

Approved Operating Budget 2014/15



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HALIFAX REGIONAL MUNICIPALITY

Approved 2014/2015 Operating & Project Budget

RESOLUTION for Approval of Operating & Project Budget and Tax Rates for Fiscal 2014/2015¹

It is hereby resolved that:

- a) the Operating Budget in the amount of **\$ 844,347,300** gross expenditures (which includes **\$ 708,910,300** in municipal expenditures including the reserve withdrawals specified in the Operating and Project Budget); **\$ 630,532,600** in property tax revenues (including area rate revenues) and **\$ 213,814,700** in other revenues be approved;
- b) the Project Budget in the amount of **\$144,194,000** be approved;
- c) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.658** for the urban area
 - (ii) **\$0.625** for the suburban area; and
 - (iii) **\$0.619** for the rural areaper \$100 of taxable assessment;
- d) the general rates of taxation on commercial property be set at
 - (i) **\$2.939** for the urban area;
 - (ii) **\$2.939** for the suburban area; and
 - (iii) **\$2.590** for the rural areaper \$100 of taxable assessment;
- e) 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 rateper \$100 of taxable assessment;
- f) (i) the boundaries of the urban, suburban and rural areas are delineated in the attached “Tax Structure Map”;
(ii) the boundary of the Regional Transportation area includes all properties within communities included within the attached “Regional Transportation map”;

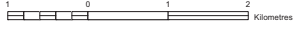
¹ The Operating and Project Budgets, General Tax Rates and Area Rates for Supplementary Education, Fire Protection, Regional Transportation, and Local Transit, were approved by Regional Council on April 1, 2014. The Operating Budget and Fire Protection rates were amended and the remaining area rates approved by Regional Council on June 24, 2014.

(iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop.

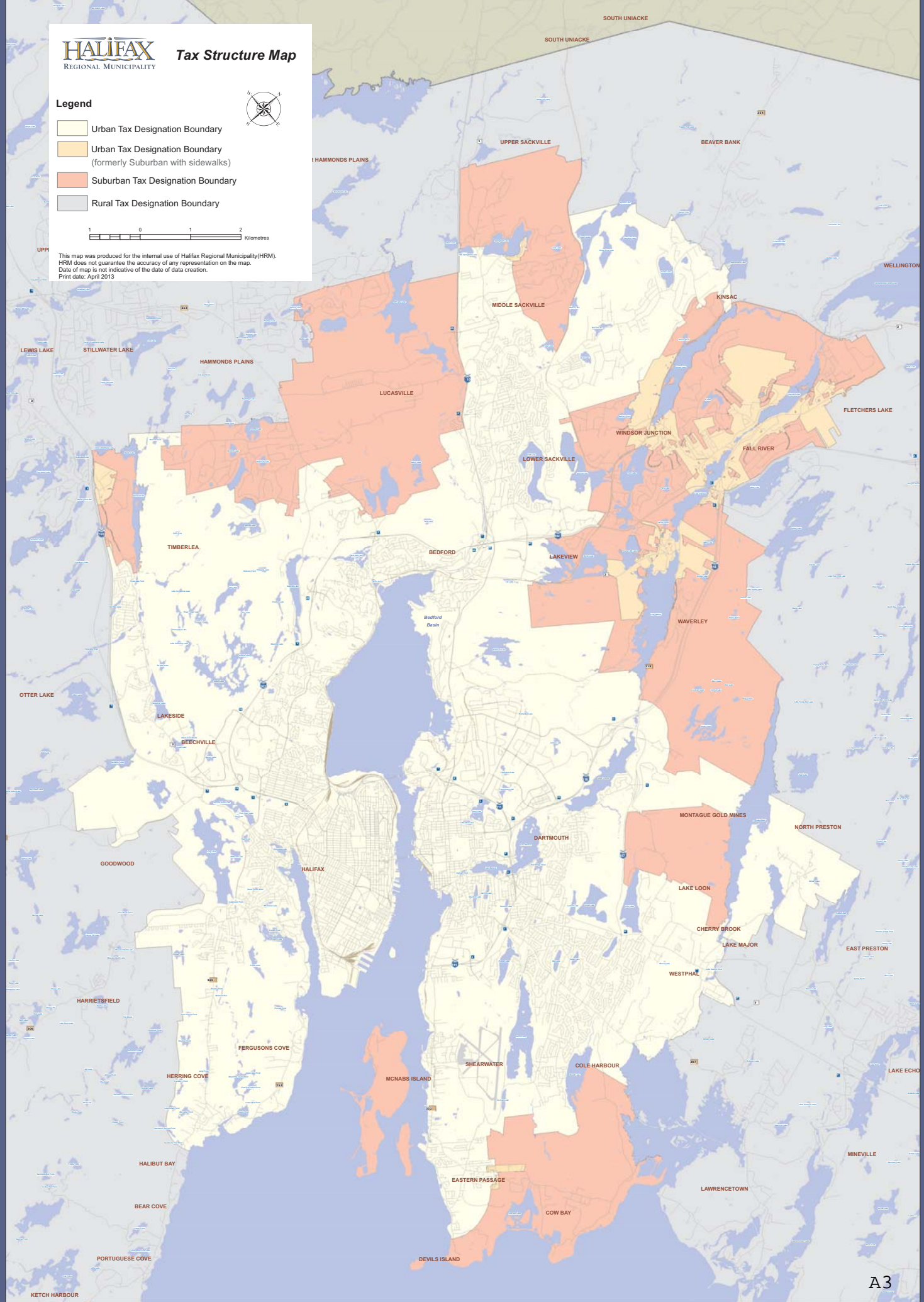
- g) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of **\$0.302**; and at a rate of **\$0.291** for all commercial assessment;
- h) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of **\$0.018**; and at a rate of **\$0.010** for all commercial assessment;
- i) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of **\$0.018**; and at a rate of **\$0.008** for all commercial assessment;
- j) 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 **\$0.006** for all commercial assessment;
- k) **Supplementary Education**, under Section 80 of the Halifax Charter, shall be set at the rate of **\$0.033** per \$100 of the residential and resource assessment and at **\$0.093** per \$100 of the commercial assessment;
- l) **Fire Protection** rates shall be set at the rate of **\$0.019** per \$100 for all residential and resource assessment and at **\$0.053** per \$100 of 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 **Friday, October 31, 2014**;
- 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, 2014 to March 31, 2015;
- 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, 2014 to March 31, 2015;
- q) the interest rate on all reserves except for those identified in (m) and (n) above will be set at the rate of return on funds invested by HRM for the period April 1, 2014 to March 31, 2015;
- r) approve in advance, a funding commitment in the amount of \$51,432,500 for the 2015/16 fiscal year, for the projects listed in Schedule 1.

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 Area Tax Rates	Residential and Resource Rate		Commercial Rate	
General Tax Rates for Municipal Services				
Urban Area	0.658		2.939	
Suburban Area	0.625		2.939	
Rural Area	0.619		2.590	
Tax Rates for Provincial Services (All of HRM)				
Mandatory Education	0.302		0.291	
Property Valuation Services	0.018		0.010	
Corrections Services	0.018		0.008	
Metro Housing Authority	0.007		0.006	
Total Provincial Area Rates:	0.345		0.315	
Supplementary Education				
HRM-wide	0.033		0.093	
Fire Protection				
To be levied on all assessable property that is within 1,200 feet of a fire hydrant:				
Fire Protection (Hydrants)	0.019		0.053	
Sidewalks				
Sheet Hbr & Area Streetscape Program (per property; not applicable to Resource)	\$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 Kinsac Community Centre	0.070		n/a	
Bedford Hammonds Plains Community Centre	0.018		0.018	
Birch Bear Woods Homeowners Association (flat fee per residential property)	\$45.00	Flat Fee	n/a	
Riverline Activity Centre (Dutch Settlement)	0.032		n/a	
East Preston Recreation Centre	0.050		n/a	
Grand Lake Oakfield Community Centre	0.021		n/a	
Lake & Shore Recreation Centre (Porter's Lake)	0.024		0.024	
Haliburton Highbury Homeowner's Association	0.023		n/a	
Hammonds Plains Common Rate	0.005		n/a	
Harrietsfield Williamwood Community Centre	0.019		n/a	
Highland Park Ratepayers Association	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 Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
LWF Ratepayer's Association (Urban Core)	0.030		n/a	
Lost Creek Community Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Maplewood Village Ratepayers Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Association (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour Common Rate	0.005		n/a	
Prospect Road and Area Recreation Association	0.012		n/a	
Prospect Road Recreation Centre	0.038		n/a	
Sackville Heights Community & Cultural 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	
St. Margaret's Village at Fox Hollow Homeowners Association (flat fee per property)	\$60.00	Flat Fee	\$60.00	Flat Fee
Glen Arbour Homeowner's 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 Community Development Assoc (Maximum of \$300 per property)	0.170		n/a	
Westwood Hills Residents Association (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

continued on page 2

Schedule of Area Tax Rates (continued from page 1)	Residential and Resource Rate		Commercial Rate	
Business Improvement Districts				
Downtown Halifax Business Commission (Minimum \$250, Maximum \$30,000)		n/a		0.0911
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)	\$580.00	Flat Fee	\$580.00	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 property)	\$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
Black's Subdivision Ratepayer's Association (flat fee per property)	Up to \$150 Flat Fee		Up to \$150 Flat Fee	
Redoubt Head Homeowner's Association (flat fee per property)	\$750.00	Flat Fee	\$750.00	Flat Fee
Mariner's Anchorage Resident's Association (flat fee per property)	\$300.00	Flat Fee	\$300.00	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



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. More than 43 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 408,700 residents (2013) 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 (2013)

Population:	408,700
Population growth:	0.4 %
Dwelling unit growth:	1.4 %
Inflation (CPI increase):	1.1 %
Median Family Income (2011)	\$78,700
Avg. Residential Assessment, Single Family Home (2014)	\$215,700
GDP (nominal)	\$21.0 Billion
Taxable Assessment Base (2014)	\$40.1 Billion

The Local Economy

Halifax has a diverse economy; the largest sectors in Halifax include trade (34,000 jobs), health care and social assistance (33,200 jobs), professional, scientific and technical services (20,500 jobs) educational services (19,200 jobs) and public administration (18,100 jobs.) Employment in the Halifax region averaged 227,000 jobs during 2013.

Over the past five years, despite a global economic slowdown, more than 11,000 new jobs were created in HRM and 13,250 new homes were built. This past year, the total value of building permits in HRM was \$650 million, down from the high-water mark of 2012. However, 2013 witnessed record activity on major projects – as identified by the Atlantic Provinces Economic Council (APEC) – with spending in Halifax of almost \$1.4 billion.

The Municipal Government

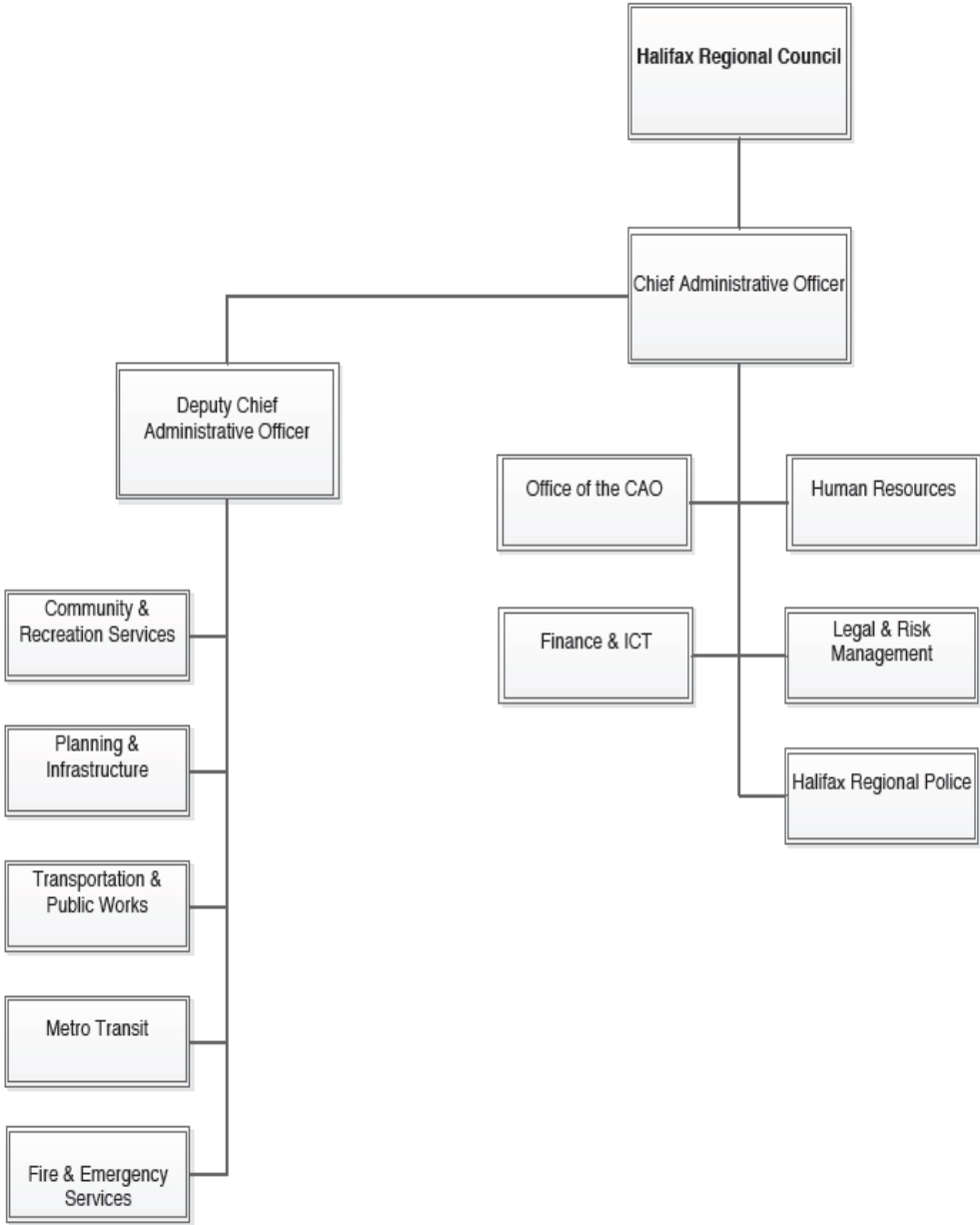
The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councilor for each District and a Mayor elected-at-large. In 2012 the number of Districts was reduced from 23 to the current 16. It is the responsibility of the Chief Administrative Officer to 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 2014-2015 fiscal year, it is recommended that Regional Council approve 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 planning the future transit network
- A continued focus on state of good repair and improvements to the road network
- Implementation of the Regional Plan Review (RP+5)
- Enhanced public participation in local government
- Reviewing and Implementing accepted recommendations from the Crosswalk Safety Advisory Committee and the Mayor's Roundtable Follow-up Report.
- Enhanced access to recreation and leisure opportunities

As a result of the recommended budget, the residential tax rates will decline by 1 cent and the urban commercial tax rate declines by 11.5 cents. While the **average municipal tax bill** for single family homes will increase by 0.8%, 88% of homes will have a tax bill the same or lower than last year. 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). While the average commercial municipal tax bill will increase by 2.3% per property (including expansions to existing properties), 57% of commercial properties will have a tax bill the same or lower than last year.

The Consumer Price Index (CPI) in Halifax increased by 1.1% in 2013. The 2014 Assessment Cap is based on a provincial CPI of 0.9%. The CPI does not, however, include the goods and services typically purchased by municipalities. In 2013, the number of dwelling units increased by 1.4%, while HRM's population increased by 0.4%.

As part of this budget, the estimated **tax supported debt** for the end of 2014-15 is estimated at \$261.1 Million.

Financial Condition Index

The Financial Condition Index helps municipal councils and Nova Scotians make sense of municipal financial information by providing a variety of sources of information in a single document. The index is organized into three financial dimensions that focus on where municipalities get their revenue, how they spend their money, and how they manage their finances.

The index was developed jointly by the Province of Nova Scotia, the Union of Nova Scotia Municipalities, and the Association of Municipal Administrators. Thresholds are based on jurisdictional scans, literature reviews, and municipal consultations.

HRM's Financial Condition Index for 2011/12 was as follows:

Revenue Dimension

Indicator	Score	Threshold
Reliance on Government Transfers (%) (Total government transfers ÷ Total revenue)	1.3	Below 15.0
Uncollected Taxes (%) (Uncollected taxes ÷ Total taxes billed in current fiscal year)	5.0	Below 10.0
3 Year change in Tax Base (%) (Change in uniform assessment over 3 years ÷ Total uniform assessment for 3rd prior year)	15.3	Above 8.4
Commercial Property Assessment (%) (Total taxable commercial assessment ÷ Total taxable assessment)	18.1	Above 15.0
Reliance on Single Business/Institution (%) (Taxable assessment value of the largest business or institution ÷ Uniform assessment)	1.4	Below 10.0

Budget Dimension

Indicator	Score	Threshold
Residential Tax Effort (%) ((Total residential tax revenue ÷ Total dwelling units) ÷ (Median household income))	3.1	Below 4.0
Deficits in the Last 5 years (Number of non-consolidated operating deficits in the last five years)	1	Below 1.0
Budget Expenditure Accuracy (%) (Difference between budgeted and actual expenditures ÷ Budgeted expenditures)	-4.8	Between -5.0 and 5.0
Liquidity Ratio (Total short term operating assets ÷ Total short term operating liabilities)	1.6	Above 1.0
Operating Reserves (%) (Total operating reserve fund balance ÷ Total operating expenditures)	6.6	Above 5.0

Debt & Capital Dimension

Indicator	Score	Threshold
Debt Servicing Ratio (%) (Principal and interest paid on long term debt ÷ Total own source revenue)	7.4	Below 15.0
Outstanding Debt (%) (Total outstanding long term debt ÷ Total uniform assessment)	0.7	Below 3.5
Depreciation of Assets (%) (Total net book value of capital assets ÷ Total gross cost of capital assets)	61.4	Above 60.0
5-Year Capital Purchases (%) (Total purchases of capital assets over a 5-year period ÷ Total depreciation accrued over the same 5-year period)	174.4	Above 100.0
5-Year Contributions to Capital Reserves (%) (Total contributions to capital reserves over a 5-year period ÷ Total depreciation accrued over the same 5-year period)	38.9	Above 10.0

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 2014/15 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's Priority Outcomes

To provide a framework to consider program and service direction, HRM Council confirmed their priority outcomes for the community. These Priority Outcomes are themed as follows:

Transportation
Healthy Communities
Economic Development
Governance and Communication

The Council 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 2014/2015 Annual Budgets and Business Plans have been developed to deliver on the direction provided through the 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 14/15 planned deliverables against Council's Priority Outcomes. Detailed lists of deliverables are included in each Business Unit Section of the Plan.

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

2014/15 is primarily a planning year for Metro 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 2014/15 Metro Transit will invest \$8.8 million (\$36 million over the next 3 years) in technology upgrades. The 14/15 investments will see the implementation of enabling technologies, such as Automated Vehicle Location (AVL) software and hardware to support future projects, such as smart phone applications, real time and push notifications, stop announcement, traveler information systems, fare management systems, etc. These tools will enhance the customer experience and provide valuable capabilities to monitor and manage system performance.

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 2014/15 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 14/15 through a combination of Street Recapitalization (\$18.5 million) and General Maintenance (\$1.8 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 2014/15 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 2014/15 plan includes additional bike lane on Kearney Lake Road, identification of strategic investment initiatives to support the Peninsula Halifax Corridor Bikeway, 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.

Priority Plans contained in the Regional Plan Review (RP+5) will commence in 2014. These plans include a Greenbelting and Public Open Space Priorities Plan, Culture and Heritage Priorities Plan, Barrington South Heritage Conservation District. The Regional Centre Plan will proceed in 2014/15 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 2014/15 plan. During this planning cycle we will see substantial completion of HRM's new Central Library, a major streetscaping project on Queen Street, roadmap development of the Parking Strategy, analysis of the potential redevelopment for Cogswell Interchange, Strategic Surplus Property Disposals.

In 2014 the findings of the Council appointed Special Advisory Committee on Arts and Culture (SACAC) and the outcomes of a Comparative Cultural Investment Analysis will be presented to Council. This planning year will also see development of a Culture & Heritage priorities plan under RP+5.

Building on capacity improvements in 2013, additional improvement to Development Approvals will be achieved through 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 implementing outcomes from research on development-related fees.

Healthy Communities

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

In 2014/2015 oversight and risk management will be a focus for HRP to ensure proper service delivery is provided to HRM citizens with the utmost respect, professionalism and transparency. Domestic violence and sexual assault response will also be priorities for HRP this fiscal year. HRP will be reviewing all calls for service to ensure officers are providing a culturally appropriate, victim-centred, robust response, while also analyzing how it can prevent these crimes from occurring in the future. There will also be a focus on traffic and crosswalk safety which will include a combination of education and enforcement for both drivers and pedestrians. Fiscal year 2014/15 will also see the implementation of HRP's Strategic Plan which will provide an Operational Plan for the organization to use as it mobilizes and restructures to meet the changing demands of the Halifax Regional Municipality up to 2024.

Environmental sustainability is important to the HRM community and the 2014/15 plan contains several environmental initiatives including LED Streetlight conversion, 600 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. Building on access improvements undertaken in 2013/14, reducing barriers to participation remains a high priority for 2014/15. Planned initiatives will include improving play spaces, improving barrier-free access, and increasing affordability. The 2014/15 plan will include an update to the Community Facility Master Plan (CFMP) to ensure community recreation needs are well understood and appropriately planned. As well, completion of Phase 2 of the Multi-District Facility project will see improvements to facility governance and implementation of best practices. This planning year will also include an increased focus on operational programs and policies which support local food production and promotion.

Governance and Communication

HRM's 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 2014/15 is enhanced public awareness of municipal activities and 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 2014/15 that will allow citizens to participate in the RP+5 Regional Plan Review, the Centre Plan review, a fundamental overhaul and evolution of Transit service, the Africville Master Plan, the Peninsula Open Spaces Plan, the Dartmouth Canal Greenway Project and other localized engagement initiatives.

A major 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 allow HRM to re-focus its service delivery strategy by strengthening service channels better aligned with the desires and expectations of HRM citizens and businesses as well as those less costly to provide and manage. The gradual integration of back office systems with the re-designed front end portal will lead to improved and more transparent service over time.

In an effort to make information more accessible, an Open Data Policy will be developed and implemented based on the success of the Open Data pilot and Apps4 Halifax contest in 13/14. Additional data sets will be released for public use, fostering Regional Council's objective of open and transparent government. In addition, as a result of the Routine Information Disclosure Plans developed in 13/14, Business Units will begin implementing those plans in 14/15 providing more efficient access to routine requests for information.

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 project to webcast Standing Committees of Council.

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 2014/15 include:

Asset Management

HRM owns \$3.1 billion worth of assets that support service delivery with a replacement value of \$5 billion; therefore Asset Management is a critical component of HRM's financial management. In 2014/15 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.

Fiscal Policy and Financial Management

Initiate Lean Process learning and culture change in Finance in an effort to realize long term sustainable efficiencies across the organization. This initiative will help to support HRM's cost reduction and balancing strategy over the long term. Ensure that opportunities to support the Economic Strategy and the Regional Plan (including RP+5 and the Centre Plan) are realized and

that the municipal tax and fee structure supports, as much as possible, the long-term planning and sustainability of HRM programs.

Risk Management

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 identify new and emerging operational risks, mitigate identified risks, and unlock potential opportunities.

HRM currently has a comprehensive Operational Risk Management Program that addresses operational risks created through service delivery operations. In 2014/15 this program will provide risk management seminars for internal and external clients to reduce exposure, develop a risk matrix to identify areas of risk, increase staff awareness of risks, and implement standard risk reporting practices to all Business Units.

In 2013/14 HRM commenced development of a formal Enterprise Risk Management (ERM) Program to help inform decision-making, by implementing a Risk Evaluation of current Strategic Outcomes. In the 14/15 business cycle, Enterprise Risk Management will be expanded to include a two way stream of communication including an escalation model for Operational Risks to Strategic Risks and mitigation of Strategic risks through Operational Risk, an Operational Risk Inventory template, and an External Risk Monitoring Process.

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 multi-year People Plan is a foundational strategy for the Administrative Priority Organizational Capacity. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost. All of Human Resource's strategic initiatives are directly aligned with the goals and objectives of this document; therefore, the main areas of challenge and opportunity for 2014/15 remain consistent with those of 2013/14 and many initiatives will continue from the last business cycle. In 14/15, the HRM People Plan (Human Capital Strategy) will be revised, in partnership with the Business Units, to extend out to 2017.

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, implement advanced analytics capabilities through Business Intelligence processes and technology, and deliver technological solutions for the Asset Data Registry and Operational and Strategic EAM projects under the Enterprise Asset Management (EAM) Program, enabling enhanced management of all HRM owned assets. A major re-design of Halifax.ca and the implementation of a new permit and licensing system will enable HRM to improve the customer experience by providing more services on-line and increasing opportunities for on-line payment processing.

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 2014/15 plan include:

- implement recommendations from the HR Service Review
- ensuring coordinated management responses are prepared to individual reports from the Auditor General
- ongoing development and refinement of Service Standards and Key Performance Indicators (KPI) 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

Key Financial Highlights

The gross amount of the operating budget is \$844.9 million, a net increase of \$20.3 million or 2.5% over the 2013-14 Budget.

Analysis of Expenditure Budget changes (millions)	
2013-14 Expense Budget	\$824.0
Increase Compensation & Benefits	11.5
- Additional Positions (OCC)	4.3
- Compensation increases	4.2
- Pension increase	3.0
Transfer to Other Governments*	10.0
Decrease Prior Year Surplus	2.9
Capital from Operating	0.7
Transfer to Reserves	(0.9)
Decrease Misc. expenses	(1.5)
Decrease Debt Service	(2.4)
2014-15 Expense Budget	\$844.3

* Includes HRWC Stormwater expense of \$3.9M and estimated mandatory charges

- 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 1.5% for residential and 3.8% for commercial properties.
- As a result municipal property taxes on the average single-family home will increase by 0.8%. Average commercial taxes will increase by 2.3% per property.

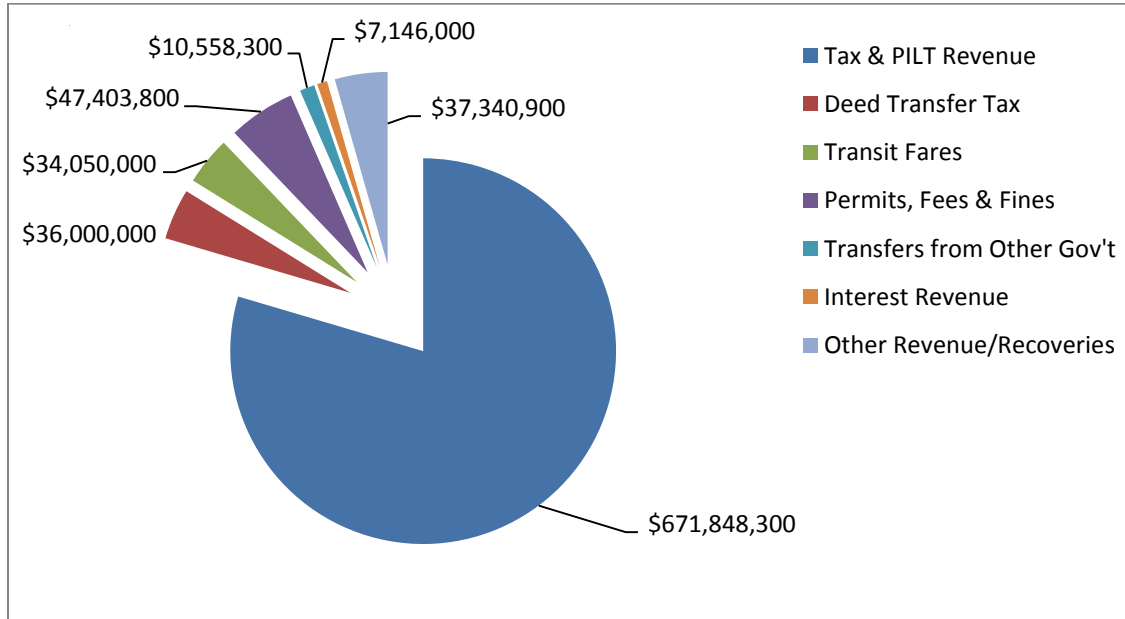
Flexibility - The restraint initiatives undertaken in 14/15 have provided the flexibility to fund some new initiatives.

- Funding for Fire and Emergency services for increased Volunteer Honorariums, a Hazard, Risk & Vulnerability Assessment, Dry Hydrant Surveys, and 1 FTE for E-learning Training \$677K
- Pedestrian Safety Action Plan \$170K
- Zebra striped cross walks \$155K
- Weekly green card collection for all HRM residence for July and August \$118K
- Search and Rescue and JEM (Joint Energy Management Team) \$100K
- Two FTE's for Improvements to Diversity and Inclusion initiatives \$180k

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HRM Summary of Net Expenditures by Business Unit Division						
Cost Centeres/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
***** Office of the Auditor Gene	793,300	851,000	682,456	865,000	14,000	1.6
***** Community and Recreation S	14,849,800	15,805,000	14,656,735	16,245,400	440,400	2.8
***** CAO	12,358,000	12,573,000	12,907,756	12,854,100	281,100	2.2
***** Fire & Emergency Services	55,055,900	55,968,000	55,926,045	57,752,300	1,784,300	3.2
***** Finance & Information, Comm	26,337,400	26,502,000	25,932,939	28,175,600	1,673,600	6.3
***** Human Resources Services	5,376,400	5,720,000	5,213,676	5,484,300	(235,700)	(4.1)
***** Legal Services	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1
***** Non-Departmental	(351,258,700)	(363,535,000)	(361,026,453)	(369,547,800)	(6,012,800)	1.7
***** Halifax Transit Services						
***** Outside Police BU (RCMP)	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
***** Planning & Infrastructure	6,111,100	6,217,000	5,873,042	8,083,000	1,866,000	30.0
***** Regional Police	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3.0
***** Transportation & Public Wo	117,780,400	122,962,000	125,550,994	120,811,300	(2,150,700)	(1.7)
***** Library	17,573,700	16,905,000	16,898,538	16,250,000	(655,000)	(3.9)
***** Total	(0)	0	118,029,055	0	0	7.7

2014-15 Revenues



- The budget will decrease HRM's general property tax rates on all residential and commercial properties, with the exception of urban residential. 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 reduced by \$3M, back to the \$36M budget and economic level of 2012/13.

Expenditures

- Debt charges for HRM are \$43.9 million principal and \$12 million interest and other charges for a total cost of \$55.9 million. This represents 6.6% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- HRM will recover \$10.8M of the Debt charges from HRWC, and \$2.1M from LICs.
- For 2014-15, HRM will pay \$6.8 million for its share of the cost of operating the provincial property assessment system.

2014 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 \$144.2 million
- The net amount of the project budget is \$110.5 million net of reserve withdrawals of \$23.8 million, cost sharing of \$1.6 million, \$.5 million of projects secured with local improvement charges and \$7.85 million of project specific debt.
- The net project budget will be funded by \$47.8 million of capital from operating, \$2.3 million from the Crespool (unspent capital debt), \$2.4 million from Cappool (unspent Capital from Operating), \$25.3 million from Gas Tax, and borrowing of \$32.6 million or 22.7% of the gross project budget.

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2014/15 Project Budget

Budget Category	Work Plan	Projected Carry Forward	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on the Operating Budget
Buildings	23,660,000	7,380,000	16,280,000	3,950,000	12,330,000	-	14,000
Business Tools	20,040,000	3,955,000	16,085,000	3,500,000	12,585,000	628,500	435,000
Community & Property Developme	8,375,000	2,445,000	5,930,000	3,450,000	2,480,000	5,000	-
District Activity Funds	1,504,000	-	1,504,000	-	1,504,000	-	-
Equipment & Fleet	5,230,000	1,050,000	4,180,000	80,000	4,100,000	30,000	-
Industrial Parks	19,565,000	15,815,000	3,750,000	3,750,000	-	35,000	-
Metro Transit	50,535,000	15,835,000	34,700,000	6,865,000	27,835,000	2,404,900	18,400
Parks and Playgrounds	8,390,000	2,455,000	5,935,000	494,000	5,441,000	150,000	-
Roads & Streets	37,150,000	6,340,000	30,810,000	1,250,000	29,560,000	20,000	-
Sidewalks, Curbs & Gutters	5,395,000	395,000	5,000,000	-	5,000,000	30,000	-
Solid Waste	5,110,000	3,035,000	2,075,000	2,075,000	-	135,000	-
Traffic Improvements	30,294,000	12,349,000	17,945,000	8,305,000	9,640,000	63,700	-
Grand Total	215,248,000	71,054,000	144,194,000	33,719,000	110,475,000	3,502,100	467,400
Funding Detail							
Project Specific Funding							
Cost Sharing				1,600,000			
Reserves				23,750,000			
LIC/Area Rate				519,000			
Other Debt (LED Streetlights)				7,850,000			
Project Specific Funding Total				33,719,000			
Borrowing and Other Transfers							
Capital from Operating					39,048,000		
Capital from Operating - Transit					8,764,000		
Capital from Operating - Total					47,812,000		
Debt					32,632,000		
Gas Tax Reserve					25,300,000		
Crespool					2,341,000		
Cappool					2,390,000		
Funding - Total					110,475,000		

The Gross 3-Year Project Plan

Budget Category	2014	2015	2016	Total
Buildings	16,280,000	23,245,000	19,760,000	59,285,000
Business Tools	16,085,000	15,225,000	7,060,000	38,370,000
Community & Property Developme	5,930,000	7,045,000	6,585,000	19,560,000
District Activity Funds	1,504,000	1,504,000	1,504,000	4,512,000
Equipment & Fleet	4,180,000	7,935,000	7,155,000	19,270,000
Industrial Parks	3,750,000	28,790,000	15,575,000	48,115,000
Metro Transit	34,700,000	24,825,000	24,380,000	83,905,000
Parks and Playgrounds	5,935,000	12,125,000	8,375,000	26,435,000
Roads & Streets	30,810,000	29,215,000	31,465,000	91,490,000
Sidewalks, Curbs & Gutters	5,000,000	5,100,000	5,300,000	15,400,000
Solid Waste	2,075,000	23,775,000	6,455,000	32,305,000
Traffic Improvements	17,945,000	21,385,000	24,035,000	63,365,000
Total	144,194,000	200,169,000	157,649,000	502,012,000
Borrowing and Other Transfers	2014	2015	2016	Total
Capital from Operating	39,048,000	44,597,000	47,096,000	130,741,000
Capital from Operating - Transit	8,764,000	4,689,000	5,309,000	18,762,000
Capital from Operating - Total	47,812,000	49,286,000	52,405,000	149,503,000
Debt	32,632,000	34,341,000	35,588,000	102,561,000
Gas Tax Reserve	25,300,000	23,800,000	25,000,000	74,100,000
Crespool	2,341,000	1,500,000	1,500,000	5,341,000
Cappool	2,390,000	500,000	500,000	3,390,000
Funding - Total	110,475,000	109,427,000	114,993,000	334,895,000

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

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 2014-15, the cap rate is 0.9 %. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.

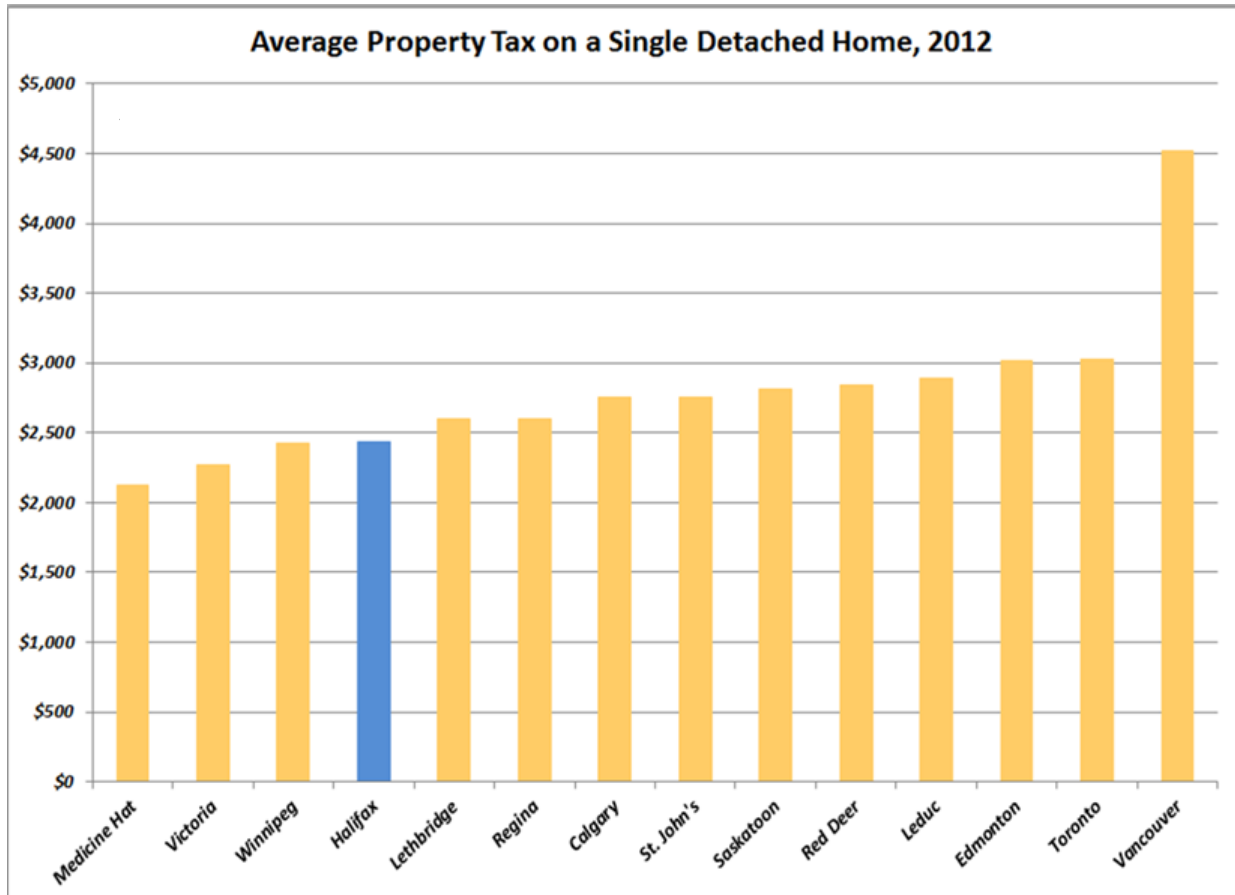
In the 2014 assessment base, total residential assessments in HRM have increased from \$31.2 billion to \$32.7 billion, an increase of \$1.4 billion or 4.4%. The average assessed value of a single-family home in HRM increased from \$211,300 to \$215,700 or 2.1%. Most of the remaining increase was due to the addition of new properties.

Residential Assessment:	up \$1.4 billion or 4.4%
Commercial Assessment:	up \$459 million or 6.8%
Residential General Tax:	up \$6.5 million or 3.1%
Commercial General Tax:	up \$5.2 million or 2.6%
Property Tax Revenues:	up \$16.9 million or 3.8%
Deed Transfer Taxes:	down \$3 million or 7.7%

Property Tax Assessments				
	2013-14	2014-15	change	
Residential	31,282,514,300	32,669,683,800	1,387,169,500	4.4%
Resource	220,892,500	224,053,000	3,160,500	1.4%
Sub-Total	31,503,406,800	32,893,736,800	1,390,330,000	4.4%
Commercial	6,760,450,200	7,219,107,000	458,656,800	6.8%
Sub-Total	6,760,450,200	7,219,107,000	458,656,800	6.8%
TOTAL	38,263,857,000	40,112,843,800	1,848,986,800	4.8%

Note: Excludes properties billed by tax agreement; Commercial includes Imperial Oil refinery.

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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.

Distribution of Total Property Tax on Single-Family Homes, 2013

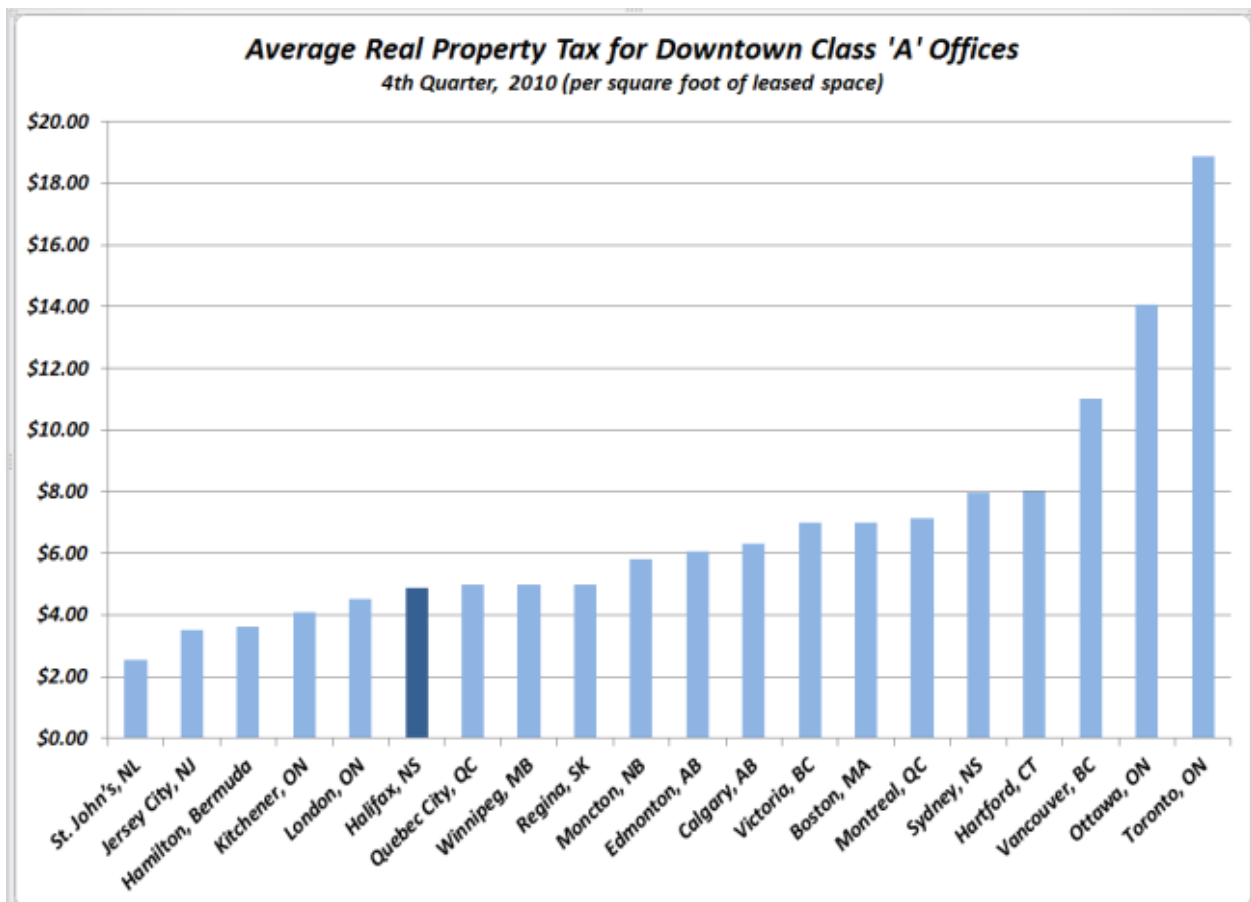


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Commercial taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Historically, commercial properties pay tax at a much higher tax rate than residential properties. Secondly, commercial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

Taxable commercial assessment has risen 6.8% for 2014/15.

Overall, property tax assessments were up from \$38.3 billion to \$40.1 billion, an increase of more than \$1.8 billion or 4.8%



Source: Colliers

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Property Tax Rates

Rates for 2014-15 are as follows:

Residential & Resource Property Tax Rates				
per \$100 of Assessed Value				
<u>General Rates</u>	2013-14	2014-15	change	
Urban	0.668	0.658	-0.010	-1.50%
Suburban	0.635	0.625	-0.010	-1.57%
Rural	0.629	0.619	-0.010	-1.59%
<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	0.035	0.033	-0.002	-5.7%
Fire Protection	0.025	0.019	-0.006	-24.0%
<u>Mandatory Provincial Rates</u>				
Education	0.299	0.302	0.003	1.0%
Property Valuation Services	0.019	0.018	-0.001	-5.3%
Correction Services	0.019	0.018	-0.001	-5.3%
Metro Reg. Housing Authority	0.007	0.007	0.000	0.0%
<i>Total Mandatory Provincial</i>	<i>0.344</i>	<i>0.345</i>	<i>0.001</i>	<i>0.0%</i>

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Commercial & Business Occupancy Property Tax Rates

per \$100 of Assessed Value

<u>General Rates</u>	2013-14	2014-15	<u>change</u>	
Urban	3.054	2.939	-0.115	-3.77%
Suburban	3.054	2.939	-0.115	-3.77%
Rural	2.691	2.590	-0.101	-3.75%
<u>Other Municipal Rates</u>				
Supplementary Education	0.104	0.093	-0.011	-10.6%
Fire Protection	0.075	0.053	-0.022	-29.3%
<u>Mandatory Provincial Rates</u>	2013-14	2014-15	<u>change</u>	
Education	0.304	0.291	-0.013	-4.3%
Property Valuation Services	0.010	0.010	0.000	0.0%
Correction Services	0.009	0.008	-0.001	-11.1%
Metro Reg. Housing Authority	0.007	0.006	-0.001	-14.3%
Total Mandatory Provincial	0.330	0.315	-0.015	-4.5%

Based on the new general tax rates, tax revenue for 2014-15 is projected to be:

Municipal General Property Tax Revenues (after Assessment Appeals)				
	2013-14	2014-15	<i>change</i>	
Residential	205,399,000	211,864,900	6,465,900	3.1%
Resource	1,383,000	1,390,000	7,000	0.5%
Sub-Total	206,782,000	213,254,900	6,472,900	3.1%
Commercial	202,705,400	207,937,100	5,231,700	2.6%
 TOTAL	 409,487,400	 421,192,000	 11,704,600	 2.9%
<i>Note: Commercial includes Imperial Oil refinery.</i>				

Based on the proposed tax rates, net property tax revenues are expected to increase from \$409.5 million to \$421.2 million. This is an increase of approximately \$11.7 million or 2.9%.

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 sidewalk maintenance. Sidewalks are included in the urban 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

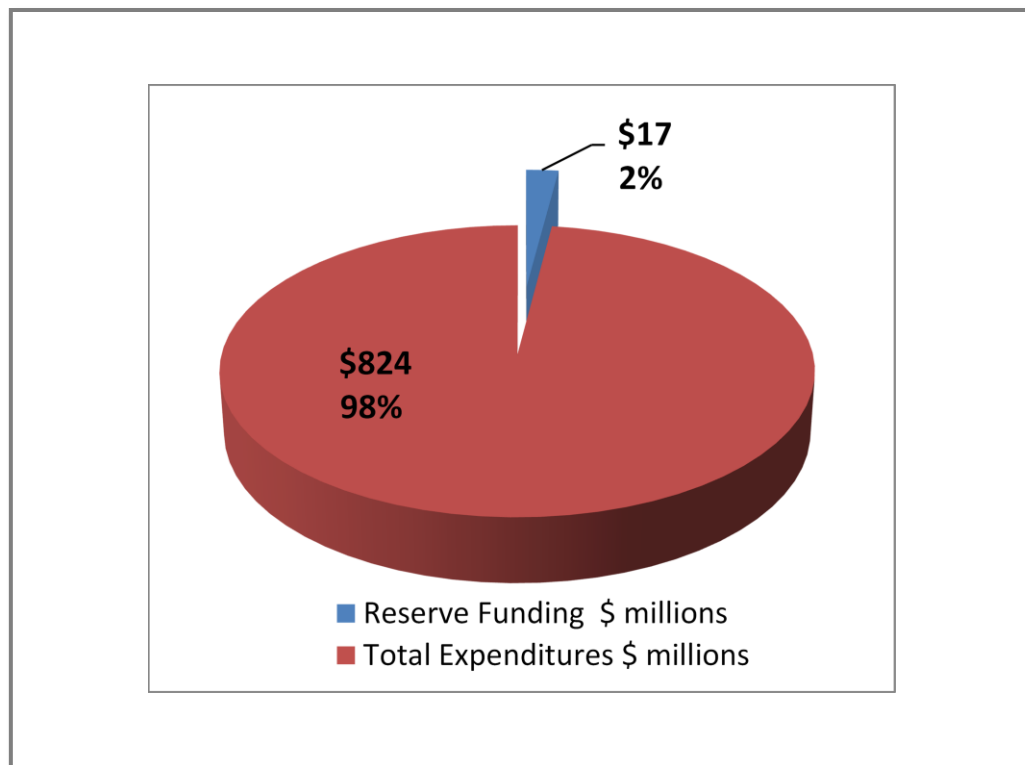
<i>Service</i>	Rural (Base) General Tax Rate	Suburban General Tax Rate	Urban General Tax Rate
Policing, Solid Waste, Recreation Programs, Planning, Libraries, Sports fields, Playgrounds,	Included in the Base General Tax Rate		
Administration			
Fire Suppression			
Street lighting			
Crosswalk Guards			
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	Area Rate	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 \$121.9 million to \$154.2 million.
- Equipment and operating reserves will decrease by \$2.4M due to funding of Trunk Mobile Radios and upgrades to the Metro Center.
- Capital Reserves show an increase of \$34.7 million. This increase is due to higher contributions to the capital reserves in 2014/15 with a corresponding decrease in budgeted 2014/15 withdrawals to fund projects. Within capital reserves there is a \$23.8 million gas tax revenue contribution and \$25.3 million withdrawal related to Gas Tax funded projects.

Reserves contributed in the 2014/15 Budget



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.

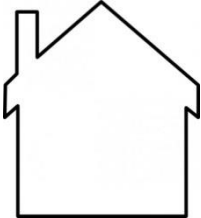

Principles of Budgeting and Accounting

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.

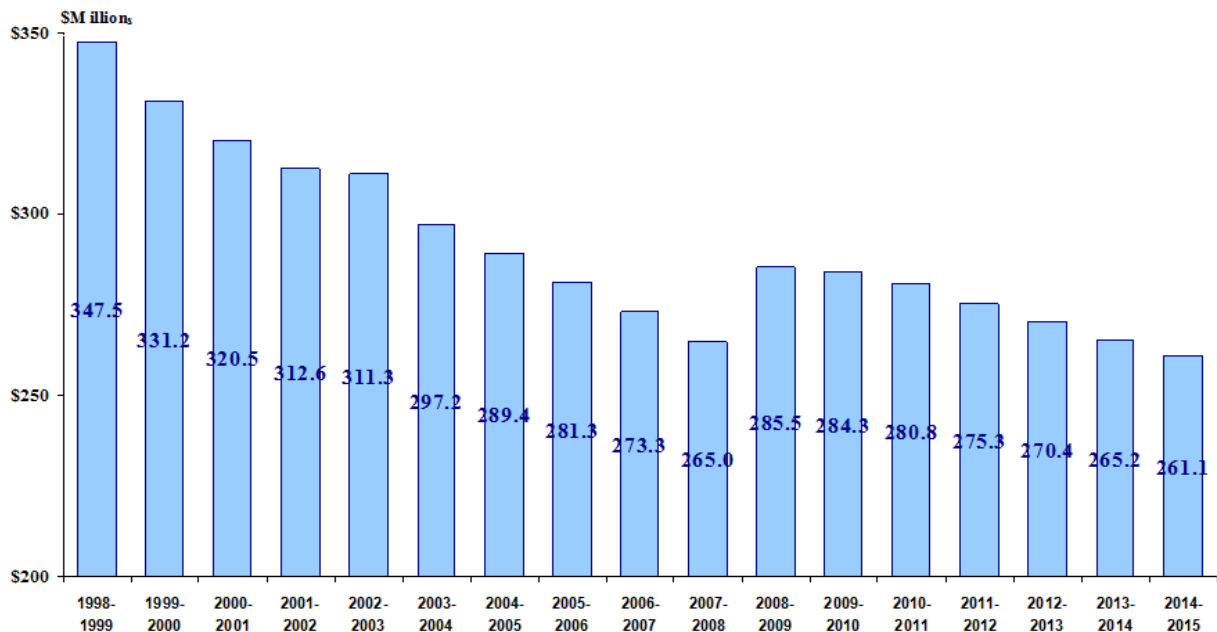
The budget is prepared on a non-consolidated basis since its purpose is primarily to support the setting of annual tax rates. The year-end financial statements are prepared on a consolidated basis. Throughout the fiscal year, HRM provides non-consolidated quarterly reports of actual year-to-date results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

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 2013- 14	From Budget 13/14 to 14/15	Budget 2014-15
Chief Administrative Office	80.0	-2.5	77.5
Community and Recreation Services	324.0	2.0	326.0
Finance & Information, Communications and Technology	288.5	-3.0	285.5
Fire & Emergency Services	489.0	-7.0	482.0
Human Resources	54.0	1.0	55.0
Legal Services & Risk Management	32.5	1.5	34.0
Halifax Regional Library	295.7	2.4	298.1
Halifax Regional Police	695.0	-1.0	694.0
RCMP	178.0	0.0	178.0
Planning & Infrastructure	81.0	0.0	81.0
Transportation & Public Works	561.0	-3.0	558.0
General Rated Services	3,078.7	9.6	3,069.1
Metro Transit Services	898.5	22.0	920.5
Total:	3,977.2	12.4	3,989.6

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HRM Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
***** Office of the Auditor Gene	793,300	851,000	686,394	865,000	14,000	1.6
***** Community and Recreation S	35,973,300	43,332,300	41,165,748	42,682,300	(650,000)	(1.5)
***** CAO	16,151,700	16,269,600	16,748,789	16,601,000	331,400	2.0
***** Fire & Emergency Services	55,411,400	56,615,400	56,302,419	58,295,000	1,679,600	3.0
***** Finance & Information,Comm	29,017,400	29,240,000	28,679,442	30,824,000	1,584,000	5.4
***** Human Resources Services	5,456,400	5,800,000	5,273,703	5,564,300	(235,700)	(4.1)
***** Legal Services	2,647,400	3,390,500	3,107,430	3,399,500	9,000	0.3
***** Non-Departmental	269,716,600	282,956,900	286,156,264	295,209,000	12,252,100	4.3
***** Halifax Transit Services	101,465,300	106,204,000	106,016,660	110,960,000	4,756,000	4.5
***** Outside Police BU (RCMP)	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
***** Planning & Infrastructure	7,755,100	8,152,900	6,976,812	8,158,500	5,600	0.1
***** Regional Police	77,231,400	81,472,800	79,394,155	83,334,300	1,861,500	2.3
***** Transportation & Public Wo	142,296,600	143,949,100	145,699,653	141,195,800	(2,753,300)	(1.9)
***** Outside Agency Support	504,400	504,400	9,498,998	504,400		
***** Library	22,934,900	22,253,100	23,552,965	23,004,200	751,100	3.4
***** Total	790,026,200	823,992,000	950,602,828	844,347,300	20,355,300	2.5

HRM Summary of Gross Revenues						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
***** Office of the Auditor Gener			(3,938)			
***** Community and Recreation Se	(21,123,500)	(27,527,300)	(26,509,013)	(26,436,900)	1,090,400	(4.0)
***** CAO	(3,793,700)	(3,696,600)	(3,841,033)	(3,746,900)	(50,300)	1.4
***** Fire & Emergency Services	(355,500)	(647,400)	(376,374)	(542,700)	104,700	(16.2)
***** Finance & Information,Comm	(2,680,000)	(2,738,000)	(2,746,503)	(2,648,400)	89,600	(3.3)
***** Human Resources Services	(80,000)	(80,000)	(60,028)	(80,000)		
***** Legal Services	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)
***** Non-Departmental	(620,975,300)	(646,491,900)	(647,182,717)	(664,756,800)	(18,264,900)	2.8
***** Halifax Transit Services	(101,465,300)	(106,204,000)	(106,016,660)	(110,960,000)	(4,756,000)	4.5
***** Planning & Infrastructure	(1,644,000)	(1,935,900)	(1,103,770)	(75,500)	1,860,400	(96.1)
***** Regional Police	(7,317,700)	(7,588,800)	(7,742,101)	(7,239,600)	349,200	(4.6)
***** Transportation & Public Wor	(24,516,200)	(20,987,100)	(20,148,659)	(20,384,500)	602,600	(2.9)
***** Outside Agency Support	(504,400)	(504,400)	(9,498,998)	(504,400)		
***** Library	(5,361,200)	(5,348,100)	(6,654,426)	(6,754,200)	(1,406,100)	26.3
***** Total	(790,026,200)	(823,992,000)	(832,573,773)	(844,347,300)	(20,355,300)	2.5

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HRM Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	310,663,100	324,756,100	318,157,857	336,230,100	11,474,000	3.5
* Office	9,370,460	10,068,500	8,873,531	11,072,400	1,003,900	10.0
* External Services	91,780,370	94,829,400	123,120,663	96,872,000	2,042,600	2.2
* Supplies	3,571,800	3,675,700	3,621,175	3,377,600	(298,100)	(8.1)
* Materials	4,364,200	4,214,600	5,395,757	3,548,300	(666,300)	(15.8)
* Building Costs	21,759,550	22,475,300	23,908,058	22,559,450	84,150	0.4
* Equipment & Communications	10,937,500	10,505,800	12,041,443	9,627,650	(878,150)	(8.4)
* Vehicle Expense	25,353,850	26,554,600	28,013,898	26,191,500	(363,100)	(1.4)
* Other Goods & Services	22,803,390	21,836,000	20,283,615	20,641,000	(1,195,000)	(5.5)
* Interdepartmental	(167,700)	(1,800)	(38,769)	17,200	19,000	(1,055.6)
* Debt Service	60,321,000	58,387,900	58,219,131	55,852,900	(2,535,000)	(4.3)
* Other Fiscal	229,268,680	246,689,900	349,006,471	258,357,200	11,667,300	4.7
** Total	790,026,200	823,992,000	950,602,828	844,347,300	20,355,300	2.5
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Tax Revenue	(438,297,500)	(447,028,400)	(444,725,816)	(459,183,000)	(12,154,600)	2.7
* Area Rate Revenue	(186,628,300)	(203,492,800)	(203,611,016)	(209,590,600)	(6,097,800)	3.0
* Tax Agreements	(8,297,000)	(7,806,000)	(7,982,544)	(4,852,000)	2,954,000	(37.8)
* Payments in Lieu of taxes	(33,594,000)	(34,887,000)	(35,758,151)	(36,325,700)	(1,438,700)	4.1
* Transfers from other Gov'ts	(11,468,100)	(11,105,000)	(9,879,680)	(10,558,300)	546,700	(4.9)
* Interest Revenue	(6,390,000)	(7,110,000)	(7,380,830)	(7,146,000)	(36,000)	0.5
* Fee Revenues	(76,929,400)	(83,317,400)	(80,355,481)	(81,453,800)	1,863,600	(2.2)
* Other Revenue	(28,421,900)	(29,245,400)	(42,880,254)	(35,237,900)	(5,992,500)	20.5
** Total	(790,026,200)	(823,992,000)	(832,573,773)	(844,347,300)	(20,355,300)	2.5
Net Surplus/Deficit	(0)	0	118,029,055	0	0	7.7

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Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	242,064,160	252,348,600	238,958,270	258,529,700	6,181,100	2.4
6002 Salaries - Overtime	11,701,800	12,227,800	12,750,755	11,602,800	(625,000)	(5.1)
6003 Wages - Regular	328,300		4,612,643	141,300	141,300	
6004 Wages - Overtime	22,000		4,119			
6005 PDP Increases				130,000	130,000	
6050 Court Time	1,108,600	1,187,500	1,086,059	1,187,500		
6051 Shift Agreements	54,500	54,500	270,512	56,000	1,500	2.8
6052 Shift Differentials	417,700	424,600	298,158	424,900	300	0.1
6053 Extra Duty	400,000	400,000	497,984	612,400	212,400	53.1
6054 Vacation payout			430,042			
6099 Other Allowances	127,600	97,000	34,860	97,000		
6100 Benefits - Salaries	43,080,855	46,114,000	46,943,000	50,914,900	4,800,900	10.4
6101 Benefits - Wages	924,100		300,537			
6110 Vacancy Management	(3,612,700)	(4,307,500)		(7,127,700)	(2,820,200)	65.5
6123 NON TCA			(911)			
6150 Honorariums	1,712,700	1,712,800	1,650,425	1,916,700	203,900	11.9
6151 Vehicle Allowance	29,510	15,300	10,835	3,000	(12,300)	(80.4)
6152 Retirement Incentives	3,511,735	5,060,000	4,117,478	5,106,500	46,500	0.9
6153 Severance			391,171			
6154 Workers' Compensation	4,702,840	5,099,700	4,948,779	5,145,100	45,400	0.9
6155 Overtime Meals	26,400	29,900	76,786	30,300	400	1.3
6156 Clothing Allowance	591,400	621,600	636,555	643,300	21,700	3.5
6157 stipends	313,200	313,200	293,751	319,500	6,300	2.0
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(52,033)	(18,300)	(300)	1.7
6194 Sick Bank allowance			409,982			
6199 Comp & Ben InterDept	(880,600)	(797,000)	(227,019)	2,193,700	2,990,700	(375.2)
9200 HR CATS Wage/Ben	4,057,000	4,172,100	(112,006)	4,400,900	228,800	5.5
9210 HR CATS OT Wage/Ben			(172,874)	(79,400)	(79,400)	
* Compensation and Benefits	310,663,100	324,756,100	318,157,857	336,230,100	11,474,000	3.5
6201 Telephone	2,664,140	2,647,450	2,539,445	2,531,000	(116,450)	(4.4)
6202 Courier/Postage	1,149,000	970,800	802,604	885,600	(85,200)	(8.8)
6203 Office Furn/Equip	695,210	732,400	566,151	632,100	(100,300)	(13.7)
6204 Computer S/W & Lic	2,952,300	3,094,500	2,960,106	3,585,700	491,200	15.9
6205 Printing & Reproduction	863,500	1,362,450	728,075	1,608,300	245,850	18.0
6206 Microfilms		4,800		4,800		
6207 Office Supplies	908,630	893,400	731,147	742,100	(151,300)	(16.9)
6208 Binding	17,000	15,000	17,752	15,000		
6290 Office Transfer		35,500	(774)	763,500	728,000	2,050.7
6299 Other Office Expenses	120,680	312,200	529,025	304,300	(7,900)	(2.5)
* Office	9,370,460	10,068,500	8,873,531	11,072,400	1,003,900	10.0
6301 Professional Fees	647,100	617,000	892,244	642,900	25,900	4.2
6302 Legal Fees	502,800	530,000	201,886	283,900	(246,100)	(46.4)
6303 Consulting Fees	642,100	628,800	5,192,394	799,900	171,100	27.2
6304 Janitorial Services	1,964,030	2,253,700	2,470,073	1,792,300	(461,400)	(20.5)
6305 Property Appraisal	74,500	78,500	52,281	80,000	1,500	1.9
6306 Property Survey		7,500	47,251	15,000	7,500	100.0
6308 Snow Removal	1,005,700	1,147,900	1,182,636	1,194,900	47,000	4.1
6309 Litigation Disbursements	27,000	27,000	79,278	15,000	(12,000)	(44.4)
6310 Outside Personnel	1,026,900	822,400	900,857	598,800	(223,600)	(27.2)
6311 Security	688,900	988,700	1,252,113	847,500	(141,200)	(14.3)
6312 Refuse Collection	658,500	694,000	556,356	536,800	(157,200)	(22.7)
6314 Prosecution Services	163,100	163,100	145,328	161,500	(1,600)	(1.0)
6315 Outside Policing	22,671,000	23,450,000	23,156,417	24,182,500	732,500	3.1
6390 Ext Svc Transfer		34,200	(33,926)		(34,200)	(100.0)
6399 Contract Services	61,708,740	63,386,600	87,025,476	65,721,000	2,334,400	3.7
* External Services	91,780,370	94,829,400	123,120,663	96,872,000	2,042,600	2.2
6401 Uniforms & Clothing	1,448,900	1,490,800	1,533,614	1,224,800	(266,000)	(17.8)
6402 Med & First Aid Supp	31,100	19,200	57,511	20,000	800	4.2
6403 Patrol Equip Supplies	226,500	380,500	302,026	418,400	37,900	10.0
6404 Rec Prog Supplies	429,100	425,200	382,255	411,600	(13,600)	(3.2)
6405 Photo Supp & Equip	46,600	31,500	28,623	25,400	(6,100)	(19.4)
6406 Bridge Tolls	549,300	446,300	476,164	455,750	9,450	2.1
6407 Cleaning/Sanitary Supplies	478,700	479,800	440,514	363,200	(116,600)	(24.3)
6409 Personal Protect Equ	33,700	29,400	86,498	70,100	40,700	138.4
6490 Supplies Transfer	(1,000)	61,700	1,199	23,550	(38,150)	(61.8)
6499 Other Supplies	328,900	311,300	312,771	364,800	53,500	17.2
* Supplies	3,571,800	3,675,700	3,621,175	3,377,600	(298,100)	(8.1)

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Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6501 Asphalt	1,206,900	906,900	229,093	197,000	(709,900)	(78.3)
6502 Chemicals	121,000	143,900	130,176	127,900	(16,000)	(11.1)
6503 Fertilizer	51,100	51,100	23,777	25,500	(25,600)	(50.1)
6504 Hardware	286,900	316,600	256,418	244,100	(72,500)	(22.9)
6505 Lubricants	29,300	29,100	31,139	30,100	1,000	3.4
6506 Lumber	63,500	61,300	54,998	59,300	(2,000)	(3.3)
6507 Propane	74,300	140,100	205,823	136,500	(3,600)	(2.6)
6508 Ready Mix Concrete	59,800	59,800	96,242	125,800	66,000	110.4
6510 Road Oils	11,700	11,700	10,805	9,300	(2,400)	(20.5)
6511 Salt	1,626,800	1,627,200	3,510,660	1,628,400	1,200	0.1
6512 Sand	157,900	157,500	22,776	154,000	(3,500)	(2.2)
6513 Seeds & Plants	50,300	58,800	69,986	59,300	500	0.9
6514 Sods	36,900	38,900	36,909	38,100	(800)	(2.1)
6515 Stone and Gravel	86,500	86,500	77,204	71,300	(15,200)	(17.6)
6516 Topsoil	77,700	77,700	68,630	103,500	25,800	33.2
6517 Paint	275,600	300,400	402,101	364,900	64,500	21.5
6518 Metal	56,200	56,200	22,703	52,000	(4,200)	(7.5)
6519 Welding Supplies	3,000	3,000	15,289	5,000	2,000	66.7
6520 Salt-Sand Mix	600	600	86,138	600		
6590 Materials Transfer			(16,170)			
6599 Other Materials	88,200	87,300	61,059	115,700	28,400	32.5
* Materials	4,364,200	4,214,600	5,395,757	3,548,300	(666,300)	(15.8)
6602 Electrical	978,600	983,500	804,762	868,500	(115,000)	(11.7)
6603 Grounds and Landscaping	2,083,300	2,048,600	1,748,239	2,004,400	(44,200)	(2.2)
6604 Bus Gates/Shltr-R&M	10,000	10,000	4,386	20,000	10,000	100.0
6605 Municipal Taxes	1,015,270	916,700	1,065,549	967,500	50,800	5.5
6606 Heating Fuel	2,737,240	2,769,400	3,162,189	1,651,300	(1,118,100)	(40.4)
6607 Electricity	10,948,860	11,890,600	12,039,450	11,379,200	(511,400)	(4.3)
6608 Water	626,360	701,800	702,340	555,800	(146,000)	(20.8)
6609 Elevator & Escalator	100,000	104,500	346,680	198,300	93,800	89.8
6610 Building - Exterior	160,100	281,600	480,130	208,600	(73,000)	(25.9)
6611 Building - Interior	366,500	493,100	755,157	518,800	25,700	5.2
6612 Safety Systems	257,700	396,600	644,376	379,600	(17,000)	(4.3)
6613 Overhead Doors	80,000	80,000	169,691	53,700	(26,300)	(32.9)
6614 Envir Assess/Cleanup	28,500	36,500	123,818	34,500	(2,000)	(5.5)
6615 Vandalism Clean-up/Repair	201,900	201,900	193,972	201,900		
6616 Natural Gas-Buildings	490,000	590,300	1,113,899	418,300	(172,000)	(29.1)
6617 Pest Management	24,500	78,200	64,650	98,300	20,100	25.7
6690 Building Costs Transfer			(113,645)	42,750	42,750	
6699 Other Building Cost	1,650,720	892,000	602,416	2,958,000	2,066,000	231.6
* Building Costs	21,759,550	22,475,300	23,908,058	22,559,450	84,150	0.4
6701 Equipment Purchase	2,183,200	1,793,400	671,336	1,592,700	(200,700)	(11.2)
6702 Small Tools	199,400	231,500	228,586	183,750	(47,750)	(20.6)
6703 Computer Equipment/Rentals	2,250,300	1,726,400	1,789,479	1,312,000	(414,400)	(24.0)
6704 Equipment Rental	2,361,200	2,352,800	4,561,601	2,308,100	(44,700)	(1.9)
6705 Equip - R&M	958,700	1,019,900	885,321	1,116,700	96,800	9.5
6706 Computer R&M	223,000	399,800	461,376	418,000	18,200	4.6
6707 Plumbing & Heating	190,400	190,700	277,003	131,900	(58,800)	(30.8)
6708 Mechanical Equipment	704,100	641,900	1,402,116	852,400	210,500	32.8
6711 Communication System	703,000	968,200	703,636	847,600	(120,600)	(12.5)
6730 Communication Circuits	50,000	50,000	48,471	50,000		
6731 Airtime	915,200	857,200	822,112	594,200	(263,000)	(30.7)
6732 Mobile Data	189,000	257,000	251,791	190,000	(67,000)	(26.1)
6733 Site Rentals	12,000	19,000	18,362	19,000		
6790 Equipment Transfer	(2,000)	(2,000)	(79,747)	11,300	13,300	(665.0)
* Equipment & Communications	10,937,500	10,505,800	12,041,443	9,627,650	(878,150)	(8.4)
6802 Vehicle R&M	10,276,200	10,921,700	11,725,137	11,158,800	237,100	2.2
6803 Vehicle Fuel - Diesel	12,110,500	12,715,500	13,202,033	12,109,300	(606,200)	(4.8)
6804 Vehicle Fuel - Gasoline	1,952,350	1,918,700	2,276,200	1,894,500	(24,200)	(1.3)
6805 Tires and Tubes	1,001,500	1,053,500	1,035,042	1,005,500	(48,000)	(4.6)
6806 Vehicle Rentals	107,000	27,900	22,107	27,900		
6807 Vehicle Leases	272,700	120,500	12,692	7,000	(113,500)	(94.2)
6890 Vehicle Transfer	(429,000)	(15,800)	(411,638)	(71,000)	(55,200)	349.4
6899 Other Vehicle Expense	62,600	(187,400)	152,323	59,500	246,900	(131.8)
* Vehicle Expense	25,353,850	26,554,600	28,013,898	26,191,500	(363,100)	(1.4)

Halifax Regional Municipality
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Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6901 Membership Dues	415,200	478,350	453,891	481,550	3,200	0.7
6902 Conferences and Workshops	217,600	205,950	158,066	233,950	28,000	13.6
6903 Travel - Local	945,200	949,900	922,202	909,800	(40,100)	(4.2)
6904 Travel - Out of Town	465,100	525,900	644,137	631,400	105,500	20.1
6905 Training & Education	1,359,000	1,548,000	1,135,350	1,429,500	(118,500)	(7.7)
6906 Licenses & Agreements	561,400	520,300	499,829	457,500	(62,800)	(12.1)
6907 Commission Fees	260,000	350,000	373,578	360,000	10,000	2.9
6908 Medical Examinations	65,500	60,400	185,480	120,700	60,300	99.8
6909 Cost of Sales	800,000	632,800	564,988	532,800	(100,000)	(15.8)
6910 Signage	135,100	126,800	89,941	145,100	18,300	14.4
6911 Facilities Rental	5,671,130	5,558,200	5,231,114	5,583,400	25,200	0.5
6912 Advertising and Promotion	883,505	964,350	865,595	1,212,050	247,700	25.7
6913 Awards	169,100	162,650	106,625	122,900	(39,750)	(24.4)
6914 Recruiting	63,000	119,000	79,640	80,000	(39,000)	(32.8)
6915 Research Data Acquisition	39,500	12,900	13,411	6,400	(6,500)	(50.4)
6916 Public Education	366,200	298,600	464,195	284,000	(14,600)	(4.9)
6917 Books and Periodicals	2,084,880	1,976,200	2,559,323	1,922,200	(54,000)	(2.7)
6918 Meals	127,300	123,150	139,771	127,950	4,800	3.9
6919 Special Projects	1,662,100	2,354,900	2,551,124	2,097,600	(257,300)	(10.9)
6925 Sidewalks	500,000					
6928 Committee Expenses	25,900	11,400	8,290	10,500	(900)	(7.9)
6929 Procurement Card Clearing			12,037			
6932 Youth Programming Services		95,000	154,140		(95,000)	(100.0)
6933 Community Events	956,300	1,061,900	846,027	1,001,200	(60,700)	(5.7)
6936 Staff Relations	51,200	50,000	16,569	50,000		
6937 Corporate Training	255,000	255,000	195,812	215,500	(39,500)	(15.5)
6938 Rewarding Excellence	108,000	135,250	59,442	111,300	(23,950)	(17.7)
6939 Duty to Accomodate	200	200			(200)	(100.0)
6940 Fencing	142,000	142,000	218,296	138,800	(3,200)	(2.3)
6941 Playground Equipment	404,200	80,400	40,308	36,900	(43,500)	(54.1)
6942 Management Fees	246,900	707,000	570,656	507,400	(199,600)	(28.2)
6943 Health and Wellness	150,700	150,900	122,903	120,700	(30,200)	(20.0)
6946 Branch Programming	20,000	28,100	32,229	28,100		
6947 Literacy/Heritage Pr	4,500	10,500	16,600	10,500		
6948 Arts/Perform.Program	11,000	8,600	14,952	8,600		
6949 Readers Serv Program	3,400		1,400			
6950 Region.Serv.Program	3,800	16,500	40,070	16,500		
6951 Reference Programming	200					
6952 Team Services Programming	13,000					
6953 Special Projects		788,500			(788,500)	(100.0)
6960 Loss on Disposal			1,108,623			
6990 Gds & Svcs Trsf		20,700	(152,410)	45,700	25,000	120.8
6999 Other Goods and Services	3,616,275	1,305,700	(60,588)	1,600,500	294,800	22.6
* Other Goods & Services	22,803,390	21,836,000	20,283,615	20,641,000	(1,195,000)	(5.5)
7005 Interdept EXP	1,969,000	2,016,300	2,016,300		(2,016,300)	(100.0)
7006 Interdepartmental Revenues	(1,969,000)	(2,016,300)	(2,016,300)		2,016,300	(100.0)
7009 Internal Transfers Other		(500)	(27,861)	(500)		
7011 Int Trf Record Check		(2,300)	(25)	(2,300)		
7012 Int Trf Print/Reprod			(283)	5,000	5,000	
7013 Int Trf Extra Duty			359			
7015 Int Trf FacilityRent			503			
7099 Interdept Chargeback	(167,700)		(536)	14,000	14,000	
9900 Rev/Exp.Vehicle Rental		1,000	(10,524)	1,000		
9911 PM Labour-Reg			(402)			
* Interdepartmental	(167,700)	(1,800)	(38,769)	17,200	19,000	(1,055.6)
8010 Other Interest	21,200	36,200	54,033	66,100	29,900	82.6
8011 Interest on Debentures	14,170,600	13,044,000	12,906,604	11,832,700	(1,211,300)	(9.3)
8012 Principal on Debentures	46,126,800	45,305,300	45,256,060	43,951,700	(1,353,600)	(3.0)
8013 Loan Principal Repayment	2,400	2,400	2,434	2,400		
* Debt Service	60,321,000	58,387,900	58,219,131	55,852,900	(2,535,000)	(4.3)

Halifax Regional Municipality
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Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
8001 Transf Outside Agenc	148,681,900	155,074,400	157,930,999	161,209,600	6,135,200	4.0
8002 Insurance Claims			674,939			
8003 Insurance Pol/Prem	4,494,600	4,449,300	2,124,525	4,319,000	(130,300)	(2.9)
8004 Grants	4,323,300	4,191,165	4,354,744	4,663,965	472,800	11.3
8005 Tax Exemptions	1,485,000	1,335,000	1,317,944	1,425,000	90,000	6.7
8006 Tax Concess Non Prof	2,985,000	3,535,000	3,093,444	3,535,000		
8007 Tax Concess Commerci	716,000	755,000	265,832	755,000		
8008 Transfer to/from Reserves	14,294,846	18,126,800	36,690,144	17,028,200	(1,098,600)	(6.1)
8009 Fire Protection	10,829,000	11,327,000	9,785,416	10,467,000	(860,000)	(7.6)
8014 Capital from Operating	40,027,000	47,155,900	17,799,984	47,812,000	656,100	1.4
8015 Debenture Discount	299,000	288,000	287,706	269,300	(18,700)	(6.5)
8016 Provision for Allowance	2,559,100	3,000,000	3,523,432	3,700,000	700,000	23.3
8017 Bank Charges	330,200	377,100	342,609	380,200	3,100	0.8
8022 Transf to/fr Trust		(800)	(75,088)	(800)		
8024 Transf to/fr Capital	4,709,200	1,846,000	2,774,034	571,800	(1,274,200)	(69.0)
8026 Property Damage			112,080			
8034 Approp for Forecast	1,777,734	1,406,535		1,633,635	227,100	16.1
8045 Amortization Expense			118,262,234			
8046 Stormwater ROW Chg				3,881,000	3,881,000	
9000 Prior Year Surplus/Deficit	(8,243,200)	(6,176,500)	(12,188,132)	(3,292,700)	2,883,800	(46.7)
9001 Current Yr. Sur/Def			1,929,625			
* Other Fiscal	229,268,680	246,689,900	349,006,471	258,357,200	11,667,300	4.7
** Total	790,026,200	823,992,000	950,602,828	844,347,300	20,355,300	2.5
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4001 Residential Property Taxes	(193,867,500)	(205,399,000)	(205,882,132)	(211,877,000)	(6,478,000)	3.2
4002 Commercial Property Taxes	(188,447,000)	(199,097,400)	(199,832,424)	(207,675,000)	(8,577,600)	4.3
4003 Business Occupancy Taxes	(3,986,000)					
4005 Resource Property Taxes	(1,380,000)	(1,383,000)	(1,387,139)	(1,390,000)	(7,000)	0.5
4006 Recreational Non Profit	(15,000)	(15,000)	(16,107)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(42,464)	(42,000)		
4008 Commercial Forest Taxes	(92,000)	(92,000)	(78,890)	(81,000)	11,000	(12.0)
4012 Fire Protection	(11,945,000)					
4100 Deed Transfer Taxes	(36,000,000)	(39,000,000)	(35,777,049)	(36,000,000)	3,000,000	(7.7)
4101 Capital Charges	(2,523,000)	(2,000,000)	(1,709,610)	(2,103,000)	(103,000)	5.2
* Tax Revenue	(438,297,500)	(447,028,400)	(444,725,816)	(459,183,000)	(12,154,600)	2.7
4200 Area Rate Revenue	(147,602,200)					
4201 Area Rate Residential	(562,700)	(127,609,600)	(127,671,548)	(130,612,500)	(3,002,900)	2.4
4202 Area Rate Commercial	(95,400)	(34,092,900)	(34,174,457)	(35,370,200)	(1,277,300)	3.7
4204 Area Rate Local Transit	(23,445,000)	(25,012,000)	(25,123,431)	(26,258,000)	(1,246,000)	5.0
4205 Area Rate Reg Transp	(14,923,000)	(15,898,000)	(15,770,552)	(16,472,000)	(574,000)	3.6
4206 Area Rate Resource		(880,300)	(871,027)	(877,900)	2,400	(0.3)
* Area Rate Revenue	(186,628,300)	(203,492,800)	(203,611,016)	(209,590,600)	(6,097,800)	3.0
4501 Tax Agreement - NSLC	(650,000)	(669,000)	(656,330)	(697,000)	(28,000)	4.2
4502 Tax Agreement - NSPI	(2,590,000)	(3,021,000)	(3,022,257)	(3,186,000)	(165,000)	5.5
4503 Tax Agreement - MT&T	(2,150,000)	(1,788,000)	(1,857,212)	(1,727,000)	61,000	(3.4)
4504 Tax Agreement -NAM	(7,000)					
4505 Tax Agreement - Impe	(3,800,000)	(3,608,000)	(3,608,000)	(250,000)	3,358,000	(93.1)
4506 Tax Agreement - Mari	(1,120,000)	(1,073,000)	(1,046,886)	(973,000)	100,000	(9.3)
4507 Tax Agreement - Heritage	(300,000)	(384,000)	(384,333)	(769,000)	(385,000)	100.3
4550 Tax Agreement - Other			(48,095)			
4551 Hfx Int'l Tax O-set	2,320,000	2,737,000	2,640,568	2,750,000	13,000	0.5
* Tax Agreements	(8,297,000)	(7,806,000)	(7,982,544)	(4,852,000)	2,954,000	(37.8)
4601 Grant in Lieu - Federal	(20,505,800)	(21,612,700)	(21,858,052)	(22,268,900)	(656,200)	3.0
4602 Grant in Lieu - Provincial	(7,801,200)	(8,334,300)	(8,779,018)	(8,700,800)	(366,500)	4.4
4603 Grant in Lieu-CPC	(680,000)	(686,000)	(678,097)	(660,000)	26,000	(3.8)
4605 Grant Lieu-Hflx Port	(2,425,000)	(2,374,000)	(2,513,223)	(2,788,000)	(414,000)	17.4
4606 Grant in Lieu - CBC	(306,000)	(330,000)	(328,312)	(346,000)	(16,000)	4.8
4607 Grant in Lieu - Via Rail	(135,000)	(148,000)	(150,740)	(143,000)	5,000	(3.4)
4608 Grant in Lieu - WCB	(135,000)	(136,000)	(134,765)	(129,000)	7,000	(5.1)
4609 Grant in Lieu - Citadel	(1,517,000)	(1,031,000)	(1,017,725)	(1,059,000)	(28,000)	2.7
4610 Grant in Lieu-NRC	(77,000)	(74,000)	(74,000)	(68,000)	6,000	(8.1)
4650 Grant in Lieu - Other	(12,000)	(161,000)	(224,220)	(163,000)	(2,000)	1.2
* Payments in Lieu of taxes	(33,594,000)	(34,887,000)	(35,758,151)	(36,325,700)	(1,438,700)	4.1
4703 Cond.Grant NS(Other)	(4,835,200)	(4,835,200)	(4,680,700)	(4,835,200)		
4706 Uncond.Grant NS(oth)	(3,310,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1
4707 Public House. Amort.	(41,000)					
4750 Other Grants	(3,281,900)	(2,969,800)	(1,959,355)	(2,123,100)	846,700	(28.5)
* Transfers from other Gov'ts	(11,468,100)	(11,105,000)	(9,879,680)	(10,558,300)	546,700	(4.9)

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Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4801 Interest Revenue - Taxes	(4,600,000)	(4,500,000)	(4,715,788)	(4,550,000)	(50,000)	1.1
4803 Int. Rev. - Cap.Chrg	(500,000)	(500,000)	(547,723)	(426,000)	74,000	(14.8)
4850 Interest Revenue - Other	(190,000)	(110,000)	(73,250)	(70,000)	40,000	(36.4)
4860 Investment Income	(1,100,000)	(2,000,000)	(2,044,069)	(2,100,000)	(100,000)	5.0
* Interest Revenue	(6,390,000)	(7,110,000)	(7,380,830)	(7,146,000)	(36,000)	0.5
4901 Parking Meters	(2,800,000)	(2,818,000)	(2,747,981)	(2,760,000)	58,000	(2.1)
4902 Fines Fees	(3,996,100)	(4,186,300)	(4,744,313)	(4,550,300)	(364,000)	8.7
4903 Building Permits	(4,190,000)	(4,500,000)	(3,077,525)	(3,600,000)	900,000	(20.0)
4904 Plumbing Permits	(128,000)	(130,000)	(87,052)	(105,000)	25,000	(19.2)
4905 Street opening Permits	(291,000)	(294,400)	(124,086)	(293,000)	1,400	(0.5)
4906 Subdivision Application	(110,000)	(110,000)	(86,500)	(100,000)	10,000	(9.1)
4907 Taxi Licenses	(165,000)	(165,000)	(151,184)	(165,000)		
4908 Animal Licenses	(150,000)	(200,000)	(230,759)	(200,000)		
4909 False Alarm Recovery	(290,000)	(280,000)	(287,881)	(275,000)	5,000	(1.8)
4910 NSLC Offences	(16,000)	(16,000)			16,000	(100.0)
4911 Zoning Fees	(70,000)	(90,000)	(86,400)	(89,000)	1,000	(1.1)
4912 Signs & Encroachments	(300,000)	(290,000)	(822,177)	(703,500)	(413,500)	142.6
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(49,700)	(23,445)	(39,000)	10,700	(21.5)
4915 Minor Variance	(10,000)	(18,000)	(33,720)	(24,500)	(6,500)	36.1
4916 Vending Licenses	(40,000)	(40,000)	(27,722)	(40,000)		
4920 Development Permits	(352,700)	(400,000)	(234,900)	(338,000)	62,000	(15.5)
4950 Other Licenses & Permits	(52,500)	(52,500)	(37,845)	(40,500)	12,000	(22.9)
4951 By-Law F300 Revenue	(1,785,000)	(1,800,000)	(1,728,381)	(1,735,000)	65,000	(3.6)
5101 Parking Rentals	(2,313,900)	(2,702,000)	(2,360,847)	(2,116,600)	585,400	(21.7)
5102 Facilities Rentals	(3,225,600)	(3,223,300)	(3,371,817)	(3,141,500)	81,800	(2.5)
5150 Other Rental Revenue	(2,700)	(43,500)	(43,747)	(10,000)	33,500	(77.0)
5151 Lease Revenue	(595,000)	(1,007,900)	(957,081)	(805,700)	202,200	(20.1)
5201 Fare Revenue	(30,069,300)	(30,200,000)	(32,480,642)	(34,050,000)	(3,850,000)	12.7
5204 Administration Fees	(205,200)	(205,200)	(218,688)	(207,500)	(2,300)	1.1
5205 Tax Certificates	(315,000)	(315,000)	(260,005)	(270,000)	45,000	(14.3)
5206 Stipends	(38,500)	(38,500)	(43,982)	(38,500)		
5207 Arts & Crafts Revenue	(70,170)	(76,600)	(79,058)	(82,500)	(5,900)	7.7
5208 Dance & Drama Revenue	(98,070)	(99,300)	(93,630)	(106,100)	(6,800)	6.8
5209 Community Events Revenue	(277,600)	(320,900)	(394,106)	(530,800)	(209,900)	65.4
5210 Sport and Fitness Revenue	(623,110)	(820,400)	(699,653)	(758,000)	62,400	(7.6)
5211 Program Facil. Rev.	(84,050)	(89,600)	(66,795)	(87,000)	2,600	(2.9)
5212 Leisure Skills Revenue	(225,490)	(262,300)	(244,680)	(276,300)	(14,000)	5.3
5213 Play. & Camp Rev.	(510,150)	(568,400)	(653,297)	(651,800)	(83,400)	14.7
5214 Wellness Revenue	(13,660)	(12,500)	(10,126)	(12,500)		
5215 Aquat.Rev.-Instuct.	(449,100)	(1,006,300)	(979,249)	(1,001,300)	5,000	(0.5)
5216 Aquat.Rev.-Recreat.	(53,100)	(179,900)	(178,100)	(173,100)	6,800	(3.8)
5218 Hockey Revenue			(10,523)			
5219 Ice Rentals	(1,192,200)	(3,631,700)	(3,591,762)	(3,670,000)	(38,300)	1.1
5220 Public Skates		(29,800)	(113,394)	(25,000)	4,800	(16.1)
5222 Access-A-Bus Fare Revenue	(194,000)	(220,000)			220,000	(100.0)
5223 Comm.Transit Fare Re	(93,000)					
5224 Ferry Fare Revenue	(1,976,000)	(2,100,000)			2,100,000	(100.0)
5225 Tipping Fees-Waste R	(11,254,900)	(11,095,000)	(11,066,177)	(11,216,000)	(121,000)	1.1
5227 Photocopier Revenue	(200)	(200)	(278)	(200)		
5228 Membership Revenue	(85,500)	(936,400)	(887,569)	(919,800)	16,600	(1.8)
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(119,480)	(145,000)		
5235 GRS Drop In Program		(29,300)	(944)	(13,100)	16,200	(55.3)
5250 Sales of Services Other	(1,658,000)	(1,873,900)	(1,465,517)	(1,207,200)	666,700	(35.6)
5253 Subdiv Insp Fees	(40,000)	(40,000)	(25,700)	(24,000)	16,000	(40.0)
5255 Engineering Fees	(80,000)		(28,287)			
5256 SOT Revenue	(2,700,000)	(3,000,000)	(2,019,483)	(2,500,000)	500,000	(16.7)
5402 Sale of Bottles	(95,000)	(85,000)	(49,907)	(85,000)		
5403 Sales of Other Recyclables	(2,346,200)	(2,165,000)	(1,788,071)	(2,165,000)		
5404 Canteen Revenue	(1,700)	(2,600)	(51,831)	(5,100)	(2,500)	96.2
5405 Bar Revenue	(4,000)					
5410 Gain on Disposal			(751,763)			
5450 Other Sales Revenue	(1,096,000)	(1,350,000)	(717,420)	(99,400)	1,250,600	(92.6)
* Fee Revenues	(76,929,400)	(83,317,400)	(80,355,481)	(81,453,800)	1,863,600	(2.2)
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5502 HRWC Dividend	(3,700,000)	(4,200,000)	(4,187,121)	(4,579,000)	(379,000)	9.0
5503 Advertising Revenue	(682,800)	(799,300)	(813,817)	(797,300)	2,000	(0.3)
5504 StormWater ROW Levies				(3,881,000)	(3,881,000)	
5507 Overages and Shortages			16			
5508 Recov External Parti	(21,840,500)	(21,478,800)	(34,085,720)	(22,021,000)	(542,200)	2.5
5509 NSF Chq Fee	(20,000)	(28,400)	(28,507)	(28,400)		
5513 Government Rebates			(140)			
5520 Donations	(5,000)	(5,000)	(1,084,085)	(1,411,100)	(1,406,100)	28,122.0
5521 CUPE Administration Fee	(80,000)	(80,000)	(60,028)	(80,000)		
5600 Miscellaneous Revenue	(2,088,200)	(2,648,400)	(2,623,579)	(2,434,700)	213,700	(8.1)
5804 Transfer - Urban Rate		(100)	2,726		100	(100.0)
* Other Revenue	(28,421,900)	(29,245,400)	(42,880,254)	(35,237,900)	(5,992,500)	20.5
** Total	(790,026,200)	(823,992,000)	(832,573,773)	(844,347,300)	(20,355,300)	2.5
Net Surplus/Deficit	(0)	0	118,029,055	0	0	7.7

Office of the Auditor General

2014/15 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	728,000	780,000	635,265	801,000	21,000	2.7
* Office	16,000	17,000	13,955	14,000	(3,000)	(17.6)
* External Services	11,300	11,000	17,175	11,000		
* Supplies	1,000	1,000			(1,000)	(100.0)
* Equipment & Communications	6,000	6,000	2,960	2,000	(4,000)	(66.7)
* Other Goods & Services	81,000	86,000	17,020	37,000	(49,000)	(57.0)
* Interdepartmental			18			
* Other Fiscal	(50,000)	(50,000)			50,000	(100.0)
** Total	793,300	851,000	686,394	865,000	14,000	1.6
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			(3,938)			
** Total			(3,938)			
Net Surplus/Deficit	793,300	851,000	682,456	865,000	14,000	1.6

Auditor General Office Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
G100 Off of the Aud Gen	793,300	851,000	682,456	865,000	14,000	1.6
* Total	793,300	851,000	682,456	865,000	14,000	1.6

Auditor General Office Summary of Gross Expenditures

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
G100 Off of the Aud Gen	793,300	851,000	686,394	865,000	14,000	1.6
* Total	793,300	851,000	686,394	865,000	14,000	1.6

Auditor General Office Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	631,000	663,000	544,592	675,000	12,000	1.8
6005 PDP Increases			(13,313)			
6100 Benefits - Salaries	86,000	106,000	95,257	115,000	9,000	8.5
6123 NON TCA			(911)			
6152 Retirement Incentives	3,000	3,000	2,432	3,000		
6154 Workers' Compensation	8,000	8,000	6,315	8,000		
9200 HR CATS Wage/Ben			893			
* Compensation and Benefits	728,000	780,000	635,265	801,000	21,000	2.7
6201 Telephone	5,000	5,000	2,726		(5,000)	(100.0)
6202 Courier/Postage	1,000	1,000	199	1,000		
6203 Office Furn/Equip	3,000	2,000	933	2,000		
6204 Computer S/W & Lic		2,000	4,244	4,000	2,000	100.0
6207 Office Supplies	7,000	7,000	5,852	7,000		
* Office	16,000	17,000	13,955	14,000	(3,000)	(17.6)
6301 Professional Fees	1,300	1,000		1,000		
6302 Legal Fees		10,000	11,346	10,000		
6399 Contract Services	10,000		5,829			
* External Services	11,300	11,000	17,175	11,000		
6499 Other Supplies	1,000	1,000			(1,000)	(100.0)
* Supplies	1,000	1,000			(1,000)	(100.0)
6701 Equipment Purchase			477			
6703 Computer Equipment/Rentals	6,000	6,000	2,482	2,000	(4,000)	(66.7)
* Equipment & Communications	6,000	6,000	2,960	2,000	(4,000)	(66.7)
6901 Membership Dues	10,000	10,000	8,389	10,000		
6902 Conferences and Workshops	10,000	10,000	4,650	10,000		
6903 Travel - Local	2,000	2,000	1,104	2,000		
6904 Travel - Out of Town	1,000	1,000	474	1,000		
6905 Training & Education	1,000	6,000	592	6,000		
6917 Books and Periodicals	2,000	2,000	1,755	2,000		
6919 Special Projects	54,000	54,000		5,000	(49,000)	(90.7)
6937 Corporate Training			8			
6938 Rewarding Excellence	1,000	1,000	50	1,000		
* Other Goods & Services	81,000	86,000	17,020	37,000	(49,000)	(57.0)
9911 PM Labour-Reg			18			
* Interdepartmental			18			
8008 Transfer to/from Reserves	(50,000)	(50,000)			50,000	(100.0)
* Other Fiscal	(50,000)	(50,000)			50,000	(100.0)
** Total	793,300	851,000	686,394	865,000	14,000	1.6
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
5508 Recov External Parti			(3,938)			
* Other Revenue			(3,938)			
** Total			(3,938)			
Net Surplus/Deficit	793,300	851,000	682,456	865,000	14,000	1.6

CAO Business Unit

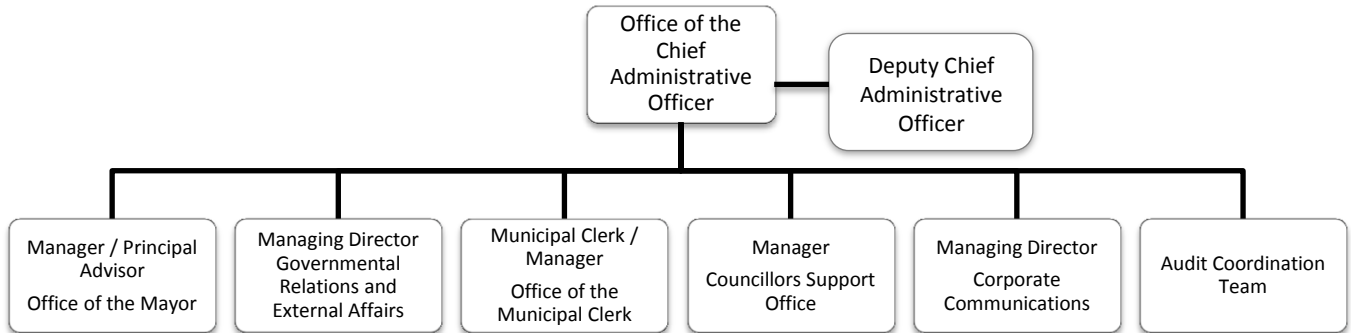
2014/15 Budget and Business Plan

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	2013/2014 Approved (Apr 1/13)	2014/2015 Proposed Change (+/-)	2014/2015 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	80	-2.5	77.5

CAO Business Unit Operating Budget Overview

CAO Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	8,341,100	8,073,400	8,010,455	8,346,700	273,300	3.4
* Office	1,455,200	1,060,200	983,741	969,600	(90,600)	(8.5)
* External Services	1,034,700	214,400	339,655	213,900	(500)	(0.2)
* Supplies	102,400	90,400	75,872	93,400	3,000	3.3
* Materials		500		500		
* Building Costs			569	15,000	15,000	
* Equipment & Communications	43,400	53,000	51,632	64,000	11,000	20.8
* Vehicle Expense	44,000	46,700	36,708	46,700		
* Other Goods & Services	1,058,900	929,300	1,018,991	966,400	37,100	4.0
* Interdepartmental			(44,330)			
* Other Fiscal	4,072,000	5,801,700	6,275,497	5,884,800	83,100	1.4
** Total	16,151,700	16,269,600	16,748,789	16,601,000	331,400	2.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Tax Revenue		(1,909,400)	(1,880,516)		1,909,400	(100.0)
* Area Rate Revenue	(1,968,100)			(1,950,000)	(1,950,000)	
* Payments in Lieu of taxes	(157,000)	(138,000)	(138,000)	(147,700)	(9,700)	7.0
* Fee Revenues	(40,200)	(40,200)	(43,900)	(40,200)		
* Other Revenue	(1,628,400)	(1,609,000)	(1,778,616)	(1,609,000)		
** Total	(3,793,700)	(3,696,600)	(3,841,033)	(3,746,900)	(50,300)	1.4
Net Surplus/Deficit	12,358,000	12,573,000	12,907,756	12,854,100	281,100	2.2

CAO Business Unit Budget Overview by Service Area

CAO Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actuals	2014-15 Budget	Budget Var.	Var as %
CAO Office	662,600	621,900	585,660	876,300	254,400	41
DCAO Operations	521,000	519,800	554,712	539,300	19,500	4
Mayors Office	780,600	805,000	720,219	809,600	4,600	1
Councillor Support	2,684,500	2,564,100	2,427,619	2,541,700	(22,400)	(1)
Municipal Clerks	2,038,900	2,190,900	2,136,545	2,153,500	(37,400)	(2)
Government Relations & External Affairs	2,581,800	2,651,000	3,133,407	2,712,600	61,600	2
Corporate Communications	3,088,600	3,220,300	3,349,594	3,221,100	800	0
	12,358,000	12,573,000	12,907,756	12,854,100	281,100	2%

CAO Business Unit Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	67%	70%	69%	62%	65%
Expenditures per Dwelling (189,518 dwellings)	58.51	62.99	62.04	68.50	65.84

CAO Business Unit Strategic Initiatives for 2014/15

Strategic Alignment	
CAO 1.1	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.	
CAO 1.2	Governance and Communications
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.	
CAO 1.3	Organizational Capacity
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.	
CAO 1.4	Governance and Communications
Continuous governance improvements are both a challenge and an opportunity for the CAO Business Unit in the coming year. Continuing to support the new Community Council structure and responding to Council's interest in an enhanced governance structure that supports effective decision-making will continue to be a priority for the business unit during this business cycle.	

Summary of 2014/15 CAO Business Unit Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Operational efficiencies in supplies, equipment, facilities rental, training, conferences, membership dues etc.	127,500	0	0
Reduce the annual contribution to the Election reserve from \$400K to \$300K	100,000	100,000	0
Eliminate 2 vacant positions	89,000	0	0
New or Expanded Service Initiatives	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Provide Standing Committee webcasting as a permanent communications service	0	0	0

Participate on the Local Immigration Partnership Advisory Committee	0	0	0
Establish a systematic framework for centralized corporate support for policy development in HRM	0	0	0
Develop and implement a prioritized system for deployment of HRM's master brand currently under development	0	To be determined as part of a comprehensive implementation plan	To be determined as part of a comprehensive implementation plan

2014/15 CAO Business Unit 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	585,900	562,900	540,118	752,300	189,400	33.6
* Office	15,300	17,100	13,506	16,600	(500)	(2.9)
* External Services	30,000		536	3,000	3,000	
* Supplies				3,000	3,000	
* Building Costs			569	15,000	15,000	
* Equipment & Communications		3,500		14,500	11,000	314.3
* Vehicle Expense		4,700	629	4,700		
* Other Goods & Services	31,400	33,700	30,302	67,200	33,500	99.4
** Total	662,600	621,900	585,660	876,300	254,400	40.9
Net Surplus/Deficit	662,600	621,900	585,660	876,300	254,400	40.9

2014/15 CAO Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 2.1	Economic Development – Regulatory and Service Culture	Provide corporate leadership and support for transformative projects such as the new Convention Centre and Cogswell Interchange renewal
CAO 2.2	Economic Development – Economic Strategy	Provide oversight and strategic leadership and coordination of deliverables of the Economic Strategy, economic development governance review, and on-going support to the BIDs
CAO 2.3	Economic Development – Economic Strategy	Provide oversight and strategic leadership on the Corporation’s efforts to contribute to enhancements in immigration
CAO 2.4	Governance and Communications – Policy Engagement	Provide oversight and strategic leadership to efforts to review and update HRM’s Charter
CAO 2.5	Service Excellence – Continuous Improvement	Provide oversight and leadership for the implementation of a new business process and reporting system to enhance the quality and improve response times for staff reports

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	380,800	394,100	406,988	415,700	21,600	5.5
* Office	8,800	7,100	3,395	5,000	(2,100)	(29.6)
* External Services	116,200	116,200	131,540	116,200		
* Equipment & Communications			1,248			
* Other Goods & Services	15,200	2,400	11,541	2,400		
** Total	521,000	519,800	554,712	539,300	19,500	3.8
Net Surplus/Deficit	521,000	519,800	554,712	539,300	19,500	3.8

2014/15 DCAO Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 3.1	Healthy Communities – Recreation and Leisure	Provide corporate leadership and support for the delivery of recommendations and implementation of Council direction on HRM’s Multi District Facility strategy
CAO 3.2	Healthy Communities – Recreation and Leisure	Provide corporate leadership and support for the delivery of recommendations and implementation of Council direction on HRM’s long term arena strategy
CAO 3.3	Service Excellence – Continuous Improvement	Provide corporate leadership and support for development of the Master Fire Plan

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	623,700	635,900	644,360	669,400	33,500	5.3
* Office	30,100	31,000	12,072	27,100	(3,900)	(12.6)
* External Services	2,500		76			
* Supplies	500	500		500		
* Materials		500		500		
* Equipment & Communications	500	500		500		
* Other Goods & Services	147,700	136,600	77,541	111,600	(25,000)	(18.3)
* Interdepartmental			425			
** Total	805,000	805,000	734,474	809,600	4,600	0.6
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(24,400)		(14,255)			
** Total	(24,400)		(14,255)			
Net Surplus/Deficit	780,600	805,000	720,219	809,600	4,600	0.6

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 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,384,500	2,257,300	2,159,083	2,269,300	12,000	0.5
* Office	85,500	75,200	52,560	29,100	(46,100)	(61.3)
* Vehicle Expense	44,000	42,000	36,062	42,000		
* Other Goods & Services	209,000	228,100	225,475	239,800	11,700	5.1
* Interdepartmental			(1,051)			
** Total	2,723,000	2,602,600	2,472,129	2,580,200	(22,400)	(0.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(38,500)	(38,500)	(43,982)	(38,500)		
* Other Revenue			(528)			
** Total	(38,500)	(38,500)	(44,510)	(38,500)		
Net Surplus/Deficit	2,684,500	2,564,100	2,427,619	2,541,700	(22,400)	(0.9)

2014/15 Councillors Support Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 4.1	Service Excellence – Performance Reporting	Develop an enhanced systematic reporting process to track and improve response times to constituent service requests to the Councillors Support Office
CAO 4.2	Governance and Communications - Communications	Review the effectiveness and capacity of the advertising and promotional support program for Councillors
CAO 4.3	Governance and Communications - Communications	Develop a program to increase the use of electronic newsletters as a communications tool for Councillors

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,659,900	1,476,900	1,487,461	1,542,600	65,700	4.4
* Office	478,300	66,600	74,626	63,500	(3,100)	(4.7)
* External Services	836,500	49,400	35,525	49,400		
* Supplies	9,000	8,000	392	8,000		
* Equipment & Communications	5,000	4,400	5,774	4,400		
* Vehicle Expense			17			
* Other Goods & Services	398,000	184,100	161,447	184,100		
* Interdepartmental			(173)			
* Other Fiscal	(1,344,100)	403,200	403,200	303,200	(100,000)	(24.8)
** Total	2,042,600	2,192,600	2,168,270	2,155,200	(37,400)	(1.7)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(1,700)	(1,700)	82	(1,700)		
* Other Revenue	(2,000)		(31,806)			
** Total	(3,700)	(1,700)	(31,724)	(1,700)		
Net Surplus/Deficit	2,038,900	2,190,900	2,136,545	2,153,500	(37,400)	(1.7)

2014/15 Office of the Municipal Clerk Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 5.1	Service Excellence – Continuous Improvement	Complete an update of Administrative Order 31 regarding the classification and retention of public records
CAO 5.2	Governance and Communications – Communications	Implement webcasting of Standing Committee meetings as a permanent communications service
CAO 5.3	Governance and Communications – Council and Committees	Develop recommendations on an e-voting program for the 2016 election
CAO 5.4	Governance and Communications – Council and Committees	Enhance the appointment process for community members to Council advisory boards and committees

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
- Research - Research on a wide range of topics including economic development and government & business best practices
- Economic Objectives Management - Management of initiatives and relationships 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), Destination Halifax (DH) 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	755,000	782,200	777,869	812,900	30,700	3.9
* Office	7,400	3,100	7,958	1,200	(1,900)	(61.3)
* External Services	3,700		128,054			
* Other Goods & Services	123,700	13,600	27,773	13,600		
* Interdepartmental			165			
* Other Fiscal	5,416,100	5,498,500	5,920,451	5,581,600	83,100	1.5
** Total	6,305,900	6,297,400	6,862,270	6,409,300	111,900	1.8
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Tax Revenue		(1,909,400)	(1,880,516)		1,909,400	(100.0)
* Area Rate Revenue	(1,968,100)			(1,950,000)	(1,950,000)	
* Payments in Lieu of taxes	(157,000)	(138,000)	(138,000)	(147,700)	(9,700)	7.0
* Other Revenue	(1,599,000)	(1,599,000)	(1,710,347)	(1,599,000)		
** Total	(3,724,100)	(3,646,400)	(3,728,863)	(3,696,700)	(50,300)	1.4
Net Surplus/Deficit	2,581,800	2,651,000	3,133,407	2,712,600	61,600	2.3

2014/15 Government Relations & External Affairs Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 6.1	Economic Development – Regulatory and Service Culture	Lead HRM’s efforts to review and update the HRM Charter
CAO 6.2	Economic Development – Economic Strategy	Implement approved recommendations from the economic governance review and consider opportunities for alignment with the “Now or Never” report.
CAO 6.3	Economic Development – Economic Strategy	Lead the Local Immigration Partnership Advisory Committee to ensure a coordinated approach to making HRM a welcoming community
CAO 6.4	Economic Development – Regional Centre	Maintain focus on implementation of ideas to improve the urban core as a result of initiatives such as “Downtown I’m in”.
CAO 6.5	Governance and Communications – Communities of Interest	Recommend and implement a permanent organizational structure for the African NS Affairs Office
CAO 6.6	Governance and Communications – Policy Engagement	Use the policy development review program results from 2013 to establish a systematic framework for centralized corporate support for policy development in HRM
CAO 6.7	Governance and Communications – Communities of Interest	Develop and implement key objectives to respond to public consultations regarding the African Nova Scotian Affairs function.

Audit Coordination:

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 audit coordination function has been established 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.

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.

2014/15 Audit Coordination Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 7.1	Service Excellence – Continuous Improvement	Ensure coordinated management responses are prepared to reports from the Auditor General
CAO 7.2	Service Excellence – Continuous Improvement	Develop, monitor and support (where required) implementation plans in response to reports and recommendations from the Auditor General
CAO 7.3	Service Excellence – Continuous Improvement	Identify corporate themes (i.e. policy gaps) and/or needs identified by the Auditor General

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,951,300	1,964,100	1,994,576	1,884,500	(79,600)	(4.1)
* Office	829,800	860,100	819,624	827,100	(33,000)	(3.8)
* External Services	45,800	48,800	43,925	45,300	(3,500)	(7.2)
* Supplies	92,900	81,900	75,480	81,900		
* Equipment & Communications	37,900	44,600	44,610	44,600		
* Other Goods & Services	133,900	330,800	484,910	347,700	16,900	5.1
* Interdepartmental			(43,696)			
* Other Fiscal		(100,000)	(48,154)		100,000	(100.0)
** Total	3,091,600	3,230,300	3,371,275	3,231,100	800	0.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(3,000)	(10,000)	(21,681)	(10,000)		
** Total	(3,000)	(10,000)	(21,681)	(10,000)		
Net Surplus/Deficit	3,088,600	3,220,300	3,349,594	3,221,100	800	0.0

2014/15 Corporate Communication Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
CAO 8.1	Governance and Communications - Communications	Educate all HRM employees and external stakeholders on the master brand value proposition
CAO 8.2	Financial Stewardship - Asset Management	Develop and implement a prioritized system for the new HRM master brand deployment that considers life cycle replacement of assets where appropriate (e.g. fleet) as well as integration/transition with existing external brands (Transit, REC, HRP, HRFE)
CAO 8.3	Organizational Capacity - Technology	Promote the Employee Hub’s engagement tools, determine viability of Microsoft solution (Sharepoint) for intranet redevelopment, install large screens in key non-office locations (e.g. Transit, TPW)

CAO Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
E200 Councillor's Support	2,684,500	2,564,100	2,427,619	2,541,700	(22,400)	(0.9)
*** Councillor Support	2,684,500	2,564,100	2,427,619	2,541,700	(22,400)	(0.9)
E300 Mayor's office	780,600	805,000	720,219	809,600	4,600	0.6
*** Mayors Office	780,600	805,000	720,219	809,600	4,600	0.6
E110 CAO Office	662,600	621,900	585,535	826,300	204,400	32.9
E113 City Hall Operations				50,000	50,000	
E124 DCAO-Corp Serv & Str			124			
*** CAO Office	662,600	621,900	585,660	876,300	254,400	40.9
C511 Downtown Dartmouth BID			8,747			
C512 Downtown Halifax BID			6,618			
C513 Spring Garden Road BID			1,841			
C514 Quinpool Road BID			1,005			
C515 Spryfield & District BID			4,300			
C516 Sackville Drive BID			2,904			
C517 Dart Main St BID			(163)			
C518 Agricola/Gottingen BID			3,632			
C711 Destination Halifax	393,000	386,600	694,725	388,100	1,500	0.4
E121 Greater Hlfx Partner	1,400,000	1,570,000	1,575,146	1,602,800	32,800	2.1
E400 Intergovrn. Relation	788,800	694,400	834,652	721,700	27,300	3.9
*** Government Relations & Externa	2,581,800	2,651,000	3,133,407	2,712,600	61,600	2.3
A124 Office Services	824,900	731,100	714,108	614,200	(116,900)	(16.0)
A620 Mrkt & Promotions	1,463,200	1,763,250	1,930,896	1,905,200	141,950	8.1
A622 Corporate PR/Media	370,800	399,550	393,672	388,400	(11,150)	(2.8)
A623 PR/Planning Mgmt	429,700	326,400	310,895	313,300	(13,100)	(4.0)
E112 Corp.Comm.Admin.			23			
*** Corporate Communications	3,088,600	3,220,300	3,349,594	3,221,100	800	0.0
A121 Municipal Clerk	1,096,400	1,098,200	1,068,041	1,141,800	43,600	4.0
A125 Elections	203,200	403,200	416,367	303,200	(100,000)	(24.8)
A722 Access & Privacy	182,000	186,500	181,576	193,800	7,300	3.9
A725 Information Management	557,300	503,000	469,430	514,700	11,700	2.3
A122 Info Resource Mgmt			1,131			
*** Municipal Clerks	2,038,900	2,190,900	2,136,545	2,153,500	(37,400)	(1.7)
C001 DCAO - Operations	521,000	519,800	554,712	539,300	19,500	3.8
*** DCAO Operations	521,000	519,800	554,712	539,300	19,500	3.8
**** Total	12,358,000	12,573,000	12,907,756	12,854,100	281,100	2.2

CAO Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
E200 Councillor's Support	2,723,000	2,602,600	2,472,129	2,580,200	(22,400)	(0.9)
*** Councillor Support	2,723,000	2,602,600	2,472,129	2,580,200	(22,400)	(0.9)
E300 Mayor's office	805,000	805,000	734,474	809,600	4,600	0.6
*** Mayors Office	805,000	805,000	734,474	809,600	4,600	0.6
E110 CAO Office	662,600	621,900	585,535	826,300	204,400	32.9
E113 City Hall Operations				50,000	50,000	
E124 DCAO-Corp Serv & Str			124			
*** CAO Office	662,600	621,900	585,660	876,300	254,400	40.9
C511 Downtown Dartmouth BID	260,700	267,300	267,300	267,500	200	0.1
C512 Downtown Halifax BID	933,000	875,800	875,800	885,500	9,700	1.1
C513 Spring Garden Road BID	386,800	359,500	359,500	384,300	24,800	6.9
C514 Quinpool Road BID	103,300	98,500	98,500	104,700	6,200	6.3
C515 Spryfield & District BID	71,200	73,200	73,200	72,200	(1,000)	(1.4)
C516 Sackville Drive BID	161,500	164,900	164,900	171,100	6,200	3.8
C517 Dart Main St BID	94,100	92,000	92,000	92,000		
C518 Agricola/Gottingen BID	114,500	116,200	116,200	120,400	4,200	3.6
C711 Destination Halifax	1,992,000	1,985,600	2,375,572	1,987,100	1,500	0.1
E121 Greater Hlfx Partner	1,400,000	1,570,000	1,575,146	1,602,800	32,800	2.1
E400 Intergovrn. Relation	788,800	694,400	864,152	721,700	27,300	3.9
*** Government Relations & Externa	6,305,900	6,297,400	6,862,270	6,409,300	111,900	1.8
A124 Office Services	827,900	741,100	735,789	624,200	(116,900)	(15.8)
A620 Mrkt & Promotions	1,463,200	1,763,250	1,930,896	1,905,200	141,950	8.1
A622 Corporate PR/Media	370,800	399,550	393,672	388,400	(11,150)	(2.8)
A623 PR/Planning Mgmt	429,700	326,400	310,895	313,300	(13,100)	(4.0)
E112 Corp.Comm.Admin.			23			
*** Corporate Communications	3,091,600	3,230,300	3,371,275	3,231,100	800	0.0
A121 Municipal Clerk	1,096,400	1,098,200	1,068,036	1,141,800	43,600	4.0
A125 Elections	203,200	403,200	417,538	303,200	(100,000)	(24.8)
A722 Access & Privacy	182,200	186,700	182,872	194,000	7,300	3.9
A725 Information Management	560,800	504,500	498,539	516,200	11,700	2.3
A122 Info Resource Mgmt			1,284			
*** Municipal Clerks	2,042,600	2,192,600	2,168,270	2,155,200	(37,400)	(1.7)
C001 DCAO - Operations	521,000	519,800	554,712	539,300	19,500	3.8
*** DCAO Operations	521,000	519,800	554,712	539,300	19,500	3.8
**** Total	16,151,700	16,269,600	16,748,789	16,601,000	331,400	2.0

CAO Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
E200 Councillor's Support	(38,500)	(38,500)	(44,510)	(38,500)		
** Councillor Support	(38,500)	(38,500)	(44,510)	(38,500)		
E300 Mayor's office	(24,400)		(14,255)			
** Mayors Office	(24,400)		(14,255)			
C511 Downtown Dartmouth BID	(260,700)	(267,300)	(258,553)	(267,500)	(200)	0.1
C512 Downtown Halifax BID	(933,000)	(875,800)	(869,182)	(885,500)	(9,700)	1.1
C513 Spring Garden Road BID	(386,800)	(359,500)	(357,659)	(384,300)	(24,800)	6.9
C514 Quinpool Road BID	(103,300)	(98,500)	(97,495)	(104,700)	(6,200)	6.3
C515 Spryfield & District BID	(71,200)	(73,200)	(68,900)	(72,200)	1,000	(1.4)
C516 Sackville Drive BID	(161,500)	(164,900)	(161,996)	(171,100)	(6,200)	3.8
C517 Dartmouth Main Street BID	(94,100)	(92,000)	(92,163)	(92,000)		
C518 Agricola/Gottingen BID	(114,500)	(116,200)	(112,568)	(120,400)	(4,200)	3.6
C711 Destination Halifax	(1,599,000)	(1,599,000)	(1,680,847)	(1,599,000)		
E400 Intergovrn. Relation			(29,500)			
** Government Relations & External	(3,724,100)	(3,646,400)	(3,728,863)	(3,696,700)	(50,300)	1.4
A124 Office Services	(3,000)	(10,000)	(21,681)	(10,000)		
** Corporate Communications	(3,000)	(10,000)	(21,681)	(10,000)		
A121 Municipal Clerk			5			
A125 Elections			(1,171)			
A722 Access & Privacy	(200)	(200)	(1,296)	(200)		
A725 Information Management	(3,500)	(1,500)	(29,109)	(1,500)		
A122 Info Resource Mgmt			(154)			
** Municipal Clerks	(3,700)	(1,700)	(31,724)	(1,700)		
*** Total	(3,793,700)	(3,696,600)	(3,841,033)	(3,746,900)	(50,300)	1.4

CAO Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	6,988,400	6,885,200	6,935,998	7,104,400	219,200	3.2
6002 Salaries - Overtime	28,000	20,500	10,090	20,400	(100)	(0.5)
6003 Wages - Regular	53,300					
6005 PDP Increases			(104,979)			
6054 Vacation payout			9,351			
6100 Benefits - Salaries	1,182,400	1,168,000	1,191,131	1,272,300	104,300	8.9
6101 Benefits - Wages	100					
6110 Vacancy Management	(54,100)	(135,400)		(138,100)	(2,700)	2.0
6151 Vehicle Allowance	5,700	2,900		3,000	100	3.4
6152 Retirement Incentives	39,000	41,400	39,778	40,500	(900)	(2.2)
6154 Workers' Compensation	97,900	90,800	77,755	71,600	(19,200)	(21.1)
6155 Overtime Meals	400					
6199 Comp & Ben InterDept			(148,200)	(27,400)	(27,400)	
9200 HR CATS Wage/Ben			152			
9210 HR CATS OT Wage/Ben			(622)			
* Compensation and Benefits	8,341,100	8,073,400	8,010,455	8,346,700	273,300	3.4
6201 Telephone	155,300	100,200	84,869	40,900	(59,300)	(59.2)
6202 Courier/Postage	813,500	624,400	598,365	624,400		
6203 Office Furn/Equip	149,900	137,000	110,077	137,000		
6204 Computer S/W & Lic	7,600	7,600	19,789	7,600		
6205 Printing & Reproduction	242,000	115,300	87,724	93,300	(22,000)	(19.1)
6207 Office Supplies	79,900	68,800	52,254	63,200	(5,600)	(8.1)
6299 Other Office Expenses	7,000	6,900	30,662	3,200	(3,700)	(53.6)
* Office	1,455,200	1,060,200	983,741	969,600	(90,600)	(8.5)
6301 Professional Fees	16,900	10,600	83	10,600		
6303 Consulting Fees	36,500	2,800	22,614	1,800	(1,000)	(35.7)
6310 Outside Personnel	231,200					
6399 Contract Services	750,100	201,000	316,957	201,500	500	0.2
* External Services	1,034,700	214,400	339,655	213,900	(500)	(0.2)
6401 Uniforms & Clothing	300					
6405 Photo Supp & Equip	900	900	1,288	900		
6406 Bridge Tolls	500	500		500		
6499 Other Supplies	100,700	89,000	74,584	92,000	3,000	3.4
* Supplies	102,400	90,400	75,872	93,400	3,000	3.3
6513 Seeds & Plants		500		500		
* Materials		500		500		
6611 Building - Interior			6			
6699 Other Building Cost			563	15,000	15,000	
* Building Costs			569	15,000	15,000	
6701 Equipment Purchase			103	5,000	5,000	
6702 Small Tools			1,709	3,000	3,000	
6703 Computer Equipment/Rentals	7,400	5,500	1,248	5,500		
6704 Equipment Rental			193	3,000	3,000	
6705 Equip - R&M	34,900	45,900	46,773	45,900		
6706 Computer R&M	1,100	1,600	1,607	1,600		
* Equipment & Communications	43,400	53,000	51,632	64,000	11,000	20.8
6804 Vehicle Fuel - Gasoline		2,400	256	2,400		
6899 Other Vehicle Expense	44,000	44,300	36,453	44,300		
* Vehicle Expense	44,000	46,700	36,708	46,700		

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6901 Membership Dues	130,800	128,800	136,326	133,500	4,700	3.6
6902 Conferences and Workshops	33,600	40,800	18,994	54,100	13,300	32.6
6903 Travel - Local	75,000	68,900	63,547	67,950	(950)	(1.4)
6904 Travel - Out of Town	44,400	52,100	65,489	64,600	12,500	24.0
6905 Training & Education	38,900	34,350	11,806	34,350		
6906 Licenses & Agreements	7,000	7,000		7,000		
6911 Facilities Rental	99,500	1,000	5,553	7,000	6,000	600.0
6912 Advertising and Promotion	250,200	180,300	162,778	175,300	(5,000)	(2.8)
6913 Awards	9,700	9,500	3,303	5,200	(4,300)	(45.3)
6915 Research Data Acquisition	2,400	5,900	4,171	4,900	(1,000)	(16.9)
6916 Public Education	38,800	35,000	34,337	35,000		
6917 Books and Periodicals	6,000	6,250	8,528	5,500	(750)	(12.0)
6918 Meals	20,200	16,000	22,859	23,000	7,000	43.8
6919 Special Projects	191,900	271,000	423,085	290,600	19,600	7.2
6929 Procurement Card Clearing			1,703			
6933 Community Events	95,400	70,300	42,015	53,300	(17,000)	(24.2)
6936 Staff Relations	200					
6938 Rewarding Excellence	13,900		131			
6999 Other Goods and Services	1,000	2,100	14,367	5,100	3,000	142.9
* Other Goods & Services	1,058,900	929,300	1,018,991	966,400	37,100	4.0
7009 Internal Transfers Other			(35,743)			
7012 Int Trf Print/Reprod			(8,739)			
7015 Int Trf FacilityRent			116			
9911 PM Labour-Reg			36			
* Interdepartmental			(44,330)			
8001 Transf Outside Agenc	3,957,000	3,928,500	4,002,225	3,950,100	21,600	0.5
8004 Grants	1,400,000	1,570,000	1,918,226	1,602,800	32,800	2.1
8008 Transfer to/from Reserves	(1,344,100)	303,200	355,046	303,200		
8016 Provision for Allowance	59,100					
9000 Prior Year Surplus/Deficit				28,700	28,700	
* Other Fiscal	4,072,000	5,801,700	6,275,497	5,884,800	83,100	1.4
** Total	16,151,700	16,269,600	16,748,789	16,601,000	331,400	2.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4002 Commercial Property Taxes		(1,909,400)	(1,880,516)		1,909,400	(100.0)
* Tax Revenue		(1,909,400)	(1,880,516)		1,909,400	(100.0)
4200 Area Rate Revenue	(1,968,100)					
4202 Area Rate Commercial				(1,950,000)	(1,950,000)	
* Area Rate Revenue	(1,968,100)			(1,950,000)	(1,950,000)	
4601 Grant in Lieu - Federal	(55,800)	(34,700)	(75,870)	(84,900)	(50,200)	144.7
4602 Grant in Lieu - Provincial	(101,200)	(103,300)	(62,130)	(62,800)	40,500	(39.2)
* Payments in Lieu of taxes	(157,000)	(138,000)	(138,000)	(147,700)	(9,700)	7.0
4950 Other Licenses & Permits	(1,500)	(1,500)	360	(1,500)		
5206 Stipends	(38,500)	(38,500)	(43,982)	(38,500)		
5227 Photocopier Revenue	(200)	(200)	(278)	(200)		
* Fee Revenues	(40,200)	(40,200)	(43,900)	(40,200)		
5508 Recov External Parti	(1,628,400)	(1,609,000)	(1,778,616)	(1,609,000)		
* Other Revenue	(1,628,400)	(1,609,000)	(1,778,616)	(1,609,000)		
** Total	(3,793,700)	(3,696,600)	(3,841,033)	(3,746,900)	(50,300)	1.4
Net Surplus/Deficit	12,358,000	12,573,000	12,907,756	12,854,100	281,100	2.2

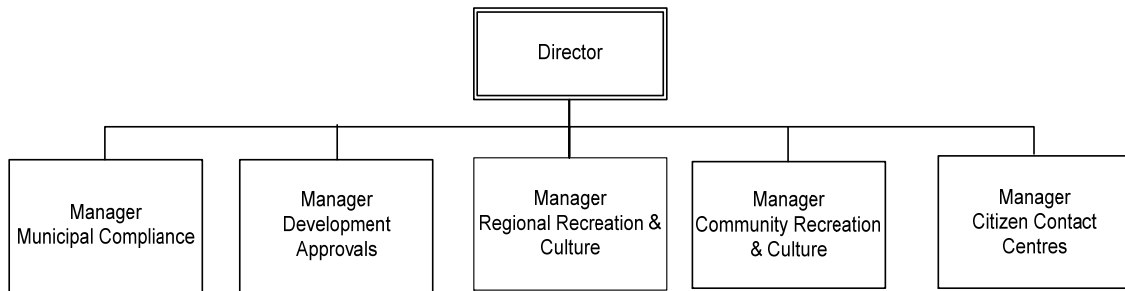
Community and Recreation Services

2014/15 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	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	324	+2	326

The following FTE changes have occurred in Community & Recreation Services since 2013/14:

- 2 FTEs (New) for new Bedford/Hammonds Plains Community Centre
- 1 FTE converted from Term to Permanent status (Outdoor Recreation)
- .5 FTE converted from Part-time to Full-Time status (Sackville Sports Stadium)
- .5 FTE reduction to represent Part-Time Customer Service position
- 1 FTE transferred to Planning & Infrastructure (Leasing)

Community and Recreation Services Operating Budget Overview

CRS Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	24,530,200	27,542,100	26,377,219	28,043,800	501,700	1.8
* Office	869,400	1,165,200	1,093,731	866,500	(298,700)	(25.6)
* External Services	2,762,100	3,900,900	3,382,492	3,801,500	(99,400)	(2.5)
* Supplies	513,200	517,000	444,793	496,150	(20,850)	(4.0)
* Materials	1,500	96,300	121,843	96,400	100	0.1
* Building Costs	1,051,200	2,037,900	1,609,845	2,144,000	106,100	5.2
* Equipment & Communications	388,400	584,200	466,014	554,050	(30,150)	(5.2)
* Vehicle Expense	175,100	17,400	9,259	9,300	(8,100)	(46.6)
* Other Goods & Services	3,286,200	3,792,500	2,633,299	3,622,300	(170,200)	(4.5)
* Interdepartmental	(167,700)	1,000	106,773	150,200	149,200	14,920.0
* Debt Service	1,101,600	1,314,500	1,308,928	1,410,000	95,500	7.3
* Other Fiscal	1,462,100	2,363,300	3,611,552	1,488,100	(875,200)	(37.0)
** Total	35,973,300	43,332,300	41,165,748	42,682,300	(650,000)	(1.5)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(3,136,100)	(3,292,100)	(3,283,950)	(2,520,100)	772,000	(23.5)
* Fee Revenues	(17,200,400)	(23,210,400)	(21,418,046)	(22,608,100)	602,300	(2.6)
* Other Revenue	(787,000)	(1,024,800)	(1,807,018)	(1,308,700)	(283,900)	27.7
** Total	(21,123,500)	(27,527,300)	(26,509,013)	(26,436,900)	1,090,400	(4.0)
Net Surplus/Deficit	14,849,800	15,805,000	14,656,735	16,245,400	440,400	2.8

Community and Recreation Services Budget Overview by Service Area

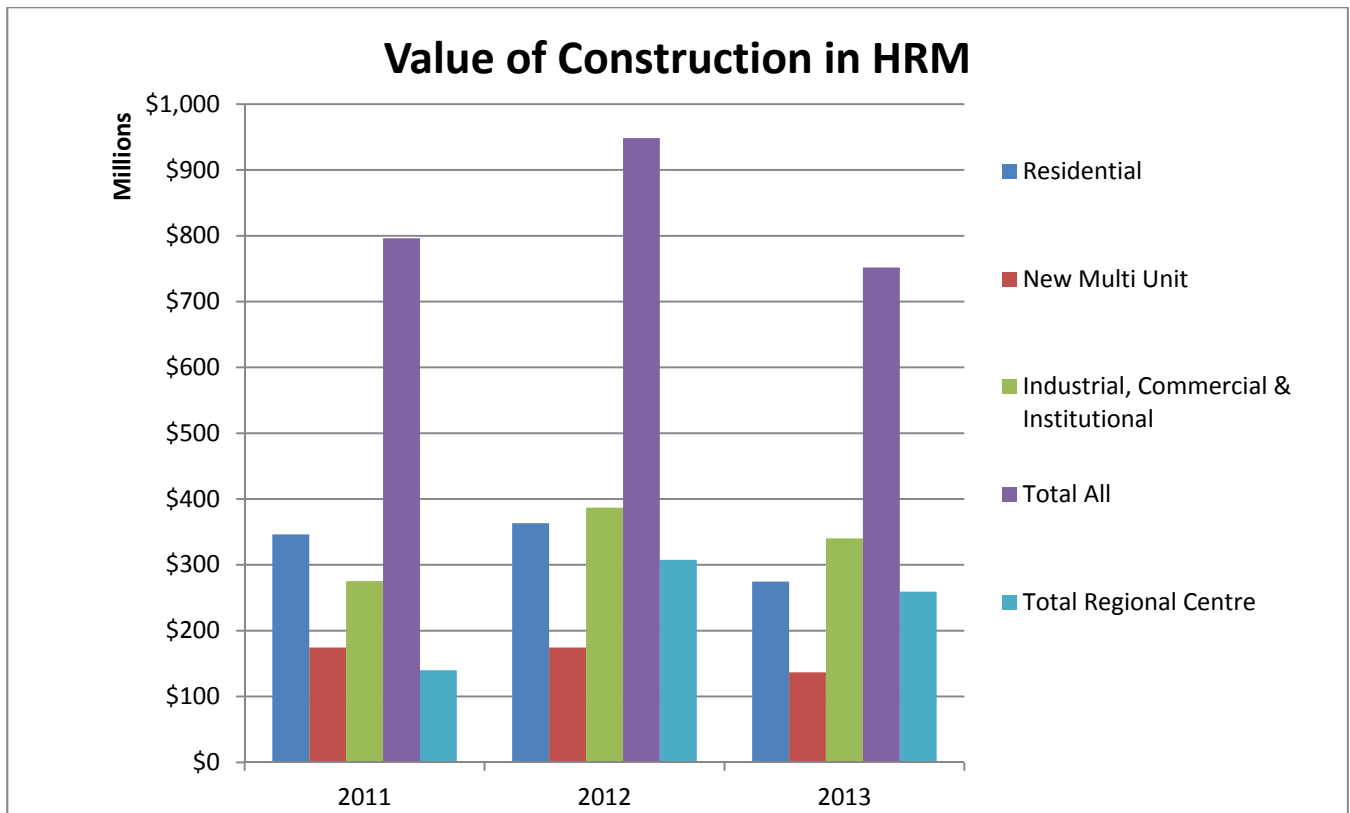
CRS Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actuals	2014-15 Budget	Budget Var.	Var as %
Municipal Compliance Summary of Expense & Revenue Types	(3,647,248)	(4,822,400)	(3,915,341)	(4,058,100)	764,300	(16)
Citizen Contact Centres Summary of Expense & Revenue Types	2,791,520	2,836,900	2,584,668	2,748,200	(88,700)	(3)
CRS Administration Summary of Expense & Revenue Types	365,700	395,200	389,997	385,700	(9,500)	(2)
Community Recreation Summary of Expense & Revenue Types	7,059,600	7,268,300	6,677,701	7,407,300	139,000	2
Regional Recreation Summary of Expense & Revenue Types	3,823,780	4,816,300	4,220,137	4,565,800	(250,500)	(5)
Development Approvals Summary of Expense & Revenue Types	4,456,448	5,310,700	4,699,573	5,196,500	(114,200)	(2)
	14,849,800	15,805,000	14,656,735	16,245,400	440,400	3%

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

- BMO Centre
- Sackville Sports stadium

Key Business Unit Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	66%	62%	67%	64%	64%
Expenditures per Dwelling	\$253	\$244	\$227	\$220	\$228
# of Dwellings	178,510	181,213	183,547	186,447	189,518
Total Value of Construction	\$793.7M	\$796.2M	\$948.3M	\$752M	\$750M



Community and Recreation Services Strategic Initiatives for 2014/15

Strategic Alignment	
C&RS 1.1	Healthy Communities – Recreation and Leisure
<p>Long Term Arena Strategy</p> <p>The Long Term Arena Strategy (LTAS) was initiated in January 2010 to address concerns related to HRM’s ability to maintain available ice inventory as close to 60% of the arenas were over 30 years of age. The first phase of work addressed short term arena needs and resulted in the construction of the BMO Centre 4-pad. In 2012, Regional Council approved the LTAS and directed staff to undertake analysis and consider partnership opportunities for consolidations of aging arenas in both Halifax and Dartmouth.</p> <p>In 2014, a report will be presented to Council which will provide advice on configuration, location, schedule, and partnerships for the consolidations proposed in the LTAS.</p>	
C&RS 1.2	Healthy Communities – Recreation and Leisure
<p>Increase Access to Recreation and Culture Programs and Services</p> <p>In support of Council priorities, Community and Recreation services will continue efforts to increase opportunities for unstructured play in HRM. Availability of play spaces, physical accessibility through the elimination of barriers, and affordability will remain high priorities. A partnership with the Province of Nova Scotia will assist in increasing access to recreation programs at major facilities through the THRIVE! initiative. In addition, a review of the Service Exchange Agreement and specific Joint Use Agreements with Halifax Regional School Board will be undertaken to ensure improved community access to schools can be achieved.</p>	
C&RS 1.3	Healthy Communities – Recreation and Leisure
<p>Community Facility Master Plan</p> <p>In 2008, Regional Council approved the Community Facility Master Plan (CFMP) as a guide for strategic decision making relative to community facility development. The CFMP supports planning, siting and operations relative to recreation facilities.</p> <p>Based on a Regional Council approved scope, the renewal of the CFMP will be initiated in 2014 to update data, consultations, and findings in order to ensure the document continues to be relevant for strategic recreation needs and planning.</p>	
C&RS 1.4	Healthy Communities - Local Food Production
<p>Local Food Production and Promotion</p> <p>Operational programs, policies, and regulations in support of local food production and promotion will be reviewed.</p>	
C&RS 1.5	Economic Development – Arts and Culture
<p>Arts & Culture Initiatives</p> <p>Findings of the Council appointed Special Advisory Committee on Arts and Culture (SACAC) and the outcomes of a Comparative Cultural Investment Analysis conducted by Hill Strategies will be presented to Council in 2014.</p>	

SACAC recommendations will respond to concerns related to governance, program administration and funding relative to professional arts organizations while the Hill study will provide a comprehensive analysis of HRM's funding contribution to the arts and culture sector as compared to other, similar-sized, jurisdictions in Canada.

Public art priorities for 2014 include new public art installations at Canada Games Centre, Dartmouth Bridge Terminal, and Halifax Library. In addition, work to restore the cenotaph at Sullivan's pond will be undertaken.

The HRM Event Grant policy will be updated to align with the Event Strategy and CRS will support the development of the Culture and Heritage priorities plan consistent with the approval of RP+5.

C&RS 1.6

Economic Development – Regulatory and Service Culture

Improve Regulations for HRM's Built Environment

In 2014, best practices with respect to development and construction permit fees will be proposed based on research findings from the Greater Halifax Partnership.

Regulations regarding HRM's built environment will be reviewed and improvements proposed/implemented for:

- barrier free standards in residential dwellings;
- minimum residential standards;
- new Provincial Energy code;
- consolidation and streamlining of building by-laws; and
- outdoor cafés.

C&RS 1.7

Governance and Communication – Agencies, Boards, and Commissions

Multi-District Facility Project, Phase 2

Recreation services are delivered through a variety of facilities, program offerings and governance structures. Eight different governance models are utilized for the operation of the HRM owned facilities including HRM operated, HRM leased, community board operated, community board leased and third party contracted. Multi-District facilities (MDF's) are one component of the recreation system and tend to be the largest buildings within it. Regionally located, MDFs are expected to serve a large number of residents within their commuter shed and beyond, addressing a significant portion of citizens' recreational needs.

In the fall of 2011, staff undertook an analysis on challenges facing HRM's Multi-District facilities. The resulting report, 'Multi-District & Event Facilities – A Case for Action' identified key issues facing the Multi-District & Event Facilities portfolio. Subsequently, Regional Council directed staff to undertake a two-phased priority project to address the issues outlined in the report.

Facilities included in the MDF project include:

- Alderney Landing;
- Canada Games Centre;
- Centennial Pool;
- Cole Harbour Place;
- Dartmouth Sportsplex;
- Halifax Forum;
- Sackville Sports Stadium; and
- St. Margaret's Centre.

Phase 1 of the MDF Project (Accountability and Reporting) was completed in 2013. Phase 2 of the Multi-District Facility Project (MDF) involves the assessment of community and HRM program expectations, facility mandates, facility program funding, and a review of governance. In February 2014, Community Planning and Economic Development Standing Committee (CPED) considered a report on Phase 2 and provided direction on the consultation and analysis related to the completion of Phase 2.

A report responding to the direction will be presented to Community Planning and Economic Development Committee in the Fall of 2014.

C&RS 1.8

Organizational Capacity - Technology

Support Business Transformation with Enabling Technology

Many of the Community and Recreation Services (C&RS) strategic initiatives involve transformation and continuous improvement. These initiatives will be supported by implementation of enabling technologies such as Customer Relationship Management, Licensing and Permitting, and Centralized Scheduling. C&RS will also support implementations led by other business units, such as Asset Management and Health and Safety.

C&RS 1.9

Service Excellence – Continuous Improvement

Continuous Improvement of Development Processes and Services

Continuous improvement in development processes and services remains a priority. To that end, Subdivision by-law consultation and amendments will be undertaken in 2014. In addition, the public consultation policy for planning applications will be reviewed, and an expedited process will be proposed for small projects within the HRM by Design area downtown.

C&RS 1.10

Service Excellence – Continuous Improvement

Service Delivery Organization Reviews

In 2014 Community & Recreation Services will conduct a recreation service organizational review to ensure the efficient and effective delivery of recreation programs and services.

C&RS 1.11

Service Excellence – Customer Service Culture

Customer Service

In 2014 a comprehensive analysis of HRM's Customer Service Centre facilities will be undertaken to seek efficiencies in the front-counter services offered. Opportunities will be sought to further integrate call taking and counter services with business unit partners. As well, payment services will be expanded to include the use of credit cards.

To ensure ongoing improvement, a customer service quality assurance process will be implemented to aid in meeting citizen and Council customer service expectations.

Summary of 2014/15 Community and Recreation Services Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Reduced budget for office expenditures	\$81,000		
Reduced budget for supplies (i.e. uniforms, program supplies)	\$9,200		
Reduced budget for equipment	\$39,000		
Reduced budget for vehicle expenses	\$4,000		
Reduced budget for goods and services (i.e. advertising, special projects)	\$199,000		
Increased budget for vacancy management	462,700		
Permanent reduction of vacant positions	\$500,000		
Federal Funding for Souls Strong	\$250,000		
Customer Service Centre Review/Rationalize		\$180,000	
Recreation Facility Rationalization		\$300,000	\$300,000
Multi-District Facility efficiency		\$500,000	\$500,000
Naming Rights		\$400,000	
New or Expanded Service Initiatives	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
7 day/week By-Law Service (Peak Season) - Pilot Program	None		
Cole Harbour Gym Enhancement	\$16,000		
New Provincial Energy Code	\$20,000		
Youth Advocate Program Expansion – Souls Strong	\$250,000 (Fed)		
Increased Access to Major Recreation Facilities – THRIVE! partnership with Province	\$91,000 (Prov)		

2014/15 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,417,920	2,545,700	2,340,121	2,547,900	2,200	0.1
* Office	117,900	101,000	87,291	26,000	(75,000)	(74.3)
* External Services	150,900	140,900	123,896	135,900	(5,000)	(3.5)
* Supplies		400	352	400		
* Equipment & Communications	800	800	133	800		
* Other Goods & Services	104,000	28,100	12,007	17,200	(10,900)	(38.8)
* Interdepartmental		20,000	20,000	20,000		
** Total	2,791,520	2,836,900	2,583,800	2,748,200	(88,700)	(3.1)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			868			
** Total			868			
Net Surplus/Deficit	2,791,520	2,836,900	2,584,668	2,748,200	(88,700)	(3.1)

Key Citizen Contact Centres Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Grade of Service Target (GOS - 80% of calls answered within 25 seconds)	76%	73%	63%	80%
Call Volume	516,272	460,000	405,000	400,000
# of Counter Service Transactions	121,000	105,000	95,000	100,000
Customer Satisfaction – Call Centre	93%	86%	85%	85%
Abandonment Rate	6%	6%	9.5%	10%

2014/15 Citizen Contact Centres Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
C&RS 2.1	Service Excellence – Customer Service Culture	Implement and support customer service quality assurance audit process
C&RS 2.2	Service Excellence – Customer Service Culture	Conduct an analysis of HRM’s customer service centre facilities to seek efficiencies and capacity through review of the front counter service offered
C&RS 2.3	Service Excellence – Customer Service Culture	Expand the ability for customers to use credit cards as a payment option
C&RS 2.4	Service Excellence – Customer Service Culture	Partner with Information, Communications, Technology unit to conduct an Opportunity Assessment for enhanced Corporate Customer Relationship Management technology
C&RS 2.5	Service Excellence – Customer Service Culture	Explore further opportunities to integrate call-taking and/or counter services within HRM: <ul style="list-style-type: none"> • Development Approvals • Facility Scheduling • Police Non-Emergency 5016 • Halifax Water

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	4,833,048	5,761,250	5,053,051	5,653,100	(108,150)	(1.9)
* Office	113,500	113,450	80,613	39,600	(73,850)	(65.1)
* External Services	14,000	34,000	33,834	27,800	(6,200)	(18.2)
* Supplies	2,100	2,100	1,332	1,750	(350)	(16.7)
* Materials				100	100	
* Building Costs	3,000	3,000			(3,000)	(100.0)
* Equipment & Communications	1,800	1,800	855	250	(1,550)	(86.1)
* Vehicle Expense	30,700					
* Other Goods & Services	135,500	139,500	74,078	98,100	(41,400)	(29.7)
* Interdepartmental			11,783			
* Other Fiscal	305,800	305,800	243,154	305,800		
** Total	5,439,448	6,360,900	5,498,699	6,126,500	(234,400)	(3.7)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(871,000)	(929,700)	(675,553)	(805,000)	124,700	(13.4)
* Other Revenue	(112,000)	(120,500)	(123,573)	(125,000)	(4,500)	3.7
** Total	(983,000)	(1,050,200)	(799,126)	(930,000)	120,200	(11.4)
Net Surplus/Deficit	4,456,448	5,310,700	4,699,573	5,196,500	(114,200)	(2.2)

Key Development Approvals Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
# Subdivision Applications Processed	509	510	438	485
# Development Permit Applications Processed	5288	5002	4600	4900
# Discretionary Land Development Applications Processed	91	113	122	105
# Civic Addressing Transactions	5034	1315	1060	1200

2014/15 Development Approvals Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
C&RS 3.1	Economic Development – Regulatory and Service Culture	Undertake Subdivision By-Law consultation and amendments
C&RS 3.2	Economic Development – Regulatory and Service Culture	Review public consultation policy for planning applications
C&RS 3.3	Economic Development – Regulatory and Service Culture	Develop and implement telecommunications functional plan
C&RS 3.4	Economic Development – Regulatory and Service Culture	In partnership with Planning & Infrastructure, propose for Council's consideration, an expedited process for small projects within the HRM by Design area downtown
C&RS 3.5	Economic Development – Regulatory and Service Culture	Implement best practices, including development and construction permit fees based on Greater Halifax Partnership findings and Regional Council direction.

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 licencing
- 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	5,678,752	5,303,650	4,979,795	5,292,300	(11,350)	(0.2)
* Office	191,300	237,800	126,264	216,200	(21,600)	(9.1)
* External Services	1,389,700	1,339,700	1,493,352	1,503,500	163,800	12.2
* Supplies	31,700	31,900	16,676	33,000	1,100	3.4
* Materials			125			
* Building Costs	1,800	126,800	2,127	90,800	(36,000)	(28.4)
* Equipment & Communications	94,700	114,800	55,502	98,700	(16,100)	(14.0)
* Vehicle Expense	124,900	2,000	965	3,500	1,500	75.0
* Other Goods & Services	64,400	72,450	58,263	94,400	21,950	30.3
* Interdepartmental			(33,198)			
* Other Fiscal		60,000	104,548	60,000		
** Total	7,577,252	7,289,100	6,804,419	7,392,400	103,300	1.4
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(11,206,000)	(12,093,000)	(10,606,083)	(11,432,000)	661,000	(5.5)
* Other Revenue	(18,500)	(18,500)	(113,677)	(18,500)		
** Total	(11,224,500)	(12,111,500)	(10,719,761)	(11,450,500)	661,000	(5.5)
Net Surplus/Deficit	(3,647,248)	(4,822,400)	(3,915,341)	(4,058,100)	764,300	(15.8)

Key Municipal Compliance Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Parking Enforcement -Tickets	172,000	190,000	181,000	181,000
Animal Control - Service Requests	12,000	13,700	12,100	12,500
Animal Control - Animals handled	830	890	765	800
Bylaw Services - Service Requests	4,800	5,891	4,155	4,500
Bylaw Services - Inspections	18,000	17,600	12,801	17,500
Taxi License Renewals	1,986	2,759	3,100	2,000
Building Inspections & Reviews	27,000	28,500	21,700	23,000
Permits Issued	3,954	4,515	3,820	4,000
Minimum Standards Inspections (M100)	703	610	570	600

2014/15 Municipal Compliance Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
C&RS 4.1	Economic Development – Regulatory and Service Culture	Update and consolidate building by-laws B201 Building; P400 Plumbing; and S700 Swimming Pool
C&RS 4.2	Economic Development – Regulatory and Service Culture	Implement new Provincial Energy Code
C&RS 4.3	Economic Development – Regulatory and Service Culture	Update Taxi By-law to address accessibility and to provide industry improvements
C&RS 4.4	Economic Development – Regulatory and Service Culture	Strengthen Outdoor Café regulation to accommodate CSA B651 Accessibility in Exterior Spaces
C&RS 4.5	Economic Development – Regulatory and Service Culture	Review and consolidate by-laws A200 Automatic Machines and A501 Licensing of Persons Monitoring Automatic Machines

C&RS 4.6	Economic Development – Regulatory and Service Culture	Provide advice to Council regarding options to improve accessibility in residential dwellings
C&RS 4.7	Economic Development – Regulatory and Service Culture	Lead review of Residential Minimum Standards by-law inclusive of stakeholder consultations.
C&RS 4.8	Economic Development – Regulatory and Service Culture	Lead improvements to A300 Animal Control regulations
C&RS 4.9	Service Excellence – Regulatory and Service Culture	Implement 7 days/week by-law enforcement pilot program in peak season (Apr to Oct)

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,666,780	3,957,600	3,904,242	3,842,100	(115,500)	(2.9)
* Office	45,200	323,950	463,569	305,000	(18,950)	(5.8)
* External Services	247,800	1,309,500	978,848	1,195,800	(113,700)	(8.7)
* Supplies	2,000	88,300	65,764	71,400	(16,900)	(19.1)
* Materials		94,700	115,704	94,700		
* Building Costs	30,000	1,356,400	1,298,686	1,494,400	138,000	10.2
* Equipment & Communications		172,800	126,046	169,100	(3,700)	(2.1)
* Other Goods & Services	1,269,000	1,616,350	1,370,579	1,476,400	(139,950)	(8.7)
* Interdepartmental		1,000	195,881	213,400	212,400	21,240.0
* Debt Service		276,000	275,933	271,400	(4,600)	(1.7)
* Other Fiscal	1,109,100	1,547,800	1,654,995	1,530,900	(16,900)	(1.1)
** Total	4,369,880	10,744,400	10,450,248	10,664,600	(79,800)	(0.7)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(486,100)	(5,609,000)	(5,499,365)	(5,710,400)	(101,400)	1.8
* Other Revenue	(60,000)	(319,100)	(730,746)	(388,400)	(69,300)	21.7
** Total	(546,100)	(5,928,100)	(6,230,111)	(6,098,800)	(170,700)	2.9
Net Surplus/Deficit	3,823,780	4,816,300	4,220,137	4,565,800	(250,500)	(5.2)

Key Regional Recreation and Culture Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
# Hallmark / Large Scale Events	22	31	22	28
Value of Hallmark / Large Scale Event Grants	939,000	1.45M	1M	1.55M
# Facility Agreements	34	34	33	33
Financial Support Provided through Facility Lease Agreements	1,300,000	1,300,000	1,300,000	1,300,000

2014/15 Regional Recreation and Culture Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
C&RS 5.1	Economic Development – Arts and Culture	Present Council report on Special Arts and Culture Advisory Committee recommendations and Kelly Hill benchmarking study and implement Council direction
C&RS 5.2	Economic Development – Arts and Culture	Install new public art at Canada Games Centre, Dartmouth Bridge Terminal, and Halifax Library
C&RS 5.3	Economic Development – Arts and Culture	Update HRM Event Grant Policy to align to the Event Strategy
C&RS 5.4	Healthy Communities – Recreation and Leisure	Implement THRIVE! funded pilot programs at Dartmouth Sportsplex, Canada Games Centre and Cole Harbour Place to increase the utilization of major sport and recreation facilities by members of the community who were not previously accessing these facilities.#
C&RS 5.5	Healthy Communities – Recreation and Leisure	Update Community Facility Master Plan (CFMP) based on scope defined by Council

C&RS 5.6	Healthy Communities – Recreation and Leisure	Provide advice to Regional Council regarding the Long Term Arena Strategy; including configuration, location, schedule, and partnerships
C&RS 5.7	Governance and Communication – ABCs	Present Multi-District Facility Project Phase 2 supplementary report to Community Planning and Economic Development Committee of Council by Fall 2014
C&RS 5.8	Service Excellence – Continuous Improvement	Conduct Recreation Service organizational review to improve the quality and efficiency of delivering Recreation services

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %	
* Compensation and Benefits	9,594,400	9,614,400	9,743,417	10,205,800	591,400	6.2	
* Office	363,900	351,300	317,538	246,500	(104,800)	(29.8)	
* External Services	419,500	353,900	402,456	441,900	88,000	24.9	
* Supplies	376,000	367,100	347,543	374,000	6,900	1.9	
* Materials	1,500	1,600	5,197	1,600			
* Building Costs	126,800	118,500	129,920	116,000	(2,500)	(2.1)	
* Equipment & Communications	273,200	253,900	276,642	236,300	(17,600)	(6.9)	
* Vehicle Expense	19,500	15,400	6,852	5,800	(9,600)	(62.3)	
* Other Goods & Services	1,087,100	1,155,200	876,874	1,094,200	(61,000)	(5.3)	
* Interdepartmental	(167,700)	(20,000)	(88,721)	(83,200)	(63,200)	316.0	
* Other Fiscal	29,300	29,300	(36,185)	29,300			
** Total	12,123,500	12,240,600	11,981,534	12,668,200	427,600	3.5	
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %	
* Fee Revenues	(4,637,300)	(4,578,700)	(4,637,045)	(4,660,700)	(82,000)	1.8	
* Other Revenue	(426,600)	(393,600)	(666,789)	(600,200)	(206,600)	52.5	
** Total	(5,063,900)	(4,972,300)	(5,303,834)	(5,260,900)	(288,600)	5.8	
Net Surplus/Deficit	7,059,600	7,268,300	6,677,701	7,407,300	139,000	1.9	

Key Community Recreation and Culture Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
# Direct Programs delivered by Community Recreation & Culture	6,533	6,625	6,973	7,000
# of Registrants	50,169	49,037	53,472	54,000
# Youth Enrolled in Leadership Training	900	1,523	2,095	2,100
# Participants at Emera Oval	130,000	130,000	135,000	140,000
# Community based partnerships	186	186	190	190

2014/15 Community Recreation and Culture Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
C&RS 6.1	Healthy Communities – Recreation and Leisure	Expand barrier-free program offerings
C&RS 6.2	Healthy Communities – Recreation and Leisure	Increase opportunities for unstructured play <ul style="list-style-type: none"> Re-negotiate Service Exchange Agreement (SEA) and Joint Use Agreements (JUA) with Halifax Regional School Board to increase community access
C&RS 6.3	Healthy Communities – Recreation and Leisure	Update and implement new inclusion policy
C&RS 6.4	Healthy Communities – Recreation and Leisure	Freeze HRM program and rental rates
C&RS 6.5	Healthy Communities – Local Food Production	Review vending services and Community Garden program to ensure alignment with Local Food Production and Promotion strategy
C&RS 6.6	Service Excellence – Continuous Improvement	Conduct Recreation Service organizational review to improve the quality and efficiency of delivering Recreation services

CRS Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
C410 Director's Office	365,700	395,200	389,872	385,700	(9,500)	(2.4)
C412 2011 CWG Project Off			126			
**** CRS Administration	365,700	395,200	389,997	385,700	(9,500)	(2.4)
C705 Facility Management	1,730,980	2,024,800	1,724,728	1,931,800	(93,000)	(4.6)
C730 Locked Cultural Affairs			45			
C760 Community/CivicEvent	1,191,700	1,350,100	1,185,393	1,309,300	(40,800)	(3.0)
D710 Community Developers	618,100	731,300	608,084	553,200	(178,100)	(24.4)
*** Regional Recreation Operation	3,540,780	4,106,200	3,518,249	3,794,300	(311,900)	(7.6)
Z111 Front Desk Lead			(120,417)			
Z112 Stadium Operations		503,600	684,844	1,503,300	999,700	198.5
Z113 Front Desk		211,700	194,613	211,700		
Z117 Sales & Marketing		115,300	97,426	110,100	(5,200)	(4.5)
Z121 Stadium Other		(80,600)	(72,021)	(67,200)	13,400	(16.6)
Z122 Stadium Security			(12,166)			
Z125 Stadium Admin.		840,700	804,974	798,700	(42,000)	(5.0)
Z126 Part Time Staff			920			
* Stadium Overall		1,590,700	1,578,171	2,556,600	965,900	60.7
Z141 Arena		(267,700)	(374,279)	(568,900)	(301,200)	112.5
Z146 Arena Skate Helpers			24			
* Arena		(267,700)	(374,255)	(568,900)	(301,200)	112.5
Z114 Reception			14,687			
Z115 Woman's Gym			11,094			
Z118 Fitness Centre General		(225,900)	(260,735)	(341,400)	(115,500)	51.1
Z119 Trainers			21,832			
Z142 Group Exercise		26,400	20,640	29,400	3,000	11.4
Z143 Mind & Body		(4,200)	(1,780)	(300)	3,900	(92.9)
Z144 F & L Leisure		(26,000)	(26,109)	(31,200)	(5,200)	20.0
Z145 Camps		(36,200)	(59,091)	(59,400)	(23,200)	64.1
Z161 Personal Training		(6,500)	(2,950)	(1,800)	4,700	(72.3)
Z162 Dance			2,158			
Z164 F & L Fitness		(11,200)	(16,836)	(12,300)	(1,100)	9.8
Z165 Training & Cycle Zone		(65,200)	19,363	(18,000)	47,200	(72.4)
* Fitness & Leisure		(348,800)	(277,728)	(435,000)	(86,200)	24.7
Z116 Aquatics Operations		349,200	312,755	26,300	(322,900)	(92.5)
Z123 Stad. Aquatics General		(23,600)	(44,725)	(14,100)	9,500	(40.3)
Z124 Lifeguards			28,426			
Z182 Aqua Fit & Leisure		(2,800)	(1,650)	(1,100)	1,700	(60.7)
Z183 Aquasize			5,262			
Z184 Leadership		(11,800)	(10,483)	(10,500)	1,300	(11.0)
Z185 First Aid & Sp Prgms		(10,500)	(9,110)	(10,200)	300	(2.9)
Z186 Learn to Swim		(372,700)	(366,453)	(368,300)	4,400	(1.2)
Z187 Technical Services			500			
* Aquatics		(72,200)	(85,480)	(377,900)	(305,700)	423.4
Z101 Curling Centre		(74,800)	(49,323)	(95,300)	(20,500)	27.4
Z102 Commercial		(177,200)	(148,534)	(312,500)	(135,300)	76.4
** Sackville Sports Stadium		650,000	642,851	767,000	117,000	18.0
C706 BMO Centre		(226,000)	(307,342)	(281,600)	(55,600)	24.6
D104 LEED's Facilities	146,100	146,100	226,380	146,100		
C910 Facility Transfers	136,900	140,000	140,000	140,000		
*** Regional Recreation Facilitie	283,000	710,100	701,888	771,500	61,400	8.6
**** Regional Recreation	3,823,780	4,816,300	4,220,137	4,565,800	(250,500)	(5.2)
A315 Ticket Office	(5,072,400)	(5,319,100)	(4,836,848)	(5,184,400)	134,700	(2.5)
S320 Animal control	946,050	973,150	1,028,470	1,005,200	32,050	3.3
S330 Taxi & Limousine	(193,500)	(202,300)	(190,666)	(196,300)	6,000	(3.0)
P463 Park Patrol	259,000					
*** License	(4,060,850)	(4,548,250)	(3,999,044)	(4,375,500)	172,750	(3.8)
S310 Contractual Serv Adm	181,450	195,200	180,869	200,600	5,400	2.8
S410 By-Law Services Adm	518,100	469,400	421,150	448,700	(20,700)	(4.4)
S420 By-Law Standards	1,133,552	1,119,550	845,531	1,147,700	28,150	2.5
S421 Contracted Remedies			8,025			
*** Bylaw	1,833,102	1,784,150	1,455,575	1,797,000	12,850	0.7
C430 Building Standards	(1,419,500)	(2,058,300)	(1,371,872)	(1,479,600)	578,700	(28.1)
*** Building Standards	(1,419,500)	(2,058,300)	(1,371,872)	(1,479,600)	578,700	(28.1)
**** Municipal Compliance	(3,647,248)	(4,822,400)	(3,915,341)	(4,058,100)	764,300	(15.8)
C310 Planning & Applic.	2,057,000	2,087,700	1,777,727	1,805,500	(282,200)	(13.5)
C330 Civic Addressing	189,500	130,300	83,076	105,800	(24,500)	(18.8)
C420 Subdivision & Dev.	1,465,448	2,184,800	2,067,126	2,320,200	135,400	6.2
C450 Development Engineering	744,500	907,900	771,644	965,000	57,100	6.3
**** Development Approvals	4,456,448	5,310,700	4,699,573	5,196,500	(114,200)	(2.2)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
S210 Operation's Adm	279,100	327,600	283,254	334,100	6,500	2.0
S220 Trucking/Fleet Services	8,200	11,600	3,781	6,600	(5,000)	(43.1)
** Operations	287,300	339,200	287,036	340,700	1,500	0.4
S231 947 Mitchell	89,200	87,100	101,828	87,000	(100)	(0.1)
S232 1300 St. Margaret's Bay	15,100	16,500	25,206	15,600	(900)	(5.5)
** Facilities/Buildings	104,300	103,600	127,034	102,600	(1,000)	(1.0)
S241 Paper Recycling	28,900	235,300	238,022	244,300	9,000	3.8
S242 Enviro Depot	170,400	145,600	150,207	164,300	18,700	12.8
S243 By Law Remedies	75,000	75,000	95,303	78,600	3,600	4.8
S244 Organic Carts	97,200	34,000	38,820	35,900	1,900	5.6
S245 Commercial Depot	(45,500)	12,100	10,533	15,900	3,800	31.4
** Initiatives	326,000	502,000	532,885	539,000	37,000	7.4
*** Youth Live	717,600	944,800	946,955	982,300	37,500	4.0
D160 SMBC Prog. & Maint.	44,500	53,200	54,349	53,200		
D170 CWSCC Prog. & Maint.	(30,500)	136,700	143,486	130,200	(6,500)	(4.8)
D175 Capt. Will Spry Aqua	36,200	74,200	33,771	73,000	(1,200)	(1.6)
D176 CWSCC Fitness Ctr	(32,300)	(22,100)	(27,828)	(21,300)	800	(3.6)
D180 Herring Cv. AreaProg	141,420	149,100	126,327	153,900	4,800	3.2
D220 Northcliffe Aquatics			603			
D320 Bedford Outdoor Pool	12,400	(8,800)	(22,632)	(7,400)	1,400	(15.9)
D540 Beaches/Common Pool	416,500	485,000	464,915	499,400	14,400	3.0
D570 Needham Aquatics	91,200	83,100	78,409	79,300	(3,800)	(4.6)
D830 NS Hospital Aquatics	(4,000)					
* Aquatic Services	675,420	950,400	851,399	960,300	9,900	1.0
C471 Halifax Commons Oval	244,200	215,000	224,618	313,600	98,600	45.9
** Aquatics & Oval	919,620	1,165,400	1,076,017	1,273,900	108,500	9.3
C726 Marketing & Promotions	91,000	91,000	70,923	84,000	(7,000)	(7.7)
C762 Youth Advocate Program	504,400		230			
C763 Souls Strong Project			606			
D101 Rec. Prog. Admin.	679,900	653,900	587,396	540,300	(113,600)	(17.4)
** Recreation Services	1,275,300	744,900	659,155	624,300	(120,600)	(16.2)
D755 Rec/Enviro Leadership	308,950	390,000	330,243	327,500	(62,500)	(16.0)
** Outdoor Recreation	308,950	390,000	330,243	327,500	(62,500)	(16.0)
D155 Area Prog. & Maint.	315,990	238,900	200,866	239,400	500	0.2
D210 Area Prog. & Maint.	329,350	342,500	360,551	344,300	1,800	0.5
D270 Lakeside Maint.			(27,212)			
D580 St Andrews Prog&Main	187,780	195,800	169,862	191,600	(4,200)	(2.1)
* Mainland N & Western	833,120	777,200	704,067	775,300	(1,900)	(0.2)
D310 BSFR Prog. & Maint.	785,210	820,800	769,242	852,500	31,700	3.9
D330 Mid. Musq. Program	38,600	38,600	40,407	37,900	(700)	(1.8)
D340 Fall River Rec. Ctr.		2,700	4,355		(2,700)	(100.0)
D350 Bdfd/Hmdplns CommCtr			(19,876)	106,000	106,000	
D975 Bedford Leisure Club		500	758		(500)	(100.0)
* Bedford/Sack/Fall River	823,810	862,600	794,887	996,400	133,800	15.5
D410 Musq Harbour Program	220,370	228,900	230,637	229,900	1,000	0.4
D420 MH Office & FitnessCtr	67,550	72,800	69,202	72,300	(500)	(0.7)
D430 Sheet Hbr. Prog.	164,050	161,100	144,543	155,200	(5,900)	(3.7)
D440 Sheet Hbr. Fitness Ctr	64,500	64,600	59,980	63,900	(700)	(1.1)
D620 Pres/LkEcho/LT Prog	44,720	27,300	47,759	34,600	7,300	26.7
D630 Cole Harbour Program	371,020	393,900	368,568	389,400	(4,500)	(1.1)
D172 NPCC Prog. & Maint	339,700	359,500	374,308	451,300	91,800	25.5
* Cole Hb/E Shore & Valley	1,271,910	1,308,100	1,294,997	1,396,600	88,500	6.8
D510 Area Prog. & Maint.	292,310	297,100	229,712	310,900	13,800	4.6
D550 Dixon Program	262,390	264,900	256,054	254,300	(10,600)	(4.0)
D565 The Pavilion				15,000	15,000	
D585 BloomfieldProg& Main	(44,600)	(10,600)	(37,870)	0	10,600	(100.0)
D590 Citadel Prog & Maint.	191,700	262,300	209,733	271,500	9,200	3.5
* Peninsula	701,800	813,700	657,629	851,700	38,000	4.7
D810 Area Prog. & Maint.	495,530	520,000	512,924	536,200	16,200	3.1
D811 Rec. Arts & Culture	247,100	222,700	182,534	217,700	(5,000)	(2.2)
D815 Dart North Com Ctre	235,160	225,100	214,506	240,300	15,200	6.8
D820 Findlay Maintenance			3,045			
D840 Grant Activities			(72,835)	17,100	17,100	
* Dartmouth/Eastern Passage	977,790	967,800	840,174	1,011,300	43,500	4.5

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
** Progr & Community Dev	4,608,430	4,729,400	4,291,753	5,031,300	301,900	6.4
D960 Devonshire Arena	(205,950)	(226,500)	(218,196)	(226,500)		
D970 Le Brun Centre	(296,750)	(267,400)	(275,924)	(267,400)		
D980 Gray Arena	(343,450)	(313,400)	(302,618)	(318,300)	(4,900)	1.6
D985 Bowles Arena	(312,250)	(312,700)	(312,679)	(312,700)		
* Arenas	(1,158,400)	(1,120,000)	(1,109,416)	(1,124,900)	(4,900)	0.4
D911 Outdoor - Bookings	336,400	362,100	325,104	242,300	(119,800)	(33.1)
* Facility Scheduling	336,400	362,100	325,104	242,300	(119,800)	(33.1)
** Arenas & Scheduling	(822,000)	(757,900)	(784,312)	(882,600)	(124,700)	16.5
D999 Clearing Account Rec			108,183			
** Clearing Account REC			108,183			
C220 Riverlake Com. Ctr.	5,300	5,300	3,481	5,300		
C230 Waverly Com. Centre	23,100	23,100	23,090	22,300	(800)	(3.5)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,900	6,900	5,417	6,900		
C270 Lucasville Comm. Ctr	8,700	8,700	7,926	8,400	(300)	(3.4)
C290 Upper Sack. Com. Ctr			2,092			
** Area Services	51,700	51,700	49,707	50,600	(1,100)	(2.1)
*** Community Recreation Services	6,342,000	6,323,500	5,730,746	6,425,000	101,500	1.6
**** Community Recreation	7,059,600	7,268,300	6,677,701	7,407,300	139,000	1.9
A663 Alderney Gate	211,000	168,600	158,232	170,000	1,400	0.8
A664 West end Mall	108,500	168,600	138,148	167,000	(1,600)	(0.9)
A665 Scotia Square	158,200	169,700	138,002	168,200	(1,500)	(0.9)
A667 Acadia Centre	108,650	117,000	113,253	117,700	700	0.6
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
*** Customer Service Centres	606,350	643,900	567,635	642,900	(1,000)	(0.2)
A625 Call Centre	2,185,170	2,193,000	2,017,033	2,105,300	(87,700)	(4.0)
**** Citizen Contact Centres	2,791,520	2,836,900	2,584,668	2,748,200	(88,700)	(3.1)
C105 Sackville Hts El Sch	0	0		0		
C155 Harrietsfield Rec Ct	(0)					
C175 Hubbards Rec. Centre	0	0			(0)	(100.0)
**** Area Rate Services	0	0		0	(0)	(50.0)
**** Total	14,849,800	15,805,000	14,656,735	16,245,400	440,400	2.8

CRS Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
C410 Director's Office	365,700	395,200	389,872	385,700	(9,500)	(2.4)
C412 2011 CWG Project Off			126			
**** CRS Administration	365,700	395,200	389,997	385,700	(9,500)	(2.4)
C705 Facility Management	1,812,980	2,106,300	1,895,213	2,013,300	(93,000)	(4.4)
C730 Locked Cultural Affairs			64			
C760 Community/CivicEvent	1,470,800	1,675,100	1,704,695	1,846,700	171,600	10.2
C764 Cultural Development			20,000			
D710 Community Developers	653,100	741,300	626,018	568,200	(173,100)	(23.4)
*** Regional Recreation Operation	3,936,880	4,522,700	4,245,990	4,428,200	(94,500)	(2.1)
Z111 Front Desk Lead			2,850			
Z112 Stadium Operations		503,600	683,844	1,503,300	999,700	198.5
Z113 Front Desk		211,700	194,613	211,700		
Z117 Sales & Marketing		115,300	97,426	110,100	(5,200)	(4.5)
Z121 Stadium Other		23,400	23,884	22,100	(1,300)	(5.6)
Z122 Stadium Security			(12,166)			
Z125 Stadium Admin.		840,700	804,974	798,700	(42,000)	(5.0)
Z126 Part Time Staff			920			
* Stadium Overall		1,694,700	1,796,344	2,645,900	951,200	56.1
Z141 Arena		359,100	198,367	31,100	(328,000)	(91.3)
Z146 Arena Skate Helpers			24			
* Arena		359,100	198,391	31,100	(328,000)	(91.3)
Z114 Reception			14,687			
Z115 Woman's Gym			11,094			
Z118 Fitness Centre General		549,100	451,875	413,600	(135,500)	(24.7)
Z119 Trainers			21,832			
Z142 Group Exercise		38,900	30,162	38,900		
Z143 Mind & Body		9,700	6,629	9,700		
Z144 F & L Leisure		16,700	11,874	15,300	(1,400)	(8.4)
Z145 Camps		26,400	53,231	39,300	12,900	48.9
Z161 Personal Training		13,500	2,876	5,200	(8,300)	(61.5)
Z162 Dance			2,158			
Z164 F & L Fitness		11,000	11,110	9,900	(1,100)	(10.0)
Z165 Training & Cycle Zone		60,800	25,526	22,000	(38,800)	(63.8)
* Fitness & Leisure		726,100	643,054	553,900	(172,200)	(23.7)
Z116 Aquatics Operations		349,200	312,755	26,300	(322,900)	(92.5)
Z123 Stad. Aquatics General		230,600	198,018	230,100	(500)	(0.2)
Z124 Lifeguards			28,426			
Z182 Aqua Fit & Leisure		38,100	32,232	39,800	1,700	4.5
Z183 Aquasize			5,262			
Z184 Leadership		23,200	9,071	19,500	(3,700)	(15.9)
Z185 First Aid & Sp Prgms		13,200	7,908	13,500	300	2.3
Z186 Learn to Swim		153,100	157,889	157,500	4,400	2.9
Z187 Technical Services			500			
* Aquatics		807,400	752,061	486,700	(320,700)	(39.7)
Z101 Curling Centre		49,400	49,253	8,900	(40,500)	(82.0)
Z102 Commercial		208,900	206,315	43,400	(165,500)	(79.2)
** Sackville Sports Stadium		3,845,600	3,645,418	3,769,900	(75,700)	(2.0)
C706 BMO Centre		1,940,000	2,033,819	2,030,400	90,400	4.7
D104 LEED's Facilities	146,100	146,100	226,380	146,100		
C910 Facility Transfers	286,900	290,000	298,642	290,000		
*** Regional Recreation Facilitie	433,000	6,221,700	6,204,258	6,236,400	14,700	0.2
**** Regional Recreation	4,369,880	10,744,400	10,450,248	10,664,600	(79,800)	(0.7)
A315 Ticket Office	1,127,600	1,380,900	1,269,290	1,379,600	(1,300)	(0.1)
S320 Animal control	1,096,050	1,173,150	1,259,229	1,205,200	32,050	2.7
S330 Taxi & Limousine	251,500	257,700	244,130	263,700	6,000	2.3
P463 Park Patrol	259,000					
*** License	2,734,150	2,811,750	2,772,648	2,848,500	36,750	1.3
S310 Contractual Serv Adm	181,450	195,200	180,869	200,600	5,400	2.8
S410 By-Law Services Adm	536,600	487,900	435,158	467,200	(20,700)	(4.2)
S420 By-Law Standards	1,133,552	1,119,550	845,531	1,147,700	28,150	2.5
S421 Contracted Remedies			101,506			
*** Bylaw	1,851,602	1,802,650	1,563,064	1,815,500	12,850	0.7
C430 Building Standards	2,991,500	2,674,700	2,468,707	2,728,400	53,700	2.0
*** Building Standards	2,991,500	2,674,700	2,468,707	2,728,400	53,700	2.0
**** Municipal Compliance	7,577,252	7,289,100	6,804,419	7,392,400	103,300	1.4
C310 Planning & Applic.	2,114,600	2,145,300	1,846,757	1,871,500	(273,800)	(12.8)
C330 Civic Addressing	301,500	250,800	208,841	230,800	(20,000)	(8.0)
C420 Subdivision & Dev.	2,028,148	2,802,800	2,534,908	2,885,200	82,400	2.9
C450 Development Engineering	995,200	1,162,000	908,194	1,139,000	(23,000)	(2.0)
**** Development Approvals	5,439,448	6,360,900	5,498,699	6,126,500	(234,400)	(3.7)

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
S210 Operation's Adm	294,100	342,600	295,535	349,100	6,500	1.9
S220 Trucking/Fleet Services	8,200	11,600	3,781	6,600	(5,000)	(43.1)
** Operations	302,300	354,200	299,317	355,700	1,500	0.4
S231 947 Mitchell	89,200	87,100	101,828	87,000	(100)	(0.1)
S232 1300 St. Margaret's Bay	15,100	16,500	25,206	15,600	(900)	(5.5)
** Facilities/Buildings	104,300	103,600	127,034	102,600	(1,000)	(1.0)
S241 Paper Recycling	78,900	283,300	279,867	292,300	9,000	3.2
S242 Enviro Depot	592,900	580,600	531,214	599,300	18,700	3.2
S243 By Law Remedies	95,500	99,000	111,597	102,600	3,600	3.6
S244 Organic Carts	109,700	34,000	38,820	35,900	1,900	5.6
S245 Commercial Depot	72,000	127,100	109,815	130,900	3,800	3.0
** Initiatives	949,000	1,124,000	1,071,313	1,161,000	37,000	3.3
*** Youth Live	1,355,600	1,581,800	1,497,664	1,619,300	37,500	2.4
D160 SMBC Prog. & Maint.	137,900	154,400	153,713	154,400		
D170 CWSCC Prog. & Maint.	(21,000)	152,200	159,486	145,700	(6,500)	(4.3)
D175 Capt. Will Spry Aqua	451,700	474,700	451,416	473,500	(1,200)	(0.3)
D176 CWSCC Fitness Ctr	44,900	43,400	41,846	44,200	800	1.8
D180 Herring Cv. AreaProg	196,200	217,900	201,976	222,700	4,800	2.2
D220 Northcliffe Aquatics			18			
D320 Bedford Outdoor Pool	74,400	72,200	62,585	73,600	1,400	1.9
D540 Beaches/Common Pool	470,600	496,000	496,219	510,400	14,400	2.9
D570 Needham Aquatics	158,200	165,600	180,809	169,800	4,200	2.5
D830 NS Hospital Aquatics	11,000					
* Aquatic Services	1,523,900	1,776,400	1,748,066	1,794,300	17,900	1.0
C471 Halifax Commons Oval	274,200	245,000	267,077	343,600	98,600	40.2
** Aquatics & Oval	1,798,100	2,021,400	2,015,143	2,137,900	116,500	5.8
C726 Marketing & Promotions	91,000	91,000	70,923	84,000	(7,000)	(7.7)
C762 Youth Advocate Program	504,400		230			
C763 Souls Strong Project			64,626	191,400	191,400	
D101 Rec. Prog. Admin.	679,900	653,900	589,261	540,300	(113,600)	(17.4)
** Recreation Services	1,275,300	744,900	725,040	815,700	70,800	9.5
D755 Rec/Enviro Leadership	368,600	459,600	384,458	397,100	(62,500)	(13.6)
** Outdoor Recreation	368,600	459,600	384,458	397,100	(62,500)	(13.6)
D155 Area Prog. & Maint.	569,400	479,600	433,376	483,400	3,800	0.8
D210 Area Prog. & Maint.	469,100	489,800	512,200	498,100	8,300	1.7
D580 St Andrews Prog&Main	308,100	327,100	322,474	326,900	(200)	(0.1)
* Mainland N & Western	1,346,600	1,296,500	1,268,051	1,308,400	11,900	0.9
D310 BSFR Prog. & Maint.	1,254,600	1,285,300	1,191,166	1,297,600	12,300	1.0
D330 Mid. Musq. Program	53,800	51,000	66,883	50,300	(700)	(1.4)
D340 Fall River Rec. Ctr.		2,700	4,355		(2,700)	(100.0)
D350 Bdfd/Hmdplns CommCtr			45,347	224,900	224,900	
D975 Bedford Leisure Club		500	758		(500)	(100.0)
* Bedford/Sack/Fall River	1,308,400	1,339,500	1,308,509	1,572,800	233,300	17.4
D410 Musq Harbour Program	303,100	294,000	294,268	294,500	500	0.2
D420 MH Office & FitnessCtr	100,500	105,800	106,783	104,800	(1,000)	(0.9)
D430 Sheet Hbr. Prog.	189,800	181,700	172,241	179,300	(2,400)	(1.3)
D440 Sheet Hbr. Fitness Ctr	75,500	75,200	69,896	73,200	(2,000)	(2.7)
D620 Pres/LkEcho/LT Prog	79,200	44,100	58,156	42,900	(1,200)	(2.7)
D630 Cole Harbour Program	477,200	513,000	491,976	513,000	0	
D172 NPCC Prog. & Maint	384,100	414,500	422,311	501,400	86,900	21.0
* Cole Hb/E Shore & Valley	1,609,400	1,628,300	1,615,631	1,709,100	80,800	5.0
D510 Area Prog. & Maint.	400,500	404,100	342,900	413,400	9,300	2.3
D550 Dixon Program	352,100	372,400	374,562	361,800	(10,600)	(2.8)
D565 The Pavilion				15,000	15,000	
D585 BloomfieldProg& Main	57,300	58,300	60,307	20,200	(38,100)	(65.4)
D590 Citadel Prog & Maint.	376,000	447,200	415,962	456,400	9,200	2.1
* Peninsula	1,185,900	1,282,000	1,193,731	1,266,800	(15,200)	(1.2)
D810 Area Prog. & Maint.	886,200	897,300	867,446	926,000	28,700	3.2
D811 Rec. Arts & Culture	247,100	227,700	182,534	217,700	(5,000)	(2.2)
D815 Dart North Com Ctre	272,000	266,000	264,791	283,200	17,200	6.5
D820 Findlay Maintenance			3,045			
D840 Grant Activities		14,800	70,564	52,800	38,000	256.8
* Dartmouth/Eastern Passage	1,405,300	1,400,800	1,388,380	1,479,700	78,900	5.6
** Progr & Community Dev	6,855,600	6,947,100	6,774,302	7,336,800	389,700	5.6

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
D960 Devonshire Arena	13,000	5,500	3,751	3,800	(1,700)	(30.9)
D970 Le Brun Centre	2,300	4,000	2,485	2,500	(1,500)	(37.5)
D980 Gray Arena	17,100	11,900	14,085	7,000	(4,900)	(41.2)
D985 Bowles Arena	10,200	8,200	6,998	7,500	(700)	(8.5)
* Arenas	42,600	29,600	27,319	20,800	(8,800)	(29.7)
D911 Outdoor - Bookings	370,600	399,100	368,338	284,600	(114,500)	(28.7)
* Facility Scheduling	370,600	399,100	368,338	284,600	(114,500)	(28.7)
** Arenas & Scheduling	413,200	428,700	395,657	305,400	(123,300)	(28.8)
D999 Clearing Account Rec			108,183			
** Clearing Account REC			108,183			
C220 Riverlake Com. Ctr.	5,300	5,300	7,081	5,300		
C230 Waverly Com. Centre	28,500	28,500	23,090	27,700	(800)	(2.8)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,900	6,900	5,417	6,900		
C270 Lucasville Comm. Ctr	8,700	8,700	7,926	8,400	(300)	(3.4)
C290 Upper Sack. Com. Ctr			29,874			
** Area Services	57,100	57,100	81,089	56,000	(1,100)	(1.9)
*** Community Recreation Services	10,767,900	10,658,800	10,483,870	11,048,900	390,100	3.7
**** Community Recreation	12,123,500	12,240,600	11,981,534	12,668,200	427,600	3.5
A663 Alderney Gate	211,000	168,600	158,232	170,000	1,400	0.8
A664 West end Mall	108,500	168,600	138,148	167,000	(1,600)	(0.9)
A665 Scotia Square	158,200	169,700	137,591	168,200	(1,500)	(0.9)
A667 Acadia Centre	108,650	117,000	113,253	117,700	700	0.6
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
*** Customer Service Centres	606,350	643,900	567,224	642,900	(1,000)	(0.2)
A625 Call Centre	2,185,170	2,193,000	2,016,575	2,105,300	(87,700)	(4.0)
**** Citizen Contact Centres	2,791,520	2,836,900	2,583,800	2,748,200	(88,700)	(3.1)
C105 Sackville Hts El Sch	216,800	229,700	228,959	237,900	8,200	3.6
C106 Prospect Rd Rec Ctr	245,900	255,100	254,699	264,000	8,900	3.5
C107 GlenArb Hme Owners	21,400	21,500	21,450	21,500		
C108 White Hill Res Assoc	27,600	27,600	27,500	27,600		
C110 East Preston Rec Ctr	31,100	32,300	32,236	33,400	1,100	3.4
C111 Lost Creek Comm Asso	7,300	9,000	8,950	9,000		
C113 Bedford Hamm P C/Ctr	480,100	518,800	516,953	559,700	40,900	7.9
C114 Ketch Hbr Resi. Asso	10,100	10,100	10,067	10,100		
C115 Mineville Community	10,300	10,500	10,540	10,500		
C117 Three Brks Homeowner		2,900	2,880	3,100	200	6.9
C120 Haliburton Hills	46,000	47,700	47,653	48,500	800	1.7
C125 Beaver Bank Rec Centre	209,500	216,700	216,596	222,400	5,700	2.6
C130 Highland Park	7,900	8,300	8,281	8,500	200	2.4
C132 Birch Bear Run HO	6,700			5,100	5,100	
C135 Kingswood Ratepayers	52,500	52,500	52,450	52,500		
C140 Prospect	77,700	80,600	80,431	83,400	2,800	3.5
C145 Westwood H Res Assoc	33,400	33,500	33,500	34,300	800	2.4
C150 Up. Hammonds Plains	39,200	38,100	37,991	38,100		
C155 Harrietsfield Rec Ct	29,200	30,800	30,798	32,000	1,200	3.9
C160 Musquodoboit Harbour	8,800	9,300	9,291	9,700	400	4.3
C165 Dutch Settlement	11,000	11,600	11,648	12,100	500	4.3
C170 Hammonds Plns Com.RT	60,200	63,000	62,845	65,000	2,000	3.2
C175 Hubbards Rec. Centre	40,200	41,700	41,495	42,600	900	2.2
C180 Grand Lake Com. Ctr	19,300	21,000	20,841	21,900	900	4.3
C190 Maplewood Subdivisio	18,400	18,400	18,300	18,300	(100)	(0.5)
C194 Fall River Rec Ctr	829,000	876,700	874,861		(876,700)	(100.0)
C196 Silverside Res.Assoc	16,300	16,300	16,300	16,300		
C198 St. Marg/Fox Hollow	6,200	6,200	6,180	6,200		
C199 St. Marg Bay Ctr	282,700	296,000	295,124	307,700	11,700	4.0
C210 LWF Recreation Ctr	177,600	183,500	183,315	188,400	4,900	2.7
C215 Porters lake Com Ctr	283,600	295,800	294,916	306,900	11,100	3.8
**** Area Rate Services	3,306,000	3,465,200	3,457,050	2,696,700	(768,500)	(22.2)
**** Total	35,973,300	43,332,300	41,165,748	42,682,300	(650,000)	(1.5)

CRS Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
C705 Facility Management	(82,000)	(81,500)	(170,485)	(81,500)		
C730 Locked Cultural Affairs			(19)			
C760 Community/CivicEvent	(279,100)	(325,000)	(519,302)	(537,400)	(212,400)	65.4
C764 Cultural Development			(20,000)			
D710 Community Developers	(35,000)	(10,000)	(17,934)	(15,000)	(5,000)	50.0
*** Regional Recreation Operation	(396,100)	(416,500)	(727,741)	(633,900)	(217,400)	52.2
Z111 Front Desk Lead			(123,267)			
Z112 Stadium Operations			1,000			
Z121 Stadium Other		(104,000)	(95,905)	(89,300)	14,700	(14.1)
* Stadium Overall		(104,000)	(218,173)	(89,300)	14,700	(14.1)
Z141 Arena		(626,800)	(572,646)	(600,000)	26,800	(4.3)
* Arena		(626,800)	(572,646)	(600,000)	26,800	(4.3)
Z118 Fitness Centre General		(775,000)	(712,610)	(755,000)	20,000	(2.6)
Z142 Group Exercise		(12,500)	(9,522)	(9,500)	3,000	(24.0)
Z143 Mind & Body		(13,900)	(8,409)	(10,000)	3,900	(28.1)
Z144 F & L Leisure		(42,700)	(37,983)	(46,500)	(3,800)	8.9
Z145 Camps		(62,600)	(112,322)	(98,700)	(36,100)	57.7
Z161 Personal Training		(20,000)	(5,827)	(7,000)	13,000	(65.0)
Z164 F & L Fitness		(22,200)	(27,946)	(22,200)		
Z165 Training & Cycle Zone		(126,000)	(6,163)	(40,000)	86,000	(68.3)
* Fitness & Leisure		(1,074,900)	(920,782)	(988,900)	86,000	(8.0)
Z123 Stad. Aquatics General		(254,200)	(242,743)	(244,200)	10,000	(3.9)
Z182 Aqua Fit & Leisure		(40,900)	(33,882)	(40,900)		
Z184 Leadership		(35,000)	(19,555)	(30,000)	5,000	(14.3)
Z185 First Aid & Sp Prgms		(23,700)	(17,019)	(23,700)		
Z186 Learn to Swim		(525,800)	(524,343)	(525,800)		
* Aquatics		(879,600)	(837,541)	(864,600)	15,000	(1.7)
Z101 Curling Centre		(124,200)	(98,577)	(104,200)	20,000	(16.1)
Z102 Commercial		(386,100)	(354,849)	(355,900)	30,200	(7.8)
** Sackville Sports Stadium		(3,195,600)	(3,002,567)	(3,002,900)	192,700	(6.0)
C706 BMO Centre		(2,166,000)	(2,341,161)	(2,312,000)	(146,000)	6.7
C910 Facility Transfers	(150,000)	(150,000)	(158,642)	(150,000)		
*** Regional Recreation Facilitie	(150,000)	(5,511,600)	(5,502,370)	(5,464,900)	46,700	(0.8)
**** Regional Recreation	(546,100)	(5,928,100)	(6,230,111)	(6,098,800)	(170,700)	2.9
A315 Ticket Office	(6,200,000)	(6,700,000)	(6,106,138)	(6,564,000)	136,000	(2.0)
S320 Animal control	(150,000)	(200,000)	(230,759)	(200,000)		
S330 Taxi & Limousine	(445,000)	(460,000)	(434,796)	(460,000)		
*** License	(6,795,000)	(7,360,000)	(6,771,692)	(7,224,000)	136,000	(1.8)
S410 By-Law Services Adm	(18,500)	(18,500)	(14,008)	(18,500)		
S421 Contracted Remedies			(93,482)			
*** Bylaw	(18,500)	(18,500)	(107,490)	(18,500)		
C430 Building Standards	(4,411,000)	(4,733,000)	(3,840,579)	(4,208,000)	525,000	(11.1)
*** Building Standards	(4,411,000)	(4,733,000)	(3,840,579)	(4,208,000)	525,000	(11.1)
**** Municipal Compliance	(11,224,500)	(12,111,500)	(10,719,761)	(11,450,500)	661,000	(5.5)
C310 Planning & Applic.	(57,600)	(57,600)	(69,030)	(66,000)	(8,400)	14.6
C330 Civic Addressing	(112,000)	(120,500)	(125,765)	(125,000)	(4,500)	3.7
C420 Subdivision & Dev.	(562,700)	(618,000)	(467,781)	(565,000)	53,000	(8.6)
C450 Development Engineering	(250,700)	(254,100)	(136,550)	(174,000)	80,100	(31.5)
**** Development Approvals	(983,000)	(1,050,200)	(799,126)	(930,000)	120,200	(11.4)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
S210 Operation's Adm	(15,000)	(15,000)	(12,281)	(15,000)		
** Operations	(15,000)	(15,000)	(12,281)	(15,000)		
S241 Paper Recycling	(50,000)	(48,000)	(41,845)	(48,000)		
S242 Enviro Depot	(422,500)	(435,000)	(381,007)	(435,000)		
S243 By Law Remedies	(20,500)	(24,000)	(16,294)	(24,000)		
S244 Organic Carts	(12,500)					
S245 Commercial Depot	(117,500)	(115,000)	(99,283)	(115,000)		
** Initiatives	(623,000)	(622,000)	(538,428)	(622,000)		
*** Youth Live	(638,000)	(637,000)	(550,709)	(637,000)		
D160 SMBC Prog. & Maint.	(93,400)	(101,200)	(99,364)	(101,200)		
D170 CWSCC Prog. & Maint.	(9,500)	(15,500)	(16,000)	(15,500)		
D175 Capt. Will Spry Aqua	(415,500)	(400,500)	(417,644)	(400,500)		
D176 CWSCC Fitness Ctr	(77,200)	(65,500)	(69,674)	(65,500)		
D180 Herring Cv. AreaProg	(54,780)	(68,800)	(75,648)	(68,800)		
D220 Northcliffe Aquatics			585			
D320 Bedford Outdoor Pool	(62,000)	(81,000)	(85,217)	(81,000)		
D540 Beaches/Common Pool	(54,100)	(11,000)	(31,304)	(11,000)		
D570 Needham Aquatics	(67,000)	(82,500)	(102,400)	(90,500)	(8,000)	9.7
D830 NS Hospital Aquatics	(15,000)					
* Aquatic Services	(848,480)	(826,000)	(896,667)	(834,000)	(8,000)	1.0
C471 Halifax Commons Oval	(30,000)	(30,000)	(42,459)	(30,000)		
** Aquatics & Oval	(878,480)	(856,000)	(939,126)	(864,000)	(8,000)	0.9
C763 Souls Strong Project			(64,020)	(191,400)	(191,400)	
D101 Rec. Prog. Admin.			(1,865)			
** Recreation Services			(65,885)	(191,400)	(191,400)	
D755 Rec/Enviro Leadership	(59,650)	(69,600)	(54,215)	(69,600)		
** Outdoor Recreation	(59,650)	(69,600)	(54,215)	(69,600)		
D155 Area Prog. & Maint.	(253,410)	(240,700)	(232,510)	(244,000)	(3,300)	1.4
D210 Area Prog. & Maint.	(139,750)	(147,300)	(151,648)	(153,800)	(6,500)	4.4
D270 Lakeside Maint.			(27,212)			
D580 St Andrews Prog&Main	(120,320)	(131,300)	(152,613)	(135,300)	(4,000)	3.0
* Mainland N & Western	(513,480)	(519,300)	(563,984)	(533,100)	(13,800)	2.7
D310 BSFR Prog. & Maint.	(469,390)	(464,500)	(421,923)	(445,100)	19,400	(4.2)
D330 Mid. Musq. Program	(15,200)	(12,400)	(26,475)	(12,400)		
D350 Bdfd/Hmdplns CommCtr			(65,223)	(118,900)	(118,900)	
* Bedford/Sack/Fall River	(484,590)	(476,900)	(513,622)	(576,400)	(99,500)	20.9
D410 Musq Harbour Program	(82,730)	(65,100)	(63,631)	(64,600)	500	(0.8)
D420 MH Office & FitnessCtr	(32,950)	(33,000)	(37,582)	(32,500)	500	(1.5)
D430 Sheet Hbr. Prog.	(25,750)	(20,600)	(27,698)	(24,100)	(3,500)	17.0
D440 Sheet Hbr. Fitness Ctr	(11,000)	(10,600)	(9,916)	(9,300)	1,300	(12.3)
D620 Pres/LkEcho/LT Prog	(34,480)	(16,800)	(10,397)	(8,300)	8,500	(50.6)
D630 Cole Harbour Program	(106,180)	(119,100)	(123,407)	(123,600)	(4,500)	3.8
D172 NPCC Prog. & Maint	(44,400)	(55,000)	(48,004)	(50,100)	4,900	(8.9)
* Cole Hb/E Shore & Valley	(337,490)	(320,200)	(320,635)	(312,500)	7,700	(2.4)
D510 Area Prog. & Maint.	(108,190)	(107,000)	(113,188)	(102,500)	4,500	(4.2)
D550 Dixon Program	(89,710)	(107,500)	(118,508)	(107,500)		
D585 BloomfieldProg& Main	(101,900)	(68,900)	(98,176)	(20,200)	48,700	(70.7)
D590 Citadel Prog & Maint.	(184,300)	(184,900)	(206,229)	(184,900)		
* Peninsula	(484,100)	(468,300)	(536,101)	(415,100)	53,200	(11.4)
D810 Area Prog. & Maint.	(390,670)	(377,300)	(354,522)	(389,800)	(12,500)	3.3
D815 Dart North Com Ctre	(36,840)	(40,900)	(50,285)	(42,900)	(2,000)	4.9
D840 Grant Activities		(14,800)	(143,399)	(35,700)	(20,900)	141.2
* Dartmouth/Eastern Passage	(427,510)	(433,000)	(548,206)	(468,400)	(35,400)	8.2
** Progr & Community Dev	(2,247,170)	(2,217,700)	(2,482,548)	(2,305,500)	(87,800)	4.0

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
D960 Devonshire Arena	(218,950)	(232,000)	(221,946)	(230,300)	1,700	(0.7)
D970 Le Brun Centre	(299,050)	(271,400)	(278,409)	(269,900)	1,500	(0.6)
D980 Gray Arena	(360,550)	(325,300)	(316,703)	(325,300)		
D985 Bowles Arena	(322,450)	(320,900)	(319,677)	(320,200)	700	(0.2)
* Arenas	(1,201,000)	(1,149,600)	(1,136,735)	(1,145,700)	3,900	(0.3)
D911 Outdoor - Bookings	(34,200)	(37,000)	(43,234)	(42,300)	(5,300)	14.3
* Facility Scheduling	(34,200)	(37,000)	(43,234)	(42,300)	(5,300)	14.3
** Arenas & Scheduling	(1,235,200)	(1,186,600)	(1,179,969)	(1,188,000)	(1,400)	0.1
C220 Riverlake Com. Ctr.			(3,600)			
C230 Waverly Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(27,782)			
** Area Services	(5,400)	(5,400)	(31,382)	(5,400)		
*** Community Recreation Services	(4,425,900)	(4,335,300)	(4,753,125)	(4,623,900)	(288,600)	6.7
**** Community Recreation	(5,063,900)	(4,972,300)	(5,303,834)	(5,260,900)	(288,600)	5.8
A665 Scotia Square			411			
*** Customer Service Centres			411			
A625 Call Centre			457			
**** Citizen Contact Centres			868			
C105 Sackville Hts El Sch	(216,800)	(229,700)	(228,959)	(237,900)	(8,200)	3.6
C106 Prospect Rd Rec Ctr	(245,900)	(255,100)	(254,699)	(264,000)	(8,900)	3.5
C107 GlenArb Hme Owners	(21,400)	(21,500)	(21,450)	(21,500)		
C108 White Hill Res Assoc	(27,600)	(27,600)	(27,500)	(27,600)		
C110 East Preston Rec Ctr	(31,100)	(32,300)	(32,236)	(33,400)	(1,100)	3.4
C111 Lost Creek Comm Asso	(7,300)	(9,000)	(8,950)	(9,000)		
C113 Bedford Hamm P C/Ctr	(480,100)	(518,800)	(516,953)	(559,700)	(40,900)	7.9
C114 Ketch Hbr Resi. Asso	(10,100)	(10,100)	(10,067)	(10,100)		
C115 Mineville Community	(10,300)	(10,500)	(10,540)	(10,500)		
C117 Three Brks Homeowner		(2,900)	(2,880)	(3,100)	(200)	6.9
C120 Haliburton Hills	(46,000)	(47,700)	(47,653)	(48,500)	(800)	1.7
C125 Beaver Bank Rec Centre	(209,500)	(216,700)	(216,596)	(222,400)	(5,700)	2.6
C130 Highland Park	(7,900)	(8,300)	(8,281)	(8,500)	(200)	2.4
C132 Birch Bear Run HO	(6,700)			(5,100)	(5,100)	
C135 Kingswood Ratepayers	(52,500)	(52,500)	(52,450)	(52,500)		
C140 Prospect	(77,700)	(80,600)	(80,431)	(83,400)	(2,800)	3.5
C145 Westwood H Res Assoc	(33,400)	(33,500)	(33,500)	(34,300)	(800)	2.4
C150 Up. Hammonds Plains	(39,200)	(38,100)	(37,991)	(38,100)		
C155 Harrietsfield Rec Ct	(29,200)	(30,800)	(30,798)	(32,000)	(1,200)	3.9
C160 Musquodoboit Harbour	(8,800)	(9,300)	(9,291)	(9,700)	(400)	4.3
C165 Dutch Settlement	(11,000)	(11,600)	(11,648)	(12,100)	(500)	4.3
C170 Hammonds Plns Com.RT	(60,200)	(63,000)	(62,845)	(65,000)	(2,000)	3.2
C175 Hubbards Rec. Centre	(40,200)	(41,700)	(41,495)	(42,600)	(900)	2.2
C180 Grand Lake Com. Ctr	(19,300)	(21,000)	(20,841)	(21,900)	(900)	4.3
C190 Maplewood Subdivisio	(18,400)	(18,400)	(18,300)	(18,300)	100	(0.5)
C194 Fall River Rec Ctr	(829,000)	(876,700)	(874,861)		876,700	(100.0)
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,300)		
C198 St. Marg/Fox Hollow	(6,200)	(6,200)	(6,180)	(6,200)		
C199 St. Marg Bay Ctr	(282,700)	(296,000)	(295,124)	(307,700)	(11,700)	4.0
C210 LWF Recreation Ctr	(177,600)	(183,500)	(183,315)	(188,400)	(4,900)	2.7
C215 Porters lake Com Ctr	(283,600)	(295,800)	(294,916)	(306,900)	(11,100)	3.8
**** Area Rate Services	(3,306,000)	(3,465,200)	(3,457,050)	(2,696,700)	768,500	(22.2)
**** Total	(21,123,500)	(27,527,300)	(26,509,013)	(26,436,900)	1,090,400	(4.0)

CRS Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	16,930,100	19,248,600	17,895,193	19,822,900	574,300	3.0
6002 Salaries - Overtime	171,500	219,700	187,138	206,500	(13,200)	(6.0)
6003 Wages - Regular			4,517,708	141,300	141,300	
6004 Wages - Overtime			4,050			
6005 PDP Increases			(169,786)			
6051 Shift Agreements	10,000	10,000	13,849	10,700	700	7.0
6052 Shift Differentials		6,400		6,400		
6054 Vacation payout			31,199			
6099 Other Allowances			3,131			
6100 Benefits - Salaries	3,207,500	3,650,800	3,511,042	4,084,900	434,100	11.9
6101 Benefits - Wages			295,272			
6110 Vacancy Management	(348,900)	(444,800)		(1,407,500)	(962,700)	216.4
6150 Honorariums	8,400	8,500	8,521	12,400	3,900	45.9
6151 Vehicle Allowance	14,400	5,700			(5,700)	(100.0)
6152 Retirement Incentives	96,100	110,700	101,103	113,400	2,700	2.4
6153 Severance			1,196			
6154 Workers' Compensation	297,800	296,800	363,463	288,500	(8,300)	(2.8)
6155 Overtime Meals	1,100	600	1,299	600		
6156 Clothing Allowance			4			
6157 stipends	313,200	313,200	292,251	319,500	6,300	2.0
6199 Comp & Ben InterDept	(228,000)	(56,200)	(766,893)	5,900	62,100	(110.5)
9200 HR CATS Wage/Ben	4,057,000	4,172,100	45,182	4,438,300	266,200	6.4
9210 HR CATS OT Wage/Ben			42,608			
9230 HR CATS OT Meals			(310)			
* Compensation and Benefits	24,530,200	27,542,100	26,377,219	28,043,800	501,700	1.8
6201 Telephone	390,750	386,050	359,826	167,200	(218,850)	(56.7)
6202 Courier/Postage	91,100	95,600	71,504	90,300	(5,300)	(5.5)
6203 Office Furn/Equip	92,650	141,400	58,523	118,400	(23,000)	(16.3)
6204 Computer S/W & Lic	7,300	19,100	11,888	15,300	(3,800)	(19.9)
6205 Printing & Reproduction	105,700	95,650	60,328	80,600	(15,050)	(15.7)
6207 Office Supplies	169,100	196,300	118,914	168,300	(28,000)	(14.3)
6299 Other Office Expenses	12,800	231,100	412,748	226,400	(4,700)	(2.0)
* Office	869,400	1,165,200	1,093,731	866,500	(298,700)	(25.6)
6301 Professional Fees	10,700	10,700	3,027	9,000	(1,700)	(15.9)
6302 Legal Fees	1,500	1,500	467	500	(1,000)	(66.7)
6303 Consulting Fees	52,100	41,500	42,944	26,500	(15,000)	(36.1)
6304 Janitorial Services	50,000	290,100	304,314	287,200	(2,900)	(1.0)
6308 Snow Removal	22,700	56,600	59,192	56,900	300	0.5
6310 Outside Personnel	13,000	13,500	18,297	12,500	(1,000)	(7.4)
6311 Security	12,700	19,000	9,135	20,400	1,400	7.4
6312 Refuse Collection	21,800	25,500	27,495	25,500		
6399 Contract Services	2,577,600	3,442,500	2,917,622	3,363,000	(79,500)	(2.3)
* External Services	2,762,100	3,900,900	3,382,492	3,801,500	(99,400)	(2.5)
6401 Uniforms & Clothing	76,600	81,500	61,112	76,200	(5,300)	(6.5)
6402 Med & First Aid Supp	7,900	8,300	5,357	7,300	(1,000)	(12.0)
6404 Rec Prog Supplies	396,800	362,900	318,087	350,600	(12,300)	(3.4)
6406 Bridge Tolls	1,500	6,800	8,466	7,850	1,050	15.4
6407 Cleaning/Sanitary Supplies	19,400	38,800	34,299	37,700	(1,100)	(2.8)
6409 Personal Protect Equ		1,000	3,517	500	(500)	(50.0)
6499 Other Supplies	11,000	17,700	13,955	16,000	(1,700)	(9.6)
* Supplies	513,200	517,000	444,793	496,150	(20,850)	(4.0)
6502 Chemicals		20,900	20,527	20,900		
6503 Fertilizer			49			
6504 Hardware	500	1,000	4,995	1,100	100	10.0
6505 Lubricants			172			
6506 Lumber	500	300	337	300		
6507 Propane		65,800	81,965	65,800		
6511 Salt			15			
6512 Sand			14			
6513 Seeds & Plants		8,000	12,776	8,000		
6517 Paint	500	300	285	300		
6519 Welding Supplies			584			
6599 Other Materials			125			
* Materials	1,500	96,300	121,843	96,400	100	0.1

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6602 Electrical	100	5,000	7,282	5,000		
6603 Grounds and Landscaping	124,700	75,700	33,016	108,500	32,800	43.3
6605 Municipal Taxes		43,400	52,010	43,400		
6606 Heating Fuel	95,400	279,800	287,926	283,200	3,400	1.2
6607 Electricity	90,100	1,053,700	1,025,610	1,064,400	10,700	1.0
6608 Water	12,700	74,100	54,661	65,300	(8,800)	(11.9)
6610 Building - Exterior		21,500	3,442	21,500		
6611 Building - Interior	2,000	248,900	94,734	210,600	(38,300)	(15.4)
6612 Safety Systems	1,700	1,500	883	1,500		
6613 Overhead Doors			74			
6617 Pest Management	500	2,200	1,943	2,300	100	4.5
6699 Other Building Cost	724,000	232,100	48,264	338,300	106,200	45.8
* Building Costs	1,051,200	2,037,900	1,609,845	2,144,000	106,100	5.2
6701 Equipment Purchase	286,800	410,100	375,612	387,000	(23,100)	(5.6)
6702 Small Tools	800	2,500	1,124	2,250	(250)	(10.0)
6703 Computer Equipment/Rentals	1,600	2,600	1,320	2,100	(500)	(19.2)
6704 Equipment Rental	13,600	16,700	13,753	19,200	2,500	15.0
6705 Equip - R&M	37,100	76,300	29,497	73,100	(3,200)	(4.2)
6706 Computer R&M	11,000	14,500	709	8,700	(5,800)	(40.0)
6707 Plumbing & Heating	5,000	5,000	853	5,200	200	4.0
6708 Mechanical Equipment		1,000	373	1,000		
6711 Communication System	32,500	55,500	42,774	55,500		
* Equipment & Communications	388,400	584,200	466,014	554,050	(30,150)	(5.2)
6802 Vehicle R&M	6,000	7,000	947	2,000	(5,000)	(71.4)
6803 Vehicle Fuel - Diesel			1,442			
6804 Vehicle Fuel - Gasoline	9,200	7,900	6,802	5,800	(2,100)	(26.6)
6806 Vehicle Rentals			48	1,500	1,500	
6807 Vehicle Leases	159,900	2,500			(2,500)	(100.0)
6899 Other Vehicle Expense			19			
* Vehicle Expense	175,100	17,400	9,259	9,300	(8,100)	(46.6)
6901 Membership Dues	28,600	37,200	31,908	40,500	3,300	8.9
6902 Conferences and Workshops	11,000	19,250	10,293	19,250		
6903 Travel - Local	192,900	174,850	162,592	165,900	(8,950)	(5.1)
6904 Travel - Out of Town	15,800	16,700	18,611	16,800	100	0.6
6905 Training & Education	74,800	93,550	51,495	92,650	(900)	(1.0)
6906 Licenses & Agreements		2,400	3,627	5,900	3,500	145.8
6909 Cost of Sales	300,000	282,800	246,331	282,800		
6910 Signage	40,200	46,900	29,810	35,700	(11,200)	(23.9)
6911 Facilities Rental	351,800	365,100	278,221	355,900	(9,200)	(2.5)
6912 Advertising and Promotion	149,500	128,250	76,804	100,650	(27,600)	(21.5)
6913 Awards	62,100	51,550	31,051	39,600	(11,950)	(23.2)
6914 Recruiting			14,443			
6915 Research Data Acquisition	6,000	2,000			(2,000)	(100.0)
6916 Public Education	77,900	50,900	35,366	38,000	(12,900)	(25.3)
6917 Books and Periodicals	18,800	13,900	4,780	19,000	5,100	36.7
6918 Meals	2,700	2,300	3,078	3,300	1,000	43.5
6919 Special Projects	456,900	965,400	262,619	1,073,100	107,700	11.2
6928 Committee Expenses	500	300		800	500	166.7
6932 Youth Programming Services		95,000	153,887		(95,000)	(100.0)
6933 Community Events	844,400	981,100	794,168	931,400	(49,700)	(5.1)
6938 Rewarding Excellence	16,800	26,750	5,411	16,950	(9,800)	(36.6)
6941 Playground Equipment	364,300	40,500	14,218	3,500	(37,000)	(91.4)
6942 Management Fees	146,900	357,000	388,542	367,400	10,400	2.9
6943 Health and Wellness	20,000	30,200			(30,200)	(100.0)
6999 Other Goods and Services	104,300	8,600	16,045	13,200	4,600	53.5
* Other Goods & Services	3,286,200	3,792,500	2,633,299	3,622,300	(170,200)	(4.5)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Community and Recreation Services

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
7007 ItnTrsf Paper Recyc			(252)			
7009 Internal Transfers Other			(74,176)	(63,200)	(63,200)	
7011 Int Trf Record Check			7,665			
7012 Int Trf Print/Reprod			2,471			
7013 Int Trf Extra Duty			188,974	212,400	212,400	
7015 Int Trf FacilityRent			71,704			
7099 Interdept Chargeback	(167,700)		(95,200)			
9900 Rev/Exp.Vehicle Rental		1,000	3,419	1,000		
9910 PM Shop Expenses			400			
9911 PM Labour-Reg			1,769			
* Interdepartmental	(167,700)	1,000	106,773	150,200	149,200	14,920.0
8010 Other Interest	800	800	730	700	(100)	(12.5)
8011 Interest on Debentures	424,800	448,700	443,394	427,300	(21,400)	(4.8)
8012 Principal on Debentures	673,600	862,600	862,370	979,600	117,000	13.6
8013 Loan Principal Repayment	2,400	2,400	2,434	2,400		
* Debt Service	1,101,600	1,314,500	1,308,928	1,410,000	95,500	7.3
8001 Transf Outside Agenc	3,373,100	1,899,000	1,547,350	2,119,300	220,300	11.6
8003 Insurance Pol/Prem	25,700	79,300	21,064	15,500	(63,800)	(80.5)
8004 Grants	2,305,800	2,003,665	1,554,027	2,003,665		
8008 Transfer to/from Reserves	(3,962,734)	(2,763,500)	(1,087,903)	(2,990,600)	(227,100)	8.2
8015 Debenture Discount			1,531			
8017 Bank Charges	200	47,100	17,564	200	(46,900)	(99.6)
8022 Transf to/fr Trust			(26,046)			
8024 Transf to/fr Capital	2,931,000	518,900	916,662	564,800	45,900	8.8
8034 Approp for Forecast	1,777,734	1,406,535		1,633,635	227,100	16.1
9000 Prior Year Surplus/Deficit	(4,988,700)	(827,700)	(24,658)	(1,858,400)	(1,030,700)	124.5
9001 Current Yr. Sur/Def			691,962			
* Other Fiscal	1,462,100	2,363,300	3,611,552	1,488,100	(875,200)	(37.0)
** Total	35,973,300	43,332,300	41,165,748	42,682,300	(650,000)	(1.5)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(3,136,100)					
4201 Area Rate Residential		(3,105,900)	(3,099,604)	(2,371,000)	734,900	(23.7)
4202 Area Rate Commercial		(153,900)	(152,250)	(125,200)	28,700	(18.6)
4206 Area Rate Resource		(32,300)	(32,095)	(23,900)	8,400	(26.0)
* Area Rate Revenue	(3,136,100)	(3,292,100)	(3,283,950)	(2,520,100)	772,000	(23.5)
4902 Fines Fees	(3,500,000)	(3,700,000)	(4,110,519)	(4,064,000)	(364,000)	9.8
4903 Building Permits	(4,190,000)	(4,500,000)	(3,077,525)	(3,600,000)	900,000	(20.0)
4904 Plumbing Permits	(128,000)	(130,000)	(87,052)	(105,000)	25,000	(19.2)
4905 Street opening Permits	(111,000)	(114,400)	(49,450)	(73,000)	41,400	(36.2)
4906 Subdivision Application	(110,000)	(110,000)	(86,500)	(100,000)	10,000	(9.1)
4907 Taxi Licenses	(165,000)	(165,000)	(151,184)	(165,000)		
4908 Animal Licenses	(150,000)	(200,000)	(230,759)	(200,000)		
4911 Zoning Fees	(70,000)	(90,000)	(86,400)	(89,000)	1,000	(1.1)
4912 Signs & Encroachments	(110,000)	(100,000)	(702,075)	(513,500)	(413,500)	413.5
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(49,700)	(23,445)	(39,000)	10,700	(21.5)
4915 Minor Variance	(10,000)	(18,000)	(33,720)	(24,500)	(6,500)	36.1
4916 Vending Licenses	(40,000)	(40,000)	(27,722)	(40,000)		
4920 Development Permits	(352,700)	(400,000)	(234,900)	(338,000)	62,000	(15.5)
4950 Other Licenses & Permits	(51,000)	(51,000)	(37,874)	(39,000)	12,000	(23.5)
5101 Parking Rentals	(187,000)	(202,000)	(206,424)	(189,600)	12,400	(6.1)
5102 Facilities Rentals	(660,600)	(749,800)	(907,292)	(770,000)	(20,200)	2.7
5150 Other Rental Revenue	(2,700)	(43,500)	(10,849)	(10,000)	33,500	(77.0)
5151 Lease Revenue		(492,900)	(420,634)	(470,700)	22,200	(4.5)
5204 Administration Fees	(205,200)	(205,200)	(209,874)	(207,500)	(2,300)	1.1
5207 Arts & Crafts Revenue	(70,170)	(76,600)	(79,058)	(82,500)	(5,900)	7.7

Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
5208 Dance & Drama Revenue	(98,070)	(99,300)	(93,630)	(106,100)	(6,800)	6.8
5209 Community Events Revenue	(277,600)	(320,900)	(390,299)	(530,800)	(209,900)	65.4
5210 Sport and Fitness Revenue	(623,110)	(820,400)	(695,914)	(758,000)	62,400	(7.6)
5211 Program Facil. Rev.	(84,050)	(89,600)	(66,795)	(87,000)	2,600	(2.9)
5212 Leisure Skills Revenue	(225,490)	(262,300)	(244,680)	(276,300)	(14,000)	5.3
5213 Play. & Camp Rev.	(510,150)	(568,400)	(653,297)	(651,800)	(83,400)	14.7
5214 Wellness Revenue	(13,660)	(12,500)	(10,126)	(12,500)		
5215 Aquat.Rev.-Instuct.	(449,100)	(1,006,300)	(979,249)	(1,001,300)	5,000	(0.5)
5216 Aquat.Rev.-Recreat.	(53,100)	(179,900)	(178,100)	(173,100)	6,800	(3.8)
5218 Hockey Revenue			(10,523)			
5219 Ice Rentals	(1,192,200)	(3,631,700)	(3,591,762)	(3,670,000)	(38,300)	1.1
5220 Public Skates		(29,800)	(113,394)	(25,000)	4,800	(16.1)
5228 Membership Revenue	(85,500)	(936,400)	(887,569)	(919,800)	16,600	(1.8)
5235 GRS Drop In Program		(29,300)	(944)	(13,100)	16,200	(55.3)
5250 Sales of Services Other	(137,600)	(147,100)	(161,472)	(155,500)	(8,400)	5.7
5253 Subdiv Insp Fees	(40,000)	(40,000)	(25,700)	(24,000)	16,000	(40.0)
5256 SOT Revenue	(2,700,000)	(3,000,000)	(1,989,441)	(2,500,000)	500,000	(16.7)
5402 Sale of Bottles	(95,000)	(85,000)	(49,907)	(85,000)		
5403 Sales of Other Recyclables	(445,000)	(465,000)	(430,383)	(465,000)		
5404 Canteen Revenue	(1,700)	(2,600)	(51,831)	(5,100)	(2,500)	96.2
5405 Bar Revenue	(4,000)					
5450 Other Sales Revenue		(43,800)	(19,773)	(26,400)	17,400	(39.7)
* Fee Revenues	(17,200,400)	(23,210,400)	(21,418,046)	(22,608,100)	602,300	(2.6)
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5503 Advertising Revenue	(1,800)	(159,300)	(151,159)	(157,300)	2,000	(1.3)
5507 Overages and Shortages			1			
5508 Recov External Parti	(417,000)	(364,300)	(1,175,379)	(610,000)	(245,700)	67.4
5509 NSF Chq Fee		(8,400)	(6,975)	(8,400)		
5600 Miscellaneous Revenue	(192,900)	(314,300)	(303,133)	(351,000)	(36,700)	11.7
5803 Transfer - General Rate	(7,900)	(5,500)	(5,500)	(4,500)	1,000	(18.2)
5804 Transfer - Urban Rate	(162,000)	(167,600)	(164,874)	(172,100)	(4,500)	2.7
* Other Revenue	(787,000)	(1,024,800)	(1,807,018)	(1,308,700)	(283,900)	27.7
** Total	(21,123,500)	(27,527,300)	(26,509,013)	(26,436,900)	1,090,400	(4.0)
Net Surplus/Deficit	14,849,800	15,805,000	14,656,735	16,245,400	440,400	2.8

Finance and Information, Communication and Technology

2014/15 Budget and Business Plan

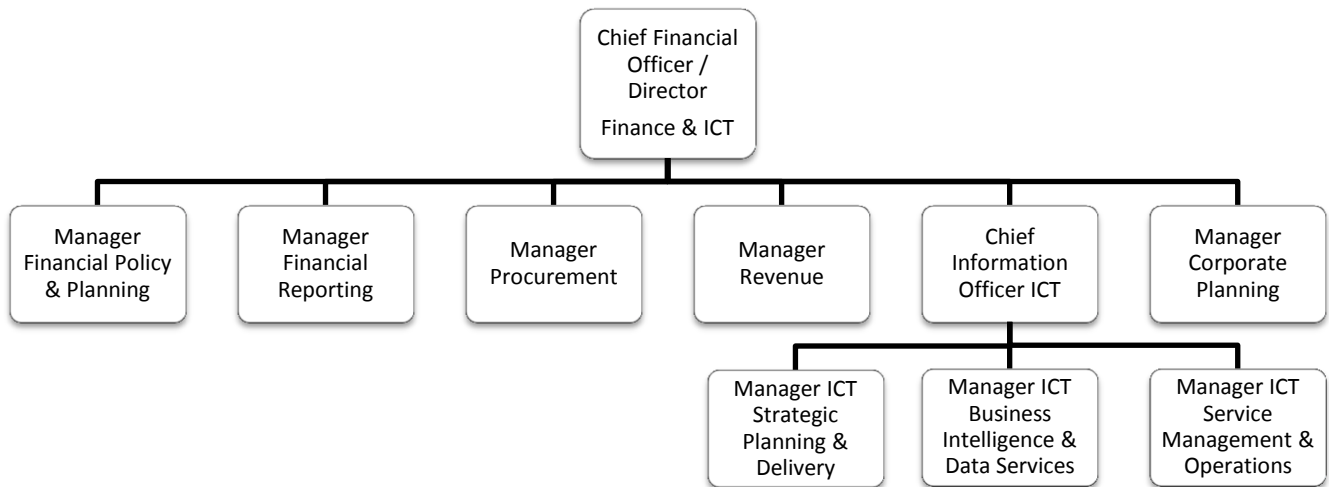
Mission: Leading Financial and Technological Stewardship

We lead financial stewardship through advice, services and policy.
We provide timely and supported solutions, in partnership with business units, to enable the efficient and effective delivery of municipal services.

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 internal clients, Council and residents of HRM.

Finance and Information, Communication and Technology Org Chart



Funded Full Time Equivalents (FTEs)

	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	288.5	(2.5)	286

Finance and Information, Communication and Technology Operating Budget Overview

FICT Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	21,178,200	21,311,900	19,741,591	21,483,700	171,800	0.8
* Office	3,572,300	4,196,800	3,670,980	5,562,800	1,366,000	32.5
* External Services	939,000	800,800	2,060,278	1,679,700	878,900	109.8
* Supplies	34,000	29,400	11,806	20,500	(8,900)	(30.3)
* Materials	24,000	24,000	15,714	20,000	(4,000)	(16.7)
* Building Costs			4,895			
* Equipment & Communications	2,670,100	2,303,500	2,484,346	1,926,900	(376,600)	(16.3)
* Vehicle Expense	9,100	26,500	25,460	28,000	1,500	5.7
* Other Goods & Services	662,700	619,100	516,788	532,000	(87,100)	(14.1)
* Interdepartmental			(112,816)			
* Other Fiscal	(72,000)	(72,000)	260,400	(429,600)	(357,600)	496.7
** Total	29,017,400	29,240,000	28,679,442	30,824,000	1,584,000	5.4
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(2,370,000)	(2,375,000)	(2,222,209)	(2,260,000)	115,000	(4.8)
* Other Revenue	(310,000)	(363,000)	(524,294)	(388,400)	(25,400)	7.0
** Total	(2,680,000)	(2,738,000)	(2,746,503)	(2,648,400)	89,600	(3.3)
Net Surplus/Deficit	26,337,400	26,502,000	25,932,939	28,175,600	1,673,600	6.3

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

FICT Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actuals	2014-15 Budget	Budget Var.	Var as %
Finance & ICT Admin Summary of Expense & Revenue Types	864,000	621,200	665,965	744,800	123,600	19.9
Finance Summary of Expense & Revenue Types	9,448,000	9,441,300	8,894,247	9,481,200	39,900	0.4
Information, Communications and Technology Summary of Expense &	15,505,000	15,717,400	15,717,172	17,294,000	1,576,600	10.0
Corporate Planning Summary of Expense & Revenue Types	520,400	722,100	655,554	655,600	(66,500)	(9.2)
	26,337,400	26,502,000	25,932,939	28,175,600	1,673,600	0.1

Finance and Information, Communication and Technology Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	74%	73%	72%	70%	72%
Expenditures per Dwelling	\$ 156.18	\$ 155.10	\$ 147.12	\$ 154.54	\$ 158.59

Finance and Information, Communication and Technology Strategic Initiatives for 2014/15

Strategic Alignment	
FICT 1.1	Economic Development – Regional Centre
<p>Intelligent Community Seek out innovative opportunities to profile Halifax as an Intelligent Community and create a vision for the Halifax Regional Municipality as a smart community. iCanada is not-for-profit movement, which is helping communities across Canada become designated “intelligent communities.” These are communities that have a combination of excellent communications infrastructure, knowledge workforce, innovation, digital inclusion and marketing and advocacy. Such communities have an advantage when it comes to being a location of choice for businesses, investors and residents.</p>	
FICT 1.2	Financial Stewardship - Fiscal Plans
<p>Lean Process Initiate Lean Process learning and culture change. Lean is an alternative approach that changes the way the work is performed. At its heart, Lean is an operating philosophy focused on creating citizen value; in simple terms Lean is about doing more of the right tasks with less wasted effort.</p> <p>In 14/15 HRM will initiate Lean Process learning and culture change in Finance in an effort to realize long term sustainable efficiencies across the organization. This initiative will help to support the HRM’s Balancing Strategy over the long term and continue to demonstrate HRM’s commitment to responsible and accountable Public Service.</p>	
FICT 1.3	Financial Stewardship – Fiscal Plans
<p>Balancing Strategy Determine our cost reduction and balancing strategy post 14-15 Budget. HRM needs to review the overall long term Financial and Service Strategy to ensure citizens receive value for their tax dollars; that the Municipality is efficiently run; and that the financial operations are sustainable.</p>	
FICT 1.4	Financial Stewardship – Fiscal Plans
<p>Education Funding Memorandum of Understanding (MOU) Renegotiate the Supplementary Education Funding MOU by Jan 1/15 for 15/16 and future years.</p>	
FICT 1.5	Financial Stewardship – Fiscal Plans
<p>Tax Strategy Continue to resolve current and future tax issues with a consistent approach. Ensure that opportunities to support the Economic Strategy and the Regional Plan (including RP+5 and the Centre Plan) are realized and that the municipal tax and fee structure supports, as much as possible, the long-term planning and sustainability of HRM programs.</p>	
FICT 1.6	Financial Stewardship – Risk Management
<p>Enterprise Risk Management Implementation of Enterprise Risk Management (ERM) is a multi-year initiative intended to develop a culture of</p>	

risk awareness and mitigation throughout all aspects of the organization. ERM is recognized as a best practice amongst leading organizations around the world. Although not widely used in the public sector, when fully implemented ERM can transform HRM into a highly proactive and innovative organization that prepares for future events rather than reacts to them.

In 13/14 a “risk lens” was applied to Council’s Priority Outcomes which informed the 14/15 Business Plan deliverables. In addition to continuing to apply a “risk lens” to Council’s Priorities, in 14/15 plans will be developed to expand the ERM Program to include an Operational Risk Register, External Risk Scanning, and a Risk Escalation Process.

FICT 1.7 Service Excellence – Continuous Improvement

Data Governance Strategy

Develop and initiate a Strategic Data Governance Program

The Program will ensure municipal data are managed as valuable assets which are necessary to support data driven decision making across the organization. A Data Governance Policy will be developed in 2014/15; its first implementation will be in support of the Enterprise Asset Management (EAM) program. Roles and responsibilities regarding data management will be assigned; appropriate staff support will be put in place to ensure Business Units are successful in meeting their custodianship responsibilities under the EAM program. A plan to rollout the Data Governance Program to the balance of the organization in a multi-year phased approach also will be developed.

FICT 1.8 Service Excellence – Continuous Improvement

www.halifax.ca

Transform service delivery and communication through the re-design of www.halifax.ca.

In early 2014, a Web Transformation Strategy and Road map will be completed; it will form the basis for the subsequent re-design and re-build of HRM’s website in Q3 and Q4. Partnerships to re-develop and maintain the website will be investigated and optioned if proven by a sound business case. The re-developed website will provide citizens with a modern and user friendly portal to access municipal services in a form and with the convenience they expect.

FICT 1.9 Service Excellence – Continuous Improvement

Auditor General Reports

Lead as required in the implementation of Auditor General Report recommendations.

Finance will continue to review the administrative services in its Agencies, Boards and Commissions (“ABCs”) with the objective of responding to the findings in the report and assessing the opportunity for additional improvements in administrative service delivery in HRM.

FICT 1.10 Service Excellence – Customer Service Culture

Performance Measurement

In striving to become a more Performance Managed Organization, HRM is developing a comprehensive Performance Measurement and Reporting Framework, including definition of services, establishment of service standards, performance reporting process, and ultimately support in the use of performance information to enhance and improve service delivery.

In 14/15 to support development of a Customer Service Culture in HRM, Service Definitions and Service Standards will be published and processes for reporting performance results will be formalized.

Summary of 2014/15 Finance and Information, Communication and Technology Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Reduction in operating expenses	454,000	454,000	454,000
Position elimination (2.5 FTE's)	175,300	175,300	175,300

2014/15 Finance and Information, Communication and Technology Service Area Plans

Finance:

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

Services Delivered:

- Budgeting - Multi-Yearb Financial Strategy; coordination of the annual operating, project and reserve budgets.
- Financial Analysis and Reporting - Project and asset accounting, projection and 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 and 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 and management of positions.

- 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 sheds.
- Grants Support - Supporting the Grants Committee including grants, tax exemptions, funding for Business Improvement District Commissions (BIDC) 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 including LIC's, Solid Waste, False Alarm.

Finance Budget Overview

Finance Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	11,010,200	11,021,900	10,506,865	11,062,100	40,200	0.4
* Office	187,400	183,600	151,951	109,900	(73,700)	(40.1)
* External Services	415,700	376,600	403,413	362,200	(14,400)	(3.8)
* Supplies	33,700	29,100	11,806	20,200	(8,900)	(30.6)
* Materials	24,000	24,000	15,714	20,000	(4,000)	(16.7)
* Building Costs			3,343			
* Equipment & Communications	94,000	103,900	86,279	96,900	(7,000)	(6.7)
* Vehicle Expense	9,100	26,500	18,692	26,500		
* Other Goods & Services	219,900	229,700	225,016	247,400	17,700	7.7
* Interdepartmental			5,177			
** Total	11,994,000	11,995,300	11,428,256	11,945,200	(50,100)	(0.4)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(2,370,000)	(2,375,000)	(2,221,863)	(2,260,000)	115,000	(4.8)
* Other Revenue	(176,000)	(179,000)	(312,145)	(204,000)	(25,000)	14.0
** Total	(2,546,000)	(2,554,000)	(2,534,009)	(2,464,000)	90,000	(3.5)
Net Surplus/Deficit	9,448,000	9,441,300	8,894,247	9,481,200	39,900	0.4

Finance & ICT Admin Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	805,000	438,300	434,472	439,800	1,500	0.3
* Office	34,300	29,200	19,138	24,500	(4,700)	(16.1)
* External Services	20,100	17,600	181,254	255,000	237,400	1,348.9
* Supplies	300	300		300		
* Equipment & Communications	1,000		1,258			
* Other Goods & Services	137,300	135,800	29,308	25,200	(110,600)	(81.4)
* Interdepartmental			535			
** Total	998,000	621,200	665,965	744,800	123,600	19.9
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(134,000)					
** Total	(134,000)					
Net Surplus/Deficit	864,000	621,200	665,965	744,800	123,600	19.9

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Debt Service Ratios	6.69%	7.68%	7.10%	6.67%
Residential Tax Revenue lost due to appeals	.02%	0.3%	0.2%	0.2%
Commercial Tax Revenue lost due to appeals	1.1%	1.4%	1.0%	1.5%
Total uncollected taxes as a % of current year tax levy	5.1%	4.7%	4.5%	4.0%
Total uncollected current year taxes as a % of current year tax levy	3.5%	3.4%	3.5%	3.5%
% Of General Revenue Receivables over 90 days	10.9%	10.3%	16.8%	15.0%
% of Resident Inquiries completed within 2 business days	94%	93%	92%	92%

2014/15 Finance Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
FICT 2.1	Financial Stewardship – Fiscal Plans	Increase accuracy and timelines of Capital Planning and Forecasting.
FICT 2.2	Financial Stewardship - Fiscal Plans	Establish internal controls for the 14/15 Audit and Finance Standing Committee.
FICT 2.3	Financial Stewardship – Fiscal Plans	Implement a project plan developed with Legal Services to reduce the number of “problem” tax sale files. This will be a multi-year project.
FICT 2.4	Service Excellence – Continuous Improvement	Complete a comprehensive review of the Grants Program.
FICT 2.5	Service Excellence – Continuous Improvement	Launch E-Delivery (Tax Bills and Tax Certificates).

Information, Communication and Technology (ICT):

ICT is organized into three divisions, Strategic Planning and Delivery, Business Intelligence and Data Services and Service Management and 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 business process and supporting technologies. In partnership with business units, this service ensures that we jointly maximize HRM capital investments.
- Data Management and Analytics (Business Intelligence) – 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 supports 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

Information, Communications and Technology Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	9,006,900	9,284,700	8,183,487	9,351,300	66,600	0.7
* Office	3,305,600	3,947,000	3,495,452	5,415,900	1,468,900	37.2
* External Services	391,200	299,600	1,466,335	1,062,500	762,900	254.6
* Building Costs			1,551			
* Equipment & Communications	2,575,100	2,199,600	2,396,809	1,830,000	(369,600)	(16.8)
* Vehicle Expense			6,768	1,500	1,500	
* Other Goods & Services	298,200	242,500	246,551	246,800	4,300	1.8
* Interdepartmental			(127,688)			
* Other Fiscal	(72,000)	(72,000)	260,400	(429,600)	(357,600)	496.7
** Total	15,505,000	15,901,400	15,929,667	17,478,400	1,577,000	9.9
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues			(346)			
* Other Revenue		(184,000)	(212,149)	(184,400)	(400)	0.2
** Total		(184,000)	(212,495)	(184,400)	(400)	0.2
Net Surplus/Deficit	15,505,000	15,717,400	15,717,172	17,294,000	1,576,600	10.0

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
ICT Service Desk - Contact Volume	37,789	45,761	38,545	40,000
ICT Service Desk - Grade of Service	70%	61%*	61%	70%
ICT-Service Desk - Customer Satisfaction	93%	93.7%	96%	85%

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

2014/15 Information, Communication and Technology Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
FICT 3.1	Organizational Capacity-Technology	Continue transformation of ICT to a strategic business partner and business enabler. Identify and pursue alternative service delivery and partnership opportunities in ICT.
FICT 3.2	Organizational Capacity-Technology	Complete development of 3 year ICT Strategic Plan
FICT 3.2	Governance and Communication-Communication	Develop and implement an Open Data policy and operationalize Open Data.
FICT 3.4	Financial Stewardship – Asset Management	Support completion of Phase II of the Enterprise Asset Registry (EAR), and delivery of Operational Enterprise Asset Management (OEAM) and strategic assets management solutions.
FICT 3.5	Service Excellence – Continuous Improvement	Maximize the utility of SAP for functional improvements and future use.
FICT 3.6	Service Excellence – Continuous Improvement	Continue to develop and mature the portfolio process to ensure the ICT Capital Budget is aligned with business unit service transformation priorities.

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 – develop, implement, maintain and continuously improve the organization's Enterprise Risk Management processes.

Corporate Planning Office Budget Overview

Corporate Planning Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	356,100	567,000	616,766	630,500	63,500	11.2
* Office	45,000	37,000	4,438	12,500	(24,500)	(66.2)
* External Services	112,000	107,000	9,276		(107,000)	(100.0)
* Other Goods & Services	7,300	11,100	15,913	12,600	1,500	13.5
* Interdepartmental			9,160			
** Total	520,400	722,100	655,554	655,600	(66,500)	(9.2)
Net Surplus/Deficit	520,400	722,100	655,554	655,600	(66,500)	(9.2)

2014/15 Corporate Planning Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
FICT 4.1	Service Excellence – Performance Reporting	Produce regular Performance and Accountability Reports
FICT 4.2	Financial Stewardship – Risk Management	Develop a plan to integrate Operational Risk with the ERM Program and commence implementation.
FICT 4.3	Service Excellence - Performance Reporting	Conduct a Citizen Satisfaction Survey.

FICT Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A301 Admin-FICT	764,000	521,200	580,302	494,800	(26,400)	(5.1)
M351 Managers Contingency	100,000	100,000	85,663	250,000	150,000	150.0
*** Admin - Finance & IT	864,000	621,200	665,965	744,800	123,600	19.9
A302 Service Review	520,400	722,100	655,554	655,600	(66,500)	(9.2)
*** Corporate Planning	520,400	722,100	655,554	655,600	(66,500)	(9.2)
C771 BID's Contributions Fund	100,000	100,000	99,811	107,000	7,000	7.0
* Grants	100,000	100,000	99,811	107,000	7,000	7.0
A615 Payroll Ctrl's & Rptg	416,000	427,400	380,936	437,300	9,900	2.3
A616 Payroll Service Delivery	729,000	765,000	735,780	681,400	(83,600)	(10.9)
A617 Payroll Processing	289,000	302,500	269,130	312,800	10,300	3.4
* Payroll	1,434,000	1,494,900	1,385,846	1,431,500	(63,400)	(4.2)
A810 Fiscal & Tax Policy	1,084,000	1,058,500	1,052,238	1,102,400	43,900	4.1
A811 Community Grants	215,900	229,500	229,539	236,600	7,100	3.1
** Fiscal Policy & Financial Plan	2,833,900	2,882,900	2,767,434	2,877,500	(5,400)	(0.2)
A311 Revenue - Administration	378,000	233,700	220,261	245,200	11,500	4.9
A304 Treasury & Investments	193,000	198,900	193,246	206,400	7,500	3.8
A312 Coin Room	286,900	291,700	277,682	255,700	(36,000)	(12.3)
A313 Cash Management	315,000	331,800	320,811	336,400	4,600	1.4
A314 General Revenue	174,000	205,600	185,639	216,300	10,700	5.2
A316 Taxation	(1,604,000)	(1,620,100)	(1,534,832)	(1,526,700)	93,400	(5.8)
A325 Collections	64,000	76,400	72,180	89,400	13,000	17.0
A360 Parking Meters	215,500	222,600	215,397	228,900	6,300	2.8
** Revenue	22,400	(59,400)	(49,616)	51,600	111,000	(186.9)
A321 Accounting Admin	442,800	420,600	457,619	507,500	86,900	20.7
A322 Payment Processing	572,000	583,700	480,714	567,900	(15,800)	(2.7)
A323 Accounting Ctrl's/Rpt	479,500	504,700	504,476	424,900	(79,800)	(15.8)
A324 Accounting Svce Del	960,700	981,500	962,983	1,006,100	24,600	2.5
** Accounting	2,455,000	2,490,500	2,405,792	2,506,400	15,900	0.6
A331 General Purchasing	711,000	704,400	650,706	712,500	8,100	1.1
A332 Inventory & Asset Mg	127,000	155,900	155,900	151,600	(4,300)	(2.8)
A333 Stores-Transit/Fire	780,300	551,400	416,293	533,100	(18,300)	(3.3)
A334 Stores-East/West	616,400	556,100	508,924	560,000	3,900	0.7
A335 Procurement PSRs	582,000	518,700	485,974	532,000	13,300	2.6
A336 Procurement Staff	685,000	718,200	749,658	677,200	(41,000)	(5.7)
A337 Disp.of Surplus Equi			(1,184)			
A338 Stores- Ragged Lake	635,000	419,100	312,622	375,500	(43,600)	(10.4)
A339 Inventory Administration		503,500	491,743	503,800	300	0.1
** Procurement	4,136,700	4,127,300	3,770,636	4,045,700	(81,600)	(2.0)
*** Finance	9,448,000	9,441,300	8,894,247	9,481,200	39,900	0.4
A410 Business Intel/Data				1,346,300	1,346,300	
A721 Chief Info Office	301,400	285,600	577,117	454,500	168,900	59.1
A735 Lkd Systems Develop	1,476,400					
** Business Intelligence & Data S	1,777,800	285,600	577,117	1,800,800	1,515,200	530.5
A724 Enterprise Architect	561,300	595,950	432,925	609,300	13,350	2.2
A642 Portfolio Management	137,600	389,550	389,441	393,100	3,550	0.9
A645 Strategic Plan/Deliv				158,300	158,300	
A731 LKDLICT Delivery Adm	240,800	(89,300)	87,405		89,300	(100.0)
A734 ICT Proj Mgmt (PMO)	1,014,000	1,120,800	929,431	1,218,300	97,500	8.7
** Strategic Planning & Delivery	1,953,700	2,017,000	1,839,202	2,379,000	362,000	17.9
A421 ICT Corporate Services	823,500	3,006,700	3,195,240	3,522,500	515,800	17.2
A723 ITSM-Info Tech Sys	1,458,700	1,547,700	1,362,983	1,354,600	(193,100)	(12.5)
A732 Business App Mgt	1,273,200	3,010,300	2,971,671	4,088,200	1,077,900	35.8
A733 Enterprise Applications	1,146,600	1,903,400	1,777,036	113,000	(1,790,400)	(94.1)
A741 Svc Mgt & Ops Admin	2,456,500	374,300	400,579	258,500	(115,800)	(30.9)
A742 Technology Infrastructure	1,605,800	1,842,800	1,747,172	1,655,400	(187,400)	(10.2)
A743 ICT Asset Management	3,009,200	1,729,600	1,846,473	2,122,000	392,400	22.7
A681 Lkd E-Access Serv.			(300)			
** Service Management & Operation	11,773,500	13,414,800	13,300,854	13,114,200	(300,600)	(2.2)
*** Information Technology	15,505,000	15,717,400	15,717,172	17,294,000	1,576,600	10.0
**** Total	26,337,400	26,502,000	25,932,939	28,175,600	1,673,600	6.3

FICT Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A301 Admin-FICT	898,000	521,200	580,302	494,800	(26,400)	(5.1)
M351 Managers Contingency	100,000	100,000	85,663	250,000	150,000	150.0
*** Admin - Finance & IT	998,000	621,200	665,965	744,800	123,600	19.9
A302 Service Review	520,400	722,100	655,554	655,600	(66,500)	(9.2)
*** Corporate Planning	520,400	722,100	655,554	655,600	(66,500)	(9.2)
C771 BID's Contributions Fund	100,000	100,000	99,811	107,000	7,000	7.0
* Grants	100,000	100,000	99,811	107,000	7,000	7.0
A615 Payroll Ctrl's & Rptg	416,000	427,400	426,188	437,300	9,900	2.3
A616 Payroll Service Delivery	767,000	799,000	736,726	725,400	(73,600)	(9.2)
A617 Payroll Processing	289,000	302,500	269,130	312,800	10,300	3.4
* Payroll	1,472,000	1,528,900	1,432,044	1,475,500	(53,400)	(3.5)
A810 Fiscal & Tax Policy	1,084,000	1,058,500	1,052,238	1,102,400	43,900	4.1
A811 Community Grants	215,900	229,500	229,539	236,600	7,100	3.1
** Fiscal Policy & Financial Plan	2,871,900	2,916,900	2,813,632	2,921,500	4,600	0.2
A311 Revenue - Administration	378,000	233,700	220,261	245,200	11,500	4.9
A304 Treasury & Investments	193,000	198,900	193,246	206,400	7,500	3.8
A312 Coin Room	296,900	306,700	316,745	285,700	(21,000)	(6.8)
A313 Cash Management	315,000	331,800	320,811	336,400	4,600	1.4
A314 General Revenue	332,000	350,600	327,934	356,300	5,700	1.6
A316 Taxation	496,000	494,900	453,504	478,300	(16,600)	(3.4)
A325 Collections	284,000	296,400	297,702	304,400	8,000	2.7
A360 Parking Meters	215,500	222,600	215,397	228,900	6,300	2.8
** Revenue	2,510,400	2,435,600	2,345,601	2,441,600	6,000	0.2
A321 Accounting Admin	442,800	420,600	457,619	507,500	86,900	20.7
A322 Payment Processing	592,000	608,700	524,817	597,900	(10,800)	(1.8)
A323 Accounting Ctrl's/Rpt	479,500	504,700	504,476	424,900	(79,800)	(15.8)
A324 Accounting Svce Del	960,700	981,500	963,875	1,006,100	24,600	2.5
** Accounting	2,475,000	2,515,500	2,450,788	2,536,400	20,900	0.8
A331 General Purchasing	711,000	704,400	687,352	712,500	8,100	1.1
A332 Inventory & Asset Mg	127,000	155,900	155,900	151,600	(4,300)	(2.8)
A333 Stores-Transit/Fire	780,300	551,400	416,293	533,100	(18,300)	(3.3)
A334 Stores-East/West	616,400	556,100	508,924	560,000	3,900	0.7
A335 Procurement PSRs	582,000	518,700	485,974	532,000	13,300	2.6
A336 Procurement Staff	685,000	718,200	749,658	677,200	(41,000)	(5.7)
A337 Disp.of Surplus Equi			9,769			
A338 Stores- Ragged Lake	635,000	419,100	312,622	375,500	(43,600)	(10.4)
A339 Inventory Administration		503,500	491,743	503,800	300	0.1
** Procurement	4,136,700	4,127,300	3,818,235	4,045,700	(81,600)	(2.0)
*** Finance	11,994,000	11,995,300	11,428,256	11,945,200	(50,100)	(0.4)
A410 Business Intel/Data				1,394,600	1,394,600	
A721 Chief Info Office	301,400	285,600	602,019	454,500	168,900	59.1
A735 Lkd Systems Develop	1,476,400					
** Business Intelligence & Data S	1,777,800	285,600	602,019	1,849,100	1,563,500	547.4
A724 Enterprise Architect	561,300	595,950	432,925	609,300	13,350	2.2
A642 Portfolio Management	137,600	389,550	389,441	393,100	3,550	0.9
A645 Strategic Plan/Deliv				158,300	158,300	
A731 LKDLICT Delivery Adm	240,800	(89,300)	87,405		89,300	(100.0)
A734 ICT Proj Mgmt (PMO)	1,014,000	1,120,800	929,431	1,218,300	97,500	8.7
** Strategic Planning & Delivery	1,953,700	2,017,000	1,839,202	2,379,000	362,000	17.9
A421 ICT Corporate Services	823,500	3,006,700	3,195,315	3,522,500	515,800	17.2
A723 ITSM-Info Tech Sys	1,458,700	1,547,700	1,362,983	1,354,600	(193,100)	(12.5)
A732 Business App Mgt	1,273,200	3,081,600	2,972,433	4,159,600	1,078,000	35.0
A733 Enterprise Applications	1,146,600	1,994,400	1,826,177	113,000	(1,881,400)	(94.3)
A741 Svc Mgt & Ops Admin	2,456,500	374,300	433,779	258,500	(115,800)	(30.9)
A742 Technology Infrastructure	1,605,800	1,858,700	1,763,214	1,704,200	(154,500)	(8.3)
A743 ICT Asset Management	3,009,200	1,735,400	1,934,845	2,137,900	402,500	23.2
A681 Lkd E-Access Serv.			(300)			
** Service Management & Operation	11,773,500	13,598,800	13,488,446	13,250,300	(348,500)	(2.6)
*** Information Technology	15,505,000	15,901,400	15,929,667	17,478,400	1,577,000	9.9
**** Total	29,017,400	29,240,000	28,679,442	30,824,000	1,584,000	5.4

FICT Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A301 Admin-FICT	(134,000)					
*** Admin - Finance & IT	(134,000)					
A615 Payroll Ctrl's & Rptg			(45,252)			
A616 Payroll Service Delivery	(38,000)	(34,000)	(946)	(44,000)	(10,000)	29.4
* Payroll	(38,000)	(34,000)	(46,198)	(44,000)	(10,000)	29.4
** Fiscal Policy & Financial Plan	(38,000)	(34,000)	(46,198)	(44,000)	(10,000)	29.4
A312 Coin Room	(10,000)	(15,000)	(39,063)	(30,000)	(15,000)	100.0
A314 General Revenue	(158,000)	(145,000)	(142,296)	(140,000)	5,000	(3.4)
A316 Taxation	(2,100,000)	(2,115,000)	(1,988,336)	(2,005,000)	110,000	(5.2)
A325 Collections	(220,000)	(220,000)	(225,522)	(215,000)	5,000	(2.3)
** Revenue	(2,488,000)	(2,495,000)	(2,395,217)	(2,390,000)	105,000	(4.2)
A322 Payment Processing	(20,000)	(25,000)	(44,103)	(30,000)	(5,000)	20.0
A324 Accounting Svce Del			(892)			
** Accounting	(20,000)	(25,000)	(44,995)	(30,000)	(5,000)	20.0
A331 General Purchasing			(36,645)			
A337 Disp.of Surplus Equi			(10,953)			
** Procurement			(47,598)			
*** Finance	(2,546,000)	(2,554,000)	(2,534,009)	(2,464,000)	90,000	(3.5)
A410 Business Intel/Data				(48,300)	(48,300)	
A721 Chief Info Office			(24,902)			
** Business Intelligence & Data S			(24,902)	(48,300)	(48,300)	
A421 ICT Corporate Services			(75)			
A732 Business App Mgt		(71,300)	(762)	(71,400)	(100)	0.1
A733 Enterprise Applications		(91,000)	(49,141)		91,000	(100.0)
A741 Svc Mgt & Ops Admin			(33,200)			
A742 Technology Infrastructure		(15,900)	(16,043)	(48,800)	(32,900)	206.9
A743 ICT Asset Management		(5,800)	(88,372)	(15,900)	(10,100)	174.1
** Service Management & Operation		(184,000)	(187,593)	(136,100)	47,900	(26.0)
*** Information Technology		(184,000)	(212,495)	(184,400)	(400)	0.2
**** Total	(2,680,000)	(2,738,000)	(2,746,503)	(2,648,400)	89,600	(3.3)

FICT Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	17,375,700	17,727,700	15,906,373	17,656,600	(71,100)	(0.4)
6002 Salaries - Overtime	312,600	328,100	353,850	297,100	(31,000)	(9.4)
6005 PDP Increases			(193,539)			
6051 Shift Agreements	2,200	2,200	2,192	2,200		
6054 Vacation payout			24,602			
6099 Other Allowances	30,600					
6100 Benefits - Salaries	3,265,100	3,311,200	3,184,348	3,636,500	325,300	9.8
6110 Vacancy Management	(228,700)	(471,700)		(509,300)	(37,600)	8.0
6152 Retirement Incentives	104,500	109,300	99,891	109,700	400	0.4
6153 Severance			154,799			
6154 Workers' Compensation	308,000	297,000	273,152	282,800	(14,200)	(4.8)
6155 Overtime Meals	4,100	4,000	2,010	4,000		
6156 Clothing Allowance	4,100	4,100	1,650	4,100		
6199 Comp & Ben InterDept			(68,200)			
9200 HR CATS Wage/Ben			130			
9210 HR CATS OT Wage/Ben			335			
* Compensation and Benefits	21,178,200	21,311,900	19,741,591	21,483,700	171,800	0.8
6201 Telephone	966,700	939,000	833,665	1,723,500	784,500	83.5
6202 Courier/Postage	53,700	56,800	30,512	27,600	(29,200)	(51.4)
6203 Office Furn/Equip	43,300	34,500	23,373	32,100	(2,400)	(7.0)
6204 Computer S/W & Lic	2,371,600	2,456,700	2,457,169	2,729,100	272,400	11.1
6205 Printing & Reproduction	28,800	617,600	246,587	961,300	343,700	55.7
6207 Office Supplies	102,800	90,900	78,817	84,200	(6,700)	(7.4)
6299 Other Office Expenses	5,400	1,300	858	5,000	3,700	284.6
* Office	3,572,300	4,196,800	3,670,980	5,562,800	1,366,000	32.5
6301 Professional Fees	166,000	135,000	170,616	164,000	29,000	21.5
6303 Consulting Fees	281,500	179,500	282,438	260,000	80,500	44.8
6311 Security	10,000	1,000	2,054	1,000		
6312 Refuse Collection		6,000	2,044	3,000	(3,000)	(50.0)
6399 Contract Services	481,500	479,300	1,603,126	1,251,700	772,400	161.2
* External Services	939,000	800,800	2,060,278	1,679,700	878,900	109.8
6401 Uniforms & Clothing	25,500	25,500	6,672	16,500	(9,000)	(35.3)
6402 Med & First Aid Supp	300	300	79	300		
6405 Photo Supp & Equip			83			
6406 Bridge Tolls	500	200	298	300	100	50.0
6407 Cleaning/Sanitary Supplies	700	1,700	2,180	1,700		
6409 Personal Protect Equ	7,000	1,700	2,238	1,700		
6499 Other Supplies			256			
* Supplies	34,000	29,400	11,806	20,500	(8,900)	(30.3)
6504 Hardware	24,000	24,000	14,973	20,000	(4,000)	(16.7)
6510 Road Oils			130			
6599 Other Materials			611			
* Materials	24,000	24,000	15,714	20,000	(4,000)	(16.7)
6602 Electrical			2,572			
6608 Water			38			
6611 Building - Interior			8			
6613 Overhead Doors			1,757			
6699 Other Building Cost			520			
* Building Costs			4,895			
6701 Equipment Purchase	31,100	15,100	11,393	12,100	(3,000)	(19.9)
6702 Small Tools	1,500	1,500	436	1,500		
6703 Computer Equipment/Rentals	2,161,200	1,637,300	1,751,323	1,223,200	(414,100)	(25.3)
6704 Equipment Rental			187			
6705 Equip - R&M	60,500	86,000	73,494	82,000	(4,000)	(4.7)
6706 Computer R&M	12,300	197,100	270,988	237,100	40,000	20.3
6707 Plumbing & Heating			227			
6708 Mechanical Equipment			224			
6711 Communication System	403,500	366,500	376,073	371,000	4,500	1.2
* Equipment & Communications	2,670,100	2,303,500	2,484,346	1,926,900	(376,600)	(16.3)
6802 Vehicle R&M	9,100	25,000	20,860	25,000		
6804 Vehicle Fuel - Gasoline		1,500	1,267	1,500		
6805 Tires and Tubes			91			
6806 Vehicle Rentals			2,818	1,500	1,500	
6807 Vehicle Leases			423			
6899 Other Vehicle Expense			0			
* Vehicle Expense	9,100	26,500	25,460	28,000	1,500	5.7

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Finance & ICT

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6901 Membership Dues	30,800	39,450	37,777	36,350	(3,100)	(7.9)
6902 Conferences and Workshops	44,100	31,100	23,662	33,300	2,200	7.1
6903 Travel - Local	73,200	60,650	63,381	55,050	(5,600)	(9.2)
6904 Travel - Out of Town	30,100	48,300	52,718	55,400	7,100	14.7
6905 Training & Education	233,400	191,800	156,538	184,500	(7,300)	(3.8)
6906 Licenses & Agreements	1,000	1,000	78	8,500	7,500	750.0
6908 Medical Examinations			90			
6911 Facilities Rental	5,100	4,500	7,034	8,000	3,500	77.8
6912 Advertising and Promotion	5,000	3,700	23,174	12,200	8,500	229.7
6913 Awards	5,400	4,100	505	3,600	(500)	(12.2)
6917 Books and Periodicals	6,900	9,250	1,635	4,300	(4,950)	(53.5)
6918 Meals	7,700	7,250	15,062	7,250		
6919 Special Projects	100,000	100,000	99,804	107,000	7,000	7.0
6933 Community Events			2,750			
6938 Rewarding Excellence	16,000	17,000	8,910	15,550	(1,450)	(8.5)
6999 Other Goods and Services	104,000	101,000	23,670	1,000	(100,000)	(99.0)
* Other Goods & Services	662,700	619,100	516,788	532,000	(87,100)	(14.1)
7009 Internal Transfers Other			11,558			
7013 Int Trf Extra Duty			3,253			
7015 Int Trf FacilityRent			503			
7099 Interdept Chargeback			(128,400)			
9911 PM Labour-Reg			270			
* Interdepartmental			(112,816)			
8008 Transfer to/from Reserves	(72,000)	(72,000)	260,400	(429,600)	(357,600)	496.7
* Other Fiscal	(72,000)	(72,000)	260,400	(429,600)	(357,600)	496.7
** Total	29,017,400	29,240,000	28,679,442	30,824,000	1,584,000	5.4
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4905 Street opening Permits			(15)			
4909 False Alarm Recovery	(125,000)	(115,000)	(113,997)	(110,000)	5,000	(4.3)
4950 Other Licenses & Permits			(331)			
4951 By-Law F300 Revenue	(1,785,000)	(1,800,000)	(1,728,381)	(1,735,000)	65,000	(3.6)
5205 Tax Certificates	(315,000)	(315,000)	(260,005)	(270,000)	45,000	(14.3)
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(119,480)	(145,000)		
* Fee Revenues	(2,370,000)	(2,375,000)	(2,222,209)	(2,260,000)	115,000	(4.8)
5508 Recov External Parti	(310,000)	(363,000)	(487,649)	(388,400)	(25,400)	7.0
5600 Miscellaneous Revenue			(36,645)			
* Other Revenue	(310,000)	(363,000)	(524,294)	(388,400)	(25,400)	7.0
** Total	(2,680,000)	(2,738,000)	(2,746,503)	(2,648,400)	89,600	(3.3)
Net Surplus/Deficit	26,337,400	26,502,000	25,932,939	28,175,600	1,673,600	6.3

Halifax Regional Fire and Emergency Service

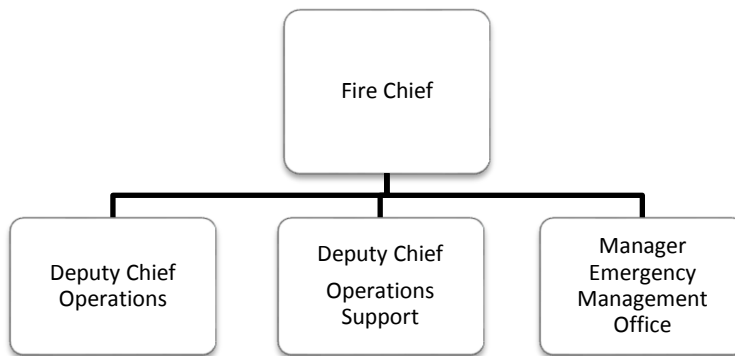
2014/15 Budget and Business Plan

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 52 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 Equivalent (FTEs)

	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	489	-7	482

Halifax Regional Fire and Emergency Operating Budget Overview

FIRE Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	49,746,800	52,110,400	51,801,350	54,258,400	2,148,000	4.1
* Office	414,300	456,300	422,653	272,100	(184,200)	(40.4)
* External Services	279,300	271,000	295,310	517,500	246,500	91.0
* Supplies	585,600	497,500	606,417	492,000	(5,500)	(1.1)
* Materials			8,048			
* Building Costs	949,100	152,100	167,977	170,600	18,500	12.2
* Equipment & Communications	1,166,200	909,300	551,402	409,300	(500,000)	(55.0)
* Vehicle Expense			696			
* Other Goods & Services	1,002,600	1,189,300	989,224	1,114,900	(74,400)	(6.3)
* Interdepartmental			7,365			
* Debt Service	1,059,000	981,000	981,474	907,700	(73,300)	(7.5)
* Other Fiscal	208,500	48,500	470,504	152,500	104,000	214.4
** Total	55,411,400	56,615,400	56,302,419	58,295,000	1,679,600	3.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(79,107)	(81,100)		
* Other Revenue	(274,400)	(566,300)	(297,267)	(461,600)	104,700	(18.5)
** Total	(355,500)	(647,400)	(376,374)	(542,700)	104,700	(16.2)
Net Surplus/Deficit	55,055,900	55,968,000	55,926,045	57,752,300	1,784,300	3.2

Halifax Regional Fire and Emergency Budget Overview by Service Area

Fire Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actuals	2014-15 Budget	Budget Var.	Var as %
Operations Summary of Expense & Revenue Types	44,276,800	45,191,200	45,114,561	46,592,200	1,401,000	3.1
Operations Support Summary of Expense & Revenue Types	10,779,100	10,776,800	10,811,485	11,160,100	383,300	3.6
	55,055,900	55,968,000	55,926,045	57,752,300	1,784,300	3%

Halifax Regional Fire and Emergency Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	89.2%	90.3%	90.7%	92.6%	93.1%
Expenditures per Dwelling (189,518 dwellings)	\$282	\$293	\$295	\$300	\$308

Emergency Response Times – Urban (Standard: 300 seconds)	193	207	203	211	300
Emergency Response Time – Rural (Standard: 600 seconds)	304	349	323	242	600
% of Time Urban Fire Response Times are Met	87%	84%	84%	82%	90%
% of Time Rural Fire Response Times are Met	96%	82%	89%	90%	90%

Halifax Regional Fire and Emergency Strategic Initiatives for 2014/15

Strategic Alignment	
F&E 1.1	Healthy Communities - Public Safety
<p>Operational Review/Strategic Master Plan HRFE is conducting a comprehensive review of its operations to develop a long-range plan for emergency service protection in HRM. We are examining the current and projected emergency response and fire safety needs of our communities. The Steering Committee, consisting of fire management, union, volunteer chief officers, and other subject matter experts, are examining various options relating to the deployment of apparatus, station location, safe and effective staffing levels, organization structure and support processes. One important deliverable from this project will be strategic planning (Master Plan) recommendations for Council's consideration, expected in the Spring of 2014.</p>	
F&E 1.2	Healthy Communities - Public Safety
<p>Fire Underwriters Study (FUS) HRM has retained SCM Risk Management Services to complete a comprehensive review of existing HRFE assets, procedures and current capabilities relative to potential public safety needs that exists in HRM. The FUS will provide strategic direction regarding the benefits of investment 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 property rates. 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.</p> <p>Community Benefit – Good fire insurance grades can provide cost savings to property owners through reduced insurance premiums. Better insurance ratings could offset future service investments.</p>	
F&E 1.3	Organizational Capacity – People Plan
<p>Human Resource Initiatives. Recruitment & Outreach Although HRFE does not have an immediate need to recruit firefighters, HRFE staff, with the support of Human Resources are conducting a thorough analysis of operational requirements, forecasting hiring needs, and reviewing industry best practices to develop a new, comprehensive firefighter recruitment and outreach program.</p>	

Volunteer Recruitment Campaigns

Across North America, it is becoming more difficult to attract and retain 'active' volunteer firefighters. Our Volunteer Program Manager is working with HRFE's Volunteer Fire Advisory Committee (VFAC, which consists entirely of volunteer members), and volunteer station chiefs, preparing for a volunteer recruitment blitz. Targeted areas include the Eastern Shore communities that HRFE has identified as a top priority for future recruitment drives.

Succession Planning

To ensure we have a pool of talented and highly qualified candidates developed internally to meet the needs of our organization, we are working with HR towards a more formal succession planning model including a career path for all positions in our department. We are currently reviewing and updating job descriptions, putting together detailed planning information for each position on our department, developing tracking sheets, classification work sheets, employee data sheets and staff development plans.

We have also contracted with Maryland Fire and Rescue Institute (MFRI) to deliver certified company officer courses to our staff that meet the National Fire Protection Association (NFPA) requirements.

F&E 1.4	Organizational Capacity - Technology
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Communications and Technology Roadmap

Project Objective – develop an ICT Roadmap that:

- Aligns with and supports HRFE's strategic/master fire plan
- Is realistic and practical, leveraging industry best practices, including alignment with ICT Enterprise Architecture approach
- Provides practical planning and project modelling
- Aligns with HRM's project delivery & capital budgeting processes
- Expected completion is the spring of 2014

Trunked Mobile Radio Rollout

Our existing trunked mobile radio system has reached the end of life and is due for replacement in June 2015. HRM ICT has assigned a project manager to assist in the migration to the new system

IES Study

Purpose – to review current fire call management processes to determine the effectiveness of technology, policies and procedures, training initiatives and disaster management systems. Evolved into an enterprise initiative with HRM's Enterprise Architecture team coordinating the project. Aligns and supports our strategic/master fire plan

LMS (Learning Management System)

To procure a learning management system which will improve firefighter access to basic and core theory training by providing repeatable, commonly delivered training modules via the internet 24/7, allowing training officers to deliver more hands-on, how-to training and practice drills in the field. This will lay the foundation for Corporate LMS; HR is our co-sponsor.

Summary of 2014/15 Halifax Regional Fire and Emergency Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
One year reduction from Fleet Capital	1,500,000		
Refund Reserve Q128-Rural Fire Reserve	800,000		
GL Line item Efficiencies	100,000	100,000	100,000
New or Expanded Service Initiatives	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Volunteer Honorarium Increase	200,000		
HRM Hazard, Risk & Vulnerability Assessment	125,000		
Dry Hydrant Surveys	232,500		
E-Learning ICT-Training Division-1 FTE Position	120,000		

2014/15 Halifax Regional Fire and Emergency Service Area Plans

Operations:

The Operations Division provides emergency service protection to every part of HRM operating out of 52 fire stations: 18 – twenty four hour Career Stations, 15 Composite Stations (Career and Volunteer) and 19 Volunteer Stations. The current delivery standard (2006) is predicated on population density.

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.

Services Delivered:

Fire Rescue and Emergency Services - Career and volunteer fire crews provide a full range of emergency services including fire suppression and rescue-structural & wildland/urban interface, pre-hospital emergency medical services (MFR), technical rescue-auto extrication, ice/water(shore based), confined space, trench, high/low angle rope, heavy search and rescue, marine firefighting-shore line protection, hazardous materials/dangerous goods response, chemical biological radiological & nuclear(CBRN)-Provincial response.

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, plus increased pension contributions. Upon completion of our Operational Review/Strategic Plan, HRFE will present Council with various options relating to the deployment of apparatus and station location, safe and effective staffing levels, organizational structure and support processes.

Operations Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	41,259,100	43,838,000	43,669,468	45,749,100	1,911,100	4.4
* Office			33			
* External Services	86,000	51,000	89,840	50,000	(1,000)	(2.0)
* Supplies	177,000		2,248			
* Materials			2,929			
* Building Costs	937,600		6,773	4,000	4,000	
* Equipment & Communications	874,700	555,000	202,427	105,000	(450,000)	(81.1)
* Vehicle Expense			67			
* Other Goods & Services	62,400	61,900	67,932	67,400	5,500	8.9
* Interdepartmental			18			
* Debt Service	1,059,000	981,000	981,474	907,700	(73,300)	(7.5)
* Other Fiscal	125,000		407,521			
** Total	44,580,800	45,486,900	45,430,730	46,883,200	1,396,300	3.1
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(79,107)	(81,100)		
* Other Revenue	(222,900)	(214,600)	(237,062)	(209,900)	4,700	(2.2)
** Total	(304,000)	(295,700)	(316,169)	(291,000)	4,700	(1.6)
Net Surplus/Deficit	44,276,800	45,191,200	45,114,561	46,592,200	1,401,000	3.1

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Cost Per Capita (Net Fire Budget)	\$136	\$141	\$133	\$135	\$141
Number of Calls	11,769	11,244	11,907	11,042	

2014/15 Operations Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
F&E 2.1	Healthy Communities - Public Safety	Determine the current and projected emergency response and fire safety needs of the community, incorporating recommendations from Fire Underwriters Study into the completion of HRFE's Master Plan.
F&E 2.2	Healthy Communities - Public Safety	Determine options relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.

BU #	Strategic Alignment	14/15 Deliverables
F&E 2.3	Healthy Communities - Public Safety	Develop a proactive Community Outreach Program
F&E 2.4	Organizational Capacity – People Plan	Develop a new firefighter recruitment and selection process based on best industry practices.
F&E 2.5	Organizational Capacity – People Plan	Develop a succession management program for all management positions.

Operations Support:

The primary role of this division is to provide public fire safety information and 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 streamlining 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 Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	8,487,700	8,272,400	8,131,882	8,509,300	236,900	2.9
* Office	414,300	456,300	422,620	272,100	(184,200)	(40.4)
* External Services	193,300	220,000	205,470	467,500	247,500	112.5
* Supplies	408,600	497,500	604,168	492,000	(5,500)	(1.1)
* Materials			5,119			
* Building Costs	11,500	152,100	161,204	166,600	14,500	9.5
* Equipment & Communications	291,500	354,300	348,975	304,300	(50,000)	(14.1)
* Vehicle Expense			628			
* Other Goods & Services	940,200	1,127,400	921,292	1,047,500	(79,900)	(7.1)
* Interdepartmental			7,347			
* Other Fiscal	83,500	48,500	62,984	152,500	104,000	214.4
** Total	10,830,600	11,128,500	10,871,689	11,411,800	283,300	2.5
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(51,500)	(351,700)	(60,205)	(251,700)	100,000	(28.4)
** Total	(51,500)	(351,700)	(60,205)	(251,700)	100,000	(28.4)
Net Surplus/Deficit	10,779,100	10,776,800	10,811,485	11,160,100	383,300	3.6

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	64%	62%	80%	75%	76%
# of Properties to be inspected(per year)				4,910	
# of Properties inspected				988	

2014/15 Operations Support Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
F&E 3.1	Healthy Communities - Public Safety	Explore alternative delivery methods for life safety inspections based on the risk associated with particular occupancies and appropriateness of resource assignments
F&E 3.2	Healthy Communities - Public Safety	Conduct a Hazard, Risk, and Vulnerability Assessment (HRVA).
F&E 3.3	Healthy Communities-Public Safety	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.
F&E 3.4	Healthy Communities – Public Safety	Develop a business case to be brought forth to Council for the Fire training Centre. Once the appropriate piece of land is identified, Fire will seek Council approval for a business case for purchase. The next phase would then be completing the research and preparing a detailed design. With Council’s approval, Fire should be able to

BU #	Strategic Alignment	14/15 Deliverables
		move into the new facility in about 4 years.
F&E 3.5	Service Excellence – Continuous Improvement	M-100 Bylaw Respecting Standards for Residential Occupancies. HRFE and CRS will collaborate on an improved/enhanced service delivery model for the regulation and inspection of existing residential occupancies, including process improvements, resource allocations, and bylaw amendments.
F&E 3.6	Organizational Capacity – People Plan	<ul style="list-style-type: none"> Procure a learning management system to facilitate training. Fill the LMS Position as per ICT Business Case 0902.
F&E 3.7	Organizational Capacity – People Plan	Develop a more formal succession planning model, including a career path for all positions in our department.
F&E 3.8	Organizational Capacity – Technology	Develop ICT Roadmap
F&E 3.9	Organizational Capacity – Technology	Develop project plan for the migration to a new Trunked Mobile Radio system
F&E 3.10	Organizational Capacity – Technology	Review and develop improvements to the current fire call management processes

FIRE Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
F110 Operations	41,321,200	44,135,100	44,094,787	45,650,200	1,515,100	3.4
F791 Rural Fire Debt Payments	1,059,000	981,000	981,474	907,700	(73,300)	(7.5)
F793 Rural Fire-Rural Op	1,854,200	32,700	(4,100)	(8,100)	(40,800)	(124.8)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	44,276,800	45,191,200	45,114,561	46,592,200	1,401,000	3.1
A451 Emerg Measures Recov	25,000					
C801 Emergency Meas. Adm	215,300	208,600	148,428	353,400	144,800	69.4
F120 Training	1,646,900	1,924,000	2,077,207	2,081,700	157,700	8.2
F121 Career Development	127,600	125,000	97,753	105,000	(20,000)	(16.0)
F130 Prevention	1,948,200	1,745,500	1,956,715	1,912,900	167,400	9.6
F140 Administration	4,828,900	4,206,200	3,997,471	4,228,400	22,200	0.5
F141 Community Relations	96,000	116,000	134,359	113,000	(3,000)	(2.6)
F160 Buildings & Logistic	1,449,800	1,741,500	1,903,156	1,976,400	234,900	13.5
F180 Safety & Strat. Init	107,400	100,500	74,576	90,000	(10,500)	(10.4)
F190 Communications	334,000	609,500	421,819	299,300	(310,200)	(50.9)
** Operations Support	10,779,100	10,776,800	10,811,485	11,160,100	383,300	3.6
*** Total	55,055,900	55,968,000	55,926,045	57,752,300	1,784,300	3.2

FIRE Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
F110 Operations	41,579,100	44,393,000	44,379,258	45,908,100	1,515,100	3.4
F791 Rural Fire Debt Payments	1,059,000	981,000	981,474	907,700	(73,300)	(7.5)
F793 Rural Fire-Rural Op	1,900,300	70,500	27,598	25,000	(45,500)	(64.5)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	44,580,800	45,486,900	45,430,730	46,883,200	1,396,300	3.1
A451 Emerg Measures Recov	25,000					
C801 Emergency Meas. Adm	215,300	208,600	155,256	353,400	144,800	69.4
F120 Training	1,649,900	1,927,000	2,080,063	2,084,700	157,700	8.2
F121 Career Development	127,600	125,000	98,146	105,000	(20,000)	(16.0)
F130 Prevention	1,958,700	2,056,200	1,965,541	2,123,600	67,400	3.3
F140 Administration	4,831,900	4,209,200	3,999,804	4,231,400	22,200	0.5
F141 Community Relations	96,000	116,000	136,096	113,000	(3,000)	(2.6)
F160 Buildings & Logistic	1,454,800	1,746,500	1,910,378	1,981,400	234,900	13.4
F180 Safety & Strat. Init	137,400	130,500	104,576	120,000	(10,500)	(8.0)
F190 Communications	334,000	609,500	421,829	299,300	(310,200)	(50.9)
** Operations Support	10,830,600	11,128,500	10,871,689	11,411,800	283,300	2.5
*** Total	55,411,400	56,615,400	56,302,419	58,295,000	1,679,600	3.0

FIRE Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
F110 Operations	(257,900)	(257,900)	(284,471)	(257,900)		
F793 Rural Fire-Rural Op	(46,100)	(37,800)	(31,698)	(33,100)	4,700	(12.4)
* Operations	(304,000)	(295,700)	(316,169)	(291,000)	4,700	(1.6)
C801 Emergency Meas. Adm			(6,828)			
F120 Training	(3,000)	(3,000)	(2,856)	(3,000)		
F121 Career Development			(393)			
F130 Prevention	(10,500)	(310,700)	(8,826)	(210,700)	100,000	(32.2)
F140 Administration	(3,000)	(3,000)	(2,333)	(3,000)		
F141 Community Relations			(1,737)			
F160 Buildings & Logistic	(5,000)	(5,000)	(7,221)	(5,000)		
F180 Safety & Strat. Init	(30,000)	(30,000)	(30,000)	(30,000)		
F190 Communications			(10)			
* Operations Support	(51,500)	(351,700)	(60,205)	(251,700)	100,000	(28.4)
** Total	(355,500)	(647,400)	(376,374)	(542,700)	104,700	(16.2)

FIRE Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	39,793,000	41,888,600	38,692,194	42,616,300	727,700	1.7
6002 Salaries - Overtime	1,337,800	1,351,800	3,040,201	1,458,000	106,200	7.9
6003 Wages - Regular			3,395			
6005 PDP Increases			(74,167)			
6054 Vacation payout			86,063			
6099 Other Allowances	80,000	80,000		80,000		
6100 Benefits - Salaries	6,802,000	7,218,900	7,292,749	8,013,900	795,000	11.0
6101 Benefits - Wages			328			
6110 Vacancy Management	(1,028,500)	(1,235,000)		(912,500)	322,500	(26.1)
6150 Honorariums	1,704,300	1,704,300	1,641,904	1,904,300	200,000	11.7
6151 Vehicle Allowance			6,755			
6152 Retirement Incentives	318,000	354,700	311,152	342,700	(12,000)	(3.4)
6153 Severance			61,891			
6154 Workers' Compensation	652,000	658,900	653,317	667,500	8,600	1.3
6156 Clothing Allowance	88,200	88,200	85,550	88,200		
6199 Comp & Ben InterDept			797			
9200 HR CATS Wage/Ben			(1,182)			
9210 HR CATS OT Wage/Ben			404			
* Compensation and Benefits	49,746,800	52,110,400	51,801,350	54,258,400	2,148,000	4.1
6201 Telephone	191,000	250,000	242,270	96,100	(153,900)	(61.6)
6202 Courier/Postage	11,300	11,300	13,559	16,000	4,700	41.6
6203 Office Furn/Equip	108,900	100,000	83,716	80,000	(20,000)	(20.0)
6204 Computer S/W & Lic	6,100	5,000	29,198	15,000	10,000	200.0
6205 Printing & Reproduction	10,000	10,000	5,193	10,000		
6207 Office Supplies	87,000	80,000	48,717	55,000	(25,000)	(31.3)
* Office	414,300	456,300	422,653	272,100	(184,200)	(40.4)
6301 Professional Fees	60,000	60,000	48,344	50,000	(10,000)	(16.7)
6302 Legal Fees	20,000	20,000	1,495	10,000	(10,000)	(50.0)
6304 Janitorial Services			365			
6308 Snow Removal	25,000	20,000	30,993	20,000		
6309 Litigation Disbursements			68,385			
6311 Security	6,000	16,000	33,703	25,000	9,000	56.3
6312 Refuse Collection			2,867			
6399 Contract Services	168,300	155,000	109,159	412,500	257,500	166.1
* External Services	279,300	271,000	295,310	517,500	246,500	91.0
6401 Uniforms & Clothing	443,000	325,000	421,422	325,000		
6402 Med & First Aid Supp			3,291			
6404 Rec Prog Supplies	30,000	60,000	63,695	60,000		
6405 Photo Supp & Equip	5,600	5,500	2,146	2,500	(3,000)	(54.5)
6407 Cleaning/Sanitary Supplies	102,000	102,000	108,944	102,000		
6409 Personal Protect Equ			910			
6499 Other Supplies	5,000	5,000	6,009	2,500	(2,500)	(50.0)
* Supplies	585,600	497,500	606,417	492,000	(5,500)	(1.1)
6502 Chemicals			2,822			
6504 Hardware			4,077			
6505 Lubricants			230			
6510 Road Oils			48			
6511 Salt			844			
6599 Other Materials			27			
* Materials			8,048			
6602 Electrical			662			
6606 Heating Fuel	255,900					
6607 Electricity	225,200		10,718	9,000	9,000	
6608 Water	25,500	10,000	10,930	11,500	1,500	15.0
6610 Building - Exterior			1,897			
6611 Building - Interior	20,500		2,972			
6612 Safety Systems			327			
6616 Natural Gas-Buildings			9,913	8,000	8,000	
6699 Other Building Cost	422,000	142,100	130,557	142,100		
* Building Costs	949,100	152,100	167,977	170,600	18,500	12.2
6701 Equipment Purchase	884,700	612,500	228,348	147,500	(465,000)	(75.9)
6702 Small Tools	55,000	60,000	26,525	35,000	(25,000)	(41.7)
6703 Computer Equipment/Rentals	6,000	6,000	23,116	25,000	19,000	316.7
6704 Equipment Rental			122			
6705 Equip - R&M	136,800	136,800	183,613	126,800	(10,000)	(7.3)
6706 Computer R&M	3,700	2,000	203		(2,000)	(100.0)
6707 Plumbing & Heating	10,000		250			
6708 Mechanical Equipment	10,000		387			
6711 Communication System	60,000	92,000	103,837	75,000	(17,000)	(18.5)
6790 Equipment Transfer			(15,000)			
* Equipment & Communications	1,166,200	909,300	551,402	409,300	(500,000)	(55.0)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Fire and Emergency Service

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6802 Vehicle R&M			547			
6899 Other Vehicle Expense			149			
* Vehicle Expense			696			
6901 Membership Dues	15,000	15,000	13,343	12,500	(2,500)	(16.7)
6902 Conferences and Workshops			610			
6903 Travel - Local	47,000	50,000	24,793	30,000	(20,000)	(40.0)
6904 Travel - Out of Town	80,000	75,000	82,358	100,000	25,000	33.3
6905 Training & Education	230,000	455,000	269,679	400,000	(55,000)	(12.1)
6906 Licenses & Agreements	51,700	47,700	43,210	42,400	(5,300)	(11.1)
6908 Medical Examinations	34,800	25,000	25,216	25,000		
6911 Facilities Rental	70,000	69,500	63,003	70,000	500	0.7
6912 Advertising and Promotion	11,000	18,000	39,820	35,000	17,000	94.4
6913 Awards	50,000	50,000	46,700	50,000		
6914 Recruiting	40,000	40,000	17,556	40,000		
6915 Research Data Acquisition	2,600		25			
6916 Public Education	71,800	60,000	70,328	65,000	5,000	8.3
6917 Books and Periodicals	47,000	25,000	21,812	25,000		
6918 Meals	35,000	35,000	40,999	35,000		
6919 Special Projects			77			
6928 Committee Expenses	5,000	2,000	100	2,000		
6933 Community Events	10,000	10,000	5,701	10,000		
6938 Rewarding Excellence	20,000	40,000	28,724	25,000	(15,000)	(37.5)
6940 Fencing			986			
6943 Health and Wellness	130,000	120,000	121,951	120,000		
6999 Other Goods and Services	51,700	52,100	72,234	28,000	(24,100)	(46.3)
* Other Goods & Services	1,002,600	1,189,300	989,224	1,114,900	(74,400)	(6.3)
7007 ItnTrsf Paper Recyc			63			
7009 Internal Transfers Other			6,780			
9911 PM Labour-Reg			522			
* Interdepartmental			7,365			
8011 Interest on Debentures	210,000	179,000	179,350	151,600	(27,400)	(15.3)
8012 Principal on Debentures	849,000	802,000	802,124	756,100	(45,900)	(5.7)
* Debt Service	1,059,000	981,000	981,474	907,700	(73,300)	(7.5)
8002 Insurance Claims			7,521			
8003 Insurance Pol/Prem			19,002	4,000	4,000	
8004 Grants	48,500	48,500	43,982	148,500	100,000	206.2
8008 Transfer to/from Reserves	160,000					
8024 Transf to/fr Capital			400,000			
* Other Fiscal	208,500	48,500	470,504	152,500	104,000	214.4
** Total	55,411,400	56,615,400	56,302,419	58,295,000	1,679,600	3.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4909 False Alarm Recovery	(60,000)	(60,000)	(57,961)	(60,000)		
5102 Facilities Rentals	(21,100)	(21,100)	(21,146)	(21,100)		
* Fee Revenues	(81,100)	(81,100)	(79,107)	(81,100)		
5508 Recov External Parti	(266,900)	(258,600)	(291,326)	(253,900)	4,700	(1.8)
5600 Miscellaneous Revenue	(7,500)	(307,700)	(5,941)	(207,700)	100,000	(32.5)
* Other Revenue	(274,400)	(566,300)	(297,267)	(461,600)	104,700	(18.5)
** Total	(355,500)	(647,400)	(376,374)	(542,700)	104,700	(16.2)
Net Surplus/Deficit	55,055,900	55,968,000	55,926,045	57,752,300	1,784,300	3.2

Corporate Accounts

2014/15 Budget and Business Plan

Corporate Accounts Overview

Corporate Accounts, 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
- Halifax Regional Water Commission – Stormwater Right of Way expense
- 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %	
* Compensation and Benefits	5,965,000	8,173,000	5,406,563	9,831,800	1,658,800	20.3	
* External Services	35,000	32,500	212,881		(32,500)	(100.0)	
* Supplies			170				
* Building Costs	448,000						
* Equipment & Communications			974				
* Vehicle Expense	13,000		136,386				
* Other Goods & Services	1,538,000	1,390,900	1,056,276	1,824,000	433,100	31.1	
* Interdepartmental			684,672	40,000	40,000		
* Debt Service	48,228,000	46,515,000	46,363,445	45,244,100	(1,270,900)	(2.7)	
* Other Fiscal	213,489,600	226,845,500	232,294,897	238,269,100	11,423,600	5.0	
** Total	269,716,600	282,956,900	286,156,264	295,209,000	12,252,100	4.3	
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %	
* Tax Revenue	(408,300,500)	(413,189,000)	(411,368,177)	(425,853,000)	(12,664,000)	3.1	
* Area Rate Revenue	(140,464,700)	(159,250,500)	(159,392,626)	(162,350,200)	(3,099,700)	1.9	
* Tax Agreements	(8,297,000)	(7,806,000)	(7,982,544)	(4,852,000)	2,954,000	(37.8)	
* Payments in Lieu of taxes	(33,437,000)	(34,749,000)	(35,620,151)	(36,178,000)	(1,429,000)	4.1	
* Transfers from other Gov'ts	(3,351,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1	
* Interest Revenue	(6,390,000)	(7,110,000)	(7,380,830)	(7,146,000)	(36,000)	0.5	
* Fee Revenues	(4,700,000)	(4,900,000)	(4,773,300)	(4,350,000)	550,000	(11.2)	
* Other Revenue	(16,035,100)	(16,187,400)	(17,425,463)	(20,427,600)	(4,240,200)	26.2	
** Total	(620,975,300)	(646,491,900)	(647,182,717)	(664,756,800)	(18,264,900)	2.8	
Net Surplus/Deficit	(351,258,700)	(363,535,000)	(361,026,453)	(369,547,800)	(6,012,800)	1.7	

Corporate Accounts Budget Overview

Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	2014-15 Var.	Var %
Debt Services	34,659,000	33,443,000	33,241,452	32,580,200	(862,800)	-2.6%
Provincial Area Rates	121,531,000	129,567,000	129,728,593	135,894,000	6,327,000	4.9%
Other Transfers	30,637,000	30,117,000	30,727,801	30,745,000	628,000	2.1%
Grants	5,755,000	6,124,000	5,447,481	6,514,000	390,000	6.4%
Valuation Allowance	2,500,000	3,000,000	3,523,432	3,700,000	700,000	23%
Reserves	19,750,000	19,274,000	23,915,420	16,557,500	(2,716,500)	-14.1%
Capital from Operating	36,208,000	40,354,000	40,354,000	39,048,000	-1,306,000	-3.2%
Operating Cost of Capital (OCC)	421,900	1,139,000	1,290,900	3,146,000	2,007,000	176%
Non-Dept Revenue & Area Rates	(603,845,600)	(630,205,000)	(631,032,855)	(648,912,600)	(18,707,600)	3.0%
Other	1,225,000	3,752,000	1,777,323	11,192,200	7,440,200	198%
Total Corp Accounts	(351,158,700)	(363,435,000)	(361,026,453)	(369,535,700)	(6,100,700)	1.7%

2014/15 Corporate Account Summary

Debt Servicing:

The Debt Servicing Plan is to reduce HRM's tax supported debt by 3% per dwelling each year. The Capital from Operating is only up slightly this year (combining both the transit and general rated amount). This is a departure from the Debt Policy, as HRM had exceeded targets in previous years.

Operating 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 2014/15 is \$119.9 million, an increase of \$6.0 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 2014/15 is \$6.8 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 \$6.6 million for 2014/15 is an increase of \$80,000 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 \$2.7 million for 2014/15, an increase of \$200,000 from the prior year.

2) World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2014/15 fiscal year, HRM has budgeted an amount of \$1,274,000 which includes 634,000 for the Cornwallis Room and \$640,000 for marketing the new Convention Centre.

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 2014-15 will be \$17.2 million, a decrease of \$450,000 from the prior year.

4) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) require HRM to make a contribution to Halifax Regional Water Commission (HRWC) to fund the hydrant costs incurred by the Commission and are 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 14/15 Area Rate is \$10.5M.

5) Halifax Regional Water Commission (Stormwater ROW)

The Nova Scotia Utilities and Review Board (NSUARB) require HRM to pay for the cost of the Stormwater drainage in the right-of-way of HRM streets and roads, to Halifax Regional Water Commission (HRWC). This became effective as of July 01, 2013. The amount required for the 14/15 Area Rate is \$3.9M.

Transfers to/from Other Funds:

This includes funding for both HRM Insurance and Reserves. Reserves are funds set aside for a specific purpose; e.g.: 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 2014/15 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
M110 Debt & Interest Chg	46,723,000	45,326,000	38,636,239	43,207,500	(2,118,500)	(4.7)
M112 Alloc Debt Chg to BU	(12,064,000)	(11,883,000)	(11,799,219)	(10,627,300)	1,255,700	(10.6)
M113 Int.Pmt-Gen Govt			1,087,833			
M114 Int.Pmt-Protect.Serv			507,615			
M115 Int.Pmt-Transp.Serv.			3,173,185			
M116 Int.Pmt-EMS			71,982			
M118 Int.Pmt-CD Planning			55,391			
M119 Int.Pmt-CD Rec.			1,508,424			
* Debt Servicing	34,659,000	33,443,000	33,241,452	32,580,200	(862,800)	(2.6)
M250 World Trade Centre	588,000	626,000	1,259,533	1,274,000	648,000	103.5
M291 Fire Prot/Stormwater			0			
* Transfers To Outside Agencies	588,000	626,000	1,259,533	1,274,000	648,000	103.5
M270 Compensation PPP	2,139,000	4,308,000	2,954,392	4,057,800	(250,200)	(5.8)
M310 Other Fiscal Serv.	3,919,000	3,989,000	7,203,772	4,207,000	218,000	5.5
M311 Grants & Tax Concessions	5,065,000	5,495,000	5,310,828	5,585,000	90,000	1.6
M341 Surplus/Deficit	(4,900,000)	(4,711,000)	(3,333,880)		4,711,000	(100.0)
M361 Councillors Discreti	69,000	69,000	68,222	69,000		
M451 Valuation Allowance	2,500,000	3,000,000	3,523,432	3,700,000	700,000	23.3
* Other Fiscal Services	8,792,000	12,150,000	15,726,767	17,618,800	5,468,800	45.0
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000		
M317 Oper Costs New Cap	421,900	1,139,000	1,290,900	3,146,000	2,007,000	176.2
M319 DNA Reserve	113,000	113,000	113,000	366,000	253,000	223.9
M320 Insurance Claims	4,736,000	4,736,000	3,682,773	4,174,800	(561,200)	(11.8)
M322 New Cap Replace Res	1,000,000	1,000,000	1,000,000		(1,000,000)	(100.0)
M323 InsuranceReimb.Claim			(543,417)			
M433 Waste Resource Cap R	7,978,000	7,978,000	7,978,000	7,978,000		
M461 Capital Fr Operating	36,208,000	40,354,000	40,354,000	39,048,000	(1,306,000)	(3.2)
M471 Other Transfers	923,000	447,000	447,000	1,540,000	1,093,000	244.5
* Transfers to/fr Other Funds	56,379,900	60,767,000	59,322,256	61,252,800	485,800	0.8
M510 Property Tax	(365,959,600)	(384,022,000)	(385,888,558)	(397,004,400)	(12,982,400)	3.4
M520 Deed Transfer	(36,000,000)	(39,000,000)	(35,777,049)	(36,000,000)	3,000,000	(7.7)
M540 Grants in Lieu	(33,437,000)	(34,749,000)	(35,620,151)	(36,178,000)	(1,429,000)	4.1
M550 Own Source Revenue	(12,930,000)	(9,450,000)	(9,833,114)	(9,490,000)	(40,000)	0.4
M555 Parkade			(217,963)	(1,200)	(1,200)	
M560 Unconditional Trans.	(3,310,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1
M570 Conditional Transfer	(41,000)					
* Non-Departmental Revenue	(451,677,600)	(470,521,000)	(470,576,461)	(482,273,600)	(11,752,600)	2.5
R786 Bald Rock Road Maint			0			
* Private Roads			0			
** Total	(351,258,700)	(363,535,000)	(361,026,453)	(369,547,800)	(6,012,800)	1.7

Corporate Accounts Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
M280 Mandatory Education	106,248,000	113,965,000	113,880,543	119,941,000	5,976,000	5.2
* Hlfx. Reg. Sch. Bd. - Mandatory	106,248,000	113,965,000	113,880,543	119,941,000	5,976,000	5.2
M288 Suppl Educ HRM-wide	18,104,000	17,880,000	17,802,653	17,281,000	(599,000)	(3.4)
* Hlfx. Reg. Sch. Bd. - Supplement	18,104,000	17,880,000	17,802,653	17,281,000	(599,000)	(3.4)
M110 Debt & Interest Chg	46,723,000	45,326,000	38,636,236	43,207,500	(2,118,500)	(4.7)
M112 Alloc Debt Chg to BU	(12,064,000)	(11,883,000)	(11,799,219)	(10,627,300)	1,255,700	(10.6)
M113 Int.Pmt-Gen Govt			1,087,833			
M114 Int.Pmt-Protect.Serv			507,615			
M115 Int.Pmt-Transp.Serv.			3,173,185			
M116 Int.Pmt-EMS			71,982			
M118 Int.Pmt-CD Planning			55,391			
M119 Int.Pmt-CD Rec.			1,508,424			
M122 HRWC Debt Charges	11,675,000	11,190,000	11,189,355	10,784,200	(405,800)	(3.6)
M530 Local Improvement Charges	3,181,100	2,507,000	2,248,078	2,536,000	29,000	1.2
M531 LIC Solar City Project			212,228			
* Debt Charges	49,515,100	47,140,000	46,891,109	45,900,400	(1,239,600)	(2.6)
M433 Waste Resource Cap R	7,978,000	7,978,000	7,978,000	7,978,000		
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000		
M319 DNA Reserve	113,000	113,000	113,000	366,000	253,000	223.9
M322 New Cap Replace Res	1,000,000	1,000,000	1,000,000		(1,000,000)	(100.0)
M471 Other Transfers	923,000	447,000	447,000	1,540,000	1,093,000	244.5
* Reserves	15,014,000	14,538,000	14,538,000	14,884,000	346,000	2.4
M320 Insurance Claims	4,736,000	4,736,000	4,132,520	4,714,800	(21,200)	(0.4)
M323 InsuranceReimb.Claim			11,213			
* Insurance	4,736,000	4,736,000	4,143,733	4,714,800	(21,200)	(0.4)
M230 Corrections Services	6,427,000	6,381,000	6,562,073	6,396,000	15,000	0.2
M240 Metro Housing Authority	2,263,000	2,536,000	2,658,523	2,763,000	227,000	9.0
M250 World Trade Centre	588,000	626,000	1,259,533	1,274,000	648,000	103.5
M318 Prop Valuation Serv	6,593,000	6,607,000	6,627,454	6,794,000	187,000	2.8
* Transfers to Outside Agencies	15,871,000	16,150,000	17,107,583	17,227,000	1,077,000	6.7
M311 Grants & Tax Concessions	5,065,000	5,495,000	5,310,828	5,585,000	90,000	1.6
M361 Councillors Discreti	69,000	69,000	68,222	69,000		
* Grants & Tax Concessions	5,134,000	5,564,000	5,379,051	5,654,000	90,000	1.6
M341 Surplus/Deficit	(4,900,000)	(4,711,000)	(3,333,880)		4,711,000	(100.0)
* Surplus Prior Year	(4,900,000)	(4,711,000)	(3,333,880)		4,711,000	(100.0)
M291 Fire Prot/Stormwater	11,945,000	11,689,000	11,665,615	12,830,000	1,141,000	9.8
* Fire Protection (Hydrants)	11,945,000	11,689,000	11,665,615	12,830,000	1,141,000	9.8
M317 Oper Costs New Cap	421,900	1,139,000	1,290,900	3,146,000	2,007,000	176.2
M461 Capital Fr Operating	36,208,000	40,354,000	40,354,000	39,048,000	(1,306,000)	(3.2)
* Capital from Operating	36,629,900	41,493,000	41,644,900	42,194,000	701,000	1.7
R790 Blacks Sudb. Rd Main				3,800	3,800	
R791 Redoubt Head Rd Main				7,500	7,500	
R792 MARA Road Maintenance Fee				12,900	12,900	
R786 Bald Rock Road Maint	5,800	5,800	5,780	5,800		
R788 Rutter Court Road		4,600	4,550	4,600		
R789 Range Road Maintenance Fee			3,000	3,200	3,200	
R787 SMCA Road Maint	43,200	43,700	43,650	43,700		
R758 Shag End Lot Owner	39,600	39,600	39,600	40,800	1,200	3.0
R759 SW Grand Lake Prop	30,450	31,600	31,615	31,600		
R769 River Bend HOA	7,550	7,800	7,800	7,800		
R757 Three Brooks Home Ow	41,400	48,800	49,290	53,900	5,100	10.5
R756 Petpeswick Drive	3,600	3,600	3,600	3,600		
M270 Compensation PPP	2,139,000	4,308,000	2,954,392	4,057,800	(250,200)	(5.8)
M310 Other Fiscal Serv.	4,709,000	4,919,400	8,185,123	5,007,000	87,600	1.8
M555 Parkade	1,900,000	2,100,000	1,585,124	1,598,800	(501,200)	(23.9)
* Other	8,919,600	11,512,900	12,913,525	10,882,800	(630,100)	(5.5)
M451 Valuation Allowance	2,500,000	3,000,000	3,523,432	3,700,000	700,000	23.3
* Provision for Valuation Allowanc	2,500,000	3,000,000	3,523,432	3,700,000	700,000	23.3
** Total	269,716,600	282,956,900	286,156,264	295,209,000	12,252,100	4.3

Corporate Accounts Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
M110 Debt & Interest Chg			3			
M122 HRWC Debt Charges	(11,675,000)	(11,190,000)	(11,189,355)	(10,784,200)	405,800	(3.6)
M530 Local Improvement Charges	(3,181,100)	(2,507,000)	(2,248,078)	(2,536,000)	(29,000)	1.2
M531 LIC Solar City Project			(212,228)			
* Debt Servicing	(14,856,100)	(13,697,000)	(13,649,658)	(13,320,200)	376,800	(2.8)
M230 Corrections Services	(6,427,000)	(6,381,000)	(6,562,073)	(6,396,000)	(15,000)	0.2
M240 Metro Housing Authority	(2,263,000)	(2,536,000)	(2,658,523)	(2,763,000)	(227,000)	9.0
M280 Mandatory Education	(106,248,000)	(113,965,000)	(113,880,543)	(119,941,000)	(5,976,000)	5.2
M288 Suppl Educ HRM-wide	(18,104,000)	(17,880,000)	(17,802,653)	(17,281,000)	599,000	(3.4)
M291 Fire Prot/Stormwater	(11,945,000)	(11,689,000)	(11,665,615)	(12,830,000)	(1,141,000)	9.8
M318 Prop Valuation Serv	(6,593,000)	(6,607,000)	(6,627,454)	(6,794,000)	(187,000)	2.8
* Transfers To Outside Agencies	(151,580,000)	(159,058,000)	(159,196,861)	(166,005,000)	(6,947,000)	4.4
M310 Other Fiscal Serv.	(790,000)	(930,400)	(981,351)	(800,000)	130,400	(14.0)
* Other Fiscal Services	(790,000)	(930,400)	(981,351)	(800,000)	130,400	(14.0)
M320 Insurance Claims			(449,747)	(540,000)	(540,000)	
M323 InsuranceReimb.Claim			(554,630)			
* Transfers to/fr Other Funds			(1,004,377)	(540,000)	(540,000)	
M510 Property Tax	(365,959,600)	(384,022,000)	(385,888,558)	(397,004,400)	(12,982,400)	3.4
M520 Deed Transfer	(36,000,000)	(39,000,000)	(35,777,049)	(36,000,000)	3,000,000	(7.7)
M540 Grants in Lieu	(33,437,000)	(34,749,000)	(35,620,151)	(36,178,000)	(1,429,000)	4.1
M550 Own Source Revenue	(12,930,000)	(9,450,000)	(9,833,114)	(9,490,000)	(40,000)	0.4
M555 Parkade	(1,900,000)	(2,100,000)	(1,803,087)	(1,600,000)	500,000	(23.8)
M560 Unconditional Trans.	(3,310,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1
M570 Conditional Transfer	(41,000)					
* Non-Departmental Revenue	(453,577,600)	(472,621,000)	(472,161,585)	(483,872,400)	(11,251,400)	2.4
R756 Petpeswick Drive	(3,600)	(3,600)	(3,600)	(3,600)		
R757 Three Brooks Home Ow	(41,400)	(48,800)	(49,290)	(53,900)	(5,100)	10.5
R758 Shag End Lot Owner	(39,600)	(39,600)	(39,600)	(40,800)	(1,200)	3.0
R759 SW Grand Lake Prop	(30,450)	(31,600)	(31,615)	(31,600)		
R769 River Bend HOA	(7,550)	(7,800)	(7,800)	(7,800)		
R786 Bald Rock Road Maint	(5,800)	(5,800)	(5,780)	(5,800)		
R787 SMCA Road Maint	(43,200)	(43,700)	(43,650)	(43,700)		
R788 Rutter Court Road		(4,600)	(4,550)	(4,600)		
R789 Range Road Maintenance Fee			(3,000)	(3,200)	(3,200)	
R790 Blacks Sudb. Rd Main				(3,800)	(3,800)	
R791 Redoubt Head Rd Main				(7,500)	(7,500)	
R792 MARA Road Maintenance Fee				(12,900)	(12,900)	
* Private Roads	(171,600)	(185,500)	(188,885)	(219,200)	(33,700)	18.2
** Total	(620,975,300)	(646,491,900)	(647,182,717)	(664,756,800)	(18,264,900)	2.8

Corporate Accounts Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	4,130,000	4,751,000	953,941	6,655,800	1,904,800	40.1
6002 Salaries - Overtime			1,264			
6005 PDP Increases			1,213,159			
6100 Benefits - Salaries		320,000	295,962	74,000	(246,000)	(76.9)
6152 Retirement Incentives	1,835,000	3,102,000	2,228,574	3,102,000		
6154 Workers' Compensation			162			
6199 Comp & Ben InterDept			713,500			
* Compensation and Benefits	5,965,000	8,173,000	5,406,563	9,831,800	1,658,800	20.3
6301 Professional Fees			2,959			
6302 Legal Fees			41,071			
6303 Consulting Fees			14,379			
6399 Contract Services	35,000	32,500	154,472		(32,500)	(100.0)
* External Services	35,000	32,500	212,881		(32,500)	(100.0)
6499 Other Supplies			170			
* Supplies			170			
6607 Electricity	448,000					
* Building Costs	448,000					
6704 Equipment Rental			974			
* Equipment & Communications			974			
6802 Vehicle R&M			136,386			
6803 Vehicle Fuel - Diesel	13,000					
* Vehicle Expense	13,000		136,386			
6903 Travel - Local			797			
6908 Medical Examinations			142,629			
6909 Cost of Sales	500,000	350,000	318,548	250,000	(100,000)	(28.6)
6919 Special Projects			1,000,000			
6942 Management Fees		150,000	132,172	125,000	(25,000)	(16.7)
6999 Other Goods and Services	1,038,000	890,900	(537,870)	1,449,000	558,100	62.6
* Other Goods & Services	1,538,000	1,390,900	1,056,276	1,824,000	433,100	31.1
7009 Internal Transfers Other			59,293			
7010 IntTrfr Insur Funds			275,889	40,000	40,000	
7011 Int Trf Record Check			(2,610)			
7099 Interdept Chargeback			352,100			
* Interdepartmental			684,672	40,000	40,000	
8011 Interest on Debentures	11,830,000	10,948,000	10,844,349	9,976,100	(971,900)	(8.9)
8012 Principal on Debentures	36,398,000	35,567,000	35,519,096	35,268,000	(299,000)	(0.8)
* Debt Service	48,228,000	46,515,000	46,363,445	45,244,100	(1,270,900)	(2.7)
8001 Transf Outside Agenc	140,820,600	148,714,500	151,884,621	154,617,200	5,902,700	4.0
8002 Insurance Claims			664,921			
8003 Insurance Pol/Prem	4,364,000	4,265,100	2,028,399	4,225,100	(40,000)	(0.9)
8004 Grants	569,000	569,000	838,510	869,000	300,000	52.7
8005 Tax Exemptions	1,485,000	1,335,000	1,317,944	1,425,000	90,000	6.7
8006 Tax Concess Non Prof	2,985,000	3,535,000	3,093,444	3,535,000		
8007 Tax Concess Commerci	716,000	755,000	265,832	755,000		
8008 Transfer to/from Reserves	14,759,700	15,232,700	23,915,420	16,557,500	1,324,800	8.7
8009 Fire Protection	10,829,000	11,327,000	9,785,416	10,467,000	(860,000)	(7.6)
8014 Capital from Operating	36,208,000	40,354,000	40,354,000	39,048,000	(1,306,000)	(3.2)
8015 Debenture Discount	299,000	288,000	286,175	269,300	(18,700)	(6.5)
8016 Provision for Allowance	2,500,000	3,000,000	3,523,432	3,700,000	700,000	23.3
8017 Bank Charges	330,000	330,000	325,045	380,000	50,000	15.2
8024 Transf to/fr Capital	1,834,300	1,383,200	1,430,747	7,000	(1,376,200)	(99.5)
8026 Property Damage			112,080			
8046 Stormwater ROW Chg				3,881,000	3,881,000	
9000 Prior Year Surplus/Deficit	(4,210,000)	(4,243,000)	(8,772,800)	(1,467,000)	2,776,000	(65.4)
9001 Current Yr. Sur/Def			1,241,710			
* Other Fiscal	213,489,600	226,845,500	232,294,897	238,269,100	11,423,600	5.0
** Total	269,716,600	282,956,900	286,156,264	295,209,000	12,252,100	4.3

Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4001 Residential Property Taxes	(193,867,500)	(205,399,000)	(205,882,132)	(211,877,000)	(6,478,000)	3.2
4002 Commercial Property Taxes	(158,450,000)	(165,258,000)	(166,271,843)	(174,345,000)	(9,087,000)	5.5
4003 Business Occupancy Taxes	(3,986,000)					
4005 Resource Property Taxes	(1,380,000)	(1,383,000)	(1,387,139)	(1,390,000)	(7,000)	0.5
4006 Recreational Non Profit	(15,000)	(15,000)	(16,107)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(42,464)	(42,000)		
4008 Commercial Forest Taxes	(92,000)	(92,000)	(78,890)	(81,000)	11,000	(12.0)
4012 Fire Protection	(11,945,000)					
4100 Deed Transfer Taxes	(36,000,000)	(39,000,000)	(35,777,049)	(36,000,000)	3,000,000	(7.7)
4101 Capital Charges	(2,523,000)	(2,000,000)	(1,912,552)	(2,103,000)	(103,000)	5.2
* Tax Revenue	(408,300,500)	(413,189,000)	(411,368,177)	(425,853,000)	(12,664,000)	3.1
4200 Area Rate Revenue	(139,806,600)					
4201 Area Rate Residential	(562,700)	(124,463,500)	(124,531,486)	(128,201,200)	(3,737,700)	3.0
4202 Area Rate Commercial	(95,400)	(33,939,000)	(34,022,207)	(33,295,000)	644,000	(1.9)
4206 Area Rate Resource		(848,000)	(838,932)	(854,000)	(6,000)	0.7
* Area Rate Revenue	(140,464,700)	(159,250,500)	(159,392,626)	(162,350,200)	(3,099,700)	1.9
4501 Tax Agreement - NSLC	(650,000)	(669,000)	(656,330)	(697,000)	(28,000)	4.2
4502 Tax Agreement - NSPI	(2,590,000)	(3,021,000)	(3,022,257)	(3,186,000)	(165,000)	5.5
4503 Tax Agreement - MT&T	(2,150,000)	(1,788,000)	(1,857,212)	(1,727,000)	61,000	(3.4)
4504 Tax Agreement - NAM	(7,000)					
4505 Tax Agreement - Impe	(3,800,000)	(3,608,000)	(3,608,000)	(250,000)	3,358,000	(93.1)
4506 Tax Agreement - Mari	(1,120,000)	(1,073,000)	(1,046,886)	(973,000)	100,000	(9.3)
4507 Tax Agreement - Heritage	(300,000)	(384,000)	(384,333)	(769,000)	(385,000)	100.3
4550 Tax Agreement - Other			(48,095)			
4551 Hfx Int'l Tax O-set	2,320,000	2,737,000	2,640,568	2,750,000	13,000	0.5
* Tax Agreements	(8,297,000)	(7,806,000)	(7,982,544)	(4,852,000)	2,954,000	(37.8)
4601 Grant in Lieu - Federal	(20,450,000)	(21,578,000)	(21,782,182)	(22,184,000)	(606,000)	2.8
4602 Grant in Lieu - Provincial	(7,700,000)	(8,231,000)	(8,716,888)	(8,638,000)	(407,000)	4.9
4603 Grant in Lieu - CPC	(680,000)	(686,000)	(678,097)	(660,000)	26,000	(3.8)
4605 Grant in Lieu - Hfx Port	(2,425,000)	(2,374,000)	(2,513,223)	(2,788,000)	(414,000)	17.4
4606 Grant in Lieu - CBC	(306,000)	(330,000)	(328,312)	(346,000)	(16,000)	4.8
4607 Grant in Lieu - Via Rail	(135,000)	(148,000)	(150,740)	(143,000)	5,000	(3.4)
4608 Grant in Lieu - WCB	(135,000)	(136,000)	(134,765)	(129,000)	7,000	(5.1)
4609 Grant in Lieu - Citadel	(1,517,000)	(1,031,000)	(1,017,725)	(1,059,000)	(28,000)	2.7
4610 Grant in Lieu - NRC	(77,000)	(74,000)	(74,000)	(68,000)	6,000	(8.1)
4650 Grant in Lieu - Other	(12,000)	(161,000)	(224,220)	(163,000)	(2,000)	1.2
* Payments in Lieu of taxes	(33,437,000)	(34,749,000)	(35,620,151)	(36,178,000)	(1,429,000)	4.1
4706 Uncond. Grant NS(oth)	(3,310,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1
4707 Public House. Amort.	(41,000)					
* Transfers from other Gov'ts	(3,351,000)	(3,300,000)	(3,239,625)	(3,600,000)	(300,000)	9.1
4801 Interest Revenue - Taxes	(4,600,000)	(4,500,000)	(4,715,788)	(4,550,000)	(50,000)	1.1
4803 Int. Rev. - Cap.Chrg	(500,000)	(500,000)	(547,723)	(426,000)	74,000	(14.8)
4850 Interest Revenue - Other	(190,000)	(110,000)	(73,250)	(70,000)	40,000	(36.4)
4860 Investment Income	(1,100,000)	(2,000,000)	(2,044,069)	(2,100,000)	(100,000)	5.0
* Interest Revenue	(6,390,000)	(7,110,000)	(7,380,830)	(7,146,000)	(36,000)	0.5
4901 Parking Meters	(2,800,000)	(2,800,000)	(2,747,981)	(2,750,000)	50,000	(1.8)
4902 Fines Fees			(213,417)			
5101 Parking Rentals	(1,900,000)	(2,100,000)	(1,803,087)	(1,600,000)	500,000	(23.8)
5204 Administration Fees			(8,815)			
* Fee Revenues	(4,700,000)	(4,900,000)	(4,773,300)	(4,350,000)	550,000	(11.2)
5502 HRWC Dividend	(3,700,000)	(4,200,000)	(4,187,121)	(4,579,000)	(379,000)	9.0
5504 StormWater ROW Levies				(3,881,000)	(3,881,000)	
5508 Recov External Parti	(11,675,000)	(11,190,000)	(12,396,646)	(11,324,200)	(134,200)	1.2
5509 NSF Chq Fee	(20,000)	(20,000)	(21,532)	(20,000)		
5600 Miscellaneous Revenue	(810,000)	(950,400)	(993,264)	(800,000)	150,400	(15.8)
5803 Transfer - General Rate	7,900	5,500	5,500	4,500	(1,000)	(18.2)
5804 Transfer - Urban Rate	162,000	167,500	167,600	172,100	4,600	2.7
* Other Revenue	(16,035,100)	(16,187,400)	(17,425,463)	(20,427,600)	(4,240,200)	26.2
** Total	(620,975,300)	(646,491,900)	(647,182,717)	(664,756,800)	(18,264,900)	2.8
Net Surplus/Deficit	(351,258,700)	(363,535,000)	(361,026,453)	(369,547,800)	(6,012,800)	1.7

Halifax Public Libraries

2014/15 Budget and Business Plan

Mission: Connecting people. Enriching communities. Inspiring discovery.

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

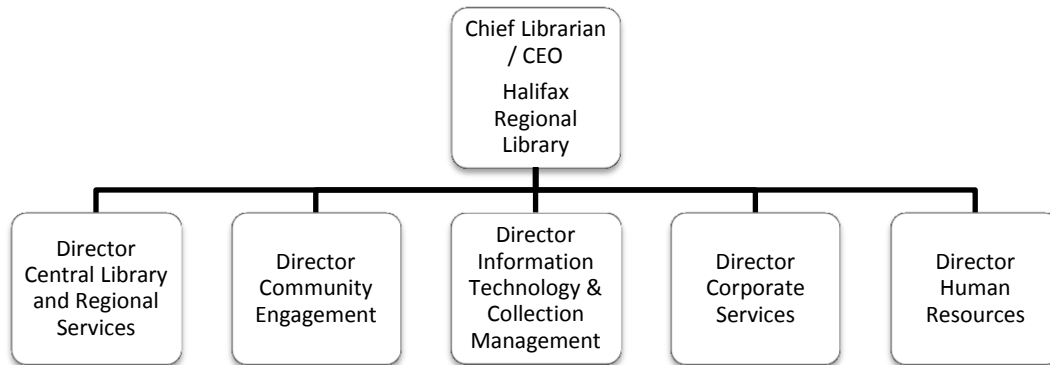
Halifax Public Libraries Overview

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 its strategic vision and mission, through a network of 14 branches, a website, Borrow by Mail and Home Delivery services.

A collection of over 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, literacy tutoring, income tax clinics, computer training, English language learning, as well as services and programs for newcomers to Canada.

In-house spaces are designated for studying, reading, access to technology (computer use, wireless access and gaming), organized meetings, 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)

Halifax Public Libraries	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	295.69	+2.4	298.09

Halifax Public Libraries Operating Budget Overview

Library Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	16,897,900	16,968,900	16,167,789	16,525,100	(443,800)	(2.6)
* Office	621,860	506,900	417,277	426,800	(80,100)	(15.8)
* External Services	584,170	641,700	626,710	348,900	(292,800)	(45.6)
* Supplies	108,800	70,300	87,036	119,400	49,100	69.8
* Materials	2,100	2,100	3,500	1,000	(1,100)	(52.4)
* Building Costs	944,790	915,200	930,679	903,600	(11,600)	(1.3)
* Equipment & Communications	663,200	515,800	355,890	516,800	1,000	0.2
* Vehicle Expense	58,850		26			
* Other Goods & Services	3,515,890	3,094,700	3,786,648	3,055,100	(39,600)	(1.3)
* Interdepartmental		1,000	11,105	6,000	5,000	500.0
* Other Fiscal	(462,660)	(463,500)	1,166,304	1,101,500	1,565,000	(337.6)
** Total	22,934,900	22,253,100	23,552,965	23,004,200	751,100	3.4
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,885,700)	(4,835,200)		
* Fee Revenues	(513,200)	(495,900)	(430,884)	(495,900)		
* Other Revenue	(12,800)	(17,000)	(1,337,842)	(1,423,100)	(1,406,100)	8,271.2
** Total	(5,361,200)	(5,348,100)	(6,654,426)	(6,754,200)	(1,406,100)	26.3
Net Surplus/Deficit	17,573,700	16,905,000	16,898,538	16,250,000	(655,000)	(3.9)

Halifax Public Libraries Budget Overview by Service Area

Library Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Branch Libraries Summary of Expense & Revenue Types	15,435,920	15,555,700	15,076,865	15,605,900	50,200	0
Information Technology/Collection Summary	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4)
Administration-Library Summary of Expense & Revenue Types	(2,701,700)	(3,049,300)	(3,238,703)	(3,577,000)	(527,700)	17
Restricted Funds Summary of Expense & Revenue Types			602	(100)	(100)	
Capital Summary of Expense & Revenue Types			(24,544)			
	17,573,700	16,905,000	16,898,538	16,250,000	(655,000)	(0)

Halifax Public Libraries Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	73%	72.91%	70.85%	74.76%	76.49%
Expenditures per Dwelling (189,578 dwellings for 2014/15)	116.75	122.53	123.01	118.02	113.95

Halifax Public Libraries Strategic Initiatives for 2014-15

Strategic Alignment	
HPL 1.1	Economic Development – Arts and Culture
<p>Universal Access and Diversity:</p> <p>Libraries are committed to providing a welcoming, supportive environment for people of diverse backgrounds and abilities, assisting in the integration of immigrants into Canadian society, and fostering cultural understanding. Online provision of library resources and programs, such as downloadable media and video archives, brings our services to HRM residents who are unable to access them in person. In 2014-15, the upgrading of assistive technology in our branches will make the library experience more inclusive for many residents. In consultation with community members and service providers, the Library is currently developing a Universal Access Plan which will lead to barrier-free access throughout the library system.</p> <p>The Keshen Goodman Library has developed community-led service initiatives with the immigrant community through a Citizenship and Immigration Canada grant. The learnings from the Keshen Goodman project are being expanded to other branches serving immigrant communities through the full-time position of Regional Immigrant Services Library Assistant implemented in 2013. The production of a multi-lingual “Welcome to the Library” video for our website will be completed in 2014-15 as part of the immigrant services programming plan.</p> <p>In February, the library celebrated 30 years of collaboration with the African Nova Scotian community with special cultural celebrations for African Heritage Month. In the upcoming year, a part-time library assistant position will be hired at the Cole Harbour Library to work with the communities of North Preston, East Preston and Cherrybrook to identify and support their library needs.</p>	
HPL 1.2	Economic Development - Regional Centre
<p>Central Library and Capital Campaign:</p> <p>The Central Library speaks to quality of life, the resurgence of the downtown and economic prosperity with the power to draw families and individuals into the urban core. With international attention, the Central Library will be a social equalizer, a place for everyone, a community hub, a center of technology excellence, and an anchor strengthening the entire Library system. To continue to engage the public, the Library will take part in community events, present to a variety of audiences, and provide influencers with tours of the Central Library. With opening planned in the fall of 2014, service planning, community engagement, and further tender development and awards will be priorities.</p> <p>Through the Capital Campaign, the launch of the public campaign in early 2014/15 will occur following the success of reaching the fundraising prelaunch target. The public campaign will focus on raising funds from the broadest base of the community over the next 12 months. This will generate excitement for the opening and expose key features of the new library as they relate to community benefit.</p>	

HPL 1.3	Financial Stewardship – Asset Management
<p>Infrastructure:</p> <p>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. Previously approved Capital budget funding will see the completion of the refurbishment of the Cole Harbour Library with a redesigned layout, more space for technology, social gathering, quiet studying, and improved circulation flow.</p> <p>The updated Master Facilities Plan, once presented to Council, will address the needs of growing and changing communities and provides the blueprint for short and long term development. 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 plans. The first priorities focus on an expanded Bedford Library and rural service delivery.</p>	
HPL 1.4	Organizational Capacity – People Plan
<p>A major initiative this year will be to hire the Chief Librarian/CEO. A multi-phase process to involve stakeholders will be implemented. This individual will provide the strategic leadership to ensure the Library remains relevant and accessible to all HRM citizens. 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 with the Library’s community-led initiatives, is changing the Library’s staff profile and recruitment needs. Further, incorporating the results of a workforce survey into organizational plans will ensure Library staff reflect the communities served. In an effort to reduce overall spending, the Library has committed to a \$500,000 vacancy management target. Although all efforts will be made to minimize the impact, some delays will exist in time to fill positions that could affect service and resulting workloads. Collective Bargaining will occur with NSUPE Local 14 representing the majority of library staff.</p>	
HPL 1.5	Organizational Capacity – Technology
<p>Customer Focused Library Collections:</p> <p>The Library continues to be a leader in the provision of e-Books and other digital media to residents of HRM. The collection of e-Books has experienced further growth in popularity as witnessed by increased circulation, and the collection size has grown to match that need. Additional digital media such as magazines and video streaming are on the horizon and the Library is poised to play a lead in providing this to our customers.</p> <p>CollectionHQ is proving to be a valuable tool for the Library. This stock based management system provides staff with better information to make selection, budget, and management decisions. It allows us to make the best use of our existing resources by providing us with data based on customer use patterns. Our materials can be redistributed as use patterns change so that customer needs can be met more efficiently.</p>	

The development of the Central Library collection has provided librarians with the opportunity to review and expand the collection of the Library as a whole. Selection of this collection is being carried out in conjunction with the data from CollectionHQ, so that we can ensure that the correct balance of popular materials is chosen for the Central Library. This collection will provide an increased number of books, magazines, and audio/visual materials for all ages, which will be for the benefit of all HRM residents, and all Library branches as materials are shared throughout the region.

HPL 1.6 Organizational Capacity – Technology

Information Technology

The Library is committed to its historical role in providing patrons with access to and support for state-of-the-art electronic resources to discover and explore information and knowledge. Identifying and deploying the most modern and efficient tools as public-facing services is fundamental to the Library’s position in our communities. Strategic initiatives identified for this coming year include 3D printing, Chromebooks, secure WiFi with global access, iPads, embracing cloud-based information resources, social media, gamification training, and significant enhancement of our electronic collections.

In parallel, the Library’s internal processes and administrative systems will be re-engineered to embrace mobility, private-cloud infrastructures, and best practice principles to gain efficiencies and productivity. The end result will be improved services and support for our patrons, and staff who are experts in the use of state-of-the-art electronic resources.

The new Central Library offers an opportunity for the Library to showcase many of these state-of-the-art technologies and services, so this will be a major focus and driver over the year.

HPL 1.7 Service Excellence – Continuous Improvement

Community-Led Customer Service:

The Library continues to develop, implement and integrate the community-led service approach through internal capacity building and service development. Community-led service engages communities in the development and delivery of library services, resulting in more targeted services and strengthened community partnerships. A six-month rural service project in the Musquodoboit Valley will continue in 2014-15 with a permanent librarian position dedicated to working with the communities to provide library service in new ways. Community engagement and branch partnerships at the Cole Harbour and Halifax North branch libraries are assisting in understanding the needs of the North and East Preston, Cherry Brook and Lake Loon communities and the First Nations community in central Halifax. Refurbishment to the Cole Harbour Library, to be completed in 2014, 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 and continues to explore a range of opportunities to engage communities and the public. In 2013/14 library staff were engaged in barrier identification initiatives to begin the process of understanding what library policies and practices might deter use of library services by communities and this work will continue in 2014/15 as part of our focus on customer service and strengthened community connections.

Summary of 2014/15 Halifax Public Libraries Changes

Cost Reduction Initiatives	Proposed 13-14 Savings	Projected 14-15 Savings	Projected 15-16 Savings
<ul style="list-style-type: none"> Compensation and Benefits <ul style="list-style-type: none"> Vacancy Management (\$500,000) Vehicle Allowance (\$2,900) 	\$502,900		
<ul style="list-style-type: none"> Office <ul style="list-style-type: none"> Postage / courier (\$8,000) Printing (\$10,000) Office supplies (\$5,000) 	\$23,000		
<ul style="list-style-type: none"> External Services <ul style="list-style-type: none"> Reduction in 6 renegotiated janitorial contracts (\$9,600) Professional fees (\$15,000) 	\$24,600		
<ul style="list-style-type: none"> Equipment and Communications <ul style="list-style-type: none"> Furniture, equipment and computer equipment replacement and /or upgrade (\$100,000) 	\$100,000		
<ul style="list-style-type: none"> Other Goods and Services <ul style="list-style-type: none"> Out of Town Travel reduced by \$10,000 and reassigned to Training & Education Library Materials (\$150,000) Advertising and Promotion (\$10,000) Committee Expenses (\$1,000) 	\$161,000		
<ul style="list-style-type: none"> Supplies <ul style="list-style-type: none"> Uniforms and Clothing (\$1,000) 	\$1,000		
<ul style="list-style-type: none"> Building Costs <ul style="list-style-type: none"> Reduced maintenance (\$20,000) 	\$20,000		

New or Expanded Service Initiatives	Proposed 13-14 Cost	Projected 14-15 Costs	Projected 15-16 Costs
<ul style="list-style-type: none"> Increase the number of open hours at: <ul style="list-style-type: none"> Musquodoboit Harbour Public Library (22 to 30 hours weekly = \$50,541), JD Shatford Memorial Public Library (23 to 30 hours weekly = \$27,067), and Sheet Harbour Public Library (22 to 25 hours weekly = \$12,712) 	\$90,320		
<ul style="list-style-type: none"> Additional 0.6 FTE Library Assistant at the Cole Harbour Public Library to support service delivery plan to communities of North Preston, East Preston and Cherrybrook. 	\$23,965		

2014/15 Halifax Public Libraries Service Area Plans

Branches / Public Services:

Public library service is provided to residents of HRM via fourteen (14) branches, Borrow by Mail and Home Delivery Services, with 2013-14 projected annual visits of 2.39 million in-person and 1.66 million on-line. Currently 42.5% of HRM residents have a library card; 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, Borrow 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; participates in province-wide program Borrow Anywhere Return Anywhere. Library services include lending services, programs for all ages, literacy upgrading, services to immigrants, and meeting room rentals.
- Central Library and Regional Services – responsible for the Spring Garden Road Library / Central Library service development and delivery as well as the development of system-wide programming and services for all ages, including Circulation Services, Interlibrary Loans, Delivery, Regional Adult Services (adult information/readers’ services, local history/genealogy), Regional Youth Services (music studio, gaming and social spaces), and Emerging Technologies (exposure and access to the latest trends in electronic library materials and devices).
- Communications and Marketing – development of all communications and marketing strategies, as well as promotional materials, management of special events, representation of the library to the media, and provides support to the Central Library capital campaign.
 - Publication of the Library Guide six times a year.
 - Halifax Public Libraries and Halifax Central Library websites.

Branches / Public Services Budget Overview

Branch Libraries Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	13,127,010	13,526,900	12,826,134	13,622,700	95,800	0.7
* Office	181,470	179,200	145,780	162,100	(17,100)	(9.5)
* External Services	211,130	252,300	262,207	242,700	(9,600)	(3.8)
* Supplies	23,900	2,000	2,470	1,000	(1,000)	(50.0)
* Materials	2,100	2,100	3,500	1,000	(1,100)	(52.4)
* Building Costs	901,140	905,200	899,572	896,000	(9,200)	(1.0)
* Equipment & Communications	132,100	119,600	246,000	80,600	(39,000)	(32.6)
* Vehicle Expense	38,350		26			
* Other Goods & Services	1,312,820	1,048,100	1,103,648	1,074,500	26,400	2.5
* Interdepartmental			10,923	5,000	5,000	
* Other Fiscal	13,000	12,200	12,294	12,200		
** Total	15,943,020	16,047,600	15,512,554	16,097,800	50,200	0.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(505,300)	(491,900)	(427,263)	(491,900)		
* Other Revenue	(1,800)		(8,426)			
** Total	(507,100)	(491,900)	(435,689)	(491,900)		
Net Surplus/Deficit	15,435,920	15,555,700	15,076,865	15,605,900	50,200	0.3

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projected	Target
Active Library users (% of HRM population)	39.19%	42.50%	43.0%	44%
Circulation (Total)	4,875,328	4,723,147	4,728,919	5,000,000
Circulation per capita	12.49	12.10	12.11	
Digital Media Checkouts	177,060	281,198	365,775	
Home Delivery / Borrow by Mail Checkouts to 537 households	55,952	58,987	57,169	
In-Person visits	2,322,740	2,317,634	2,390,425	2,590,425
Visits per capita	5.95	5.94	6.12	
Website visits	1,468,334	1,579,501	1,660,881	1,744,000
Program Attendance (Total)	129,304	130,401	147,581	150,000
Attendance per Program Offered	23.62	22.26	21.40	
Literacy Program Attendance	19,027	15,811	15,942	
Information Questions Asked	330,369	303,195	311,459	320,000
Meeting Room Bookings	4,479	4,525	4,708	5,000
Volunteer Hours			20,500	

A projected **2,390,425 visits** will be made in-person to Halifax Public Libraries' 14 branches in 2013-14. This represents 66 visits per open hour (an increase of 3% over last year) which means that somewhere across the region someone walked into a public library every minute of the 36,184 hours the library was open.

2014/15 Branches / Public Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HPL 2.1	Healthy Communities - Energy and Environment	Promote Central Library LEED environmental features and use as an educational forum.
HPL 2.2	Healthy Communities – Leisure and Recreation	Expand library service in rural areas by increasing open hours: <ul style="list-style-type: none"> • Musquodoboit Harbour Public Library (22 to 30 hours weekly), • JD Shatford Memorial Public Library (23 to 30 hours weekly) • Sheet Harbour Public Library (22 to 25 hours weekly)
HPL 2.3	Economic Development -Arts and Culture	Revise and implement the Cole Harbour Public Library service plan to the communities of North Preston, East Preston and Cherry Brook. <ul style="list-style-type: none"> • Hire Library Assistant to work with the community • Expand existing program according to plan
HPL 2.4	Economic Development – Arts & Culture	Create web presence in recognition of the Spring Garden Road Library War Memorial in alignment with The Royal Canadian Legion agreement.
HPL 2.5	Economic Development - Arts and Culture	Implement plan to commemorate the African Nova Scotia community in the Central Library.
HPL 2.6	Financial Stewardship – Asset Management	Develop and implement plan to close the Spring Garden Road Library; move, fit-up/set-up and open the Central Library with programs and services in place. <ul style="list-style-type: none"> • Develop and implement Central Library Media Centre service delivery plan.
HPL 2.7	Financial Stewardship - Asset Management	Complete Cole Harbour Library refurbishment to update 25-year old service area (Capital budget). This will improve circulation service delivery, public gathering / meeting and technology spaces.
HPL 2.8	Financial Stewardship - Asset Management	Begin implementation of approved Master Facilities Plan year one priorities.
HPL 2.9	Organizations Capacity - People Plan	Develop and implement hiring plan for the Central Library in alignment with staffing model.
HPL 2.10	Service Excellence – Continuous Improvement	Implement Regional Universal Access plan including <ul style="list-style-type: none"> • Upgrades to assistive technology • Staff training
HPL 2.11	Service Excellence – Continuous Improvement	Implement updated Immigrant Services Plan across Library system including: <ul style="list-style-type: none"> • Create newcomers section on Library website • Expand multilingual resources • Expand programming for newcomers

HPL 2.12	Service Excellence - Continuous Improvement	Continue to reduce customer service barriers by updating policies such as: <ul style="list-style-type: none"> • Public Use of Computers • Customer Confidentiality • Other circulation-related policies
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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 and electronically, including books, magazines, DVDs, CDs, electronic resources, downloadable ebooks, videos and audiobooks.
- Information Technology - responsible for the implementation and support of public use computer hardware and software available at all branches, office technology and new technology throughout the Library system.

Information Technology and Collection Management Budget Overview

Information Technology/Collection Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,095,250	1,925,200	1,904,406	1,905,800	(19,400)	(1.0)
* Office	188,650	137,100	198,906	137,100		
* External Services	12,000	30,200	61,988	30,200		
* Supplies	82,000	64,900	83,063	116,900	52,000	80.1
* Building Costs			494			
* Equipment & Communications	511,100	390,700	395,930	330,700	(60,000)	(15.4)
* Other Goods & Services	1,950,480	1,850,500	2,439,531	1,700,500	(150,000)	(8.1)
** Total	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)
Net Surplus/Deficit	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Wifi Connections	100,239	130,190	170,976	210,000
Public Use Computer Bookings	578,857	606,810	655,219	687,000
Catalogue Logins	1,348,113	1,314,823	1,264,576	
Database Use (retrievals)	n/a	2,055,455	4,010,775	
Collection Size	1,002,364	988,136	1,000,857	1,090,859
<i>Collection per capita</i>	2.57	2.53	2.56	

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Titles Added to the Collection	28,757	30,308	32,437	35,000
Items added to the Collection	99,207	107,245	142,000	190,000
Suggestions for Purchase Received	10,252	10,892	10,433	
Help Desk Call Resolutions	6,391	6,670	7,071	

2014/15 Information Technology and Collection Management Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HPL 3.1	Organizational Capacity – Technology	<p>Install Automated Materials Handling system according to plan (Capital and Operating budgets):</p> <ul style="list-style-type: none"> • Delivery Services will be first fit-up • Central Library is initial branch installation • Keshen Goodman and Sackville branches to follow
HPL 3.2	Organizational Capacity – Technology	<p>Develop and implement state of the art electronic resources plan to encompass public facing services such as:</p> <ul style="list-style-type: none"> • 3D printing service • Chromebooks • Cloud computing • Staff use Wifi to assist customers • Gaming and gamification service • Digital collections • Investigation of Eduroam membership – a secure world-wide Wifi/Internet access service
HPL 3.3	Organizational Capacity – Technology	<p>Continue to explore and re-configure the Library’s Wide Area Network to improve overall performance and reliability for customers and staff to gain access to Library services and the Internet.</p> <p>Explore and initiate implementation of a new secure WiFi service for all Library branches.</p>
HPL 3.4	Organizational Capacity – Technology	Complete the Information Technology tender and deployment for the new Central Library.
HPL 3.5	Organizational Capacity – Technology	Investigate the feasibility of new electronic collections based on providers such as Zinio for e-magazines, Hoopla for e-movies, and Safari for technology/business e-books.
HPL 3.6	Organizational Capacity – Technology	Continue to explore and configure a private cloud resource for Library servers.
HPL 3.7	Service Excellence – Continuous Improvement	Complete development and purchase of library materials for the new Central Library.

Administrative Services:

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

Services Delivered:

- Library Administration - provides administrative support services to the Library Board, CEO, Senior Management Team and all managers across the Library system as well as manages the internal staff Intranet.
- Finance and Facilities - It 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. 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.
- Human Resources / Payroll - provides leadership and direction for Payroll and HR programs and services, in all Library branches and departments. Key functional areas include: labour and employee relations, occupational health and safety, training and development, recruitment and selection, organizational development, and compensation & benefits.

Administrative Services Budget Overview

Administration-Library Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,546,020	1,399,300	1,197,822	916,000	(483,300)	(34.5)
* Office	156,740	132,100	130,269	119,100	(13,000)	(9.8)
* External Services	125,000	90,000	80,037	75,000	(15,000)	(16.7)
* Supplies	2,900	3,400	1,503	1,500	(1,900)	(55.9)
* Building Costs	43,650	10,000	30,613	7,600	(2,400)	(24.0)
* Equipment & Communications	10,000	5,000	13,007	5,000		
* Vehicle Expense	20,500					
* Other Goods & Services	247,590	166,100	222,005	160,100	(6,000)	(3.6)
* Interdepartmental		1,000	60	1,000		
** Total	2,152,400	1,806,900	1,675,315	1,285,300	(521,600)	(28.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,885,700)	(4,835,200)		
* Fee Revenues	(7,900)	(4,000)	(3,621)	(4,000)		
* Other Revenue	(11,000)	(17,000)	(24,697)	(23,100)	(6,100)	35.9
** Total	(4,854,100)	(4,856,200)	(4,914,018)	(4,862,300)	(6,100)	0.1
Net Surplus/Deficit	(2,701,700)	(3,049,300)	(3,238,703)	(3,577,000)	(527,700)	17.3

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Job Postings	97	156	145	
Internal Hire Rate	n/a	72%	74%	75%
External Hire Rate	n/a	28%	26%	25%
Turnover Rate	7.4%	9.85%	8.4%	
Intranet Updates / Documents posted/revised	565	514	961	

2014/15 Administrative Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HPL 4.1	Financial Stewardship - Asset Management	Develop and implement plan for replacement or refurbishment of furniture, carpet, equipment across the region.
HPL 4.2	Organizational Capacity – People Plan	Conclude the Library Board’s recruitment process to hire new Chief Librarian/CEO in a multi-phase approach to engage stakeholders in the process. Create succession plan for management level positions.
HPL 4.3	Organizational Capacity - People Plan	Develop regional and departmental plans based on results of Employment Equity survey.
HPL 4.4	Service Excellence - Continuous Improvement	Participate in service review based on the HRM Auditor General’s Report on Administrative Functions of Agencies, Boards and Commissions
HPL 4.5	Service Excellence - Continuous Improvement	Complete implementation of HRM Auditor General’s Payroll Service Review operational recommendations as applicable.
HPL 4.6	Service Excellence - Continuous Improvement	Negotiate a Collective Agreement with NSUPE 14, without work stoppage and train all managers on collective agreement changes.
HPL 4.7	Service Excellence - Continuous Improvement	Develop process to review and update Strategic Plan.
HPL 4.8	Service Excellence – Continuous Improvement	Re-design the main Library website (including YouTube Channel development) and the Central Library website to enhance access and create a more interactive user experience
HPL 4.9	Service Excellence - Performance Reporting	Carry out use trend and demographic analysis by Branch and region-wide and develop an enhanced program of business metrics.

Central Library Capital Campaign:

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 will move from its 'quiet' phase of engaging major donors and in 2014-15, through the volunteer Council of Chairs, will launch the community portion of the Campaign to engage all of HRM. This will launch the public phase of the Campaign after successfully raising over 60% of the target for the project.

Services Delivered:

- Fund development and management.

Central Library Capital Campaign Budget Overview

Capital Transactions Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits			72,500			
* Office			(59,377)			
* Equipment & Communications			(308,881)			
* Other Fiscal			271,214			
** Total			(24,544)			
Net Surplus/Deficit			(24,544)			

Restricted Funds Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	129,620	117,500	166,928	80,600	(36,900)	(31.4)
* Office	95,000	58,500	1,698	8,500	(50,000)	(85.5)
* External Services	236,040	269,200	222,478	1,000	(268,200)	(99.6)
* Equipment & Communications	10,000	500	9,834	100,500	100,000	20,000.0
* Other Goods & Services	5,000	30,000	21,464	120,000	90,000	300.0
* Interdepartmental			122			
* Other Fiscal	(475,660)	(475,700)	882,796	1,089,300	1,565,000	(329.0)
** Total			1,305,321	1,399,900	1,399,900	
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			(1,304,719)	(1,400,000)	(1,400,000)	
** Total			(1,304,719)	(1,400,000)	(1,400,000)	
Net Surplus/Deficit			602	(100)	(100)	

Key Service Area Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Funds raised	\$22,500	\$537,325	\$970,000	\$1,400,000

2014/15 Central Library Capital Campaign Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HPL 5.1	Financial Stewardship - Asset Management	Implement Community Capital Campaign initiatives focusing on all HRM communities; continue focus on major donors.

Library Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
B011 Administrative Services	(2,701,700)	(3,049,300)	(3,238,703)	(3,577,000)	(527,700)	17.3
* Administrative Services	(2,701,700)	(3,049,300)	(3,238,703)	(3,577,000)	(527,700)	17.3
B012 IT & Collection Mgmt	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)
* Information Technology/Collecti	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)
B013 Communications & Mkt	415,600	577,700	550,757	570,600	(7,100)	(1.2)
B014 Information Services	676,640					
B021 Alderney Gate Library	1,576,720	1,500,000	1,304,749	1,386,500	(113,500)	(7.6)
B031 LKD Spr. Garden Gen	467,890					
B032 Central / Spr. Gard	1,339,880	3,457,100	3,282,043	3,422,300	(34,800)	(1.0)
B041 Branch Library Services	1,035,800	717,200	1,001,428	913,600	196,400	27.4
B042 Cole Harbour Library	813,710	863,900	806,952	871,900	8,000	0.9
B043 Dartmouth North Library	412,290	420,600	416,650	379,500	(41,100)	(9.8)
B044 Sackville Library	991,180	818,400	794,536	825,600	7,200	0.9
B045 Woodlawn Library	1,729,910	1,791,400	1,746,665	1,813,900	22,500	1.3
B046 Bedford Library	732,050	734,100	740,547	742,300	8,200	1.1
B047 Cpt Wil. Spry Library	856,510	672,500	621,530	663,700	(8,800)	(1.3)
B048 Halifax North Library	671,350	703,100	704,658	724,800	21,700	3.1
B049 Keshen Goodman Library	1,857,470	1,803,000	1,638,018	1,700,200	(102,800)	(5.7)
B050 Locked Outreach Services	305,010					
B051 Musq. Harb. Library	255,420	167,700	171,231	214,800	47,100	28.1
B052 Shatford Memorial Library	146,670	149,300	147,382	177,200	27,900	18.7
B053 Sheet Harbour Library	200,430	201,900	194,218	213,200	11,300	5.6
B054 Tantallon Library	951,390	977,800	955,501	985,800	8,000	0.8
* Branches/Public Services	15,435,920	15,555,700	15,076,865	15,605,900	50,200	0.3
B071 Capital Transactions			(24,544)			
* Capital Transactions			(24,544)			
** Library General Rate	17,573,700	16,905,000	16,897,937	16,250,100	(654,900)	(3.9)
B061 Special Projects			(1,956)			
B062 Restricted Colpitts			2,686			
B063 Res Capital Campaign				(100)	(100)	
B064 ESL			(128)			
B065 Literacy			(0)			
* Restricted Funds			602	(100)	(100)	
** Library Restricted Funds			602	(100)	(100)	
*** Total	17,573,700	16,905,000	16,898,538	16,250,000	(655,000)	(3.9)

Library Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
B011 Administrative Services	2,152,400	1,806,900	1,675,315	1,285,300	(521,600)	(28.9)
* Administrative Services	2,152,400	1,806,900	1,675,315	1,285,300	(521,600)	(28.9)
B012 IT & Collection Mgmt	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)
* Information Technology/Collecti	4,839,480	4,398,600	5,084,318	4,221,200	(177,400)	(4.0)
B013 Communications & Mkt	415,600	577,700	550,757	570,600	(7,100)	(1.2)
B014 Information Services	676,640					
B021 Alderney Gate Library	1,635,520	1,554,600	1,359,422	1,441,100	(113,500)	(7.3)
B031 LKD Spr.Garden Gen	467,890					
B032 Central / Spr. Gard	1,435,530	3,542,500	3,353,101	3,507,700	(34,800)	(1.0)
B041 Branch Library Services	1,035,800	717,200	1,001,428	913,600	196,400	27.4
B042 Cole Harbour Library	854,960	893,300	837,134	901,300	8,000	0.9
B043 Dartmouth North Library	418,670	427,600	424,698	386,500	(41,100)	(9.6)
B044 Sackville Library	1,037,870	860,600	833,777	867,800	7,200	0.8
B045 Woodlawn Library	1,767,110	1,850,800	1,798,626	1,873,300	22,500	1.2
B046 Bedford Library	762,840	760,700	763,242	768,900	8,200	1.1
B047 Cpt Wil.Spry Library	876,870	696,500	641,501	687,700	(8,800)	(1.3)
B048 Halifax North Library	685,990	720,500	719,214	742,200	21,700	3.0
B049 Keshen Goodman Library	1,964,170	1,906,200	1,724,024	1,803,400	(102,800)	(5.4)
B050 Locked Outreach Services	305,010					
B051 Musq. Harb. Library	262,870	174,900	176,372	222,000	47,100	26.9
B052 Shatford Memorial Library	153,100	153,900	151,666	181,800	27,900	18.1
B053 Sheet Harbour Library	203,240	204,700	197,100	216,000	11,300	5.5
B054 Tantallon Library	983,340	1,005,900	980,494	1,013,900	8,000	0.8
* Branches/Public Services	15,943,020	16,047,600	15,512,554	16,097,800	50,200	0.3
B071 Capital Transactions			(24,544)			
* Capital Transactions			(24,544)			
** Library General Rate	22,934,900	22,253,100	22,247,644	21,604,300	(648,800)	(2.9)
B061 Special Projects			15,761			
B062 Restricted Colpitts			2,686			
B063 Res Capital Campaign			1,102,574	1,399,900	1,399,900	
B064 ESL			113,185			
B065 Literacy			54,616			
B067 Justice			16,498			
* Restricted Funds			1,305,321	1,399,900	1,399,900	
** Library Restricted Funds			1,305,321	1,399,900	1,399,900	
*** Total	22,934,900	22,253,100	23,552,965	23,004,200	751,100	3.4

Library Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
B011 Administrative Services	(4,854,100)	(4,856,200)	(4,914,018)	(4,862,300)	(6,100)	0.1
* Administrative Services	(4,854,100)	(4,856,200)	(4,914,018)	(4,862,300)	(6,100)	0.1
B021 Alderney Gate Library	(58,800)	(54,600)	(54,673)	(54,600)		
B032 Central / Spr. Gard	(95,650)	(85,400)	(71,057)	(85,400)		
B042 Cole Harbour Library	(41,250)	(29,400)	(30,182)	(29,400)		
B043 Dartmouth North Library	(6,380)	(7,000)	(8,048)	(7,000)		
B044 Sackville Library	(46,690)	(42,200)	(39,241)	(42,200)		
B045 Woodlawn Library	(37,200)	(59,400)	(51,960)	(59,400)		
B046 Bedford Library	(30,790)	(26,600)	(22,695)	(26,600)		
B047 Cpt Wil. Spry Library	(20,360)	(24,000)	(19,971)	(24,000)		
B048 Halifax North Library	(14,640)	(17,400)	(14,556)	(17,400)		
B049 Keshen Goodman Library	(106,700)	(103,200)	(86,006)	(103,200)		
B051 Musq. Harb. Library	(7,450)	(7,200)	(5,142)	(7,200)		
B052 Shatford Memorial Library	(6,430)	(4,600)	(4,283)	(4,600)		
B053 Sheet Harbour Library	(2,810)	(2,800)	(2,882)	(2,800)		
B054 Tantallon Library	(31,950)	(28,100)	(24,993)	(28,100)		
* Branches/Public Services	(507,100)	(491,900)	(435,689)	(491,900)		
** Library General Rate	(5,361,200)	(5,348,100)	(5,349,707)	(5,354,200)	(6,100)	0.1
B061 Special Projects			(17,717)			
B063 Res Capital Campaign			(1,102,574)	(1,400,000)	(1,400,000)	
B064 ESL			(113,313)			
B065 Literacy			(54,616)			
B067 Justice			(16,498)			
* Restricted Funds			(1,304,719)	(1,400,000)	(1,400,000)	
** Library Restricted Funds			(1,304,719)	(1,400,000)	(1,400,000)	
*** Total	(5,361,200)	(5,348,100)	(6,654,426)	(6,754,200)	(1,406,100)	26.3

Library Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	14,163,460	14,216,900	13,419,004	14,269,600	52,700	0.4
6002 Salaries - Overtime			40,084			
6054 Vacation payout			5,019			
6099 Other Allowances			2,929			
6100 Benefits - Salaries	2,546,455	2,561,400	2,389,812	2,568,500	7,100	0.3
6110 Vacancy Management				(500,000)	(500,000)	
6151 Vehicle Allowance	5,510	5,800	4,080		(5,800)	(100.0)
6152 Retirement Incentives	91,035	91,500	109,434	94,100	2,600	2.8
6154 Workers' Compensation	91,440	93,300	83,280	92,900	(400)	(0.4)
6155 Overtime Meals			229			
6194 Sick Bank allowance			72,500			
9200 HR CATS Wage/Ben			36,100			
9210 HR CATS OT Wage/Ben			5,318			
* Compensation and Benefits	16,897,900	16,968,900	16,167,789	16,525,100	(443,800)	(2.6)
6201 Telephone	147,290	116,800	133,223	116,800		
6202 Courier/Postage	54,200	31,000	17,071	21,000	(10,000)	(32.3)
6203 Office Furn/Equip	42,360	42,600	26,938	42,600		
6204 Computer S/W & Lic	60,000	63,000	21,629	40,000	(23,000)	(36.5)
6205 Printing & Reproduction	130,000	105,000	59,379	65,000	(40,000)	(38.1)
6207 Office Supplies	95,530	87,500	81,123	80,400	(7,100)	(8.1)
6208 Binding	17,000	15,000	17,752	15,000		
6299 Other Office Expenses	75,480	46,000	60,162	46,000		
* Office	621,860	506,900	417,277	426,800	(80,100)	(15.8)
6301 Professional Fees	90,000	65,000	285,112	50,000	(15,000)	(23.1)
6302 Legal Fees	30,000	15,000	8,403	11,000	(4,000)	(26.7)
6304 Janitorial Services	211,130	203,700	205,310	194,100	(9,600)	(4.7)
6308 Snow Removal		36,800	39,720	36,800		
6311 Security			255			
6312 Refuse Collection		11,800	12,765	11,800		
6399 Contract Services	253,040	309,400	75,145	45,200	(264,200)	(85.4)
* External Services	584,170	641,700	626,710	348,900	(292,800)	(45.6)
6401 Uniforms & Clothing	2,000	2,000	310	1,000	(1,000)	(50.0)
6406 Bridge Tolls		500	1,796	500		
6407 Cleaning/Sanitary Supplies	21,900		1,095			
6499 Other Supplies	84,900	67,800	83,836	117,900	50,100	73.9
* Supplies	108,800	70,300	87,036	119,400	49,100	69.8
6504 Hardware			1,265			
6506 Lumber			729			
6507 Propane	2,100	2,100	1,190	1,000	(1,100)	(52.4)
6517 Paint			317			
* Materials	2,100	2,100	3,500	1,000	(1,100)	(52.4)
6602 Electrical			11,055			
6603 Grounds and Landscaping		4,000	3,483	4,000		
6605 Municipal Taxes	200,270	217,000	219,697	217,800	800	0.4
6606 Heating Fuel	105,340	73,100	73,913	73,100		
6607 Electricity	282,400	312,100	326,262	319,900	7,800	2.5
6608 Water	19,160	14,700	22,311	14,500	(200)	(1.4)
6609 Elevator & Escalator		4,500	12,260	4,500		
6610 Building - Exterior			3,790			
6611 Building - Interior			990			
6612 Safety Systems		1,600	4,357	1,600		
6616 Natural Gas-Buildings		49,900	71,613	49,900		
6699 Other Building Cost	337,620	238,300	180,948	218,300	(20,000)	(8.4)
* Building Costs	944,790	915,200	930,679	903,600	(11,600)	(1.3)

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6701 Equipment Purchase	486,300	324,300	179,443	344,300	20,000	6.2
6702 Small Tools			45			
6705 Equip - R&M	5,000	3,000	278	3,000		
6706 Computer R&M	171,900	171,900	151,071	151,900	(20,000)	(11.6)
6707 Plumbing & Heating			1,044			
6708 Mechanical Equipment		16,600	24,008	17,600	1,000	6.0
* Equipment & Communications	663,200	515,800	355,890	516,800	1,000	0.2
6802 Vehicle R&M	24,600		26			
6804 Vehicle Fuel - Gasoline	34,250					
* Vehicle Expense	58,850		26			
6901 Membership Dues	12,500	12,500	20,587	12,500		
6903 Travel - Local	40,000	35,000	37,093	35,000		
6904 Travel - Out of Town	40,000	40,000	47,847	30,000	(10,000)	(25.0)
6905 Training & Education	135,000	60,000	99,535	70,000	10,000	16.7
6911 Facilities Rental	1,232,330	965,800	983,381	997,200	31,400	3.3
6912 Advertising and Promotion	30,005	55,000	33,507	40,000	(15,000)	(27.3)
6917 Books and Periodicals	1,950,480	1,850,500	2,445,866	1,800,500	(50,000)	(2.7)
6918 Meals	5,000	5,000	1,964		(5,000)	(100.0)
6928 Committee Expenses	7,500	6,000	7,856	5,000	(1,000)	(16.7)
6933 Community Events	6,000					
6946 Branch Programming	20,000	28,100	32,229	28,100		
6947 Literacy/Heritage Pr	4,500	10,500	16,600	10,500		
6948 Arts/Perform.Program	11,000	8,600	14,952	8,600		
6949 Readers Serv Program	3,400		1,400			
6950 Region.Serv.Program	3,800	16,500	40,070	16,500		
6951 Reference Programming	200					
6952 Team Services Programming	13,000					
6999 Other Goods and Services	1,175	1,200	3,761	1,200		
* Other Goods & Services	3,515,890	3,094,700	3,786,648	3,055,100	(39,600)	(1.3)
7009 Internal Transfers Other			122			
7011 Int Trf Record Check		1,000	60	1,000		
7012 Int Trf Print/Reprod			5,985	5,000	5,000	
9910 PM Shop Expenses			150			
9911 PM Labour-Reg			4,788			
* Interdepartmental		1,000	11,105	6,000	5,000	500.0
8008 Transfer to/from Reserves	(462,660)	(462,700)	895,796	1,102,300	1,565,000	(338.2)
8022 Transf to/fr Trust		(800)	(706)	(800)		
8045 Amortization Expense			271,214			
* Other Fiscal	(462,660)	(463,500)	1,166,304	1,101,500	1,565,000	(337.6)
** Total	22,934,900	22,253,100	23,552,965	23,004,200	751,100	3.4
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4703 Cond.Grant NS(Other)	(4,835,200)	(4,835,200)	(4,885,700)	(4,835,200)		
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,885,700)	(4,835,200)		
4902 Fines Fees	(496,100)	(486,300)	(420,376)	(486,300)		
5102 Facilities Rentals	(17,100)	(9,600)	(10,508)	(9,600)		
* Fee Revenues	(513,200)	(495,900)	(430,884)	(495,900)		
5508 Recov External Parti			(21,324)			
5520 Donations	(5,000)	(5,000)	(1,084,085)	(1,411,100)	(1,406,100)	28,122.0
5600 Miscellaneous Revenue	(7,800)	(12,000)	(232,432)	(12,000)		
* Other Revenue	(12,800)	(17,000)	(1,337,842)	(1,423,100)	(1,406,100)	8,271.2
** Total	(5,361,200)	(5,348,100)	(6,654,426)	(6,754,200)	(1,406,100)	26.3
Net Surplus/Deficit	17,573,700	16,905,000	16,898,538	16,250,000	(655,000)	(3.9)

Human Resources

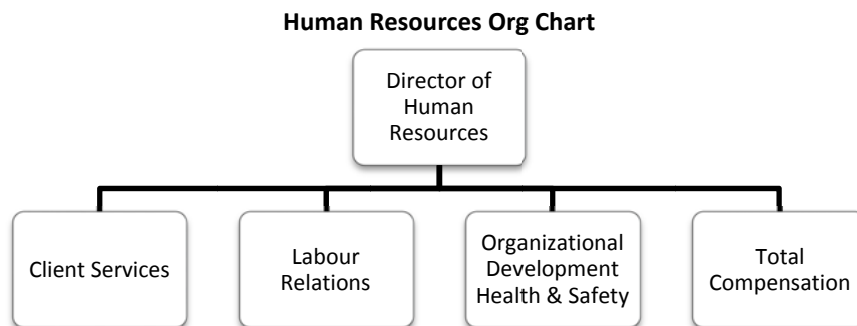
2014/15 Budget and Business Plan

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.



Funded Full Time Equivalents (FTEs)

	2013/2014 Approved (Apr 1/13)	2014/2015 Proposed Change (+/-)	2014/2015 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	4,612,500	4,815,300	4,454,107	4,823,700	8,400	0.2
* Office	56,700	57,300	62,271	33,600	(23,700)	(41.4)
* External Services	290,800	450,300	356,203	264,400	(185,900)	(41.3)
* Supplies	9,000	1,500	6,336	1,500		
* Building Costs			198			
* Equipment & Communications	3,000	3,000	209	3,000		
* Vehicle Expense			104			
* Other Goods & Services	484,400	472,600	397,425	438,100	(34,500)	(7.3)
* Interdepartmental			(3,149)			
** Total	5,456,400	5,800,000	5,273,703	5,564,300	(235,700)	(4.1)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(60,028)	(80,000)		
** Total	(80,000)	(80,000)	(60,028)	(80,000)		
Net Surplus/Deficit	5,376,400	5,720,000	5,213,676	5,484,300	(235,700)	(4.1)

Human Resources Budget Overview by Service Area

Human Resources Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actuals	2014-15 Budget	Budget Var.	Var as %
Administration Summary of Expense & Revenue Types	420,600	505,900	524,509	414,000	(91,900)	(18)
Client Services Summary of Expense & Revenue Types	1,461,600	1,546,300	1,341,351	1,565,100	18,800	1
Labour Relations Summary of Expense & Revenue Types	472,600	580,600	585,735	596,500	15,900	3
Health Summary of Expense & Revenue Types	1,943,200	1,946,200	1,699,296	1,870,000	(76,200)	(4)
WCB Summary of Expense & Revenue Types	94,300	96,900	82,398		(96,900)	(100)
Corporate Safety Summary of Expense & Revenue Types	262,000	353,700	271,238	341,400	(12,300)	(3)
Total Compensation Summary of Expense & Revenue Types	722,100	690,400	709,149	697,300	6,900	1
	5,376,400	5,720,000	5,213,676	5,484,300	(235,700)	(0)

Key Business Unit Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	81%	84%	84%	85%	88%
Expenditures per Dwelling (189,518 dwellings)	\$29	\$27	\$28	\$29	\$29

Human Resources Strategic Initiatives for 2014/15

To support service excellence and to ensure that HRM has the right people in the right jobs doing the right things at the right cost, Human Resources will be focused on building organizational capability through the People Plan. Our priorities include talent management, learning and development and workplace health and safety.

Strategic Alignment	
HR 1.1	Service Excellence – Continuous Improvement
Implement year one recommendations from the HR Service Delivery Review completed in March of 2014. This review will assist HR to build a workplace where employee actions are directly aligned with organizational goals and where employees can experience a supportive, respectful environment that offers challenging, interesting work. The review will further the objectives of Service Excellence by ensuring HR is well positioned to advise and support the organization in the achievement of its business and human capital goals now and into the future.	
HR 1.2	Organizational Capacity – People Plan
Human Resources' multi-year People Plan, is a foundational strategy for the Administrative Priority Organizational Capacity. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost. 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 2014/15 remain consistent with those of 2013/14 and many initiatives will continue from the last business cycle. In 14/15, the HRM People Plan (Human Capital Strategy) will be revised, in partnership with the Business Units, to extend out to 2017.	
HR 1.3	Organizational Capacity – Health and Safety
Develop a three (3) to five (5) year Occupational Health and Safety Plan for HRM in partnership with the Business Units. The plan will include strategies to reduce incidents/accident trends and risk, while focusing on consistency of awareness and compliance. The plan will also include monthly/annual reviews, reporting on measurements and Health & Wellness Safety Talks.	

Summary of 2014/15 Human Resources Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Service Efficiencies	\$10,700	\$10,700	\$10,700
HR Programs/Contract Services	\$220,400	-	-
Vacancy Savings	\$273,700	-	-
New or Expanded Service Initiatives	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Safety Consultant (2 year term – continuation from 13/14)	\$70,000	\$37,500	-

2014/15 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 Capital 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 and expertise on the administration of Human Resources services, policies and business practices to support organizational goals
- Human Resources policy and business practice development /coordination

Director's Office Budget Overview

Administration Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	332,000	343,800	398,705	354,100	10,300	3.0
* Office	27,400	28,000	20,898	25,800	(2,200)	(7.9)
* External Services	9,200	107,000	76,833	7,000	(100,000)	(93.5)
* Equipment & Communications	2,000	2,000		2,000		
* Other Goods & Services	50,000	25,100	28,056	25,100		
* Interdepartmental			18			
** Total	420,600	505,900	524,509	414,000	(91,900)	(18.2)
Net Surplus/Deficit	420,600	505,900	524,509	414,000	(91,900)	(18.2)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as % of Total	77%	80%	76%	74%	85%
% of People Plan tasks completed (Multi-Year 2011-14 plan)	-	-	72%	80%	-

2014/15 Director's Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HR 2.1	Organizational Capacity – People Plan	Revise the HRM People Plan (Human Capital Strategy) to extend out to 2017 in partnership with the Business Units.
HR 2.2	Service Excellence – Continuous Improvement	Implement year one recommendations from the HR Service Delivery Review conducted in the 13/14 business cycle.
HR 2.3	Service Excellence – Continuous Improvement	Partner with Corporate Communications and Information, Communication & Technology (ICT) to develop a plan to improve employee communications.
HR 2.4	Service Excellence – Continuous Improvement	Complete a review of HRM's Diversity and Inclusion structure and functions to improve efficiency and effectiveness.

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,348,400	1,433,100	1,242,672	1,457,100	24,000	1.7
* Office	9,700	9,700	9,905	4,500	(5,200)	(53.6)
* External Services	78,200	78,200	56,218	73,200	(5,000)	(6.4)
* Other Goods & Services	25,300	25,300	32,470	30,300	5,000	19.8
* Interdepartmental			86			
** Total	1,461,600	1,546,300	1,341,351	1,565,100	18,800	1.2
Net Surplus/Deficit	1,461,600	1,546,300	1,341,351	1,565,100	18,800	1.2

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	90%	91%	88%	92%	93%
Turnover rate	-	9.25%	4.4%	3.8%*	-
Turnover rate (permanent employees only)	-	4.78%	3.1%	4.4%*	-
# Jobs Filled	920	1072	1310	1166*	-
Internal Hire Rate	30%	49%	54%	60%*	-
External Hire Rate ¹	70%	51%	46%	40%*	-

*Figures represent statistics to the end of 3rd quarter (vs. projections).

2014/15 Client Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HR 3.1	Organizational Capacity - People Plan	Implement Workforce Planning across the organization.
HR 3.2	Organizational Capacity - Technology	Implement Applicant Tracking System (ATS) Phase 2.
HR 3.3	Service Excellence – Continuous Improvement	Develop an HRM recruitment strategy/action plan in partnership with Corporate Communications and ICT

Labour Relations:

Labour Relations is responsible for consulting expertise to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support organizational outcomes and sustainable municipal service delivery.

Labour Relations also assures labour relations strategy to support organizational capability to address compliance with collective agreement provisions, legislation and policies applicable to the organized workforces across HRM and union management relations in support of service excellence.

Services Delivered:

- Labour relations consulting
- Negotiation of Collective Agreements and coordination of collective bargaining to support corporate outcomes
- Strategic grievance handling and grievance mediation
- Research, fact-finding and investigation

¹ 56% (265) of the 2013/14 external hires (to Dec 31/13) were recalls and rehires; 44% (207) were new employees.

- Subject matter expertise and advice regarding the daily administration of collective agreements and assistance with interest and rights arbitration
- Training and development to enhance organizational capacity of managers within a unionized environment
- Support for the integration of duty to accommodate principles throughout the organized workforce

Labour Relations Budget Overview

Labour Relations Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	442,600	550,600	553,995	568,900	18,300	3.3
* Office	3,200	3,200	2,992	800	(2,400)	(75.0)
* External Services			5,235			
* Other Goods & Services	26,800	26,800	23,512	26,800		
** Total	472,600	580,600	585,735	596,500	15,900	2.7
Net Surplus/Deficit	472,600	580,600	585,735	596,500	15,900	2.7

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	95%	96%	95%	95%	95%
Overtime (\$)	\$98	\$18,300	\$16,900	\$17,600	-
# Grievances	-	-	70	62*	-

*Statistics to the end of 3rd quarter (vs. projections).

2014/15 Labour Relations Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HR 4.1	Organizational Capacity – People Plan	Lead collective bargaining activities scheduled for 2014-15
HR 4.2	Organizational Capacity – Continuous Improvement	Provide leadership for the implementation of the revised attendance support policy and program in partnership with the Business Units

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:

- Provision of organizational development services including needs assessments, customized training, workforce analytics, organizational design, talent management, program and policy development
- Corporate learning and development program and expertise in adult learning to support continuous learning and service excellence
- 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 and the Employee and Family Assistance Program (EFAP)
- 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,445,500	1,383,600	1,243,791	1,421,300	37,700	2.7
* Office	10,600	10,600	24,408	1,800	(8,800)	(83.0)
* External Services	163,400	245,100	199,427	164,200	(80,900)	(33.0)
* Supplies	7,000		5,377			
* Building Costs			198			
* Other Goods & Services	316,700	306,900	226,006	282,700	(24,200)	(7.9)
* Interdepartmental			88			
** Total	1,943,200	1,946,200	1,699,296	1,870,000	(76,200)	(3.9)
Net Surplus/Deficit	1,943,200	1,946,200	1,699,296	1,870,000	(76,200)	(3.9)

WCB Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	79,000	81,600	81,213		(81,600)	(100.0)
* Other Goods & Services	15,300	15,300	1,185		(15,300)	(100.0)
** Total	94,300	96,900	82,398		(96,900)	(100.0)
Net Surplus/Deficit	94,300	96,900	82,398		(96,900)	(100.0)

Corporate Safety Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	249,000	341,200	260,522	328,900	(12,300)	(3.6)
* Office			563			
* External Services			317			
* Supplies	2,000	1,500	959	1,500		
* Equipment & Communications	1,000	1,000	209	1,000		
* Vehicle Expense			104			
* Other Goods & Services	10,000	10,000	8,564	10,000		
** Total	262,000	353,700	271,238	341,400	(12,300)	(3.5)
Net Surplus/Deficit	262,000	353,700	271,238	341,400	(12,300)	(3.5)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	68%	75%	75%	76%	79%

2014/15 Organizational Development, Health, and Safety Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HR 5.1	Organizational Capacity – Health and Safety	Develop a three to five year Occupational Health and Safety Plan for HRM in partnership with the Business Units.
HR 5.2	Organizational Capacity – People Plan	Expand the Leadership Development Program to better align with HRM’s succession plan, providing both current and future leaders with the opportunity for growth.
HR 5.3	Organizational Capacity – People Plan	Revise corporate diversity strategy/plan in partnership with Business Units.
HR 5.4	Service Excellence – Continuous Improvement	Create an action plan to improve the Corporate Learning and Development program to better align with business needs (Auditor General’s Report). Implement activities scheduled for 14/15.

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	716,000	681,400	673,209	693,400	12,000	1.8
* Office	5,800	5,800	3,505	700	(5,100)	(87.9)
* External Services	40,000	20,000	18,174	20,000		
* Other Goods & Services	40,300	63,200	77,631	63,200		
* Interdepartmental			(3,341)			
** Total	802,100	770,400	769,177	777,300	6,900	0.9
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(60,028)	(80,000)		
** Total	(80,000)	(80,000)	(60,028)	(80,000)		
Net Surplus/Deficit	722,100	690,400	709,149	697,300	6,900	1.0

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	90%	92%	92%	88%	89%
PRL (Pre-Retirement Leave) Processing Time	2 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%
Retirements	154	136	143	133	-

2014/15 Total Compensation Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HR 6.1	Organizational Capacity – People Plan	Develop a Total Compensation plan to prioritize the review and enhancement of the entire Total Compensation offering at HRM for all employee groups. Implement year one activities.
HR 6.2	Organizational Capacity – Technology	Lead the development of an HR technology roadmap in partnership with ICT.

HR Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A205 Administration	420,600	505,900	524,509	414,000	(91,900)	(18.2)
A210 Org.Develop.& Health	1,943,200	1,946,200	1,699,296	1,870,000	(76,200)	(3.9)
A220 Client Services	1,461,600	1,546,300	1,341,351	1,565,100	18,800	1.2
A221 Locked WCB	94,300	96,900	82,398		(96,900)	(100.0)
A230 Total Compensation	722,100	690,400	709,149	697,300	6,900	1.0
A240 Labour Relations	472,600	580,600	585,735	596,500	15,900	2.7
F182 Corporate Safety	262,000	353,700	271,238	341,400	(12,300)	(3.5)
** Total	5,376,400	5,720,000	5,213,676	5,484,300	(235,700)	(4.1)

Summary of Gross Expenditures

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A205 Administration	420,600	505,900	524,509	414,000	(91,900)	(18.2)
A210 Org.Develop.& Health	1,943,200	1,946,200	1,699,296	1,870,000	(76,200)	(3.9)
A220 Client Services	1,461,600	1,546,300	1,341,351	1,565,100	18,800	1.2
A221 Locked WCB	94,300	96,900	82,398		(96,900)	(100.0)
A230 Total Compensation	802,100	770,400	769,177	777,300	6,900	0.9
A240 Labour Relations	472,600	580,600	585,735	596,500	15,900	2.7
F182 Corporate Safety	262,000	353,700	271,238	341,400	(12,300)	(3.5)
** Total	5,456,400	5,800,000	5,273,703	5,564,300	(235,700)	(4.1)

Summary of Gross Revenue

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A230 Total Compensation	(80,000)	(80,000)	(60,028)	(80,000)		
** Total	(80,000)	(80,000)	(60,028)	(80,000)		

HR Summary Detail						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	3,986,600	4,174,000	3,819,950	4,253,100	79,100	1.9
6002 Salaries - Overtime	9,000	9,000	18,388	1,500	(7,500)	(83.3)
6005 PDP Increases			(102,521)			
6054 Vacation payout			7,952			
6100 Benefits - Salaries	669,900	708,400	679,681	769,000	60,600	8.6
6110 Vacancy Management	(128,000)	(151,500)		(273,700)	(122,200)	80.7
6152 Retirement Incentives	24,000	26,500	23,572	25,100	(1,400)	(5.3)
6154 Workers' Compensation	51,000	48,900	46,484	48,700	(200)	(0.4)
6199 Comp & Ben InterDept			(39,400)			
* Compensation and Benefits	4,612,500	4,815,300	4,454,107	4,823,700	8,400	0.2
6201 Telephone	29,300	27,400	23,821	3,700	(23,700)	(86.5)
6202 Courier/Postage	3,000	2,900	2,888	2,900		
6203 Office Furn/Equip	4,900	10,500	18,695	10,500		
6204 Computer S/W & Lic	500	500	203	500		
6205 Printing & Reproduction			366			
6207 Office Supplies	19,000	16,000	14,136	16,000		
6299 Other Office Expenses			2,164			
* Office	56,700	57,300	62,271	33,600	(23,700)	(41.4)
6301 Professional Fees	152,200	164,200	127,253	164,200		
6303 Consulting Fees	44,600	24,600	18,174	24,600		
6311 Security			56			
6399 Contract Services	94,000	261,500	210,720	75,600	(185,900)	(71.1)
* External Services	290,800	450,300	356,203	264,400	(185,900)	(41.3)
6401 Uniforms & Clothing	2,000	1,500	669	1,500		
6402 Med & First Aid Supp	7,000		5,390			
6406 Bridge Tolls			278			
* Supplies	9,000	1,500	6,336	1,500		
6699 Other Building Cost			198			
* Building Costs			198			
6701 Equipment Purchase	1,000	1,000		1,000		
6703 Computer Equipment/Rentals			209			
6705 Equip - R&M	2,000	2,000		2,000		
* Equipment & Communications	3,000	3,000	209	3,000		
6899 Other Vehicle Expense			104			
* Vehicle Expense			104			
6901 Membership Dues	25,100	30,000	33,909	30,000		
6902 Conferences and Workshops			19,609			
6903 Travel - Local	19,200	19,200	28,444	19,200		
6904 Travel - Out of Town	3,000	3,000	15,869	3,000		
6905 Training & Education	50,800	50,100	18,406	50,100		
6908 Medical Examinations			740			
6913 Awards			989			
6914 Recruiting				5,000	5,000	
6917 Books and Periodicals	9,500	9,000	5,364	9,000		
6918 Meals	3,700	3,200	2,868	3,200		
6919 Special Projects	72,600	67,600	53,641	67,600		
6928 Committee Expenses	9,800					
6937 Corporate Training	255,000	255,000	195,366	215,500	(39,500)	(15.5)
6938 Rewarding Excellence	10,700	10,500	1,517	10,500		
6999 Other Goods and Services	25,000	25,000	20,702	25,000		
* Other Goods & Services	484,400	472,600	397,425	438,100	(34,500)	(7.3)
7009 Internal Transfers Other			(3,167)			
9911 PM Labour-Reg			18			
* Interdepartmental			(3,149)			
** Total	5,456,400	5,800,000	5,273,703	5,564,300	(235,700)	(4.1)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
5521 CUPE Administration Fee	(80,000)	(80,000)	(60,028)	(80,000)		
* Other Revenue	(80,000)	(80,000)	(60,028)	(80,000)		
** Total	(80,000)	(80,000)	(60,028)	(80,000)		
Net Surplus/Deficit	5,376,400	5,720,000	5,213,676	5,484,300	(235,700)	(4.1)



Halifax Regional Police

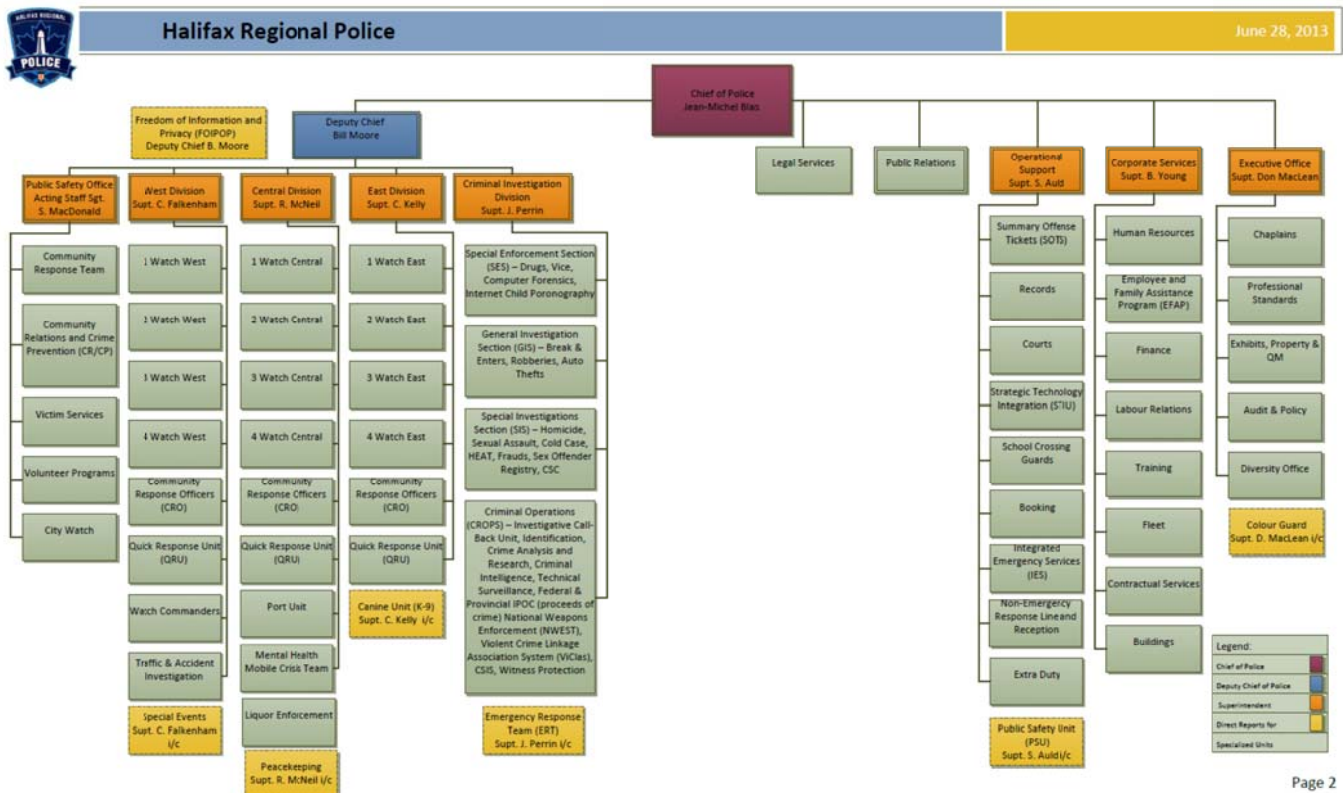
2014/15 Budget and Business Plan

Mission: Safety, Peace and Order in the community.

Halifax Regional Police Overview

Halifax Regional Police (HRP) is responsible for delivering an effective and efficient police service in partnership with Halifax District of the Royal Canadian Mounted Police, so as to provide safety, peace and order in the Halifax Regional Municipality thereby ensuring that the citizens and visitors to our community are safe. HRP is responsible for providing policing services in the core urban areas of Halifax Regional Municipality.

Halifax Regional Police Org Chart



Page 2

Funded Full Time Equivalents (FTEs)

Halifax Regional Police Services	2013/2014 Approved (Apr 1/13)	2014/2015 Proposed Change (+/-)	2014/2015 Approved Total FTEs
Funded FTEs	695 FTEs	-1.0	694 FTEs
Includes full & part-time permanent positions	511 Officers 184 Civilians	+1 -2	512 182

Halifax Regional Police Operating Budget Overview

Police Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	71,150,900	74,624,800	72,320,798	77,091,900	2,467,100	3.3
* Office	778,600	782,600	790,956	555,100	(227,500)	(29.1)
* External Services	2,336,200	2,525,700	2,315,831	2,862,900	337,200	13.4
* Supplies	477,400	536,700	476,045	596,200	59,500	11.1
* Materials			886			
* Building Costs	96,400	72,500	46,420	53,700	(18,800)	(25.9)
* Equipment & Communications	1,363,000	1,646,800	1,449,740	1,509,200	(137,600)	(8.4)
* Vehicle Expense	91,000	11,000	2,472	4,000	(7,000)	(63.6)
* Other Goods & Services	1,212,600	1,301,200	1,514,834	1,407,000	105,800	8.1
* Interdepartmental		(3,800)	(213,880)	(216,200)	(212,400)	5,589.5
* Other Fiscal	(274,700)	(24,700)	690,052	(529,500)	(504,800)	2,043.7
** Total	77,231,400	81,472,800	79,394,155	83,334,300	1,861,500	2.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(14,400)					
* Fee Revenues	(566,000)	(666,000)	(660,368)	(650,000)	16,000	(2.4)
* Other Revenue	(6,737,300)	(6,922,800)	(7,081,733)	(6,589,600)	333,200	(4.8)
** Total	(7,317,700)	(7,588,800)	(7,742,101)	(7,239,600)	349,200	(4.6)
Net Surplus/Deficit	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3.0

Halifax Regional Police Budget Overview

Police Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Chief's Office Summary of Expense & Revenue Types	19,163,300	19,902,100	18,277,913	19,931,600	29,500	0.1
Operations Division Summary of Expense & Revenue Types	50,750,400	53,981,900	53,374,141	56,163,100	2,181,200	4.0
	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3%

Halifax Regional Police Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total Gross Expenditures	88.05	87.17	92.13	90.66	92.27
Expenditures per Dwelling (189,518 dwellings)	\$397.48	\$418.39	\$414.45	\$424.27	\$440.91

Halifax Regional Police Strategic Initiatives for 2014/15

The following strategic initiatives will guide the direction of Halifax Regional Police in the 2014/2015 Fiscal Year:

Strategic Alignment	
HRP 1.1	Healthy Communities - Public Safety
Domestic Violence - HRP will act to ensure that victims of domestic violence are protected and people know that help is available. HRP has made great strides in enforcement, but will now focus on how to prevent these acts of violence.	
HRP 1.2	Healthy Communities - Public Safety
Gun Violence - HRP will actively support stakeholders involved in community-based anti-violence initiatives and move toward a new level in our intervention and enforcement actions.	
HRP 1.3	Healthy Communities - Public Safety
Sexualized Violence – HRP will be working with our community stakeholders to raise awareness in the community of our collective responsibility in stopping sexualized violence and to assist victims in their healing. HRP will be changing our initial response to sexual assaults, reviewing our messaging, targeting juvenile prostitution and creating partnerships to target predators in our community.	
HRP 1.4	Healthy Communities - Public Safety
Traffic Safety – HRP will remain actively involved in traffic safety through awareness and enforcement. HRP will build on the traffic safety framework to provide a more coordinated response. Included in this will be pedestrian safety.	
HRP 1.5	Healthy Communities: Public Safety
Downtown Alcohol and Bar Area - HRP will continue to educate and advocate for changes to provincial alcohol legislation in an effort to modify the abuse of alcohol in drinking establishments.	
HRP 1.6	Financial Stewardship - Risk Management
Oversight and Risk Management - HRP will mitigate risk through active quality assurance reviews, audits and policy development. 2014 will see the creation of the Office of Internal Oversight and Risk Management which will be responsible for these activities, including a comprehensive security review of our installations, networks, and new employees.	
HRP 1.7	Service Excellence - Continuous Improvement
Execution of Strategic Plan – HRP’s 10-year Strategic Plan will guide us to 2024. The plan will be complete in mid-2014 and the implementation of the recommendations provided to us will begin immediately thereafter.	

HRP 1.8	Service Excellence - Continuous Improvement
Ethics and Professionalism - HRP will further develop its ability to respond ethically and professionally to the needs of the community. An important part of this will be the creation of the HRP Foundation, a non-profit method of contributing to our community.	
HRP 1.9	Service Excellence - Continuous Improvement
Cold Case – HRP will investigate and act upon all necessary information that we are reasonably confident in, while being relentless in our pursuit of all clues and investigative avenues in historical homicides.	
HRP 1.10	Service Excellence - Continuous Improvement
Information Management – HRP will implement new strategies to support its intelligence-led policing model, while also developing and implementing innovative ways to manage and secure our information. HRP needs a robust means of making relevant information available to officers while making sure they are not inundated with emails.	

Summary of 2014/15 Halifax Regional Police Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Legal Fees – HRP provided funding to HRM Legal Services in 2013/14 budget through FTE transfer for dedicated resources to address HRP legal matters, resulting in less use of external legal services.	100,000	0	0
Vacancy Management – Increase in projected savings from \$317.7k to \$800k (\$800k is equivalent to 1.13% of HRP’s total salaries and benefits).	482,300	0	0

2014/15 Halifax Regional Police Service Area Plans

Chief's Office: Chief Jean-Michel Blais

Halifax Regional Police 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 are safe.

Services Delivered:

- Financial Stewardship - Ensures the efficient and effective use of police resources to achieve the goals and objectives of HRP.
- 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.
- Administration - Provides financial, human resources, fleet, employee family assistance, and training.
- Support Division - Provides support services relative to records, court files, booking, accident reporting services, summary offence ticket processing, 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 Service and dispatch services for HRP, HRFE and RCMP Halifax District.

Chief's Office Budget Overview

Chief's Office Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	16,571,400	16,951,600	15,763,806	17,387,800	436,200	2.6
* Office	395,900	404,200	360,156	310,000	(94,200)	(23.3)
* External Services	1,958,300	2,116,100	1,966,495	2,023,500	(92,600)	(4.4)
* Supplies	267,400	309,500	243,298	309,500		
* Materials			832			
* Building Costs	68,400	53,000	39,804	34,200	(18,800)	(35.5)
* Equipment & Communications	1,265,800	1,206,800	1,099,192	1,124,300	(82,500)	(6.8)
* Vehicle Expense			9			
* Other Goods & Services	478,200	464,300	674,131	561,000	96,700	20.8
* Interdepartmental		(3,300)	(212,748)	(215,700)	(212,400)	6,436.4
* Other Fiscal	(169,500)	80,500	156,952	50,000	(30,500)	(37.9)
** Total	20,835,900	21,582,700	20,091,928	21,584,600	1,900	0.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(14,400)					
* Fee Revenues	(566,000)	(666,000)	(660,368)	(650,000)	16,000	(2.4)
* Other Revenue	(1,092,200)	(1,014,600)	(1,153,647)	(1,003,000)	11,600	(1.1)
** Total	(1,672,600)	(1,680,600)	(1,814,015)	(1,653,000)	27,600	(1.6)
Net Surplus/Deficit	19,163,300	19,902,100	18,277,913	19,931,600	29,500	0.1

Key Chief's Office Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Target
Crime Severity Index *	87.4	74.3	TBA	Continue downward trend
Crime Severity Comparators	---	---	---	---
Quebec	52.2	47.8	TBA	---
London	79.0	74.5	TBA	---
Winnipeg	107.2	96.1	TBA	---
Niagara Region	60.7	63.9	TBA	---
Solvency rate	35%	35%	38%	36%
Citizens Survey Results – Feeling of safety where you live, work, and play	86.5%	89%	89%	90%
Reduce overtime costs	\$2,461,304	\$2,564,240	\$1,742,253 (Feb. 19, 2014)	\$2,643,000
Numbers of training hours	25,262	30,225	30,225	30,000
Number of courses offered on-line using the portal	N/A	N/A	N/A	10% of total

*<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.

2014/15 Chief's Office Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HRP 2.1	Healthy Communities – Public Safety	Continue to lobby the provincial government for reduced bar hours.
HRP 2.2	Financial Stewardship - Fiscal Plans	Provide Regional Council with a staff report that examines the proposed administrative and governance structures regarding the establishment of a Halifax Regional Police Foundation. The Foundation would enable HRP to leverage donations to implement the funding of programs that are ancillary to the police mandate
HRP 2.3	Financial Stewardship - Risk Management	Create a crisis inventory and crisis communication plan to support the creation of the Emergency Incidents and Planned Events Strategy.

HRP 2.4	Service Excellence - Continuous Improvement	Implement, where feasible, the recommendations that stem from the Strategic Planning Initiative.
HRP 2.5	Service Excellence: Continuous Improvement	Develop a Nova Scotia-wide training plan with Cape Breton Regional Police Service (CBRPS) and the Nova Scotia Association of Chiefs of Police for ethics in policing.
HRP 2.6	Healthy Communities - Public Safety	Review present domestic violence programming with a strong focus on communications, prevention, intervention, enforcement, and quality assurance.
HRP 2.7	Financial Stewardship - Fiscal Plans	In collaboration with HRM stakeholders an Incident Command implementation and response strategy document will be developed.
HRP 2.8	Financial Stewardship - Risk Management	An HRP Emergency Incidents and Planned Events Strategy will be developed to ensure a proper response takes place in times of predictable crises/events and that an outline can be followed when crises occur that are unpredictable in nature.
HRP 2.9	Organizational Capacity - Technology	An Information Management Strategy will be developed in consultation with all relevant stakeholders.
HRP 2.10	Service Excellence - Continuous Improvement	Train officers on the specialized trauma-informed sexual assault response.
HRP 2.11	Service Excellence - Continuous Improvements	Various audits (6) will be conducted based on the results from the risk inventory exercise. Process improvements will be made based on Management Response and Action Plans (MRAP). The MRAPs will be assessed quarterly for accountability purposes.
HRP 2.12	Service Excellence - Continuous Improvement	Re-allocate sworn and civilian support to enable HRP to actively pursue moving some of the unsolved homicide (cold case) files toward resolution.

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, Guns and Gangs, 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); Traffic Section; and the Mobile Mental Health Team.
- Public Safety Office - This service is comprised of the HRM Public Safety Officer, Community Relations/Crime Prevention office (including School Officers, Volunteer Services and Victim Services), Community Response Team, the Mounted Unit and City Watch.

HRP Operations Budget Overview

Operational Division Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	54,579,500	57,673,200	56,556,992	59,704,100	2,030,900	3.5
* Office	382,700	378,400	430,800	245,100	(133,300)	(35.2)
* External Services	377,900	409,600	349,337	839,400	429,800	104.9
* Supplies	210,000	227,200	232,747	286,700	59,500	26.2
* Materials			54			
* Building Costs	28,000	19,500	6,616	19,500		
* Equipment & Communications	97,200	440,000	350,548	384,900	(55,100)	(12.5)
* Vehicle Expense	91,000	11,000	2,463	4,000	(7,000)	(63.6)
* Other Goods & Services	734,400	836,900	840,702	846,000	9,100	1.1
* Interdepartmental		(500)	(1,132)	(500)		
* Other Fiscal	(105,200)	(105,200)	533,100	(579,500)	(474,300)	450.9
** Total	56,395,500	59,890,100	59,302,227	61,749,700	1,859,600	3.1
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue	(5,645,100)	(5,908,200)	(5,928,086)	(5,586,600)	321,600	(5.4)
** Total	(5,645,100)	(5,908,200)	(5,928,086)	(5,586,600)	321,600	(5.4)
Net Surplus/Deficit	50,750,400	53,981,900	53,374,141	56,163,100	2,181,200	4.0

Key Operations Metrics	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Target
Crime severity index*	87.4	74.3	TBA	Continue downward trend
Overall crime reduction: persons and property **	Persons: -15% Property: -9%	Persons: -7 Property: -9%	TBA	Continue downward trend
Increase solvency rate	35%	35%	36%	36%

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

** Source: HRP Formula based on year-over-year comparisons with data from the Event Summary Report in Versadex.

2014/15 HRP Operations Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
HRP 3.1	Healthy Communities - Public Safety	Develop a domestic violence strategy document that outlines how officers can offer a more robust response to domestic violence.
HRP 3.2	Healthy Communities - Public Safety	Continue educating the public about binge drinking and alcohol availability. Participate in evidence based research with Health authorities.
HRP 3.3	Healthy Communities - Public Safety	Develop a comprehensive strategy on how HRP will target juvenile prostitution through early identification of high risk individuals and active enforcement.
HRP 3.4	Healthy Communities - Public Safety	Actively support stakeholders involved in community based anti-violence initiatives.
HRP 3.5	Governance and Communications - Communications	<p>Develop and execute individual awareness campaigns for the following campaigns in consultation and collaboration with relevant stakeholder groups:</p> <ul style="list-style-type: none"> • Domestic Violence Awareness Campaign (December 2014); • Sixteen Days of Activism Against Gender Violence (November 25-December 10); • National Day of Remembrance & Action on Violence Against Women (December 16); • Sexual Assault Awareness Month (April 2014); • Gun Safety; • Sexualized Violence; and • Traffic Safety.
HRP 3.6	Financial Stewardship - Fiscal Plans	The Real Time Crime Centre (RTCC) Planning team will explore all opportunities for the RTCC while ensuring the project is both

		financially and administratively feasible. This research will then feed into an Opportunities and Project Plan document that will be presented to the Chief for review and approval
HRP 3.7	Organizational Capacity: Technology	Create a HRP Mobility Strategy that will align with the HRM Mobility Strategy to ensure business continuity.
HRP 3.8	Service Excellence - Continuous Improvement	Review and Implement accepted recommendations from the Crosswalk Safety Advisory Committee and revise the Traffic Safety Plan accordingly.
HRP 3.9	Service Excellence - Continuous Improvement	Rollout the new patrol based First Responder program.

Police Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A450 Integrated Emerg Srv	7,002,400	7,180,800	6,604,406	7,137,300	(43,500)	(0.6)
A452 Eric Spicer-Operatio	10,200	10,200	310		(10,200)	(100.0)
** Emergency 911 Communications	7,012,600	7,191,000	6,604,716	7,137,300	(53,700)	(0.7)
N711 Dispatch Centre	42,000	42,000	38,768	42,000		
* Dispatch	42,000	42,000	38,768	42,000		
N721 HRP	292,300	302,300	302,388	242,300	(60,000)	(19.8)
* Police	292,300	302,300	302,388	242,300	(60,000)	(19.8)
N731 Core Fire & EMO	53,000	53,000	51,238	53,000		
N732 Rural Fire	647,100	637,000	564,524	381,000	(256,000)	(40.2)
* Fire	700,100	690,000	615,762	434,000	(256,000)	(37.1)
** Integrated Dispatch Communic	1,034,400	1,034,300	956,918	718,300	(316,000)	(30.6)
*** Integrated Emergency Service	8,047,000	8,225,300	7,561,634	7,855,600	(369,700)	(4.5)
P130 Facilities & Prop.	80,600	80,600	209,901	96,600	16,000	19.9
P208 Back Check	(114,800)	(105,700)	(185,212)	(114,000)	(8,300)	7.9
P210 EAP	121,800	141,200	140,368	135,200	(6,000)	(4.2)
P220 Human Resources	453,200	367,800	482,037	419,400	51,600	14.0
P225 Training	946,200	1,047,800	1,105,995	1,142,100	94,300	9.0
P230 Finance	618,300	537,200	473,716	518,300	(18,900)	(3.5)
P250 Fleet Maintenance	80,000	80,000	63,036	80,000		
P270 Commissionaires	1,010,100	1,117,200	1,053,262	1,151,700	34,500	3.1
P445 Marine	70,800	71,900	71,853	73,000	1,100	1.5
*** Corporate Services	3,266,200	3,338,000	3,414,956	3,502,300	164,300	4.9
P235 Extra Duty	(11,900)	(62,900)	(88,468)	(12,100)	50,800	(80.8)
P240 SOTS	383,900	540,700	373,170	494,600	(46,100)	(8.5)
P245 Court Officers	1,097,600	1,399,600	1,246,838	1,332,700	(66,900)	(4.8)
P265 Records	264,300	150,000	108,792	137,000	(13,000)	(8.7)
P310 R.A.P.I.D.	22,500	12,000	4,310	5,900	(6,100)	(50.8)
P311 Projects Unit	437,300	521,300	519,581	675,200	153,900	29.5
P370 Booking	696,700	727,900	659,533	746,900	19,000	2.6
P450 Public Safety Unit	2,500	37,100	29,801	36,700	(400)	(1.1)
P460 Sch. Crossing Guard	1,712,500	1,608,900	1,499,794	1,677,400	68,500	4.3
*** Operational Support	4,605,400	4,934,600	4,353,351	5,094,300	159,700	3.2
P110 Professional Stds	241,400	294,800	331,605	330,600	35,800	12.1
P125 Audit & Policy	471,600	304,900	274,156	290,800	(14,100)	(4.6)
P255 Exhibits & Property	366,100	417,000	456,628	714,600	297,600	71.4
*** Executive Office	1,079,100	1,016,700	1,062,390	1,336,000	319,300	31.4
P105 Chief's Office	1,073,000	1,351,700	1,135,543	1,219,700	(132,000)	(9.8)
P115 Legal	176,400	176,400	52,700	60,400	(116,000)	(65.8)
P120 Public Affairs	438,200	458,200	433,159	465,700	7,500	1.6
P135 LkdBoard Of Police C	37,000					
P205 Superintendent's Off	298,900	401,200	264,179	397,600	(3,600)	(0.9)
S110 LKD General Manager	142,100		1			
*** Chief's Division	2,165,600	2,387,500	1,885,582	2,143,400	(244,100)	(10.2)
**** Chief's Office	19,163,300	19,902,100	18,277,913	19,931,600	29,500	0.1
S120 FOIPOP Coordinator	82,300	57,300	52,231	58,500	1,200	2.1
P405 Deputy Operations	866,900	591,700	451,090	615,000	23,300	3.9
P410 Shared Resources	1,573,300	1,367,600	1,330,360	1,399,300	31,700	2.3
*** Deputy Operations	2,522,500	2,016,600	1,833,680	2,072,800	56,200	2.8

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
P312 SES Technical Unit	364,400	533,600	237,864	526,200	(7,400)	(1.4)
P313 VICLAS	115,700	127,100	123,445	130,200	3,100	2.4
P314 Computer Forensics	214,400	242,600	241,931	238,000	(4,600)	(1.9)
P315 Inves. Call BackUnit	73,000	127,200	128,335	70,400	(56,800)	(44.7)
P316 CID	1,346,400	(2,756,300)	(2,362,124)	(2,855,900)	(99,600)	3.6
P317 CATS Clearing Account			1,241,057			
P320 Polygraph	109,000	115,500	119,154	118,000	2,500	2.2
P325 Identification	1,673,300	1,714,200	1,677,449	1,762,600	48,400	2.8
P330 Fraud Unit	1,209,200	940,300	951,002	943,800	3,500	0.4
P335 Special Enforcement	1,736,000	1,574,400	1,415,888	1,538,300	(36,100)	(2.3)
P340 Criminal Intel Unit	899,500	1,179,300	1,149,337	1,096,600	(82,700)	(7.0)
P345 Vice	788,600	787,800	749,203	770,900	(16,900)	(2.1)
P360 GIS	3,798,700	3,009,700	3,177,949	3,346,300	336,600	11.2
P375 Major Crime	2,426,000	2,837,100	2,775,220	2,976,600	139,500	4.9
P380 Crime Analysis	565,200	816,800	933,154	1,217,700	400,900	49.1
P440 ERT	28,200	58,900	194,027	58,900		
*** Criminal Investigations Divi	15,347,600	11,308,200	12,752,892	11,938,600	630,400	5.6
P415 Central	8,915,300	12,495,300	11,392,107	12,906,600	411,300	3.3
P455 Bike Patrol	16,000	16,000	10,350	16,000		
P470 Port's Policing	(76,800)	145,300	121,232	144,900	(400)	(0.3)
P475 QRU - Central Patrol	2,396,600	848,700	687,768	749,200	(99,500)	(11.7)
P486 Mental Health Crisis		213,400	223,721	218,300	4,900	2.3
*** Operations Central	11,251,100	13,718,700	12,435,178	14,035,000	316,300	2.3
P425 East	10,160,200	11,038,400	10,683,423	11,520,900	482,500	4.4
P435 Canine	30,700	30,700	45,992	30,700		
P490 QRU - East Patrol		804,900	868,249	823,800	18,900	2.3
*** Operations East	10,190,900	11,874,000	11,597,664	12,375,400	501,400	4.2
P365 Accidents	114,700	225,600	225,316	230,200	4,600	2.0
P420 West	8,712,100	10,371,200	10,300,322	10,865,700	494,500	4.8
P485 Traffic	925,100	1,083,700	875,925	1,106,200	22,500	2.1
P495 QRU - West Patrol		803,500	787,247	822,500	19,000	2.4
*** Operations West	9,751,900	12,484,000	12,188,811	13,024,600	540,600	4.3
A551 City Watch	119,100	112,500	104,496	94,100	(18,400)	(16.4)
** City Watch	119,100	112,500	104,496	94,100	(18,400)	(16.4)
E123 Comm. Response	234,600	230,500	306,603	340,800	110,300	47.9
P430 Victim Service	170,900	185,300	176,884	187,700	2,400	1.3
P465 Mounted	15,700	226,000	226,333	233,200	7,200	3.2
P480 CR/CP	1,146,100	1,300,100	1,233,324	1,328,900	28,800	2.2
P481 Youth Advocate Program		526,000	518,276	532,000	6,000	1.1
*** Public Safety	1,686,400	2,580,400	2,565,916	2,716,700	136,300	5.3
**** Operations Division	50,750,400	53,981,900	53,374,141	56,163,100	2,181,200	4.0
***** HRM Police	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3.0
***** Total	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3.0

Police Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A450 Integrated Emerg Srv	7,002,400	7,208,400	6,662,084	7,137,300	(71,100)	(1.0)
A452 Eric Spicer-Operatio	10,200	10,200	310		(10,200)	(100.0)
** Emergency 911 Communications	7,012,600	7,218,600	6,662,394	7,137,300	(81,300)	(1.1)
N711 Dispatch Centre	42,000	42,000	38,768	42,000		
* Dispatch	42,000	42,000	38,768	42,000		
N721 HRP	292,300	302,300	302,388	242,300	(60,000)	(19.8)
* Police	292,300	302,300	302,388	242,300	(60,000)	(19.8)
N731 Core Fire & EMO	53,000	53,000	51,238	53,000		
N732 Rural Fire	647,100	637,000	564,524	381,000	(256,000)	(40.2)
* Fire	700,100	690,000	615,762	434,000	(256,000)	(37.1)
** Integrated Dispatch Communic	1,034,400	1,034,300	956,918	718,300	(316,000)	(30.6)
*** Integrated Emergency Service	8,047,000	8,252,900	7,619,312	7,855,600	(397,300)	(4.8)
P130 Facilities & Prop.	80,600	80,600	209,957	96,600	16,000	19.9
P208 Back Check	209,400	218,500	198,802	210,200	(8,300)	(3.8)
P210 EAP	121,800	141,200	140,368	135,200	(6,000)	(4.2)
P220 Human Resources	453,200	367,800	486,237	419,400	51,600	14.0
P225 Training	1,053,300	1,047,800	1,116,999	1,142,100	94,300	9.0
P230 Finance	618,300	537,200	473,717	518,300	(18,900)	(3.5)
P250 Fleet Maintenance	80,000	80,000	63,036	80,000		
P270 Commissionaires	1,046,200	1,149,300	1,088,286	1,183,800	34,500	3.0
P445 Marine	70,800	71,900	71,853	73,000	1,100	1.5
*** Corporate Services	3,733,600	3,694,300	3,849,255	3,858,600	164,300	4.4
P235 Extra Duty	400,500	349,500	262,875	400,300	50,800	14.5
P240 SOTS	428,900	585,700	440,421	539,600	(46,100)	(7.9)
P245 Court Officers	1,097,600	1,399,600	1,252,814	1,332,700	(66,900)	(4.8)
P265 Records	664,300	650,000	586,077	637,000	(13,000)	(2.0)
P310 R.A.P.I.D.	22,500	12,000	6,230	5,900	(6,100)	(50.8)
P311 Projects Unit	437,300	521,300	519,581	675,200	153,900	29.5
P370 Booking	816,900	854,000	788,114	873,000	19,000	2.2
P450 Public Safety Unit	2,500	37,100	29,801	36,700	(400)	(1.1)
P460 Sch. Crossing Guard	1,727,100	1,609,100	1,499,794	1,677,600	68,500	4.3
*** Operational Support	5,597,600	6,018,300	5,385,707	6,178,000	159,700	2.7
P110 Professional Stds	241,400	294,800	331,605	330,600	35,800	12.1
P125 Audit & Policy	471,600	304,900	274,156	290,800	(14,100)	(4.6)
P255 Exhibits & Property	366,100	417,000	456,638	714,600	297,600	71.4
*** Executive Office	1,079,100	1,016,700	1,062,400	1,336,000	319,300	31.4
P105 Chief's Office	1,162,700	1,441,400	1,288,344	1,309,400	(132,000)	(9.2)
P115 Legal	176,400	176,400	52,700	60,400	(116,000)	(65.8)
P120 Public Affairs	438,200	458,200	442,152	465,700	7,500	1.6
P135 LkdBoard Of Police C	37,000					
P205 Superintendent's Off	422,200	524,500	392,058	520,900	(3,600)	(0.7)
S110 LKD General Manager	142,100		1			
*** Chief's Division	2,378,600	2,600,500	2,175,255	2,356,400	(244,100)	(9.4)
**** Chief's Office	20,835,900	21,582,700	20,091,928	21,584,600	1,900	0.0
S120 FOIPOP Coordinator	82,300	57,300	52,231	58,500	1,200	2.1
P405 Deputy Operations	866,900	591,700	610,970	615,000	23,300	3.9
P410 Shared Resources	1,573,300	1,367,600	1,330,360	1,399,300	31,700	2.3
*** Deputy Operations	2,522,500	2,016,600	1,993,561	2,072,800	56,200	2.8

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Halifax Regional Police

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
P312 SES Technical Unit	364,400	533,600	237,864	526,200	(7,400)	(1.4)
P313 VICLAS	115,700	127,100	123,445	130,200	3,100	2.4
P314 Computer Forensics	214,400	242,600	241,931	238,000	(4,600)	(1.9)
P315 Inves. Call BackUnit	73,000	127,200	128,335	70,400	(56,800)	(44.7)
P316 CID	5,512,300	1,675,000	2,168,020	1,805,200	130,200	7.8
P317 CATS Clearing Account			1,241,057			
P320 Polygraph	109,000	115,500	119,154	118,000	2,500	2.2
P325 Identification	1,673,300	1,714,200	1,677,449	1,762,600	48,400	2.8
P330 Fraud Unit	1,209,200	940,300	951,002	943,800	3,500	0.4
P335 Special Enforcement	1,836,300	1,574,400	1,418,251	1,538,300	(36,100)	(2.3)
P340 Criminal Intel Unit	1,000,300	1,407,600	1,384,719	1,333,000	(74,600)	(5.3)
P345 Vice	838,300	787,800	749,203	770,900	(16,900)	(2.1)
P360 GIS	4,076,000	3,293,800	3,206,207	3,346,300	52,500	1.6
P375 Major Crime	2,723,700	3,037,000	2,910,122	3,086,000	49,000	1.6
P380 Crime Analysis	565,200	816,800	933,154	1,217,700	400,900	49.1
P440 ERT	28,200	58,900	194,027	58,900		
*** Criminal Investigations Divi	20,339,300	16,451,800	17,683,940	16,945,500	493,700	3.0
P415 Central	9,189,300	12,706,700	11,605,209	13,016,000	309,300	2.4
P455 Bike Patrol	16,000	16,000	10,350	16,000		
P470 Port's Policing	222,500	344,600	326,085	344,200	(400)	(0.1)
P475 QRU - Central Patrol	2,396,600	848,700	687,768	749,200	(99,500)	(11.7)
P486 Mental Health Crisis		422,100	439,677	434,300	12,200	2.9
*** Operations Central	11,824,400	14,338,100	13,069,089	14,559,700	221,600	1.5
P425 East	10,160,200	11,128,600	10,809,103	11,520,900	392,300	3.5
P435 Canine	30,700	30,700	46,048	30,700		
P490 QRU - East Patrol		804,900	868,249	823,800	18,900	2.3
*** Operations East	10,190,900	11,964,200	11,723,400	12,375,400	411,200	3.4
P365 Accidents	114,700	225,600	225,316	230,200	4,600	2.0
P420 West	8,737,200	10,371,200	10,300,322	10,865,700	494,500	4.8
P485 Traffic	925,100	1,083,700	875,925	1,106,200	22,500	2.1
P495 QRU - West Patrol		803,500	787,247	822,500	19,000	2.4
*** Operations West	9,777,000	12,484,000	12,188,811	13,024,600	540,600	4.3
A551 City Watch	129,100	122,500	114,496	104,100	(18,400)	(15.0)
** City Watch	129,100	122,500	114,496	104,100	(18,400)	(15.0)
E123 Comm. Response	234,600	230,500	306,728	340,800	110,300	47.9
P430 Victim Service	215,900	230,300	233,134	232,700	2,400	1.0
P465 Mounted	15,700	226,000	226,333	233,200	7,200	3.2
P480 CR/CP	1,146,100	1,300,100	1,235,249	1,328,900	28,800	2.2
P481 Youth Advocate Program		526,000	527,485	532,000	6,000	1.1
*** Public Safety	1,741,400	2,635,400	2,643,426	2,771,700	136,300	5.2
**** Operations Division	56,395,500	59,890,100	59,302,227	61,749,700	1,859,600	3.1
***** HRM Police	77,231,400	81,472,800	79,394,155	83,334,300	1,861,500	2.3
***** Total	77,231,400	81,472,800	79,394,155	83,334,300	1,861,500	2.3

Police Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A450 Integrated Emerg Srv		(27,600)	(57,678)		27,600	(100.0)
* Emergency 911 Communications		(27,600)	(57,678)		27,600	(100.0)
** Integrated Emergency Services		(27,600)	(57,678)		27,600	(100.0)
P130 Facilities & Prop.			(55)			
P208 Back Check	(324,200)	(324,200)	(384,015)	(324,200)		
P220 Human Resources			(4,200)			
P225 Training	(107,100)		(11,004)			
P230 Finance			(1)			
P270 Commissionaires	(36,100)	(32,100)	(35,024)	(32,100)		
** Corporate Services	(467,400)	(356,300)	(434,299)	(356,300)		
P235 Extra Duty	(412,400)	(412,400)	(351,343)	(412,400)		
P240 SOTS	(45,000)	(45,000)	(67,251)	(45,000)		
P245 Court Officers			(5,976)			
P265 Records	(400,000)	(500,000)	(477,284)	(500,000)		
P310 R.A.P.I.D.			(1,920)			
P370 Booking	(120,200)	(126,100)	(128,581)	(126,100)		
P460 Sch. Crossing Guard	(14,600)	(200)		(200)		
** Operational Support	(992,200)	(1,083,700)	(1,032,355)	(1,083,700)		
P255 Exhibits & Property			(10)			
** Executive Office			(10)			
P105 Chief's Office	(89,700)	(89,700)	(152,801)	(89,700)		
P120 Public Affairs			(8,993)			
P205 Superintendent's Office	(123,300)	(123,300)	(127,879)	(123,300)		
** Chief's Division	(213,000)	(213,000)	(289,672)	(213,000)		
*** Chief's Office	(1,672,600)	(1,680,600)	(1,814,015)	(1,653,000)	27,600	(1.6)
P405 Deputy Operations			(159,881)			
** Deputy Operations			(159,881)			
P316 CID	(4,165,900)	(4,431,300)	(4,530,145)	(4,661,100)	(229,800)	5.2
P335 Special Enforcement	(100,300)		(2,363)			
P340 Criminal Intel Unit	(100,800)	(228,300)	(235,382)	(236,400)	(8,100)	3.5
P345 Vice	(49,700)					
P360 GIS	(277,300)	(284,100)	(28,257)		284,100	(100.0)
P375 Major Crime	(297,700)	(199,900)	(134,902)	(109,400)	90,500	(45.3)
** Criminal Investigations Divis	(4,991,700)	(5,143,600)	(4,931,048)	(5,006,900)	136,700	(2.7)
P415 Central	(274,000)	(211,400)	(213,102)	(109,400)	102,000	(48.2)
P470 Port's Policing	(299,300)	(199,300)	(204,853)	(199,300)		
P486 Mental Health Crisis		(208,700)	(215,956)	(216,000)	(7,300)	3.5
** Operations Central	(573,300)	(619,400)	(633,911)	(524,700)	94,700	(15.3)
P425 East		(90,200)	(125,681)		90,200	(100.0)
P435 Canine			(56)			
** Operations East		(90,200)	(125,737)		90,200	(100.0)
P420 West	(25,100)					
** Operations West	(25,100)					
A551 City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
* City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
E123 Comm. Response			(125)			
P430 Victim Service	(45,000)	(45,000)	(56,250)	(45,000)		
P480 CR/CP			(1,925)			
P481 Youth Advocate Program			(9,209)			
** Public Safety	(55,000)	(55,000)	(77,509)	(55,000)		
*** Operations Division	(5,645,100)	(5,908,200)	(5,928,086)	(5,586,600)	321,600	(5.4)
**** HRM Police	(7,317,700)	(7,588,800)	(7,742,101)	(7,239,600)	349,200	(4.6)
***** Total	(7,317,700)	(7,588,800)	(7,742,101)	(7,239,600)	349,200	(4.6)

Police Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	55,718,400	58,058,100	55,782,660	59,534,600	1,476,500	2.5
6002 Salaries - Overtime	2,467,500	2,643,000	2,201,700	2,618,000	(25,000)	(0.9)
6005 PDP Increases			(78,998)			
6050 Court Time	1,108,600	1,187,500	1,086,059	1,187,500		
6051 Shift Agreements			71,028			
6052 Shift Differentials	403,700	403,700	284,664	403,700		
6053 Extra Duty	400,000	400,000	497,984	612,400	212,400	53.1
6054 Vacation payout			49,647			
6099 Other Allowances	17,000	17,000		17,000		
6100 Benefits - Salaries	10,179,900	10,346,800	10,690,853	11,581,500	1,234,700	11.9
6110 Vacancy Management	(317,700)	(317,700)		(800,000)	(482,300)	151.8
6152 Retirement Incentives	401,400	560,000	572,589	602,600	42,600	7.6
6153 Severance			119,718			
6154 Workers' Compensation	471,700	457,800	184,642	457,000	(800)	(0.2)
6156 Clothing Allowance	421,900	418,100	417,938	418,100		
6157 stipends			1,500			
6199 Comp & Ben InterDept	(121,500)	450,500	387,363	459,500	9,000	2.0
9200 HR CATS Wage/Ben			46,563			
9210 HR CATS OT Wage/Ben			4,886			
* Compensation and Benefits	71,150,900	74,624,800	72,320,798	77,091,900	2,467,100	3.3
6201 Telephone	397,400	373,000	407,255	168,500	(204,500)	(54.8)
6202 Courier/Postage	7,500	29,100	32,058	29,100		
6203 Office Furn/Equip	116,400	111,700	92,149	101,700	(10,000)	(9.0)
6204 Computer S/W & Lic	107,300	118,000	120,659	118,000		
6205 Printing & Reproduction		3,600	5,911	3,600		
6207 Office Supplies	150,000	147,200	132,712	134,200	(13,000)	(8.8)
6299 Other Office Expenses			213			
* Office	778,600	782,600	790,956	555,100	(227,500)	(29.1)
6302 Legal Fees	176,400	176,400	52,556	60,400	(116,000)	(65.8)
6303 Consulting Fees		37,900	142,997	37,900		
6304 Janitorial Services	49,300	52,000	53,480	52,000		
6311 Security			26,668	15,000	15,000	
6312 Refuse Collection		15,000	21,209	15,000		
6315 Outside Policing		450,000	208,941	432,500	(17,500)	(3.9)
6399 Contract Services	2,110,500	1,794,400	1,809,981	2,250,100	455,700	25.4
* External Services	2,336,200	2,525,700	2,315,831	2,862,900	337,200	13.4
6401 Uniforms & Clothing	248,200	164,100	185,711	189,200	25,100	15.3
6402 Med & First Aid Supp	300					
6403 Patrol Equip Supplies	188,500	342,000	257,035	376,400	34,400	10.1
6404 Rec Prog Supplies			397			
6405 Photo Supp & Equip	35,000	20,000	22,992	20,000		
6407 Cleaning/Sanitary Supplies	1,500	5,700	6,852	5,700		
6499 Other Supplies	3,900	4,900	3,058	4,900		
* Supplies	477,400	536,700	476,045	596,200	59,500	11.1
6504 Hardware			17			
6505 Lubricants			4			
6515 Stone and Gravel			54			
6517 Paint			811			
* Materials			886			

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Halifax Regional Police

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6607 Electricity	6,400	6,400	7,862	6,400		
6610 Building - Exterior			71			
6611 Building - Interior			249			
6612 Safety Systems			20			
6699 Other Building Cost	90,000	66,100	38,218	47,300	(18,800)	(28.4)
* Building Costs	96,400	72,500	46,420	53,700	(18,800)	(25.9)
6701 Equipment Purchase	110,200	123,500	355,749	427,000	303,500	245.7
6703 Computer Equipment/Rentals	5,000	9,500	2,252	9,500		
6704 Equipment Rental		1,800	3,320	1,800		
6705 Equip - R&M	183,000	190,500	127,460	193,500	3,000	1.6
6706 Computer R&M	19,000	8,700	8,334	8,700		
6708 Mechanical Equipment	4,100	4,100	800	4,100		
6711 Communication System	179,500	429,500	103,086	301,400	(128,100)	(29.8)
6730 Communication Circuits	50,000	50,000	48,471	50,000		
6731 Airtime	740,200	750,200	729,629	494,200	(256,000)	(34.1)
6732 Mobile Data	60,000	60,000	52,276		(60,000)	(100.0)
6733 Site Rentals	12,000	19,000	18,362	19,000		
* Equipment & Communications	1,363,000	1,646,800	1,449,740	1,509,200	(137,600)	(8.4)
6803 Vehicle Fuel - Diesel	9,000	10,000	2,146	3,000	(7,000)	(70.0)
6804 Vehicle Fuel - Gasoline	6,700	1,000	118	1,000		
6806 Vehicle Rentals	75,300					
6899 Other Vehicle Expense			209			
* Vehicle Expense	91,000	11,000	2,472	4,000	(7,000)	(63.6)
6901 Membership Dues	11,600	27,200	25,181	27,200		
6902 Conferences and Workshops	50,000	19,200	20,943	19,200		
6903 Travel - Local	12,900	25,900	27,826	25,900		
6904 Travel - Out of Town	100,000	149,200	268,939	222,700	73,500	49.3
6905 Training & Education	256,300	195,000	270,172	225,700	30,700	15.7
6906 Licenses & Agreements	31,100	14,000	30,414	14,000		
6911 Facilities Rental	677,100	778,200	742,747	779,800	1,600	0.2
6912 Advertising and Promotion	16,800	20,500	51,190	20,500		
6915 Research Data Acquisition		1,500		1,500		
6917 Books and Periodicals	4,700	10,400	9,573	10,400		
6918 Meals	30,000	27,300	23,338	27,300		
6919 Special Projects	12,600	23,300	30,120	23,300		
6928 Committee Expenses	500	500		500		
6937 Corporate Training			438			
6938 Rewarding Excellence	9,000	9,000	8,816	9,000		
6999 Other Goods and Services			5,138			
* Other Goods & Services	1,212,600	1,301,200	1,514,834	1,407,000	105,800	8.1
7009 Internal Transfers Other		(500)	(18,925)	(500)		
7010 IntTrfr Insur Funds			1,000			
7011 Int Trf Record Check		(3,300)	(5,140)	(3,300)		
7013 Int Trf Extra Duty			(191,868)	(212,400)	(212,400)	
7015 Int Trf FacilityRent			639			
9911 PM Labour-Reg			414			
* Interdepartmental		(3,800)	(213,880)	(216,200)	(212,400)	5,589.5
8003 Insurance Pol/Prem	84,600	84,600	46,952	54,100	(30,500)	(36.1)
8008 Transfer to/from Reserves	(359,300)	(109,300)	643,100	(583,600)	(474,300)	433.9
* Other Fiscal	(274,700)	(24,700)	690,052	(529,500)	(504,800)	2,043.7
** Total	77,231,400	81,472,800	79,394,155	83,334,300	1,861,500	2.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(14,400)					
* Area Rate Revenue	(14,400)					
4909 False Alarm Recovery	(105,000)	(105,000)	(115,922)	(105,000)		
4910 NSLC Offences	(16,000)	(16,000)			16,000	(100.0)
5250 Sales of Services Other	(445,000)	(545,000)	(514,404)	(545,000)		
5256 SOT Revenue			(30,042)			
* Fee Revenues	(566,000)	(666,000)	(660,368)	(650,000)	16,000	(2.4)
5508 Recov External Parti	(6,119,700)	(6,308,800)	(6,516,909)	(5,975,600)	333,200	(5.3)
5600 Miscellaneous Revenue	(617,600)	(614,000)	(564,824)	(614,000)		
* Other Revenue	(6,737,300)	(6,922,800)	(7,081,733)	(6,589,600)	333,200	(4.8)
** Total	(7,317,700)	(7,588,800)	(7,742,101)	(7,239,600)	349,200	(4.6)
Net Surplus/Deficit	69,913,700	73,884,000	71,652,054	76,094,700	2,210,700	3.0

RCMP Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* External Services	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
** Total	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
Net Surplus/Deficit	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3

RCMP Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
P710 RCMP	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
* RCMP	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
** Total	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3

RCMP Summary of Gross Expenditures

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
P710 RCMP	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
* RCMP	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3
** Total	22,671,000	23,000,000	22,947,476	23,750,000	750,000	3.3

Legal, Insurance and Risk Management Services

2014/15 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.

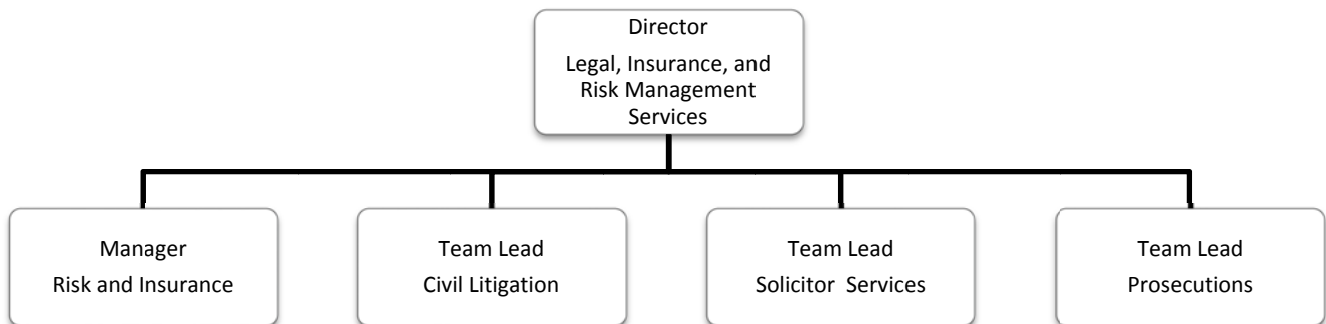
Legal, Insurance and Risk Management Services Overview

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, by providing its services through three teams within the division:
 - Litigation
 - Solicitor Services
 - Prosecutions

- **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.

Legal, Insurance and Risk Management Services Org Chart



Funded Full Time Equivalents (FTE's)

Legal, Insurance & Risk Management Services	2013/2014 Approved (Established) FTE's (Apr 1/13)	2013/2014 Approved (Established) FTE's (Mar 31/14)	2014/2015 Approved/ Pending (Not Yet Established)	2014/2015 Proposed (+/-)	2014/2015 Proposed Total FTE Count
Funded FTEs Includes full & part-time permanent positions	32.5	1.5	0	0	34

Legal, Insurance and Risk Management Services Operating Budget Overview

Legal Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,480,000	3,050,800	2,937,268	3,173,100	122,300	4.0
* Office	68,900	117,600	126,952	96,600	(21,000)	(17.9)
* External Services	360,100	508,100	326,654	386,100	(122,000)	(24.0)
* Supplies		4,000	3,190	4,000		
* Materials			129			
* Building Costs			694			
* Equipment & Communications			877			
* Other Goods & Services	110,400	180,900	171,453	189,400	8,500	4.7
* Interdepartmental			100			
* Other Fiscal	(372,000)	(470,900)	(459,886)	(449,700)	21,200	(4.5)
** Total	2,647,400	3,390,500	3,107,430	3,399,500	9,000	0.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(209,400)	(211,500)	(192,047)	(186,400)	25,100	(11.9)
* Other Revenue		(31,000)	(154,584)	(31,000)		
** Total	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)
Net Surplus/Deficit	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1

Legal Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Legal Services Summary of Expense & Revenue Types	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1
	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1

Legal, Insurance and Risk Management Services Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	91%	94%	83%	92%	93%
Expenditures per Dwelling (189,518 dwellings)	\$13.93	\$14.57	\$15.36	\$16.60	\$18.02

Legal, Insurance and Risk Management Services Strategic Initiatives for 2014/15

Strategic Alignment	
LIRM 1.1	Economic Development – Regulatory and Service Culture
Cooperatively work with business units to develop policy, agreements, and legal framework to assist in achieving Council mandated outcomes in focus areas.	
LIRM 1.2	Economic Development – Regulatory and Service Culture
By-law review project –to carry out a complete review of HRM By-laws (new, amend or repeal existing, consolidate existing) – This is a multi-year project.	
LIRM 1.3	Economic Development – Regulatory and Service Culture
Work with Government Relations & External Affairs and other Business Units to perform a strategic review of the Municipal Charter and all MOUs.	
LIRM 1.4	Governance and Communications - ABCs
Work with C&RS with respect to ABCs to ensure that all ABCs who operate HRM owned facilities under any type of agreement (MOU, Partnership, Letter, etc.) are in alignment with HRM’s Facility Lease Agreement (FLA) process and provide inclusion under group insurance program if Council approves continuation of the FLA process.	
LIRM 1.5	Financial Stewardship – Fiscal Planning
Roll out of Environmental Impairment Liability Coverage (multi-year project beginning with HRWC) to ensure that HRM is adequately protected against claims arising from pollution events.	
LIRM 1.6	Organizational Capacity – People Plan
To develop an intern program with the hiring of an Articled Clerk (law school graduate) through the HRM Bridging Program to encourage interest in public service.	
LIRM 1.7	Service Excellence – Continuous Improvement
Tax Sales – Implement project plan developed with Finance to reduce number of “problem” tax files. This will be a multi-year project.	
LIRM 1.8	Service Excellence – Continuous Improvement
Contract Review – review and/or standardization of contracts, leases, where appropriate.	
LIRM 1.9	Service Excellence – Continuous Improvement
Development and implementation of a “user group” insurance program for renters of HRM facilities to support community groups and ensure the protection of HRM should any participant be injured or there be damage to HRM owned facilities.	
LIRM 1.10	Service Excellence – Continuous Improvement
Create efficiencies within the Business Unit, administratively and collaboratively with input internally and from other business units (technology, processes, physical and electronic file/case management to more efficiently manage HRM legal files and documents and enhance reporting capabilities and to work with the Records Centre to develop a framework to categorize and manage physical legal files.	

Summary of 2014/15 Legal, Insurance and Risk Management Services Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Reduce requirement for contracting outside counsel	\$75,000	Unknown	Unknown
Reduction in iVos server costs and legal disbursements	\$47,000	-	-

2014/15 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 – advises on and 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, National Energy Board, Nova Scotia Utility and Review Board and Canadian Transportation Agency
- Prosecution Services – provides training to HRP and staff and 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
- 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. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services 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

Legal Services Budget Overview

Legal Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,113,900	2,679,600	2,592,430	2,786,400	106,800	4.0
* Office	63,000	85,900	102,664	71,700	(14,200)	(16.5)
* External Services	360,100	466,100	254,357	374,000	(92,100)	(19.8)
* Materials			129			
* Building Costs			694			
* Equipment & Communications			306			
* Other Goods & Services	110,400	158,900	156,451	167,400	8,500	5.3
* Interdepartmental			100			
** Total	2,647,400	3,390,500	3,107,132	3,399,500	9,000	0.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(209,400)	(211,500)	(192,047)	(186,400)	25,100	(11.9)
* Other Revenue		(31,000)	(154,584)	(31,000)		
** Total	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)
Net Surplus/Deficit	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1

Key Service Area Metrics	11/12	12/13	13/14
	Actual	Actual	Projected
Number of Legal Files Opened	541	817	800
Library		3	2
HRWC	7	7	2
Other Boards/Commissions		3	
CAO	30	43	31
C&RS	79	118	135
Council	8	14	10
External & Corp Affairs	4	4	7
Finance	41	147	110
Fire	13	17	10
HR	5	9	16
Legal/Risk & Insurance	136	191	198
P&I	92	116	135
Police	25	32	34
Transit	21	44	40
TPW	80	69	70
Prosecution Files	246	168	160

2014/15 Legal Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
LIRM 2.1	Economic Development – Regulatory and Service Culture	Provide legal support and advice throughout the development and implementation of a number of Council priorities including, but not limited to, the RP+5 project , Nova Centre, Solid Waste Review, Governance project, Cogswell Interchange project, Administrative Orders, etc.
LIRM 2.2	Economic Development – Regulatory and Service Culture	To partner with Government Relations & External Affairs, in consultation with HRM Business Units to perform a strategic review of the HRM Charter
LIRM 2.3	Economic Development – Regulatory and Service Culture	To prioritize for 2014/15, through consultation with Business Unit Directors and Regional Council, the top 5 By-laws as well as an additional 10 that have been identified as requiring more immediate attention.
LIRM 2.4	Organizational Capacity – People Plan	To develop and maintain an intern program for a summer law student and an Articled Clerk (law school graduate) through the HRM Bridging Program to foster interest in Public Service
LIRM 2.5	Service Excellence – Continuous Improvement	Commence work with HRM Business Units to identify, prioritize, and undertake a comprehensive review of HRM contracts, agreements and leases, and develop standard templates where appropriate (multi-year project)
LIRM 2.6	Service Excellence – Continuous Improvement	To identify and prioritize the top 50 outstanding tax sale files for legal review, in conjunction with HRM Finance, PVSC and the Province, to make final determinations on the collectability of the outstanding revenue
LIRM 2.7	Service Excellence – Continuous Improvement	To work with IT to implement an electronic file management system

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:

- Handles 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

Risk and Insurance Services Budget Overview

Insurance & Risk Management Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	366,100	371,200	344,837	386,700	15,500	4.2
* Office	5,900	31,700	24,288	24,900	(6,800)	(21.5)
* External Services		42,000	72,297	12,100	(29,900)	(71.2)
* Supplies		4,000	3,190	4,000		
* Equipment & Communications			571			
* Other Goods & Services		22,000	15,002	22,000		
* Other Fiscal	(372,000)	(470,900)	(459,886)	(449,700)	21,200	(4.5)
** Total			298			
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			(298)			
** Total			(298)			
Net Surplus/Deficit						

Key Service Area Metrics	10/11	11/12	12/13	13/14
	Actual	Actual	Actual	Projected
Claims received by fiscal year	1125	959	956	1015

2014/15 Risk and Insurance Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
LIRM 3.1	Governance and Communications - ABCs	In conjunction with C&RS, ensure that all ABCs who operate HRM owned facilities under any type of agreement align with HRM's Facility Lease Agreement (FLA) process and provide inclusion under group insurance program if approved by Council.*Dependent on C&RS MDF review and outcomes

LIRM 3.2	Financial Stewardship – Fiscal Plans	Completion of submission of aggregate reimbursement to former insurer
LIRM 3.3	Financial Stewardship – Risk Management	Commence of roll out of Environmental Impairment Liability Coverage beginning with Halifax Water *Dependent on cooperation of Halifax Regional Water Commission
LIRM 3.4	Financial Stewardship – Risk Management	Commence development of Operational Risk Registry
LIRM 3.5	Service Excellence- Continuous Improvement	Development and implementation of a “user group” insurance program for renters of HRM facilities.
LRIM 3.6	Service Excellence – Continuous Improvement	Finalize development and implementation of Volunteer Fire Association program
LRIM 3.7	Service Excellence – Customer Service Culture	Commence development of Risk and Claims policy and procedure manual including identification of HRM Business Unit roles and responsibilities as well as standardization of forms (multi-year project)

Legal Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A110 Legal Services	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1
* Legal Services	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1
** Total	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1

Legal Summary of Gross Expenditures

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A110 Legal Services	2,647,400	3,390,500	3,107,132	3,399,500	9,000	0.3
A303 Risk & Insurance Services			298			
* Legal Services	2,647,400	3,390,500	3,107,430	3,399,500	9,000	0.3
** Total	2,647,400	3,390,500	3,107,430	3,399,500	9,000	0.3

Legal Summary of Gross Revenue

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
A110 Legal Services	(209,400)	(242,500)	(346,333)	(217,400)	25,100	(10.4)
A303 Risk & Insurance Services			(298)			
* Legal Services	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)
** Total	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)

Legal Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	2,150,400	2,595,400	2,492,551	2,652,400	57,000	2.2
6002 Salaries - Overtime	1,000	2,500	926	2,600	100	4.0
6005 PDP Increases			(49,765)			
6054 Vacation payout			2,315			
6100 Benefits - Salaries	342,000	427,300	444,991	491,800	64,500	15.1
6110 Vacancy Management	(50,600)	(20,000)		(20,400)	(400)	2.0
6152 Retirement Incentives	12,000	15,200	15,147	16,300	1,100	7.2
6154 Workers' Compensation	25,200	30,400	31,102	30,400		
* Compensation and Benefits	2,480,000	3,050,800	2,937,268	3,173,100	122,300	4.0
6201 Telephone	14,500	22,400	22,144	3,000	(19,400)	(86.6)
6202 Courier/Postage	3,600	5,600	5,448	5,100	(500)	(8.9)
6203 Office Furn/Equip	4,100	11,100	33,194	11,000	(100)	(0.9)
6204 Computer S/W & Lic	28,800	54,000	44,624	54,200	200	0.4
6205 Printing & Reproduction	3,500	1,500	1,427	700	(800)	(53.3)
6207 Office Supplies	14,400	23,000	19,288	22,600	(400)	(1.7)
6299 Other Office Expenses			828			
* Office	68,900	117,600	126,952	96,600	(21,000)	(17.9)
6301 Professional Fees		60,500	44,373	27,100	(33,400)	(55.2)
6302 Legal Fees	170,000	250,000	77,940	175,000	(75,000)	(30.0)
6303 Consulting Fees			12,360			
6309 Litigation Disbursements	27,000	27,000	10,836	15,000	(12,000)	(44.4)
6314 Prosecution Services	163,100	163,100	145,142	161,500	(1,600)	(1.0)
6399 Contract Services		7,500	36,002	7,500		
* External Services	360,100	508,100	326,654	386,100	(122,000)	(24.0)
6499 Other Supplies		4,000	3,190	4,000		
* Supplies		4,000	3,190	4,000		
6504 Hardware			129			
* Materials			129			
6699 Other Building Cost			694			
* Building Costs			694			
6704 Equipment Rental			571			
6707 Plumbing & Heating			306			
* Equipment & Communications			877			
6901 Membership Dues	58,000	80,200	72,311	82,000	1,800	2.2
6902 Conferences and Workshops		5,000	6,162	5,000		
6903 Travel - Local	6,900	9,900	12,322	9,900		
6904 Travel - Out of Town	6,000	8,000	7,368	8,000		
6905 Training & Education	9,200	40,500	26,393	40,500		
6917 Books and Periodicals	30,000	35,000	45,818	41,000	6,000	17.1
6918 Meals	300	500	322	500		
6938 Rewarding Excellence		800	747	1,500	700	87.5
6999 Other Goods and Services		1,000	9	1,000		
* Other Goods & Services	110,400	180,900	171,453	189,400	8,500	4.7
7009 Internal Transfers Other			100			
* Interdepartmental			100			
8003 Insurance Pol/Prem			108			
8008 Transfer to/from Reserves	(372,000)	(470,900)	(459,994)	(449,700)	21,200	(4.5)
* Other Fiscal	(372,000)	(470,900)	(459,886)	(449,700)	21,200	(4.5)
** Total	2,647,400	3,390,500	3,107,430	3,399,500	9,000	0.3
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
5250 Sales of Services Other	(209,400)	(211,500)	(192,047)	(186,400)	25,100	(11.9)
* Fee Revenues	(209,400)	(211,500)	(192,047)	(186,400)	25,100	(11.9)
5508 Recov External Parti		(31,000)	(154,584)	(31,000)		
* Other Revenue		(31,000)	(154,584)	(31,000)		
** Total	(209,400)	(242,500)	(346,631)	(217,400)	25,100	(10.4)
Net Surplus/Deficit	2,438,000	3,148,000	2,760,799	3,182,100	34,100	1.1

Planning & Infrastructure

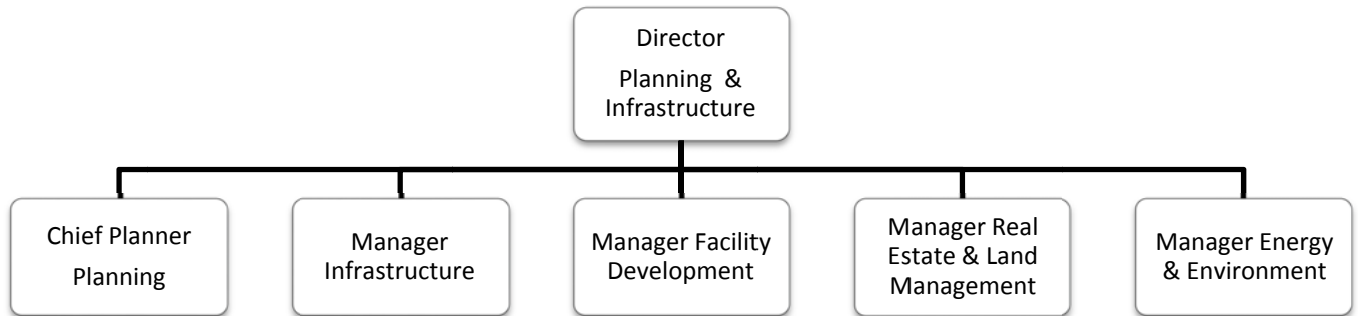
2014/15 Budget and Business Plan

Mission: To plan, build, grow.

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)

	2013/2014 Approved FTE's (Apr 1/13)	2013/2014 Approved FTE's (Mar 31/14)	2014/15 Approved/ Pending	2014/2015 Proposed Change (+/-)	2014/2015 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	81	82	0	-1	81

Planning & Infrastructure Operating Budget Overview

Planning and Infrastructure Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,569,200	7,028,900	6,309,468	7,344,500	315,600	4.5
* Office	122,700	122,500	93,431	60,100	(62,400)	(50.9)
* External Services	725,200	726,200	471,534	754,400	28,200	3.9
* Supplies	1,900	600	1,164	600		
* Materials			426			
* Building Costs	800	800	(1,878)	1,400	600	75.0
* Equipment & Communications	155,300	77,100	88	1,000	(76,100)	(98.7)
* Vehicle Expense			68			
* Other Goods & Services	446,100	432,900	244,816	287,600	(145,300)	(33.6)
* Interdepartmental			1,794			
* Other Fiscal	(266,100)	(236,100)	(144,099)	(291,100)	(55,000)	23.3
** Total	7,755,100	8,152,900	6,976,812	8,158,500	5,600	0.1
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(1,644,000)	(1,902,400)	(1,066,254)	(12,000)	1,890,400	(99.4)
* Other Revenue		(33,500)	(37,515)	(63,500)	(30,000)	89.6
** Total	(1,644,000)	(1,935,900)	(1,103,770)	(75,500)	1,860,400	(96.1)
Net Surplus/Deficit	6,111,100	6,217,000	5,873,042	8,083,000	1,866,000	30.0

Planning & Infrastructure Budget Overview by Service Area

Planning and Infrastructure Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Planning & Infrastructure Admin Summary of Expense & Revenue Types	388,700	414,000	403,447	777,100	363,100	88
Infrastructure Summary of Expense & Revenue Types	543,300	569,200	526,300	575,000	5,800	1
Real Estate Summary of Expense & Revenue Types	174,600	(2,800)	713,407	1,933,500	1,936,300	(69,154)
Planning Summary of Expense & Revenue Types	2,203,800	2,358,000	1,949,827	2,378,200	20,200	1
Facility Development Summary of Expense & Revenue Types	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(12)
Energy & Environment Summary of Expense & Revenue Types	773,400	762,200	692,054	546,200	(216,000)	(28)
	6,111,100	6,217,000	5,873,042	8,083,000	1,866,000	30%

Planning & Infrastructure Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of total	88.2%	85.9%	89.2%	88.2%	90.1%
Expenditure per dwelling unit	\$38.12	\$40.76	\$37.78	\$38.12	\$43.00

Planning & Infrastructure Strategic Initiatives for 2014/15

Strategic Alignment	
PI 1.1	Economic Development – Regulatory & Service Culture
<p><u>RP+5 Implementation</u></p> <p>A draft revised Regional Plan is under consideration. It has been recommended to Regional Council by the Heritage Advisory Committee and Design Review Committee for adoption in the spring.</p> <p>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.</p> <p>Initiatives resulting from the plan review will include a prioritized community planning program; initiation of several community planning processes; completion of Phase 1 of the priority plans: Culture & Heritage, Road Network, Greenbelting and Public Open Space; support the Housing and Homelessness Partnership; and scope options for implementing new legislative authority (density bonusing).</p>	
PI 1.2	Economic Development – Regional Centre
<p><u>Centre Plan</u></p> <p>The 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:</p> <ol style="list-style-type: none"> 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. <p>Centre Plan work in 2014/15 will focus on undertaking Municipal Planning Strategy (MPS) and Land Use By-Law (LUB) amendments in the low density residential neighborhoods with a view to broadening the potential for secondary suites and expanding the range of home based occupations. The project will also focus on engineering analysis of local piped service capacity issues, identification of opportunity sites in Dartmouth, updated development agreement policies in redeveloping areas, and Heritage Conservation District plans for South Barrington and Schmidville. Detailed planning for higher density corridors will follow the piped service analysis in 2015/16.</p>	
PI 1.3	Economic Development – Regional Centre
<p><u>Cogswell Interchange</u></p> <p>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 (<i>Strategies for the Rejuvenation of Barrington St</i>). 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.</p> <p>Staff has engaged a consultant to undertake the technical analysis to assist with developing a plan for the</p>	

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. The plan includes 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, and staging of any redevelopment. In addition to the functional plan a separate Market Assessment has been completed to assist in developing a go forward strategy.

In 2014/15 an Implementation Plan will be developed followed by initiating detail design activities for demolition and reinstatement of municipal infrastructure.

PI 1.4	Transportation – Integrated Transportation Plan
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Active Transportation

An effective and sustainable transportation network relies on the measurement and prediction of mobility demand based on settlement patterns and integrating a variety of travel modes to best manage that demand. Priority Plans for Transportation Demand Management, Active Transportation, Transit and the Roadway Network, along with the Parking Strategy combine to create an integrated strategy for transportation.

Partnering with Dalhousie University, a regional travel survey will be undertaken to determine mobility needs and strengthen HRM's VISUM transportation demand model. This will also be an important tool in the alternatives assessment of Metro Transit's system review.

The SmartTrip program will continue to develop and nurture partnerships with businesses and neighbourhoods to influence commuting choice. The program will build on the success of initiatives like the regional rideshare database and the E-Pass transit pass as well as new programs like WORKshift.

Active Transportation Plan initiatives in 2014/15 will include a five year update of the Active Transportation Plan and implementation will begin on strategic priorities: bike lanes, paved shoulders and the extensions of greenways. In particular, extensions will be made to the Burnside Drive Trail, the Dartmouth Waterfront Trail and the Mt. Hope Greenway to improve connectivity of those facilities and expand the urban greenway network.

While an effective and integrated Transportation Plan can result in a meaningful shift of mobility choice, regional growth will continue to result in more vehicle trips. The Road Network Priority Plan identifies where vehicle growth will exceed network capacity and describes projects that will provide the capacity required. A community outreach program will be delivered in 2014/15 to better describe how road capacity projects are linked to regional growth and demand management measures and to receive feedback.

PI 1.5	Healthy Communities – Public Safety
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Accessibility

HRM owns, operates, programs and maintains a large number of buildings and park assets. Many of them are not fully barrier free or do not comply with generally accepted barrier free standards. Barriers range from visual, audible, or mobility restrictions. Planning & Infrastructure incorporates accessibility design and features in new building and park infrastructure projects delivered for the Municipality. Advised by the Accessibility Advisory Committee and funded from both dedicated project accounts and a specific accessibility project account (CBX01154), HRM continues to deliver on this Healthy Community Outcome. 2014/15 activities will include:

- Carry out assessment of accessibility needs through facility assessments and building retrofits which will include building specific projects and whole building portfolio programs (such as installing automatic door openers and visual fire alarms)
- Completion of accessibility projects at Recreation facilities
- Develop barrier free administrative policy and standard contractual terms and conditions for facility projects

PI 1.6

Financial Stewardship – Asset Management

Asset Management

The Asset Management Program was adopted in 2012 as a corporate approach to managing public assets to help make informed decisions around when to replace and when to renew an asset, to make the most effective use of available funding in a manner which is consistent with Council's priorities. The program involves developing both technology as well as new business processes to provide information which enables life-cycle cost based decisions on assets, and providing a better understanding of the relationship between assets and service delivery. This program is being developed in conjunction with Halifax Water and strives to provide a complete "city-wide" view of managing public assets.

To date, a corporate data registry has been created and the development and implementation of a corporate wide operational asset management system has been awarded to ESRI Canada Inc. This system will track and record maintenance costs, condition and performance data against our assets.

Work planned for 2014/15 includes implementing the operational asset management solution and populating the corporate data registry.

PI 1.7

Integrated Transportation Plan - Parking Strategy

Parking Strategy

While the Regional Plan encourages employment growth in the Regional Centre, it also strives to shift the increased demand in mobility towards transit and active transportation and away from single-occupant vehicle trips. The management of parking is an integral component to the overall mobility framework. The Regional Centre has many high generators of parking demand (downtowns, universities, and hospitals) but limited opportunity for high volume off-street parking. This puts pressure on streets to accommodate parking and creates conflicts with the needs of residential neighbourhoods.

The Regional Parking Strategy was completed in 2008 and approved by Council. The report noted that the management of parking in HRM was disjointed with various responsibilities distributed through different business units. The study recommended an exploration of a stronger internal management structure for parking and greater municipal control of parking supply. Other recommendations receiving priority are implementing new technologies for on-street pay parking and refinement of existing controls in residential areas.

Work planned for 2014/15 includes developing a parking strategy roadmap that will look at such things as:

- use of technology in parking delivery (payment)
- parking by permit
- pay by plate parking station
- governance review of parking authorities

Planning & Infrastructure Admin Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	323,600	344,900	347,993	356,300	11,400	3.3
* Office	6,200	6,200	5,461	4,400	(1,800)	(29.0)
* External Services	3,300	3,300	2,217	323,300	320,000	9,697.0
* Other Goods & Services	55,600	59,600	47,537	93,100	33,500	56.2
* Interdepartmental			238			
** Total	388,700	414,000	403,447	777,100	363,100	87.7
Net Surplus/Deficit	388,700	414,000	403,447	777,100	363,100	87.7

Summary of 2014/15 Planning & Infrastructure Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Compensation Adjustments	59,300	59,300	59,300
Reduction in Expenditures	347,700	347,700	347,700
New or Expanded Service Initiatives	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Solar City	Reserve Funding		
LED Streetlight Project	8,000,000	7,000,000	7,000,000

2014/15 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.
- Priority Plans - On-going work to develop and implement Priorities Plans including Cultural and Heritage and Greenbelting and Public Open Space.
- Transportation Planning - Focuses on the Road Network, Active Transportation and Demand Management Priorities Plans. First priority in the Active Transportation Plan is a Peninsula Halifax Corridor Bikeway. Development of a Parking Strategy will give better clarity to HRM's role in parking management, improved efficiency with new technology, and better interaction with residential neighbourhoods in areas of high parking demand.
- Affordable Housing – Support for the Housing and Homelessness Partnership.

Planning Budget Overview

Planning Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,039,600	2,184,700	1,917,363	2,311,600	126,900	5.8
* Office	41,900	42,700	23,373	21,800	(20,900)	(48.9)
* External Services	32,400	37,400	2,435		(37,400)	(100.0)
* Supplies			37			
* Building Costs			701			
* Vehicle Expense			68			
* Other Goods & Services	89,900	136,300	61,633	67,300	(69,000)	(50.6)
* Interdepartmental			(10,614)			
* Other Fiscal				40,000	40,000	
** Total	2,203,800	2,401,100	1,994,996	2,440,700	39,600	1.6
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues		(22,600)	(20,645)	(12,000)	10,600	(46.9)
* Other Revenue		(20,500)	(24,524)	(50,500)	(30,000)	146.3
** Total		(43,100)	(45,169)	(62,500)	(19,400)	45.0
Net Surplus/Deficit	2,203,800	2,358,000	1,949,827	2,378,200	20,200	0.9

Key Service Area Metrics	2010	2011	2012	2013	25 year
	Actual	Actual	Actual	Actual	Target
Housing Starts: Regional Centre	17.2%	17.4%	16.8%	18.2%	25%
Housing Starts: Urban Communities	56.7%	58.5%	59.5%	59.0%	50%
Housing Starts: Rural	26.1%	24.1%	23.6%	22.8%	25%

*data is cumulative average since 2006

2014/15 Planning Key Deliverables

BU #	Strategic Alignment	2014/15 Deliverables
PI 2.1	Economic Development – Regulatory and Service Culture	<ul style="list-style-type: none"> Prioritized community planning program (<i>Council will direct the list of communities through the Regional Plan process</i>) Complete Phase 1 of the Priority Plans: Culture & Heritage, Road Network, Greenbelting & Public Open Space Develop options for implementing new legislative authority for density bonusing (affordable housing)
PI 2.2	Economic Development – Regional Centre	<ul style="list-style-type: none"> MPS & LUB amendments in the low density residential neighborhoods Analyze local piped service capacity issues Identification of opportunity sites in Dartmouth Update Development Agreement policies in redeveloping areas Develop Heritage Conservation District Plans for South Barrington and Schmidville

BU #	Strategic Alignment	2014/15 Deliverables
PI 2.3	Transportation – Integrated Transportation Plan	<ul style="list-style-type: none"> 5 Year update Active Transportation Plan: implementation will begin on strategic priorities: bike lanes, paved shoulders and extensions of greenways
PI 2.4	Transportation – Integrated Transportation Plan	<ul style="list-style-type: none"> Develop parking strategy roadmap

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 presenting the capital budget and plan to Council, and promoting projects that have a significant public impact as determined by Council.
- 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	519,700	546,300	513,628	569,100	22,800	4.2
* Office	7,100	7,100	4,796	1,800	(5,300)	(74.6)
* External Services	1,000					
* Other Goods & Services	15,500	15,800	7,876	4,100	(11,700)	(74.1)
** Total	543,300	569,200	526,300	575,000	5,800	1.0
Net Surplus/Deficit	543,300	569,200	526,300	575,000	5,800	1.0

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
% of Project budget allocated to SOGR	37.6%	54.5%	62.0%	45.0%	58.6%
% of Project work completed	122.8%	82.8%	125%	81%	100%

2014/15 Infrastructure Key Deliverables

BU #	Strategic Alignment	2014/15 Deliverables
PI 3.1	Financial Stewardship – Asset Management	<ul style="list-style-type: none"> • Project Plan to develop life cycle strategies and financial plans for assets • Develop and implement financial forecasting system for capital projects
PI 3.2	Financial Stewardship – Asset Management	<ul style="list-style-type: none"> • Implement operational asset management solution
PI 3.3	Economic Development – Regulatory and Service Culture	<ul style="list-style-type: none"> • Develop policy and bylaw relating to CCC’s for Transit and Transportation

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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,709,500	1,827,800	1,433,670	1,727,100	(100,700)	(5.5)
* Office	27,800	27,800	24,292	12,700	(15,100)	(54.3)
* External Services	178,300	157,300	79,513	100,000	(57,300)	(36.4)
* Supplies	600	600	1,127	600		
* Materials			426			
* Building Costs			(4,871)			
* Equipment & Communications	4,600	600	52		(600)	(100.0)
* Other Goods & Services	106,500	102,300	42,133	32,600	(69,700)	(68.1)
* Interdepartmental			11,664			
** Total	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)
Net Surplus/Deficit	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Service Improvement delivered	\$46,994,008	\$11,064,547	\$9,840,000	\$13,656,000	\$3,210,000
Funding: Federal/Provincial	\$12,226,498 (26%)	\$3,708,800 (34%)	\$6,182,177 (63%)	\$0	\$0
SOGR delivered	\$17,632,409	\$31,776,977	\$25,550,000	\$21,222,000	\$36,070,000
Funding: Federal/Provincial	\$3,303,426 (19%)	\$2,682,989 (8%)	\$191,639 (0.7%)	\$0	\$230,000
Km's of trails constructed	6	4	14.5	14.5	TBD
Cost/km to construct trails	\$267,000	\$184,164	\$58,000	\$62,070	TBD
Trails expenditures in FY (HRM \$ only)	\$586,000	\$737,000	\$841,000	\$900,000	\$1,000,000

2014/15 Facility Development Key Deliverables

BU #	Strategic Alignment	2014/15 Deliverables
PI 4.1	Healthy Communities – Recreation and Leisure	<ul style="list-style-type: none"> Carry out assessment of accessibility needs through facility assessments and building retrofits Completion of accessibility projects at recreation facilities Develop barrier free administrative policy and standard contractual terms and conditions for facility projects
PI 4.2	Financial Stewardship – Asset Management	<ul style="list-style-type: none"> Develop 3 year Recapitalization Plan for deferred maintenance of HRM owned buildings
PI 4.3	Service Excellence – Continuous Improvement	<ul style="list-style-type: none"> Process improvement for the delivery of Facility Development capital projects

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 – Leads municipal development of regional industrial parks. Primary supplier of competitively priced industrial and commercial lands for business attraction, growth, and expansion to support the Economic Strategy and Regional Plan. 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, 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,434,300	1,602,500	1,564,623	1,832,000	229,500	14.3
* Office	29,500	31,500	30,287	16,700	(14,800)	(47.0)
* External Services	263,500	152,100	126,799	105,000	(47,100)	(31.0)
* Building Costs	800	800	2,293	1,400	600	75.0
* Equipment & Communications	500	500			(500)	(100.0)
* Other Goods & Services	90,000	89,600	64,998	83,400	(6,200)	(6.9)
* Interdepartmental			18			
* Other Fiscal			(30,000)	(105,000)	(105,000)	
** Total	1,818,600	1,877,000	1,759,017	1,933,500	56,500	3.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(1,644,000)	(1,879,800)	(1,045,609)		1,879,800	(100.0)
** Total	(1,644,000)	(1,879,800)	(1,045,609)		1,879,800	(100.0)
Net Surplus/Deficit	174,600	(2,800)	713,407	1,933,500	1,936,300	(69,153.6)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Property Acquisitions	\$1,074,429	\$504,396	\$233,658	\$355,000	\$2,000,000
Property Disposals	\$378,384	\$19,037	\$1,068,009	\$3,700,000	\$19,000,000
Industrial Park Sales	\$4,306,809	\$11,474,919	\$24,799,069	\$8,000,000	\$5,000,000

2014/15 Real Estate and Land Management Key Deliverables

BU #	Strategic Alignment	2014/15 Deliverables
PI 5.1	Economic Development – Regional Centre	<ul style="list-style-type: none"> Develop Cogswell Implementation Strategy and RFP for detailed design activities for demolition and reinstatement of municipal infrastructure
PI 5.2	Economic Development – Supply of Lands	<ul style="list-style-type: none"> Develop strategy to identify industrial land opportunities Burnside: complete streets and services for 12-5 and issue tender for 12-6 completion Undertake concept planning for Ragged Lake Continue to work with HIAA on servicing strategy

Energy and Environment:

The Energy and Environment service area is the corporate lead on policy, performance measurement, project development, and issues management, as they relate to energy and the environment.

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, oversight of beach water quality sampling, and coordination of collected data from watershed/water quality monitoring programs.

Energy and Environment Budget Overview

Energy & Environment Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	542,500	522,700	532,190	548,400	25,700	4.9
* Office	10,200	7,200	5,222	2,700	(4,500)	(62.5)
* External Services	246,700	376,100	260,569	226,100	(150,000)	(39.9)
* Supplies	1,300					
* Equipment & Communications	150,200	76,000	36	1,000	(75,000)	(98.7)
* Other Goods & Services	88,600	29,300	20,639	7,100	(22,200)	(75.8)
* Interdepartmental			488			
* Other Fiscal	(266,100)	(236,100)	(114,099)	(226,100)	10,000	(4.2)
** Total	773,400	775,200	705,046	559,200	(216,000)	(27.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue		(13,000)	(12,992)	(13,000)		
** Total		(13,000)	(12,992)	(13,000)		
Net Surplus/Deficit	773,400	762,200	692,054	546,200	(216,000)	(28.3)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Environment budget per capita	\$1.52	\$1.85	\$1.79	\$1.95	\$1.36
Energy Reserve Contributions	\$270,000	\$460,000	\$464,000	\$475,000	\$500,000
GHG reductions from developed projects (tonnes annually)			7,500	4,000	500

2014/15 Energy and Environment Key Deliverables

BU #	Strategic Alignment	2014/15 Deliverables
PI 6.1	Financial Stewardship – Asset Management	<ul style="list-style-type: none"> Transfer ownership of streetlights from NSP to HRM
PI 6.2	Healthy Communities – Energy and Environment	<ul style="list-style-type: none"> Community Energy Plan engagement in collaboration with the Halifax Chamber of Commerce and utilizing the Shape Your City platform Carry out Community Energy Plan opportunities assessment Develop 5 year action plan with performance measures for the Community Energy Plan
PI 6.3	Healthy Communities – Energy & Environment	<ul style="list-style-type: none"> Continue with Solar City Project to finish with 600 installations over the two year project
PI 6.4	Healthy Communities – Energy & Environment	<ul style="list-style-type: none"> Present Lot Grading By-Law for Regional Council consideration Complete Integrated Stormwater Policy Complete Cow Bay deep storm sewer project

Planning and Infrastructure Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
I101 P & I Admin	388,700	414,000	403,447	777,100	363,100	87.7
** Planning & Infra Admin	388,700	414,000	403,447	777,100	363,100	87.7
W100 Real Est & Mgt Admin	256,200	363,400	267,051	440,900	77,500	21.3
W400 Acquisitions & Disposals	(405,700)	(655,800)	380,753	417,000	1,072,800	(163.6)
W500 Business Parks	(344,300)	(359,800)	(609,256)	412,600	772,400	(214.7)
W700 Land Management	668,400	649,400	674,860	663,000	13,600	2.1
** Real Estate & Land Management	174,600	(2,800)	713,407	1,933,500	1,936,300	(69,153.6)
C320 Planning	1,799,500	1,835,800	1,491,293	1,886,000	50,200	2.7
R951 Regional Trans.Plann	404,300	450,300	423,774	440,100	(10,200)	(2.3)
R952 Smart Trip Program		71,900	45,405	12,100	(59,800)	(83.2)
R953 TDM Migration			(10,645)	40,000	40,000	
** Planning Services	2,203,800	2,358,000	1,949,827	2,378,200	20,200	0.9
C460 Infrastructure	543,300	569,200	526,300	575,000	5,800	1.0
** Infrastructure	543,300	569,200	526,300	575,000	5,800	1.0
W953 Facility Development	1,281,500	1,522,400	1,364,595	1,542,700	20,300	1.3
W955 Corporate Accommodations	97,300	97,300	71,878	100,000	2,700	2.8
W943 Reg Trails/Streetsca	472,900	496,700	151,534	230,300	(266,400)	(53.6)
C727 LKDNew Facility Deve	175,600					
* Facility Development	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)
** Facility Development	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)
D935 Energy and Enviroment	773,400	762,200	692,054	546,200	(216,000)	(28.3)
** Energy & Environment	773,400	762,200	692,054	546,200	(216,000)	(28.3)
*** Total	6,111,100	6,217,000	5,873,042	8,083,000	1,866,000	30.0

Planning and Infrastructure Summary of Gross Expenditures

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
I101 P & I Admin	388,700	414,000	403,447	777,100	363,100	87.7
** Planning & Infra Admin	388,700	414,000	403,447	777,100	363,100	87.7
W100 Real Est & Mgt Admin	256,200	363,400	267,051	440,900	77,500	21.3
W400 Acquisitions & Disposals	488,300	474,000	452,753	417,000	(57,000)	(12.0)
W500 Business Parks	405,700	390,200	364,353	412,600	22,400	5.7
W700 Land Management	668,400	649,400	674,860	663,000	13,600	2.1
** Real Estate & Land Management	1,818,600	1,877,000	1,759,017	1,933,500	56,500	3.0
C320 Planning	1,799,500	1,835,800	1,499,251	1,886,000	50,200	2.7
R951 Regional Trans.Plann	404,300	450,300	423,919	440,100	(10,200)	(2.3)
R952 Smart Trip Program		95,000	61,827	62,600	(32,400)	(34.1)
R953 TDM Migration		20,000	10,000	52,000	32,000	160.0
** Planning Services	2,203,800	2,401,100	1,994,996	2,440,700	39,600	1.6
C460 Infrastructure	543,300	569,200	526,300	575,000	5,800	1.0
** Infrastructure	543,300	569,200	526,300	575,000	5,800	1.0
W953 Facility Development	1,281,500	1,522,400	1,364,595	1,542,700	20,300	1.3
W955 Corporate Accommodations	97,300	97,300	71,878	100,000	2,700	2.8
W943 Reg Trails/Streetsca	472,900	496,700	151,534	230,300	(266,400)	(53.6)
C727 LKDNew Facility Deve	175,600					
* Facility Development	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)
** Facility Development	2,027,300	2,116,400	1,588,007	1,873,000	(243,400)	(11.5)
D935 Energy and Enviroment	773,400	775,200	705,046	559,200	(216,000)	(27.9)
** Energy & Environment	773,400	775,200	705,046	559,200	(216,000)	(27.9)
*** Total	7,755,100	8,152,900	6,976,812	8,158,500	5,600	0.1

Planning and Infrastructure Summary of Gross Revenue

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
W400 Acquisitions & Disposals	(894,000)	(1,129,800)	(72,000)		1,129,800	(100.0)
W500 Business Parks	(750,000)	(750,000)	(973,609)		750,000	(100.0)
** Real Estate & Land Management	(1,644,000)	(1,879,800)	(1,045,609)		1,879,800	(100.0)
C320 Planning			(7,958)			
R951 Regional Trans.Plann			(145)			
R952 Smart Trip Program		(23,100)	(16,421)	(50,500)	(27,400)	118.6
R953 TDM Migration		(20,000)	(20,645)	(12,000)	8,000	(40.0)
** Planning Services		(43,100)	(45,169)	(62,500)	(19,400)	45.0
D935 Energy and Enviroment		(13,000)	(12,992)	(13,000)		
** Energy & Environment		(13,000)	(12,992)	(13,000)		
*** Total	(1,644,000)	(1,935,900)	(1,103,770)	(75,500)	1,860,400	(96.1)

Planning and Infrastructure Summary Details

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	5,678,100	6,075,700	5,668,156	6,235,800	160,100	2.6
6002 Salaries - Overtime	15,300	31,600	2,408	15,000	(16,600)	(52.5)
6005 PDP Increases			(170,786)			
6054 Vacation payout			6,772			
6100 Benefits - Salaries	1,015,400	1,082,000	1,057,487	1,212,500	130,500	12.1
6110 Vacancy Management	(102,100)					
6152 Retirement Incentives	33,200	37,200	34,693	38,000	800	2.2
6153 Severance			1,000			
6154 Workers' Compensation	78,900	77,900	72,998	76,200	(1,700)	(2.2)
6199 Comp & Ben InterDept	(149,600)	(275,500)	(366,706)	(233,000)	42,500	(15.4)
9200 HR CATS Wage/Ben			3,034			
9210 HR CATS OT Wage/Ben			412			
* Compensation and Benefits	6,569,200	7,028,900	6,309,468	7,344,500	315,600	4.5
6201 Telephone	47,000	41,400	37,252	5,900	(35,500)	(85.7)
6202 Courier/Postage	4,500	4,900	5,986	4,500	(400)	(8.2)
6203 Office Furn/Equip	8,300	9,300	9,258	9,300		
6204 Computer S/W & Lic	9,100	10,100	11,246	10,100		
6205 Printing & Reproduction	18,500	21,500	4,805	12,000	(9,500)	(44.2)
6207 Office Supplies	34,500	34,500	16,844	17,500	(17,000)	(49.3)
6299 Other Office Expenses	800	800	8,040	800		
* Office	122,700	122,500	93,431	60,100	(62,400)	(50.9)
6301 Professional Fees	3,600	3,600	150		(3,600)	(100.0)
6302 Legal Fees	83,000		6,377			
6303 Consulting Fees	86,100	196,200	39,155	323,300	127,100	64.8
6305 Property Appraisal	74,500	78,500	52,281	80,000	1,500	1.9
6306 Property Survey		7,500	39,812	15,000	7,500	100.0
6311 Security			512			
6312 Refuse Collection	1,000					
6399 Contract Services	477,000	440,400	333,247	336,100	(104,300)	(23.7)
* External Services	725,200	726,200	471,534	754,400	28,200	3.9
6401 Uniforms & Clothing	1,300		348			
6406 Bridge Tolls			556			
6409 Personal Protect Equ	600	600	259	600		
* Supplies	1,900	600	1,164	600		
6504 Hardware			426			
* Materials			426			
6606 Heating Fuel			701			
6607 Electricity	800	800	1,393	1,400	600	75.0
6611 Building - Interior			(5,040)			
6612 Safety Systems			169			
6699 Other Building Cost			900			
* Building Costs	800	800	(1,878)	1,400	600	75.0
6701 Equipment Purchase	144,200	76,000	25	1,000	(75,000)	(98.7)
6704 Equipment Rental	5,100	100			(100)	(100.0)
6705 Equip - R&M	1,000		52			
6706 Computer R&M	1,000	1,000			(1,000)	(100.0)
6708 Mechanical Equipment			11			
6711 Communication System	4,000					
* Equipment & Communications	155,300	77,100	88	1,000	(76,100)	(98.7)
6806 Vehicle Rentals			68			
* Vehicle Expense			68			

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6901 Membership Dues	29,300	28,200	24,032	28,800	600	2.1
6902 Conferences and Workshops	13,300	14,200	12,698	12,500	(1,700)	(12.0)
6903 Travel - Local	76,200	68,800	51,353	45,000	(23,800)	(34.6)
6904 Travel - Out of Town	22,200	20,200	8,922	10,000	(10,200)	(50.5)
6905 Training & Education	15,800	17,000	6,161	17,000		
6906 Licenses & Agreements	33,500	31,800	16,881	21,800	(10,000)	(31.4)
6910 Signage			9,098	30,000	30,000	
6911 Facilities Rental	15,100	15,100	9,333	10,000	(5,100)	(33.8)
6912 Advertising and Promotion	65,100	72,700	39,632	50,000	(22,700)	(31.2)
6913 Awards	700	700			(700)	(100.0)
6915 Research Data Acquisition	28,500	3,500	9,214		(3,500)	(100.0)
6916 Public Education	36,000	11,000	300		(11,000)	(100.0)
6917 Books and Periodicals	2,200	3,100	1,215	1,000	(2,100)	(67.7)
6918 Meals	3,200	3,400	1,322	4,000	600	17.6
6919 Special Projects	102,600	141,100	52,583	55,000	(86,100)	(61.0)
6929 Procurement Card Clearing			862			
6933 Community Events			238			
6938 Rewarding Excellence	2,100	2,100	279	2,500	400	19.0
6999 Other Goods and Services	300		692			
* Other Goods & Services	446,100	432,900	244,816	287,600	(145,300)	(33.6)
7009 Internal Transfers Other			1,586			
7015 Int Trf FacilityRent			100			
7099 Interdept Chargeback			(36)			
9911 PM Labour-Reg			144			
* Interdepartmental			1,794			
8004 Grants				40,000	40,000	
8008 Transfer to/from Reserves	(266,100)	(236,100)	(174,099)	(331,100)	(95,000)	40.2
8024 Transf to/fr Capital			30,000			
* Other Fiscal	(266,100)	(236,100)	(144,099)	(291,100)	(55,000)	23.3
** Total	7,755,100	8,152,900	6,976,812	8,158,500	5,600	0.1
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4901 Parking Meters		(18,000)		(10,000)	8,000	(44.4)
5101 Parking Rentals			(20,645)	(2,000)	(2,000)	
5250 Sales of Services Other	(548,000)	(650,000)	(347,609)		650,000	(100.0)
5450 Other Sales Revenue	(1,096,000)	(1,234,400)	(698,000)		1,234,400	(100.0)
* Fee Revenues	(1,644,000)	(1,902,400)	(1,066,254)	(12,000)	1,890,400	(99.4)
5508 Recov External Parti		(13,000)	(37,265)	(43,000)	(30,000)	230.8
5600 Miscellaneous Revenue		(20,500)	(250)	(20,500)		
* Other Revenue		(33,500)	(37,515)	(63,500)	(30,000)	89.6
** Total	(1,644,000)	(1,935,900)	(1,103,770)	(75,500)	1,860,400	(96.1)
Net Surplus/Deficit	6,111,100	6,217,000	5,873,042	8,083,000	1,866,000	30.0

Transportation and Public Works

2014/15 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

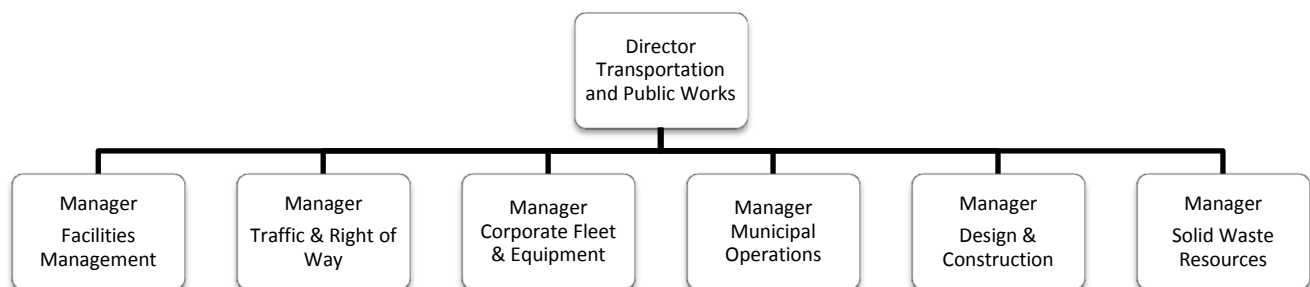
Transportation and Public Works (TPW) consolidates critical and operational-based services that contribute to sustainable public infrastructure and transportation networks.

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

Asset Responsibility:

- Asset manager/steward for 1,811 kms of roads, 2,141 kms of curbs, 913 kms of sidewalks, 21 kms of gravel roads and 96 bridges (24 of which are cost-shared with the Province);
- Asset steward for 862 named park properties, 383 playgrounds, 189 ball diamonds, 116 sport fields, 230 sport courts, 13 skate board parks, 12 BMX dirt parks, 4 lawn bowling greens, 1 campground, Westmount Inclusive Playground Park (1st of its kind in Canada), 2 outdoor pools, 8 spray pools, 2 outdoor competition running tracks, 1 outdoor skating oval, 21 beaches, 4 all-weather sport field complexes and 5 boat launches;
- Asset steward for approximately 224 buildings;
- Contract management for delivery of the \$8 million recapitalization program for buildings;
- Asset manager/steward for 458 municipal vehicles, 504 pieces of small equipment, 355 transit vehicles, 262 police vehicles, 281 fire vehicles and 46 agency, board and commission vehicles;
- Asset owner/manager/steward for:
 - 270 traffic signals, 180 crosswalk lights, 40,500 streetlights
 - 740 kms of white and yellow painted centre lines
 - 2006 crosswalks, 2088 stop bars and 3439 painted arrows
- Collection of recyclables, organics and refuse at approximately 140,000 eligible properties;
- Contract management for operation and maintenance of 6 solid waste processing facilities and 2 landfill sites.

Transportation and Public Works Org Chart



Funded Full Time Equivalents (FTEs)

Transportation and Public Works	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	561	-3	558

Transportation and Public Works Operating Budget Overview

TPWS Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	38,729,900	37,848,800	34,711,256	37,450,600	(398,200)	(1.1)
* Office	671,500	655,600	543,713	537,700	(117,900)	(18.0)
* External Services	59,160,500	60,938,600	62,115,919	60,646,700	(291,900)	(0.5)
* Supplies	755,500	754,400	707,737	601,400	(153,000)	(20.3)
* Materials	4,336,600	4,091,700	5,148,854	3,392,400	(699,300)	(17.1)
* Building Costs	18,194,260	19,141,800	20,647,141	17,083,800	(2,058,000)	(10.8)
* Equipment & Communications	3,826,900	3,713,100	6,412,244	3,780,700	67,600	1.8
* Vehicle Expense	5,924,800	5,868,400	6,128,962	5,731,400	(137,000)	(2.3)
* Other Goods & Services	6,337,700	7,047,800	5,708,996	5,691,000	(1,356,800)	(19.3)
* Interdepartmental	(1,969,000)	(2,016,300)	(2,406,999)	23,200	2,039,500	(101.2)
* Debt Service	3,167,400	3,013,400	3,028,002	2,864,200	(149,200)	(5.0)
* Other Fiscal	3,160,540	2,891,800	2,953,829	3,392,700	500,900	17.3
** Total	142,296,600	143,949,100	145,699,653	141,195,800	(2,753,300)	(1.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(2,677,000)	(40,200)	(40,457)	(40,300)	(100)	0.2
* Transfers from other Gov'ts	(3,281,900)	(2,969,800)	(1,959,355)	(2,123,100)	846,700	(28.5)
* Fee Revenues	(16,768,400)	(16,338,700)	(15,650,221)	(16,142,700)	196,000	(1.2)
* Other Revenue	(1,788,900)	(1,638,400)	(2,498,626)	(2,078,400)	(440,000)	26.9
** Total	(24,516,200)	(20,987,100)	(20,148,659)	(20,384,500)	602,600	(2.9)
Net Surplus/Deficit	117,780,400	122,962,000	125,550,994	120,811,300	(2,150,700)	(1.7)

Director/Administration Summary of Expense & Revenue Types

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	338,900	345,900	452,379	359,300	13,400	3.9
* Office	12,500	12,500	5,107	8,000	(4,500)	(36.0)
* External Services	30,000	10,000	935		(10,000)	(100.0)
* Supplies	1,000	1,000		1,000		
* Materials			3,923			
* Building Costs	5,000	5,000	26,674	30,000	25,000	500.0
* Equipment & Communications	5,000	5,000	4,224	3,000	(2,000)	(40.0)
* Other Goods & Services	239,900	220,100	173,009	159,200	(60,900)	(27.7)
* Interdepartmental			443			
** Total	632,300	599,500	666,694	560,500	(39,000)	(6.5)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			(6,870)			
** Total			(6,870)			
Net Surplus/Deficit	632,300	599,500	659,824	560,500	(39,000)	(6.5)

Transportation and Public Works Budget Overview by Service Area

TPWS Service Area Budget Overview

Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Director/Administration Summary of Expense & Revenue Types	632,300	599,500	659,824	560,500	(39,000)	(7)
Facility Services Summary of Expense & Revenue Types	21,904,500	23,900,000	24,417,794	22,016,600	(1,883,400)	(8)
Traffic/RoW Services Summary of Expense & Revenue Types	10,526,200	10,871,900	10,935,707	11,222,800	350,900	3
Fleet Services Summary of Expense & Revenue Types	11,371,300	11,247,600	11,017,253	11,001,800	(245,800)	(2)
MOPS Municipal Operations Summary of Expense & Revenue Types	38,100,600	40,806,600	42,921,932	38,189,700	(2,616,900)	(6)
Design & Construction Services Summary of Expense & Revenue Types	3,823,500	3,998,400	3,368,052	3,801,000	(197,400)	(5)
Solid Waste Services Summary of Expense & Revenue Types	31,422,000	31,538,000	32,230,431	34,018,900	2,480,900	8
	117,780,400	122,962,000	125,550,994	120,811,300	(2,150,700)	-2%

Transportation and Public Works Key Metrics

Key Metrics and Drivers	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	31%	38%	30%	30%	31%
Expenditures per Dwelling (189,518 dwellings)	715	687	628	628	743

Transportation and Public Works Strategic Initiatives for 2014/15

Strategic Alignment	
TPW 1.1	Financial Stewardship - Fiscal Plans
<p>Solid Waste Program Improvements Solid Waste Resources will undertake a number of initiatives intended to improve the environmental stewardship and fiscal performance of the waste management system. In addition, Solid Waste Resources intends to work with other regions, the Nova Scotia Environment (NSE) and the Resource Recovery Fund Board (RRFB) on changes to support the improved financial position of the RRFB and the municipal funding distribution.</p>	
TPW 1.2	Financial Stewardship - Asset Management
<p>Continued Partnership with Halifax Water HRM will continue its partnership with Halifax Water through participation on the Integrated Storm Water Management Policy Working Group, as well as ongoing involvement with the Capital Projects Integration Committee with respect to the coordination of capital programs.</p>	
TPW 1.3	Financial Stewardship - Asset Management
<p>Urban Forest Master Plan Urban forests require sustainable management that focuses on the ecological, economic and social services trees provide, with special attention to the human health and safety dimensions. HRM will implement a series of actions to operationalize the Urban Forest Master Plan, including tree planting and a pilot tree pruning program.</p>	
TPW 1.4	Financial Stewardship - Asset Management
<p>Support HRM's Asset Management Efforts TPW will support the organization's efforts in the identification, disposal and repurposing of surplus and underutilized facilities; define required safety improvements for select facilities; and, support the replacement of the Operational Enterprise Asset Management System (CMMS), AssetWorks Fleet Management Solution and the Road Analytics Pavement Management System.</p>	
TPW 1.5	Economic Development - Regional Centre
<p>Downtown Infrastructure Focused attention on maintenance activities in support of improvements to the downtown core areas.</p>	
TPW 1.6	Transportation - Integrated Transportation Plan
<p>Road network improvements Initiate and continue a series of improvements to HRM's traffic and right of way networks, including corridor improvements, replacement of the traffic signal integration system and equipment installation, and campaigns and initiatives intended to increase public safety such as the implementation of the Crosswalk Safety Work Plan.</p>	

Summary of 2014/15 Transportation and Public Works Changes

Cost Reduction Initiatives	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
Efficiency Savings	\$2,366,000		
Adjustment of money allocated for sidewalk snow removal Municipal Operations received increase of \$2.3M in 2013/14 for sidewalk contracts, contracts awarded at \$850K	\$1,450,000		
Solid Waste savings (Leachate Processing HWY 101, CFC removal *)	\$452,000		
Fleet Rationalization	\$120,000		
Disposal of surplus properties *	\$870,000		
ROW Revenue Increases *	\$70,000		
*Requires Council Approval and implementation for April 1, 2014			

New or Expanded Service Initiatives (Funding added to TPW's 14/15 budget)	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Weekly green cart collection for all HRM residences for July and August	\$118,000		
Pedestrian Safety Action Plan implementation	\$155,000 for zebra striping		

New or Expanded Service Initiatives (Budget implications will be addressed following Regional Council's consideration of Recommendations 7,8 and 9 of the Integrated Solid Waste Resource Management Strategy Review)	Proposed 14/15 Cost	Projected 15/16 Costs	Projected 16/17 Costs
Implementation of Recommendations 1-6 from the Integrated Solid Waste Resource Management Strategy Review , including: Site an additional Household Special Waste (HSW) depot and introduce district mobile household special handling waste events Increase curbside education and monitoring; apartment and tenant monitoring; and Industrial, Commercial and Institutional (ICI) sector load monitoring	\$650,000	\$575,000	

2014/15 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)

Design and Construction Budget Overview

Design & Construction Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,587,400	3,675,600	3,157,613	3,519,100	(156,500)	(4.3)
* Office	105,800	79,400	62,019	53,800	(25,600)	(32.2)
* External Services		39,700	38,625	39,700		
* Supplies	9,100	9,100	6,645	6,400	(2,700)	(29.7)
* Materials	800	800	1,466	1,200	400	50.0
* Equipment & Communications	47,000	46,300	16,082	39,900	(6,400)	(13.8)
* Vehicle Expense	4,800					
* Other Goods & Services	148,600	147,500	114,006	140,900	(6,600)	(4.5)
* Interdepartmental			264			
** Total	3,903,500	3,998,400	3,396,720	3,801,000	(197,400)	(4.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(80,000)		(28,287)			
* Other Revenue			(381)			
** Total	(80,000)		(28,668)			
Net Surplus/Deficit	3,823,500	3,998,400	3,368,052	3,801,000	(197,400)	(4.9)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Remaining kms of gravel roads to be paved (based on street locations that were identified by a third party)	5.2	1.7	4.4	0.3	2 ¹

Average SDI (Surface Distress Index)	7.23	7.4	7.4	7.42	7.4 ²
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Notes:

1. At the end of 2013/14, it was projected that all gravel roads identified for paving on the capital list were to be completed. However, additional roads were identified for the 2014/15 capital program.
2. The number for 2013/14 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.

2014/15 Design and Construction Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 2.1	Financial Stewardship - Asset Management	Tender a minimum of 90% of Design and Construction projects no later than Fall 2014.
TPW 2.2	Financial Stewardship - Asset Management	Rate 1/3 of the pavement, 1/2 of the curb and 1/2 of the sidewalk (through the new rating process) prior to Winter 2014.
TPW 2.3	Financial Stewardship - Asset Management	Implement recommendations from the Level 2 Bridge Inspection study. Complete selected projects in capital budget program.
TPW 2.4	Financial Stewardship - Asset Management	Ongoing involvement with Capital Projects Integration Committee with respect to coordination of capital programs.
TPW 2.5	Financial Stewardship - Asset Management	Support replacement for Road Analytics (Pavement Management System).
TPW 2.6	Transportation - Integrated Transportation Plan	Continue with phased improvements to the Hammonds Plains Road (2014/15 Phase anticipated to be from Pockwock Road to Lucasville Road).

Facilities Management:

Facilities Management maintains 224 HRM buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM residents and staff. 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 - Facilities Management implements or assists in the implementation of energy retrofits to HRM buildings and facilities

- Lease Management - Facilities Management provides property management services to commercial leases and HRM-owned properties.

Facilities Management Budget Overview

Facility Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,246,100	6,235,100	5,102,641	6,005,300	(229,800)	(3.7)
* Office	120,000	132,500	209,552	269,400	136,900	103.3
* External Services	4,531,500	5,031,200	5,491,411	3,520,800	(1,510,400)	(30.0)
* Supplies	304,900	305,700	208,054	177,800	(127,900)	(41.8)
* Materials	391,600	448,600	524,767	445,900	(2,700)	(0.6)
* Building Costs	9,356,860	10,104,700	11,542,801	7,919,100	(2,185,600)	(21.6)
* Equipment & Communications	1,182,700	1,100,100	1,604,480	1,165,300	65,200	5.9
* Vehicle Expense	73,000	73,000	46,627	50,000	(23,000)	(31.5)
* Other Goods & Services	3,484,200	3,736,200	3,220,841	3,490,900	(245,300)	(6.6)
* Interdepartmental	(1,969,000)	(2,016,300)	(2,154,581)		2,016,300	(100.0)
* Debt Service	20,400	35,400	23,207	35,400		
* Other Fiscal	1,028,840	1,081,300	841,037	1,175,700	94,400	8.7
** Total	24,771,100	26,267,500	26,660,836	24,255,600	(2,011,900)	(7.7)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(2,307,900)	(2,317,000)	(2,087,264)	(1,960,000)	357,000	(15.4)
* Other Revenue	(558,700)	(50,500)	(155,778)	(279,000)	(228,500)	452.5
** Total	(2,866,600)	(2,367,500)	(2,243,042)	(2,239,000)	128,500	(5.4)
Net Surplus/Deficit	21,904,500	23,900,000	24,417,794	22,016,600	(1,883,400)	(7.9)

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

2014/15 Facilities Management Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 3.1	Financial Stewardship - Asset Management	Identify unit costs for delivery of services to ensure operating cost of capital (OCC) is established for new and renovated infrastructure.
TPW 3.2	Financial Stewardship - Asset Management	Create work plans for under 50K capital program and disposal of surplus buildings based on condition assessments of buildings from Planning & Infrastructure.
TPW 3.3	Organizational Capacity - Health and Safety	Complete security plans for identified facilities.

TPW 3.4	Financial Stewardship - Asset Management	Determine key service outputs and identify key performance indicators to measure management unit's performance.
TPW 3.5	Organizational Capacity - People Plan	Complete new management model for Alderney Gate Complex.
TPW 3.6	Organizational Capacity - Health and Safety	Participate in Recreation Safety Compliance Committee to review Corporate Safety's findings in HRM buildings.

Corporate Fleet and Equipment:

Central service delivery organization responsible for the purchase, maintenance and repair of 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:

- Fleet and Equipment Acquisition and Disposal - Fleet Services procures vehicles, maintains equipment and disposes of vehicles when they are no longer suitable for use by HRM.
- Fleet Planning and Maximization - Fleet Services provides strategic and tactical fleet planning and related analysis and reporting.
- 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 shops to ensure compliance and ensures that only provincially-licensed mechanics work on HRM assets.

Corporate Fleet and Equipment Budget Overview

Fleet Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	4,615,600	4,552,300	4,315,639	4,510,300	(42,000)	(0.9)
* Office	30,300	28,700	23,266	13,300	(15,400)	(53.7)
* External Services	503,600	502,100	327,043	388,600	(113,500)	(22.6)
* Supplies	73,700	73,700	75,500	73,700		
* Materials	35,000	35,000	27,663	35,000		
* Building Costs	15,700	14,000	17,241	14,000		
* Equipment & Communications	123,900	123,900	75,060	122,900	(1,000)	(0.8)
* Vehicle Expense	5,699,300	5,642,200	6,022,290	5,622,200	(20,000)	(0.4)
* Other Goods & Services	274,200	275,700	246,607	221,800	(53,900)	(19.6)
* Interdepartmental			(98,803)			
** Total	11,371,300	11,247,600	11,031,505	11,001,800	(245,800)	(2.2)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Other Revenue			(14,252)			
** Total			(14,252)			
Net Surplus/Deficit	11,371,300	11,247,600	11,017,253	11,001,800	(245,800)	(2.2)

The success of Corporate Fleet is measured through the delivery of Safe, Reliable and Clean vehicles.

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Diesel Price/Liter (City Fleet)	0.73	0.91	0.93	0.93	1.00
Diesel Budget Price/Liter	0.70	0.83	0.93	0.93	1.00
Diesel/Liter (City Fleet)	1,042,928	926,289	1,034,136	1,034,136	1,136,092
Gasoline Price/Liter	0.75	0.91	0.93	0.93	0.92
Gasoline Budget Price/Liter	0.72	0.80	0.90	0.90	0.92
Gasoline/Liter	2,015,952	1,810,915	1,753,523	1,753,523	1,774,500

2014/15 Corporate Fleet and Equipment Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 4.1	Financial Stewardship – Asset Management	Conduct a Corporate Fleet audit and review of all small equipment assets.
TPW 4.2	Financial Stewardship – Asset Management	Complete review of the current Preventative Maintenance (PM) Process to identify the type of repairs being completed (i.e., preventive maintenance repairs verses corrective repairs).
TPW 4.3	Financial Stewardship – Asset Management	Fleet Rationalization - Assess and remove low usage vehicles from the inventory.
TPW 4.4	Financial Stewardship – Financial Management and Reporting	Fuel tracking and projections - To create a report to track monthly expenditures and moving average fuel prices to create more accurate projections.
TPW 4.5	Service Excellence – Continuous Improvement	Conduct a review of Fleet Administration processes and align the tasks to new processes required by the new Fleet Focus Software.

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.
- Bridges (Inspection and Maintenance) - Perform the Level 1 inspection and maintenance of bridges to ensure safety and cleanliness.
- Parks and Open Spaces (Inspection and Maintenance) - The inspection and maintenance of parks and open spaces to ensure safety and cleanliness.
- Sport Field/Playground/Green Belts (Inspection and Maintenance) - The inspection and maintenance of sports fields, playgrounds and greenbelts to ensure safety and cleanliness.

- Sidewalks (Inspection and Maintenance) - The inspection and maintenance of sidewalks to ensure safety and cleanliness included but not limited to inspection, snow and ice control, repair and cleaning.
- Streets (Inspection and Maintenance) - The inspection and maintenance of streets to ensure safety and cleanliness included but not limited to inspection, snow and ice control, obstruction removal, flood prevention, repair and cleaning.

Municipal Operations Budget Overview

MOPS Municipal Operations Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	19,620,000	18,657,500	17,597,503	18,371,400	(286,100)	(1.5)
* Office	141,100	140,500	128,377	78,000	(62,500)	(44.5)
* External Services	11,485,000	12,684,600	13,560,631	11,811,600	(873,000)	(6.9)
* Supplies	279,000	277,500	331,762	253,900	(23,600)	(8.5)
* Materials	3,680,700	3,380,800	4,423,208	2,707,800	(673,000)	(19.9)
* Building Costs	2,332,600	2,329,700	2,128,100	2,292,700	(37,000)	(1.6)
* Equipment & Communications	2,437,700	2,412,100	4,681,021	2,425,900	13,800	0.6
* Vehicle Expense	126,400	121,900	45,723	55,700	(66,200)	(54.3)
* Other Goods & Services	1,636,100	2,115,800	1,181,518	1,100,400	(1,015,400)	(48.0)
* Interdepartmental			30,787			
* Debt Service	18,200	18,000	14,559	17,700	(300)	(1.7)
* Other Fiscal	(73,800)	(383,900)	(55,507)	22,600	406,500	(105.9)
** Total	41,683,000	41,754,500	44,067,681	39,137,700	(2,616,800)	(6.3)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(2,677,000)	(40,200)	(40,457)	(40,300)	(100)	0.2
* Fee Revenues	(854,400)	(856,700)	(916,081)	(856,700)		
* Other Revenue	(51,000)	(51,000)	(189,210)	(51,000)		
** Total	(3,582,400)	(947,900)	(1,145,749)	(948,000)	(100)	0.0
Net Surplus/Deficit	38,100,600	40,806,600	42,921,932	38,189,700	(2,616,900)	(6.4)

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target ³
Cost for snow removal operations for 1 kms of street	\$4,232	\$3381 ¹	\$3,456	\$3,456	\$3,614
Cost for snow removal operations for 1 kms of sidewalk	\$7,743	\$6056 ²	\$6,624	\$6,743	\$6,743

1. Streets - Blended Rate 24% performance based and 76% in-house
2. Sidewalks - Blended Rate 83% performance based and 17% in-house
3. Targets for 14/15 will be review through an end of season report

2014/15 Municipal Operations Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 5.1	Financial Stewardship – Asset Management	Complete work packages for road work. Complete 90% March 2015.
TPW 5.2	Financial Stewardship – Asset Management	Complete designated downtown Business Improvement Districts approved sidewalk work. Complete 90% by March 2015.
TPW 5.3	Financial Stewardship – Asset Management	Plant new trees in accordance with the Urban Forest Master Plan through available capital and operations funds including Urban Orchard pilot project.
TPW 5.4	Financial Stewardship – Asset Management	Continue cyclical pruning with Nova Scotia Power Inc. (NSPI)
TPW 5.5	Financial Stewardship – Asset Management	Define recommendations for improvements to MacKintosh Depot.
TPW 5.6	Financial Stewardship – Asset Management	Determine key service outputs and identify key performance indicators to measure management unit’s performance.

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 required by provincial legislation and regulations, HRM by-laws 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 and other sites outside HRM which process materials collected from HRM residents and from industrial, commercial, and institutional (ICI) sector deliveries.
- Collection - Solid Waste Resources contracts for the curbside collection of garbage, organics and recyclables from approximately 133,000 serviced units. Solid Waste Resources also contracts for the collection of garbage, organics and recyclables from approximately 8,500 condominium units.
- Recycling - Solid Waste Resources contracts the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, the ICI sector and materials from other jurisdictions outside HRM.

- 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 the ICI sector.
- Rural Refuse Depot Operations - Operation of two consolidation depots for refuse on the Eastern Shore and Musquodoboit Valley.
- Household Special Handling Waste - Contract operation of a Special Handling and Household Special Waste Depot and multiple yearly mobile events for HRM residents to drop off household special handling waste, and the siting of a new second depot.
- 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 Energy from Waste project operating at the site.

Solid Waste Resources Budget Overview

Solid Waste Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,175,900	1,194,200	1,159,864	1,257,100	62,900	5.3
* Office	154,600	158,800	25,661	91,100	(67,700)	(42.6)
* External Services	41,700,300	41,615,800	41,387,755	43,645,800	2,030,000	4.9
* Supplies	3,100	3,100	3,353	4,100	1,000	32.3
* Building Costs	25,000	21,300	4,326	21,300		
* Equipment & Communications	1,900	2,000			(2,000)	(100.0)
* Vehicle Expense	17,800	27,800	10,292		(27,800)	(100.0)
* Other Goods & Services	391,300	404,000	649,064	430,000	26,000	6.4
* Interdepartmental			(16,390)	63,200	63,200	
* Debt Service	3,128,800	2,960,000	2,990,235	2,811,100	(148,900)	(5.0)
* Other Fiscal	2,205,500	2,194,400	2,168,300	2,194,400		
** Total	48,804,200	48,581,400	48,382,461	50,518,100	1,936,700	4.0
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Transfers from other Gov'ts	(3,281,900)	(2,969,800)	(1,959,355)	(2,123,100)	846,700	(28.5)
* Fee Revenues	(13,156,100)	(12,795,000)	(12,423,865)	(12,916,000)	(121,000)	0.9
* Other Revenue	(944,200)	(1,278,600)	(1,768,810)	(1,460,100)	(181,500)	14.2
** Total	(17,382,200)	(17,043,400)	(16,152,030)	(16,499,200)	544,200	(3.2)
Net Surplus/Deficit	31,422,000	31,538,000	32,230,431	34,018,900	2,480,900	7.9

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
% of Solid Waste Diverted (all streams, Residential & ICI properties)	61%	61%	61%	62%	63%
Annual Operating Cost/Service Unit - Collection of all materials – Residential (1)	\$89.19	\$92.45	\$92.45	\$98.08	\$101.60

Tonnes of all material collected per Serviced Unit – Residential	0.806	0.803	0.785	0.794	.785
Cost of Waste Processing & Disposal Per Tonne – Residential & Commercial (2)	\$190.01	\$193.64	\$191.11	\$194.19	\$196.86
Cost of Composting Per Tonne – Residential & Commercial (3)	\$153.22	\$168.62	\$166.42	\$174.69	\$157.45
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$111.35	\$115.41	\$116.01	\$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 and processing, leaf and 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.

2014/15 Solid Waste Resources Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 6.1	Financial Stewardship – Fiscal Plans	Develop five (5) year strategy update and implementation plan following Regional Council's consideration of the remaining recommendations from the Integrated Solid Waste Resource Management Strategy Review.
TPW 6.2	Financial Stewardship – Fiscal Plans	Progress work with other regions and Nova Scotia Department of Environment (NSE)/Resource Recovery Fund Board (RRFB) on system changes to support improved financial position of RRFB and municipal funding distribution.
TPW 6.3	Financial Stewardship – Fiscal Plans	Develop business case with specific options for evolving the source separated organics (SSO) processing program to meet capacity, regulatory compliance and cost effectiveness.
TPW 6.4	Healthy Communities – Energy and Environment	Implement approved by-law changes to enhance waste diversion from landfill and reduce system costs following Regional Council's consideration of Recommendations 7,8 and 9 of the Integrated Solid Waste Resource Management Strategy Review.
TPW 6.5	Healthy Communities – Energy and Environment	Increase education, communications and outreach to both residential and commercial (ICI) stakeholders to increase program awareness, monitoring and diversion from landfill costs following Regional Council's consideration of Recommendations 7,8 and 9 of the Integrated Solid Waste Resource Management Strategy Review.

TPW 6.6	Financial Stewardship – Fiscal Plans	Develop business case with specific options for replacing the materials recovery facility by 2019 to meet capacity, regulatory compliance and cost effectiveness.
TPW 6.7	Financial Stewardship – Fiscal Plans	Develop a Request for Proposal (RFP) for Regional Collection contracts for FY15/16.

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 right 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 Budget Overview

Traffic & Right of Way Services Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,146,000	3,188,200	2,925,615	3,428,100	239,900	7.5
* Office	107,200	103,200	89,732	24,100	(79,100)	(76.6)
* External Services	910,100	1,055,200	1,309,519	1,240,200	185,000	17.5
* Supplies	84,700	84,300	82,422	84,500	200	0.2
* Materials	228,500	226,500	167,826	202,500	(24,000)	(10.6)
* Building Costs	6,459,100	6,667,100	6,928,000	6,806,700	139,600	2.1
* Vehicle Expense	3,500	3,500	4,029	3,500		
* Other Goods & Services	163,400	148,500	123,952	147,800	(700)	(0.5)
* Interdepartmental			(168,718)	(40,000)	(40,000)	
** Total	11,131,200	11,500,200	11,493,754	11,921,100	420,900	3.7
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(370,000)	(370,000)	(194,723)	(410,000)	(40,000)	10.8
* Other Revenue	(235,000)	(258,300)	(363,324)	(288,300)	(30,000)	11.6
** Total	(605,000)	(628,300)	(558,047)	(698,300)	(70,000)	11.1
Net Surplus/Deficit	10,526,200	10,871,900	10,935,707	11,222,800	350,900	3.2

Key Service Area Metrics	10/11	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection	Target
Number of Traffic Regulations issued	657	749	657	750	750
Number of Streets & Services Permits issued	1,264	1,467	1,485	1,200	1,500

2014/15 Traffic and Right of Way Services Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
TPW 7.1	Transportation - Integrated Transportation Plan	Initiate North Park corridor improvements (2-year initiative) - pending Council approval.
TPW 7.2	Transportation - Integrated Transportation Plan	Begin implementation of SCOOT system and equipment installation.
TPW 7.3	Healthy Communities - Energy and Environment	Support LED street light conversion with the purchase of the street lights from Nova Scotia Power Inc. (NSPI) and the development of an RFP for the conversion project.
TPW 7.4	Healthy Communities - Public Safety	<p>Begin assessment of 180 RA-5 locations to develop an action plan for consideration for the 15/16 capital budget.</p> <p>Improve visibility of uncontrolled, marked crosswalks by installing zebra crosswalk markings.</p> <p>Continue to upgrade overhead RA-5 beacons from 200mm incandescent to 300mm LED.</p> <p>Increase interdepartmental coordination by participating on the coordination team for public education.</p>

TPWS Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R100 Directors Admin.	632,300	599,500	659,824	560,500	(39,000)	(6.5)
*** TPW Administration	632,300	599,500	659,824	560,500	(39,000)	(6.5)
**** Director/Administration	632,300	599,500	659,824	560,500	(39,000)	(6.5)
C770 LKD Bldgs/Operations	106,800					
R102 Integrated Sec Manag	502,100	517,100	450,370	527,900	10,800	2.1
W135 LockedConstr Service	275,000					
W160 Facilities Admin	1,186,000	2,025,400	1,838,945	2,195,900	170,500	8.4
W169 Transitional Properties	550,000	1,027,000	1,456,226	313,000	(714,000)	(69.5)
W200 Facility Operations	6,473,000	7,011,100	7,172,886	7,037,700	26,600	0.4
W202 Commercial Leasing	2,261,500	2,464,600	2,266,705	2,467,900	3,300	0.1
W203 Alderney Gate FacMgt	1,554,400	1,754,500	1,297,195	1,256,500	(498,000)	(28.4)
W211 Clean & Tenant Serv.	3,447,900	3,451,800	2,992,126	2,404,100	(1,047,700)	(30.4)
W212 Structural and Arenas	2,329,800	2,259,100	2,705,377	2,475,300	216,200	9.6
W213 Mechanical & PM Serv	3,218,000	3,389,400	4,237,962	3,338,300	(51,100)	(1.5)
*** Operations	21,904,500	23,900,000	24,417,794	22,016,600	(1,883,400)	(7.9)
**** Facility Services:	21,904,500	23,900,000	24,417,794	22,016,600	(1,883,400)	(7.9)
R170 Transportation Serv.	1,083,500	1,110,800	760,959	1,040,800	(70,000)	(6.3)
*** Transportation Services	1,083,500	1,110,800	760,959	1,040,800	(70,000)	(6.3)
R112 Rights of Way Approval	72,300	85,600	129,372	96,800	11,200	13.1
*** Right of Way Services	72,300	85,600	129,372	96,800	11,200	13.1
R747 Traffic Signs	1,385,800	1,430,000	1,322,209	1,610,300	180,300	12.6
*** Sign Shop	1,385,800	1,430,000	1,322,209	1,610,300	180,300	12.6
R825 Streetlighting	6,510,500	6,695,500	6,917,023	6,825,800	130,300	1.9
R827 Traffic Lights	1,474,100	1,550,000	1,806,144	1,649,100	99,100	6.4
*** Traffic Signals & Streetlight	7,984,600	8,245,500	8,723,167	8,474,900	229,400	2.8
**** Traffic/RoW Services	10,526,200	10,871,900	10,935,707	11,222,800	350,900	3.2
R912 Fleet: Administration	581,500	582,700	492,441	518,300	(64,400)	(11.1)
*** Fleet: Administration	581,500	582,700	492,441	518,300	(64,400)	(11.1)
R970 Fleet R&M:Municipal	6,026,800	5,915,800	6,231,099	5,881,400	(34,400)	(0.6)
R971 Fleet Rentals (Vehicle)			(25,529)			
*** Fleet: Turner Site	6,026,800	5,915,800	6,205,570	5,881,400	(34,400)	(0.6)
R981 Fleet R&M:Fire	2,660,600	2,648,600	2,445,047	2,520,800	(127,800)	(4.8)
R985 Fleet R&M:Police	2,102,400	2,100,500	1,874,195	2,081,300	(19,200)	(0.9)
*** Fleet: Emergency	4,763,000	4,749,100	4,319,242	4,602,100	(147,000)	(3.1)
**** Fleet Services	11,371,300	11,247,600	11,017,253	11,001,800	(245,800)	(2.2)
W120 Operations Admin	493,100	615,800	321,598	(341,400)	(957,200)	(155.4)
W199 Fleet Maintenance			17,010			
*** Municipal Operations Admin	493,100	615,800	338,608	(341,400)	(957,200)	(155.4)
R710 Municipal Op Support	2,351,100	1,822,900	1,435,459	1,925,100	102,200	5.6
*** Municipal Operations Support	2,351,100	1,822,900	1,435,459	1,925,100	102,200	5.6
R771 East - Ice Control	2,910,000	3,166,500	3,939,312	2,391,700	(774,800)	(24.5)
R772 West - Ice Control	1,676,500	3,723,500	6,789,389	3,038,700	(684,800)	(18.4)
R773 Central - Ice Control	2,274,000		1,706,928			
* Ice Control (East, West and	6,860,500	6,890,000	12,435,629	5,430,400	(1,459,600)	(21.2)
R774 East - Plowing	1,585,100	1,917,500	1,992,825	903,128	(1,014,372)	(52.9)
R775 West - Plowing	2,213,400	2,176,000	2,016,306	702,872	(1,473,128)	(67.7)
R776 Central Plowing	1,393,200	1,069,400	179,865		(1,069,400)	(100.0)
* Plowing (East, West and Cent	5,191,700	5,162,900	4,188,997	1,606,000	(3,556,900)	(68.9)
R777 East - Snow Removal	14,600	14,600	112,059	14,600		
R778 West - Snow Removal	24,200	42,100	269,046	42,100		
R779 Central - Snow Removal	10,400					
* Snow Removal (East, West and	49,200	56,700	381,106	56,700		

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Transportation and Public Works

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R780 East-Sidewalk Pl/Ice	1,080,400	3,551,900	2,186,595	3,133,185	(418,715)	(11.8)
R781 West-Sidewalk Pl/Ice	1,740,000	4,181,000	2,461,542	3,453,815	(727,185)	(17.4)
R782 Central-Swalk Pl/Ice	72,900	31,500	378,132		(31,500)	(100.0)
* Sidewalk Plowing/Ice Control	2,893,300	7,764,400	5,026,269	6,587,000	(1,177,400)	(15.2)
R783 East-Related Pr Cost	109,100	109,100	135,052	43,600	(65,500)	(60.0)
R784 West-Related Pr Cost	12,100	12,100	286,702	52,100	40,000	330.6
R785 Cent-Related Pr Cost	7,500		51,565			
* Related Program Costs(East, W	128,700	121,200	473,320	95,700	(25,500)	(21.0)
R768 Priority 2&3 Snow &Ice			1,700,355			
* Snow & Ice Control Priority 2			1,700,355			
** Operation Coordinator/Snow &	15,123,400	19,995,200	24,205,676	13,775,800	(6,219,400)	(31.1)
R715 Administration - St.	1,495,800	1,386,500	1,273,097	1,930,200	543,700	39.2
R716 LKDCntrts-Concrete E	600,000					
R717 LKDCntcts-Concrete W	500,000					
R718 Contracts-Asphalt E	757,500	357,500	358,540	357,500		
R719 Contracts-Asphalt W	732,500	332,500	333,793	332,500		
R720 Street Clean/Graffit	810,100	941,700	855,555	1,265,200	323,500	34.4
R723 Enhanced Maint Area	1,102,600	1,073,200	948,053	1,278,600	205,400	19.1
R735 Street Mtce-East Rgn	957,300	998,100	846,022	1,286,400	288,300	28.9
R740 Concrete SW-Wst/Bedf	1,059,800	1,041,500	976,401	1,351,000	309,500	29.7
R741 Asph-Crb/Wlkwy-East	400,200	394,200	438,924	623,200	229,000	58.1
R742 Concrete Sidewalks-East	478,100	482,200	428,684	721,600	239,400	49.6
R743 Asphlt Patching West	856,600	835,000	545,205	1,035,100	200,100	24.0
** Streets & Roads	9,750,500	7,842,400	7,004,275	10,181,300	2,338,900	29.8
*** Public Works Operations	24,873,900	27,837,600	31,209,950	23,957,100	(3,880,500)	(13.9)
R831 Parks/Open - Admin	149,500	154,200	61,442	206,500	52,300	33.9
R845 Parks Urban Forestry	1,506,700	1,440,900	1,851,390	2,017,600	576,700	40.0
R850 Public Garden Green	742,200	743,900	709,828	942,600	198,700	26.7
R851 Parks/Horticulture	880,800	914,100	839,244	1,099,600	185,500	20.3
R852 Cap Dis Main Weekend	712,800	726,800	525,524	514,100	(212,700)	(29.3)
R855 Parks Cemeteries	(64,200)	(58,200)	(29,774)	(56,600)	1,600	(2.7)
R860 Parks/Open-West	704,100	734,700	617,637	760,000	25,300	3.4
*** Parks and Open Spaces	4,631,900	4,656,400	4,575,291	5,483,800	827,400	17.8
W187 Hfx Artificial Spfld	74,400	59,700	107,621	55,100	(4,600)	(7.7)
W190 Dart Artificl Spfld	(18,200)		(71,205)			
** All Weather Program	56,200	59,700	36,416	55,100	(4,600)	(7.7)

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
W180 Playgrounds East	494,200	571,700	460,878	670,200	98,500	17.2
W181 Sports/Play - Admin	334,300	338,500	349,830	333,000	(5,500)	(1.6)
W182 Sportsfields East	601,900	633,600	577,366	831,700	198,100	31.3
W183 Playgrounds Central	490,900	450,700	506,509	688,400	237,700	52.7
W184 Playgrounds West	664,000	651,900	539,500	812,700	160,800	24.7
W185 Sportsfields - Central	571,300	565,200	577,831	790,800	225,600	39.9
W186 Sportsfields West	741,700	701,000	662,525	1,127,300	426,300	60.8
W191 Cntrcts-Grass/Hort E	803,600	1,901,600	1,653,900	1,855,900	(45,700)	(2.4)
W192 Cntrcts-Grass/Hort W	992,500		(2,130)			
*** Sportsfields & Playgrounds	5,750,600	5,873,900	5,362,624	7,165,100	1,291,200	22.0
**** Municipal Operations	38,100,600	40,806,600	42,921,932	38,189,700	(2,616,900)	(6.4)
R110 Design Admin.	315,600	453,500	267,648	447,600	(5,900)	(1.3)
R111 Design	1,076,000	1,088,800	1,023,464	1,118,300	29,500	2.7
R120 Construction Ser	1,085,400	1,107,200	994,936	1,053,500	(53,700)	(4.9)
R130 Infrastr MgmtServ.	279,800	277,500	247,482	288,300	10,800	3.9
R140 Surveying	774,100	802,700	708,122	751,900	(50,800)	(6.3)
R150 Record Management	292,600	268,700	126,399	141,400	(127,300)	(47.4)
**** Design & Construction Svcs	3,823,500	3,998,400	3,368,052	3,801,000	(197,400)	(4.9)
R311 MA Solid Waste Debt	269,000	196,000	196,137	98,900	(97,100)	(49.5)
R314 Sckv. Landfill Site		10,000			(10,000)	(100.0)
R315 Leach. Trt./FlareStc			29,776			
*** Former Solid Waste System	269,000	206,000	225,913	98,900	(107,100)	(52.0)
R319 Community Monitoring		65,000	62,728	65,000		
R321 Administration - WR	(9,013,700)	(8,882,800)	(8,965,833)	(8,993,200)	(110,400)	1.2
** Admin WR	(9,013,700)	(8,817,800)	(8,903,104)	(8,928,200)	(110,400)	1.3
R326 Otter Lake WSF	2,431,400	2,160,000	2,160,007	2,183,900	23,900	1.1
R327 Otter Lake RDF	7,044,900	8,975,000	8,963,966	9,093,600	118,600	1.3
R329 Otter Lake FEP	10,052,900	8,145,300	7,919,162	8,042,500	(102,800)	(1.3)
** Otter Lake	19,529,200	19,280,300	19,043,135	19,320,000	39,700	0.2
R322 Collection & RRFB	11,096,000	11,910,000	12,657,433	13,616,100	1,706,100	14.3
R323 Waste Res Sy Debt Ch	163,800	159,000	158,769	153,400	(5,600)	(3.5)
R324 Compost Fac. Burnside	3,191,900	3,230,000	3,175,596	3,371,000	141,000	4.4
R325 Compost Fac. Ragged Lake	4,520,000	3,587,600	4,095,173	4,476,000	888,400	24.8
R328 Rural Depots	160,500	156,000	149,471	155,400	(600)	(0.4)
R330 Material Recov. Fac.	1,026,900	1,217,000	1,322,134	1,347,500	130,500	10.7
R331 RRFB Contract	(364,500)	(302,800)	(544,391)	(498,000)	(195,200)	64.5
R333 C & E Progrms HRM	454,500	516,700	510,611	510,900	(5,800)	(1.1)
R334 Household Haz. Waste	388,400	396,000	339,693	395,900	(100)	(0.0)
** SW Other	20,637,500	20,869,500	21,864,488	23,528,200	2,658,700	12.7
*** Waste Resources	31,153,000	31,332,000	32,004,519	33,920,000	2,588,000	8.3
**** Solid Waste Services	31,422,000	31,538,000	32,230,431	34,018,900	2,480,900	7.9
***** Total	117,780,400	122,962,000	125,550,994	120,811,300	(2,150,700)	(1.7)

TPWS Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R100 Directors Admin.	632,300	599,500	666,694	560,500	(39,000)	(6.5)
*** TPW Administration	632,300	599,500	666,694	560,500	(39,000)	(6.5)
**** Director/Administration	632,300	599,500	666,694	560,500	(39,000)	(6.5)
C770 LKD Bldgs/Operations	106,800					
R102 Integrated Sec Manag	502,100	517,100	450,370	527,900	10,800	2.1
W135 LockedConstr Service	275,000					
W160 Facilities Admin	1,186,000	2,025,400	1,838,945	2,195,900	170,500	8.4
W169 Transitional Properties	550,000	1,027,000	1,456,226	313,000	(714,000)	(69.5)
W200 Facility Operations	6,473,000	7,011,100	7,177,514	7,037,700	26,600	0.4
W202 Commercial Leasing	3,823,000	3,942,100	3,562,443	3,816,900	(125,200)	(3.2)
W203 Alderney Gate FacMgt	2,859,500	2,644,500	2,237,505	2,146,500	(498,000)	(18.8)
W211 Clean & Tenant Serv.	3,447,900	3,451,800	2,993,640	2,404,100	(1,047,700)	(30.4)
W212 Structural and Arenas	2,329,800	2,259,100	2,705,377	2,475,300	216,200	9.6
W213 Mechanical & PM Serv	3,218,000	3,389,400	4,238,816	3,338,300	(51,100)	(1.5)
*** Operations	24,771,100	26,267,500	26,660,836	24,255,600	(2,011,900)	(7.7)
**** Facility Services:	24,771,100	26,267,500	26,660,836	24,255,600	(2,011,900)	(7.7)
R170 Transportation Serv.	1,083,500	1,110,800	768,159	1,040,800	(70,000)	(6.3)
*** Transportation Services	1,083,500	1,110,800	768,159	1,040,800	(70,000)	(6.3)
R112 Rights of Way Approval	592,300	613,900	524,606	695,100	81,200	13.2
*** Right of Way Services	592,300	613,900	524,606	695,100	81,200	13.2
R747 Traffic Signs	1,390,800	1,450,000	1,345,722	1,630,300	180,300	12.4
*** Sign Shop	1,390,800	1,450,000	1,345,722	1,630,300	180,300	12.4
R825 Streetlighting	6,590,500	6,775,500	7,037,923	6,905,800	130,300	1.9
R827 Traffic Lights	1,474,100	1,550,000	1,817,344	1,649,100	99,100	6.4
*** Traffic Signals & Streetlight	8,064,600	8,325,500	8,855,267	8,554,900	229,400	2.8
**** Traffic/RoW Services	11,131,200	11,500,200	11,493,754	11,921,100	420,900	3.7
R912 Fleet: Administration	581,500	582,700	492,441	518,300	(64,400)	(11.1)
*** Fleet: Administration	581,500	582,700	492,441	518,300	(64,400)	(11.1)
R970 Fleet R&M:Municipal	6,026,800	5,915,800	6,232,316	5,881,400	(34,400)	(0.6)
R971 Fleet Rentals (Vehicle)			(25,529)			
*** Fleet: Turner Site	6,026,800	5,915,800	6,206,787	5,881,400	(34,400)	(0.6)
R981 Fleet R&M:Fire	2,660,600	2,648,600	2,458,082	2,520,800	(127,800)	(4.8)
R985 Fleet R&M:Police	2,102,400	2,100,500	1,874,195	2,081,300	(19,200)	(0.9)
*** Fleet: Emergency	4,763,000	4,749,100	4,332,277	4,602,100	(147,000)	(3.1)
**** Fleet Services	11,371,300	11,247,600	11,031,505	11,001,800	(245,800)	(2.2)
W120 Operations Admin	493,100	615,800	324,675	(341,400)	(957,200)	(155.4)
W199 Fleet Maintenance			17,010			
W944 SH Streetscape Prog	39,900	40,200	40,457	40,300	100	0.2
*** Municipal Operations Admin	533,000	656,000	382,143	(301,100)	(957,100)	(145.9)
R710 Municipal Op Support	2,351,100	1,822,900	1,435,459	1,925,100	102,200	5.6
*** Municipal Operations Support	2,351,100	1,822,900	1,435,459	1,925,100	102,200	5.6
R771 East - Ice Control	2,910,000	3,166,500	3,939,312	2,391,700	(774,800)	(24.5)
R772 West - Ice Control	1,676,500	3,723,500	6,789,389	3,038,700	(684,800)	(18.4)
R773 Central - Ice Control	2,274,000		1,706,928			
* Ice Control (East, West and	6,860,500	6,890,000	12,435,629	5,430,400	(1,459,600)	(21.2)
R774 East - Plowing	1,585,100	1,917,500	1,993,016	903,128	(1,014,372)	(52.9)
R775 West - Plowing	2,213,400	2,176,000	2,016,306	702,872	(1,473,128)	(67.7)
R776 Central Plowing	1,393,200	1,069,400	179,965		(1,069,400)	(100.0)
* Plowing (East, West and Cent	5,191,700	5,162,900	4,189,288	1,606,000	(3,556,900)	(68.9)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Transportation and Public Works

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R777 East - Snow Removal	14,600	14,600	112,059	14,600		
R778 West - Snow Removal	24,200	42,100	269,046	42,100		
R779 Central - Snow Removal	10,400					
* Snow Removal (East, West and	49,200	56,700	381,106	56,700		
R780 East-Sidewalk Pl/Ice	2,135,200	3,551,900	2,186,595	3,133,185	(418,715)	(11.8)
R781 West-Sidewalk Pl/Ice	2,663,000	4,181,000	2,461,907	3,453,815	(727,185)	(17.4)
R782 Central-Swalk Pl/Ice	732,200	31,500	378,132		(31,500)	(100.0)
* Sidewalk Plowing/Ice Control	5,530,400	7,764,400	5,026,634	6,587,000	(1,177,400)	(15.2)
R783 East-Related Pr Cost	109,100	109,100	135,052	43,600	(65,500)	(60.0)
R784 West-Related Pr Cost	12,100	12,100	286,702	52,100	40,000	330.6
R785 Cent-Related Pr Cost	7,500		51,565			
* Related Program Costs(East, W	128,700	121,200	473,320	95,700	(25,500)	(21.0)
R768 Priority 2&3 Snow &Ice			1,700,355			
* Snow & Ice Control Priority 2			1,700,355			
** Operation Coordinator/Snow &	17,760,500	19,995,200	24,206,332	13,775,800	(6,219,400)	(31.1)
R715 Administration - St.	1,495,800	1,386,500	1,273,097	1,930,200	543,700	39.2
R716 LKDCntrts-Concrete E	600,000					
R717 LKDCntrts-Concrete W	500,000					
R718 Contracts-Asphalt E	757,500	357,500	358,540	357,500		
R719 Contracts-Asphalt W	732,500	332,500	333,793	332,500		
R720 Street Clean/Graffit	810,100	941,700	856,322	1,265,200	323,500	34.4
R723 Enhanced Maint Area	1,102,600	1,073,200	948,053	1,278,600	205,400	19.1
R735 Street Mtce-East Rgn	957,300	998,100	846,022	1,286,400	288,300	28.9
R740 Concrete SW-Wst/Bedf	1,059,800	1,041,500	976,401	1,351,000	309,500	29.7
R741 Asph-Crb/Wlkwy-East	400,200	394,200	438,924	623,200	229,000	58.1
R742 Concrete Sidewalks-East	478,100	482,200	428,684	721,600	239,400	49.6
R743 Asphlt Patching West	856,600	835,000	545,205	1,035,100	200,100	24.0
** Streets & Roads	9,750,500	7,842,400	7,005,041	10,181,300	2,338,900	29.8
*** Public Works Operations	27,511,000	27,837,600	31,211,373	23,957,100	(3,880,500)	(13.9)
R831 Parks/Open - Admin	149,500	154,200	62,172	206,500	52,300	33.9
R845 Parks Urban Forestry	1,506,700	1,440,900	1,851,390	2,017,600	576,700	40.0
R850 Public Garden Green	742,200	743,900	717,584	942,600	198,700	26.7
R851 Parks/Horticulture	880,800	914,100	858,684	1,099,600	185,500	20.3
R852 Cap Dis Main Weekend	712,800	726,800	525,674	514,100	(212,700)	(29.3)
R855 Parks Cemeteries	253,800	262,100	220,212	263,700	1,600	0.6
R860 Parks/Open-West	704,100	734,700	622,984	760,000	25,300	3.4
*** Parks and Open Spaces	4,949,900	4,976,700	4,858,699	5,804,100	827,400	16.6
W187 Hfx Artificial Spfld	244,400	374,700	308,888	370,100	(4,600)	(1.2)
W190 Dart Artifical Spfld	126,800		31,495			
** All Weather Program	371,200	374,700	340,384	370,100	(4,600)	(1.2)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Transportation and Public Works

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
W180 Playgrounds East	494,200	571,700	461,352	670,200	98,500	17.2
W181 Sports/Play - Admin	334,300	338,500	351,830	333,000	(5,500)	(1.6)
W182 Sportsfields East	702,600	734,300	705,743	932,400	198,100	27.0
W183 Playgrounds Central	490,900	450,700	516,703	688,400	237,700	52.7
W184 Playgrounds West	664,000	651,900	543,263	812,700	160,800	24.7
W185 Sportsfields - Central	591,300	585,200	639,497	810,800	225,600	38.6
W186 Sportsfields West	842,400	801,700	831,469	1,228,000	426,300	53.2
W189 Sports/PlayR&M-frCpt			(266)			
W191 Cntrcts-Grass/Hort E	803,600	1,952,600	1,792,164	1,906,900	(45,700)	(2.3)
W192 Cntrcts-Grass/Hort W	1,043,500		(2,130)			
*** Sportsfields & Playgrounds	6,338,000	6,461,300	6,180,007	7,752,500	1,291,200	20.0
**** Municipal Operations	41,683,000	41,754,500	44,067,681	39,137,700	(2,616,800)	(6.3)
R110 Design Admin.	395,600	453,500	295,936	447,600	(5,900)	(1.3)
R111 Design	1,076,000	1,088,800	1,023,464	1,118,300	29,500	2.7
R120 Construction Ser	1,085,400	1,107,200	994,936	1,053,500	(53,700)	(4.9)
R130 Infrastr MgmtServ.	279,800	277,500	247,482	288,300	10,800	3.9
R140 Surveying	774,100	802,700	708,122	751,900	(50,800)	(6.3)
R150 Record Management	292,600	268,700	126,780	141,400	(127,300)	(47.4)
**** Design & Construction Svcs	3,903,500	3,998,400	3,396,720	3,801,000	(197,400)	(4.9)
R311 MA Solid Waste Debt	269,000	196,000	196,137	98,900	(97,100)	(49.5)
R314 Sckv. Landfill Site		10,000			(10,000)	(100.0)
R315 Leach. Trt./FlareStc			29,776			
*** Former Solid Waste System	269,000	206,000	225,913	98,900	(107,100)	(52.0)
R319 Community Monitoring		65,000	62,728	65,000		
R321 Administration - WR	1,095,000	1,045,000	958,523	1,065,600	20,600	2.0
** Admin WR	1,095,000	1,110,000	1,021,251	1,130,600	20,600	1.9
R326 Otter Lake WSF	2,431,400	2,160,000	2,160,007	2,183,900	23,900	1.1
R327 Otter Lake RDF	7,044,900	8,975,000	8,963,966	9,093,600	118,600	1.3
R329 Otter Lake FEP	10,132,900	8,578,000	8,550,098	8,535,700	(42,300)	(0.5)
** Otter Lake	19,609,200	19,713,000	19,674,071	19,813,200	100,200	0.5
R322 Collection & RRFB	14,001,900	14,610,000	14,239,634	15,367,100	757,100	5.2
R323 Waste Res Sy Debt Ch	163,800	159,000	158,769	153,400	(5,600)	(3.5)
R324 Compost Fac. Burnside	3,939,600	3,865,000	3,761,234	3,976,000	111,000	2.9
R325 Compost Fac. Ragged Lake	5,093,300	4,222,600	4,759,864	5,131,000	908,400	21.5
R328 Rural Depots	160,500	156,000	149,471	155,400	(600)	(0.4)
R330 Material Recov. Fac.	3,138,100	3,117,000	3,104,885	3,317,500	200,500	6.4
R331 RRFB Contract	425,500	451,000	372,949	409,100	(41,900)	(9.3)
R333 C & E Progrms HRM	496,900	559,800	554,583	554,000	(5,800)	(1.0)
R334 Household Haz. Waste	411,400	412,000	359,838	411,900	(100)	(0.0)
** SW Other	27,831,000	27,552,400	27,461,227	29,475,400	1,923,000	7.0
*** Waste Resources	48,535,200	48,375,400	48,156,549	50,419,200	2,043,800	4.2
**** Solid Waste Services	48,804,200	48,581,400	48,382,461	50,518,100	1,936,700	4.0
***** Total	142,296,600	143,949,100	145,699,653	141,195,800	(2,753,300)	(1.9)

TPWS Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R100 Directors Admin.			(6,870)			
*** TPW Administration			(6,870)			
**** Director/Administration			(6,870)			
W200 Facility Operations			(4,628)			
W202 Commercial Leasing	(1,561,500)	(1,477,500)	(1,295,738)	(1,349,000)	128,500	(8.7)
W203 Alderney Gate FacMgt	(1,305,100)	(890,000)	(940,310)	(890,000)		
W211 Clean & Tenant Serv.			(1,513)			
W213 Mechanical & PM Serv			(854)			
*** Operations	(2,866,600)	(2,367,500)	(2,243,042)	(2,239,000)	128,500	(5.4)
**** Facility Services:	(2,866,600)	(2,367,500)	(2,243,042)	(2,239,000)	128,500	(5.4)
R170 Transportation Serv.			(7,200)			
*** Transportation Services			(7,200)			
R112 Rights of Way Approval	(520,000)	(528,300)	(395,234)	(598,300)	(70,000)	13.3
*** Right of Way Services	(520,000)	(528,300)	(395,234)	(598,300)	(70,000)	13.3
R747 Traffic Signs	(5,000)	(20,000)	(23,513)	(20,000)		
*** Sign Shop	(5,000)	(20,000)	(23,513)	(20,000)		
R825 Streetlighting	(80,000)	(80,000)	(120,900)	(80,000)		
R827 Traffic Lights			(11,200)			
*** Traffic Signals & Streetlight	(80,000)	(80,000)	(132,100)	(80,000)		
**** Traffic/RoW Services	(605,000)	(628,300)	(558,047)	(698,300)	(70,000)	11.1
R970 Fleet R&M:Municipal			(1,217)			
*** Fleet: Turner Site			(1,217)			
R981 Fleet R&M:Fire			(13,035)			
*** Fleet: Emergency			(13,035)			
**** Fleet Services			(14,252)			
W120 Operations Admin			(3,078)			
W944 SH Streetscape Prog	(39,900)	(40,200)	(40,457)	(40,300)	(100)	0.2
*** Municipal Operations Admin	(39,900)	(40,200)	(43,535)	(40,300)	(100)	0.2
R774 East - Plowing			(191)			
R776 Central Plowing			(100)			
* Plowing (East, West and Cent			(291)			
R780 East-Sidewalk Pl/Ice	(1,054,800)					
R781 West-Sidewalk Pl/Ice	(923,000)		(365)			
R782 Central-Swalk Pl/Ice	(659,300)					
* Sidewalk Plowing/Ice Control	(2,637,100)		(365)			
** Operation Coordinator/Snow &	(2,637,100)		(657)			
R720 Street Clean/Graffit			(766)			
** Streets & Roads			(766)			
*** Public Works Operations	(2,637,100)		(1,423)			
R831 Parks/Open - Admin			(730)			
R850 Public Garden Green			(7,756)			
R851 Parks/Horticulture			(19,440)			
R852 Cap Dis Main Weekend			(150)			
R855 Parks Cemeteries	(318,000)	(320,300)	(249,985)	(320,300)		
R860 Parks/Open-West			(5,346)			
*** Parks and Open Spaces	(318,000)	(320,300)	(283,408)	(320,300)		
W187 Hfx Artificial Spfld	(170,000)	(315,000)	(201,267)	(315,000)		
W190 Dart Artifical Spfld	(145,000)		(102,700)			
** All Weather Program	(315,000)	(315,000)	(303,967)	(315,000)		

Halifax Regional Municipality

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Transportation and Public Works

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
W180 Playgrounds East			(474)			
W181 Sports/Play - Admin			(2,000)			
W182 Sportsfields East	(100,700)	(100,700)	(128,377)	(100,700)		
W183 Playgrounds Central			(10,194)			
W184 Playgrounds West			(3,763)			
W185 Sportsfields - Central	(20,000)	(20,000)	(61,666)	(20,000)		
W186 Sportsfields West	(100,700)	(100,700)	(168,944)	(100,700)		
W189 Sports/PlayR&M-frCpt			266			
W191 Cntrcts-Grass/Hort E		(51,000)	(138,264)	(51,000)		
W192 Cntrcts-Grass/Hort W	(51,000)					
*** Sportsfields & Playgrounds	(587,400)	(587,400)	(817,383)	(587,400)		
**** Municipal Operations	(3,582,400)	(947,900)	(1,145,749)	(948,000)	(100)	0.0
R110 Design Admin.	(80,000)		(28,287)			
R150 Record Management			(381)			
**** Design & Construction Svcs	(80,000)		(28,668)			
R321 Administration - WR	(10,108,700)	(9,927,800)	(9,924,355)	(10,058,800)	(131,000)	1.3
** Admin WR	(10,108,700)	(9,927,800)	(9,924,355)	(10,058,800)	(131,000)	1.3
R329 Otter Lake FEP	(80,000)	(432,700)	(630,936)	(493,200)	(60,500)	14.0
** Otter Lake	(80,000)	(432,700)	(630,936)	(493,200)	(60,500)	14.0
R322 Collection & RRFB	(2,905,900)	(2,700,000)	(1,582,202)	(1,751,000)	949,000	(35.1)
R324 Compost Fac.Burnside	(747,700)	(635,000)	(585,639)	(605,000)	30,000	(4.7)
R325 Compost Fac.Ragged Lake	(573,300)	(635,000)	(664,691)	(655,000)	(20,000)	3.1
R330 Material Recov. Fac.	(2,111,200)	(1,900,000)	(1,782,752)	(1,970,000)	(70,000)	3.7
R331 RRFB Contract	(790,000)	(753,800)	(917,340)	(907,100)	(153,300)	20.3
R333 C & E Progrms HRM	(42,400)	(43,100)	(43,972)	(43,100)		
R334 Household Haz. Waste	(23,000)	(16,000)	(20,145)	(16,000)		
** SW Other	(7,193,500)	(6,682,900)	(5,596,739)	(5,947,200)	735,700	(11.0)
*** Waste Resources	(17,382,200)	(17,043,400)	(16,152,030)	(16,499,200)	544,200	(3.2)
**** Solid Waste Services	(17,382,200)	(17,043,400)	(16,152,030)	(16,499,200)	544,200	(3.2)
***** Total	(24,516,200)	(20,987,100)	(20,148,659)	(20,384,500)	602,600	(2.9)

TPWS Summary Details						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	30,498,600	30,574,100	26,561,497	30,098,800	(475,300)	(1.6)
6002 Salaries - Overtime	2,023,100	2,046,000	2,236,945	1,759,500	(286,500)	(14.0)
6005 PDP Increases			(255,305)			
6051 Shift Agreements	42,300	42,300	120,649	43,100	800	1.9
6054 Vacation payout			62,258			
6099 Other Allowances			20			
6100 Benefits - Salaries	6,024,700	6,058,600	5,808,749	6,540,300	481,700	8.0
6110 Vacancy Management	(554,100)	(1,531,400)		(1,566,200)	(34,800)	2.3
6151 Vehicle Allowance	3,900	900			(900)	(100.0)
6152 Retirement Incentives	197,800	211,600	188,525	210,400	(1,200)	(0.6)
6154 Workers' Compensation	538,100	491,200	451,880	466,300	(24,900)	(5.1)
6155 Overtime Meals	11,800	11,800	61,664	12,000	200	1.7
6156 Clothing Allowance	3,200	3,200	12,013	3,200		
6158 WCB Recoverable Earnings			(6,949)			
6199 Comp & Ben InterDept	(59,500)	(59,500)	(46,220)		59,500	(100.0)
9200 HR CATS Wage/Ben			(258,335)	(37,400)	(37,400)	
9210 HR CATS OT Wage/Ben			(226,446)	(79,400)	(79,400)	
9230 HR CATS OT Meals			310			
* Compensation and Benefits	38,729,900	37,848,800	34,711,256	37,450,600	(398,200)	(1.1)
6201 Telephone	257,900	264,200	260,497	49,400	(214,800)	(81.3)
6202 Courier/Postage	79,600	81,200	13,690	53,700	(27,500)	(33.9)
6203 Office Furn/Equip	78,400	76,300	68,993	57,500	(18,800)	(24.6)
6204 Computer S/W & Lic	67,000	33,000	77,075	221,900	188,900	572.4
6205 Printing & Reproduction	69,000	71,300	20,733	66,800	(4,500)	(6.3)
6206 Microfilms		4,800		4,800		
6207 Office Supplies	100,400	98,700	90,689	60,700	(38,000)	(38.5)
6290 Office Transfer			(1,293)			
6299 Other Office Expenses	19,200	26,100	13,329	22,900	(3,200)	(12.3)
* Office	671,500	655,600	543,713	537,700	(117,900)	(18.0)
6301 Professional Fees	131,400	106,400	182,240	167,000	60,600	57.0
6302 Legal Fees	6,900	17,100		16,000	(1,100)	(6.4)
6303 Consulting Fees	141,300	146,300	80,177	125,800	(20,500)	(14.0)
6304 Janitorial Services	1,651,600	1,701,900	1,864,617	889,000	(812,900)	(47.8)
6308 Snow Removal	958,000	1,034,500	1,051,324	781,200	(253,300)	(24.5)
6309 Litigation Disbursements			57			
6310 Outside Personnel	507,700	498,900	564,399	236,300	(262,600)	(52.6)
6311 Security	376,200	534,700	795,113	386,100	(148,600)	(27.8)
6312 Refuse Collection	635,700	635,700	489,298	481,500	(154,200)	(24.3)
6314 Prosecution Services			186			
6390 Ext Svc Transfer			(120,749)			
6399 Contract Services	54,751,700	56,263,100	57,209,257	57,563,800	1,300,700	2.3
* External Services	59,160,500	60,938,600	62,115,919	60,646,700	(291,900)	(0.5)

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Transportation and Public Works

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6401 Uniforms & Clothing	207,000	206,600	141,621	132,700	(73,900)	(35.8)
6402 Med & First Aid Supp	5,600	5,600	11,958	6,400	800	14.3
6403 Patrol Equip Supplies	37,000	37,000	38,443	37,000		
6404 Rec Prog Supplies	2,300	2,300	76	1,000	(1,300)	(56.5)
6405 Photo Supp & Equip	5,100	5,100	2,113	2,000	(3,100)	(60.8)
6406 Bridge Tolls	26,800	24,200	49,313	24,600	400	1.7
6407 Cleaning/Sanitary Supplies	323,200	325,600	257,404	212,100	(113,500)	(34.9)
6409 Personal Protect Equ	26,100	26,100	79,571	67,300	41,200	157.9
6499 Other Supplies	122,400	121,900	127,238	118,300	(3,600)	(3.0)
* Supplies	755,500	754,400	707,737	601,400	(153,000)	(20.3)
6501 Asphalt	1,206,900	906,900	210,096	197,000	(709,900)	(78.3)
6502 Chemicals	121,000	123,000	101,639	107,000	(16,000)	(13.0)
6503 Fertilizer	51,100	51,100	23,728	25,500	(25,600)	(50.1)
6504 Hardware	262,400	291,600	209,140	223,000	(68,600)	(23.5)
6505 Lubricants	29,300	29,100	29,086	30,100	1,000	3.4
6506 Lumber	63,000	61,000	53,551	59,000	(2,000)	(3.3)
6507 Propane	72,200	72,200	122,668	69,700	(2,500)	(3.5)
6508 Ready Mix Concrete	59,800	59,800	96,242	125,800	66,000	110.4
6510 Road Oils	11,700	11,700	10,597	9,300	(2,400)	(20.5)
6511 Salt	1,626,800	1,627,200	3,507,864	1,628,400	1,200	0.1
6512 Sand	157,900	157,500	22,763	154,000	(3,500)	(2.2)
6513 Seeds & Plants	50,300	50,300	54,201	50,800	500	1.0
6514 Sods	36,900	38,900	36,607	38,100	(800)	(2.1)
6515 Stone and Gravel	86,500	86,500	77,150	71,300	(15,200)	(17.6)
6516 Topsoil	77,700	77,700	68,630	103,500	25,800	33.2
6517 Paint	275,100	300,100	395,088	364,600	64,500	21.5
6518 Metal	56,200	56,200	22,703	52,000	(4,200)	(7.5)
6519 Welding Supplies	3,000	3,000	13,927	5,000	2,000	66.7
6520 Salt-Sand Mix	600	600	86,138	600		
6590 Materials Transfer			(51,712)			
6599 Other Materials	88,200	87,300	58,747	77,700	(9,600)	(11.0)
* Materials	4,336,600	4,091,700	5,148,854	3,392,400	(699,300)	(17.1)
6602 Electrical	978,500	978,500	983,592	863,500	(115,000)	(11.8)
6603 Grounds and Landscaping	1,958,600	1,968,900	1,695,096	1,891,900	(77,000)	(3.9)
6604 Bus Gates/Shltr-R&M			2,163			
6605 Municipal Taxes	812,000	653,300	788,990	703,300	50,000	7.7
6606 Heating Fuel	2,280,600	2,416,500	2,799,649	1,295,000	(1,121,500)	(46.4)
6607 Electricity	9,895,960	10,517,600	10,663,320	9,978,100	(539,500)	(5.1)
6608 Water	569,000	603,000	614,400	464,500	(138,500)	(23.0)
6609 Elevator & Escalator	100,000	100,000	277,131	193,800	93,800	93.8
6610 Building - Exterior	160,100	260,100	318,591	187,100	(73,000)	(28.1)
6611 Building - Interior	344,000	244,200	447,430	308,200	64,000	26.2
6612 Safety Systems	223,000	374,500	608,976	341,500	(33,000)	(8.8)
6613 Overhead Doors	80,000	80,000	167,664	53,700	(26,300)	(32.9)
6614 Envir Assess/Cleanup	28,500	36,500	55,135	34,500	(2,000)	(5.5)
6615 Vandalism Clean-up/Repair	201,900	201,900	193,972	201,900		
6616 Natural Gas-Buildings	490,000	540,400	1,032,373	360,400	(180,000)	(33.3)
6617 Pest Management	24,000	76,000	61,904	96,000	20,000	26.3
6690 Building Costs Transfer			(162,808)			
6699 Other Building Cost	48,100	90,400	99,564	110,400	20,000	22.1
* Building Costs	18,194,260	19,141,800	20,647,141	17,083,800	(2,058,000)	(10.8)
6701 Equipment Purchase	235,900	230,900	138,771	267,800	36,900	16.0
6702 Small Tools	114,100	114,500	134,557	89,000	(25,500)	(22.3)
6703 Computer Equipment/Rentals	54,100	53,500	12,129	41,700	(11,800)	(22.1)
6704 Equipment Rental	2,310,500	2,318,200	4,531,420	2,284,100	(34,100)	(1.5)
6705 Equip - R&M	235,400	175,400	78,990	97,000	(78,400)	(44.7)
6706 Computer R&M	3,000	3,000	28,464	10,000	7,000	233.3
6707 Plumbing & Heating	175,400	185,700	221,242	126,700	(59,000)	(31.8)
6708 Mechanical Equipment	688,000	620,200	1,277,713	829,700	209,500	33.8
6711 Communication System	10,500	11,700	73,345	34,700	23,000	196.6
6790 Equipment Transfer			(84,387)			
* Equipment & Communications	3,826,900	3,713,100	6,412,244	3,780,700	67,600	1.8

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Transportation and Public Works

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6802 Vehicle R&M	2,488,500	2,487,100	3,117,364	2,684,800	197,700	7.9
6803 Vehicle Fuel - Diesel	1,187,500	1,130,400	1,154,732	1,061,300	(69,100)	(6.1)
6804 Vehicle Fuel - Gasoline	1,887,200	1,887,200	1,776,994	1,744,700	(142,500)	(7.6)
6805 Tires and Tubes	200,500	200,500	203,317	200,500		
6806 Vehicle Rentals	29,700	26,900	15,381	24,900	(2,000)	(7.4)
6807 Vehicle Leases	112,800	118,000	10,277		(118,000)	(100.0)
6890 Vehicle Transfer			(157,705)			
6899 Other Vehicle Expense	18,600	18,300	8,602	15,200	(3,100)	(16.9)
* Vehicle Expense	5,924,800	5,868,400	6,128,962	5,731,400	(137,000)	(2.3)
6901 Membership Dues	37,500	39,300	28,164	38,700	(600)	(1.5)
6902 Conferences and Workshops	38,600	46,900	29,537	55,100	8,200	17.5
6903 Travel - Local	380,900	407,500	415,860	421,900	14,400	3.5
6904 Travel - Out of Town	75,600	75,900	43,793	74,900	(1,000)	(1.3)
6905 Training & Education	217,800	254,000	120,289	189,500	(64,500)	(25.4)
6906 Licenses & Agreements	317,100	325,500	338,966	285,600	(39,900)	(12.3)
6908 Medical Examinations	7,700	7,700	3,185	7,700		
6910 Signage	94,900	79,900	40,691	79,400	(500)	(0.6)
6911 Facilities Rental	3,183,200	3,307,000	3,053,086	3,303,500	(3,500)	(0.1)
6912 Advertising and Promotion	242,900	245,900	311,510	278,400	32,500	13.2
6913 Awards	21,200	21,800	506	4,500	(17,300)	(79.4)
6916 Public Education	141,700	141,700	323,865	146,000	4,300	3.0
6917 Books and Periodicals	7,300	11,800	7,763	4,500	(7,300)	(61.9)
6918 Meals	18,500	21,200	16,649	22,400	1,200	5.7
6919 Special Projects	621,500	732,500	629,132	476,000	(256,500)	(35.0)
6925 Sidewalks	500,000					
6928 Committee Expenses	2,600	2,600	334	2,200	(400)	(15.4)
6929 Procurement Card Clearing			9,472			
6932 Youth Programming Services			254			
6933 Community Events	500	500	1,155	6,500	6,000	1,200.0
6936 Staff Relations			49			
6938 Rewarding Excellence	18,500	28,100	4,207	29,300	1,200	4.3
6939 Duty to Accomodate	200	200			(200)	(100.0)
6940 Fencing	142,000	142,000	217,310	138,800	(3,200)	(2.3)
6941 Playground Equipment	39,900	39,900	26,090	33,400	(6,500)	(16.3)
6942 Management Fees	100,000	200,000	49,942	15,000	(185,000)	(92.5)
6943 Health and Wellness	700	700	952	700		
6953 Special Projects		788,500			(788,500)	(100.0)
6990 Gds & Svcs Trsf			(152,410)			
6999 Other Goods and Services	126,900	126,700	188,645	77,000	(49,700)	(39.2)
* Other Goods & Services	6,337,700	7,047,800	5,708,996	5,691,000	(1,356,800)	(19.3)
7006 Interdepartmental Revenues	(1,969,000)	(2,016,300)	(2,016,300)		2,016,300	(100.0)
7009 Internal Transfers Other			(26,116)	63,200	63,200	
7010 IntTrfr Insur Funds			(134,327)	(40,000)	(40,000)	
7015 Int Trf FacilityRent			(72,744)			
7099 Interdept Chargeback			(129,000)			
9900 Rev/Exp.Vehicle Rental			(13,953)			
9910 PM Shop Expenses			(4,325)			
9911 PM Labour-Reg			(10,235)			
* Interdepartmental	(1,969,000)	(2,016,300)	(2,406,999)	23,200	2,039,500	(101.2)
8010 Other Interest	20,400	35,400	53,303	65,400	30,000	84.7
8011 Interest on Debentures	675,800	593,300	592,006	508,000	(85,300)	(14.4)
8012 Principal on Debentures	2,471,200	2,384,700	2,382,692	2,290,800	(93,900)	(3.9)
* Debt Service	3,167,400	3,013,400	3,028,002	2,864,200	(149,200)	(5.0)

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Transportation and Public Works

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
8001 Transf Outside Agenc	26,800	28,000	64,531	18,600	(9,400)	(33.6)
8002 Insurance Claims			2,498			
8003 Insurance Pol/Prem	20,300	20,300	9,000	20,300		
8008 Transfer to/from Reserves	3,214,040	3,255,400	2,969,645	3,349,800	94,400	2.9
8022 Transf to/fr Trust			(48,337)			
8024 Transf to/fr Capital	(56,100)	(56,100)	(4,875)		56,100	(100.0)
9000 Prior Year Surplus/Deficit	(44,500)	(355,800)	(34,585)	4,000	359,800	(101.1)
9001 Current Yr. Sur/Def			(4,048)			
* Other Fiscal	3,160,540	2,891,800	2,953,829	3,392,700	500,900	17.3
** Total	142,296,600	143,949,100	145,699,653	141,195,800	(2,753,300)	(1.9)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4200 Area Rate Revenue	(2,677,000)					
4201 Area Rate Residential		(40,200)	(40,457)	(40,300)	(100)	0.2
* Area Rate Revenue	(2,677,000)	(40,200)	(40,457)	(40,300)	(100)	0.2
4750 Other Grants	(3,281,900)	(2,969,800)	(1,959,355)	(2,123,100)	846,700	(28.5)
* Transfers from other Gov'ts	(3,281,900)	(2,969,800)	(1,959,355)	(2,123,100)	846,700	(28.5)
4905 Street opening Permits	(180,000)	(180,000)	(74,621)	(220,000)	(40,000)	22.2
4912 Signs & Encroachments	(190,000)	(190,000)	(120,102)	(190,000)		
5101 Parking Rentals	(226,900)	(400,000)	(330,241)	(325,000)	75,000	(18.8)
5102 Facilities Rentals	(2,022,400)	(1,938,400)	(1,846,229)	(1,836,400)	102,000	(5.3)
5150 Other Rental Revenue			(32,897)			
5151 Lease Revenue	(595,000)	(515,000)	(536,447)	(335,000)	180,000	(35.0)
5209 Community Events Revenue			(3,807)			
5210 Sport and Fitness Revenue			(3,739)			
5225 Tipping Fees-Waste R	(11,254,900)	(11,095,000)	(11,066,177)	(11,216,000)	(121,000)	1.1
5250 Sales of Services Other	(318,000)	(320,300)	(249,985)	(320,300)		
5255 Engineering Fees	(80,000)		(28,287)			
5403 Sales of Other Recyclables	(1,901,200)	(1,700,000)	(1,357,688)	(1,700,000)		
* Fee Revenues	(16,768,400)	(16,338,700)	(15,650,221)	(16,142,700)	196,000	(1.2)
5508 Recov External Parti	(1,416,500)	(1,260,300)	(1,978,373)	(1,700,300)	(440,000)	34.9
5513 Government Rebates			(140)			
5600 Miscellaneous Revenue	(372,400)	(378,100)	(520,113)	(378,100)		
* Other Revenue	(1,788,900)	(1,638,400)	(2,498,626)	(2,078,400)	(440,000)	26.9
** Total	(24,516,200)	(20,987,100)	(20,148,659)	(20,384,500)	602,600	(2.9)
Net Surplus/Deficit	117,780,400	122,962,000	125,550,994	120,811,300	(2,150,700)	(1.7)

Metro Transit

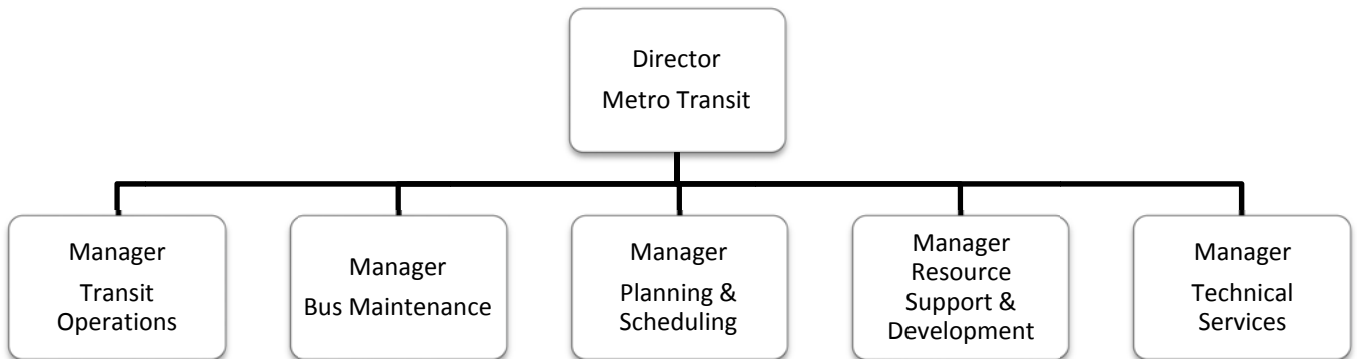
2014/15 Budget and Business Plan

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

Metro Transit Overview

Metro Transit provides public transit services supporting approximately 27 million transit rides annually. It operates 267 conventional vehicles, as well as 3 Ferries, 36 Access-A-Bus vehicles, 20 premium branded MetroLink vehicles, and 25 MetroX vehicles. It employs a workforce of 921.5 employees and services two transit facilities, three ferry terminals and 11 bus terminals.

Metro Transit Org Chart



Funded Full Time Equivalents (FTEs)

Metro Transit	2013/14 Approved (Apr 1/13)	2014/15 Proposed Change (+/-)	2014/15 Approved Total FTEs
Funded FTEs Includes full & part-time permanent positions	898.5	22	920.5

Metro Transit Operating Budget Overview

Metro Transit Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	59,733,400	62,427,800	60,423,589	67,055,800	4,628,000	7.4
* Office	723,000	930,500	616,218	1,677,500	747,000	80.3
* External Services	591,000	808,200	747,267	1,635,000	826,800	102.3
* Supplies	983,000	1,172,900	1,167,247	952,450	(220,450)	(18.8)
* Materials			4,122	38,000	38,000	
* Building Costs	75,000	155,000	143,312	2,187,350	2,032,350	1,311.2
* Equipment & Communications	652,000	694,000	760,608	860,700	166,700	24.0
* Vehicle Expense	19,038,000	20,584,600	20,820,414	20,372,100	(212,500)	(1.0)
* Other Goods & Services	3,066,900	1,298,800	903,023	1,476,200	177,400	13.7
* Interdepartmental	1,969,000	2,016,300	1,903,209	14,000	(2,002,300)	(99.3)
* Debt Service	6,765,000	6,564,000	6,537,283	5,426,900	(1,137,100)	(17.3)
* Other Fiscal	7,869,000	9,551,900	11,990,368	9,264,000	(287,900)	(3.0)
** Total	101,465,300	106,204,000	106,016,660	110,960,000	4,756,000	4.5
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Tax Revenue	(29,997,000)	(31,930,000)	(31,680,066)	(33,330,000)	(1,400,000)	4.4
* Area Rate Revenue	(38,368,000)	(40,910,000)	(40,893,983)	(42,730,000)	(1,820,000)	4.4
* Fee Revenues	(32,332,300)	(32,591,800)	(32,548,230)	(34,123,000)	(1,531,200)	4.7
* Other Revenue	(768,000)	(772,200)	(894,381)	(777,000)	(4,800)	0.6
** Total	(101,465,300)	(106,204,000)	(106,016,660)	(110,960,000)	(4,756,000)	4.5
Net Surplus/Deficit						

Metro Transit Budget Overview by Service Area

Metro Transit Service Area Budget Overview						
Service Area	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
Access-A-Bus Summary of Expense & Revenue Types	3,879,000	5,098,500	5,084,325	5,268,800	170,300	3
Community Transit Service Summary of Expense & Revenue Types	520,000					
Conventional Service Summary of Expense & Revenue Types	5,539,000	48,437,000	46,752,602	48,573,900	136,900	0
Ferry Service Summary of Expense & Revenue Types	1,999,000	2,131,900	1,657,591	2,601,100	469,200	22
Fiscal Transit Summary of Expense & Revenue Types	(11,937,000)	(55,667,400)	(53,494,519)	(59,535,000)	(3,867,600)	7
Metro Transit Facilities Summary of Expense & Revenue Types				3,091,200	3,091,200	
Total	-	-	-	-	-	

Metro Transit Key Metrics

Key Performance Indicators	11/12	12/13	13/14	14/15
	Actual	Actual	Projection	Target
Compensation as a % of Total	57.76	58.47	56.91	60.65
Area Rate Revenue per Dwelling (186,447 dwellings)	\$192	176	\$219	\$229

Metro Transit Operational Key Performance Indicators

Key Performance Indicators	Division	12/13	Projected 13/14
Service Utilization (passenger trips per capita)	Bus & Ferry	61.58	64.4
Service Utilization (passenger trips per capita)	Access-A-Bus	.5	.5
Service Utilization (passenger trips per service hour)	Bus & Ferry	26.17	26.43
Service Utilization (passenger trips per service hour)	Access-A-Bus	2.1	2.2
Amount of Service (service hours per capita)	Bus & Ferry	2.39	2.44
Amount of Service (service hours per capita)	Access-A-Bus	.22	.24
Financial (cost recovery)	Bus & Ferry	36.95%	46%
Financial (cost recovery)	Access-A-Bus	4.4%	4.55%
Cost Effectiveness (operating expense per passenger)	Bus & Ferry	\$4.03	\$4.13
Cost Effectiveness (operating expense per passenger)	Access-A-Bus	\$32.81	\$32.87
Average Fare (passenger revenue per passenger)	Bus & Ferry	\$1.59	\$1.75
Customer Service (requests addressed within standard)	All	80%	85%
Customer Satisfaction	All	60.6%	61%

Metro Transit Strategic Initiatives for 2014/15

Strategic Alignment	
MT 1.1	Transportation
Installation of Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL) system in conventional buses. At implementation, installation is expected to take 18 – 24 months. This system will provide improved service reliability, real-time information to the travelling public, and the customers will be able to confirm the location of a bus using a mobile application. The system will also provide accuracy of bus stop level information, with the availability of text and email notification of bus location. The CAD/AVL system will create a base for upcoming electronic fare management systems.	
MT 1.2	Transportation
Thoroughly review the entire transit network to help with the 2016/17 implementation of the Moving Forward Together Plan, formerly known as the Five Year Service Plan. The principles of the plan are to increase the proportion of resources allocated towards high ridership services, build a simplified transfer based system, invest in service quality and reliability, and give transit increased priority in the transportation network.	
MT 1.3	Transportation
Expand bus service to integrate with the Lacewood terminal and the expanded ferry service to the Woodside Ferry Terminal.	
MT 1.4	Transportation
Implement a bus re-capitalization program, delivering new buses in an effort to improve service reliability and create a better experience for customers.	
MT 1.5	Transportation
Implement a ferry re-capitalization program, delivering a new ferry in an effort to improve service reliability and create a better experience for customers.	
MT 1.6	Transportation
Construct the new Lacewood bus terminal, and renovate the Alderney and Woodside Ferry Terminals in order to improve customer amenities, create a safe environment for customers, and improve accessibility.	
MT 1.7	Organizational Capacity
Develop, monitor and report on healthy workplace strategies in the areas of safety, training, wellness, employee appreciation and recognition to improve the workplace and employee health and well-being.	
MT 1.8	Financial Stewardship - Risk Management
Create a risk mitigation plan to ensure transit service continuity during the MacDonald Bridge re-decking/closures in order to maintain service reliability and reduce the impact to customers.	

Summary of Metro Transit Changes

- Expanded ferry service to the Woodside Ferry Terminal
- New Lacewood Terminal
- Expanded bus service to integrate with the Woodside Ferry Terminal and the Lacewood Terminal
- Expanded Access-A-Bus service
- Renovations to the Alderney Ferry Terminal and the Halifax Ferry Terminal

Cost Savings	Proposed 14/15 Savings	Projected 15/16 Savings	Projected 16/17 Savings
• Contract wage-step savings	\$1,150,000	\$700,000	\$700,000
• Fleet Re-capitalization	\$250,000	\$250,000	\$250,000
• Vacancy savings	\$1,000,000	\$1,000,000	\$1,000,000

Metro Transit 14/15 Capital Project Cost

14/15 Capital Project Cost	
Project	Cost (Millions)
Lacewood Terminal	\$3.35
Ferry Terminal Pontoon State of Good Repair	\$1.18
Ferry Replacement	\$6.0
New Transit Technology	\$11.9
Conventional Bus Expansion	\$2.35
Conventional Bus Replacement	\$4.5
Access-A-Bus Expansion	\$.28
Access-A-Bus Replacement	\$.45

2014/15 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 36 vehicles, traveling 1,500,000 kilometers annually to provide more than 160,000 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	3,637,000	4,317,600	4,252,837	4,646,800	329,200	7.6
* Office			525			
* Supplies	49,000	72,500	65,831	22,000	(50,500)	(69.7)
* Vehicle Expense	353,000	360,000	394,368	350,000	(10,000)	(2.8)
* Other Goods & Services	34,000	18,300	4,495		(18,300)	(100.0)
* Interdepartmental		550,100	590,196	500,000	(50,100)	(9.1)
** Total	4,073,000	5,318,500	5,308,251	5,518,800	200,300	3.8
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(194,000)	(220,000)	(223,792)	(250,000)	(30,000)	13.6
* Other Revenue			(134)			
** Total	(194,000)	(220,000)	(223,926)	(250,000)	(30,000)	13.6
Net Surplus/Deficit	3,879,000	5,098,500	5,084,325	5,268,800	170,300	3.3

Conventional Transit Service:

Conventional Transit provides a network of routes that operate throughout the defined service area. This service ensures the mobility of over **27 million passenger trips annually and travels more than 18,000,000 kilometres.**

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

Services Delivered:

- 58 fixed-route services
- 3 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	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	51,323,000	54,589,800	53,680,179	58,313,700	3,723,900	6.8
* Office	708,000	887,500	577,549	913,000	25,500	2.9
* External Services	274,000	410,000	342,867	351,000	(59,000)	(14.4)
* Supplies	904,000	1,001,200	1,044,688	862,200	(139,000)	(13.9)
* Materials			2,668			
* Building Costs	46,000	115,000	100,051	93,000	(22,000)	(19.1)
* Equipment & Communications	647,000	689,000	715,387	654,000	(35,000)	(5.1)
* Vehicle Expense	17,649,000	19,135,400	19,545,672	18,833,100	(302,300)	(1.6)
* Other Goods & Services	828,000	1,111,700	855,839	1,377,500	265,800	23.9
* Interdepartmental	1,969,000	1,466,200	1,296,530	(500,000)	(1,966,200)	(134.1)
* Other Fiscal			(256,480)			
** Total	74,348,000	79,405,800	77,904,951	80,897,500	1,491,700	1.9
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Area Rate Revenue	(38,368,000)					
* Fee Revenues	(29,680,000)	(30,200,000)	(30,287,459)	(31,550,000)	(1,350,000)	4.5
* Other Revenue	(761,000)	(768,800)	(864,889)	(773,600)	(4,800)	0.6
** Total	(68,809,000)	(30,968,800)	(31,152,348)	(32,323,600)	(1,354,800)	4.4
Net Surplus/Deficit	5,539,000	48,437,000	46,752,602	48,573,900	136,900	0.3

Ferry Service:

Metro Transit operates a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. Ferry Service 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 Service Budget Overview

Ferry Service Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	2,575,000	2,826,800	2,333,373	3,221,500	394,700	14.0
* Office	15,000	7,500	3,144	1,000	(6,500)	(86.7)
* External Services	317,000	364,000	394,400	430,000	66,000	18.1
* Supplies	24,000	36,000	28,028	34,000	(2,000)	(5.6)
* Materials			1,455			
* Building Costs	29,000	40,000	43,261	50,000	10,000	25.0
* Equipment & Communications	5,000	5,000	45,221	5,000		
* Vehicle Expense	802,000	905,000	768,673	1,060,000	155,000	17.1
* Other Goods & Services	41,000	51,000	32,089	53,000	2,000	3.9
* Interdepartmental			2,484			
* Debt Service	174,000					
** Total	3,982,000	4,235,300	3,652,128	4,854,500	619,200	14.6
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Fee Revenues	(1,976,000)	(2,100,000)	(1,965,178)	(2,250,000)	(150,000)	7.1
* Other Revenue	(7,000)	(3,400)	(29,358)	(3,400)		
** Total	(1,983,000)	(2,103,400)	(1,994,536)	(2,253,400)	(150,000)	7.1
Net Surplus/Deficit	1,999,000	2,131,900	1,657,591	2,601,100	469,200	22.0

2014/15 Metro Transit Key Deliverables

BU #	Strategic Alignment	14/15 Deliverables
MT 2.1	Transportation	Begin installation of the Computer Aided Dispatch/Automated Vehicle Locator Transit Technology system
MT 2.2	Transportation	Create draft Moving Forward Together plan; Complete stage II public consultation

MT 2.3	Transportation	Launch new ferry and expanded Woodside ferry service in May
MT 2.4	Transportation	Bus expansion in support of the Woodside ferry in May and the Lacewood Terminal in December
MT 2.5	Transportation	14 buses replaced as per the re-capitalization plan
MT 2.6	Transportation	Complete renovation of the Alderney Ferry Terminal in June
MT 2.7	Transportation	Complete construction of the Lacewood Terminal in December
MT 2.8	Transportation	Complete rehabilitation of the Woodside pontoon in October
MT 2.9	Organizational Capacity	Deliver Continuous Training Program for bus operators
MT 2.10	Organizational Capacity	Deliver Human Rights training to all Metro Transit employees
MT 2.11	Financial Stewardship	Establish a service continuity plan related to the MacDonald Bridge re-decking project
MT 2.12	Transportation	Provide quarterly performance reports to the Transportation Standing Committee

2013/14 Fiscal Services

Fiscal Transit Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Compensation and Benefits	1,825,400	693,600	157,200	873,800	180,200	26.0
* Office		35,500	35,000	763,500	728,000	2,050.7
* External Services		34,200	10,000		(34,200)	(100.0)
* Supplies		63,200	28,700	25,050	(38,150)	(60.4)
* Building Costs				42,750	42,750	
* Equipment & Communications				13,300	13,300	
* Vehicle Expense		184,200	111,700	129,000	(55,200)	(30.0)
* Other Goods & Services	2,163,900	117,800	10,600	45,700	(72,100)	(61.2)
* Interdepartmental			14,000	14,000	14,000	
* Debt Service	6,591,000	6,564,000	6,537,283	5,426,900	(1,137,100)	(17.3)
* Other Fiscal	7,869,000	9,551,900	12,246,848	9,264,000	(287,900)	(3.0)
** Total	18,449,300	17,244,400	19,151,331	16,598,000	(646,400)	(3.7)
Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
* Tax Revenue	(29,997,000)	(31,930,000)	(31,680,066)	(33,330,000)	(1,400,000)	4.4
* Area Rate Revenue		(40,910,000)	(40,893,983)	(42,730,000)	(1,820,000)	4.4
* Fee Revenues	(389,300)	(71,800)	(71,800)	(73,000)	(1,200)	1.7
** Total	(30,386,300)	(72,911,800)	(72,645,849)	(76,133,000)	(3,221,200)	4.4
Net Surplus/Deficit	(11,937,000)	(55,667,400)	(53,494,519)	(59,535,000)	(3,867,600)	6.9

Metro Transit Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R680 Facilities - Ragged Lake				1,240,000	1,240,000	
R681 Facilities - Burnside				1,151,200	1,151,200	
R682 Facil-Ferry Terminal				300,000	300,000	
R683 Facil-Other Property				400,000	400,000	
*** Transit Facilities				3,091,200	3,091,200	
R652 Access-A - Bus Operations	3,879,000	5,098,500	5,084,325	5,268,800	170,300	3.3
*** Access-A-Bus Service	3,879,000	5,098,500	5,084,325	5,268,800	170,300	3.3
R641 Locked Community Transit	520,000					
*** Community Transit Service	520,000					
R624 HT Director's Office	2,622,000	3,350,100	3,284,403	1,612,800	(1,737,300)	(51.9)
R631 Revenue	(68,809,000)	(30,895,000)	(30,981,034)	(32,245,000)	(1,350,000)	4.4
R637 Service Development	894,000	949,800	1,004,092	1,082,700	132,900	14.0
** Halifax Transit Administratio	(65,293,000)	(26,595,100)	(26,692,539)	(29,549,500)	(2,954,400)	11.1
R640 Technical Services	1,108,000	1,012,800	910,106	1,504,900	492,100	48.6
R657 Security	412,000	547,000	562,203	541,900	(5,100)	(0.9)
** Halifax Transit - Technical Se	1,520,000	1,559,800	1,472,309	2,046,800	487,000	31.2
R932 BTC Facility Maintenance	639,000	716,000	1,062,337	714,000	(2,000)	(0.3)
R935 Bus Rebuild Program	20,000		103,375	4,900	4,900	
R938 BTC Bus Maintenance	11,022,000	11,213,600	7,225,415	11,622,200	408,600	3.6
R962 RLTC Facility Maint	66,000	125,000	720,634	120,000	(5,000)	(4.0)
R963 RLTC Bus Maint	6,634,000	7,093,900	9,434,571	7,857,600	763,700	10.8
** Halifax Transit - Bus Maintena	18,381,000	19,148,500	18,546,331	20,318,700	1,170,200	6.1
R656 Safety and Training	613,000	592,400	604,865	628,200	35,800	6.0
R658 Resource Sup & Dev		913,100	847,178	981,800	68,700	7.5
** Halifax Transit - Resource Sup	613,000	1,505,500	1,452,044	1,610,000	104,500	6.9
R634 LKD BTC Operations	2,155,000					
R635 BTC Operators	23,159,000	23,190,200	23,156,236	23,854,000	663,800	2.9
R636 Service Supervisors		3,072,600	2,977,723	3,286,400	213,800	7.0
R638 BTC & RLTC Bus Ops	11,199,000	12,248,000	12,110,514	11,370,300	(877,700)	(7.2)
R659 RLTC Operations	888,000			71,500	71,500	
R670 RLTC Operators	12,917,000	14,307,500	13,729,986	15,565,700	1,258,200	8.8
** Halifax Transit - Bus Operatio	50,318,000	52,818,300	51,974,458	54,147,900	1,329,600	2.5
*** Conventional Service	5,539,000	48,437,000	46,752,602	48,573,900	136,900	0.3
R661 Ferry Operations	1,999,000	2,131,900	1,657,591	2,601,100	469,200	22.0
*** Ferry Service	1,999,000	2,131,900	1,657,591	2,601,100	469,200	22.0
M701 Fiscal Transit	(18,528,000)	(62,231,400)	(60,031,802)	(64,961,900)	(2,730,500)	4.4
R671 Halifax Tr. Debt Chg	6,591,000	6,564,000	6,537,283	5,426,900	(1,137,100)	(17.3)
*** Fiscal Transit	(11,937,000)	(55,667,400)	(53,494,519)	(59,535,000)	(3,867,600)	6.9
**** Total						

Metro Transit Summary of Gross Expenditures						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R680 Facilities - Ragged Lake				1,240,000	1,240,000	
R681 Facilities - Burnside				1,151,200	1,151,200	
R682 Facil-Ferry Terminal				300,000	300,000	
R683 Facil-Other Property				400,000	400,000	
*** Transit Facilities				3,091,200	3,091,200	
R652 Access-A -Bus Operations	4,073,000	5,318,500	5,308,251	5,518,800	200,300	3.8
*** Access-A-Bus Service	4,073,000	5,318,500	5,308,251	5,518,800	200,300	3.8
R641 Locked Community Transit	613,000					
*** Community Transit Service	613,000					
R624 HT Director's Office	2,622,000	3,350,100	3,284,403	1,612,800	(1,737,300)	(51.9)
R631 Revenue			(1,001)			
R637 Service Development	894,000	949,800	1,004,092	1,082,700	132,900	14.0
** Halifax Transit Administratio	3,516,000	4,299,900	4,287,495	2,695,500	(1,604,400)	(37.3)
R640 Technical Services	1,108,000	1,012,800	910,106	1,504,900	492,100	48.6
R657 Security	412,000	547,000	562,203	541,900	(5,100)	(0.9)
** Halifax Transit - Technical Se	1,520,000	1,559,800	1,472,309	2,046,800	487,000	31.2
R932 BTC Facility Maintenance	639,000	716,000	1,062,337	714,000	(2,000)	(0.3)
R935 Bus Rebuild Program	20,000		103,375	4,900	4,900	
R938 BTC Bus Maintenance	11,022,000	11,221,600	7,298,797	11,635,000	413,400	3.7
R962 RLTC Facility Maint	66,000	125,000	720,634	120,000	(5,000)	(4.0)
R963 RLTC Bus Maint	6,634,000	7,099,700	9,443,103	7,863,400	763,700	10.8
** Halifax Transit - Bus Maintena	18,381,000	19,162,300	18,628,245	20,337,300	1,175,000	6.1
R656 Safety and Training	613,000	592,400	604,865	628,200	35,800	6.0
R658 Resource Sup & Dev		913,100	847,178	981,800	68,700	7.5
** Halifax Transit - Resource Sup	613,000	1,505,500	1,452,044	1,610,000	104,500	6.9
R634 LKD BTC Operations	2,155,000					
R635 BTC Operators	23,159,000	23,250,200	23,244,634	23,914,000	663,800	2.9
R636 Service Supervisors		3,072,600	2,977,723	3,286,400	213,800	7.0
R638 BTC & RLTC Bus Ops	11,199,000	12,248,000	12,110,688	11,370,300	(877,700)	(7.2)
R659 RLTC Operations	888,000			71,500	71,500	
R670 RLTC Operators	12,917,000	14,307,500	13,731,814	15,565,700	1,258,200	8.8
** Halifax Transit - Bus Operatio	50,318,000	52,878,300	52,064,859	54,207,900	1,329,600	2.5
*** Conventional Service	74,348,000	79,405,800	77,904,951	80,897,500	1,491,700	1.9
R661 Ferry Operations	3,982,000	4,235,300	3,652,128	4,854,500	619,200	14.6
*** Ferry Service	3,982,000	4,235,300	3,652,128	4,854,500	619,200	14.6
M701 Fiscal Transit	11,858,300	10,680,400	12,614,048	11,171,100	490,700	4.6
R671 Halifax Tr. Debt Chg	6,591,000	6,564,000	6,537,283	5,426,900	(1,137,100)	(17.3)
*** Fiscal Transit	18,449,300	17,244,400	19,151,331	16,598,000	(646,400)	(3.7)
**** Total	101,465,300	106,204,000	106,016,660	110,960,000	4,756,000	4.5

Metro Transit Summary of Gross Revenue						
Cost Centers/Groups	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
R652 Access-A -Bus Operations	(194,000)	(220,000)	(223,926)	(250,000)	(30,000)	13.6
*** Access-A-Bus Service	(194,000)	(220,000)	(223,926)	(250,000)	(30,000)	13.6
R641 Locked Community Transit	(93,000)					
*** Community Transit Service	(93,000)					
R631 Revenue	(68,809,000)	(30,895,000)	(30,980,034)	(32,245,000)	(1,350,000)	4.4
** Halifax Transit Administratio	(68,809,000)	(30,895,000)	(30,980,034)	(32,245,000)	(1,350,000)	4.4
R938 BTC Bus Maintenance		(8,000)	(73,382)	(12,800)	(4,800)	60.0
R963 RLTC Bus Maint		(5,800)	(8,532)	(5,800)		
** Halifax Transit - Bus Maintena		(13,800)	(81,914)	(18,600)	(4,800)	34.8
R635 BTC Operators		(60,000)	(88,398)	(60,000)		
R638 BTC & RLTC Bus Ops			(174)			
R670 RLTC Operators			(1,829)			
** Halifax Transit - Bus Operatio		(60,000)	(90,401)	(60,000)		
*** Conventional Service	(68,809,000)	(30,968,800)	(31,152,348)	(32,323,600)	(1,354,800)	4.4
R661 Ferry Operations	(1,983,000)	(2,103,400)	(1,994,536)	(2,253,400)	(150,000)	7.1
*** Ferry Service	(1,983,000)	(2,103,400)	(1,994,536)	(2,253,400)	(150,000)	7.1
M701 Fiscal Transit	(30,386,300)	(72,911,800)	(72,645,849)	(76,133,000)	(3,221,200)	4.4
*** Fiscal Transit	(30,386,300)	(72,911,800)	(72,645,849)	(76,133,000)	(3,221,200)	4.4
**** Total	(101,465,300)	(106,204,000)	(106,016,660)	(110,960,000)	(4,756,000)	4.5

Metro Transit Summary of Expense & Revenue Types						
Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6001 Salaries - Regular	44,020,400	45,490,300	43,093,332	46,954,400	1,464,100	3.2
6002 Salaries - Overtime	5,336,000	5,575,600	4,626,273	5,224,200	(351,400)	(6.3)
6003 Wages - Regular	275,000					
6004 Wages - Overtime	22,000		9			
6005 PDP Increases				130,000	130,000	
6051 Shift Agreements			62,795			
6052 Shift Differentials	14,000	14,500	13,494	14,800	300	2.1
6054 Vacation payout			130,431			
6099 Other Allowances			2,851			
6100 Benefits - Salaries	7,759,500	9,154,600	9,725,666	10,554,700	1,400,100	15.3
6101 Benefits - Wages	924,000					
6110 Vacancy Management	(800,000)			(1,000,000)	(1,000,000)	
6152 Retirement Incentives	356,700	396,900	379,663	408,700	11,800	3.0
6153 Severance			52,220			
6154 Workers' Compensation	2,082,800	2,548,700	2,575,129	2,655,200	106,500	4.2
6155 Overtime Meals	9,000	13,500	11,584	13,700	200	1.5
6156 Clothing Allowance	74,000	108,000	119,400	129,700	21,700	20.1
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(45,084)	(18,300)	(300)	1.7
6199 Comp & Ben InterDept	(322,000)	(856,300)	(340,743)	1,988,700	2,845,000	(332.2)
9200 HR CATS Wage/Ben			16,340			
9210 HR CATS OT Wage/Ben			230			
* Compensation and Benefits	59,733,400	62,427,800	60,423,589	67,055,800	4,628,000	7.4
6201 Telephone	62,000	122,000	122,259	156,000	34,000	27.9
6202 Courier/Postage	26,000	27,000	10,898	10,000	(17,000)	(63.0)
6203 Office Furn/Equip	43,000	56,000	35,266	30,000	(26,000)	(46.4)
6204 Computer S/W & Lic	287,000	325,500	155,855	370,000	44,500	13.7
6205 Printing & Reproduction	256,000	321,000	226,833	315,000	(6,000)	(1.9)
6207 Office Supplies	49,000	43,500	65,085	33,000	(10,500)	(24.1)
6290 Office Transfer		35,500		763,500	728,000	2,050.7
6299 Other Office Expenses			22			
* Office	723,000	930,500	616,218	1,677,500	747,000	80.3
6301 Professional Fees	15,000					
6302 Legal Fees	15,000	40,000	1,759	1,000	(39,000)	(97.5)
6303 Consulting Fees			1,882			
6304 Janitorial Services	2,000	6,000	41,988	370,000	364,000	6,066.7
6308 Snow Removal			1,408	300,000	300,000	
6310 Outside Personnel	275,000	310,000	318,161	350,000	40,000	12.9
6311 Security	284,000	418,000	378,901	400,000	(18,000)	(4.3)
6390 Ext Svc Transfer		34,200			(34,200)	(100.0)
6399 Contract Services			3,170	214,000	214,000	
* External Services	591,000	808,200	747,267	1,635,000	826,800	102.3
6401 Uniforms & Clothing	443,000	684,600	713,007	482,700	(201,900)	(29.5)
6402 Med & First Aid Supp	10,000	5,000	31,236	6,000	1,000	20.0
6403 Patrol Equip Supplies	1,000	1,500	6,547	5,000	3,500	233.3
6406 Bridge Tolls	520,000	414,100	415,457	422,000	7,900	1.9
6407 Cleaning/Sanitary Supplies	10,000	6,000	814	4,000	(2,000)	(33.3)
6409 Personal Protect Equ			3			
6490 Supplies Transfer	(1,000)	61,700		23,550	(38,150)	(61.8)
6499 Other Supplies			183	9,200	9,200	
* Supplies	983,000	1,172,900	1,167,247	952,450	(220,450)	(18.8)
6504 Hardware			1,201			
6505 Lubricants			401			
6506 Lumber			235			
6511 Salt			53			
6517 Paint			178			
6519 Welding Supplies			778			
6599 Other Materials			1,276	38,000	38,000	
* Materials			4,122	38,000	38,000	
6602 Electrical			199			
6604 Bus Gates/Shltr-R&M	10,000	10,000	2,224	20,000	10,000	100.0
6605 Municipal Taxes	3,000	3,000	4,852	3,000		
6607 Electricity			4,285			
6611 Building - Interior			22,386			
6612 Safety Systems	33,000	19,000	29,448	35,000	16,000	84.2
6617 Pest Management			803			
6690 Building Costs Transfer				42,750	42,750	
6699 Other Building Cost	29,000	123,000	79,115	2,086,600	1,963,600	1,596.4
* Building Costs	75,000	155,000	143,312	2,187,350	2,032,350	1,311.2

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Metro Transit

Expenditures	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
6701 Equipment Purchase	3,000					
6702 Small Tools	28,000	53,000	61,918	53,000		
6703 Computer Equipment/Rentals	9,000	6,000	1,683	3,000	(3,000)	(50.0)
6704 Equipment Rental	32,000	16,000	8,504		(16,000)	(100.0)
6705 Equip - R&M	263,000	304,000	344,415	493,400	189,400	62.3
6707 Plumbing & Heating			(39)			
6708 Mechanical Equipment	2,000		47,610			
6711 Communication System	13,000	13,000	4,521	10,000	(3,000)	(23.1)
6731 Airtime	175,000	107,000	92,483	100,000	(7,000)	(6.5)
6732 Mobile Data	129,000	197,000	199,514	190,000	(7,000)	(3.6)
6790 Equipment Transfer	(2,000)	(2,000)		11,300	13,300	(665.0)
* Equipment & Communications	652,000	694,000	760,608	860,700	166,700	24.0
6802 Vehicle R&M	7,748,000	8,402,600	8,415,579	8,447,000	44,400	0.5
6803 Vehicle Fuel - Diesel	10,901,000	11,575,100	11,694,489	11,045,000	(530,100)	(4.6)
6804 Vehicle Fuel - Gasoline	15,000	18,700	20,373	139,100	120,400	643.9
6805 Tires and Tubes	801,000	853,000	831,635	805,000	(48,000)	(5.6)
6806 Vehicle Rentals	2,000	1,000	3,792		(1,000)	(100.0)
6807 Vehicle Leases			1,992	7,000	7,000	
6890 Vehicle Transfer	(429,000)	(15,800)	(253,933)	(71,000)	(55,200)	349.4
6899 Other Vehicle Expense		(250,000)	106,487		250,000	(100.0)
* Vehicle Expense	19,038,000	20,584,600	20,820,414	20,372,100	(212,500)	(1.0)
6901 Membership Dues	26,000	30,500	21,965	29,500	(1,000)	(3.3)
6902 Conferences and Workshops	17,000	19,500	10,889	25,500	6,000	30.8
6903 Travel - Local	19,000	27,200	30,440	32,000	4,800	17.6
6904 Travel - Out of Town	47,000	36,500	29,857	45,000	8,500	23.3
6905 Training & Education	96,000	150,700	88,643	119,200	(31,500)	(20.9)
6906 Licenses & Agreements	120,000	90,900	66,655	72,300	(18,600)	(20.5)
6907 Commission Fees	260,000	350,000	373,578	360,000	10,000	2.9
6908 Medical Examinations	23,000	27,700	13,621	88,000	60,300	217.7
6909 Cost of Sales			109			
6911 Facilities Rental	37,000	52,000	55,846	52,000		
6912 Advertising and Promotion	113,000	240,000	102,242	500,000	260,000	108.3
6913 Awards	20,000	25,000	23,571	20,000	(5,000)	(20.0)
6914 Recruiting	23,000	79,000	47,641	35,000	(44,000)	(55.7)
6917 Books and Periodicals			5,214			
6918 Meals	1,000	2,000	9,912	2,000		
6919 Special Projects	50,000					
6936 Staff Relations	51,000	50,000	16,520	50,000		
6990 Gds & Svcs Trsf		20,700		45,700	25,000	120.8
6999 Other Goods and Services	2,163,900	97,100	6,320		(97,100)	(100.0)
* Other Goods & Services	3,066,900	1,298,800	903,023	1,476,200	177,400	13.7
7005 Interdept EXP	1,969,000	2,016,300	2,016,300		(2,016,300)	(100.0)
7007 IntnTrsf Paper Recyc			189			
7009 Internal Transfers Other			23,458			
7010 IntTrfr Insur Funds			(142,562)			
7015 Int Trf FacilityRent			185			
7099 Interdept Chargeback				14,000	14,000	
9900 Rev/Exp.Vehicle Rental			11			
9910 PM Shop Expenses			3,775			
9911 PM Labour-Reg			1,854			
* Interdepartmental	1,969,000	2,016,300	1,903,209	14,000	(2,002,300)	(99.3)
8011 Interest on Debentures	1,030,000	875,000	847,504	769,700	(105,300)	(12.0)
8012 Principal on Debentures	5,735,000	5,689,000	5,689,778	4,657,200	(1,031,800)	(18.1)
* Debt Service	6,765,000	6,564,000	6,537,283	5,426,900	(1,137,100)	(17.3)
8008 Transfer to/from Reserves	3,050,000	3,500,000	8,546,457	500,000	(3,000,000)	(85.7)
8014 Capital from Operating	3,819,000	6,801,900	6,800,000	8,764,000	1,962,100	28.8
9000 Prior Year Surplus/Deficit	1,000,000	(750,000)	(3,356,089)		750,000	(100.0)
* Other Fiscal	7,869,000	9,551,900	11,990,368	9,264,000	(287,900)	(3.0)
** Total	101,465,300	106,204,000	106,016,660	110,960,000	4,756,000	4.5

Halifax Regional Municipality

2014/15 Budget and Business Plan (Approved)

Metro Transit

Revenues	2012-13 Budget	2013-14 Budget	2013-14 Actual	2014-15 Budget	Budget Var.	Var as %
4002 Commercial Property Taxes	(29,997,000)	(31,930,000)	(31,680,066)	(33,330,000)	(1,400,000)	4.4
* Tax Revenue	(29,997,000)	(31,930,000)	(31,680,066)	(33,330,000)	(1,400,000)	4.4
4204 Area Rate Local Transit	(23,445,000)	(25,012,000)	(25,123,431)	(26,258,000)	(1,246,000)	5.0
4205 Area Rate Reg Transp	(14,923,000)	(15,898,000)	(15,770,552)	(16,472,000)	(574,000)	3.6
* Area Rate Revenue	(38,368,000)	(40,910,000)	(40,893,983)	(42,730,000)	(1,820,000)	4.4
5101 Parking Rentals			(450)			
5102 Facilities Rentals			(67,490)			
5201 Fare Revenue	(30,069,300)	(30,200,000)	(32,480,642)	(34,050,000)	(3,850,000)	12.7
5222 Access-A-Bus Fare Revenue	(194,000)	(220,000)			220,000	(100.0)
5223 Comm. Transit Fare Re	(93,000)					
5224 Ferry Fare Revenue	(1,976,000)	(2,100,000)			2,100,000	(100.0)
5450 Other Sales Revenue		(71,800)	353	(73,000)	(1,200)	1.7
* Fee Revenues	(32,332,300)	(32,591,800)	(32,548,230)	(34,123,000)	(1,531,200)	4.7
5503 Advertising Revenue	(681,000)	(640,000)	(662,658)	(640,000)		
5507 Overages and Shortages			15			
5508 Recov External Parti	(7,000)	(80,800)	(199,973)	(85,600)	(4,800)	5.9
5600 Miscellaneous Revenue	(80,000)	(51,400)	(31,765)	(51,400)		
* Other Revenue	(768,000)	(772,200)	(894,381)	(777,000)	(4,800)	0.6
** Total	(101,465,300)	(106,204,000)	(106,016,660)	(110,960,000)	(4,756,000)	4.5
Net Surplus/Deficit						

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 equipment 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 equipment 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 equipment 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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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.

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 Fiscal Services as required, 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, operating surplus within ICT may be placed in this reserve as a year end transfer 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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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): This reserve is to provide funding for the purchase of lights from Nova Scotia Power Inc., and the conversion of approximately 40,000 street lights from conventional to LED technology as mandated by the Province of Nova Scotia on September 123, 2012. This project is to be completed by December 31, 2022. The initial funding for this reserve was \$8million from 2012/13 operating surplus. The ongoing funding will be provided annually from the savings realized from the Street Lighting Operating Budget R825. The reserve also receives interest per the Reserve Policy.

Q328 Operating Surplus Reserve (2014): As prescribed by the Financial Accounting and Reporting Manual (FRAM), in 2014 any operating surplus must be placed into an Operating Reserve. New Business Case to be developed.

Q329 Regional Parking Strategy & Urban Core Improvement Reserve (2014): New reserve to be developed in 2014/15.

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 and from interest paid to the reserve.

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 the 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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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 to the 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 to the 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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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. Interest will also be paid to the reserve in accordance to the reserve policy.

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 to 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.

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. Reserve business case to be developed.

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 from 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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

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. **This reserve is scheduled to close in 2014/15. Funds to be transferred to Fiscal Services M471.**

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2015 based on the 2014-2015 Approved Operating and Project Budgets.

**HALIFAX REGIONAL MUNICIPALITY
APPROVED RESERVE BUDGET 2014/15**

	Actual Net Balance 01-Apr-14	Contributions	Interest	Withdrawals	Projected Net Balance 31-Mar-15
Equipment Reserves	\$3,670,452	\$305,000	\$47,299	(\$110,549)	\$3,912,202
Operating Reserves	\$39,110,606	\$11,989,558	\$520,745	(\$15,191,907)	\$36,429,001
Capital Reserves	\$79,119,939	\$86,019,047	\$1,478,074	(\$52,740,605)	\$113,876,456
	<u>\$121,900,997</u>	<u>\$98,313,605</u>	<u>\$2,046,119</u>	<u>(68,043,061)</u>	<u>\$154,217,659</u>

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2014 to March 31, 2015

		Actual Net Available Balance April 1/14	2014/15 Budgeted Contributions	2014/15 Projected Interest	2014/15 Capital Budget Withdrawals	2014/15 Operating Budget Withdrawals	2014/15 Other Budgeted Withdrawals	Projected Net Available Balance March 31/15
Equipment Reserves								
Q204	General Fleet	2,289,092	245,000	30,443	0	0	0	2,564,535
Q205	Police Vehicles and equipment	636,593	30,000	8,207	0	0	0	674,800
Q206	Fire Vehicles and equipment	714,218	30,000	8,649	(80,000)	0	0	672,867
Q213	Fuel System	30,549	0	0	0	-30,549	0	0
Total Equipment Reserves		3,670,452	305,000	47,299	-80,000	-30,549	0	3,912,202
Operating Reserves								
Q306	Self Insurance	4,173,070	449,700	52,463	0	(449,700)	0	4,225,533
Q308	Operations Stabilization	1,681,831	0	21,144	0	0	0	1,702,975
Q309	Snow & Ice Control	4,364,744	0	54,873	0	0	0	4,419,617
Q310	Service Improvement	3,963,302	0	39,400	0	(350,000)	-2,000,000	1,652,702
Q311	Cemetery Maintenance	166,157	2,200	2,104	0	0	0	170,461
Q312	Culture Development Reserve	-322,042	2,022,058	16,117	0	(50,000)	(25,000)	1,641,132
Q313	Municipal Elections	1,151,325	303,200	16,535	0	0	0	1,471,060
Q314	EMO Cost Recovery	342,645	0	4,308	0	0	0	346,953
Q315	Marketing Levy Special Events	327,921	1,200,000	5,181	(50,000)	(1,197,443)	0	285,659
Q316	DNA Costs (HRP and RCMP)	125,782	366,000	102	0	(583,600)	0	-91,716
Q317	Titanic Reserve	60,858	25,600	968	0	0	0	87,426
Q318	Central Library Capital Campaign & Development Operating	2,054,971	1,089,300	46,521	0	0	0	3,190,792
Q319	Major Events Facilities	1,285,244	0	8,036	-1,195,000	0	0	98,280
Q320	Operating Cost of Capital	6,628	3,250,500	0	0	(3,250,500)	0	6,628
Q321	Information & Communication Technolog	3,052,381	0	26,021	(2,960,000)	(79,600)	0	38,802
Q322	Police Emergency/Extraordinary Investig	1,013,056	0	12,736	0	0	0	1,025,792
Q323	Police Officer On the Job Injury	1,760,249	0	22,130	0	0	0	1,782,379
Q324	Commons Enhancement	1,064	0	0	0	-1,064	0	0
Q325	Provincially Funded Police Officers & Faculty Lease	3,574,042	0	44,932	0	0	0	3,618,974
Q326	Convention Centre Reserve	1,263,340	481,000	19,152	0	0	0	1,763,492
Q327	LED Streetlighting Reserve	110,218	1,800,000	46,375	0	0	0	1,956,593
Q328	Operating Surplus Reserve	8,953,820	0	74,851	0	-3,000,000	0	6,028,671
Q329	Regional Parking Strategy & Urban Core Improvement Reserve	0	1,000,000	6,797	0	0	0	1,006,797
Total Operating Reserves		39,110,606	11,989,558	520,745	-4,205,000	-8,961,907	-2,025,000	36,429,001
Total Equipment & Operating Reserve		42,781,058	12,294,558	568,044	-4,285,000	-8,992,456	-2,025,000	40,341,204

HALIFAX REGIONAL MUNICIPALITY
APPROVED CAPITAL RESERVE FUNDS BUDGET
April 1, 2014 to March 31, 2015

		Actual Net Available Balance April 1/ 2014	2014/15 Budgeted Contributions	2014/15 Projected Interest	2014/15 Capital Budget Withdrawals	2014/15 Operating Budget Withdrawals	2014/15 Other Budgeted Withdrawals	Projected Net Available Balance March 31/15
Capital Reserves								
Q101	Sale of Capital Assets	(2,024,827)	19,893,485	86,379	(800,000)	(85,000)	(6,430,144)	10,639,894
Q121	Business/Industrial Parks Expansior	7,236,932	7,037,717	190,182	(3,750,000)	(20,000)	0	10,694,831
Q103	Capital Surplus	2,201,385	57,037	18,224	(2,110,000)	0	0	166,646
Q107	Parkland Development	1,810,285	500,000	37,501	0	0	(50,000)	2,297,786
Q119	Sackville Landfill Closure	1,245,532	0	24,154	(360,000)	(333,600)	0	576,086
Q120	Otter Lake Landfill Closure	8,000,893	2,418,066	114,342	(400,000)	0	0	10,133,301
Q123	Waste Resources	14,358,919	7,978,000	238,660	(1,315,000)	0	0	21,260,579
Q124	Upper Sackville Turf	115,763	20,000	1,591	0	0	0	137,354
Q125	Metro Park Parkade	2,091,688	223,800	27,883	(75,000)	0	0	2,268,371
Q126	Strategic Growth	15,725,367	6,011,029	229,892	(3,400,000)	0	0	18,566,288
Q127	Sustainable Communities	441,299	236,050	6,368	0	(226,100)	0	457,617
Q128	Rural Fire	740,955	0	0	0	(740,955)	0	0
Q129	Ferry Replacement	4,541,248	1,500,000	47,966	(6,000,000)	0	0	89,214
Q130	Capital Replacement	1,309,635	127,340	26,257	0	0	0	1,463,232
Q131	Energy & Underground Services	1,557,242	610,860	26,708	(685,000)	0	0	1,509,810
Q133	CCC Bedford South Interchange	39,000	0	0	0	(39,000)	0	0
Q134	Gas Tax Reserve	1,543,750	23,800,000	27,518	(25,300,000)	0	0	71,268
Q135	Alderney Gate Recapitalization	91,394	496,597	9,183	(570,000)	0	0	27,174
Q137	Regional Capital Cost Contribution	3,757,837	1,019,800	54,174	0	0	0	4,831,811
Q138	Community Facility Partnership	538,002	0	6,764	0	0	0	544,766
Q139	Central Library Repayment Reserve	(388,939)	8,000,000	85,052	0	0	0	7,696,113
Q140	Central Library Recapitalization Reserve	0	800,000	5,437	0	0	0	805,437
Q141	BMO Ctr Life Cycle Reserve	850,459	250,000	12,391	0	0	0	1,112,850
Q142	Waterfront Development Reserve	138,629	60,000	2,151	0	0	0	200,780
Q143	Bus Replacement Reserve	2,982,359	2,000,000	51,087	0	0	0	5,033,446
Q144	Metro Transit Technology Reserve	1,851,807	0	23,281	0	0	0	1,875,088
Q145	Regional Facility Expansion Reserve	8,260,224	2,972,058	124,047	0	0	0	11,356,328
Q108	Kingwood Water	3,952	0	0	0	(3,952)	0	0
Q112	5594-96 Morris St	82,295	7,209	880	0	(30,000)	0	60,384
Q113	Rockingham Community Centre	13,876	0	0	0	(13,876)	0	0
Q115	Captain William Spry	1,815	0	0	0	(1,815)	0	0
Q116	Richmond School	1,163	0	0	0	(1,163)	0	0
	Total Capital Reserves	79,119,939	86,019,047	1,478,074	(44,765,000)	(1,495,461)	(6,480,144)	113,876,456

2014/15 Withdrawals from Reserves

Reserve	Withdrawals	Amount
Q101 Sale of Capital Assets (Sale of Land)	CBX01162 Environmental Remediation/Building Demolition	-550,000
	CTU00897 Road Corridor Land Acquisition	-250,000
	W400	-85,000
	10% of land sales to Q312	-1,972,058
	10% of land sales to Q145	-1,972,058
	5% to new Urban Reserve using Q126 for now	-986,029
	Commit Funds for new Museum	-1,500,000
Q121 Business/Industrial Parks Expansion	CQ300741 Burnside and City of the Lakes Development	-3,700,000
	CQ300745 Business Parks Sign Renewal and Maintenance	-50,000
	W500	-20,000
Q103 Capital Surplus	CM020006 Emission Reduction -Public Transit Buses	-865,000
	CRU00792 Street Lighting	-205,000
	CID01362 Trunk Mobile Radios - TMR	-540,000
	CBX01157 Alderney Gate Recapitalization	-500,000
Q107 Parkland Development	Bus Case. Transfer to Q312	-50,000
Q119 Sackville Landfill Closure	CWU01092 Dredging of Siltation Pond	-360,000
	R314	-15,300
	R315	-318,300
Q120 Otter Lake Landfill Closure	CWU01358 Half Closure Cell 6 Otter Lake	-400,000
Q123 Waste Resources	CW000001 Additional Green Carts for New Residents	-65,000
	CW000002 Otter Lake Equipment	-1,250,000
Q125 Metro Park Parkade	CBX01140 Metro Park Upgrades	-75,000
Q126 Strategic Growth Reserve	CDX01182 Downtown Streetscapes	-3,400,000
Q127 Sustainable Community Reserve	D948	-226,100
Q128 Rural Fire Reserve	Close reserve to M471	-740,955
Q129 Ferry Replacement Reserve	CM000001 Ferry Replacement	-6,000,000
Q131 Energy & Underground Services Reserve	CBX01161 Energy Efficiency Projects	-685,000
Q133 CCC Bedford South Interchange Reserve	Close to M471	-39,000
Q134 Gas Tax Reserve	CV0250004 Conventional Bus Replacement	-3,300,000
	CBX01171 Ferry Terminal P9ontoon Rehabilitation	-860,000
	CB000042 Woodside Ferry Terminal Upgrades	-731,000
	CV02500003 Conventional Bus Expansion	-1,700,000
	CB000013 Lacewood Terminal Replacement	-2,500,000
	CM020005 New Transit Technology	-8,550,000
	CR000005 Street Recapitalization	-7,659,000
Q135 Alderney Gate Recapitalization	CBX01157 Alderney Gate Recapitalization	-570,000
Q108 Kingswood Water	Close Reserve to fiscal M471	-3,952
Q112 5594-96 Morris St	W204	-30,000
Q113 Rockingham Community Centre	Close Reserve to fiscal M471	-13,876
Q115 Captain William Spry Centre	Close Reserve to fiscal M471	-1,815
Q116 Richmond School	Close Reserve to fiscal M471	-1,163
Q206 Fire Vehicles and equipment	CEJ01220 Opticom Signalization System	-80,000
Q213 Fuel System	Close Reserve to fiscal M471	-30,549
Q306 Self Insurance	A303	-449,700
Q310 Service Improvement	A421 Xerox Project (13/14 funds moved to Commitment for Discovery Centre	-350,000 -2,000,000
Q312 Culture Development Reserve	Barrington St Heritage Initiative	-50,000
	Transfer to Titanic Reserve Q317	-25,000
Q315 Marketing Levy Special Events	CD990002 Civic Events Equipment Infrastructure	-50,000
	Hallmark Events	-405,250
	Special Events	-30,000
	National & International Sporting Events	-552,822
	Major Civic Celebrations	-159,371
	Twinning	-50,000
Q316 DNA Costs (HRP & RCMP)	P325	-583,600
Q319 Major Events Facilities	CB000028 Metro Centre	-1,195,000
Q320 Operating Cost of Capital	OCC Projects	-3,250,500
Q321 Information & Communications Technology	CI00004 ICT Infrastructure Recapitalization	-500,000
	CID01362 Trunk Mobile Radios - TMR	-2,460,000
	A743	-79,600
Q324 Commons Enhancement Reserve	Close Reserve to fiscal M471	-1,064
Q328 Operating Surplus Reserve	Transit	-3,000,000
	Totals	(68,043,061)

Project Budget Summary

Project Year 2014

Budget Category	Work Plan	Projected Carry Forward	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on the Operating Budget
Buildings	23,660,000	7,380,000	16,280,000	3,950,000	12,330,000	-	14,000
Business Tools	20,040,000	3,955,000	16,085,000	3,500,000	12,585,000	628,500	435,000
Community & Property Development	8,375,000	2,445,000	5,930,000	3,450,000	2,480,000	5,000	-
District Activity Funds	1,504,000	-	1,504,000	-	1,504,000	-	-
Equipment & Fleet	5,230,000	1,050,000	4,180,000	80,000	4,100,000	30,000	-
Industrial Parks	19,565,000	15,815,000	3,750,000	3,750,000	-	35,000	-
Metro Transit	50,535,000	15,835,000	34,700,000	6,865,000	27,835,000	2,404,900	18,400
Parks and Playgrounds	8,390,000	2,455,000	5,935,000	494,000	5,441,000	150,000	-
Roads & Streets	37,150,000	6,340,000	30,810,000	1,250,000	29,560,000	20,000	-
Sidewalks, Curbs & Gutters	5,395,000	395,000	5,000,000	-	5,000,000	30,000	-
Solid Waste	5,110,000	3,035,000	2,075,000	2,075,000	-	135,000	-
Traffic Improvements	30,294,000	12,349,000	17,945,000	8,305,000	9,640,000	63,700	-
Grand Total	215,248,000	71,054,000	144,194,000	33,719,000	110,475,000	3,502,100	467,400

Funding Detail

Project Specific Funding

Cost Sharing	1,600,000
Reserves	23,750,000
LIC/Area Rate	519,000
Other Debt (LED Streetlights)	7,850,000
Project Specific Funding Total	33,719,000

Borrowing and Other Transfers

Capital from Operating	39,048,000
Capital from Operating - Transit	8,764,000
Capital from Operating - Total	47,812,000
Debt	32,632,000
Gas Tax Reserve	25,300,000
Crespool	2,341,000
Cappool	2,390,000
Funding - Total	110,475,000

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 the Operating Budget
Buildings	23,245,000	6,515,000	16,730,000	-	-
Business Tools	15,225,000	-	15,225,000	1,005,000	835,000
Community & Property Development	7,045,000	3,800,000	3,245,000	10,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	7,935,000	80,000	7,855,000	24,000	-
Industrial Parks	28,790,000	28,790,000	-	35,000	-
Metro Transit	24,825,000	1,065,000	23,760,000	-	-
Parks and Playgrounds	12,125,000	1,030,000	11,095,000	185,000	-
Roads & Streets	29,215,000	875,000	28,340,000	10,000	-
Sidewalks, Curbs & Gutters	5,100,000	-	5,100,000	30,000	-
Solid Waste	23,775,000	23,775,000	-	135,000	-
Traffic Improvements	21,385,000	7,610,000	13,775,000	9,000	-
Grand Total	200,169,000	73,540,000	126,629,000	1,443,000	835,000

Funding Detail

Project Specific Funding

Cost Sharing	905,000
Reserves	64,945,000
LIC/Area Rate	500,000
Capital Cost Contribution	900,000
Other - Debt (LED Streetlights)	6,290,000
Project Specific Funding Total	73,540,000

Borrowing and Other Transfers

Capital from Operating	44,597,000
Capital from Operating - Transit	4,689,000
Capital from Operating - Total	49,286,000
Debt	34,341,000
Gas Tax Reserve	23,800,000
Crespool	1,500,000
Cappool	500,000
Funding - Total	109,427,000

Variance 17,202,000-

Project Budget Summary

Project Year 2016

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing & Other Transfer	Ongoing Impact on the Operating Budget	One-time Impact on the Operating Budget
Buildings	19,760,000	5,825,000	13,935,000	-	-
Business Tools	7,060,000	-	7,060,000	10,000	250,000
Community & Property Development	6,585,000	3,800,000	2,785,000	10,000	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	7,155,000	80,000	7,075,000	24,000	-
Industrial Parks	15,575,000	15,575,000	-	35,000	-
Metro Transit	24,380,000	-	24,380,000	-	-
Parks and Playgrounds	8,375,000	780,000	7,595,000	185,000	-
Roads & Streets	31,465,000	1,125,000	30,340,000	10,000	-
Sidewalks, Curbs & Gutters	5,300,000	-	5,300,000	30,000	-
Solid Waste	6,455,000	6,455,000	-	135,000	-
Traffic Improvements	24,035,000	8,260,000	15,775,000	14,600	-
Grand Total	157,649,000	41,900,000	115,749,000	453,600	250,000

Funding Detail

Project Specific Funding

Cost Sharing	780,000
Reserves	23,555,000
LIC/Area Rate	625,000
Capital Cost Contribution	1,650,000
Other - Debt	15,290,000
Project Specific Funding Total	41,900,000

Borrowing and Other Transfers

Capital from Operating	47,096,000
Capital from Operating - Transit	5,309,000
Capital from Operating - Total	52,405,000
Debt	35,588,000
Gas Tax Reserve	25,000,000
Crespool	1,500,000
Cappool	500,000
Funding - Total	114,993,000

Variance 756,000-

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.