	\$14.57	\$16.13	\$16.49

Legal, Insurance and Risk Management Services Strategic Initiatives for 2013/14

Legal, Insurance and Risk Management Services has faced many challenges this year with the beginning of the implementation of approximately 80 recommendations put forward by the Catalyst Consulting report and recommendations of the Auditor General through his reports. Significant progress has been made during the last year, but there is still a lot of work to do.

Legal Services has restructured so that the department is divided into three specialized teams of lawyers with support staff to provide excellence in customer service. Client service standards were developed and documented and Service Level Agreements are being implemented with each business unit to clarify expectations and solidify our commitment to provide quality, cost effective, timely and accessible legal services to HRM Council, its boards, commissions, committees and the business units. We intend to establish a web presence and have resources available on the intranet for easy reference.

One major challenge continues to be electronic file/document/case management. Unfortunately, information technology solutions were not included as part of the Legal Services review and this is a key component in creating efficiencies in Legal Services. The review of administrative functions and the documentation of key administrative processes will continue during the coming year with a focus on increasing efficiencies where available.

We are hopeful that the restructuring and addition of staff will accommodate the increased demand for internal legal services while providing excellence in service delivery to HRM. Although our budget will increase this year, we expect that HRM will experience an overall savings.

Legal Services is in the early stages of its contract review project which is expected to continue over the next few years. A contract management team has been put in place and they are beginning to work cooperatively with the business unit departments to determine best practices and processes with respect to negotiations, drafting, approval and other legal issues related to agreements. Once complete, this will bring a significant amount of confidence to Council and HRM senior management in the integrity and enforceability of contracts.

Legal Services is also in the early stages of the By-law review project. It is expected that significant progress will be made on this front in the next few years. It is a lengthy, collaborative project, sometimes involving several business units, but once complete, will provide HRM with a solid, unified set of By-laws.

Restructuring throughout HRM has caused a significant increase in the requirement for legal advice and clarification regarding HRM processes as well as increased scrutiny of authority for binding HRM. Steps are being taken to ensure that staff are educated as to the role Legal, Insurance and Risk Management Services plays in their day to day business and what needs to be reviewed and/or approved by Legal. New policy is drafted (When to Consult Legal Services) and determinations are being made in consultation with the CAO and the Business Unit Directors to determine requirements for the signature of Legal Services on Council Reports, and any documents required to be executed which bind the Municipality.

The retirement of the manager of Risk and Insurance Services also provided challenges and has led to the restructuring of that department with newly defined roles and responsibilities to manage the workload with reduced staffing. The relocation of Risk and Insurance Services to the first floor, Duke Tower, has increased the ability of the division to provide claims handling and risk management advices in an effective manner.

Summary of 2013/14 Legal, Insurance and Risk Management Services Changes

New or Expanded Service	Priority Alignment
By-law review project – a solicitor has been hired to carry out a complete review of HRM By-laws (new, amend existing, consolidate existing) Note that this is a multi-year project.	Excellence in Service Delivery
Real Estate transactions completed “in house” – Senior lawyer and paralegal responsible for transactions, advice and assistance to Real Estate	Excellence in Service Delivery
Contract Review – review and/or standardization of contracts, leases, where appropriate Note that this is a multi-year project.	Excellence in Service Delivery
Tax Sales – backlog of approximately 300 files and ongoing work in tax sales Note that this is a multi-year project.	Financial Stewardship
Handling most litigation and commercial files “in house” except those to be determined by the Director of Legal Services as a conflict of interest, requiring specialized legal services or in other unusual circumstances	Excellence in Service Delivery
Increase in number of claims handled “in house” (independent adjusting services)	Organizational Capacity

2013/14 Legal, Insurance and Risk Management Services Service Area Plans

Legal Services:

Legal Services is comprised of three service teams: Litigation, Prosecution, and Solicitor Services.

Services Delivered:

- Litigation Services - represents HRM in proceedings involving the Municipality and its employees before the Supreme Court and administrative tribunals including arbitration panels, Labour Boards, Police Review Board, Human Rights Commission, NEB, UARB, and CTA
- Litigation Services – provides research, advice and opinions, on litigation and potential litigation matters
- Litigation Services – represents HRM in all actions and hearings made or brought against the HRM including mediation and alternative dispute resolution processes
- Prosecution Services – prosecutes violations under the *Motor Vehicle Act, Liquor Control Act, Fire Safety Act, Protection of Property Act, 911 Act, Off Highway Vehicle Act, Smoke Free Places Act, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals*
- Prosecution Services – Training - provides training to police and other staff in respect to prosecutions and other legal issues
- Solicitor Services - provides legal advice to Council in respect of the conduct of the business of the municipality; provides advice to management and staff on a wide range of topics, including related research on a daily basis for the HRM
- Solicitor Services – By-law Development and Reform – works with business units to develop, amend, and consolidate By-laws for the Municipality
- Solicitor Services - Contract Review - Legal Services works with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required
- Solicitor Services - Property Conveyance, Tax Sales, and Related Advice – Completes property transactions for land acquisitions and disposals, title investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues

Key Service Area Metrics	11/12	12/13
	Actual	Actual
Number of Files Opened	542	798
Library		3
HRWC	7	7
Other Boards/Commissions		2
CAO	30	43
C&RS	79	121
Council	8	13
External & Corp Affairs	4	5
Finance	41	143
Fire	13	14
HR	5	9
Legal/Risk & Insurance	136	171
P&I	92	122
Police	25	30
Transit	21	45
TPW	80	68
Prosecution Files	246	168

2013/14 Legal Services - Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
LIRM 1.1	Continue implementation of approx. 80 recommendations from the Catalyst Consulting Report so that HRM Legal Services is positioned to handle the majority of legal issues facing HRM. This initiative includes hiring additional staff, moving work formerly done by outside legal firms “in house” and formalizing process and policies for carrying out HRM’s legal work. 7 Project Charters have been developed to itemize and implement the recommendations.	Excellence in Service Delivery
LIRM 1.2	Create efficiencies within the Business Unit, administratively and collaboratively with input internally and from other business units (technology, processes, file/case management, etc.)	Organizational Capacity
LIRM 1.3	By-law review project – a solicitor has been hired to carry out a complete review of HRM By-laws (new, amend existing, consolidate existing) – This will be a multi-year project.	Excellence in Service Delivery
LIRM 1.4	Real Estate transactions completed “in house” – Senior lawyer and paralegal responsible for transactions, advice and assistance to Real Estate	Excellence in Service Delivery
LIRM 1.5	Contract Review – review and/or standardization of contracts, leases, where appropriate	Excellence in Service Delivery
LIRM 1.6	Tax Sales – backlog of approximately 300 files and ongoing work in tax sales. This will be a multi-year project.	Financial Stewardship

LIRM 1.7	Handling most litigation and commercial files “in house” except those to be determined by the Director of Legal Services as a conflict of interest or requiring specialized legal services or in other unusual circumstances	Excellence in Service Delivery
LIRM 1.8	Become proactive stewards by increasing awareness of the role and responsibilities of Legal, Insurance and Risk Management Services within HRM	Excellence in Service Delivery

Risk and Insurance Services:

Risk and Insurance Services acts in conjunction with legal services to manage claims made against the HRM. This section manages the financing of HRM risk through insurance and a reserve. To reduce losses they seek to apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM

Services Delivered:

- Claims Handling – Investigation, management, resolution and administration of all insurance claims made against or on behalf of HRM
- Market HRM to national and international insurance companies
- Design and management of self-insurance program, reserve funds and insurance coverage to fit the needs of HRM operations
- Ongoing review, procurement and maintenance of optimum insurance coverage suitable to the needs of HRM
- Ongoing review of contracts, agreements, leases and special events to address risk exposures
- Conduct site assessments and obtain building appraisals
- Provide risk management advice, training and monitoring, particularly in the area of loss control to internal and external clients

Key Service Area Metrics	10/11 Actual	11/12 Actual	12/13 Actual
Claims received by policy year (June 1 – May 31)	1125	959	823

2013/14 Risk and Insurance Services Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
LIRM 2.1	Annual Insurance Renewal: Complete renewal for insurance program	Financial Stewardship
LIRM 2.2	Building Valuation: Continue Building Appraisals Project appraising twenty buildings	Financial Stewardship
LIRM 2.3	Adjuster RFP	Excellence in Service Delivery
LIRM 2.4	Full integration of integrated risk management system (multi-year project)	Excellence in Service Delivery
LIRM 2.5	Submission of aggregate reimbursement to former insurer (multi-year project)	Financial Stewardship
LIRM 2.6	Provision of risk management seminars for internal and external clients to reduce exposure	Excellence in Service Delivery
LIRM 2.7	Development of risk matrix to identify areas of risk	Excellence in Service Delivery
LIRM 2.8	Implement standard reporting practises to all Business Units	Excellence in Service Delivery
LIRM 2.9	Web Site: Design for clarity of content and expansion of standard information	Excellence in Service Delivery
LIRM 2.10	Deductible Scheme: Create balanced and equitable means of allocation of deductible with enhanced reporting of losses to Business Unit	Excellence in Service Delivery

Legal Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A110 Legal Services	2,425,595	2,438,000	2,818,360	3,148,000	710,000	29.1
A303 Risk & Insurance Services			1,656			
* Legal Services	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1
** Total	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1

Legal Summary of Gross Expenditures

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A110 Legal Services	2,619,695	2,647,400	3,066,529	3,390,500	743,100	28.1
A303 Risk & Insurance Services			1,656			
* Legal Services	2,619,695	2,647,400	3,068,185	3,390,500	743,100	28.1
** Total	2,619,695	2,647,400	3,068,185	3,390,500	743,100	28.1

Legal Summary of Gross Revenue

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
A110 Legal Services	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8
* Legal Services	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8
** Total	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8

Legal Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	2,083,543	2,150,400	2,128,401	2,595,400	445,000	20.7
6002 Salaries - Overtime	889	1,000	3,565	2,500	1,500	150.0
6005 PDP Increases			(36,168)			
6054 Vacation payout			11,207			
6100 Benefits - Salaries	327,367	342,000	350,747	427,300	85,300	24.9
6110 Vacancy Management		(50,600)		(20,000)	30,600	(60.5)
6152 Retirement Incentives	11,989	12,000	11,898	15,200	3,200	26.7
6153 Severance			99,543			
6154 Workers' Compensation	26,377	25,200	26,314	30,400	5,200	20.6
6199 Comp & Ben InterDept			(37,133)			
* Compensation and Benefits	2,450,165	2,480,000	2,558,374	3,050,800	570,800	23.0
6201 Telephone	13,250	14,500	16,694	22,400	7,900	54.5
6202 Courier/Postage	3,600	3,600	5,791	5,600	2,000	55.6
6203 Office Furn/Equip	7,907	4,100	16,023	11,100	7,000	170.7
6204 Computer S/W & Lic	30,562	28,800	32,659	54,000	25,200	87.5
6205 Printing & Reproduction	4,400	3,500		1,500	(2,000)	(57.1)
6207 Office Supplies	17,000	14,400	20,074	23,000	8,600	59.7
6299 Other Office Expenses			18			
* Office	76,719	68,900	91,259	117,600	48,700	70.7
6301 Professional Fees			442	60,500	60,500	
6302 Legal Fees	160,813	170,000	266,888	250,000	80,000	47.1
6303 Consulting Fees			109,466			
6309 Litigation Disbursements	25,000	27,000	42,132	27,000		
6314 Prosecution Services	156,000	163,100	160,615	163,100		
6399 Contract Services			3,202	7,500	7,500	
* External Services	341,813	360,100	582,744	508,100	148,000	41.1
6499 Other Supplies				4,000	4,000	
* Supplies				4,000	4,000	
6699 Other Building Cost	10,000					
* Building Costs	10,000					
6702 Small Tools			21			
* Equipment & Communications			21			
6901 Membership Dues	58,000	58,000	55,511	80,200	22,200	38.3
6902 Conferences and Workshops				5,000	5,000	
6903 Travel - Local	6,000	6,900	9,016	9,900	3,000	43.5
6904 Travel - Out of Town	6,035	6,000	1,616	8,000	2,000	33.3
6905 Training & Education	9,817	9,200	32,251	40,500	31,300	340.2
6914 Recruiting			210			
6917 Books and Periodicals	30,000	30,000	41,301	35,000	5,000	16.7
6918 Meals	582	300	603	500	200	66.7
6938 Rewarding Excellence	1,000		25	800	800	
6999 Other Goods and Services	900		331	1,000	1,000	
* Other Goods & Services	112,334	110,400	140,864	180,900	70,500	63.9
7008 ItnTrsf IT & Commun			600			
7010 IntTrfr Insur Funds			(11,727)			
9911 PM Labour-Reg			18			
* Interdepartmental			(11,109)			
8008 Transfer to/from Reserves	(371,336)	(372,000)	(293,969)	(470,900)	(98,900)	26.6
* Other Fiscal	(371,336)	(372,000)	(293,969)	(470,900)	(98,900)	26.6
** Total	2,619,695	2,647,400	3,068,185	3,390,500	743,100	28.1
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
5250 Sales of Services Other	(144,100)	(209,400)	(218,527)	(211,500)	(2,100)	1.0
* Fee Revenues	(144,100)	(209,400)	(218,527)	(211,500)	(2,100)	1.0
5508 Recov External Parti	(50,000)		(29,642)	(31,000)	(31,000)	
* Other Revenue	(50,000)		(29,642)	(31,000)	(31,000)	
** Total	(194,100)	(209,400)	(248,169)	(242,500)	(33,100)	15.8
Net Surplus/Deficit	2,425,595	2,438,000	2,820,016	3,148,000	710,000	29.1

Planning & Infrastructure

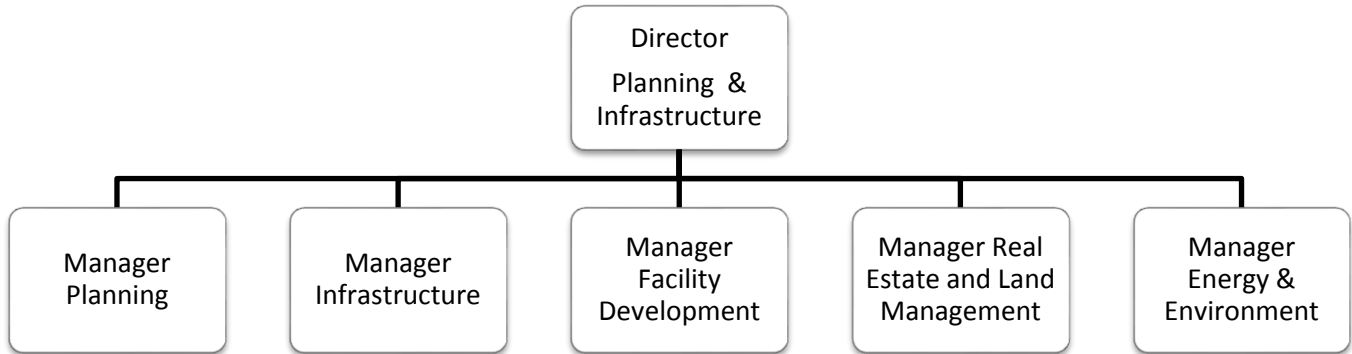
2013/14 Budget and Business Plan

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

Planning & Infrastructure Overview

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

Planning & Infrastructure Org Chart



Funded Full Time Equivalent (FTEs)

	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	84	-3	81

Planning & Infrastructure Operating Budget Overview

Planning and Infrastructure Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,904,260	6,569,200	6,188,964	7,028,900	459,700	7.0
* Office	157,464	122,700	132,243	122,500	(200)	(0.2)
* External Services	770,031	725,200	564,871	726,200	1,000	0.1
* Supplies	3,050	1,900	879	600	(1,300)	(68.4)
* Materials			166			
* Building Costs	700	800	31,671	800		
* Equipment & Communications	158,676	155,300	1,983	77,100	(78,200)	(50.4)
* Vehicle Expense			250			
* Other Goods & Services	480,419	446,100	205,521	432,900	(13,200)	(3.0)
* Interdepartmental	5,453		6,968			
* Other Fiscal	(869,911)	(266,100)	(198,880)	(236,100)	30,000	(11.3)
** Total	7,610,142	7,755,100	6,934,636	8,152,900	397,800	5.1
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(1,637,200)	(1,644,000)	(1,272,472)	(1,902,400)	(258,400)	15.7
* Other Revenue	(26,900)		(99,193)	(33,500)	(33,500)	
** Total	(1,664,100)	(1,644,000)	(1,371,666)	(1,935,900)	(291,900)	17.8
Net Surplus/Deficit	5,946,042	6,111,100	5,562,971	6,217,000	105,900	1.7

Planning & Infrastructure Admin Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	315,019	323,600	349,090	344,900	21,300	6.6
* Office	6,201	6,200	7,361	6,200		
* External Services	3,280	3,300	44,273	3,300		
* Other Goods & Services	86,201	55,600	2,971	59,600	4,000	7.2
* Interdepartmental			86			
** Total	410,701	388,700	403,781	414,000	25,300	6.5
Net Surplus/Deficit	410,701	388,700	403,781	414,000	25,300	6.5

Planning & Infrastructure Budget Overview by Service Area

Planning and Infrastructure Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Planning & Infrastructure Admin Summary of Expense & Revenue Types	410,701	388,700	403,781	414,000	25,300	6.5
Infrastructure Summary of Expense & Revenue Types	348,078	543,300	535,829	569,200	25,900	4.8
Real Estate Summary of Expense & Revenue Types	(464,122)	174,600	262,652	(2,800)	(177,400)	(101.6)
Planning Summary of Expense & Revenue Types	2,138,521	2,203,800	1,883,965	2,358,000	154,200	7.0
Facility Development Summary of Expense & Revenue Types	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
Energy & Environment Summary of Expense & Revenue Types	857,733	773,400	655,724	762,200	(11,200)	(1.4)
	5,946,042	6,111,100	5,562,971	6,217,000	105,900	(80.4)

Planning & Infrastructure Key Metrics

Key Metrics and Drivers	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Compensation as a % of total	57.6%	57.2%	59.0%	58.0%	59.1%
Expenditure per dwelling unit	\$54.70	\$58.45	\$59.66	\$57.92	\$57.02

Planning & Infrastructure Strategic Initiatives for 2013/14

Regional Plan 5-Year Review (RP+5)

A draft revised regional plan is under consideration by the Community Design Advisory Committee. The project work plan includes two additional consultation phases, a series of stakeholder workshops in April and a series of public meetings in May. Following this it will be forwarded to the Community Planning and Economic Development Standing Committee and finally to Regional Council for adoption in the fall.

New policy direction for the municipality, stemming from the plan review will focus on, enhanced community design standards, environmental protection measures, as well as redefining the emphasis on the Regional Centre in order to more closely align the region's development pattern with the growth targets.

Initiatives stemming from the plan review will include, a prioritized community planning program (e.g. Port Wallis), set of priority (functional) plans such as greenbelting and public open spaces, and also a prioritized set of Transportation initiatives. These would include Road Network projects as well as Transportation Demand Management initiatives e.g. Smart Trip and Active Transportation corridor development.

Regional Centre Plan

A detailed project scope to outline how to proceed with the project is being prepared in March for internal consideration.

The Regional Centre Plan is a project to create a new municipal planning strategy and land use by-law for the Regional Centre (Halifax Peninsula and the area of Dartmouth that is bounded by the Circumferential Highway). There are two primary motivations for this project:

1. The existing planning documents in Dartmouth and Halifax originated in 1978 and therefore need to be updated; and
2. There is a desire to direct a greater proportion of HRM's growth (number of dwelling units) to the Regional Centre through changes to current policy and regulatory provisions.

One of the factors that dictates how part of the project will proceed is the ability of HRM to enact similar site plan and density bonus controls as those that exist in the Downtown Halifax Plan Area. This is dependent on enabling legislation.

The first stage in developing a new municipal planning strategy and land use by-law is to undertake directed background research that will lead into the formulation of broad goals, objectives, and planning policies. This would serve as the basis for the development of a generalized future land use map and detailed zoning and development agreement regulations. This is currently underway and will continue into the fall, 2013.

A considerable amount of public consultation will be required through the Regional Centre Plan project. Once sufficient background information has been gathered and draft broad goals, objectives, and planning policies have been devised, they will serve as the basis for a public consultation program. The design of the public consultation program will occur over the summer, 2013.

Cogswell Interchange

Redevelopment of the Cogswell Interchange has been a topic of municipal discussion since 1999 stemming from a joint study by HRM, Downtown Halifax Business Commission, and the Province of Nova Scotia (*Strategies for the Rejuvenation of Barrington St*). Several other downtown studies pointed to the Cogswell Interchange as an underutilized piece of transportation infrastructure which could be a key to success in rejuvenating and growing the Regional Centre.

Based on public consultation in 2006 the Halifax Regional Plan and in 2009 HRMbyDesign/ Halifax Downtown Secondary Municipal Planning Strategy (Downtown Halifax MPS), set out a planning framework and a good set of objectives for the redevelopment of the Cogswell Interchange. The MPS identifies the Cogswell Interchange area as "Precinct 8" and following public consultation through HRMbyDesign, provides a high level vision for the area which focuses on high quality, mixed use, pedestrian/transit/active transportation friendly redevelopment connecting to northern neighbourhoods and acting as a gateway to downtown.

Staff has engaged a consultant to undertake the technical analysis to assist with developing a plan for the Cogswell Interchange Lands, an integrated approach to be carried out by an interdisciplinary consultant team and staff. The plan will entail developing engineering, urban design and financial solutions with the aim of meeting stated transportation, utility, public realm, downtown intensification, urban form and financial options for the municipality. Consultant will deliver a plan that will include an approach for removal of the interchange, the introduction of new streets and utility corridors, the creation of new development parcels, proposed building height and massing, development of urban design principles, solutions for dealing with challenging grades, staging of any redevelopment and a financial analysis/plan for Council's consideration.

Downtown and Corridor Streetscaping Projects

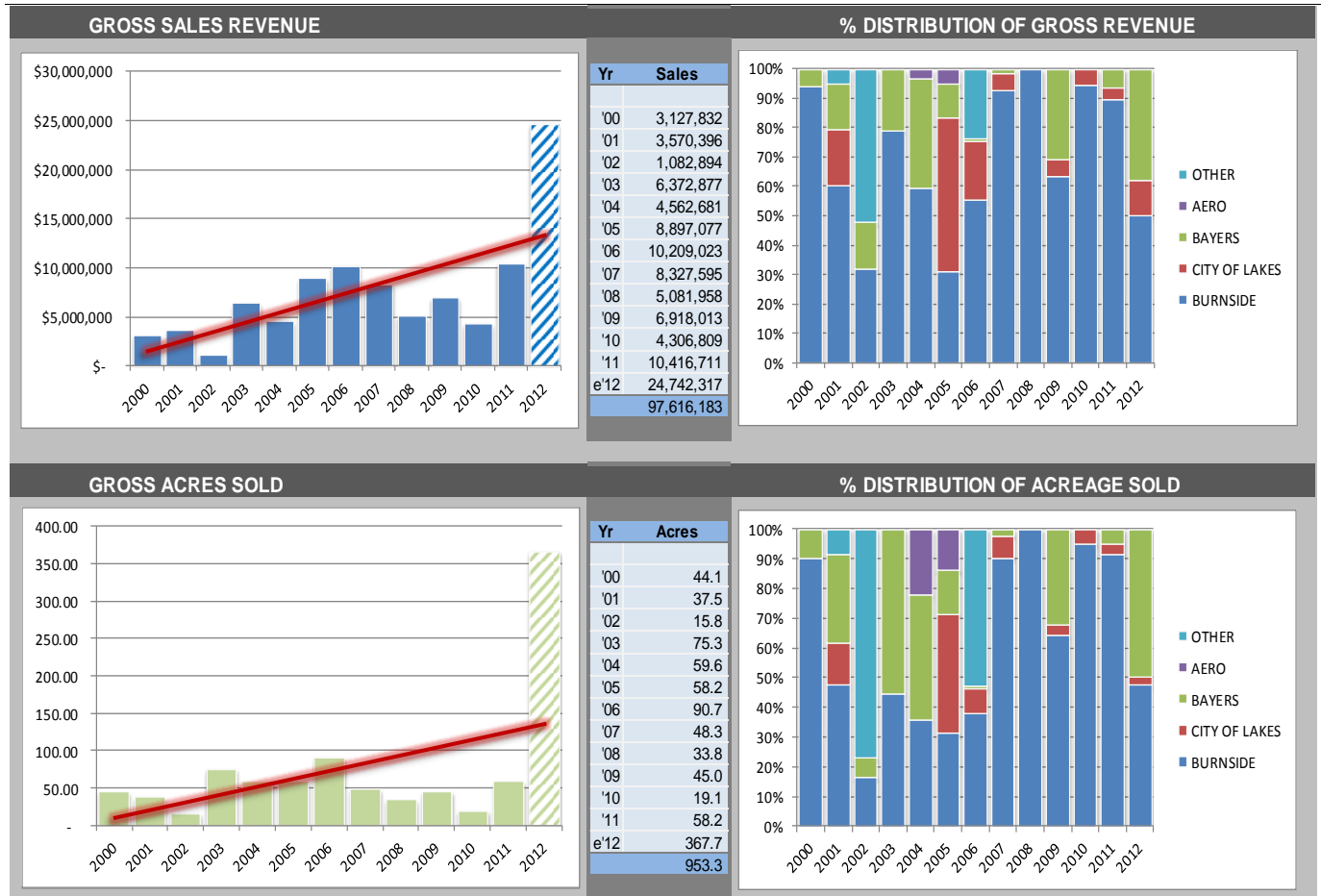
Downtown Streetscape – Central Library Plazas and Spring Garden Road/ Queen Street will be construction in 2013/14 and the planning of the Spring Garden Road from Queen to South Park will commence. Currently the construction for this section of Spring Garden is planned for 2014/15. However, the funding plan has not been approved. The delay in the funding will impact the construction schedule.

The focus of the Streetscaping in centre hubs and corridors in 2013/14 is the improvements and entry adjacent to the Captain Spry Community Centre. Subsequent years will focus on improvements to Sackville Drive in 2014/15 and Main Street in 2015/16.

Industrial Parks

The industrial parks located throughout HRM are major employment centers and are a major component of HRM's economic base. It is critical that HRM's Industrial Parks provide the necessary infrastructure and services to sustain their success and that there is a timely supply of competitive serviced land and development opportunities to accommodate future expansion. Industrial land identified in 2006 Regional Plan is not adequate for future needs. Municipal lands will supply the current rate of development up to 10 years, less if sales increase.

Having land available for businesses seizing opportunities related to the Irving Shipbuilding project will also be important and is very closely linked to the "Maximizing Growth Opportunities" priority of the Economic Strategy.



Summary of 2013/14 Planning & Infrastructure Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
Compensation Adjustments	\$100,000		
Water Quality Monitoring Program	\$35,000		
Increase Revenue (sale of surplus lands)	\$165,000		
New or Expanded Service Initiatives	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
Solar City	Reserve Funding	Reserve Funding	
District Energy (support)			
Stormwater Management (support)			
Halifax Common Master Plan	TBD		
Community Planning Strategies (Port Wallace in 13/14, other plans in 14/15 and 15/16)	\$350,000		

2013/14 Planning & Infrastructure Service Area Plans

Planning:

Administration of the Regional Plan and Community Plans to ensure orderly, efficient and sustainable settlement patterns, and to ensure appropriate investment of municipal resources in support of those settlement patterns. Corporate Lead for Regional Plan Review (RP+5) and Centre Plan processes.

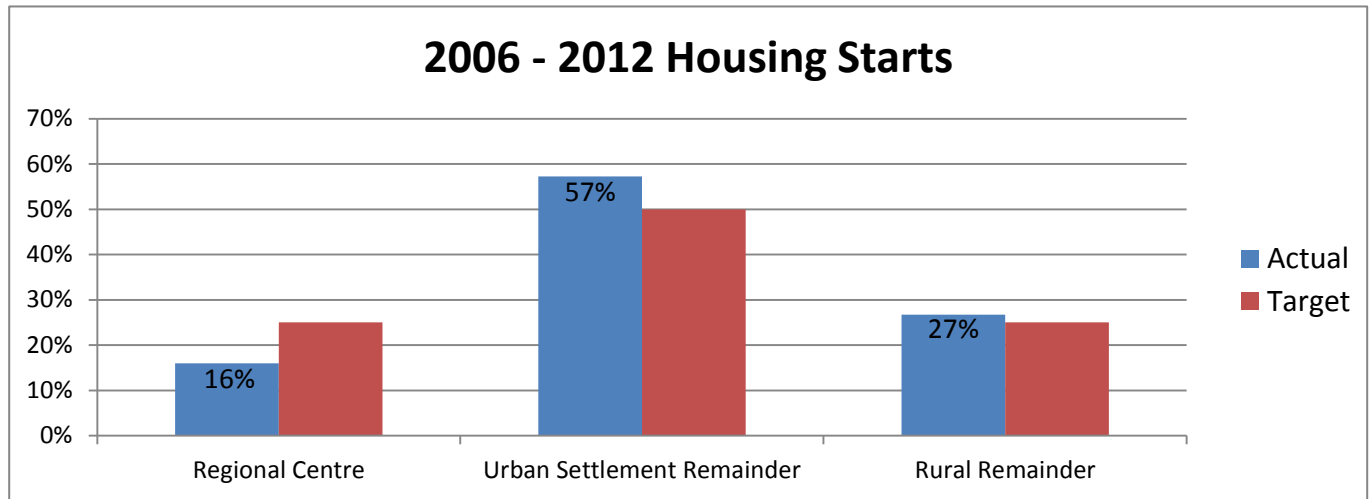
Services Delivered:

- Strategic Land Use Policy/Plan - Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review (RP+5), Centre Plan Development and Community Plan Development.
- Functional Planning – On-going work to complete the remaining Functional Plans, in conjunction with other business units, plus coordinating the implementation of completed plans to ensure the municipality’s objectives are aligned with the strategic direction for growth and development established in the Regional Plan.
- Transportation Planning - Recommend strategic infrastructure and Transportation Demand Management (TDM) measures to manage mobility demands resulting from the strategic settlement patterns identified in RP+5 including densification of the Regional Centre. Planning encompasses expansion of the road network, active transportation, parking, and transit and demand management programs such as SmartTrip. First priority in the Active Transportation Plan is a Peninsula Halifax Corridor Bikeway.

Planning Budget Overview

Planning Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,107,691	2,039,600	1,831,228	2,184,700	145,100	7.1
* Office	41,682	41,900	26,876	42,700	800	1.9
* External Services	22,822	32,400	52,705	37,400	5,000	15.4
* Supplies			66			
* Equipment & Communications			91			
* Other Goods & Services	38,168	89,900	68,599	136,300	46,400	51.6
* Interdepartmental	353					
* Other Fiscal	(45,295)		(66,000)			
** Total	2,165,421	2,203,800	1,913,565	2,401,100	197,300	9.0
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues			(1,266)	(22,600)	(22,600)	
* Other Revenue	(26,900)		(28,333)	(20,500)	(20,500)	
** Total	(26,900)		(29,599)	(43,100)	(43,100)	
Net Surplus/Deficit	2,138,521	2,203,800	1,883,965	2,358,000	154,200	7.0

Key Service Area Metrics	09/10	10/11	11/12	25 year
	Actual	Actual	Actual	Target
Housing Starts: Regional Centre	219 (10%)	145 (8%)	371 (15%)	(25%)
Housing Starts: Suburban	1186 (57%)	1004 (58%)	1424 (58%)	(50%)
Housing Starts: Rural	691 (33%)	584 (34%)	595 (25%)	(25%)



2013/14 Planning Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
P&I 1.1	Complete Regional Plan 5-Year Review (RP+5); Approved plan Fall 2013 <ul style="list-style-type: none"> Greenbelting and Public Spaces (GPS) Priorities Plan Culture and Heritage Priorities Plan Barrington South Heritage Conservation District 	Economic Development
P&I 1.2	Regional Centre Plan: <ul style="list-style-type: none"> Completion of background work; Formulation of goals and objectives; Formulation of broad goals and objectives; Development of a proposed generalized future land use map; First phase of neighbourhood level public consultation. 	Economic Development
P&I 1.3	Port Wallace Community Planning Process <ul style="list-style-type: none"> Greenbelting land suitability analysis Concept development plan (Transit, Trunk Infrastructure, Generalized Future Land Use, Community Facility Requirements) 	Economic Development
P&I 1.4	Implement Parking Strategy: <ul style="list-style-type: none"> Provide more parking opportunities to residents in high demand areas (Parking by Permit Pilot) Improve functionality of paid on-street parking (Pay by Plate Parking Stations Pilot Program) Governance review of Parking Authorities 	Economic Development
P&I 1.5	Expand and enhance Transportation Demand Management <ul style="list-style-type: none"> Road Network Functional Plan: complete Mainland North Corridor Analysis Smart Trip Implementation: increase number of participating employers 	Transportation

	<ul style="list-style-type: none"> • Active Transportation: identify strategic investment initiatives (Peninsula Halifax Corridor Bikeway) • Implement North-South Peninsula Cycling Corridor • Implement Phase 2 Burnside Drive Corridor (Commodore to Wright) • Construct additional 3 km of bike lane on Hammonds Plains Road and Kearney Lake Road • Undertake Engineering Design of Active Transportation bridges and overpasses 	
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Infrastructure:

The Infrastructure Service Area is the corporate lead for capital planning and budget, asset management, and the Development Charges program.

Services Delivered:

- Project Budget Planning - Lead Corporate Project Budget planning process identifying and prioritizing funding demands and sources. Includes communication strategies to promote and justify projects with significant public impact to Council and the public.
- Development Charges Program – Recovers the growth related share of the initial capital cost of infrastructure that is needed to support growth. The program helps ensure that new growth is less of an initial burden of existing residents of HRM, so that the longer term benefits of growth are realized sooner.
- Enterprise Asset Management Program – Corporate approach to managing public assets which makes informed decisions around when to replace and when to renew an asset, and makes the most effective use of available funding in a manner which is consistent with Council’s priorities.

Infrastructure Budget Overview

Infrastructure Summary of Expense & Revenue Types							
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %	
* Compensation and Benefits	640,414	519,700	522,804	546,300	26,600	5.1	
* Office	7,081	7,100	6,823	7,100			
* External Services	13,130	1,000			(1,000)	(100.0)	
* Other Goods & Services	15,536	15,500	5,603	15,800	300	1.9	
* Interdepartmental			600				
* Other Fiscal	(328,083)						
** Total	348,078	543,300	535,829	569,200	25,900	4.8	
Net Surplus/Deficit	348,078	543,300	535,829	569,200	25,900	4.8	

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
% of Project budget allocated to SOGR	45.0%	37.6%	54.5%	62.0%	45.0%
% of Project work completed	136.6 %	122.8%	82.8%	100%	100%

2013/14 Infrastructure Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
P&I 2.1	Adopt additional Development Charges that will benefit transportation and transit initiatives	Financial Stewardship
P&I 2.2	Continue implementing an Enterprise Asset Management program for HRM which provides sustainable, reliable infrastructure	Financial Stewardship
P&I 2.3	Produce 10 year Capital Plan	Financial Stewardship

Facility Development:

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

Services Delivered:

- Service Improvement (Capital Delivery) – Provides for the construction of new buildings, playgrounds, parks, and open space infrastructure, including regional trails and other park amenities. These assets give the citizens of HRM new places to participate in recreation and sports, as well as engage in culture and learning.
- State of Good Repair (Recapitalization) - Delivery of capital improvements or repair/replacement work for municipally owned and operated facilities and buildings, playgrounds, parks, and open space infrastructure, including regional trails and other park amenities. HRM currently owns or leases approximately 300 buildings and 400 parks. Maintaining the buildings and parks in a good condition optimizes the value to the community to deliver programmed and non-program opportunities.

Facility Development Budget Overview

Facility Development Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,306,784	1,709,500	1,668,807	1,827,800	118,300	6.9
* Office	63,830	27,800	58,632	27,800		
* External Services	313,101	178,300	14,188	157,300	(21,000)	(11.8)
* Supplies	1,250	600	651	600		
* Materials			157			
* Building Costs			30,016			
* Equipment & Communications	5,515	4,600	1,073	600	(4,000)	(87.0)
* Other Goods & Services	170,751	106,500	45,546	102,300	(4,200)	(3.9)
* Interdepartmental			1,948			
* Other Fiscal	(206,100)					
** Total	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
Net Surplus/Deficit	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Service Improvement delivered	\$77,441,017	\$46,994,008	\$11,064,547	\$9,840,000	\$13,656,000
Funding: Federal/Provincial	\$40,396,375 (52%)	\$12,226,498 (26%)	\$3,708,800 (34%)	\$6,182,177 (63%)	
SOGR delivered	\$11,631,870	\$17,632,409	\$31,776,977	\$25,550,000	\$21,222,000
Funding: Federal/Provincial	\$1,347,657 (12%)	\$3,303,426 (19%)	\$2,682,989 (8%)	\$191,639 (0.7%)	
Km's of trails constructed	10	6	4	14.5	14.5
Cost/km to construct trails	\$91,000	\$267,000	\$184,164	\$58,000	\$62,070
Trails expenditures in FY (HRM \$ only)	\$2,600,000	\$586,000	\$737,000	\$841,000	\$900,000

2013/14 Facility Development Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
P&I 3.1	Downtown and corridor streetscaping projects: creation of two signature plazas at the Halifax Central Library site and adjacent to the library site on Queen St from Spring Garden Rd to Morris St; streetscape improvements along key corridors including Sackville Drive, Herring Cove Road and Main Street in Dartmouth	Economic Development
P&I 3.2	90 % completion of the construction of the Central Library	Economic Development
P&I 3.3	Complete 25 year Recapitalization Plan and prepare funding options	Financial Stewardship
P&I 3.4	Complete planning and design of the Canal Greenway Park and commence construction	Healthy Communities

Real Estate and Land Management:

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

Services Delivered:

- Industrial Park Development – Leading municipal development of regional industrial parks. Primary supplier of competitively priced industrial and commercial lands for business attraction, growth and expansion to support. Program management and contract sales of lot inventory direct to commercial end users and developers for immediate construction of purpose built commercial buildings or multi-tenant commercial buildings.
- Acquisition and Disposal- Property acquisition and disposal services in support of capital infrastructure, facility development, parkland and transportation and service requirements.
- Leasing - Leasing group acquires leased properties to meet clients' requirements, leases out municipal properties for interim use by third parties, and manages financial and landlord/tenant contract functions.

- **Public Lands and Portfolio Management** – The Municipality holds public lands in support of the provision of public services, protection and fostering of cultural and environmental assets and as a means to shape communities and the region as a whole. The group is responsible to identify real property for acquisition in support of other business units’ strategic corporate initiatives. Includes municipal land management, strategic property acquisition and disposals. This service includes open space management, site selection and site planning, strategic property disposal and acquisition, property rationalization support and coordination of asset reviews for property and land. The development of policies and direction as it pertains to public lands.

Real Estate and Land Management Budget Overview

Real Estate Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	937,863	1,434,300	1,267,189	1,602,500	168,200	11.7
* Office	26,444	29,500	26,727	31,500	2,000	6.8
* External Services	146,600	263,500	174,366	152,100	(111,400)	(42.3)
* Supplies	500		1			
* Building Costs	700	800	1,185	800		
* Equipment & Communications		500		500		
* Other Goods & Services	60,971	90,000	64,566	89,600	(400)	(0.4)
* Interdepartmental			258			
** Total	1,173,078	1,818,600	1,534,293	1,877,000	58,400	3.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(1,637,200)	(1,644,000)	(1,271,206)	(1,879,800)	(235,800)	14.3
* Other Revenue			(435)			
** Total	(1,637,200)	(1,644,000)	(1,271,641)	(1,879,800)	(235,800)	14.3
Net Surplus/Deficit	(464,122)	174,600	262,652	(2,800)	(177,400)	(101.6)

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Property Acquisitions	\$30,225,352	\$1,074,429	\$504,396	\$233,658	\$6,000,000
Property Disposals	\$17,922,343	\$378,384	\$19,037	\$1,068,009	\$7,000,000
Industrial Park Sales	\$5,999,430	\$4,306,809	\$11,474,919	\$24,799,069	\$6,000,000
Revenues from Income Property	\$2,085,384	\$2,359,386	1,744,952	\$1,313,200	\$1,200,000
Leased Property Expenditures	\$3,194,017	\$3,717,648	\$3,048,200	\$2,974,000	\$3,033,480
Parkland acquired (acres)	79	64	216	45	200
Parkland acquired (cash)	\$666,000	\$540,000	\$817,316	\$989,483	\$890,000

2013/14 Real Estate and Land Management Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
P&I 4.1	Burnside Park: Phase 12-4 (45 acres) will be constructed and grading will commence in both Phase 12-5 and 12-6 along with other infrastructure improvements	Economic Development
P&I 4.2	Detailed technical/financial analysis of the potential redevelopment for Cogswell Interchange	Economic Development
P&I 4.3	Strategic Surplus Property Disposal:	Economic

	<ul style="list-style-type: none"> bring to market Northcliffe, Queen Street close Bloomfield transaction initiate review of alternative uses for St Pats High School, Memorial Library, Red Cross Building, 90 Alderney Drive, Lower Water & George Street lands 	Development
P&I 4.4	Halifax Common Master Plan – initiate the review of the 1992 Halifax Common Plan as part of the greenbelting and public spaces plan in support of the centre plan	Economic Development

Energy and Environment:

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

Services Delivered:

- Sustainability Projects - Corporate - Development of projects related to environmental sustainability and maximizing energy efficiency of municipal buildings, infrastructure, and assets. This service includes design, development and recommendation of projects, application for grants, assessment of projects and concepts, management of energy and environment efficiency projects.
- Sustainability Projects - Community - Support the implementation of environmental and energy related projects for HRM as a community. This service includes response to community stakeholder requests and proposals and management of Council approved community sustainability projects.
- Energy and Environmental Advisory Services - Respond to inquiries, provide and coordinate subject matter expertise on energy and environmental issues. This service includes sustainability education and promotion, participation in UARB hearings, utility coordination, and oil spill management.
- Policy and Plan Development and Management - Development of policies informing corporate and community-related energy and environmental management. This service includes functional plan development and revision, policy development and administrative policy development.
- Performance Measurements - Measurement of corporate and community energy and environmental performance. This service includes Environmental Performance Measurement; oversee beach water quality sampling, coordination of collected data from watershed/water quality monitoring programs.

Energy and Environment Budget Overview

Energy & Environment Summary of Expense & Revenue Types							
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %	
* Compensation and Benefits	596,489	542,500	549,845	522,700	(19,800)	(3.6)	
* Office	12,226	10,200	5,825	7,200	(3,000)	(29.4)	
* External Services	271,098	246,700	279,339	376,100	129,400	52.5	
* Supplies	1,300	1,300	161		(1,300)	(100.0)	
* Materials			9				
* Building Costs			469				
* Equipment & Communications	153,161	150,200	819	76,000	(74,200)	(49.4)	
* Vehicle Expense			250				
* Other Goods & Services	108,792	88,600	18,236	29,300	(59,300)	(66.9)	
* Interdepartmental	5,100		4,076				
* Other Fiscal	(290,433)	(266,100)	(132,880)	(236,100)	30,000	(11.3)	
** Total	857,733	773,400	726,149	775,200	1,800	0.2	
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %	
* Other Revenue			(70,425)	(13,000)	(13,000)		
** Total			(70,425)	(13,000)	(13,000)		
Net Surplus/Deficit	857,733	773,400	655,724	762,200	(11,200)	(1.4)	

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Environment budget per capita	\$1.82	\$1.52	\$1.85	\$1.79	\$1.95
Energy Reserve Contributions		\$270,000	\$460,000	\$464,000	\$475,000
GHG reductions from developed projects (tonnes annually)				7,500	4,000

2013/14 Energy and Environment Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
P&I 5.1	Manage Solar City residential domestic hot water project (1000 installations)	Healthy Communities
P&I 5.2	LED Streetlight Conversion with the purchase of street lights and poles from NSPI and the development of a RFP for the conversion project.	Healthy Communities
P&I 5.3	Develop project charter & year one deliverables for Integrated Stormwater Policy; Stormwater Infrastructure Funding Program delivery; Support Regional Watershed Advisory Board and Clean Nova Scotia RainYards project.	Healthy Communities

Planning and Infrastructure Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
I101 P & I Admin	410,701	388,700	403,781	414,000	25,300	6.5
** Planning & Infra Admin	410,701	388,700	403,781	414,000	25,300	6.5
W100 Real Est & Mgt Admin	283,353	256,200	118,980	363,400	107,200	41.8
W400 Acquisitions & Disposals	(73,980)	(405,700)	298,476	(655,800)	(250,100)	61.6
W500 Business Parks	(673,495)	(344,300)	(759,677)	(359,800)	(15,500)	4.5
W700 Land Management		668,400	604,872	649,400	(19,000)	(2.8)
** Real Estate & Land Management	(464,122)	174,600	262,652	(2,800)	(177,400)	(101.6)
C320 Planning	1,622,812	1,799,500	1,518,939	1,835,800	36,300	2.0
R951 Regional Trans.Plann	515,709	404,300	379,263	450,300	46,000	11.4
R952 Smart Trip Program			(14,237)	71,900	71,900	
** Planning Services	2,138,521	2,203,800	1,883,965	2,358,000	154,200	7.0
C460 Infrastructure	348,078	543,300	535,829	569,200	25,900	4.8
** Infrastructure	348,078	543,300	535,829	569,200	25,900	4.8
W953 Facility Development	1,163,949	1,281,500	1,190,681	1,522,400	240,900	18.8
W955 Corporate Accommodations	97,510	97,300	56,825	97,300		
W943 Reg Trails/Streetsca	1,197,427	472,900	455,990	496,700	23,800	5.0
C727 LKDNew Facility Deve	196,245	175,600	117,524		(175,600)	(100.0)
* Facility Development	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
** Facility Development	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
D935 Energy and Enviroment	857,577	773,400	655,036	762,200	(11,200)	(1.4)
D947 EE Envir.Water Qlty	156					
D948 EE Sust. Comm Proj			688			
** Energy & Environment	857,733	773,400	655,724	762,200	(11,200)	(1.4)
*** Total	5,946,042	6,111,100	5,562,971	6,217,000	105,900	1.7

Planning and Infrastructure Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
I101 P & I Admin	410,701	388,700	403,781	414,000	25,300	6.5
** Planning & Infra Admin	410,701	388,700	403,781	414,000	25,300	6.5
W100 Real Est & Mgt Admin	283,353	256,200	118,980	363,400	107,200	41.8
W400 Acquisitions & Disposals	479,420	488,300	405,569	474,000	(14,300)	(2.9)
W500 Business Parks	410,305	405,700	404,872	390,200	(15,500)	(3.8)
W700 Land Management		668,400	604,872	649,400	(19,000)	(2.8)
** Real Estate & Land Management	1,173,078	1,818,600	1,534,293	1,877,000	58,400	3.2
C320 Planning	1,649,712	1,799,500	1,522,456	1,835,800	36,300	2.0
R951 Regional Trans.Plann	515,709	404,300	390,192	450,300	46,000	11.4
R952 Smart Trip Program			917	95,000	95,000	
R953 TDM Migration				20,000	20,000	
** Planning Services	2,165,421	2,203,800	1,913,565	2,401,100	197,300	9.0
C460 Infrastructure	348,078	543,300	535,829	569,200	25,900	4.8
** Infrastructure	348,078	543,300	535,829	569,200	25,900	4.8
W953 Facility Development	1,163,949	1,281,500	1,190,681	1,522,400	240,900	18.8
W955 Corporate Accommodations	97,510	97,300	56,825	97,300		
W943 Reg Trails/Streetca	1,197,427	472,900	455,990	496,700	23,800	5.0
C727 LKDNew Facility Deve	196,245	175,600	117,524		(175,600)	(100.0)
* Facility Development	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
** Facility Development	2,655,131	2,027,300	1,821,020	2,116,400	89,100	4.4
D935 Energy and Enviroment	857,577	773,400	661,836	775,200	1,800	0.2
D947 EE Envir.Water Qlty	156					
D948 EE Sust. Comm Proj			64,313			
** Energy & Environment	857,733	773,400	726,149	775,200	1,800	0.2
*** Total	7,610,142	7,755,100	6,934,636	8,152,900	397,800	5.1

Planning and Infrastructure Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
W400 Acquisitions & Disposals	(553,400)	(894,000)	(107,093)	(1,129,800)	(235,800)	26.4
W500 Business Parks	(1,083,800)	(750,000)	(1,164,548)	(750,000)		
** Real Estate & Land Management	(1,637,200)	(1,644,000)	(1,271,641)	(1,879,800)	(235,800)	14.3
C320 Planning	(26,900)		(3,518)			
R951 Regional Trans.Plann			(10,929)			
R952 Smart Trip Program			(15,153)	(23,100)	(23,100)	
R953 TDM Migration				(20,000)	(20,000)	
** Planning Services	(26,900)		(29,599)	(43,100)	(43,100)	
D935 Energy and Enviroment			(6,800)	(13,000)	(13,000)	
D948 EE Sust. Comm Proj			(63,625)			
** Energy & Environment			(70,425)	(13,000)	(13,000)	
*** Total	(1,664,100)	(1,644,000)	(1,371,666)	(1,935,900)	(291,900)	17.8

Planning and Infrastructure Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	5,750,725	5,678,100	5,429,281	6,075,700	397,600	7.0
6002 Salaries - Overtime	15,361	15,300	7,698	31,600	16,300	106.5
6005 PDP Increases			(78,484)			
6054 Vacation payout			7,875			
6100 Benefits - Salaries	1,015,147	1,015,400	990,658	1,082,000	66,600	6.6
6110 Vacancy Management		(102,100)			102,100	(100.0)
6150 Honorariums			300			
6151 Vehicle Allowance	4,316					
6152 Retirement Incentives	31,732	33,200	31,973	37,200	4,000	12.0
6154 Workers' Compensation	86,979	78,900	72,037	77,900	(1,000)	(1.3)
6199 Comp & Ben InterDept		(149,600)	(271,120)	(275,500)	(125,900)	84.2
9200 HR CATS Wage/Ben			478			
9210 HR CATS OT Wage/Ben			(1,731)			
* Compensation and Benefits	6,904,260	6,569,200	6,188,964	7,028,900	459,700	7.0
6201 Telephone	47,687	47,000	36,913	41,400	(5,600)	(11.9)
6202 Courier/Postage	5,820	4,500	3,298	4,900	400	8.9
6203 Office Furn/Equip	33,856	8,300	25,859	9,300	1,000	12.0
6204 Computer S/W & Lic	11,840	9,100	23,034	10,100	1,000	11.0
6205 Printing & Reproduction	21,060	18,500	15,325	21,500	3,000	16.2
6207 Office Supplies	36,401	34,500	27,700	34,500		
6299 Other Office Expenses	800	800	115	800		
* Office	157,464	122,700	132,243	122,500	(200)	(0.2)
6301 Professional Fees	5,400	3,600		3,600		
6302 Legal Fees	67,000	83,000	77,420		(83,000)	(100.0)
6303 Consulting Fees	60,302	86,100	80,301	196,200	110,100	127.9
6305 Property Appraisal	71,916	74,500	38,592	78,500	4,000	5.4
6306 Property Survey			9,500	7,500	7,500	
6312 Refuse Collection	1,000	1,000			(1,000)	(100.0)
6399 Contract Services	564,413	477,000	359,057	440,400	(36,600)	(7.7)
* External Services	770,031	725,200	564,871	726,200	1,000	0.1
6401 Uniforms & Clothing	1,500	1,300	161		(1,300)	(100.0)
6405 Photo Supp & Equip	450		1			
6406 Bridge Tolls	500		570			
6409 Personal Protect Equ	600	600	147	600		
* Supplies	3,050	1,900	879	600	(1,300)	(68.4)
6504 Hardware			166			
* Materials			166			
6602 Electrical			64			
6607 Electricity	700	800	1,185	800		
6699 Other Building Cost			30,422			
* Building Costs	700	800	31,671	800		
6701 Equipment Purchase	147,161	144,200	1,727	76,000	(68,200)	(47.3)
6703 Computer Equipment/Rentals	411					
6704 Equipment Rental	5,100	5,100		100	(5,000)	(98.0)
6705 Equip - R&M	1,000	1,000	165		(1,000)	(100.0)
6706 Computer R&M	1,004	1,000	91	1,000		
6711 Communication System	4,000	4,000			(4,000)	(100.0)
* Equipment & Communications	158,676	155,300	1,983	77,100	(78,200)	(50.4)
6899 Other Vehicle Expense			250			
* Vehicle Expense			250			

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6901 Membership Dues	27,874	29,300	23,379	28,200	(1,100)	(3.8)
6902 Conferences and Workshops	11,948	13,300	8,001	14,200	900	6.8
6903 Travel - Local	76,622	76,200	60,872	68,800	(7,400)	(9.7)
6904 Travel - Out of Town	24,572	22,200	9,577	20,200	(2,000)	(9.0)
6905 Training & Education	24,441	15,800	8,749	17,000	1,200	7.6
6906 Licenses & Agreements	39,500	33,500	18,806	31,800	(1,700)	(5.1)
6911 Facilities Rental	14,500	15,100	13,746	15,100		
6912 Advertising and Promotion	55,094	65,100	53,687	72,700	7,600	11.7
6913 Awards	1,205	700		700		
6915 Research Data Acquisition	28,533	28,500	3,787	3,500	(25,000)	(87.7)
6916 Public Education	45,080	36,000	263	11,000	(25,000)	(69.4)
6917 Books and Periodicals	2,450	2,200	561	3,100	900	40.9
6918 Meals	4,204	3,200	453	3,400	200	6.3
6919 Special Projects	122,007	102,600	2,390	141,100	38,500	37.5
6938 Rewarding Excellence	2,127	2,100		2,100		
6999 Other Goods and Services	262	300	1,251		(300)	(100.0)
* Other Goods & Services	480,419	446,100	205,521	432,900	(13,200)	(3.0)
7001 Interdept Equip Chg	353					
7002 Other Interdept Chg	5,100					
7007 ItnTrsf Paper Recyc			3,402			
7008 ItnTrsf IT & Commun			2,214			
7009 Internal Transfers Other			1,046			
9911 PM Labour-Reg			306			
* Interdepartmental	5,453		6,968			
8008 Transfer to/from Reserves	(301,963)	(266,100)	(198,880)	(236,100)	30,000	(11.3)
8024 Transf to/fr Capital	(567,948)					
* Other Fiscal	(869,911)	(266,100)	(198,880)	(236,100)	30,000	(11.3)
** Total	7,610,142	7,755,100	6,934,636	8,152,900	397,800	5.1
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4901 Parking Meters				(18,000)	(18,000)	
5151 Lease Revenue			(7,609)			
5250 Sales of Services Other	(353,400)	(548,000)	(285,382)	(650,000)	(102,000)	18.6
5450 Other Sales Revenue	(1,283,800)	(1,096,000)	(979,481)	(1,234,400)	(138,400)	12.6
* Fee Revenues	(1,637,200)	(1,644,000)	(1,272,472)	(1,902,400)	(258,400)	15.7
5508 Recov External Parti	(26,900)		(97,618)	(13,000)	(13,000)	
5600 Miscellaneous Revenue			(1,575)	(20,500)	(20,500)	
* Other Revenue	(26,900)		(99,193)	(33,500)	(33,500)	
** Total	(1,664,100)	(1,644,000)	(1,371,666)	(1,935,900)	(291,900)	17.8
Net Surplus/Deficit	5,946,042	6,111,100	5,562,971	6,217,000	105,900	1.7

Transportation and Public Works

2013/14 Budget and Business Plan

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

Transportation and Public Works Overview

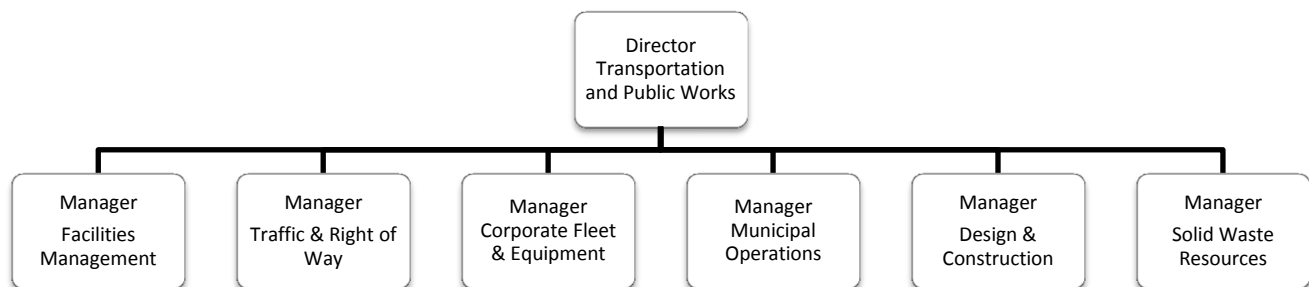
Transportation and Public Works (TPW) consolidates both the critical and operational-based services that contribute to sustainable public infrastructure and transportation networks.

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

Asset Responsibility:

- Asset manager/steward for 1,790 km of roads, 2,100 km of curbs, 850 km of sidewalks, 22 km of gravel roads and 85 bridges
- Asset steward for 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 230 Sport courts
- Asset steward of approximately 221 of 350 buildings
- Contract management for delivery of 8.0 M recap program for buildings
- Asset manager/ steward for 500 Municipal vehicles, 400 pieces of small equipment, 320 Transit vehicles, 280 police vehicles, and 300 fire vehicles
- Asset owner/manager/steward for 270 traffic signals, 180 crosswalk lights, 40,500 streetlights
- 740 km white & yellow centre lines painted
- 9,000 signs manufactured
- Collection of recyclables, organics and refuse at approx. 140,000 eligible properties
- Contract management for operation and maintenance of 5 solid waste processing facilities and 2 land fill sites.

Transportation and Public Works Org Chart



Funded Full Time Equivalent (FTEs)

	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	562	-1	561

Transportation and Public Works Operating Budget Overview

TPWS Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	39,932,915	38,729,900	34,243,898	37,848,800	(881,100)	(2.3)
* Office	727,658	671,500	502,567	655,600	(15,900)	(2.4)
* External Services	54,174,009	59,160,500	60,274,818	60,938,600	1,778,100	3.0
* Supplies	790,605	755,500	903,092	754,400	(1,100)	(0.1)
* Materials	3,368,357	4,336,600	3,997,736	4,091,700	(244,900)	(5.6)
* Building Costs	15,740,353	18,194,260	16,926,433	19,141,800	947,540	5.2
* Equipment & Communications	3,793,428	3,826,900	6,225,699	3,713,100	(113,800)	(3.0)
* Vehicle Expense	4,626,020	5,924,800	5,913,169	5,868,400	(56,400)	(1.0)
* Other Goods & Services	5,163,927	6,337,700	5,280,912	7,047,800	710,100	11.2
* Interdepartmental	(7,896,556)	(1,969,000)	(2,837,754)	(2,016,300)	(47,300)	2.4
* Debt Service	3,271,600	3,167,400	3,204,883	3,013,400	(154,000)	(4.9)
* Other Fiscal	3,514,169	3,160,540	2,484,450	2,891,800	(268,740)	(8.5)
** Total	127,206,485	142,296,600	137,119,903	143,949,100	1,652,500	1.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(2,846,188)	(2,677,000)	(2,736,667)	(40,200)	2,636,800	(98.5)
* Transfers from other Gov'ts	(2,936,764)	(3,281,900)	(3,134,504)	(2,969,800)	312,100	(9.5)
* Fee Revenues	(17,450,786)	(16,768,400)	(15,823,529)	(16,338,700)	429,700	(2.6)
* Other Revenue	(1,684,100)	(1,788,900)	(2,437,793)	(1,638,400)	150,500	(8.4)
** Total	(24,917,838)	(24,516,200)	(24,132,493)	(20,987,100)	3,529,100	(14.4)
Net Surplus/Deficit	102,288,647	117,780,400	112,987,410	122,962,000	5,181,600	4.4

Director/Administration Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	617,034	338,900	335,906	345,900	7,000	2.1
* Office	28,723	12,500	8,890	12,500		
* External Services	17,144	30,000	7,167	10,000	(20,000)	(66.7)
* Supplies	1,880	1,000	1,985	1,000		
* Materials	128		315			
* Building Costs	5,000	5,000	136	5,000		
* Equipment & Communications	10,672	5,000	2,507	5,000		
* Vehicle Expense	7,000		1,514			
* Other Goods & Services	252,642	239,900	242,267	220,100	(19,800)	(8.3)
* Interdepartmental	9,624		90,073			
** Total	949,847	632,300	690,759	599,500	(32,800)	(5.2)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue			(6,050)			
** Total			(6,050)			
Net Surplus/Deficit	949,847	632,300	684,709	599,500	(32,800)	(5.2)

Transportation and Public Works Budget Overview by Service Area

TPWS Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Director/Administration Summary of Expense & Revenue Types	949,847	632,300	684,709	599,500	(32,800)	(5.2)
Facility Services Summary of Expense & Revenue Types	17,555,190	21,904,500	19,178,302	23,900,000	1,995,500	9.1
Traffic/RoW Services Summary of Expense & Revenue Types	10,555,814	10,526,200	10,075,242	10,871,900	345,700	3.3
Fleet Services Summary of Expense & Revenue Types	579,346	11,371,300	10,888,929	11,247,600	(123,700)	(1.1)
MOPS Municipal Operations Summary of Expense & Revenue Types	35,592,202	38,100,600	39,293,796	40,806,600	2,706,000	7.1
Design & Construction Services Summary of Expense & Revenue Types	4,139,592	3,823,500	3,268,686	3,998,400	174,900	4.6
Solid Waste Services Summary of Expense & Revenue Types	32,916,609	31,422,000	29,597,745	31,538,000	116,000	0.4
Locked Cost Centres	47					52.0
	102,288,647	117,780,400	112,987,410	122,962,000	5,181,600	

Transportation and Public Works Key Metrics

Key Metrics and Drivers	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	31%	31%	38%	30%	32%
Expenditures per Dwelling (186,447 dwellings)	672	715	687	628	633

Transportation and Public Works Strategic Initiatives for 2013/14

Transportation and Public Works will continue to emphasise the following for the upcoming fiscal year:

1. State of good repair for assets under our responsibility
2. Optimization of the Road Network
3. Environment and Sustainability by operationalizing the Urban Forest Master Plan and
4. Completing the implementation plan for LED Street Lights
5. Solid Waste Strategy Review

Transportation and Public works plays a critical role in the maintenance of assets in the Halifax Regional Municipality. In 2012/13 Council placed an emphasis on strong planning and increased funding to both the operating budget and capital budgets. This has contributed to the stabilization of the condition of our fleet and road infrastructure. Parks/Playgrounds are still being inventoried and the majority of our buildings are having condition assessments completed to determine the required level of maintenance and funding required.

Asset Class	Average 5-year Renewal Budget	Percent of Replacement Value	Condition Trend
Fleet	\$17.7 million/year	7.6%	B, Stable
Road Infrastructure	\$25.8 million/year	0.9%	B, Stable
Parks & Playgrounds	\$3.5 million/year	1.9%	Unknown
Buildings	\$18.7 million/year	2.3% ¹	Unknown

*Information based on 12/13 capital budget

Measuring the Gap

The Infrastructure Gap is an area of significant concern for all levels of government. A significant amount of infrastructure that HRM owns is fast approaching, or has already passed, its useful life. Years of balancing budgets by deferring asset maintenance or replacement are catching up, while at the same time residents and businesses expect more services. This situation is not unique to HRM, and the Federation of Canadian Municipalities has identified the Infrastructure Gap as a key challenge for local Governments that cannot be solved without assistance from the Federal Government.

Maintaining what we own

In order to maintain infrastructure and assets in their current state and halt the decline in asset condition, HRM should be spending approximately \$95 million per year. This estimate is based on varying degrees of knowledge on the condition of our assets. For example, very detailed condition data is kept on roads, sidewalks, bridges and fleet, yet we are only beginning to understand the condition of many of the facilities. In any case, this amount will increase as HRM acquires new assets, as costs increase due to inflation, and as we obtain more detailed information on the condition of our assets.

In contrast, historical funding on infrastructure renewal has varied between \$66 million and \$84 million per year. During discussions with the Audit and Finance Standing Committee an informal target was established to increase spending on maintaining infrastructure in a state of good repair by \$17 million per year, as a first step towards closing the gap.

The current Five Year Capital Plan forecasts \$66.1 million in state of good repair funding for 2012/13. This budget increases that amount by \$15.5 million to \$81.5 million: \$79.6 million in capital renewal and \$1.9 million additional operating funds to repair sidewalks, bridges, guide rails, and other related road infrastructure.

Growing Pressures

Unfunded Assets

In addition to the cost of maintaining assets in a state of good repair, HRM has significant pressure to improve and expand services. TPW faces additional pressure from additional assets being acquired from

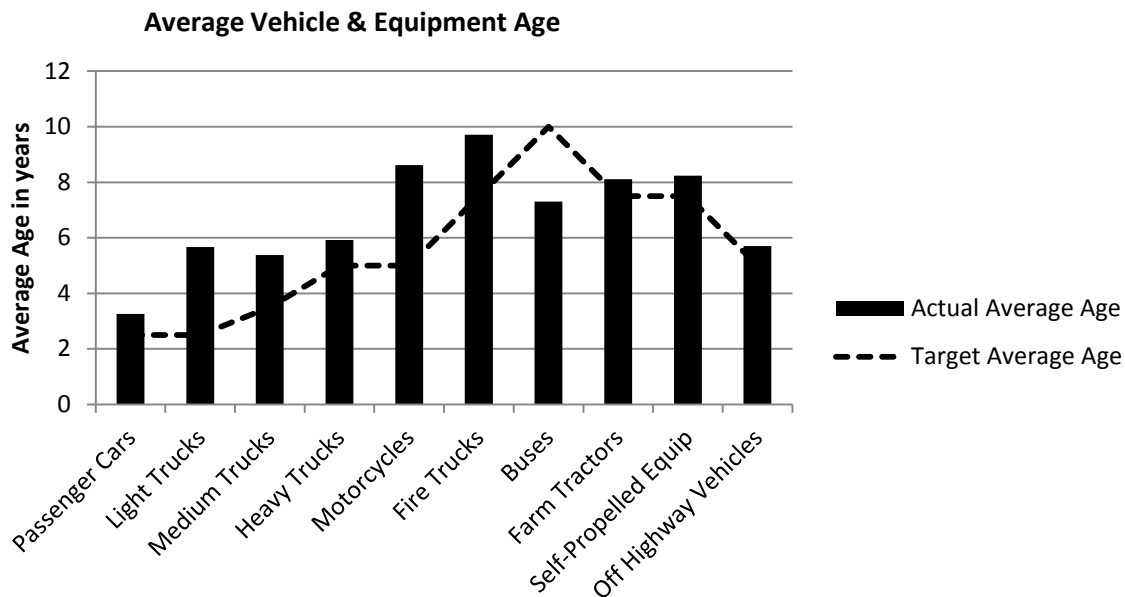
the Province through road transfer agreements, Halifax Regional School Board for surplus properties, the Halifax Water merger and dedicated lands/new subdivisions from development without proportionate lifts for the operating budget.

Fleet

HRM owns almost 1,500 pieces of fleet, with a replacement value of \$231.8 million, including buses. Average spending towards maintaining the fleet in a state of good repair is \$17.7 million per year or 7.6% of replacement value.

Vehicles are some of HRM’s shorter-lived assets and annual spending is higher as a percentage of replacement value. Amount and type of usage can play a significant role in determining optimum replacement times. Maintenance is very strict and vehicles and the work in the shops are regulated by a number of Governmental agencies, the Nova Scotia Utility and Review Board, Motor Carrier, Registry of Motor Vehicles, National Safety Code, Department of Labour.

Deciding when to replace a vehicle is very important. It is better to stagger vehicle replacement so that replacement costs remain consistent from year to year. In order to achieve this, the average age of a fleet should be approximately half of the vehicle’s useful life. Most vehicle types do not have significant replacement backlogs, and actual average age and target average age by vehicle class are shown below.



The average age of a bus is three years younger than the target age but this is largely due to recent expansions in the fleet.

Streets and Roads

HRM has 1,790 km of roads, including 22 km of gravel road, and uses a Surface Distress Index (SDI) to rate the condition of the road surface.

The SDI is an indicator of the condition of the asphalt, and plays an integral role in the pavement management strategy, and ultimate selection of a street that is to be considered for inclusion in the annual capital program. The range of the SDI rating system is from 0 (worst condition) to 10 (best condition).

HRM employs a blended pavement management strategy. It is a combination of a Worst First/Best First approach. The Worst First approach focuses on rehabilitating streets that are in poor condition. This normally provides for the greatest taxpayer satisfaction; however, the cost of street reconstruction is very expensive, and can range from \$100-\$130 sm. Therefore fewer streets can be upgraded within the defined budget amounts. In a Best First strategy (pavement preservation), priority is placed on rehabilitating streets that are in better condition. These streets are typically in good to fair condition. Dealing with these streets at an early stage extends the life of the pavement at a cost effective level (typically in the range of \$8-\$25 sm).

Research, industry standards and experience has confirmed that maintaining the better streets costs the taxpayer substantially less per year than allowing them to deteriorate to the point where major rehabilitation or reconstruction is required. If the entire street budget was allocated to addressing the worst streets only, those that are in better condition would continue to deteriorate, and over time, would become very costly to upgrade. HRM thus implements this blended strategy as a means to upgrade poorly rated streets to an acceptable condition, while at the same time focuses on the higher rated streets by investing timely, lower-cost periodic rehabilitation programs.

Bridges

HRM owns and maintains 85 bridges that are part of the road system. In 2010 HRM completed a detailed assessment of all HRM owned and maintained bridge structures. From that assessment a short, medium and long term plan was developed to address various maintenance and capital requirements. As of the end of the 2012/13 fiscal year all bridges that required short term capital improvements were being addressed. As a note Level I inspections are conducted annually while Level II inspections (and Level III if required) are completed on a 3 year cycle.

Sidewalks

HRM has 850 km of sidewalks which are inspected and rated for both capital and maintenance requirements. The percent defective is the main indicator of the sidewalk condition, and the rating for each sidewalk segment ranges from 0 (best condition) to 100 (worst condition). Sidewalk locations above 40% defective are considered for capital upgrades. The number of km's above 40 % defective continues to decrease with the current level of capital investment. Existing kilometers of sidewalks that require a capital upgrade is approximately 135 kms. Annually 5-6 kms are upgraded.

The demand for new sidewalks has exceeded 250 locations. Approximately 8-10 new sidewalks are constructed annually.

Waste Strategy Review

The Waste Strategy review to identify and address compost capacity and regulatory compliance, leachate processing, recycling capacity, and a transfer station feasibility study was released January 2013. Staff will initiate public consultation in 2013.

Strategic External Partnerships

TPW will continue to develop and foster partnerships with external groups such as: Waterfront Development Corporation Ltd., HRSB, Nova Scotia Community College (NSCC)/ Universities, community operated fields, community trails groups, business park associations, Business Improvement Districts (BID's), Nova Scotia Transportation and Infrastructure Renewal, Heritage Gas, and Conserve Nova Scotia to name a few. Through these partnerships TPW can leverage their services to enhance delivery to the general public.

Summary of 2013/14 Transportation and Public Works Changes

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
Efficiency Savings <ul style="list-style-type: none"> ○ Fuel savings ○ Reduction in graffiti calls, less materials & rental requirements ○ Reduction in sick time/overtime ○ Depot consolidation – Ilsley & Cobequid ○ Salary savings during recruitment & selection process for new hires 	2M		
Shift of 1.9 M State of Good repair money to Capital	1.9M		
Leachate	1 M		
New or Expanded Service Initiatives * Not currently funded in TPW's budget	Proposed 13/14 Cost	Projected 14/15 Costs	Projected 15/16 Costs
Sidewalk snow clearing for all HRM sidewalks - General urban vs. area rate	2.3M	2.3M	2.3M
Identify additional assets and unit costs to appropriately fund assets acquired through development (Budget amount based on 2011 accepted infrastructure)		275K	275K
Review pedestrian safety action plan	TBD	TBD	TBD
New sidewalks in the general tax rate FIT - Lead	Support		

2013/14 Transportation and Public Works Service Area Plans

Design and Construction:

Delivers road asset-related professional and technical services including surveying, engineering design, construction inspection, infrastructure management and records management. This unit is the asset manager for HRM's streets, roads, sidewalks, curbs and bridges.

Services Delivered:

- Roadway Assets (Design and Construction Services capital program) - *Provides surveying, design and/or construction services in support of the refurbishment of HRM's roadway assets.*
- Roadway Assets (In support of other Business Units) – *Provides surveying, design and/or construction services to HRM Business Units to support their infrastructure needs.*
- Roadway Asset Management (In support of the Enterprise Asset Management initiative) - *D&C staff continues to rate the condition of the roadway assets (i.e., asphalt, sidewalk, curb and gutter and bridges) in support of the EAM project.*

Design and Construction Budget Overview

Design & Construction Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,871,139	3,587,400	3,121,217	3,675,600	88,200	2.5
* Office	114,491	105,800	65,520	79,400	(26,400)	(25.0)
* External Services			807	39,700	39,700	
* Supplies	9,060	9,100	4,828	9,100		
* Materials	800	800	738	800		
* Equipment & Communications	34,310	47,000	13,914	46,300	(700)	(1.5)
* Vehicle Expense	4,800	4,800			(4,800)	(100.0)
* Other Goods & Services	147,156	148,600	123,620	147,500	(1,100)	(0.7)
* Interdepartmental	28,222		2,332			
** Total	4,209,978	3,903,500	3,332,975	3,998,400	94,900	2.4
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(70,386)	(80,000)	(63,907)		80,000	(100.0)
* Other Revenue			(381)			
** Total	(70,386)	(80,000)	(64,288)		80,000	(100.0)
Net Surplus/Deficit	4,139,592	3,823,500	3,268,686	3,998,400	174,900	4.6

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Remaining kms of gravel roads to be Paved (based on street locations that were successfully surveyed)	5.2	1.7 km's	4.4 km's	0.5 km's	0 km ¹
Average SDI (Surface Distress Index)	7.23	7.4	7.4	7.45	7.45 ²
Kms of existing sidewalks above 40 % defective	154	147 km's	140 km's	135 km's	130 km's ³

Notes:

1. At end of 2013/14 there will be no other gravel roads on the capital list to be upgraded to pavement. Other gravel roads exist; however, have not been petitioned. Staff will be reviewing those locations with the respective councillors in preparation of the 2014/15 capital program.
2. The number for 2012/13 had not been finalized at the time of preparation of this document. The number shown for 2013/14 is projected, and will be confirmed upon completion of the 2013/14 capital program.
3. The number for 2012/13 had not been finalized at the time of preparation of this document. The number shown for 2013/14 is projected, and will be confirmed upon completion of the 2013/14 capital program

2013/14 Design and Construction Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
TPW 1.1	Tender a minimum of 90% of D&C projects no later than the Fall 2013	Financial Stewardship- State of good repair
TPW 1.2	Implement a new rating process for existing sidewalks that satisfies requirements for D&C and MOPS	Excellence in Service Delivery
TPW 1.3	Complete a detailed inspection of all HRM owned and maintained road bridge structures that will enable staff to develop a maintenance plan as well as a short, medium and long term capital programs.	Financial Stewardship- State of good repair
TPW 1.4	Rate 1/3 of the pavement inventory and 1/2 of the sidewalk inventory (though the new rating process) prior to winter 2013.	Financial Stewardship- State of good repair

Facilities Management:

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

Services Delivered:

- Facilities / Property Operation - Maintenance - *Facilities Management provides operations services and project management expertise for HRM owned and leased buildings and properties*
- Facilities / Property Operation – Recreation Assets - *Facilities Management provides operations services including maintenance, repair, and cleaning for HRM recreational assets including swimming pools and the outdoor skating oval.*
- Facilities / Property Operation - Security - *Facilities Management provides security and access management services for HRM-owned and leased buildings and properties.*
- Energy Efficiency Retrofit Projects - *Implement or assist in the implementation of energy retrofits to HRM buildings and facilities*
- Lease Management - *Provides property management services to commercial leases and HRM-owned properties.*

Facilities Management Budget Overview

Facility Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,158,067	6,246,100	5,093,908	6,235,100	(11,000)	(0.2)
* Office	115,413	120,000	114,363	132,500	12,500	10.4
* External Services	4,625,368	4,531,500	4,355,428	5,031,200	499,700	11.0
* Supplies	294,800	304,900	359,321	305,700	800	0.3
* Materials	370,600	391,600	424,460	448,600	57,000	14.6
* Building Costs	7,418,309	9,356,860	8,764,034	10,104,700	747,840	8.0
* Equipment & Communications	1,206,700	1,182,700	1,226,591	1,100,100	(82,600)	(7.0)
* Vehicle Expense	102,700	73,000	31,383	73,000		
* Other Goods & Services	3,334,916	3,484,200	3,279,756	3,736,200	252,000	7.2
* Interdepartmental	(3,357,023)	(1,969,000)	(2,792,234)	(2,016,300)	(47,300)	2.4
* Debt Service	20,400	20,400	27,564	35,400	15,000	73.5
* Other Fiscal	1,129,140	1,028,840	674,293	1,081,300	52,460	5.1
** Total	21,419,390	24,771,100	21,558,867	26,267,500	1,496,400	6.0
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(3,305,500)	(2,307,900)	(2,078,612)	(2,317,000)	(9,100)	0.4
* Other Revenue	(558,700)	(558,700)	(301,953)	(50,500)	508,200	(91.0)
** Total	(3,864,200)	(2,866,600)	(2,380,565)	(2,367,500)	499,100	(17.4)
Net Surplus/Deficit	17,555,190	21,904,500	19,178,302	23,900,000	1,995,500	9.1

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Maintenance Requests (PM work, demand work, and work under \$50K)	16,000	12,500	13,500	15,000	20,000

2013/14 Facilities Management Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
TPW 2.1	Identify unit costs for delivery of services developed to ensure OCC is established and for new and renovated infrastructure.	State of good repair
TPW 2.2	Complete corporate security plan for access management and control	Excellence in Service Delivery
TPW 2.3	Complete thorough condition assessments 5-10 year capital work plan for Community run facilities and rural fire stations	State of good repair
TPW 2.4	Complete new management model for Alderney Gate, Ferry Terminal, and Alderney landing.	Excellence in service delivery

Corporate Fleet and Equipment:

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

Services Delivered:

- Asset Management – Fleet and Equipment Acquisition and Disposal - *Fleet Services procures vehicles and fleet-maintenance equipment and disposes of vehicles when they are no longer suitable for use by HRM.*
- Asset Management – Fleet Planning and Maximization - *Strategic and tactical fleet planning and related analysis and reporting*
- Asset Stewardship – Vehicle Repair and Maintenance - *Fleet Services provides maintenance and repair to keep HRM vehicles (excluding Metro Transit buses) in good running order, compliant with legislation, and fit for specific business unit use.*
- Legislative / Legal Requirements - *Fleet Services provides Halifax Regional Police with consultation and "expert witness" services for vehicle related matters, inspects our shops to ensure compliance, and ensures that only provincially-licenced mechanics work on HRM assets.*

Corporate Fleet and Equipment Budget Overview

The majority of work for Corporate Fleet encompasses two specific types of work 1) the purchase of all vehicles for the Municipality regardless of its intended use. The focus is to tender for the specific vehicles needed to deliver the services of the business units. 2) Corporate fleet is also responsible for the preventative maintenance and daily repairs to 1,200 vehicles used by TPW, Police and Fire.

Fleet Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	4,738,894	4,615,600	4,137,501	4,552,300	(63,300)	(1.4)
* Office	28,508	30,300	29,155	28,700	(1,600)	(5.3)
* External Services	474,400	503,600	524,533	502,100	(1,500)	(0.3)
* Supplies	66,490	73,700	74,597	73,700		
* Materials	34,000	35,000	31,926	35,000		
* Building Costs	15,700	15,700	8,150	14,000	(1,700)	(10.8)
* Equipment & Communications	111,900	123,900	92,004	123,900		
* Vehicle Expense	4,272,567	5,699,300	5,796,949	5,642,200	(57,100)	(1.0)
* Other Goods & Services	272,036	274,200	284,991	275,700	1,500	0.5
* Interdepartmental	(9,435,149)		(42,646)			
* Other Fiscal			(25,000)			
** Total	579,346	11,371,300	10,912,159	11,247,600	(123,700)	(1.1)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Other Revenue			(23,229)			
** Total			(23,229)			
Net Surplus/Deficit	579,346	11,371,300	10,888,929	11,247,600	(123,700)	(1.1)

The success of Corporate Fleet is measured through the delivery of Safe, Reliable and Clean vehicles. The Key performance indicators are: the % of vehicles available to the user department; the response time to emergency calls; the work flow; number of open work orders.

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Diesel Price/Litre (Transit only)		0.71	0.89	0.91	
Diesel Price/Litre (City Fleet)		0.73	0.91	0.93	
Diesel Budget Price/Litre		0.70	0.83	0.93	
Diesel /Litre (Transit)	9,556,674	10,356,130	8,988,137 *	10,586,743	
Diesel /Litre (City Fleet)	1,219,236	1,042,928	926,289	1,034,136	1,136,092
Diesel /Litre Total	10,775,910	11,399,058	9,914,426	11,620,879	
Gasoline Price/Litre	0.75	0.75	0.91	0.93	
Gasoline Budget Price/Litre	0.73	0.72	0.80	0.90	
Gasoline /Litre	2,064,634	2,015,952	1,810,915	1,753,523	1,935,272

*Note: 11/12 Metro Transit Strike

2013/14 Corporate Fleet and Equipment Key Deliverables

- *Procure Vehicles and Fleet equipment*
- *Disposal of vehicles at the end of their useful life.*
- *Strategic and tactical fleet planning along with related analysis and reporting*
- *Provides preventative maintenance and repair on HRM vehicles.*
- *Provide repair service during snow removal or major emergencies.*

BU #	13/14 Deliverables	Strategic Alignment
TPW 3.1	Complete implementation of Fleet Focus software	Excellence in Service Delivery
TPW 3.2	Develop new vehicle costing model to assure full cost accounting and a match of resource allocation by business unit.	Fiscal Responsibility
TPW 3.3	Trial new equipment to enhance service levels	Excellence in Service Delivery
TPW 3.4	Stream line work order processes to enhance customer service	Excellence in Service Delivery

Municipal Operations:

Proactively maintains and improves a safe, efficient, aesthetic and clean street, sidewalk, walkway, trail, park, playground, athletic field, cemetery and open space system for use by HRM residents and visitors.

Services Delivered:

- Cemetery Management - *Management of HRM-owned cemeteries*
- HRM-Wide Maintenance - *Services spanning multiple departments and are provided across the entire municipality*
- Asset Stewardship – Bridges (Inspection and Maintenance) - *Perform the inspection and maintenance of bridges to ensure safety and cleanliness*
- Asset Stewardship – Parks and Open Spaces (Inspection and Maintenance) - *The inspection and maintenance of parks and open spaces to ensure safety and cleanliness.*
- Asset Stewardship – Sport Field / Playground / Green Belt Maintenance - *The inspection and maintenance of sports fields, playgrounds and greenbelts to ensure safety and cleanliness.*
- Asset Stewardship – Sidewalks (Inspection and Maintenance) - *The inspection and maintenance of sidewalks to ensure safety and cleanliness.*
- Asset Stewardship – Streets (Inspection and Maintenance) - *The inspection and maintenance of streets to ensure safety and cleanliness.*

Municipal Operations Budget Overview

MOPS Municipal Operations Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	20,161,272	19,620,000	17,626,812	18,657,500	(962,500)	(4.9)
* Office	174,629	141,100	113,409	140,500	(600)	(0.4)
* External Services	5,781,700	11,485,000	14,319,416	12,684,600	1,199,600	10.4
* Supplies	322,475	279,000	339,760	277,500	(1,500)	(0.5)
* Materials	2,706,329	3,680,700	3,333,990	3,380,800	(299,900)	(8.1)
* Building Costs	1,980,500	2,332,600	1,971,446	2,329,700	(2,900)	(0.1)
* Equipment & Communications	2,394,154	2,437,700	4,875,956	2,412,100	(25,600)	(1.1)
* Vehicle Expense	217,818	126,400	64,740	121,900	(4,500)	(3.6)
* Other Goods & Services	705,469	1,636,100	863,364	2,115,800	479,700	29.3
* Interdepartmental	4,707,456		(66,927)			
* Debt Service	26,800	18,200	14,769	18,000	(200)	(1.1)
* Other Fiscal	54,988	(73,800)	(284,338)	(383,900)	(310,100)	420.2
** Total	39,233,590	41,683,000	43,172,398	41,754,500	71,500	0.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(2,846,188)	(2,677,000)	(2,736,667)	(40,200)	2,636,800	(98.5)
* Fee Revenues	(744,200)	(854,400)	(904,576)	(856,700)	(2,300)	0.3
* Other Revenue	(51,000)	(51,000)	(237,359)	(51,000)		
** Total	(3,641,388)	(3,582,400)	(3,878,602)	(947,900)	2,634,500	(73.5)
Net Surplus/Deficit	35,592,202	38,100,600	39,293,796	40,806,600	2,706,000	7.1

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Cost to plow 1 km of street	\$4,130	\$4,232	\$3381 ¹	\$3,456	\$3,614
Budget to plow 1 km of street	\$2,666	\$2,606			
Cost to plow 1 km of sidewalk	\$7,123	\$7,743	\$6056 ²	\$6,624	6,743
Budget to plow 1 km of sidewalk	\$7,300	\$7,268			

1. Streets - Blended Rate 24% performance based and 76% in-house
2. Sidewalks – Blended Rate 83% performance based and 17% in-house

2013/14 Municipal Operations Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
TPW 4.1	Complete contracted and In-house work packages for road improvements	Transportation
TPW 4.2	Complete designated downtown BID-approved sidewalk work	Transportation
TPW 4.3	Participate through implementation of Graffiti plan and litter collection plan	Economic Development
TPW 4.4	Operationalize the Urban Forest Master Plan through the completion of study with Dalhousie, release of By-Law and identified plantings for this season	Healthy Communities
TPW 4.5	Inclusion of entire parks and open spaces inventory into Works Control process and mirror current streets/sidewalks process	Financial Stewardship

Solid Waste Resources:

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

Services Delivered:

- Diversion Programming - *Provide education, outreach, inspections and resources to support source separated recycling, composting and diversion programming as guided by Provincial legislation, HRM bylaws and SWR business planning objectives to enhance overall municipal diversion.*
- Construction and Demolition - *Administer Construction and Demolition administrative program to maximize diversion.*
- Composting - *Solid Waste Resources contracts for the operation of two compost plants which process materials collected from HRM residents and from ICI Sector deliveries.*

- Recycling - Solid Waste Resources contracts the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents and from ICI Sector deliveries.
- Garbage - Solid Waste Resources contracts the operation of the Front End Processor, Waste Stabilization Facility and Residuals Disposal Facility including ancillary landfill operations for the processing and disposal of materials collected from HRM residents and from ICI Sector deliveries.
- Rural Refuse Depot Operations - Operation of two consolidation depots for refuse on Eastern Shore and Musquodoboit Valley.
- Household Special Handling Waste - Contract operation of a Special handling and Household Hazardous Waste Depot and multiple yearly mobile events for HRM residents to drop off household special handling waste.
- Chlorofluorocarbon Gas Removal - Provide HRM residents with a service to remove CFC's from appliances that are to be placed curbside for collection.
- Highway 101 Landfill Site Management - Solid Waste Resources manages site maintenance, contracts for site monitoring and operation of the site leachate plant. SWR also oversees an Energy from Waste project operating at the site.

Solid Waste Resources Budget Overview

Solid Waste Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,224,727	1,175,900	1,112,749	1,194,200	18,300	1.6
* Office	152,144	154,600	64,356	158,800	4,200	2.7
* External Services	42,340,597	41,700,300	39,824,803	41,615,800	(84,500)	(0.2)
* Supplies	1,600	3,100	6,956	3,100		
* Building Costs	55,000	25,000	8,987	21,300	(3,700)	(14.8)
* Equipment & Communications	1,692	1,900		2,000	100	5.3
* Vehicle Expense	9,635	17,800	16,263	27,800	10,000	56.2
* Other Goods & Services	253,625	391,300	328,671	404,000	12,700	3.2
* Interdepartmental	12,593		86,562			
* Debt Service	3,224,400	3,128,800	3,162,550	2,960,000	(168,800)	(5.4)
* Other Fiscal	2,472,860	2,205,500	2,149,495	2,194,400	(11,100)	(0.5)
** Total	49,748,873	48,804,200	46,761,393	48,581,400	(222,800)	(0.5)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(2,936,764)	(3,281,900)	(3,134,504)	(2,969,800)	312,100	(9.5)
* Fee Revenues	(12,961,700)	(13,156,100)	(12,563,116)	(12,795,000)	361,100	(2.7)
* Other Revenue	(933,800)	(944,200)	(1,466,028)	(1,278,600)	(334,400)	35.4
** Total	(16,832,264)	(17,382,200)	(17,163,648)	(17,043,400)	338,800	(1.9)
Net Surplus/Deficit	32,916,609	31,422,000	29,597,745	31,538,000	116,000	0.4

Key Service Area Metrics	09/10 Actual	10/11 Actual	11/12 Projected	12/13 Projection	13/14 Target
% of Solid Waste Diverted (all streams, Residential & ICI properties)	60%	61%	61%	63%	63%
Annual Operating Cost/Serviced Unit - Collection of all materials – Residential (1)	\$84.88	\$89.19	\$92.45	\$98.08	\$101.60
Tonnes of all material collected per Serviced Unit – Residential	0.842	0.812	0.803	0.794	.785
Cost of Waste Processing & Disposal Per Tonne – Residential & Commercial (2)	\$179.99	\$190.01	\$186.66	\$194.19	\$196.86
Cost of Composting Per Tonne – Residential & Commercial (3)	\$148.58	\$153.22	\$168.62	\$174.69	\$157.45
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$108.58	\$111.35	\$115.41	\$123.55	\$117.56

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

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

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

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

2013/14 Solid Waste Resources Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
TPW 5.1	Complete Strategy review through consultation process and bring recommendations back to Council for decision before September 2013	Financial Stewardship
TPW 5.2	Complete compost system upgrade to meet CCME guidelines plan for submission to NSE by January 2014	Excellence in Service Delivery
TPW 5.3	Achieve operational efficiencies by reducing composting facility waste water transport and treatment costs	Financial Stewardship
TPW 5.4	Increase annual outreach site and education visits across ICI sector from 500 to 700 per year	Excellence in Service Delivery

Traffic and Right of Way Services:

Traffic and Right of Way Services provides for the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage, and traffic markings. It also coordinates and manages HRM rights of way balancing competing demands for space.

Services Delivered:

- Right of Way Approvals / Permitting / Utility Inspection - *Provide regulation of all activities within the right-of-way to ensure that the integrity of the roadway infrastructure and operation is protected*
- Traffic Operations - *Management and operation of the roadway network*

Traffic and Right of Way Services Resources Budget Overview

Traffic & Right of Way Services Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,018,916	3,146,000	2,815,805	3,188,200	42,200	1.3
* Office	113,750	107,200	106,873	103,200	(4,000)	(3.7)
* External Services	934,800	910,100	1,242,664	1,055,200	145,100	15.9
* Supplies	94,300	84,700	115,645	84,300	(400)	(0.5)
* Materials	256,500	228,500	206,307	226,500	(2,000)	(0.9)
* Building Costs	6,265,844	6,459,100	6,173,681	6,667,100	208,000	3.2
* Equipment & Communications	34,000	28,700	14,728	23,700	(5,000)	(17.4)
* Vehicle Expense	11,500	3,500	2,320	3,500		
* Other Goods & Services	198,083	163,400	158,244	148,500	(14,900)	(9.1)
* Interdepartmental	137,721		(114,914)			
* Other Fiscal			(30,000)			
** Total	11,065,414	11,131,200	10,691,353	11,500,200	369,000	3.3
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(369,000)	(370,000)	(213,319)	(370,000)		
* Other Revenue	(140,600)	(235,000)	(402,792)	(258,300)	(23,300)	9.9
** Total	(509,600)	(605,000)	(616,110)	(628,300)	(23,300)	3.9
Net Surplus/Deficit	10,555,814	10,526,200	10,075,242	10,871,900	345,700	3.3

Key Service Area Metrics	09/10	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projection	Target
Number of Traffic Regulations issued:	636	657	749	779	800
Number of Streets & Services Permits issued:	1,222	1,264	1,467	1,500	1,700

2013/14 Traffic and Right of Way Services Key Deliverables

BU #	13/14 Deliverables	Strategic Alignment
TPW 6.1	Support business case and implementation plan for the deployment of LED street lighting.	Excellence in Service Delivery
TPW 6.2	Complete community engagement and design for Northpark corridor improvements	Transportation
TPW 6.3	Complete business case and tender project to replace SCOOT traffic signal control system.	Excellence in Service Delivery
TPW 6.4	Develop a report and action plans to improve the safety of pedestrians using crosswalks	Healthy Communities

TPWS Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R100 Directors Admin.	904,116	632,300	682,688	599,500	(32,800)	(5.2)
R101 LKD Serv. Deliv.& Qu	45,731		2,021			
*** TPW Administration	949,847	632,300	684,709	599,500	(32,800)	(5.2)
**** Director/Administration	949,847	632,300	684,709	599,500	(32,800)	(5.2)
C770 Buildings/Operations	103,788	106,800	118,587		(106,800)	(100.0)
R102 Integrated Sec Manag	488,637	502,100	302,130	517,100	15,000	3.0
W135 LockedConstr Service	408,848	275,000			(275,000)	(100.0)
W160 Facilities Admin	817,348	1,186,000	1,537,932	2,025,400	839,400	70.8
W169 Surplus Property	300,000	550,000	921,572	1,027,000	477,000	86.7
W200 Facility Operations	3,835,450	6,473,000	5,195,824	7,011,100	538,100	8.3
W202 Commercial Leasing	1,238,937	2,261,500	2,218,240	2,464,600	203,100	9.0
W203 Alderney Gate FacMgt	1,554,407	1,554,400	1,047,619	1,754,500	200,100	12.9
W211 Clean & Tenant Serv.	3,147,275	3,447,900	2,805,281	3,451,800	3,900	0.1
W212 Structural and Arenas	2,287,154	2,329,800	2,046,946	2,259,100	(70,700)	(3.0)
W213 Mechanical & PM Serv	3,373,346	3,218,000	2,984,172	3,389,400	171,400	5.3
*** Operations	17,555,190	21,904,500	19,178,302	23,900,000	1,995,500	9.1
**** Facility Services:	17,555,190	21,904,500	19,178,302	23,900,000	1,995,500	9.1
R170 Transportation Serv.	1,244,119	1,083,500	810,564	1,110,800	27,300	2.5
*** Transportation Services	1,244,119	1,083,500	810,564	1,110,800	27,300	2.5
R112 Rights of Way Approval	(43,527)	72,300	113,052	85,600	13,300	18.4
*** Right of Way Services	(43,527)	72,300	113,052	85,600	13,300	18.4
R747 Traffic Signs	1,426,237	1,385,800	1,344,717	1,430,000	44,200	3.2
*** Sign Shop	1,426,237	1,385,800	1,344,717	1,430,000	44,200	3.2
R825 Streetlighting	6,424,166	6,510,500	6,166,596	6,695,500	185,000	2.8
R827 Traffic Lights	1,504,819	1,474,100	1,640,313	1,550,000	75,900	5.1
*** Traffic Signals & Streetlight	7,928,985	7,984,600	7,806,909	8,245,500	260,900	3.3
**** Traffic/RoW Services	10,555,814	10,526,200	10,075,242	10,871,900	345,700	3.3
R912 Fleet: Administration	579,418	581,500	493,596	582,700	1,200	0.2
*** Fleet: Administration	579,418	581,500	493,596	582,700	1,200	0.2
R970 Fleet R&M:Municipal		6,026,800	6,110,276	5,915,800	(111,000)	(1.8)
R971 Fleet Rentals (Vehicle)			(21,477)			
*** Fleet: Turner Site		6,026,800	6,088,799	5,915,800	(111,000)	(1.8)
R981 Fleet R&M:Fire	(11)	2,660,600	2,440,795	2,648,600	(12,000)	(0.5)
R985 Fleet R&M:Police	(61)	2,102,400	1,865,739	2,100,500	(1,900)	(0.1)
*** Fleet: Emergency	(72)	4,763,000	4,306,534	4,749,100	(13,900)	(0.3)
**** Fleet Services	579,346	11,371,300	10,888,929	11,247,600	(123,700)	(1.1)
W120 Operations Admin	297,684	493,100	286,145	615,800	122,700	24.9
W199 Fleet Maintenance			36,470			
*** Municipal Operations Admin	297,684	493,100	322,615	615,800	122,700	24.9
R710 Municipal Op Support	4,426,534	2,351,100	1,708,288	1,822,900	(528,200)	(22.5)
*** Municipal Operations Support	4,426,534	2,351,100	1,708,288	1,822,900	(528,200)	(22.5)
R771 East - Ice Control	1,350,392	2,910,000	3,848,772	3,166,500	256,500	8.8
R772 West - Ice Control	1,657,882	1,676,500	2,662,571	3,723,500	2,047,000	122.1
R773 Central - Ice Control	1,169,740	2,274,000	2,791,568		(2,274,000)	(100.0)
* Ice Control (East, West and	4,178,014	6,860,500	9,302,910	6,890,000	29,500	0.4
R774 East - Plowing	1,628,421	1,585,100	1,104,716	1,917,500	332,400	21.0
R775 West - Plowing	2,359,402	2,213,400	1,820,931	2,176,000	(37,400)	(1.7)
R776 Central Plowing	1,375,172	1,393,200	1,249,066	1,069,400	(323,800)	(23.2)
* Plowing (East, West and Cent	5,362,995	5,191,700	4,174,713	5,162,900	(28,800)	(0.6)
R777 East - Snow Removal	34,600	14,600	52,123	14,600		
R778 West - Snow Removal	54,126	24,200	250,932	42,100	17,900	74.0
R779 Central - Snow Removal	20,400	10,400	73,963		(10,400)	(100.0)
* Snow Removal (East, West and	109,126	49,200	377,017	56,700	7,500	15.2
R780 East-Sidewalk Pl/Ice	969,933	1,080,400	(535,444)	3,551,900	2,471,500	228.8
R781 West-Sidewalk Pl/Ice	1,564,734	1,740,000	1,943,519	4,181,000	2,441,000	140.3
R782 Central-Swalk Pl/Ice	(35,536)	72,900	1,231,927	31,500	(41,400)	(56.8)
* Sidewalk Plowing/Ice Control	2,499,131	2,893,300	2,640,002	7,764,400	4,871,100	168.4

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Transportation and Public Works

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R783 East-Related Pr Cost	10,110	109,100	92,286	109,100		
R784 West-Related Pr Cost	12,125	12,100	211,735	12,100		
R785 Cent-Related Pr Cost	7,473	7,500	94,511		(7,500)	(100.0)
* Related Program Costs(East, W	29,708	128,700	398,533	121,200	(7,500)	(5.8)
R768 Priority 2&3 Snow &Ice	240,000		1,664,129			
* Snow & Ice Control Priority 2	240,000		1,664,129			
** Operation Coordinator/Snow &	12,418,974	15,123,400	18,557,304	19,995,200	4,871,800	32.2
R715 Administration - St.	1,333,131	1,495,800	1,432,222	1,386,500	(109,300)	(7.3)
R716 LKDCntrts-Concrete E		600,000	494,521		(600,000)	(100.0)
R717 LKDCntrts-Concrete W		500,000	960,426		(500,000)	(100.0)
R718 Contracts-Asphalt E		757,500	822,596	357,500	(400,000)	(52.8)
R719 Contracts-Asphalt W		732,500	709,414	332,500	(400,000)	(54.6)
R720 Street Clean/Graffit	1,077,842	810,100	707,827	941,700	131,600	16.2
R721 Street Mtce-West Rgn	649,491		7,135			
R723 Service Trucks/Litter	1,337,303	1,102,600	976,778	1,073,200	(29,400)	(2.7)
R732 LKD Street Mtce-Cent	789,571		(3,483)			
R735 Street Mtce-East Rgn	573,412	957,300	946,009	998,100	40,800	4.3
R739 Lkd Fall Riv Sdwks	(31,900)					
R740 Concrete SW-Wst/Bedf	754,370	1,059,800	1,029,419	1,041,500	(18,300)	(1.7)
R741 AspH-Crb/Wlkwy-East	552,068	400,200	348,912	394,200	(6,000)	(1.5)
R742 Concrete Sidewalks-East	781,012	478,100	468,103	482,200	4,100	0.9
R743 AspHt Patching West	744,707	856,600	589,620	835,000	(21,600)	(2.5)
R744 Locked Sidewalks - East	70,000					
R745 Locked Sidewalks - West	110,000					
** Streets & Roads	8,741,007	9,750,500	9,489,500	7,842,400	(1,908,100)	(19.6)
*** Public Works Operations	21,159,981	24,873,900	28,046,804	27,837,600	2,963,700	11.9
R831 Parks/Open - Admin	239,094	149,500	115,748	154,200	4,700	3.1
R845 Parks Urban Forestry	1,341,933	1,506,700	1,223,024	1,440,900	(65,800)	(4.4)
R850 Public Garden Green	779,425	742,200	696,790	743,900	1,700	0.2
R851 Parks/Horticulture	1,053,212	880,800	713,156	914,100	33,300	3.8
R852 Cap Dis Main Weekend	774,709	712,800	617,119	726,800	14,000	2.0
R855 Parks Cemeteries	(7,841)	(64,200)	6,501	(58,200)	6,000	(9.3)
R860 Parks/Open-West	795,616	704,100	605,438	734,700	30,600	4.3
*** Parks and Open Spaces	4,976,148	4,631,900	3,977,776	4,656,400	24,500	0.5
W187 Hfx Artificial Spfld	108,766	74,400	71,396	59,700	(14,700)	(19.8)
W190 Dart Artifical Spfld	(72)	(18,200)	(2,174)		18,200	(100.0)
** All Weather Program	108,694	56,200	69,222	59,700	3,500	6.2
W180 Playgrounds East	597,823	494,200	457,863	571,700	77,500	15.7
W181 Sports/Play - Admin	375,766	334,300	322,618	338,500	4,200	1.3
W182 Sportsfields East	748,967	601,900	545,183	633,600	31,700	5.3
W183 Playgrounds Central	566,789	490,900	439,453	450,700	(40,200)	(8.2)
W184 Playgrounds West	779,893	664,000	470,956	651,900	(12,100)	(1.8)
W185 Sportsfields - Central	654,774	571,300	667,136	565,200	(6,100)	(1.1)
W186 Sportsfields West	899,149	741,700	686,619	701,000	(40,700)	(5.5)
W191 Cntrcts-Grass/Hort E		803,600	940,178	1,901,600	1,098,000	136.6
W192 Cntrcts-Grass/Hort W		992,500	639,087		(992,500)	(100.0)
*** Sportsfields & Playgrounds	4,731,855	5,750,600	5,238,314	5,873,900	123,300	2.1
**** Municipal Operations	35,592,202	38,100,600	39,293,796	40,806,600	2,706,000	7.1
R110 Design Admin.	271,169	315,600	327,793	453,500	137,900	43.7
R111 Design	1,202,118	1,076,000	983,921	1,088,800	12,800	1.2
R120 Construction Ser	1,097,037	1,085,400	974,971	1,107,200	21,800	2.0
R130 Infrastr MgmtServ.	285,562	279,800	142,664	277,500	(2,300)	(0.8)
R140 Surveying	946,539	774,100	661,657	802,700	28,600	3.7
R150 Record Management	337,167	292,600	177,681	268,700	(23,900)	(8.2)
**** Design & Construction Svcs	4,139,592	3,823,500	3,268,686	3,998,400	174,900	4.6
R311 MA Solid Waste Debt	282,300	269,000	268,907	196,000	(73,000)	(27.1)
R314 Sckv. Landfill Site	(16,700)			10,000	10,000	
R315 Leach. Trt./FlareStc			4,861			
*** Former Solid Waste System	265,600	269,000	273,767	206,000	(63,000)	(23.4)

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Transportation and Public Works

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R319 Community Monitoring			50,368	65,000	65,000	
R321 Administration - WR	(8,756,715)	(9,013,700)	(8,953,621)	(8,882,800)	130,900	(1.5)
** Admin WR	(8,756,715)	(9,013,700)	(8,903,253)	(8,817,800)	195,900	(2.2)
R326 Otter Lake WSF	2,773,400	2,431,400	2,431,338	2,160,000	(271,400)	(11.2)
R327 Otter Lake RDF	7,111,600	7,044,900	7,037,347	8,975,000	1,930,100	27.4
R329 Otter Lake FEP	11,968,500	10,052,900	9,244,455	8,145,300	(1,907,600)	(19.0)
** Otter Lake	21,853,500	19,529,200	18,713,140	19,280,300	(248,900)	(1.3)
R322 Collection & RRFB	10,756,337	11,096,000	11,030,110	11,910,000	814,000	7.3
R323 Waste Res Sy Debt Ch	189,600	163,800	163,850	159,000	(4,800)	(2.9)
R324 Compost Fac. Burnside	2,972,500	3,191,900	3,116,724	3,230,000	38,100	1.2
R325 Compost Fac. Ragged Lake	3,796,700	4,520,000	4,221,265	3,587,600	(932,400)	(20.6)
R328 Rural Depots	161,476	160,500	125,129	156,000	(4,500)	(2.8)
R330 Material Recov. Fac.	1,040,300	1,026,900	928,448	1,217,000	190,100	18.5
R331 RRFB Contract	(369,951)	(364,500)	(596,661)	(302,800)	61,700	(16.9)
R332 Operating Reserve	300,000					
R333 C & E Progrms HRM	302,262	454,500	249,127	516,700	62,200	13.7
R334 Household Haz. Waste	405,000	388,400	276,098	396,000	7,600	2.0
** SW Other	19,554,224	20,637,500	19,514,090	20,869,500	232,000	1.1
*** Waste Resources	32,651,009	31,153,000	29,323,978	31,332,000	179,000	0.6
**** Solid Waste Services	32,916,609	31,422,000	29,597,745	31,538,000	116,000	0.4
W134 Capital Salary Costs	47					
**** Locked Cost Centres	47					
***** Total	102,288,647	117,780,400	112,987,410	122,962,000	5,181,600	4.4

TPWS Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R100 Directors Admin.	904,116	632,300	688,738	599,500	(32,800)	(5.2)
R101 LKD Serv. Deliv.& Qu	45,731		2,021			
*** TPW Administration	949,847	632,300	690,759	599,500	(32,800)	(5.2)
**** Director/Administration	949,847	632,300	690,759	599,500	(32,800)	(5.2)
C770 Buildings/Operations	103,788	106,800	118,605		(106,800)	(100.0)
R102 Integrated Sec Manag	488,637	502,100	302,130	517,100	15,000	3.0
W135 LockedConstr Service	408,848	275,000			(275,000)	(100.0)
W160 Facilities Admin	817,348	1,186,000	1,537,932	2,025,400	839,400	70.8
W169 Surplus Property	300,000	550,000	921,572	1,027,000	477,000	86.7
W200 Facility Operations	3,835,450	6,473,000	5,225,289	7,011,100	538,100	8.3
W202 Commercial Leasing	3,798,037	3,823,000	3,563,989	3,942,100	119,100	3.1
W203 Alderney Gate FacMgt	2,859,507	2,859,500	2,055,229	2,644,500	(215,000)	(7.5)
W211 Clean & Tenant Serv.	3,147,275	3,447,900	2,805,211	3,451,800	3,900	0.1
W212 Structural and Arenas	2,287,154	2,329,800	2,046,946	2,259,100	(70,700)	(3.0)
W213 Mechanical & PM Serv	3,373,346	3,218,000	2,981,964	3,389,400	171,400	5.3
*** Operations	21,419,390	24,771,100	21,558,867	26,267,500	1,496,400	6.0
**** Facility Services:	21,419,390	24,771,100	21,558,867	26,267,500	1,496,400	6.0
R170 Transportation Serv.	1,244,119	1,083,500	810,564	1,110,800	27,300	2.5
*** Transportation Services	1,244,119	1,083,500	810,564	1,110,800	27,300	2.5
R112 Rights of Way Approval	466,073	592,300	550,195	613,900	21,600	3.6
*** Right of Way Services	466,073	592,300	550,195	613,900	21,600	3.6
R747 Traffic Signs	1,426,237	1,390,800	1,379,390	1,450,000	59,200	4.3
*** Sign Shop	1,426,237	1,390,800	1,379,390	1,450,000	59,200	4.3
R825 Streetlighting	6,424,166	6,590,500	6,299,290	6,775,500	185,000	2.8
R827 Traffic Lights	1,504,819	1,474,100	1,651,913	1,550,000	75,900	5.1
*** Traffic Signals & Streetlight	7,928,985	8,064,600	7,951,203	8,325,500	260,900	3.2
**** Traffic/RoW Services	11,065,414	11,131,200	10,691,353	11,500,200	369,000	3.3
R912 Fleet: Administration	579,418	581,500	493,596	582,700	1,200	0.2
*** Fleet: Administration	579,418	581,500	493,596	582,700	1,200	0.2
R970 Fleet R&M:Municipal		6,026,800	6,111,974	5,915,800	(111,000)	(1.8)
R971 Fleet Rentals (Vehicle)			(21,477)			
*** Fleet: Turner Site		6,026,800	6,090,497	5,915,800	(111,000)	(1.8)
R981 Fleet R&M:Fire	(11)	2,660,600	2,462,327	2,648,600	(12,000)	(0.5)
R985 Fleet R&M:Police	(61)	2,102,400	1,865,739	2,100,500	(1,900)	(0.1)
*** Fleet: Emergency	(72)	4,763,000	4,328,066	4,749,100	(13,900)	(0.3)
**** Fleet Services	579,346	11,371,300	10,912,159	11,247,600	(123,700)	(1.1)
W120 Operations Admin	297,684	493,100	286,145	615,800	122,700	24.9
W199 Fleet Maintenance			36,923			
W944 SH Streetscape Prog	39,400	39,900	40,149	40,200	300	0.8
*** Municipal Operations Admin	337,084	533,000	363,218	656,000	123,000	23.1
R710 Municipal Op Support	4,477,534	2,351,100	1,712,855	1,822,900	(528,200)	(22.5)
*** Municipal Operations Support	4,477,534	2,351,100	1,712,855	1,822,900	(528,200)	(22.5)
R771 East - Ice Control	1,350,392	2,910,000	3,848,772	3,166,500	256,500	8.8
R772 West - Ice Control	1,657,882	1,676,500	2,662,571	3,723,500	2,047,000	122.1
R773 Central - Ice Control	1,169,740	2,274,000	2,791,568		(2,274,000)	(100.0)
* Ice Control (East, West and	4,178,014	6,860,500	9,302,910	6,890,000	29,500	0.4
R774 East - Plowing	1,628,421	1,585,100	1,104,716	1,917,500	332,400	21.0
R775 West - Plowing	2,359,402	2,213,400	1,820,931	2,176,000	(37,400)	(1.7)
R776 Central Plowing	1,375,172	1,393,200	1,249,066	1,069,400	(323,800)	(23.2)
* Plowing (East, West and Cent	5,362,995	5,191,700	4,174,713	5,162,900	(28,800)	(0.6)
R777 East - Snow Removal	34,600	14,600	52,123	14,600		
R778 West - Snow Removal	54,126	24,200	250,932	42,100	17,900	74.0
R779 Central - Snow Removal	20,400	10,400	73,963		(10,400)	(100.0)
* Snow Removal (East, West and	109,126	49,200	377,017	56,700	7,500	15.2
R780 East-Sidewalk Pl/Ice	2,092,648	2,135,200	2,161,130	3,551,900	1,416,700	66.3
R781 West-Sidewalk Pl/Ice	2,547,110	2,663,000	1,947,584	4,181,000	1,518,000	57.0
R782 Central-Swalk Pl/Ice	666,161	732,200	1,231,927	31,500	(700,700)	(95.7)
* Sidewalk Plowing/Ice Control	5,305,919	5,530,400	5,340,641	7,764,400	2,234,000	40.4

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Transportation and Public Works

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R783 East-Related Pr Cost	10,110	109,100	92,286	109,100		
R784 West-Related Pr Cost	12,125	12,100	211,735	12,100		
R785 Cent-Related Pr Cost	7,473	7,500	94,511		(7,500)	(100.0)
* Related Program Costs(East, W	29,708	128,700	398,533	121,200	(7,500)	(5.8)
R768 Priority 2&3 Snow &Ice	240,000		1,664,129			
* Snow & Ice Control Priority 2	240,000		1,664,129			
** Operation Coordinator/Snow &	15,225,762	17,760,500	21,257,943	19,995,200	2,234,700	12.6
R715 Administration - St.	1,333,131	1,495,800	1,432,222	1,386,500	(109,300)	(7.3)
R716 LKDCntrts-Concrete E		600,000	494,521		(600,000)	(100.0)
R717 LKDCntcts-Concrete W		500,000	960,426		(500,000)	(100.0)
R718 Contracts-Asphalt E		757,500	856,741	357,500	(400,000)	(52.8)
R719 Contracts-Asphalt W		732,500	712,412	332,500	(400,000)	(54.6)
R720 Street Clean/Graffit	1,077,842	810,100	707,827	941,700	131,600	16.2
R721 Street Mtce-West Rgn	649,491		7,135			
R723 Service Trucks/Litter	1,337,303	1,102,600	976,778	1,073,200	(29,400)	(2.7)
R732 LKD Street Mtce-Cent	789,571		(3,483)			
R735 Street Mtce-East Rgn	573,412	957,300	946,009	998,100	40,800	4.3
R739 Lkd Fall Riv Sdwlks	(31,900)					
R740 Concrete SW-Wst/Bedf	754,370	1,059,800	1,029,419	1,041,500	(18,300)	(1.7)
R741 Asph-Crb/Wlkwy-East	552,068	400,200	348,912	394,200	(6,000)	(1.5)
R742 Concrete Sidewalks-East	781,012	478,100	468,103	482,200	4,100	0.9
R743 Asphlt Patching West	744,707	856,600	589,620	835,000	(21,600)	(2.5)
R744 Locked Sidewalks - East	70,000					
R745 Locked Sidewalks - West	110,000					
** Streets & Roads	8,741,007	9,750,500	9,526,642	7,842,400	(1,908,100)	(19.6)
*** Public Works Operations	23,966,769	27,511,000	30,784,585	27,837,600	326,600	1.2
R831 Parks/Open - Admin	239,094	149,500	122,741	154,200	4,700	3.1
R845 Parks Urban Forestry	1,341,933	1,506,700	1,223,024	1,440,900	(65,800)	(4.4)
R850 Public Garden Green	779,425	742,200	708,480	743,900	1,700	0.2
R851 Parks/Horticulture	1,053,212	880,800	726,320	914,100	33,300	3.8
R852 Cap Dis Main Weekend	774,709	712,800	617,119	726,800	14,000	2.0
R855 Parks Cemeteries	242,159	253,800	206,882	262,100	8,300	3.3
R860 Parks/Open-West	795,616	704,100	612,408	734,700	30,600	4.3
*** Parks and Open Spaces	5,226,148	4,949,900	4,216,973	4,976,700	26,800	0.5
W187 Hfx Artificial Spfld	243,766	244,400	242,733	374,700	130,300	53.3
W190 Dart Artificl Spfld	137,728	126,800	125,502		(126,800)	(100.0)
** All Weather Program	381,494	371,200	368,235	374,700	3,500	0.9
W180 Playgrounds East	597,823	494,200	458,719	571,700	77,500	15.7
W181 Sports/Play - Admin	375,766	334,300	330,812	338,500	4,200	1.3
W182 Sportsfields East	849,667	702,600	686,190	734,300	31,700	4.5
W183 Playgrounds Central	566,789	490,900	439,557	450,700	(40,200)	(8.2)
W184 Playgrounds West	779,893	664,000	475,820	651,900	(12,100)	(1.8)
W185 Sportsfields - Central	674,774	591,300	737,173	585,200	(6,100)	(1.0)
W186 Sportsfields West	999,849	842,400	876,252	801,700	(40,700)	(4.8)
W191 Cntrcts-Grass/Hort E		803,600	940,178	1,952,600	1,149,000	143.0
W192 Cntrcts-Grass/Hort W		1,043,500	781,831		(1,043,500)	(100.0)
*** Sportsfields & Playgrounds	5,226,055	6,338,000	6,094,767	6,461,300	123,300	1.9
**** Municipal Operations	39,233,590	41,683,000	43,172,398	41,754,500	71,500	0.2
R110 Design Admin.	341,555	395,600	391,700	453,500	57,900	14.6
R111 Design	1,202,118	1,076,000	983,921	1,088,800	12,800	1.2
R120 Construction Ser	1,097,037	1,085,400	974,971	1,107,200	21,800	2.0
R130 Infrastr MgmtServ.	285,562	279,800	142,664	277,500	(2,300)	(0.8)
R140 Surveying	946,539	774,100	661,657	802,700	28,600	3.7
R150 Record Management	337,167	292,600	178,062	268,700	(23,900)	(8.2)
**** Design & Construction Svcs	4,209,978	3,903,500	3,332,975	3,998,400	94,900	2.4

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Transportation and Public Works

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R311 MA Solid Waste Debt	282,300	269,000	268,907	196,000	(73,000)	(27.1)
R314 Sckv. Landfill Site	(16,700)			10,000	10,000	
R315 Leach. Trt./FlareStc			4,861			
*** Former Solid Waste System	265,600	269,000	273,767	206,000	(63,000)	(23.4)
R319 Community Monitoring			50,368	65,000	65,000	
R321 Administration - WR	1,199,685	1,095,000	892,305	1,045,000	(50,000)	(4.6)
** Admin WR	1,199,685	1,095,000	942,673	1,110,000	15,000	1.4
R326 Otter Lake WSF	2,773,400	2,431,400	2,431,338	2,160,000	(271,400)	(11.2)
R327 Otter Lake RDF	7,111,600	7,044,900	7,037,347	8,975,000	1,930,100	27.4
R329 Otter Lake FEP	12,048,500	10,132,900	9,719,227	8,578,000	(1,554,900)	(15.3)
** Otter Lake	21,933,500	19,609,200	19,187,912	19,713,000	103,800	0.5
R322 Collection & RRFB	13,443,337	14,001,900	13,725,942	14,610,000	608,100	4.3
R323 Waste Res Sy Debt Ch	189,600	163,800	163,850	159,000	(4,800)	(2.9)
R324 Compost Fac. Burnside	3,739,000	3,939,600	3,705,043	3,865,000	(74,600)	(1.9)
R325 Compost Fac. Ragged Lake	4,336,600	5,093,300	4,838,758	4,222,600	(870,700)	(17.1)
R328 Rural Depots	161,476	160,500	125,129	156,000	(4,500)	(2.8)
R330 Material Recov. Fac.	3,051,000	3,138,100	2,810,777	3,117,000	(21,100)	(0.7)
R331 RRFB Contract	356,813	425,500	392,216	451,000	25,500	6.0
R332 Operating Reserve	300,000					
R333 C & E Progrms HRM	344,262	496,900	296,852	559,800	62,900	12.7
R334 Household Haz. Waste	428,000	411,400	298,473	412,000	600	0.1
** SW Other	26,350,088	27,831,000	26,357,039	27,552,400	(278,600)	(1.0)
*** Waste Resources	49,483,273	48,535,200	46,487,625	48,375,400	(159,800)	(0.3)
**** Solid Waste Services	49,748,873	48,804,200	46,761,393	48,581,400	(222,800)	(0.5)
W134 Capital Salary Costs	47					
**** Locked Cost Centres	47					
**** Total	127,206,485	142,296,600	137,119,903	143,949,100	1,652,500	1.2

TPWS Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R100 Directors Admin.			(6,050)			
*** TPW Administration			(6,050)			
**** Director/Administration			(6,050)			
C770 Buildings/Operations			(19)			
W200 Facility Operations			(29,466)			
W202 Commercial Leasing	(2,559,100)	(1,561,500)	(1,345,749)	(1,477,500)	84,000	(5.4)
W203 Alderney Gate FacMgt	(1,305,100)	(1,305,100)	(1,007,610)	(890,000)	415,100	(31.8)
W211 Clean & Tenant Serv.			70			
W213 Mechanical & PM Serv			2,208			
*** Operations	(3,864,200)	(2,866,600)	(2,380,565)	(2,367,500)	499,100	(17.4)
**** Facility Services:	(3,864,200)	(2,866,600)	(2,380,565)	(2,367,500)	499,100	(17.4)
R112 Rights of Way Approval	(509,600)	(520,000)	(437,144)	(528,300)	(8,300)	1.6
*** Right of Way Services	(509,600)	(520,000)	(437,144)	(528,300)	(8,300)	1.6
R747 Traffic Signs		(5,000)	(34,673)	(20,000)	(15,000)	300.0
*** Sign Shop		(5,000)	(34,673)	(20,000)	(15,000)	300.0
R825 Streetlighting		(80,000)	(132,694)	(80,000)		
R827 Traffic Lights			(11,600)			
*** Traffic Signals & Streetlight		(80,000)	(144,294)	(80,000)		
**** Traffic/RoW Services	(509,600)	(605,000)	(616,110)	(628,300)	(23,300)	3.9
R970 Fleet R&M:Municipal			(1,698)			
*** Fleet: Turner Site			(1,698)			
R981 Fleet R&M:Fire			(21,531)			
*** Fleet: Emergency			(21,531)			
**** Fleet Services			(23,229)			
W199 Fleet Maintenance			(454)			
W944 SH Streetscape Prog	(39,400)	(39,900)	(40,149)	(40,200)	(300)	0.8
*** Municipal Operations Admin	(39,400)	(39,900)	(40,603)	(40,200)	(300)	0.8
R710 Municipal Op Support	(51,000)		(4,568)			
*** Municipal Operations Support	(51,000)		(4,568)			
R780 East-Sidewalk Pl/Ice	(1,122,715)	(1,054,800)	(2,696,574)		1,054,800	(100.0)
R781 West-Sidewalk Pl/Ice	(982,376)	(923,000)	(4,065)		923,000	(100.0)
R782 Central-Swalk Pl/Ice	(701,697)	(659,300)			659,300	(100.0)
* Sidewalk Plowing/Ice Control	(2,806,788)	(2,637,100)	(2,700,639)		2,637,100	(100.0)
** Operation Coordinator/Snow &	(2,806,788)	(2,637,100)	(2,700,639)		2,637,100	(100.0)
R718 Contracts-Asphalt E			(34,145)			
R719 Contracts-Asphalt W			(2,998)			
** Streets & Roads			(37,142)			
*** Public Works Operations	(2,806,788)	(2,637,100)	(2,737,781)		2,637,100	(100.0)
R831 Parks/Open - Admin			(6,993)			
R850 Public Garden Green			(11,690)			
R851 Parks/Horticulture			(13,164)			
R855 Parks Cemeteries	(250,000)	(318,000)	(200,380)	(320,300)	(2,300)	0.7
R860 Parks/Open-West			(6,970)			
*** Parks and Open Spaces	(250,000)	(318,000)	(239,197)	(320,300)	(2,300)	0.7
W187 Hfx Artificial Spfld	(135,000)	(170,000)	(171,338)	(315,000)	(145,000)	85.3
W190 Dart Artifical Spfld	(137,800)	(145,000)	(127,676)		145,000	(100.0)
** All Weather Program	(272,800)	(315,000)	(299,013)	(315,000)		
W180 Playgrounds East			(856)			
W181 Sports/Play - Admin			(8,194)			
W182 Sportsfields East	(100,700)	(100,700)	(141,007)	(100,700)		
W183 Playgrounds Central			(104)			
W184 Playgrounds West			(4,864)			
W185 Sportsfields - Central	(20,000)	(20,000)	(70,036)	(20,000)		
W186 Sportsfields West	(100,700)	(100,700)	(189,634)	(100,700)		
W191 Cntrcts-Grass/Hort E				(51,000)	(51,000)	
W192 Cntrcts-Grass/Hort W		(51,000)	(142,744)		51,000	(100.0)
*** Sportsfields & Playgrounds	(494,200)	(587,400)	(856,453)	(587,400)		
**** Municipal Operations	(3,641,388)	(3,582,400)	(3,878,602)	(947,900)	2,634,500	(73.5)

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Transportation and Public Works

Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R110 Design Admin.	(70,386)	(80,000)	(63,907)		80,000	(100.0)
R150 Record Management			(381)			
**** Design & Construction Svcs	(70,386)	(80,000)	(64,288)		80,000	(100.0)
R321 Administration - WR	(9,956,400)	(10,108,700)	(9,845,926)	(9,927,800)	180,900	(1.8)
** Admin WR	(9,956,400)	(10,108,700)	(9,845,926)	(9,927,800)	180,900	(1.8)
R329 Otter Lake FEP	(80,000)	(80,000)	(474,772)	(432,700)	(352,700)	440.9
** Otter Lake	(80,000)	(80,000)	(474,772)	(432,700)	(352,700)	440.9
R322 Collection & RRFB	(2,687,000)	(2,905,900)	(2,695,833)	(2,700,000)	205,900	(7.1)
R324 Compost Fac. Burnside	(766,500)	(747,700)	(588,319)	(635,000)	112,700	(15.1)
R325 Compost Fac. Ragged Lake	(539,900)	(573,300)	(617,493)	(635,000)	(61,700)	10.8
R330 Material Recov. Fac.	(2,010,700)	(2,111,200)	(1,882,329)	(1,900,000)	211,200	(10.0)
R331 RRFB Contract	(726,764)	(790,000)	(988,876)	(753,800)	36,200	(4.6)
R333 C & E Progrms HRM	(42,000)	(42,400)	(47,725)	(43,100)	(700)	1.7
R334 Household Haz. Waste	(23,000)	(23,000)	(22,375)	(16,000)	7,000	(30.4)
** SW Other	(6,795,864)	(7,193,500)	(6,842,949)	(6,682,900)	510,600	(7.1)
*** Waste Resources	(16,832,264)	(17,382,200)	(17,163,648)	(17,043,400)	338,800	(1.9)
**** Solid Waste Services	(16,832,264)	(17,382,200)	(17,163,648)	(17,043,400)	338,800	(1.9)
***** Total	(24,917,838)	(24,516,200)	(24,132,493)	(20,987,100)	3,529,100	(14.4)

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Transportation and Public Works

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6401 Uniforms & Clothing	231,200	207,000	169,745	206,600	(400)	(0.2)
6402 Med & First Aid Supp	5,700	5,600	8,196	5,600		
6403 Patrol Equip Supplies	30,200	37,000	37,801	37,000		
6404 Rec Prog Supplies	300	2,300	3,133	2,300		
6405 Photo Supp & Equip	5,940	5,100	1,912	5,100		
6406 Bridge Tolls	42,140	26,800	49,641	24,200	(2,600)	(9.7)
6407 Cleaning/Sanitary Supplies	282,789	323,200	414,425	325,600	2,400	0.7
6409 Personal Protect Equ	32,600	26,100	58,798	26,100		
6499 Other Supplies	159,736	122,400	159,442	121,900	(500)	(0.4)
* Supplies	790,605	755,500	903,092	754,400	(1,100)	(0.1)
6501 Asphalt	270,700	1,206,900	166,222	906,900	(300,000)	(24.9)
6502 Chemicals	184,854	121,000	165,247	123,000	2,000	1.7
6503 Fertilizer	48,600	51,100	28,130	51,100		
6504 Hardware	258,503	262,400	211,904	291,600	29,200	11.1
6505 Lubricants	34,000	29,300	30,886	29,100	(200)	(0.7)
6506 Lumber	56,200	63,000	84,605	61,000	(2,000)	(3.2)
6507 Propane	60,200	72,200	77,595	72,200		
6508 Ready Mix Concrete	32,500	59,800	97,427	59,800		
6509 Reagents	1,000					
6510 Road Oils	16,300	11,700	21,810	11,700		
6511 Salt	1,602,200	1,626,800	2,345,520	1,627,200	400	0.0
6512 Sand	145,100	157,900	23,122	157,500	(400)	(0.3)
6513 Seeds & Plants	52,100	50,300	51,490	50,300		
6514 Sods	28,500	36,900	26,708	38,900	2,000	5.4
6515 Stone and Gravel	79,100	86,500	96,153	86,500		
6516 Topsoil	69,300	77,700	96,302	77,700		
6517 Paint	290,300	275,100	332,190	300,100	25,000	9.1
6518 Metal	56,100	56,200	35,208	56,200		
6519 Welding Supplies	12,400	3,000	10,293	3,000		
6520 Salt-Sand Mix	600	600	100,701	600		
6522 Greenhouse Materials	12,700					
6549 Non-Stock Items	200					
6590 Materials TCA Transfer			(51,027)			
6599 Other Materials	56,900	88,200	47,252	87,300	(900)	(1.0)
* Materials	3,368,357	4,336,600	3,997,736	4,091,700	(244,900)	(5.6)
6602 Electrical	956,139	978,500	849,870	978,500		
6603 Grounds and Landscaping	1,779,400	1,958,600	1,558,896	1,968,900	10,300	0.5
6604 Bus Gates/Shltr-R&M	100		1,508			
6605 Municipal Taxes	813,000	812,000	585,678	653,300	(158,700)	(19.5)
6606 Heating Fuel	1,795,932	2,280,600	1,920,908	2,416,500	135,900	6.0
6607 Electricity	8,517,080	9,895,960	9,555,264	10,517,600	621,640	6.3
6608 Water	547,802	569,000	571,859	603,000	34,000	6.0
6609 Elevator & Escalator	103,000	100,000	70,479	100,000		
6610 Building - Exterior	91,700	160,100	158,680	260,100	100,000	62.5
6611 Building - Interior	332,100	344,000	310,997	244,200	(99,800)	(29.0)
6612 Safety Systems	165,500	223,000	321,186	374,500	151,500	67.9
6613 Overhead Doors	80,000	80,000	119,576	80,000		
6614 Envir Assess/Cleanup	7,400	28,500	48,015	36,500	8,000	28.1
6615 Vandalism Clean-up/Repair		201,900	129,315	201,900		
6616 Natural Gas-Buildings	485,000	490,000	731,219	540,400	50,400	10.3
6617 Pest Management	20,100	24,000	47,972	76,000	52,000	216.7
6690 Building ExpTCA Trsf			(124,651)			
6699 Other Building Cost	46,100	48,100	69,661	90,400	42,300	87.9
* Building Costs	15,740,353	18,194,260	16,926,433	19,141,800	947,540	5.2
6701 Equipment Purchase	260,320	235,900	229,995	230,900	(5,000)	(2.1)
6702 Small Tools	111,930	114,100	123,809	114,500	400	0.4
6703 Computer Equipment/Rentals	51,742	54,100	10,226	53,500	(600)	(1.1)
6704 Equipment Rental	2,216,826	2,310,500	4,643,011	2,318,200	7,700	0.3
6705 Equip - R&M	237,810	235,400	127,721	175,400	(60,000)	(25.5)
6706 Computer R&M	4,200	3,000	275	3,000		
6707 Plumbing & Heating	162,800	175,400	214,446	185,700	10,300	5.9

TPWS Summary Details						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	30,952,406	30,498,600	26,725,658	30,574,100	75,500	0.2
6002 Salaries - Overtime	1,943,897	2,023,100	1,772,166	2,046,000	22,900	1.1
6003 Wages - Regular			181			
6005 PDP Increases			(209,600)			
6051 Shift Agreements	42,221	42,300	68,695	42,300		
6054 Vacation payout			81,493			
6100 Benefits - Salaries	6,245,269	6,024,700	5,575,004	6,058,600	33,900	0.6
6101 Benefits - Wages			5			
6110 Vacancy Management		(554,100)		(1,531,400)	(977,300)	176.4
6151 Vehicle Allowance	6,837	3,900		900	(3,000)	(76.9)
6152 Retirement Incentives	197,397	197,800	179,839	211,600	13,800	7.0
6153 Severance			57,758			
6154 Workers' Compensation	590,247	538,100	457,372	491,200	(46,900)	(8.7)
6155 Overtime Meals	11,764	11,800	55,272	11,800		
6156 Clothing Allowance	2,413	3,200	10,949	3,200		
6158 WCB Recoverable Earnings			(191)			
6199 Comp & Ben InterDept	(59,536)	(59,500)	(11,104)	(59,500)		
9200 HR CATS Wage/Ben			(331,320)			
9210 HR CATS OT Wage/Ben			(188,300)			
9230 HR CATS OT Meals			20			
* Compensation and Benefits	39,932,915	38,729,900	34,243,898	37,848,800	(881,100)	(2.3)
6201 Telephone	261,770	257,900	269,078	264,200	6,300	2.4
6202 Courier/Postage	82,327	79,600	37,638	81,200	1,600	2.0
6203 Office Furn/Equip	91,423	78,400	46,187	76,300	(2,100)	(2.7)
6204 Computer S/W & Lic	82,896	67,000	15,608	33,000	(34,000)	(50.7)
6205 Printing & Reproduction	71,876	69,000	31,690	71,300	2,300	3.3
6206 Microfilms	9,550			4,800	4,800	
6207 Office Supplies	111,776	100,400	88,787	98,700	(1,700)	(1.7)
6290 Office TCA Transfer			(1,082)			
6299 Other Office Expenses	16,040	19,200	14,662	26,100	6,900	35.9
* Office	727,658	671,500	502,567	655,600	(15,900)	(2.4)
6301 Professional Fees	119,000	131,400	87,008	106,400	(25,000)	(19.0)
6302 Legal Fees	6,900	6,900	37,000	17,100	10,200	147.8
6303 Consulting Fees	44,768	141,300	37,197	146,300	5,000	3.5
6304 Janitorial Services	1,491,400	1,651,600	1,602,054	1,701,900	50,300	3.0
6308 Snow Removal	1,484,000	958,000	940,340	1,034,500	76,500	8.0
6309 Litigation Disbursements			807			
6310 Outside Personnel	575,600	507,700	713,034	498,900	(8,800)	(1.7)
6311 Security	346,000	376,200	520,747	534,700	158,500	42.1
6312 Refuse Collection	527,500	635,700	504,348	635,700		
6314 Prosecution Services			241			
6390 Ext Svc TCA Transfer			(466,075)			
6399 Contract Services	49,578,841	54,751,700	56,298,116	56,263,100	1,511,400	2.8
* External Services	54,174,009	59,160,500	60,274,818	60,938,600	1,778,100	3.0

Halifax Regional Municipality

2013/14 Business Plans and Budget (Approved)

Transportation and Public Works

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6708 Mechanical Equipment	718,000	688,000	911,080	620,200	(67,800)	(9.9)
6711 Communication System	29,800	10,500	38,930	11,700	1,200	11.4
6790 Equipment TCA Transfer			(73,794)			
* Equipment & Communications	3,793,428	3,826,900	6,225,699	3,713,100	(113,800)	(3.0)
6801 Vehicle Purchase	40,000					
6802 Vehicle R&M	1,871,117	2,488,500	2,910,570	2,487,100	(1,400)	(0.1)
6803 Vehicle Fuel - Diesel	644,293	1,187,500	1,085,176	1,130,400	(57,100)	(4.8)
6804 Vehicle Fuel - Gasoline	1,653,262	1,887,200	1,825,552	1,887,200		
6805 Tires and Tubes	170,500	200,500	135,342	200,500		
6806 Long Term Fleet Rentals	36,400	29,700	7,079	26,900	(2,800)	(9.4)
6807 Vehicle Leases	186,048	112,800	41,075	118,000	5,200	4.6
6890 Vehicle TCA Transfer			(99,637)			
6899 Other Vehicle Expense	24,400	18,600	8,013	18,300	(300)	(1.6)
* Vehicle Expense	4,626,020	5,924,800	5,913,169	5,868,400	(56,400)	(1.0)
6901 Membership Dues	36,101	37,500	31,826	39,300	1,800	4.8
6902 Conferences and Workshops	43,720	38,600	35,887	46,900	8,300	21.5
6903 Travel - Local	298,096	380,900	445,310	407,500	26,600	7.0
6904 Travel - Out of Town	87,555	75,600	41,110	75,900	300	0.4
6905 Training & Education	118,523	217,800	151,551	254,000	36,200	16.6
6906 Licenses & Agreements	289,200	317,100	323,768	325,500	8,400	2.6
6907 Commission Fees			637			
6908 Medical Examinations	7,200	7,700	6,388	7,700		
6910 Signage	105,800	94,900	55,378	79,900	(15,000)	(15.8)
6911 Facilities Rental	3,032,199	3,183,200	3,035,547	3,307,000	123,800	3.9
6912 Advertising and Promotion	274,077	242,900	291,173	245,900	3,000	1.2
6913 Awards	25,054	21,200	1,391	21,800	600	2.8
6914 Recruiting	200		40,059			
6915 Research Data Acquisition			285			
6916 Public Education	10,000	141,700	28,932	141,700		
6917 Books and Periodicals	9,133	7,300	8,901	11,800	4,500	61.6
6918 Meals	20,316	18,500	10,446	21,200	2,700	14.6
6919 Special Projects	243,706	621,500	270,202	732,500	111,000	17.9
6925 Sidewalks		500,000			(500,000)	(100.0)
6928 Committee Expenses	2,475	2,600	1,082	2,600		
6929 Procurement Card Clearing	5,290		8,915			
6933 Community Events	500	500	2,522	500		
6936 Staff Relations	1,100		397			
6937 Corporate Training			49			
6938 Rewarding Excellence	14,588	18,500	3,859	28,100	9,600	51.9
6939 Duty to Accomodate	200	200		200		
6940 Fencing	135,700	142,000	147,946	142,000		
6941 Playground Equipment	26,000	39,900	43,589	39,900		
6942 Management Fees	100,000	100,000	100,771	200,000	100,000	100.0
6943 Health and Wellness	165	700	156	700		
6953 Special Projects				788,500	788,500	
6990 Gds & Svcs TCA Trsf			(9,816)			
6999 Other Goods and Services	277,029	126,900	202,652	126,700	(200)	(0.2)
* Other Goods & Services	5,163,927	6,337,700	5,280,912	7,047,800	710,100	11.2

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
7001 Interdept Equip Chg	5,145,257					
7003 Fleet Long Term (Rev)	(9,477,363)					
7004 Other Intdept (Rev)	(219,600)					
7006 Interdepartmental Revenues	(3,344,850)	(1,969,000)	(1,969,000)	(2,016,300)	(47,300)	2.4
7007 ItnTrsf Paper Recyc			94,566			
7008 ItnTrsf IT & Commun			1,971			
7009 Internal Transfers Other			(61,532)			
7010 IntTrfr Insur Funds			(64,901)			
7015 Int Trf FacilityRent			(175,843)			
7090 Trf Interdept Vehicl			26,225			
7099 Interdept Chargeback			(620,348)			
9900 Rev/Exp.Vehicle Rental	(0)		(15,830)			
9910 PM Shop Expenses			(27,598)			
9911 PM Labour-Reg			(25,281)			
9972 Truck Stock Chargeback RPS			(184)			
* Interdepartmental	(7,896,556)	(1,969,000)	(2,837,754)	(2,016,300)	(47,300)	2.4
8010 Other Interest	20,400	20,400	61,422	35,400	15,000	73.5
8011 Interest on Debentures	751,000	675,800	674,718	593,300	(82,500)	(12.2)
8012 Principal on Debentures	2,500,200	2,471,200	2,468,743	2,384,700	(86,500)	(3.5)
* Debt Service	3,271,600	3,167,400	3,204,883	3,013,400	(154,000)	(4.9)
8001 Transf Outside Agenc	28,400	26,800	20,646	28,000	1,200	4.5
8003 Insurance Pol/Prem	20,300	20,300	18,000	20,300		
8008 Transfer to/from Reserves	3,581,700	3,214,040	2,190,771	3,255,400	41,360	1.3
8022 Transf to/fr Trust			(48,477)			
8024 Transf to/fr Capital	(198,919)	(56,100)		(56,100)		
9000 Prior Year Surplus/Deficit	82,688	(44,500)	303,510	(355,800)	(311,300)	699.6
* Other Fiscal	3,514,169	3,160,540	2,484,450	2,891,800	(268,740)	(8.5)
** Total	127,206,485	142,296,600	137,119,903	143,949,100	1,652,500	1.2
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(2,846,188)	(2,677,000)	(2,736,667)		2,677,000	(100.0)
4201 Area Rate Residential				(40,200)	(40,200)	
* Area Rate Revenue	(2,846,188)	(2,677,000)	(2,736,667)	(40,200)	2,636,800	(98.5)
4750 Other Grants	(2,936,764)	(3,281,900)	(3,134,504)	(2,969,800)	312,100	(9.5)
* Transfers from other Gov'ts	(2,936,764)	(3,281,900)	(3,134,504)	(2,969,800)	312,100	(9.5)
4905 Street opening Permits	(180,000)	(180,000)	(119,639)	(180,000)		
4912 Signs & Encroachments	(189,000)	(190,000)	(93,680)	(190,000)		
5101 Parking Rentals	(800,800)	(226,900)	(316,769)	(400,000)	(173,100)	76.3
5102 Facilities Rentals	(2,403,900)	(2,022,400)	(1,922,576)	(1,938,400)	84,000	(4.2)
5150 Other Rental Revenue			(74,138)			
5151 Lease Revenue	(595,000)	(595,000)	(459,171)	(515,000)	80,000	(13.4)
5209 Community Events Revenue			(2,961)			
5210 Sport and Fitness Revenue			(4,003)			
5225 Tipping Fees-Waste R	(11,151,000)	(11,254,900)	(10,944,580)	(11,095,000)	159,900	(1.4)
5250 Sales of Services Other	(250,000)	(318,000)	(200,380)	(320,300)	(2,300)	0.7
5255 Engineering Fees	(70,386)	(80,000)	(63,907)		80,000	(100.0)
5403 Sales of Other Recyclables	(1,810,700)	(1,901,200)	(1,618,536)	(1,700,000)	201,200	(10.6)
5404 Canteen Revenue			(3,190)			
* Fee Revenues	(17,450,786)	(16,768,400)	(15,823,529)	(16,338,700)	429,700	(2.6)
5508 Recov External Parti	(1,322,100)	(1,416,500)	(1,984,493)	(1,260,300)	156,200	(11.0)
5513 Government Rebates			(611)			
5515 accident Rebates			(200)			
5600 Miscellaneous Revenue	(362,000)	(372,400)	(452,489)	(378,100)	(5,700)	1.5
* Other Revenue	(1,684,100)	(1,788,900)	(2,437,793)	(1,638,400)	150,500	(8.4)
** Total	(24,917,838)	(24,516,200)	(24,132,493)	(20,987,100)	3,529,100	(14.4)
Net Surplus/Deficit	102,288,647	117,780,400	112,987,410	122,962,000	5,181,600	4.4

Metro Transit

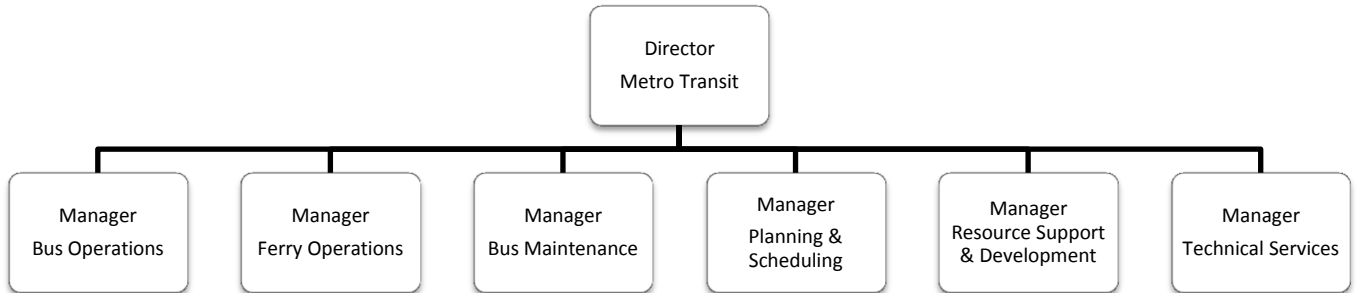
2013/14 Budget and Business Plan

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

Metro Transit Overview

Metro Transit provides public transit services for more than 25 million riders annually. It operates 258 conventional 40' and 60' vehicles, as well as 3 Ferries, 30 Access-a-Bus vehicles, 20 premium branded MetroLink vehicles, and 19 MetroX vehicles. It employs a workforce of 855 employees and services two transit facilities, three ferry terminals and several bus terminals.

Metro Transit Org Chart



Funded Full Time Equivalents (FTEs)

	2012/2013 Approved (Apr 1/12)	2013/2014 Proposed Change (+/-)	2013/2014 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	849.5	49	898.5

Metro Transit Operating Budget Overview

Metro Transit Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	53,648,434	59,733,400	57,865,983	62,427,800	2,694,400	4.5
* Office	712,100	723,000	655,066	930,500	207,500	28.7
* External Services	528,541	591,000	643,266	808,200	217,200	36.8
* Supplies	935,600	983,000	770,642	1,172,900	189,900	19.3
* Materials	3,500		2			
* Building Costs	77,900	75,000	164,083	155,000	80,000	106.7
* Equipment & Communications	584,400	652,000	700,586	694,000	42,000	6.4
* Vehicle Expense	15,516,683	19,038,000	18,594,340	20,584,600	1,546,600	8.1
* Other Goods & Services	3,274,181	3,066,900	936,811	1,298,800	(1,768,100)	(57.7)
* Interdepartmental		1,969,000	3,066,545	2,016,300	47,300	2.4
* Debt Service	6,349,850	6,765,000	6,763,139	6,564,000	(201,000)	(3.0)
* Other Fiscal	11,304,000	7,869,000	9,848,023	9,551,900	1,682,900	21.4
** Total	92,935,189	101,465,300	100,008,488	106,204,000	4,738,700	4.7
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(28,066,000)	(29,997,000)	(29,949,040)	(31,930,000)	(1,933,000)	6.4
* Area Rate Revenue	(35,855,000)	(38,368,000)	(38,729,628)	(40,910,000)	(2,542,000)	6.6
* Fee Revenues	(31,663,100)	(32,332,300)	(30,525,430)	(32,591,800)	(259,500)	0.8
* Other Revenue	(760,300)	(768,000)	(804,390)	(772,200)	(4,200)	0.5
** Total	(96,344,400)	(101,465,300)	(100,008,488)	(106,204,000)	(4,738,700)	4.7
Net Surplus/Deficit	(3,409,211)					

Metro Transit Budget Overview by Service Area

Metro Transit Service Area Budget Overview						
Service Area	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	2013-14 Var.	Var. %
Access-A-Bus Summary of Expense & Revenue Types	3,652,037	3,879,000	4,449,117	5,098,500	1,219,500	31
Community Transit Service Summary of Expense & Revenue Types	409,995	520,000	221,166		(520,000)	(100)
Conventional Service Summary of Expense & Revenue Types	(1,920,768)	5,539,000	2,922,039	48,437,000	42,898,000	774
Ferry Service Summary of Expense & Revenue Types	2,138,375	1,999,000	1,772,976	2,131,900	132,900	7
Fiscal Transit Summary of Expense & Revenue Types	(7,688,850)	(11,937,000)	(9,365,299)	(55,667,400)	(43,730,400)	366
	(3,409,211)					

Metro Transit Key Metrics

Key Performance Indicators	10/11 Actual	11/12 Actual	12/13 Projection	13/14 Target
Compensation as a % of Total	67.17	57.76	58.47	58.91
Area Rate Revenue per Dwelling (186,447 dwellings)	181	192	208	219

Metro Transit Operational Key Performance Indicators

Key Performance Indicators	Division	11/12	12/13
Service Utilization (passengers per capita)	Bus & Ferry	62.73	61.12
Service Utilization (passengers per service hour)	Bus & Ferry	27.60	26.15
Amount of Service (service hours per capita)	Bus & Ferry	2.27	2.34
Financial (cost recovery)	Bus & Ferry	45%	40%
Cost Effectiveness (operating expense per passenger)	Bus & Ferry	\$3.61	\$4.03
Average Fare (passenger revenue per passenger)	Bus & Ferry	\$1.60	\$1.57
Customer Service (requests addressed within standard)	All	95%	80%
Customer Satisfaction	All	63%	61%

Metro Transit Strategic Initiatives for 2013/14

Technical Solutions

Metro Transit faces a complex challenge related to the absence of transit technology. Passengers have expectations of a modern transit system and recent expansion of the system calls for modern technology to improve the care and control of employees, passengers and vehicles. A technical solutions road map will serve as a plan to identify solutions to improve the overall business efficiencies, decisions and customer service along with providing strategic guidance to identifying requirements and to the implementation around Metro Transit technical systems in order to support the overall goals and objectives of the Regional Plan. In 13/14 Metro Transit will implement phase one of the road map to include installation of a foundational, computer aided dispatch and automated vehicle location (CAD/AVL) solution that will be an off- the- shelf, modular system base for future technologies.

State of Good Repair

State of good repair is to ensure our capital assets are in good working order. Older assets can be more prone to breakdowns and most often are more expensive to operate and maintain. In 13/14 the state of repair will be evaluated and project funding allocated to support a recapitalization plan.

Service Maintenance

Service maintenance for Metro Transit includes addressing items such as schedule adherence and appropriate service levels on existing routes. We are challenged with ensuring the quality of transit service does not erode due to factors such as increased traffic congestion or increased service area. In 13/14 the schedules will be modified to more closely reflect the actual running times and service frequency will be increased in key areas.

Safe and Healthy Workplace

Public trust, confidence and improved customer service are outcomes of employee engagement. To impact employee engagement, Metro Transit will focus on creating a safe and healthy workplace, reviewing processes and practices related to training, leadership development, safety, employee recognition, employee communications, and workplace health in 13-14.

Five Year Strategic Framework

The Metro Transit Five-Year Plan serves as an intermediate plan between the high-level, 25-year Regional Plan and the highly detailed one-year Metro Transit Annual Service Plans. Education on public transit needs to be provided to Councillors and the public in order to collect information on what their values and priorities are around HRM's transit system. A Five-Year Plan will be created to provide strategic guidance on how to plan, manage and operate the Metro Transit system in an effort to support the overall goals and objectives of the Regional Plan.

Financial Stability

Metro Transit needs to provide the Mayor and Councillors with long-term financial forecasting to better enable decision making related to service adjustments and service expansion. In 13/14 Metro Transit will create a financial road map that will allow Councillors and the citizens of HRM to fully realize the cost associated with public transit service. The road map will allow for more informed decision making as it will provide the ability for Councillors to see the dollar impact of new services and devise a funding strategy that fits with Council's direction. Metro Transit recommends the initial step of this strategy to be a fare increase of 11.1% effective September 30, 2013. This fare increase is expected to generate an additional \$1M in fiscal 2013/14 and an additional \$2M annually.

Recovery of Ridership

Ridership has been negatively impacted by the work stoppage in 2012. Passengers were not able to rely on public transit and were forced to find alternative modes of transportation. It can take years before ridership fully rebounds. Metro Transit will collaborate with Corporate Communications on various marketing and communication campaigns with a goal to improve public confidence and ridership.

Summary of Metro Transit Changes

- Annual service hours have increased by more than 63%, or 350,000 annual service hours, over the past ten years
- Annual kilometres have increased by more than 79%, or 8 million annual kilometres, over the past ten years
- Annual ridership has increased by more than 30%, or 4.5 million, over the past ten years
- Fleet size has increased by more than 65%, or 133 vehicles, over the past ten years
- Annual service hours have increased significantly over the past ten years – more than any other Canadian property of similar size
- Metro Transit is among the top three properties of similar size with regards to fleet size per capita
- Metro Transit has the lowest adult cash fare of all similarly sized transit properties in Canada - currently more than 50 cents below the average of all similarly sized properties
- Farebox revenue has increased 45% over the last ten year while tax revenue has increase 370%

Cost Reduction Initiatives	Proposed 13/14 Savings	Projected 14/15 Savings	Projected 15/16 Savings
<ul style="list-style-type: none"> • <i>Contract wage-step savings</i> • <i>Reduced absenteeism</i> • <i>Overtime reduction/Rostering</i> 	<p>\$1,550,000</p> <p>\$190,000</p> <p>\$500,000</p>	<p>\$1,500,000</p> <p>\$100,000</p> <p>\$300,000</p>	<p>\$1,000,000</p>

Metro Transit 13/14 Capital Project Cost

13/14 Capital Project Cost	
Project	Cost (Millions)
New Technology - AVL System Replacement*	\$8.8
Lacewood Terminal	\$3.7
New Ferry	\$6.0
Ragged Lake Transit Centre Expansion*	\$3.7
Highfield Terminal Upgrade	\$1.5
Ferry Terminal Pontoon State of Good Repair	\$3.0
Conventional Bus Expansion	\$5.1
Conventional Bus Replacement	\$3.5
Access-A-Bus Expansion	\$.3
New Transit Map*	\$.1

*New transit projects not yet approved

Financial Impact

	2013/14	2014/15	2015/16
Funding Gap (13/14 Operating Costs \$106M)	-\$700,000	\$4,300,000	-\$1,900,000
Tax Decrease			- 1/2 cent
\$ Decrease to Average Household			-\$10
Fare Increase	11.1% - .25		
Additional Debt			
Additional Recap Reserve Funding	\$600,000		\$1,500,000

A fare increase of 11.1% on September 30, 2013 should generate \$1M in fare revenue during 2013/14. This increase is expected to generate \$2M annually. This additional fare revenue will fund the operating gap in 2014/15 and create surplus funds in 2015/16 to allow for a transit tax decrease of ½ cent.

2013/14 Metro Transit Service Area Plans

Access-A-Bus Service:

Access-A-Bus service provides a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities and are declared eligible through a registration process. The Access-A-Bus service supplements the Metro Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 33 vehicles, traveling 1,000,000 kilometers annually to provide more than 110,000 passenger trips each year.

Services Delivered:

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

Access-A-Bus Service Budget Overview

Access-A-Bus Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,515,924	3,637,000	4,053,692	4,317,600	680,600	18.7
* Office	2,000		1,173			
* External Services	(7,759)					
* Supplies	47,600	49,000	55,464	72,500	23,500	48.0
* Building Costs			3,010			
* Vehicle Expense	261,100	353,000	285,687	360,000	7,000	2.0
* Other Goods & Services	27,472	34,000	5,656	18,300	(15,700)	(46.2)
* Interdepartmental			496,135	550,100	550,100	
* Other Fiscal			(241,290)			
** Total	3,846,337	4,073,000	4,659,527	5,318,500	1,245,500	30.6
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(194,300)	(194,000)	(209,973)	(220,000)	(26,000)	13.4
* Other Revenue			(437)			
** Total	(194,300)	(194,000)	(210,410)	(220,000)	(26,000)	13.4
Net Surplus/Deficit	3,652,037	3,879,000	4,449,117	5,098,500	1,219,500	31.4

Conventional Transit Service:

Conventional Transit provides a network of routes that operate throughout the defined service area. This service ensures the mobility of over **25 million passenger trips annually and travels more than 17,000,000**

The Bus Maintenance division supports all transit service operations through the provision of repair and preventative maintenance services

Services Delivered:

- 59 fixed-route services
- 2 MetroLink limited stop bus rapid routes
- 3 MetroX express routes to outlying rural areas

Conventional Transit Service Budget Overview

Conventional Service Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	47,184,706	51,323,000	50,151,438	54,589,800	3,266,800	6.4
* Office	693,000	708,000	644,652	887,500	179,500	25.4
* External Services	244,300	274,000	281,844	410,000	136,000	49.6
* Supplies	860,800	904,000	694,428	1,001,200	97,200	10.8
* Materials	3,500		2			
* Building Costs	48,900	46,000	133,136	115,000	69,000	150.0
* Equipment & Communications	579,100	647,000	683,697	689,000	42,000	6.5
* Vehicle Expense	14,263,376	17,649,000	17,655,536	19,135,400	1,486,400	8.4
* Other Goods & Services	719,550	828,000	907,282	1,111,700	283,700	34.3
* Interdepartmental		1,969,000	131,062	1,466,200	(502,800)	(25.5)
* Other Fiscal	(665,000)		(453,055)			
** Total	63,932,232	74,348,000	70,830,021	79,405,800	5,057,800	6.8
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Area Rate Revenue	(35,855,000)	(38,368,000)	(38,729,628)		38,368,000	(100.0)
* Fee Revenues	(29,237,700)	(29,680,000)	(28,383,513)	(30,200,000)	(520,000)	1.8
* Other Revenue	(760,300)	(761,000)	(794,841)	(768,800)	(7,800)	1.0
** Total	(65,853,000)	(68,809,000)	(67,907,982)	(30,968,800)	37,840,200	(55.0)
Net Surplus/Deficit	(1,920,768)	5,539,000	2,922,039	48,437,000	42,898,000	774.5

** 2013/14 budget has absorbed Community Transit within Conventional Service.**

Community Transit Service Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	422,708	373,000	100,228		(373,000)	(100.0)
* Supplies	3,200	6,000	50		(6,000)	(100.0)
* Vehicle Expense	76,800	234,000	38,433		(234,000)	(100.0)
* Other Goods & Services	287		(0)			
* Interdepartmental			115,568			
** Total	502,995	613,000	254,279		(613,000)	(100.0)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(93,000)	(93,000)	(33,113)		93,000	(100.0)
** Total	(93,000)	(93,000)	(33,113)		93,000	(100.0)
Net Surplus/Deficit	409,995	520,000	221,166		(520,000)	(100.0)

Ferry Operations:

Metro Transit operates a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. Ferry Operations serves 1,400,000 riders each year with passenger terminals located in Dartmouth, Halifax and Woodside. Metro Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

- Service between Dartmouth and Halifax
- Service between Halifax and Woodside
- Extra Service
- Ferry Boat / Pontoon Maintenance

Ferry Operations Budget Overview

Ferry Service Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,525,096	2,575,000	2,431,595	2,826,800	251,800	9.8
* Office	17,100	15,000	9,241	7,500	(7,500)	(50.0)
* External Services	292,000	317,000	361,422	364,000	47,000	14.8
* Supplies	24,000	24,000	20,700	36,000	12,000	50.0
* Building Costs	29,000	29,000	27,937	40,000	11,000	37.9
* Equipment & Communications	5,300	5,000	16,889	5,000		
* Vehicle Expense	915,407	802,000	614,685	905,000	103,000	12.8
* Other Goods & Services	39,372	41,000	23,873	51,000	10,000	24.4
* Interdepartmental			1,481			
* Debt Service	267,200	174,000	173,096		(174,000)	(100.0)
** Total	4,114,475	3,982,000	3,680,919	4,235,300	253,300	6.4
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Fee Revenues	(1,976,100)	(1,976,000)	(1,898,832)	(2,100,000)	(124,000)	6.3
* Other Revenue		(7,000)	(9,111)	(3,400)	3,600	(51.4)
** Total	(1,976,100)	(1,983,000)	(1,907,943)	(2,103,400)	(120,400)	6.1
Net Surplus/Deficit	2,138,375	1,999,000	1,772,976	2,131,900	132,900	6.6

2013/14 Metro Transit Key Deliverables

BU #	Metro Transit 13/14 Deliverables	Strategic Alignment
MT 1.1	Work with HRM ICT to procure and install a foundational, computer aided dispatch and automated vehicle location (CAD/AVL) solution	Transportation
MT 1.2	Implement approved cost recovery option – 11.1% fare increase effective September 30, 2013	Transportation
MT 1.3	Work collaboratively with Corporate Communications to develop a communications strategy and implement a promotional campaign to rebuild customer confidence and increase ridership	Transportation
MT 1.4	Construct new conventional ferry in support of extended Woodside service	Transportation
MT 1.5	Renovate Alderney Ferry Terminal to improve customer experience and service delivery	Transportation
MT 1.6	Create and implement a Leadership development program in support of a Safe and Healthy Workplace	Transportation
MT 1.7	Renovate Highfield Terminal to improve customer experience and service delivery	Transportation
MT 1.8	Redesign training program for bus operators to improve recruitment and service delivery	Transportation
MT 1.9	Complete expansion of Bus Maintenance facility at Ragged Lake Transit Centre	Transportation
MT 1.10	Begin expanded MetroX service to Porters Lake	Transportation
MT 1.11	Successfully implement four conventional service picks	Transportation
MT 1.12	Complete resurfacing of the Halifax and Woodside ferry pontoons	Transportation
MT 1.13	Re-structure service to distribute additional conventional hours equal to five additional buses as part of service maintenance	Excellence in Service Delivery
MT 1.14	Complete two rounds of consultation for the five-year plan and submit plan to regional council for approval	Communications
MT 1.15	Work with Corporate Communications to develop a revised Metro Transit route map	Communications

2013/14 Fiscal Services

Fiscal Transit Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Compensation and Benefits		1,825,400	1,129,030	693,600	(1,131,800)	(62.0)
* Office				35,500	35,500	
* External Services				34,200	34,200	
* Supplies				63,200	63,200	
* Vehicle Expense				184,200	184,200	
* Other Goods & Services	2,487,500	2,163,900		117,800	(2,046,100)	(94.6)
* Interdepartmental			2,322,300			
* Debt Service	6,082,650	6,591,000	6,590,043	6,564,000	(27,000)	(0.4)
* Other Fiscal	11,969,000	7,869,000	10,542,368	9,551,900	1,682,900	21.4
** Total	20,539,150	18,449,300	20,583,741	17,244,400	(1,204,900)	(6.5)
Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
* Tax Revenue	(28,066,000)	(29,997,000)	(29,949,040)	(31,930,000)	(1,933,000)	6.4
* Area Rate Revenue				(40,910,000)	(40,910,000)	
* Fee Revenues	(162,000)	(389,300)		(71,800)	317,500	(81.6)
** Total	(28,228,000)	(30,386,300)	(29,949,040)	(72,911,800)	(42,525,500)	139.9
Net Surplus/Deficit	(7,688,850)	(11,937,000)	(9,365,299)	(55,667,400)	(43,730,400)	366.3

Metro Transit Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R652 Access-A -Bus Operations	3,652,037	3,879,000	4,449,117	5,098,500	1,219,500	31.4
*** Access-A-Bus Service	3,652,037	3,879,000	4,449,117	5,098,500	1,219,500	31.4
R641 Locked Community Transit	409,995	520,000	221,166		(520,000)	(100.0)
*** Community Transit Service	409,995	520,000	221,166		(520,000)	(100.0)
R622 Lkd Marketing & Comm	(450,036)					
R624 MTS Director	76,966	2,622,000	3,278,805	3,350,100	728,100	27.8
R631 Revenue	332,141	(68,809,000)	(67,802,695)	(30,895,000)	37,914,000	(55.1)
R637 Service Development	903,019	894,000	889,287	949,800	55,800	6.2
** Metro Transit Administration	862,090	(65,293,000)	(63,634,603)	(26,595,100)	38,697,900	(59.3)
R640 Technical Services	776,012	1,108,000	710,540	1,012,800	(95,200)	(8.6)
R657 Security	375,097	412,000	391,858	547,000	135,000	32.8
** Metro Transit - Technical Serv	1,151,109	1,520,000	1,102,398	1,559,800	39,800	2.6
R932 BTC Facility Maintenance	628,424	639,000	1,143,465	716,000	77,000	12.1
R933 Locked RM:Transit-Ilisley			1,353			
R935 Bus Rebuild Program	16,890	20,000			(20,000)	(100.0)
R936 Lkd Fleet R&M:Thor			(47)			
R938 BTC Bus Maintenance	11,437,843	11,022,000	5,347,532	11,213,600	191,600	1.7
R962 RLTC Facility Maint		66,000	369,031	125,000	59,000	89.4
R963 RLTC Bus Maint	4,165,248	6,634,000	9,654,026	7,093,900	459,900	6.9
** Metro Transit - Bus Maintenanc	16,248,405	18,381,000	16,515,360	19,148,500	767,500	4.2
R656 Safety and Training	617,056	613,000	560,030	592,400	(20,600)	(3.4)
R658 Resource Sup & Dev			690,407	913,100	913,100	
** Metro Transit - Resource Suppo	617,056	613,000	1,250,438	1,505,500	892,500	145.6
R634 BTC Operations	510,478	2,155,000	1,748,927		(2,155,000)	(100.0)
R635 BTC Operators	(29,827,007)	23,159,000	22,205,275	23,190,200	31,200	0.1
R636 Service Supervisors	2,545,154		(0)	3,072,600	3,072,600	
R638 BTC & RLTC Bus Ops	181,013	11,199,000	10,869,886	12,248,000	1,049,000	9.4
R659 RLTC Operations	210,564	888,000	1,084,717		(888,000)	(100.0)
R670 RLTC Operators	5,580,370	12,917,000	11,779,643	14,307,500	1,390,500	10.8
** Metro Transit - Bus Operations	(20,799,428)	50,318,000	47,688,446	52,818,300	2,500,300	5.0
*** Conventional Service	(1,920,768)	5,539,000	2,922,039	48,437,000	42,898,000	774.5
R661 Ferry Operations	615,492	1,999,000	1,772,746	2,131,900	132,900	6.6
R667 Locked Ferry Maintenance	1,522,883		230			
*** Ferry Service	2,138,375	1,999,000	1,772,976	2,131,900	132,900	6.6
M701 Fiscal Transit	(13,771,500)	(18,528,000)	(15,955,342)	(62,231,400)	(43,703,400)	235.9
R671 Metro Tr. Debt Charg	6,082,650	6,591,000	6,590,043	6,564,000	(27,000)	(0.4)
*** Fiscal Transit	(7,688,850)	(11,937,000)	(9,365,299)	(55,667,400)	(43,730,400)	366.3
**** Total	(3,409,211)					

Metro Transit Summary of Gross Expenditures						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R652 Access-A -Bus Operations	3,846,337	4,073,000	4,659,527	5,318,500	1,245,500	30.6
*** Access-A-Bus Service	3,846,337	4,073,000	4,659,527	5,318,500	1,245,500	30.6
R641 Locked Community Transit	502,995	613,000	254,279		(613,000)	(100.0)
*** Community Transit Service	502,995	613,000	254,279		(613,000)	(100.0)
R622 Lkd Marketing & Comm	230,664					
R624 MTS Director	156,566	2,622,000	3,278,805	3,350,100	728,100	27.8
R631 Revenue	332,141		1,139			
R637 Service Development	903,019	894,000	889,564	949,800	55,800	6.2
** Metro Transit Administration	1,622,390	3,516,000	4,169,507	4,299,900	783,900	22.3
R640 Technical Services	776,012	1,108,000	710,540	1,012,800	(95,200)	(8.6)
R657 Security	375,097	412,000	391,858	547,000	135,000	32.8
** Metro Transit - Technical Serv	1,151,109	1,520,000	1,102,398	1,559,800	39,800	2.6
R932 BTC Facility Maintenance	628,424	639,000	1,143,465	716,000	77,000	12.1
R933 Locked RM:Transit-Ilisley			1,353			
R935 Bus Rebuild Program	16,890	20,000			(20,000)	(100.0)
R936 Lkd Fleet R&M:Thor			(47)			
R938 BTC Bus Maintenance	11,437,843	11,022,000	5,357,644	11,221,600	199,600	1.8
R962 RLTC Facility Maint		66,000	369,031	125,000	59,000	89.4
R963 RLTC Bus Maint	4,165,248	6,634,000	9,662,982	7,099,700	465,700	7.0
** Metro Transit - Bus Maintenanc	16,248,405	18,381,000	16,534,428	19,162,300	781,300	4.3
R656 Safety and Training	617,056	613,000	560,030	592,400	(20,600)	(3.4)
R658 Resource Sup & Dev			690,407	913,100	913,100	
** Metro Transit - Resource Suppo	617,056	613,000	1,250,438	1,505,500	892,500	145.6
R634 BTC Operations	510,478	2,155,000	1,748,927		(2,155,000)	(100.0)
R635 BTC Operators	26,527,993	23,159,000	22,289,049	23,250,200	91,200	0.4
R636 Service Supervisors	2,545,154		(0)	3,072,600	3,072,600	
R638 BTC & RLTC Bus Ops	181,013	11,199,000	10,869,886	12,248,000	1,049,000	9.4
R659 RLTC Operations	210,564	888,000	1,084,717		(888,000)	(100.0)
R670 RLTC Operators	14,318,070	12,917,000	11,780,672	14,307,500	1,390,500	10.8
** Metro Transit - Bus Operations	44,293,272	50,318,000	47,773,250	52,878,300	2,560,300	5.1
*** Conventional Service	63,932,232	74,348,000	70,830,021	79,405,800	5,057,800	6.8
R661 Ferry Operations	2,591,592	3,982,000	3,680,689	4,235,300	253,300	6.4
R667 Locked Ferry Maintenance	1,522,883		230			
*** Ferry Service	4,114,475	3,982,000	3,680,919	4,235,300	253,300	6.4
M701 Fiscal Transit	14,456,500	11,858,300	13,993,698	10,680,400	(1,177,900)	(9.9)
R671 Metro Tr. Debt Charg	6,082,650	6,591,000	6,590,043	6,564,000	(27,000)	(0.4)
*** Fiscal Transit	20,539,150	18,449,300	20,583,741	17,244,400	(1,204,900)	(6.5)
**** Total	92,935,189	101,465,300	100,008,488	106,204,000	4,738,700	4.7

Metro Transit Summary of Gross Revenue						
Cost Centers/Groups	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
R652 Access-A -Bus Operations	(194,300)	(194,000)	(210,410)	(220,000)	(26,000)	13.4
*** Access-A-Bus Service	(194,300)	(194,000)	(210,410)	(220,000)	(26,000)	13.4
R641 Locked Community Transit	(93,000)	(93,000)	(33,113)		93,000	(100.0)
*** Community Transit Service	(93,000)	(93,000)	(33,113)		93,000	(100.0)
R622 Lkd Marketing & Comm	(680,700)					
R624 MTS Director	(79,600)					
R631 Revenue		(68,809,000)	(67,803,833)	(30,895,000)	37,914,000	(55.1)
R637 Service Development			(277)			
** Metro Transit Administration	(760,300)	(68,809,000)	(67,804,110)	(30,895,000)	37,914,000	(55.1)
R938 BTC Bus Maintenance			(10,112)	(8,000)	(8,000)	
R963 RLTC Bus Maint			(8,956)	(5,800)	(5,800)	
** Metro Transit - Bus Maintenanc			(19,068)	(13,800)	(13,800)	
R635 BTC Operators	(56,355,000)		(83,774)	(60,000)	(60,000)	
R670 RLTC Operators	(8,737,700)		(1,029)			
** Metro Transit - Bus Operations	(65,092,700)		(84,804)	(60,000)	(60,000)	
*** Conventional Service	(65,853,000)	(68,809,000)	(67,907,982)	(30,968,800)	37,840,200	(55.0)
R661 Ferry Operations	(1,976,100)	(1,983,000)	(1,907,943)	(2,103,400)	(120,400)	6.1
*** Ferry Service	(1,976,100)	(1,983,000)	(1,907,943)	(2,103,400)	(120,400)	6.1
M701 Fiscal Transit	(28,228,000)	(30,386,300)	(29,949,040)	(72,911,800)	(42,525,500)	139.9
*** Fiscal Transit	(28,228,000)	(30,386,300)	(29,949,040)	(72,911,800)	(42,525,500)	139.9
**** Total	(96,344,400)	(101,465,300)	(100,008,488)	(106,204,000)	(4,738,700)	4.7

Metro Transit Summary of Expense & Revenue Types						
Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6001 Salaries - Regular	40,540,127	44,020,400	40,903,325	45,490,300	1,469,900	3.3
6002 Salaries - Overtime	2,793,407	5,336,000	4,778,918	5,575,600	239,600	4.5
6003 Wages - Regular	275,616	275,000	75,925		(275,000)	(100.0)
6004 Wages - Overtime	22,364	22,000	3,564		(22,000)	(100.0)
6051 Shift Agreements			65,983			
6052 Shift Differentials	13,596	14,000	12,807	14,500	500	3.6
6054 Vacation payout			411,658			
6099 Other Allowances			13,366			
6100 Benefits - Salaries	8,167,618	7,759,500	9,122,665	9,154,600	1,395,100	18.0
6101 Benefits - Wages	863,431	924,000	16,189		(924,000)	(100.0)
6110 Vacancy Management	(1,400,000)	(800,000)			800,000	(100.0)
6152 Retirement Incentives	315,850	356,700	343,871	396,900	40,200	11.3
6154 Workers' Compensation	1,991,975	2,082,800	2,324,772	2,548,700	465,900	22.4
6155 Overtime Meals	11,966	9,000	11,995	13,500	4,500	50.0
6156 Clothing Allowance	70,484	74,000	122,060	108,000	34,000	45.9
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(48,043)	(18,000)		
6199 Comp & Ben InterDept		(322,000)	(306,830)	(856,300)	(534,300)	165.9
9200 HR CATS Wage/Ben			10,632			
9210 HR CATS OT Wage/Ben			3,127			
* Compensation and Benefits	53,648,434	59,733,400	57,865,983	62,427,800	2,694,400	4.5
6201 Telephone	60,900	62,000	106,908	122,000	60,000	96.8
6202 Courier/Postage	24,300	26,000	32,895	27,000	1,000	3.8
6203 Office Furn/Equip	65,200	43,000	41,259	56,000	13,000	30.2
6204 Computer S/W & Lic	251,600	287,000	148,113	325,500	38,500	13.4
6205 Printing & Reproduction	260,000	256,000	277,074	321,000	65,000	25.4
6207 Office Supplies	50,100	49,000	48,817	43,500	(5,500)	(11.2)
6290 Office TCA Transfer				35,500	35,500	
* Office	712,100	723,000	655,066	930,500	207,500	28.7
6301 Professional Fees	7,241	15,000	21,900		(15,000)	(100.0)
6302 Legal Fees	15,000	15,000	24,058	40,000	25,000	166.7
6304 Janitorial Services		2,000	22,132	6,000	4,000	200.0
6310 Outside Personnel		275,000	290,940	310,000	35,000	12.7
6311 Security	256,300	284,000	274,809	418,000	134,000	47.2
6390 Ext Svc TCA Transfer				34,200	34,200	
6399 Contract Services	250,000		9,427			
* External Services	528,541	591,000	643,266	808,200	217,200	36.8
6401 Uniforms & Clothing	413,200	443,000	354,171	684,600	241,600	54.5
6402 Med & First Aid Supp	10,000	10,000	4,961	5,000	(5,000)	(50.0)
6403 Patrol Equip Supplies	1,000	1,000	1,063	1,500	500	50.0
6406 Bridge Tolls	501,400	520,000	406,922	414,100	(105,900)	(20.4)
6407 Cleaning/Sanitary Supplies	10,000	10,000	3,355	6,000	(4,000)	(40.0)
6490 Supplies TCA Transfer		(1,000)		61,700	62,700	(6,270.0)
6499 Other Supplies			170			
* Supplies	935,600	983,000	770,642	1,172,900	189,900	19.3
6507 Propane			2			
6519 Welding Supplies	3,500					
* Materials	3,500		2			
6602 Electrical			449			
6604 Bus Gates/Shltr-R&M	12,900	10,000	5,176	10,000		
6605 Municipal Taxes	3,000	3,000	2,228	3,000		
6610 Building - Exterior			1,251			
6612 Safety Systems	33,000	33,000	37,226	19,000	(14,000)	(42.4)
6613 Overhead Doors			9,335			
6699 Other Building Cost	29,000	29,000	108,418	123,000	94,000	324.1
* Building Costs	77,900	75,000	164,083	155,000	80,000	106.7

Expenditures	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
6701 Equipment Purchase		3,000	13,859		(3,000)	(100.0)
6702 Small Tools	20,000	28,000	54,677	53,000	25,000	89.3
6703 Computer Equipment/Rentals	13,700	9,000	477	6,000	(3,000)	(33.3)
6704 Equipment Rental	32,000	32,000	13,363	16,000	(16,000)	(50.0)
6705 Equip - R&M	202,200	263,000	299,596	304,000	41,000	15.6
6706 Computer R&M			91			
6708 Mechanical Equipment		2,000	13,746		(2,000)	(100.0)
6711 Communication System	12,500	13,000	10,007	13,000		
6731 Airtime	175,000	175,000	103,811	107,000	(68,000)	(38.9)
6732 Mobile Data	129,000	129,000	190,959	197,000	68,000	52.7
6790 Equipment TCA Transfer		(2,000)		(2,000)		
* Equipment & Communications	584,400	652,000	700,586	694,000	42,000	6.4
6802 Vehicle R&M	6,022,350	7,748,000	7,360,728	8,402,600	654,600	8.4
6803 Vehicle Fuel - Diesel	8,663,174	10,901,000	10,688,786	11,575,100	674,100	6.2
6804 Vehicle Fuel - Gasoline	16,159	15,000	16,688	18,700	3,700	24.7
6805 Tires and Tubes	800,500	801,000	699,098	853,000	52,000	6.5
6806 Long Term Fleet Rentals	3,000	2,000	1,621	1,000	(1,000)	(50.0)
6807 Vehicle Leases	9,500					
6890 Vehicle TCA Transfer		(429,000)	(172,582)	(15,800)	413,200	(96.3)
6899 Other Vehicle Expense	2,000			(250,000)	(250,000)	
* Vehicle Expense	15,516,683	19,038,000	18,594,340	20,584,600	1,546,600	8.1
6901 Membership Dues	26,200	26,000	21,235	30,500	4,500	17.3
6902 Conferences and Workshops	15,241	17,000	7,650	19,500	2,500	14.7
6903 Travel - Local	13,700	19,000	28,581	27,200	8,200	43.2
6904 Travel - Out of Town	56,200	47,000	14,214	36,500	(10,500)	(22.3)
6905 Training & Education	62,270	96,000	66,669	150,700	54,700	57.0
6906 Licenses & Agreements	98,800	120,000	78,735	90,900	(29,100)	(24.3)
6907 Commission Fees	260,000	260,000	335,648	350,000	90,000	34.6
6908 Medical Examinations	21,000	23,000	18,368	27,700	4,700	20.4
6911 Facilities Rental	30,000	37,000	51,237	52,000	15,000	40.5
6912 Advertising and Promotion	86,853	113,000	214,415	240,000	127,000	112.4
6913 Awards	23,119	20,000	23,002	25,000	5,000	25.0
6914 Recruiting	1,500	23,000	61,971	79,000	56,000	243.5
6918 Meals	3,128	1,000	3,918	2,000	1,000	100.0
6919 Special Projects	41,294	50,000			(50,000)	(100.0)
6934 Refunds	1,500					
6936 Staff Relations	45,876	51,000	7,016	50,000	(1,000)	(2.0)
6990 Gds & Svcs TCA Trsf				20,700	20,700	
6999 Other Goods and Services	2,487,500	2,163,900	4,151	97,100	(2,066,800)	(95.5)
* Other Goods & Services	3,274,181	3,066,900	936,811	1,298,800	(1,768,100)	(57.7)
7005 Interdept EXP		1,969,000	1,969,000	2,016,300	47,300	2.4
7009 Internal Transfers Other			813,859			
7010 IntTrfr Insur Funds			(85,848)			
7090 Trf Interdept Vehicl			(134,000)			
7099 Interdept Chargeback			500,000			
9910 PM Shop Expenses			1,842			
9911 PM Labour-Reg			1,692			
* Interdepartmental		1,969,000	3,066,545	2,016,300	47,300	2.4
8011 Interest on Debentures	1,228,050	1,030,000	1,028,646	875,000	(155,000)	(15.0)
8012 Principal on Debentures	5,121,800	5,735,000	5,734,494	5,689,000	(46,000)	(0.8)
* Debt Service	6,349,850	6,765,000	6,763,139	6,564,000	(201,000)	(3.0)
8008 Transfer to/from Reserves	5,150,000	3,050,000	2,672,934	3,500,000	450,000	14.8
8014 Capital from Operating	6,819,000	3,819,000	3,819,000	6,801,900	2,982,900	78.1
8024 Transf to/fr Capital	(665,000)					
9000 Prior Year Surplus/Deficit		1,000,000		(750,000)	(1,750,000)	(175.0)
9001 Current Yr. Sur/Def			3,356,089			
* Other Fiscal	11,304,000	7,869,000	9,848,023	9,551,900	1,682,900	21.4
** Total	92,935,189	101,465,300	100,008,488	106,204,000	4,738,700	4.7

Halifax Regional Municipality
2013/14 Business Plans and Budget (Approved)

Metro Transit

Revenues	2011-12 Budget	2012-13 Budget	2012-13 Actual	2013-14 Budget	Budget Var.	Var as %
4002 Commercial Property Taxes	(28,066,000)	(29,997,000)	(29,949,040)	(31,930,000)	(1,933,000)	6.4
* Tax Revenue	(28,066,000)	(29,997,000)	(29,949,040)	(31,930,000)	(1,933,000)	6.4
4204 Area Rate Local Transit	(21,922,000)	(23,445,000)	(23,788,629)	(25,012,000)	(1,567,000)	6.7
4205 Area Rate Reg Transp	(13,933,000)	(14,923,000)	(14,940,999)	(15,898,000)	(975,000)	6.5
* Area Rate Revenue	(35,855,000)	(38,368,000)	(38,729,628)	(40,910,000)	(2,542,000)	6.6
5101 Parking Rentals			(1,800)			
5201 Fare Revenue	(29,399,700)	(30,069,300)	(28,380,589)	(30,200,000)	(130,700)	0.4
5202 Charter Revenue			(2,195)			
5222 Access-A-Bus Fare Revenue	(194,300)	(194,000)	(209,973)	(220,000)	(26,000)	13.4
5223 Comm.Transit Fare Re	(93,000)	(93,000)	(33,113)		93,000	(100.0)
5224 Ferry Fare Revenue	(1,976,100)	(1,976,000)	(1,898,832)	(2,100,000)	(124,000)	6.3
5450 Other Sales Revenue			1,071	(71,800)	(71,800)	
* Fee Revenues	(31,663,100)	(32,332,300)	(30,525,430)	(32,591,800)	(259,500)	0.8
5503 Advertising Revenue	(680,700)	(681,000)	(598,796)	(640,000)	41,000	(6.0)
5507 Overages and Shortages			18			
5508 Recov External Parti		(7,000)	(136,071)	(80,800)	(73,800)	1,054.3
5600 Miscellaneous Revenue	(79,600)	(80,000)	(69,541)	(51,400)	28,600	(35.8)
* Other Revenue	(760,300)	(768,000)	(804,390)	(772,200)	(4,200)	0.5
** Total	(96,344,400)	(101,465,300)	(100,008,488)	(106,204,000)	(4,738,700)	4.7
Net Surplus/Deficit	(3,409,211)					

Reserves

Purpose of Reserves

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

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

They allow for long term planning of major capital expenditures such as the opening and closing of land-fill cells, ferry and bus replacements; and

They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Halifax 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 Project Budgets.
- Each reserve has its purpose clearly defined in a Business Case. The Business Case must also include the source and application of funds, the expected time line and any appropriate maximum amount, and projected annual contributions, withdrawals, and balances.
- Reserves are centrally administered so as to ensure consideration for the whole organization.

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

Equipment and Operating Reserves

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

Equipment Reserves:

Q204 General Fleet (1997): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Transportation and Public Works, including Parks and Metro Transit. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

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

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

Q213 Fuel Systems: To provide for upgrade and replacement of HRM regional fuel depots. The source of funding which stopped flowing to the reserve prior to 1999 was \$0.01 of the \$0.02 per litre surcharge applied to HRM Business Units and outside agencies based on the litres of fuel issued through HRM Fuel Depots. Post-1999, the only funding source to the reserve is 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 (M320) and from interest paid to the reserve.

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

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

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

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

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

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 Administrative Services (A125) and from interest paid to reserve.

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

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

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

Q317 Titanic Reserve (2002): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is funded from an annual transfer of \$25,000 from the Cultural Reserve, donations and interest from the Trust account.

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

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

Q320 Operating Costs of New Capital (2006): This reserve is used to smooth fluctuations in operating costs of new capital due to the timing of completion of related capital projects. Any initial implementation and operating costs associated with a new capital asset are budgeted in the same year as the capital project. For a variety of reasons, completion of capital projects may

occur later than the end of the year in which they are approved. Without a mechanism to carry forward funds, any implementation and initial ongoing operating funds unexpended at the end of the fiscal year must be re-budgeted in the following fiscal year. This will produce a favorable variance in the current fiscal year, while putting pressure on the operating budgets in subsequent years. The unexpended operating costs of new capital funds in the operating budget of Fiscal Services (M317) will move to this reserve at year end.

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

Q322 Police Emergency/ Extraordinary Investigation (2006): To provide a source of funds for an emergency event or extraordinary investigation which, because of the complexity, expense, and low frequency of occurrence, could not be covered by the Operating Budget. Funding of the reserve to come from the Regional Police and HRM's operating budgets depending on the availability of any surplus being realized at year end.

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

Q324 Commons Enhancement Fund (2006): To provide a source of funds available for the protection and restoration of the Commons' turf. Funding to come from hosting partners of all future events to be held on the Commons.

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

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

Q327 LED Street Lighting Reserve (2013): New reserve being drafted to be created to support the conversion to LED Street Lighting.

Capital Reserves

The Halifax Regional Municipality Charter addresses these types of reserves in Sections 120 and 121. 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 120 of the Halifax Regional Municipality Charter. Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property, other than the sale of Business/Industrial Parks land, sales of Parkland, and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 120 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 120 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 Municipality 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 281 & 283 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 and from interest paid to the reserve.

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

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

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

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

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

Q126 Strategic Growth (2003): The purpose of this reserve is to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve is meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

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

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

Q129 Ferry Replacement (2003): This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$8 - \$12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years. Funding to come from the operating budget of Fiscal Services (M701) and from interest paid in reserve.

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

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

Q133 Capital Cost Contribution Bedford South Interchange (2006): To fund HRM's share of an interchange to be built as per the Bedford South Charge Area plan. Funds will be used for oversized infrastructure which benefits existing communities in the areas surrounding the charge area. A contribution will be made annually from the operating budget of Fiscal Services (M325), in the amount of \$450,000 with interest earned at the prevailing market rate being paid to reserves. This contribution will stop in 2011/12 once the required amount of \$3,855,000 is fully funded.

Q134 Gas Tax (2006): This reserve is used as a financial vehicle for maintaining the funds received under the Canada-Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues. This is in compliance with the Federal Government requirement for the Municipality to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. The funds are used to acquire sustainable infrastructure. As outlined in the Municipal Funding Agreement (2010) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2010 to March 31, 2014. Continuation of the Gas Tax Program has been confirmed for 2014/15 onward, however, a new agreement has not been signed.

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

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

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

Q139 Central Library Repayment Reserve (2010): This reserve is to fund HRM's commitment to the Central Library capital project. Funding is provided by the sale of specific parcels of HRM owned land and interest will also be paid to the reserve in accordance the reserve policy.

Q140 Central Library Repayment Reserve (2010): This reserve will be used to cover costs to preserve the structural integrity of the Central Library building, systems and maintenance items. The reserve will be funded from 2% of the estimated building costs, escalated by 2% annually to reflect inflation and will be from the Central Library Operating Budget and from interest per the reserve policy. This reserve should begin in 2014/15 once the library opens.

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

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

Q143 Bus Replacement Reserve (2012): This reserve is to establish a long term funding source for the replacement of buses in order to reduce the financial impact on future budgets. The reserve will be funded through Metro Transit's Operating budget and through interest earned per the reserve policy.

Q145 Regional Facility Expansion Reserve (2012): This reserve is to plan for service improvements of regional facilities. The reserve is funded annually from fiscal services (projected at \$1m/year) and from transfers Sale of Capital Assets Reserve, Q101. Reserve will earn also interest per the reserve policy.

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

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

Q113 Rockingham Community Centre (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

Q115 Captain William Spry Centre (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

Q116 Richmond School (2006): To provide for major repairs and renovations to this building in accordance with the terms of the lease. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2014 based on the 2013-2014 Proposed Operating and Project Budgets.

HALIFAX REGIONAL MUNICIPALITY
 ° hkh \ †-) RESERVE BUDGET 2013/14

	Projected Net Balance 31-Mar-13	Contributions	Interest	Withdrawals	Projected Net Balance 31-Mar-14
Equipment Reserves	\$3,278,281	\$305,000	\$40,592	(\$80,000)	\$3,543,873
Operating Reserves	\$35,213,912	\$9,106,232	\$411,401	(\$18,131,577)	\$26,599,968
Capital Reserves	\$67,996,520	\$74,647,602	\$1,240,463	(\$57,432,698)	\$86,451,886
	<u>\$106,488,713</u>	<u>\$84,058,834</u>	<u>\$1,692,456</u>	<u>(75,644,275)</u>	<u>\$116,595,727</u>

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2013 to March 31, 2014

		Projected Available Balance March 31/13	2013/14 Budgeted Contributions	2013/14 Projected Interest	2013/14 Capital Budget Withdrawals	2013/14 Operating Budget Withdrawals	2013/14 Other Budgeted Withdrawals	Projected Available Balance 2013/14
Equipment Reserves								
Q204	General Fleet	1,956,358	100,000	23,283	0	0	0	2,079,641
Q205	Police Vehicles and equipment	583,941	50,000	7,076	0	0	0	641,017
Q206	Fire Vehicles and equipment	707,826	155,000	9,884	(80,000)	0	0	792,710
Q213	Fuel System	30,156	0	349	0	0	0	30,505
	Total Equipment Reserves	3,278,281	305,000	40,592	(80,000)	0	0	3,543,873
Operating Reserves								
Q306	Self Insurance	4,108,177	470,900	47,577	0	(470,900)	0	4,155,754
Q308	Operations Stabilization	2,661,024	0	30,817	0	0	0	2,691,841
Q309	Snow & Ice Control	4,308,564	0	49,898	0	0	0	4,358,462
Q310	Service Improvement	1,637,432	0	19,007	0	(100,000)	0	1,556,439
Q311	Cemetery Maintenance	161,490	2,200	1,884	0	0	0	165,574
Q312	Culture Development Reserve	1,550	1,019,586	8,444	(500,000)	(201,062)	(25,000)	303,518
Q313	Municipal Elections	717,331	403,200	10,832	0	0	0	1,131,363
Q314	EMO Cost Recovery	338,235	0	3,917	0	0	0	342,152
Q315	Marketing Levy Special Events	312,545	1,177,996	2,078	(50,000)	(1,435,865)	0	
Operating Reserves								
Q316	DNA Costs (HRP and RCMP)	120,349	113,000	2,522	0	(109,300)	0	126,571
Q317	Titanic Reserve	39,486	25,600	618	0	0	0	65,704
Q318	Central Library Capital Campaign & Development Operating	1,136,428	0	34,611	0	(475,700)	0	695,339
Q319	Major Events Facilities	1,151,301	0	12,274	(150,000)	0	0	1,013,575

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2013 to March 31, 2014

		Projected Available Balance March 31/13	2013/14 Budgeted Contributions	2013/14 Projected Interest	2013/14 Capital Budget Withdrawals	2013/14 Operating Budget Withdrawals	2013/14 Other Budgeted Withdrawals	Projected Available Balance 2013/14
Q320	Operating Cost of Capital	8,969	4,921,750	30,414	0	(4,921,750)	0	39,383
Q321	Information & Communication Technology	4,179,217	500,000	45,503	(1,620,000)	(72,000)	0	3,032,720
Q322	Police Emergency/Extraordinary Investigation	1,000,017	0	11,581	0	0	0	1,011,598
Q323	Police Officer On the Job Injury	1,598,995	25,000	18,542	0	0	0	1,642,537
Q324	Commons Enhancement	1,050	0	12	0	0	0	1,062
Q325	Provincially Funded Police Officers & Facility Lease	2,922,308	0	33,843	0	0	0	2,956,151
Q326	Convention Centre Reserve	802,724	447,000	12,095	0	0	0	1,261,819
Q327	LED Streetlighting Reserve	8,006,720	0	34,932	(8,000,000)	0	0	
Operating Reserves								
	Total Operating Reserves	35,213,912	9,106,232	411,401	(10,320,000)	(7,786,577)	(25,000)	26,551,561
	Total Equipment & Operating Reserves	38,492,193	9,411,232	451,993	(10,400,000)	(7,786,577)	(25,000)	30,095,434

HALIFAX REGIONAL MUNICIPALITY
APPROVED CAPITAL RESERVE FUNDS BUDGET
April 1, 2013 to March 31, 2014

		Projected Available Balance March 31/13	2013/14 Budgeted Contributions	2013/14 Projected Interest	2013/14 Capital Budget Withdrawals	2013/14 Operating Budget Withdrawals	2013/14 Other Budgeted Withdrawals	Projected Available Balance March 31/14
Capital Reserves								
Q101	Sale of Capital Assets	(422,276)	11,243,411	39,102	(2,535,000)	0	(3,239,171)	5,086,066
Q121	Business/Industrial Parks Expansion	10,524,797	5,475,741	165,499	(11,200,542)	0	0	4,965,495
Q103	Capital Surplus	3,279,583	23,854	30,979	(1,142,000)	0	0	2,192,416
Q107	Parkland Development	1,597,824	500,000	26,579	(500,000)	0	(50,000)	1,574,403
Q119	Sackville Landfill Closure	2,263,452	0	29,462	(760,000)	(333,600)	0	1,199,314
Q120	Otter Lake Landfill Closure	5,502,564	2,403,000	83,260	0	0	0	7,988,824
Q123	Waste Resources	5,620,118	7,978,000	120,995	(2,035,000)	0	0	11,684,113
Q124	Upper Sackville Turf	108,596	20,000	1,383	0	0	0	129,979
Q125	Metro Park Parkade	1,930,102	223,800	23,794	(90,000)	0	0	2,087,696
Q126	Strategic Growth	12,816,236	5,025,000	177,233	(2,580,000)	0	0	15,438,469
Q127	Sustainable Communities	339,598	236,175	4,642	0	(236,100)	0	344,315
Q128	Rural Fire	367,321	0	6,726	0	0	0	374,047
Q129	Ferry Replacement	4,917,250	1,500,000	55,592	(6,000,000)	0	0	472,842

		Projected Available Balance March 31/13	2013/14 Budgeted Contributions	2013/14 Projected Interest	2013/14 Capital Budget Withdrawals	2013/14 Operating Budget Withdrawals	2013/14 Other Budgeted Withdrawals	Projected Available Balance March 31/14
Q130	Capital Replacement	649,132	627,340	19,986	0	0	0	1,296,458
Q131	Energy & Underground Services	1,483,854	546,456	32,027	(500,000)	0	0	1,562,337
Q133	CCC Bedford South Interchange	94,713	0	445	(56,285)	0	0	38,873
Q134	Gax Tax Reserve	3,514,186	25,162,776	88,967	(25,150,000)	0	0	3,615,929
Q135	Alderney Gate Recapitalization	662,829	405,200	6,851	(995,000)	0	0	79,880
Q137	Regional Capital Cost Contribution	2,973,708	690,322	38,761	0	0	0	3,702,791
Q138	Community Facility Partnership	529,797	0	6,717	0	0	0	536,514
Q139	Central Library Repayment Reserve	(524,754)	8,000,000	140,349	0	0	0	7,615,595
Q140	Central Library Recapitalization Reserve	0	0	0	0	0	0	0
Q141	BMO Ctr Life Cycle Reserve	591,142	250,000	8,412	0	0	0	849,554
Q142	Waterfront Development Reserve	72,910	60,000	1,220	0	0	0	134,130

		Projected Available Balance March 31/13	2013/14 Budgeted Contributions	2013/14 Projected Interest	2013/14 Capital Budget Withdrawals	2013/14 Operating Budget Withdrawals	2013/14 Other Budgeted Withdrawals	Projected Available Balance March 31/14
Q143	Bus Replacement Reserve	955,803	2,000,000	23,593	0	0	0	2,979,396
Q145	Regional Facility Expansion Reserve	8,057,544	2,269,586	106,985	0	0	0	10,434,115
Q108	Kingswood Water	3,901	0	45	0	0	0	3,946
Q112	5594-96 Morris St	69,953	6,941	666	0	(30,000)	0	47,560
Q113	Rockingham Community Centre	13,697	0	159	0	0	0	13,856
Q115	Captain William Spry	1,792	0	21	0	0	0	1,813
Q116	Richmond School	1,148	0	13	0	0	0	1,161
	Total Capital Reserves	67,996,520	74,647,602	1,240,463	(53,543,827)	(599,700)	(3,289,171)	86,451,886

2013/14 Withdrawals from Reserves

Reserve	Withdrawals	Amount
Q204	General Fleet	
Q205	Police Vehicles and equipment	
Q206	Fire Vehicles and equipment	CEJ01220 Opticom Signalization System
Q213	Fuel System	
Q306	Self Insurance	A303 Risk & Insurance Services
Q308	Operations Stabilization	
Q309	Snow & Ice Control	
Q310	Service Improvement	A620 Digital Signage Project
Q311	Cemetery Maintenance	
Q312	Culture Development Reserve	CD990003 Cultural Inventory & Places
		C764 Barrington St Heritage Initiative
		C764 Various Cultural operating costs
		Q317 Reserve
Q313	Municipal Elections	
Q314	EMO Cost Recovery	
Q315	Marketing Levy Special Events	CD990002 Civic Events Equipment Infrastructure
		C772 Hallmark events
		Commercial Special Events
		Major Special Events
		Natn'l & Internt'l SportingEvents
		Major Civic Celeb/Twinning
Q316	DNA Costs (HRP and RCMP)	P325 Police Identification
Q317	Titanic Reserve	
Q318	Central Library Capital Campaign & Development Operating	B063 Library Capital Campaign
Q319	Major Events Facilities	CVU01207 Ice Resurfacers - Metro Centre
Q320	Operating Cost of Capital	OCC Projects
Q321	Information & Communication Tech	CIP00763 Computer Aided Dispatch (CAD)
		CI00004 ICT Infrastructure Recapitalization
		CI990002 Service Desk System Replacement
		CID01362 Trunk Mobile Radios - TMR
		A421 ICT Corporate Services
Q322	Police Emergency/Extraordinary Investigation	
Q323	Police Officer On the Job Injury	
Q324	Commons Enhancement	
Q325	Provincially Funded Police Officers & Facility Lease	
Q326	Convention Centre Reserve	
Q327	LED Streetlighting Reserve	CT0000005 LED Conversion of HRM Streetlights
Q101	Sale of Capital Assets	CDX091182 Downtown Streetscapes
		CBX01162 Environmental Remediation/Bldg Demol.
		CBU01004 Former CA Becket School Soil Remediation
		Q312 Reserve
		Q145 Reserve
Q121	Business/Industrial Parks Expansion	CQ300741 Burnside & City of Lakes Development
		CQ300746 Development Consulting
		CQ300745 Park sign renewal & maintenance

		CQ200414 Business Parks Major Intersections	-125,542
Q103	Capital Surplus	CPX01025 Point Pleasant Park Upgrades	-50,000
		CRU00792 Street Lighting	-225,000
		CTI00695 Emission Reduction - Public Transit Buses	-867,000
Q107	Parkland Development	CPX01149 Park Land Acquisition	-500,000
		Q312 Reserve	-50,000
Q119	Sackville Landfill Closure	CWU01064 Biolac System Hwy 101 Landfill	-310,000
		CWU01353 Environment Monitoring Site Work 101 Landfill	-450,000
		R314 Sackville Landfill Site	-15,300
		R315 Leacheat Treatment	-318,300
Q123	Waste Resources	CW000001 Add'l Green Carts for New Residents	-435,000
		CW000002 Otter Lake Equip.	-1,600,000
Q124	Upper Sackville Turf		
Q125	Metro Park Parkade	CBX01140 MetroPark Upgrades	-90,000
Q126	Strategic Growth	CTX01111 Margeson Drive Interchange	-2,580,000
Q127	Sustainable Communities	D948 Environmental Sustainability	-236,100
Q128	Rural Fire		
Q129	Ferry Replacement	CMX01123 New Conventional Ferry	-6,000,000
Q130	Capital Replacement		
Q131	Energy & Underground Services	CBX01161 Energy Efficiency Projects	-500,000
Q133	CCC Bedford South Interchange	CDS00274 Wentworth Estates	-56,285
Q134	Gax Tax Reserve	various projects	-25,150,000
Q135	Alderney Gate Recapitalization	CBX01157 Alderney Gate Recapitalization	-995,000
Q137	Regional Capital Cost Contribution		
Q138	Community Facility Partnership		
Q139	Central Library Repayment Reserve		
Q140	Central Library Recapitalization Reserve		
Q141	BMO Ctr Life Cycle Reserve		
Q142	Waterfront Development Reserve		
Q143	Bus Replacement Reserve		
Q145	Regional Facility Expansion Reserve		
Q108	Kingswood Water		
Q112	5594-96 Morris St	W204 Spencer House	-30,000
Q113	Rockingham Community Centre		
Q115	Captain William Spry		
Q116	Richmond School		
		Totals	(75,644,275)

Project Budget Summary

Project Year 2013

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on Operating Budget
Buildings	23,920,000	4,365,000	19,555,000	374,100	80,000
Business Tools	5,835,000	1,620,000	4,215,000	743,700	-
Community & Property Development	4,840,000	2,835,000	2,005,000	10,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	6,430,000	630,000	5,800,000	52,600	-
Industrial Parks	19,790,000	19,790,000	-	35,000	-
Metro Transit	39,897,000	6,867,000	33,030,000	3,265,350	33,200
Parks and Playgrounds	8,086,500	1,711,500	6,375,000	213,000	-
Roads & Streets	26,665,000	400,000	26,265,000	-	-
Sidewalks, Curbs & Gutters	3,685,000	-	3,685,000	22,400	-
Solid Waste	2,795,000	2,795,000	-	49,000	-
Traffic Improvements	21,595,000	12,145,000	9,450,000	43,400	-
Grand Total	165,042,500	53,158,500	111,884,000	4,808,550	113,200

Funding Detail

Project Specific Funding

Cost Sharing	1,461,500
Reserves	38,612,000
LIC/Area Rate	2,190,000
Capital Cost Contribution	1,340,000
Interim Funding for Industrial Parks	8,715,000
Other	840,000
Total	53,158,500

Borrowing and Other Transfers

Capital from Operating	40,354,000
Capital from Operating - Transit	6,800,000
Debt	30,390,000
Gas Tax Reserve	25,150,000
Crespool	1,490,000
Cappool	545,000
Re-allocate from Previously Approved Transit Projects	7,155,000
Funding - Total	111,884,000

Project Budget Summary

Project Year 2014

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on Operating Budget
Buildings	20,005,000	2,245,000	17,760,000	1,548,000	-
Business Tools	5,175,000	1,000,000	4,175,000	390,000	-
Community & Property Development	7,595,000	3,625,000	3,970,000	10,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	7,760,000	80,000	7,680,000	24,000	-
Industrial Parks	15,075,000	15,075,000	-	35,000	-
Metro Transit	26,362,000	867,000	25,495,000	2,020,300	22,000
Parks and Playgrounds	6,895,000	1,180,000	5,715,000	195,000	-
Roads & Streets	29,315,000	2,250,000	27,065,000	10,000	-
Sidewalks, Curbs & Gutters	5,050,000	-	5,050,000	30,000	-
Solid Waste	3,195,000	3,195,000	-	49,000	-
Traffic Improvements	18,135,000	6,705,000	11,430,000	17,000	55,000
Grand Total	146,066,000	36,222,000	109,844,000	4,328,300	77,000

Funding Detail

Project Specific Funding

Cost Sharing	1,030,000
Reserves	33,442,000
LIC/Area Rate	1,750,000
Capital Cost Contribution	-
Total	<u>36,222,000</u>

Borrowing and Other Transfers

Capital from Operating	43,231,000
Capital from Operating - Transit	6,425,000
Debt	32,632,000
Gas Tax Reserve	25,650,000
Crespool	1,500,000
Cappool	406,000
General Funding - Subtotal	<u>109,844,000</u>

Project Budget Summary

Project Year 2015

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on Operating Budget
Buildings	28,675,000	2,055,000	26,620,000	-	-
Business Tools	4,425,000	1,000,000	3,425,000	-	-
Community & Property Development	3,385,000	3,140,000	245,000	60,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	8,710,000	80,000	8,630,000	24,000	-
Industrial Parks	30,790,000	30,790,000	-	35,000	-
Metro Transit	24,512,000	867,000	23,645,000	2,495,800	12,000
Parks and Playgrounds	7,245,000	1,030,000	6,215,000	190,000	-
Roads & Streets	28,190,000	1,125,000	27,065,000	10,000	-
Sidewalks, Curbs & Gutters	5,100,000	-	5,100,000	30,000	-
Solid Waste	25,022,000	25,022,000	-	49,000	-
Traffic Improvements	14,945,000	6,120,000	8,825,000	17,000	-
Grand Total	182,503,000	71,229,000	111,274,000	2,910,800	12,000

Funding Detail

Project Specific Funding

Cost Sharing	1,030,000
Reserves	60,859,000
LIC/Area Rate	625,000
Capital Cost Contribution	-
Interim Funding for Industrial Parks	8,715,000
Total	<u>71,229,000</u>

Borrowing and Other Transfers

Capital from Operating	44,711,000
Capital from Operating - Transit	4,575,000
Debt	34,341,000
Gas Tax Reserve	26,165,000
Crespool	985,000
Cappool	497,000
General Funding - Subtotal	<u>111,274,000</u>

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
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.

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 Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business 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 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.
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.

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.

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
Executive Management Team (EMT)	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.
Corporate Accounts (Formally 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 (GAAP)	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.

Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
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	<p>The 10 year Capital Plan consisting of a 3 year detailed plan which includes all project costs and funding sources, and a 7 year capital outlook.</p> <p>The first year is approved by Regional Council as the Project Budget.</p> <p>The second and third year are approved as a detailed planning tool.</p>
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.
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.

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

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	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 (SNSMR)	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.

2013/14 Planned Deliverables by Priority Theme

Transportation
Transit financial predictability
Implement approved cost recovery option – \$0.25 fare increase effective September 30, 2013
Transit strategic plan that is integrated with other transportation and regional plan elements.
Begin expanded MetroX service to Porters Lake
Successfully implement four conventional service picks
Work collaboratively with Corporate Communications to develop a communications strategy and implement a promotional campaign to rebuild customer confidence and increase ridership
Transit technology that enhances the rider experience and provides value added planning information.
Establish a technical solutions Project Management Office; Issue tender for a foundational, computer aided dispatch and automated vehicle location (CAD/AVL) solution
A Transit asset and service plan that ensures long term sustainability.
Complete resurfacing of the Halifax and Woodside ferry pontoons
Construct new conventional ferry in support of extended Woodside service
Renovate Alderney Ferry Terminal to improve customer experience and service delivery
Create and implement a Leadership development program in support of a Safe and Healthy Workplace
Renovate Highfield Terminal to improve customer experience and service delivery
Redesign training program for bus operators to improve recruitment and service delivery
Complete expansion of Bus Maintenance facility at Ragged Lake Transit Centre
HRM road networks are designed and managed to move people and goods easily and efficiently.
Complete work packages for road improvements
Complete community engagement and design for Northpark corridor improvements
An active transportation network that is connected and integrated with other transportation and regional plan elements.
Complete designated downtown BID-approved sidewalk work
Identify strategic investment initiatives (Peninsula Halifax Corridor Bikeway)
Implement North-South Peninsula Cycling Corridor
Implement Phase 2 Burnside Drive Corridor (Commodore to Wright)
Construct additional bike lane on Kearney Lake Road
Undertake Engineering Design of Active Transportation bridges and overpasses
HRM commuters have, and choose, transportation options that minimize the use of Single Occupant Vehicles.
Expand and enhance Transportation Demand Management
· Road Network Functional Plan: complete Mainland North Corridor Analysis
· Smart Trip Implementation: increase number of participating employers

Healthy Communities
Public Safety – HRM citizens and visitors feel safe where they live, work, and play.
Explore expansion of youth-at-risk programs:
a) Investigate new programs and variations of existing programs with Youth LIVE
b) Implement Soul's Strong program, pending Federal funding
c) Implement Girls United program, pending Provincial funding
Develop and implement plan for security review of urban branches to ensure customer and staff safety; carry out security review of the Dartmouth North Library.
Review and report on the Public Safety Plan – Report card on the Mayor's Roundtable on Violence
Continue with our crime reduction strategy with a goal of 3% reduction in both crimes against property and crimes against persons in 2013,
Continue to target violent crime and property crime using Comstat and intelligence led policing
Revisit our Community Response Model of Policing to update it to a crime reduction strategy that can be communicated to all staff.

Focus on traffic safety including speeding and crosswalk safety
Coordinate a prescription drug drop off event
Continue to address the recommendations in the Mayor's Roundtable report and any further recommendations resulting from the upcoming review.
Develop a report and action plans to improve the safety of pedestrians using crosswalks
HRM is a leader in Environment and Sustainability initiatives.
Manage Solar City residential domestic hot water project (1000 installations)
LED Streetlight Conversion with the purchase of street lights and poles from NSPI and the development of a RFP for the conversion project.
Develop project charter & year one deliverables for Integrated Stormwater Policy; Stormwater Infrastructure Funding Program delivery; Support Regional Watershed Advisory Board and Clean Nova Scotia RainYards project.
Operationalize the Urban Forest Master Plan through the completion of study with Dalhousie, release of By-Law and identified plantings for this season
HRM citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
<p>Increase access to HRM's recreation and culture programs and services:</p> <ol style="list-style-type: none"> Implement the provincially funded "After the Bell" pilot program in 4 rural areas of HRM to create afterschool recreation opportunities for youth Expand the Canadian Tire Jumpstart funding program and increase Recreation program opportunities for youth in need Implement a year round program at the Emera Oval for Spring, Summer and Fall emphasizing unstructured physical activity and offering complimentary in-line skate usage Implement Girls United program pending Provincial funding Implement complimentary swimming lessons for children and youth on HRM beaches for July and August Enhance after school physical activity programs by increasing access to schools Implement pilot phase of an Outdoor Recreation and Environmental Education program expansion by locating a new program in the Fall River, Lockview, Windsor Junction area as well as satellite programming in Tantallon and Dartmouth Facilitate new program delivery for September 2013, at the newly constructed Bedford/Hammonds Plains Community Centre and all-weather field
Complete planning and design of the Canal Greenway Park and commence construction

Economic Development
The Regional Centre is an attractive, welcoming sought after business and residential destination.
Provide corporate strategic leadership and coordination of deliverables of the Economic Strategy, Economic Development governance review, and on-going support to the BIDs
Implement plan to acquire, catalogue, process and store materials for an opening day collection for Central Library.
Complete Regional Plan 5-Year Review (RP+5); Approved plan Fall 2013
<ul style="list-style-type: none"> · Greenbelting and Public Spaces (GPS) Priorities Plan · Culture and Heritage Priorities Plan · Barrington South Heritage Conservation District
<p>Regional Centre Plan:</p> <ul style="list-style-type: none"> · Completion of background work; · Formulation of goals and objectives; · Formulation of broad goals and objectives; · Development of a proposed generalized future land use map; · First phase of neighbourhood level public consultation.
<p>Port Wallace Community Planning Process</p> <ul style="list-style-type: none"> · Land suitability analysis · Concept development plan (Transit, Trunk Infrastructure, Generalized Future Land Use, Community Facility)

Requirements)
Implement Parking Strategy: <ul style="list-style-type: none"> · Provide more parking opportunities to residents in high demand areas (Parking by Permit Pilot) · Improve functionality of paid on-street parking (Pay by Plate Parking Stations Pilot Program) · Governance review of Parking Authorities
Downtown and corridor streetscaping projects: creation of two signature plazas at the Halifax Central Library site and adjacent to the library site on Queen St from Spring Garden Rd to Morris St; streetscape improvements along key corridors including Sackville Drive, Herring Cove Road and Main Street in Dartmouth
90 % completion of the construction of the Central Library
Detailed technical/financial analysis of the potential redevelopment for Cogswell Interchange
Strategic Surplus Property Disposal: <ul style="list-style-type: none"> · bring to market Northcliffe, Queen Street · close Bloomfield transaction · initiate review of alternative uses for St Pats High School, Memorial Library, Red Cross Building, 90 Alderney Drive, Lower Water & George Street lands
Halifax Common Master Plan – initiate the review of the 1992 Halifax Common Plan as part of the greenbelting and public spaces plan in support of the centre plan
Participate through implementation of Graffiti plan and litter collection plan
HRM’s Economic Strategy supports and encourages entrepreneurship and ingenuity.
Based on the recent Auditor General’s report, ensure year 3 economic strategy priorities are identified and incorporated into a SLA between HRM and GHP tying costs with services provided to show value for investment and including development and reporting on performance measures and financial outcomes.
HRM celebrates the arts and respects our rich traditions and cultural heritage.
Implement Auditor General Recommendations: <ol style="list-style-type: none"> a) Complete scope of work for cultural artifact inventory update and initiate first phase b) Update and implement policies and procedures related to the accession and deaccession of cultural artifacts c) Finalize management agreement for Halifax Metro Centre
Event Strategy <ol style="list-style-type: none"> a) Review and update HRM Event Strategy b) Review and align event granting policy and process with HRM Granting Framework consistent with AG recommendation c) Undertake assessment of funding allocations for all HRM events
Benchmark Arts & Culture Funding
Complete Central Library furniture and fixture plans in alignment with Interior Design plan
Ensure community engagement and communication throughout the construction phase of the Central Library project
Revise Immigrant Service Plan 2010-13 based on learning’s from Citizenship and Immigration Canada funded Immigrant Integration demonstration project at the Keshen Goodman Library. Implement according to the plan in designated branches across HRM.
Implementation of the Service to First Nations Communities Plan.
Continue to implement plan for Library and Archives Canada (LAC) “Lest We Forget” Pilot.
HRM’s regulatory and service culture supports and enables development.
Improve Development Approvals Organizational Capacity: <ol style="list-style-type: none"> a) recruit 6 permanent staff and 3 interns b) consolidate technical staff in Bayers Road and Alderney Gate offices. c) establish priority management systems to respond faster to development applications
Develop continuous improvement plan to streamline the development review process: <ol style="list-style-type: none"> a) work with Government Relations and External Affairs (GREA) and Greater Halifax Partnership (GHP) to address HRM’s regulatory environment and service culture including benchmarking, best practices, and research development-related fees b) clarify roles and responsibilities with partner departments & agencies c) implement performance standards and report on division Key Performance Indicators (KPIs) d) define next steps with respect to barriers and unnecessary steps to starting a business, participate in the provincial Access 2 Business project (A2B)

<p>Improve building inspections output and processing time</p> <ul style="list-style-type: none"> · Co-locate staff to create efficiencies
Undertake substantial review of development/construction permit fees in partnership with GHP
Rural Economic Development is supported as an integral component of HRM'S overall economic prosperity.
Explore potential models of shared service delivery in rural areas with a focus on Middle Musquodoboit, following a Provincial Rural Service Review.
HRM Business Parks are able to provide an adequate supply of lands to support anticipated economic growth.
Burnside Park: Phase 12-4 (45 acres) will be constructed and grading will commence in both Phase 12-5 and 12-6 along with other infrastructure improvements

Governance and Communication
HRM demonstrates good governance through effective Community Council and Committee structures and roles.
Provide corporate strategic leadership and coordination on behalf of Council to review governance structures
HRM's Agencies, Boards, and Commissions (ABC) function under clear and accountable parameters.
Support Council's review of governance alternatives beginning with Standing and Advisory Committees before the end of the 13/14 business cycle
Implement the Multi-district Facility Project Phase 2: <ul style="list-style-type: none"> a) Review governance, business model, and community alignment b) Provide recommendations to Regional Council related to updated management agreements
HRM communicates effectively with citizens and stakeholders.
Provide an enhanced level of Councilor to public communication and overall operational transparency through a more robust web presence and social media capacity for individual Councilors by the end of the 13/14 business cycle
Enhance the professionalism of Community Council service delivery through technological improvements, improved logistical support and the implementation of a pilot project to webcast Community Council Public Hearings
Lead the development of a Routine Information Disclosure plan for all business units before the end of the 13/14 business cycle
Coordinate a review of HRM's outstanding legislative amendment requests to determine their ongoing relevance and necessity
Work with GHP to develop and deliver a municipal branding program to Council for review during the 13/14 business cycle
Deliver an enhance on-line program of web based improvements to support more effective community engagement
Implement a direct to stakeholder public communications program through screen displays located in HRM facilities
Complete open data pilot which includes liberation of 17 HRM datasets and the completion of an open data contest to raise awareness and interest in open data. Report to Regional Council on the outcomes of the pilot and recommendations for the future.
Refine and implement the website plan to enhance our ability to engage an ever growing segment of customers.
Promote and introduce online services to Halifax Regional School Board students with a focus on homework help and reading resources.
Increase the availability of crime data to citizens of HRM using crime mapping system and other initiatives
Develop an education campaign relating to downtown violence
Work with Corporate Communications to develop a revised Metro Transit route map
Citizens are treated as partners in development of municipal policy.
Engage African Nova Scotian communities through ongoing consultations that will inform the work of HRM and support future collaborations and initiatives
Implementation of Community-Led Service to communities of North Preston, East Preston and Cherry Brook by the Cole Harbour Library.
Develop and implement a regional universal Library access plan in collaboration with community partners through the new Diversity Manager position.
Begin consultation for expansion / relocation of the Bedford Library.
Complete two rounds of consultation for the five-year Transit plan and submit plan to regional council for approval

Financial Stewardship
Financial Management - HRM's Finances are well managed.
Provide strategic direction and leadership to the strategic review of solid waste service delivery
Provide leadership and strategic support to the operational review of Halifax Regional Fire and Emergency services
Provide operational oversight of the Solid Waste Review
Implement the Long Term Arena Strategy:
a) Implement the Community Access Plan across all HRM owned arenas
b) Implement a pilot for centralized scheduling within multi-district facilities
c) Present implementation recommendations to Regional Council related to the multi-pad consolidation projects for Halifax and Dartmouth
Research and consultation on Economic Competitiveness and Tax
Complete the Grants Policy and options to reform the Non-Profit Tax Program
Provide timely and accurate financial information including surpluses or deficits, to Management and Council, to allow for timely priority and operational adjustment, if required.
Collaborate with federal, provincial and municipal partners to manage the Central Library funding as per the Central Library Contribution Agreement – Building Canada Fund.
Integrate management of Capital Campaign donations with Finance Department.
Launch the community fund-raising campaign for Central Library.
Develop and implement plan for 'quiet phase' of Central Library fund-raising Campaign
Create financial efficiencies to provide the most efficient and effective use of budget resources
Continue to put financial monitoring practices in place to reduce court and overtime costs, manage attendance and increase the accuracy of the line item budget
Implement effective part time schedule in IES to reduce overtime costs and develop staff for full-time positions
Investigate a pilot project targeting police witness management which will reduce court call-outs which in turn will reduce overtime costs while increasing police presence on the front-line.
Tax Sales – backlog of approximately 300 files and ongoing work in tax sales. This will be a multi-year project.
Submission of aggregate reimbursement to former insurer (multi-year project)
Adopt additional Development Charges that will benefit transportation and transit initiatives
Produce 10 year Capital Plan
Tender a minimum of 90% of D&C projects no later than the Fall 2013
Complete Strategy review through consultation process and bring recommendations back to Council for decision before September 2013
Asset Management - HRM manages assets so that sustainable plans are in place to maintain and replace them in provision of optimal service delivery throughout their required life cycle.
Develop 10 year Recreation Facility Capital Plan:
a) Increase organizational capacity to address recreation facility optimization, rationalization, and new requests
b) Develop peninsula-specific short term transition and capital plan
c) Complete Dartmouth Sportsplex preliminary design and business case
d) Prioritize annual and 10 year capital budget for recreation needs
Develop and implement facilities asset management plan. Implement according to plan.
Begin implementation of the Master Facilities Plan according to approved plan
Develop priorities to manage ongoing facilities maintenance and projects.
Building Valuation: Continue Building Appraisals Project appraising twenty buildings
Continue implementing an Enterprise Asset Management program for HRM which provides sustainable, reliable infrastructure
Complete 25 year Recapitalization Plan and prepare funding options
Complete a detailed inspection of all HRM owned and maintained road bridge structures that will enable staff to develop a maintenance plan as well as a short, medium and long term capital programs.
Rate 1/3 of the pavement inventory and ½ of the sidewalk inventory (through the new rating process) prior to winter 2013.
Identify unit costs for delivery of services developed to ensure OCC is established and for new and renovated infrastructure.
Complete thorough condition assessments 5-10 year capital work plan for Community run facilities and rural fire

stations
Develop new vehicle costing model to assure full cost accounting and a match of resource allocation by business unit.
Inclusion of entire parks and open spaces inventory into Works Control process and mirror current streets/sidewalks process
Risk Management - HRM reports, manages, and mitigates future risks.
Establish Enterprise Risk Management for HRM
Planning and Accountability - HRM's resources are aligned with corporate strategic outcomes.
Guide and support the implementation of policies and priorities as directed by Council
Provide leadership and strategic oversight to the successful delivery of operational business unit key deliverables
Implement Business Plan Accountability Reporting against Priorities

Organizational Capacity
Information Technology - HRM technology supports business process efficiency and service delivery.
Review Tools and Technologies to improve customer experience when communicating with HRM
<ul style="list-style-type: none"> a) Work with Business Units to increase the types of services offered to citizens on-line b) Begin identifying opportunities for on-line payment processing c) Participate in the Access for Citizens portal initiative
Complete evacuation sector profile update and ensures a shared user access.
Emergency Communications Technical Support for CAD/FDM – 2 FTE's to be hired for these technical positions.
Develop 3-5 year ICT plan, which is aligned with the strategic priorities of the organization.
Procure and commence implementation of replacement AVL (automated vehicle technology) system for conventional transit vehicles, which will support implementation of stop annunciation capability and improved public interfaces for transit riders in 2014/15.
Provide replacement for the existing HRM website (Halifax.ca), providing a current and sustainable portal for HRM citizens to obtain information, and engage and transact with the municipality.
Deliver and manage technological solutions for the Asset Data Registry and Operational EAM projects under the Enterprise Asset Management (EAM) Program, enabling enhanced management of HRM right-of-way (ROW) assets in 13/14.
Applicant Tracking system – new system/software in place by July 2013.
Develop Automated Materials Handling (AMH) system implementation plan and prepare installation of AMH system at the Central Library.
Business Intelligence - HRM technology enables maximum benefit and use of information assets.
Procure and commence implementation of Business Intelligence processes and technology to maximize the benefit and use of information assets and support data driven decision making across the organization.
Leadership - HRM has strong and effective, formal and informal, leaders at every level of the organization.
Develop, in conjunction with Human Resources, a succession management program for all management positions.
Begin the implementation of Year Two activities of the HRM People Plan: Exemplary people practices to support HRM with improving organizational capacity.
Continue to develop and deliver labour relations training for HRM leaders working in a unionized environment.
Develop and implement a leadership corporate orientation program and toolkit for leaders.
Succession Planning - HRM attracts and retains a diverse, highly skilled, high performing workforce.
Develop a new firefighter recruitment and selection process based on best industry practices.
Guide Business Units in the use of the workforce planning workbook and advise on how to action results.
Continue work on developing progressive employment and compensation policies, programs, and practices that are fiscally sustainable
Re-define core competencies for all positions.
Revise Behavioral Interviewing program and training materials.
Strike a committee to develop a strategic plan that will address service delivery, succession management, organizational structure and change as well as capital projects
Create a business coordinator and policy position within the organization to ensure we are meeting set goals and objectives
Continue to expand the Portal capacity which will allow for blended training opportunities, on-line training opportunities and will dissemination and tracking of mandatory DOJ training.

Workplace Culture - HRM has a positive and constructive workplace culture.
Develop a proactive Community Outreach Program.
Support business units with the implementation of change and transition planning activities which have an employee impact.
Lead collective bargaining activities scheduled for 2013/14.
Develop and circulate a diversity survey to assess not only the level of diversity in the workplace, but also to determine what initiatives are required to promote a culture of inclusion.
Review and update corporate diversity strategy/plan in partnership with business units as required to meet business needs.
Develop and deliver mandatory ethics training for employees, inclusive of accountability.
Provision of subject matter expertise and technical support for collective bargaining
Conduct a service review with respect to the administration of employee benefit programs
Review existing rewards and recognition program initiatives and update program as appropriate.
Review and update Job Evaluation program.
Prepare for Collective Bargaining for March 31, 2014 expiry.
Conduct a staff workforce survey.
Negotiate the re-opener in the HRPAs collective agreement.
Develop a performance management system to identify employee performance issues in the early stages and provide development goals and opportunities for the future.
Create efficiencies within the Business Unit, administratively and collaboratively with input internally and from other business units (technology, processes, file/case management, etc.)
Learning - HRM is an organization of continuous learning.
Complete the transition of HRM Emergency Management Centre (COC) from an Emergency Scene Management (ESM) to an Incident Command (ICS) based system for use by all HRM public safety agencies.
Determine training facility requirements in support of firefighter competencies.
Develop partnerships with outside agencies to assist in obtaining professional certification for identified positions to industry standards (NFPA).
Development of online learning programs and resources
Health and Safety - HRM is a safe and healthy workplace
Complete development and implementation of a Duty to Accommodate business practice and procedures.
Develop effective Health Promotion website on the <i>Inside HRM</i> platform.
Update and distribute changes to the Workplace Rights Policies (anti-harassment and anti-bullying).
Develop and implement safety education training for supervisors, managers, and leaders.
Expand wellness and healthy workplace initiatives to ensure alignment with workplace trends regarding illness and injury.
Implementation of Return-To-Work (RTW) and Duty-To-Accommodate (DTA) processes for all Business Units.
Conduct OH&S Risk Assessments for all Branches.

Excellence in Service Delivery
Continuous Improvement - HRM employs processes that enable continuous service improvement to identify resource capacity and opportunities for operational efficiencies.
Conduct an HR Service Review to improve the quality and efficiency of delivering HR services and advice to HRM's business units
Establish a framework to provide central corporate support for policy development across HRM
Explore further opportunities to integrate call-taking and counter services within HRM
<ul style="list-style-type: none"> a) Intake and processing of development permit applications and payment processing b) Recreation program intake and payment processing c) Halifax Water call-taking
Determine the current and projected emergency response and fire safety needs of the community in conjunction with the recommendations from Fire Underwriters Study.
Determine various options relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.
Service Improvement, Efficiency, and Productivity - HRM implements service improvement, efficiency, and productivity

initiatives.
Provide strategic leadership and direction on HRM's role in the development approval process including delivery of major including projects such as the Nova Centre and the Irving shipbuilding program
Establish an enhanced level of administrative support to Councilors by providing a support staff ratio of one Constituency Coordinator for each two Council positions plus an additional support positions before the end of the first quarter of 2013
Establish an enhanced level of customized technological capacity by providing and supporting an increased range of wireless alternatives for Councilors
Implement the strategic plan for corporate records management before the end of the 13/14 business cycle
Ensure coordinated management responses are prepared to individual reports from the Auditor General
Develop, monitor and support (where required) implementation plans in response to reports and recommendations from the Auditor General
Identify corporate themes (i.e. policy gaps) and/or needs identified by the Auditor General
Integrate license and permit functions with TPW to stream line and improve services
Improve By-law / land use compliance services by integrating delivery and reduce costs for By-law case file management · Co-locate staff with the balance of the By-Law Services Team
Implement service improvement/efficiency initiatives: a) Assess summer camp and beach operations for efficiencies b) Train and develop Area Managers in their new roles as Asset Operator / Asset Owner c) Develop tools to measure Community Recreation and Culture's key performance indicators (KPIs)
Explore alternative delivery methods for life safety inspections based on the risk associated with particular occupancies.
Conduct a community hazard assessment that supports accepted industry standards around hazards, risk and vulnerability assessment (HRVA) practices
Refine staffing model for Central Library service delivery, including new services such as Media Space and Laptop Doctor
Continue to develop transition plans for service delivery for the Central Library and the community branch network.
Refine and refresh Imagination Stations (early learning areas) in Bedford, Sheet Harbour, Musquodoboit Harbour and Halifax North.
Continue to provide, review and support volunteer opportunities for adult and youth to ensure ongoing high standards of service and a rewarding volunteer experience.
Implement the revised teen reading strategy
Review Service Plans for public use technology – family and public computers, gaming.
Install Apple computers and iPads for pilot at Captain William Spry and Keshen Goodman libraries and implement throughout the system based on pilot results.
Implement a software suite solution to enable improved PC booking, print management and web payment.
Implement collection HQ (a subscription based hosted software application to improve collection analysis and selection).
Upgrade Wi-Fi (expand foot print) of Spring Garden Road and Halifax North libraries.
Develop and implement RFID (Radio Frequency Identification).
Develop and implement automation initiatives to improve customer service.
Develop refurbishment plan for Cole Harbour Library and implement to improve circulation service delivery and public spaces.
Identify best practices from the Central Library and other facility projects related to space and facility usage that can be implemented at branches across the region.
Complete annual Branch Profiles including use trend analysis and complete demographic analysis of Statistics Canada 2011 Census data as released during 2013-14.
Facilitate statistical analysis and survey development/ analysis for library divisions to inform service delivery decisions.
Continue to enhance our technical crime solving capabilities
Continue implementation of approx. 80 recommendations from the Catalyst Consulting Report so that HRM Legal Services is positioned to handle the majority of legal issues facing HRM. This initiative includes hiring additional staff, moving work formerly done by outside legal firms "in house" and formalizing process and policies for carrying out HRM's legal work. 7 Project Charters have been developed to itemize and implement the recommendations.
By-law review project – a solicitor has been hired to carry out a complete review of HRM By-laws (new, amend existing, consolidate existing) – This will be a multi-year project.
Real Estate transactions completed "in house" – Senior lawyer and paralegal responsible for transactions, advice and assistance to Real Estate
Contract Review – review and/or standardization of contracts, leases, where appropriate

Handling most litigation and commercial files “in house” except those to be determined by the Director of Legal Services as a conflict of interest or requiring specialized legal services or in other unusual circumstances
Deductible Scheme: Create balanced and equitable means of allocation of deductible with enhanced reporting of losses to Business Unit
Full integration of integrated risk management system (multi-year project)
Provision of risk management seminars for internal and external clients to reduce exposure
Development of risk matrix to identify areas of risk
Implement standard reporting practices to all Business Units
Web Site: Design for clarity of content and expansion of standard information
Re-structure service to distribute additional conventional hours equal to five additional buses as part of service maintenance
Implement a new rating process for existing sidewalks that satisfies requirements for D&C and MOPS
Complete corporate security plan for access management and control
Complete new management model for Alderney Gate, Ferry Terminal, and Alderney landing.
Complete implementation of Fleet Focus software
Trial new equipment to enhance service levels
Stream line work order processes to enhance customer service
Complete compost system upgrade to meet CCME guidelines plan for submission to NSE by January 2014
Increase diversion by at least 4000 tonnes per year for the next 5 years
Increase annual outreach site and education visits across ICI sector from 500 to 700 per year
Support business case and implementation plan for the deployment of LED street lighting.
Complete business case and tender project to replace SCOOT traffic signal control system.
Performance Measures - Service standards for all services have been established and confirmed and reporting processes are in place for all services
Continue to develop administrative procedures and tools to improve corporate monitoring and reporting in relation to recommendations from the Auditor General
Development of Key Performance Indicators (KPI) and Service Standards
Service Culture – HRM staff understand and embrace their role and accountability for delivery of services in achieving outcomes.
Implement a corporate internal corporate communications program to improve employee engagement in the public service
Improve Corporate Customer Service Culture
a) Create new program of service quality in all Customer Service Centers
b) Measure the performance and create a rewards and recognition program
c) Explore opportunities to engage all employees in creating a corporate customer service culture
Accountability through professional standards
Provide leadership and coordination to corporate strategic alignment in public safety by convening meetings, reviewing and tracking progress and planning for the next business cycle
Become proactive stewards by increasing awareness of the role and responsibilities of Legal, Insurance and Risk Management Services within HRM



**Alderney Landing Association
Operating Budget
for 2013/2014**

In '000

REVENUES

Theatre Level	132,500
Market Level	221,000
Events Plaza	1,500
Events/New Programming	485,000
Parking Lot Revenue	124,000
Wharf	12,000
P3 Schools/Corrections	65,000
General Grants	54,000
	741,500
Sub Total	1,095,000
HRM Operating Subsidy	175,000
TOTAL	1,270,000

EXPENDITURES

Salaries/Wages & Benefits	490,000
Office/Administration	57,200
Advertising & Marketing	25,000
Program Expenses (All)	375,000
Building Repairs & Maintenance	88,000
Building & Site Operations	9,800
Utilities	105,000
Equip & Vehicle Purchases/ Leases / R&M	66,200
Parking	34,000
Food and Beverage	12,000
TOTAL	1,262,200
Net Surplus (Deficit)	7,800



**Canada Games Centre Society
Operating Budget
for 2013/2014**

In '000

REVENUES

General Membership	2,974,213
Aquatics Programming & Rentals	641,845
Recreation, Fitness & Wellness - Programming & Rentals	711,346
Commercial Leasing	219,901
Communications Revenue	57,214
Miscellaneous & Sundry	27,600
TOTAL	<u>4,632,119</u>

EXPENDITURES

Communications & Marketing	588,323
Recreation, Fitness and Wellness	989,975
Aquatics	899,399
Building Operations	1,649,700
Finance & Administration	851,246
TOTAL	<u>4,978,643</u>

Surplus (Deficit)	(346,524)
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HRM Operating Subsidy	360,000 *
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Net Surplus (Deficit)	<u><u>13,476</u></u>
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*Approved and included in HRM's operating budget is \$300,000

Centennial Arena

Centennial Arena Commission Operating Budget for 2013/2014

In '000

REVENUES

Facilities Rentals	8,000
Hockey Revenues	161,500
Ice Rentals	345,261
Public Skates	4,000
Ice Rental Figure Skating	104,059
Seniors Skate	18,924
Other Revenues	10,800
TOTAL	<u>652,544</u>

EXPENDITURES

Compensation & Benefits	305,820
Building Costs	298,816
External Services	14,000
Supplies	12,801
Vehicle Expense	8,500
Office & Other	11,658
TOTAL	<u>651,595</u>

Net Surplus (Deficit)

949



**Centennial Pool Association
Operating Budget
for 2013/2014**

In '000

REVENUES

General Revenue	247,700
Other Revenue	2,600
Parking Lot Revenues	176,000
HRM Operating Subsidy	140,000
TOTAL	<u>566,300</u>

EXPENDITURES

Wages	280,000
Financial	15,800
Repairs/Maintenance	44,700
Supplies/Equipment	21,300
Marketing	3,200
General Expense	151,500
Total Parking lot Expenses	46,800
Shut Down	3,000
TOTAL	<u>566,300</u>

Net Surplus (Deficit)

0



**Community Builders Inc.
Operating Budget
for 2013/2014**

In '000

REVENUES

Arena	1,023,574
Administration	750,128
Aramark Commission	35,000
Athletics (Subscriptions 959,760)	1,261,260
Aquatics	576,000
TOTAL	<u>3,645,962</u>

EXPENDITURES

Administration	492,609
Operations	1,501,339
Housekeeping	442,677
Athletics	633,909
Aquatics	342,338
TOTAL	<u>3,412,872</u>

REVENUE LESS EXPENSES 233,090

Less Equipment Replacement	31,795
Less Payment for Expansion	150,000
Less Payment for Renovation	51,295
Net Surplus (Deficit)	<u><u>0</u></u>



**Dartmouth Sportsplex Community Association
Operating Budget
for 2013/2014**

In '000

REVENUES

Arena	587,750
Athletics	1,161,950
Aquatics	612,500
Bingo	1,875,000
Meeting Rooms	290,000
Food and Beverage	101,600
Other	71,000
Advertising	15,000

TOTAL

4,714,800

EXPENDITURES

Administration	318,490
Athletics	833,400
Aquatics	553,200
Bingo	1,720,220
Food and Beverage	65,850
Operations	989,750
Marketing	227,950
Maintenance	499,000

TOTAL

5,207,860

Net Surplus (Deficit)

(493,060)

Capital Contributions	50,000
Capital Expenditures	100,000

Eastern Shore Community Centre

Eastern Shore Recreation Commission Operating Budget for 2013/2014

In '000

REVENUES

Bingo	78,000
Rink	275,000
Concession & Bar	67,000
Fair	2,000
Advertising	2,500
Other	30,000
TOTAL	<u>454,500</u>

EXPENDITURES

Direct Expenses	192,000
Wages and benefits	185,000
Utilities	65,000
Other Expenses	15,300
TOTAL	<u>457,300</u>

Net Surplus (Deficit)

(2,800)



**Halifax Forum Community Association
Operating Budget
for 2013/2014**

In '000

REVENUES

Advertising	50,000
Ice	1,050,000
Lot Building	500,000
Parking	35,000
Canteen	225,000
Bar	200,000
Misc.	7,500
Box Office	30,000
Skate Shop	10,000
SOCIAL NIGHTS -NS Sport Hall of Fame	160,000
- BINGO	1,750,000
HRM Operating Subsidy	102,800
TOTAL	<u>4,120,300</u>

EXPENDITURES

Salaries/Wages/Contract Services	1,542,600
Utilities/Fuel/Water	435,000
Rapairs/Maintenance/Sanitary	345,000
Concessions/Inventory/Supplies	212,500
Admin/Office/Internet/Misc	161,000
Lease/Mortgage	142,297
Reserve - Equipment	24,000
Social Nights	1,000,000
Non Routine Special	257,903
TOTAL	<u>4,120,300</u>

Net Surplus (Deficit)

0



**Halifax Metro Centre
Operating Budget
for 2013/2014**

In '000

REVENUES	6,888,525
Facility Expenses	2,669,063
Suite / Skybox Expenses	225,000
Total Event Expenses	<u>2,894,063</u>
Contribution Margin	<u>3,994,462</u>
Salaries and Benefits	2,180,000
Administration	126,000
Marketing & Promotions	149,000
Operations	217,000
Maintenance	787,500
Energy	428,569
	<u>3,888,069</u>
Net Surplus (Deficit)	<u><u>106,393</u></u>



**St. Margaret's Community Centre Association
Operating Budget
for 2013/2014**

In '000

REVENUES

General Activities Revenue	1,402,815
Revenue Producing Activities	104,500
Other Revenue	500
TOTAL	<u>1,507,815</u>

EXPENDITURES

Salaries/Wages & Benefits	882,540
Office/Administration	64,800
Advertising & Marketing	2,600
Program Expenses (All)	22,500
Building Repairs & Maintenance	63,300
Building & Site Operations	44,700
Utilities	339,000
Equip & Vehicle Purchases/ Leases / R&M	125,327
Food and Beverage	18,700
Other	1,700
TOTAL	<u>1,565,167</u>

Net Surplus (Deficit)	<u><u>(57,352)</u></u>
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Proposed budget 2013/14
Downtown Dartmouth Business Commission

	Expenses	Revenues
Events:		
Environment Week	\$1,000.00	\$200.00
Treelighting Sullivan's	\$3,000.00	
BusinessLinks/receptions	\$1,790.00	
Business Luncheons	\$0.00	\$2,000.00
Nocturne	\$5,500.00	\$1,000.00
Natal Day	\$2,500.00	
Pizza Oven Picnic	\$500.00	
Park Movie	\$2,500.00	\$1,000.00
EPIC Dartmouth	\$1,000.00	
Love Dartmouth Day	\$1,000.00	
Promotions:		
Prof. Fees	\$3,310.00	
Marketing, branding advertising	\$23,000.00	
Banner Infrastructure	\$18,000.00	
New Banners	\$10,000.00	\$5,000.00
Projects:		
Recycling Program	\$8,000.00	
Façade & Signage	\$22,000.00	\$22,000.00
Joint Initiatives (8)**	\$25,000.00	\$12,000.00
New Beginnings Project	\$5,000.00	
Museum Partnership	\$500.00	
Margaret's House	\$600.00	
Walking Wednesdays Project	\$1,000.00	
Music in Parks Project	\$10,000.00	\$2,500.00
BID Expansion	\$801.07	
Strategic Urban Partnership	\$2,700.00	
Administration:		
Salaries & Expenses	\$119,184.80	
Contract Services	\$750.00	
Summer Staff Equip. & Top-up	\$29,500.00	\$16,000.00
Office Supplies & Services	\$6,000.00	
Equipment Maintenance	\$750.00	
Insurance	\$2,500.00	
Accounting & Legal	\$3,750.00	
Rent	\$16,000.00	
Meeting/Travel/PD	\$8,300.00	
Courier Expenses	\$500.00	
Furniture	\$500.00	
Utilities	\$5,500.00	
3% Holdback&Carry over	\$5,017.09	\$18,000.00
Area Levys:		\$267,252.96
TOTALS	\$346,952.96	\$346,952.96

*Joint Initiatives	
Walking map	\$5,000.00
Graffiti Removal	\$5,000.00
Seasonal décor	\$10,000.00
Arts Projects	\$5,000.00
	\$25,000.00

Downtown Halifax Business Commission 2013-2014 Budget

	2013-2014 Budget
REVENUE	
Events & Program Revenue (Sch. 1)	\$215,121
Halifax Regional Municipality Grant	\$15,661
Student Employment Grants	\$5,640
Interest Revenue	\$2,000
Miscellaneous	\$0
Membership Levy**	\$775,356
Federal/Provincial Levy 2013-2014	\$100,461
Federal/Provincial Levy 2011-2012	--
Federal/Provincial Levy 2012-2013	--
Total Revenue	<u>\$1,114,239</u>
Subtractions	
Administrative Costs for City, 2.5% of Levy	<u>\$21,895</u>
Net Revenue	<u><u>\$1,092,344</u></u>
* Net Membership Levy	
EXPENDITURES	
Administration	
Amortization (Capital Expenditures)	\$20,095
Bank Charges/VISA	\$2,650
Dues, Fees and Subscriptions	\$4,475
Equipment Leases & Computer Maintenance	\$9,300
Insurance	\$6,789
Office Supplies	\$8,500
Postage and Courier	\$1,000
Rent	\$52,360
Storage	\$3,870
Telephone, Fax and Internet	\$9,600
Wages and Benefits	\$274,132
Allowance for Bad Debt Expense	<u>\$0</u>
Total Administrative Expenditures	<u><u>\$392,771</u></u>
Operations and Communications	
Committees	\$5,000
Communications (Sch. 2)	\$38,030
Conference and Courses	\$20,400
Professional Services	\$7,100
Networking	\$6,600
Board of Management	<u>\$1,500</u>
Total Operating and Promotional Expenditures	\$78,630
Events and Programs (Sch. 1)	<u>\$771,988</u>
Total Expenditures	<u><u>\$1,243,389</u></u>
Net Income (EXCESS/DEFICIENCY)	<u><u>(\$151,045)</u></u>
RETAINED EARNINGS as of March 31, 2013)	\$371,626
Retained Earning (EXCESS/DEFICIENCY)	\$220,581

Downtown Halifax Business Commission 2013-2014 Budget

SCHEDULE 1, EVENTS AND PROGRAMS

**2013-2014
Budget**

REVENUE

Parade of Lights	\$17,040
Events Strategy	\$6,500
Promotion and Marketing	\$0
Waste Management	\$17,000
Physical and Social Environment	
Enviro Team	\$23,168
Vehicular and Pedestrian Access	
Banner Program	\$12,996
Navigator	\$101,644
Information Gazebo	\$8,774
Streetscape Programs	\$28,000
 Total Revenue	 <u><u>\$215,121</u></u>

EXPENDITURES

Economic Development	
Research	\$6,000
Legacy Series	\$15,000
Physical and Social Environment	
Enviro Team	\$84,133
Seasonal Maintenance	\$10,000
Events, Promotion & Marketing	
Parade of Lights	\$22,040
Promotions and Marketing	\$170,000
Carmichael Lecture	\$12,000
Partnerships	\$28,000
Membership Training & Seminars	\$0
Events Strategy	\$54,650
Strategic Plans/Special Projects	\$15,000
Vehicular and Pedestrian Access	
Banner Program	\$12,996
Parking Strategy	\$15,000
Information Gazebo	\$17,547
Navigator	\$126,337
Streetscape Programs	
Christmas Decorations	\$15,000
Lighting Program	\$4,850
Poster Kiosks	\$1,751
Hanging Baskets	\$12,103
Streetscape	\$132,580
Waste Management	\$17,000
 Total Expenditures	 <u><u>\$771,988</u></u>

Downtown Halifax Business Commission 2013-2014 Budget

SCHEDULE 2, COMMUNICATIONS

2013-2014
Budget

EXPENDITURES

Membership communications	\$28,030
Newsletter	\$0
Website	\$10,000
	<hr/>
Total Expenditures	\$38,030
	<hr/> <hr/>

Main Street BID 2013/2014 Budget

REVENUE	REVENUE 2013	Actual 2012	REVENUE 2012
Area Comm Levy	92,000.00	90,496.00	90,496.00
Area BOT Levy	-	3,604.00	3,558.00
Total Area Levy	92,000.00	94,100.00	94,054.00
HRM: Discretionary fund	4,500.00	5,068.14	4,500.00
Enhanced Maintenance	2,400.00		
Net Revenue:	98,900.00	99,168.14	98,554.00
Projects/Activities:			
Carryover from 2011 (A)	60,000.00		60,000.00
HRM Counsellor project	4,500.00	6,000.00	2,000.00
Calander Ads	7,000.00	4,900.00	4,000.00
Total Projects:	71,500.00	10,900.00	66,000.00
Grants: Summer Jobs Canada HRSDC	3,100.00	3,372.00	
Summer Jobs Co-op (Prov.)	4,200.00	3,570.00	7,500.00
VAC (re VeteransParade)	4,000.00	3,686.00	
Total Grants:	11,300.00	10,628.00	7,500.00
Other Revenue:			
GST Rebate	1,200.00	2,733.15	2,000.00
TOTAL REVENUE	182,900.00	123,429.29	\$174,054.00
EXPENSES			
3% Hold Back	2,800.00	6,275.54	2,715.00
Holdback for BOT Levy (pending appeal)	-		125.00
Prior Year Levy Deficit	5,300.00		
Operations:			
Payroll	43,000.00	59,954.32	43,000.00
Professional Development	3,000.00		
Administrative:			
Accounting and Legal	4,000.00	3,886.13	4,000.00
Advertising	3,000.00	2,124.47	5,000.00
Business Fees, liscence,subscriptions	1,500.00	389.20	
Courior, Postage	100.00	3.60	714.00
Insurance (D&O,Comm)	6,000.00	2,547.00	2,500.00
Bank charges	100.00	98.35	
Office Supplies	3,500.00	3,130.72	2,500.00
Miscellaneous Expenses	500.00	878.45	
Rent	6,000.00	5,071.46	6,000.00
Repair, maintenance	500.00	201.81	
Telephone, internet	1,500.00	1,767.79	
Travel, meetings	2,000.00	2,409.21	6,000.00
Governance (strat plan, board dev)	1,000.00		1,000.00
Total Operations	83,800.00	76,186.97	73,554.00
Communications			2,000.00
Marketing materials	4,000.00	3,296.42	3,500.00
Promotional brochure	2,000.00		
Website	2,000.00	-	2,500.00
Promotional - canopy	-	1,475.00	3,000.00
Promotional - costumes		3,000.00	
AGM, annual report	1,000.00		2,000.00
Equipment & Tech Upgrades	1,000.00		2,000.00
Software upgrades and services	4,000.00		1,000.00
Total Communications:	14,000.00	7,771.42	16,000.00
Programs: Events			12,000.00
Graffiti Removal	3,000.00		3,000.00
Litter Collection	4,000.00	2,799.00	2,000.00
Business Connects Networking	500.00	300.00	1,000.00
Christmas Networking and Awards	2,000.00		
Business Expo	500.00		
Partnerships:	2,000.00		
Community Parades (Hfx,Cole Hbr)	500.00		
Veterans & Tribute to Service Groups	3,000.00		
Advocacy	1,000.00		
Calender	12,000.00	11,000.00	8,000.00
Total programs:	28,500.00	14,099.00	26,000.00
Projects:			
Banners on poles	20,000.00		27,000.00
WaySign	17,200.00	-	
Summer Students : Federal (Graffiti)	3,800.00	3,372.07	11,000.00
Summer Students: Provincial (PR)	6,100.00	4,899.72	
Anti Graffiti, Anti Litter Flyers	1,000.00		2,500.00
Art Project, Mural - graffiti prevention	-	-	7,000.00
Bicycle Rack Project	4,500.00	1,500.00	6,000.00
Dumpster Enclosuer Project	4,000.00	-	5,000.00
other		20,895.60	
Total Projects:	56,600.00	30,667.39	58,500.00
TOTAL EXPENSES	182,900.00	128,724.78	174,054.00
Differance Rev- Exp	-	5,295.49	0

(A) - Carry over from 2011 due to projects and activities not implemented - (Banners, Dumpsster)

NORTH END BUSINESS ASSOCIATION (NEBA)
2012/13 AND 2013/14 BUDGET & FINANCIAL STATEMENTS

Account Name	2012/13 BUDGET	2012/13 ACTUAL	VARIANCE	2013/14 BUDGET
REVENUE				
HRM Levy	\$ 114,500	\$ 121,068	\$ 6,568	\$ 116,200
Donations Corporate	\$ -	\$ 800	\$ 800	\$ -
Associate Membership Fees	\$ -	\$ 250	\$ 250	\$ 2,000
Youth Day Fund Raising	\$ 2,600	\$ 2,600	\$ -	\$ -
Enhanced Maintenance	\$ -		\$ -	\$ 2,600
Other Revenue	\$ -	\$ 79	\$ 79	\$ -
	<u>\$ 117,100</u>	<u>\$ 124,797</u>	\$ 7,697	<u>\$ 120,800</u>
EXPENSES				
Administrative Wages	\$ 20,000	\$ 9,185	\$ (10,816)	\$ 13,650
Executive Director Wages	\$ 48,000	\$ 54,000	\$ 6,000	\$ 36,000
Employment Insurance Premiums	\$ 1,000	\$ 237	\$ (763)	\$ 2,700
CPP Expense	\$ 1,500	\$ 339	\$ (1,161)	\$ 1,700
Casual Labour	\$ -	\$ 261	\$ 261	\$ 400
Total Labour Costs	<u>\$ 70,500</u>	<u>\$ 64,021</u>	<u>\$ (6,479)</u>	<u>\$ 54,450</u>
Accounting & Legal	\$ -	\$ 4,147	\$ 4,147	\$ 4,100
Beautification/Branding/Marketing	\$ 14,000	\$ 10,822	\$ (3,178)	\$ 16,350
Business Fees & Licenses	\$ 100	\$ 468	\$ 368	\$ 500
Contract Wages	\$ -	\$ -	\$ -	\$ 12,000
Printing Services	\$ 6,000	\$ 553	\$ (5,447)	\$ 600
Street Cleaning	\$ 3,100	\$ 9,514	\$ 6,414	\$ 10,000
Insurance	\$ 1,800	\$ 1,877	\$ 77	\$ 2,000
Interest & Bank Charges	\$ 400	\$ 105	\$ (295)	\$ 150
Office Supplies	\$ 1,200	\$ 768	\$ (432)	\$ 1,000
Motor Vehicle Expenses	\$ 1,500	\$ 1,117	\$ (383)	\$ 1,500
Rent	\$ 9,000	\$ 3,500	\$ (5,500)	\$ 6,000
Telephone	\$ 1,600	\$ 1,863	\$ 263	\$ 2,000
Meals & Entertainment	\$ 500	\$ -	\$ (500)	\$ 250
Travel & Accommodation	\$ -	\$ 6	\$ 6	\$ 500
Meetings Expenses	\$ 1,400	\$ 1,269	\$ (131)	\$ 1,200
Youth Day Expenses	\$ 2,400	\$ 1,943	\$ (457)	\$ -
Festival & Event Support	\$ 8,000	\$ 6,951	\$ (1,049)	\$ 8,200
	<u>\$ 121,500</u>	<u>\$ 108,924</u>	<u>\$ (12,576)</u>	<u>\$ 120,800</u>
Total Expenses				
	<u>\$ (4,400)</u>	<u>\$ 15,873</u>	<u>\$ 20,273</u>	<u>\$ -</u>
SURPLUS (DEFICIT)				

Quinpool Road Mainstreet District Association
Operating Budget April 1, 2013 - March 31, 2014

REVENUE

Area Levy	98,476
Monte Carlo	
HRM Grant	5,413
Christmas Brochure Rev *	2,200
HST Rebate	3,229
HRM Shoulder Season Grant	2,553
Quinpool Cruise Rev *1	
Consulting fees Spring G	
Quinfest Grant	1,000
Quinfest spon & Games	3,500
Service Canada Summer grant	2,070
	\$ 118,442

TOTAL REVENUE

\$ 118,441.95

EXPENSES

ADMINISTRATION

Salary/ Karla	48,315
35 Holdback	
Group Benefits	1,656
Office Supplies & Printer	800
Post Office box	185
Business Registration	45
Cell Phone (Mar 10)	1,600
Insurance	2,850
Accounting & Legal	5,500
Travel, Parking, Sem, Din	700
Downtown Atlantic Conference	700
Postal	100
Bank Fees	100
HRM 3% Holdback Deficit	
admin assitant (minute taker)	700
CLEAN STREETS	
Summer Maintenance Student	6,125
Kiosk Maintenance	960
Graffiti Removal	5,000
Shoulder Season Maintenance	2,553
	\$ 77,890

BEAUTIFICATION

HRM Art Project	
Banner Design (B&B)	
Urban Garden Project	
18 Christmas banners	
	\$ -

MARKETING/PROMO MAT

Web site	1,400
Map for Hotels and Kiosks	900
Brochures	1,000
Newsletter	600
Natal Day Sponsorship	3,000
Marketing	7,875
SUP	1,122
	\$ 15,897

EVENTS

Clean Sweep	600
AGM	1,500
Quinpool Cruise	
Monte Carlo Expense	
Fall Fair cost	10,000
Summer Board meeting	
Special General Meeting	
Strategic Planning Session	
Networking/Seminar for Members	1,000
CHRISTMAS	
Christmas Brochure	7,500
Christmas Party	1,200
Candy Canes	120
Santa Claus	550
Decorating contest	150
25 xmas banners up/down	1,350
Setup/Tear down Xmas Décor	175
Misc Expenses	510
	\$ 24,655

TOTAL EXPENSES

\$ 118,441.95

Sackville Business Association
Operatating Budget April 1, 2013- March 31st, 2014

REVENUE

Levy Revenue

2013-14 Levy	\$164,905.76
3% hold-back (2010-11-12)	\$3,991.69

Subtractions:

Single Tenant Property - Refund Policy (Appendix 1)	-\$5,305.28
Sub-total: Levy Revenue	<u>\$163,592.17</u>

Other Revenues

Community Economic Development Fund (strategic plan)	\$6,755.00
HRM BID Contributiion Fund	\$8,894.02
HRM BID Maintenance Fund	\$4,195.29
Advertising & Promotion Revenue (Sch 1)	\$9,050.00
Calender Advertisment Revenue	\$2,900.00
Event Sponsorship (tree lighting)	\$1,450.00
Sub-total: Other Revenue	<u>\$33,244.31</u>

TOTAL REVENUE

\$196,836.48

EXPENSES

Payroll Expenses

Wages & salaries	\$60,000.00
EI	\$1,700.00
CPP	\$2,800.00
Health/Dental	\$2,500.00
Sub-total: Payroll	<u>\$67,000.00</u>

General & Administrative Expenses

Mileage	\$1,100.00
Training & Conferences	\$4,200.00
Office Rent (\$1,150 x 12 months)	\$13,800.00
Telephone/Internet	\$3,500.00
Insurance: Director's & Officer's Liability Insurance	\$663.00
General Liability Insurance	\$625.00
Accounting & Legal	\$6,500.00
Office Supplies	\$5,400.00
Meetings & Association Functions	\$4,000.00
Office renovations	\$5,000.00
Sub-Total: Overhead	<u>\$44,788.00</u>

Equipment

Computer Software/Office Equipment	\$1,500.00
Sub-total: Equipment	<u>\$1,500.00</u>

Program Costs

Seasonal Decorations (baskets, wreaths, banners)	\$22,000.00
Signage Upgrade Program	\$20,000.00
Facade Upgrade Program	\$20,000.00
Grafitti Program	\$3,000.00

Strategic Planning	\$9,675.00
Sub-total: Program Costs	<u>\$74,675.00</u>

Marketing & Events

Advertising & Promotion (Sch. 1)	\$27,400.00
Website	\$10,590.00
Tree Lighting	\$4,000.00
Sponsorship	\$2,000.00
Patriot Days float	\$500.00
Member welcome	\$500.00
Calendar of Events	\$7,500.00
Sub-Total: Marketing	<u>\$52,490.00</u>

TOTAL EXPENSES **\$240,453.00**

SURPLUS/DEFICIT **-\$43,616.52**

RETAINED EARNINGS* \$55,210.36

SURPLUS/DEFICIT \$11,593.84

*Signage & Facade Upgrade Program Reserve \$45,839.44
3% Hold-back \$5,000

Sackville Business Association
Operatating Budget April 1, 2013- March 31st, 2014

Advertising & Promotions, Schedule 1

REVENUE

Christmas in Sackville Guide \$9,050.00

TOTAL REVENUE \$9,050.00

EXPENSES

Sackville Cares Food Drive

Posters \$160.00
 Ad- Bedford-Sackville Weekly \$865.00

Business Breakfast

Postcards \$300.00

Patriot Days

Notepads \$1,000.00
 Colouring books \$0.00
 Ad-Bedford-Sackville Weekly \$865.00
 Poster \$150.00

Christmas in Sackville Guide

Guide (17,000) \$9,200.00

Sackville Sneaker Shredders

Posters \$150.00
 Ad-Bedford-Sackville Weekly \$460.00

Member Communications

Annual Report \$2,000.00
 Newsletter \$0.00

Christmas Tree Lighting

Pösters \$350.00
 Flyers to Elementry Schools (4,000) \$860.00
 Ad-Bedford-Sackville Weekly (2) \$1,180.00
 Sign Rental \$235.00
 Colouring Books \$0.00
 Plastic Bags \$1,000.00

Christmas Movie

Ad-Bedford-Sackville Weekly \$460.00

March Break Movie

Ad- Bedford-Sackville Weekly \$460.00
 Flyers to Elementry Schools (4,000) \$600.00

Sackville Business District Promotion

Ads in Weekly News \$1,500.00
 allnovascotia.com \$400.00

Meet & Greets

Sponsor Sign \$0.00
 Email Invitation \$0.00
 SNAP ad \$350.00

Facebook

Giveaways/prizes \$500.00
 Facebook ads/promoted posts \$200.00

Website		
	Hosting/domain registration	\$500.00
	Dropbox	\$140.00
	Upgrades/maintenance	\$0.00
*Live.Shop.Love Sackville		
	Cloth Shopping Bags	\$0.00
	Ads- Bedford-Sackville Weekly News	\$1,515.00
Contingency		<u>\$2,000.00</u>
TOTAL EXPENSES		<u><u>\$27,400.00</u></u>

Spryfield and District Business Commission

Projected Operating Budget

2013 – 2014

Revenue:	2012-2013	2012-2013	2013-2014
	Estimate	Actual	Estimate
Carry over from previous year			\$11,400.00
Municipal Levy	\$ 71,188.00	\$71,200.00	\$73,200.00
Associate Membership fees	1,000.00	1,200.00	1,200.00
HST Rebate	10,000.00	11,400.00	2,500.00
Transfer from Reserve	3000.00	500.00	0.00
Grants	8000.00	9,600.00	10,000.00
Fundraising	2736.00	3200.00	7,000.00
Spryfield Harvest Festival/Business Expo	3500.00	2800.00	3,500.00
Total	\$99,424.00	\$99,900.00	\$108,800.00

Expenses:

Executive Director's Contract	\$ 38,000.00	\$32,700.00	\$36,500.00
Office rental	9,360.00	9,100.00	9,100.00
3% Hold back (2013-14 doubtful accts.)	2,136.00	2,400.00	5,000.00
HST on purchases	3,200.00	2,000.00	3,400.00
Office supplies, telephone, bookkeeping	3,800.00	4,300.00	4,000.00
Professional fees (Audit)	3,600.00	3,200.00	3,400.00
Insurance/Health Insurance	2,525.00	1,800.00	3,900.00
Street beautification	20,803.00	14,500.00	22,500.00
Web site Administration	1,500.00	1,400.00	1,400.00
Spryfield Santa Claus Parade	2,000.00	2,300.00	3,000.00
Annual General Meeting	1,000.00	1,400.00	1,400.00
Marketing and advertising	7,500.00	4,700.00	4,700.00
Spryfield Harvest Festival/Business Expo	2,000.00	3,200.00	3,500.00
Networking Events/Festive Dinner	2,000.00	2,000.00	1,800.00
Family Golf/Fun Day		3,200.00	2,000.00
Summer Student			3,200.00
Total	\$ 99,424.00	\$88,200.00	\$108,800.00

APPROVED BUDGET 2013-14
SPRING GARDEN AREA BUSINESS ASSOCIATION

General Revenue	
Membership Levy	347,524.16\$
Federal/Provincial Levy	12,000.00\$
SUB TOTAL	359,524.16\$
HRM Descretionary	19,577.77\$
HRM Maintenance	8,625.00\$
HRDC Grant	
SUB TOTAL	28,202.77\$
TOTAL REVENUE	387,726.93\$
EXPENSES	
Administration Expenses	
Audit & Accounting	5,375.00\$
% for Levy Adjustments (Reserve)	10,425.00\$
Bad Debt	2,000.00\$
Courier & Postage	322.50\$
Interest & Service Charges	1,800.00\$
Office Supplies	2,687.50\$
Insurance	3,762.50\$
Photocopier Lease	2,795.00\$
Phone/Internet/Fax	2,580.00\$
Cell Phones	2,902.50\$
Repairs & Maintenance	537.50\$
Rent	21,228.24\$
Memberships & Dues	806.25\$
Meetings	1,612.50\$
AGM	3,225.00\$
Consultants	2,687.50\$
Seminars & Workshops	537.50\$
Professional Development	3,325.00\$
Kiosk Expenses	1,075.00\$
Payroll Expense	129,916.96\$
Total Administration Expense	199,601.45\$
Clean & Safe Streets	
Security	
Graffiti Removal & Washing	59,125.00\$
Uniforms	3,225.00\$
Navigator	645.00\$
Bird Abatement Program	20,000.00\$
Security Camera Grant (Reserve)	2,100.00\$
Total Clean & Safe Streets	5,000.00\$
90,095.00\$	
Beautification	
Christmas Lighting	
Banner Installation/Hardware	10,750.00\$
Lighting Installation/Hardware	1,935.00\$
Soft Streetscape	3,547.50\$
Total Beautification	3,762.50\$
19,995.00\$	
Marketing	
General Marketing	5,912.50\$
Print	18,785.63\$
Events	25,801.25\$
Special Projects	24,848.60\$
Total Marketing	75,347.98\$
Advocacy	2,687.50\$
TOTAL EXPENSES	387,726.93\$
Net Income	-\$ 0